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Influence of Self Career Management on Organisational Performance: A Case of Kisumu County Government, Kenya

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Abstract:

Career self-management is priority factor for employee in any organizational. Modern organization has abandoned career management of its talent pool due to pro-activeness and complex diversity of its employee. This has facilitated very competitive workforce that benefits both the employee and organization. The aim of the article is to establish the influence of career self-management on performance of Kisumu County Government in Kenya. The research method is descriptive survey. The total population consists of 500 employees in 9 Ministries of Kisumu County Government. Data was collected through questionnaire and sampling done through stratified random sampling and analyzed using STATA software. The results indicated a positive correlation with significant relationship between self career management and organizational performance at 95% confidence and probability of less than 0.05 which show low insignificant to which it's true that self career management influence performance of Kisumu County Government.

1. Introduction

Career self-management is the degree to which one regularly gathers information and plans for career problem solving decision making and job mobility preparedness (Demarr, 1998). Organizations have distance itself from career management of the entire pool of talents due to surplus of talents and efficient technology that has enabled easier networking and job poaching of competitive talents from other markets. Also, complexity of the cultural diversity has made management to avoid compressive career management programmes. However, employee has taken personal responsibility to manage their own talent in relation to progressive movement in ranks, pay package increase, benefits, personal goals and vision. This has been done in relation to organization goals future opportunities available, being relevant and aggressive competition among themselves. In Kenya career, self-management developed due to World Bank policies that made the Kenya to go into strenuous borrowing of funds to supplement its budget deficit. This led to serious layoffs, retrenchments de-layering and restructuring that occurred leaving employees jobless. Employees declared redundant went to serious business and others went to further their education later to be absorbed back. This led to the birth of career self-management in public institutions and local government as government directed funds of training to other key ministries and further abandoning its employee for a decade.

Employee pro-activeness, understanding of their strengths, weakness and career goals enable them to set their career life more relevant to current and future needs to avoid off boarding situations that could further occur in future. Self-awareness of what was necessary facilitated the process of career self-management. Every employee self initiation and management of responsive network that could heighten their capabilities and careful consideration of who one is and what one wants enable majority of the employee to think otherwise about their career interest and existing capabilities. This created self career competency, which matched their career and job related knowledge which led to individual career success (Borke, 2010). The perception of promotion become outdated and employee reached overqualified status, which means employee would rather keep other academic and professional qualifications and shy away experience gained at work just for better jobs or positions of better terms.

1.1. Statement of the Problem

Human Resource Management is a fundamental management practice that occurs where more than one person exists and managing talents is key influence to employee and organization performance (Itika, 2011). Personnel managers embraced human resource management in their daily operations to ensure employees adhere to organization rules and guidelines of the Local Government structure formally Kisumu County Council. Human Resource Managers in Kisumu County Government have considered strategic human resource management a more comprehensive administrative focused in managing its workforce. Due to pressure from Government to reduce number of employee, late and small capitation for local government operational activities such human resource

development. Employee resorted to managing their own careers to be relevant, employable and keep their jobs. However, National Government budget allocation further reduced and economic crisis worsen making human resource development programmes to be completely abandoned, there being no option, but to capitalize on staff reduction and redundant policy being implemented to the extreme. Nevertheless, employee became adamant to take initiative to manage their own career in order to be very competitive, effective and be employable within the vast Kisumu County Government. This awoken the performance of Kisumu County Government and the individual employees as a whole. Hence justifying the objective of the study which state that self-career management influences organization performance.

2. Self Career Management

According to (Kosseket *et al.*, 1998) self-career management is the degree at which employees gather information and plan career problems and make decisions that would lead to progressive improvement, mobility of talent in accordance to desired personal and organization objectives and goals. However, in competitive industry where job searching and finding is tedious and expensive talent employed have resorted to internal career self-management other than letting organizations taking career management activities as necessity. King (2004) emphasized that career self-management need not essentially focus on outside mobility but focus on internal organization mobility. This enhances retention of talent and employee performance. When employees manage their own career, they are motivated in achieving their own goals which is a commitment and performance enhancer. It also creates employability since personal imitativeness challenges organization to focus on talents rather than loose the positive attitudes that act as performance maintenance (Makkonen, 2015).

Attaining intrinsic career success contributes to employee and organization exceptional performance in the long run. It reduces organization burdened in career management while creating a satisfactory work environment and infrastructure that increases opportunities for talent development and organization growth (Chin & Rosdi, 2014). To enable inclusive career self-management, management is fully obliged with responsibility to provide comprehensive feedback to employees from performance evaluation, performance appraisal; performance management reports should be duly provided and accessible by the employees.

2.1. Effective Communication Feedback

Performance feedback has great significance to employee self-career management; it enhances job satisfaction, motivation and work commitment. Through feedback employee is able to make critical decisions as management emphasizes on key areas of improvement and future opportunities that are likely to be considerable. This further encourages and challenges employees to put effort towards such up comings to align with new trends that can be much complex and of significance benefit (Gottredson & Joo, 2012). Feedback also involves performance reviews, reports, salary increment, appointments, dismissal vacancies budget and resource allocation, future mergers, downsizing restructuring this facilitates proper self-career management and employee performance enhancement.

Career self-management enables every talent to increase career might, shift career might responsibility from employer to employee, this implies employees taking new roles such self-monitoring, self-assessment, collecting career related information to increase awareness and insight into personal qualities and job opportunities in order to aid their own career decision making. Through career socialization employees are in continuous discussion with their colleagues at work on current job improvement, seek ways of developing themselves to suite future of current jobs and prepare to shift jobs (Emberree, 2003).

2.2. Career Pathways

According to Rowland (2013) career pathway is a series of well laid mechanism structures education programmes and services that enable employees while on job or working to advance to better jobs and higher level of trainings. it clearly aligns skills relevant to trainings at given upper well-paid jobs and contextualize basic skills and technical content to knowledge and skills needed in specific occupation or group occupations. Effective career pathing in an organization increases the desire to move up the ladder at cheaper and less stress and cost-effective manner. This motivates the employee to make use of such available opportunities to advance in their jobs at a considerable and acceptable manner. This results to good performance both at individual and organizational level. Acquisition of knowledge and technical skills at work or through various trainings enable employees to be ready to take challenging roles and responsibilities, horizontally or vertically vacant positions. This is caused by competitive benefits and rewards tagged to such positions (Umachandran, 2015). Availability of talents enables organizations to reduce cost of hiring by initiating direct promotion which motivates employees as they feel honored.

2.3. Career Progression

Progressive career movement indicates a higher performance as smooth transition from lower to higher level within same organization or maintains, its values and virtues this are intrinsic motivational tools that employee develops right attitude for organization success. According to Saba *et al.*, (2015) research on impact on career self-management on employee commitment in banking sector a sample size of 202 employee and simple linear regression analysis was used to test the relationship and findings indicated that there is a positive relationship between career self-management and organization commitment. This meant that organizations pay attention to activities of career development opportunities what individual's value in order to fit within organization. Moon & Choi(2016) Study on impact of career management on organization commitment on research and development employee, survey data from 355 employees indicated that career self-management behavior positively affect organization commitment which implies that self-managed career is embedded to organization and employee performance. Coetzee & Potgieter (2014) study on mediating effect of self-esteem on the career self-management and career resilience of non-probability sample of 304 early career employees in business

field Across-sectional survey design was followed, the result revealed significant direct and indirect effect on performance and career management practices for retention of talented staff members

Career self-management activities include that all that allow individual employees to make realistic self-assessment of their own talents and capabilities in view of organization career opportunities in order to advance in ranks, earn more, get satisfaction at work and to be successful as organization also performs. The continuousness of the employee's career self-management is determinant of achievement of personal goals vision and attainment of goals at fair competitiveness among the employees within organization. This led to reduction of organization expenditure in resourcing developing and planning as every employee is reasonably focused to be very relevant, employable reliable to towards current and future duties and responsibilities (Vaiman& Vance,2010).

Career planning According to Horold & Kumal (2011) career planning is a continuous process of evaluating and assessing current job in order to prepare future career steps. It includes choosing on occupation, getting a job growing in a job changing on careers and eventually retiring. This assists ambitious employees in focusing their dream jobs and achieving their career goals. Effective planning incorporates strategies for achieving the best desired outcome within the given time line which is beneficial to both employee and the organisation. Therefore, planning should be done in liaison with the guidelines and competency levels. Carefully planned career is achievements that rewords and make other employees to emulates or copy the footsteps of their seniors or consult with their peers on how work, life and ambitions are integrated regardless of the financial impact. Proper career planning cushions employee and the organisations from financial hardship which may hinder progression level of organisation and employee promotions earning and benefits increment, this makes management more aggressive in accomplishing their goals.

2.4. Career Competency

This is the technical, functional and professional application of skills in given fields within the organisation by the employees. A given number of employees might have reached their career dreams at early age, it's upon the management to determine what motivates them and how their skills knowledge and abilities may be used to help them and the organisation too. Employee who are very competent are always in right job fit and dislike management supervisions. However, they prefer to be key in decision making. In their self-career management, such employees would be fit for challenging roles such as projects within various time periods. Accomplishing and setting of new projects is beneficial for them and more rewarding, establishing various linkages and collaborating with various stakeholders in achieving mega projects is taking their careers in higher levels. Nevertheless, such major strides can only be accomplished if competent employees show interest or shows interest corporative attitude in their jobs and very ambitious in their goal setting.

2.5. Hawthorn Effect Theory

Hawthorn effect theory was developed by Elton Mayo postulated that social aspects of employee life at work are more important more than monetary rewards. The social aspect involves allowing employees to work and form other informal groups at work in order for them to be productive and perform effectively. In the current workforce, the theory applies as employees are attracted to organizations that consider the workers' welfare. Associations are formed to allow employees solve their issues with minimum involvement of management. Elton Mayo in his Hawthorne effect was concerned with the high rate of turnover experienced by the Hawthorne plant. This made him to major on employee retention in which 100% succeeded by increasing the rate of job satisfaction through employee participation and involvement in key and various personal and self-decision making to make them more competent. Different incentives also made workers to be motivated and to feel accepted, this reduced turnover rate, as self-career management was an initiative that was equally rewarded.

In relation to improvement of employee talent, workers' skills improved due to close supervision, as a result of feedback received from supervisors and effective communication to and from management. The implication of Hawthorn effect theory to this study is that employees' social aspect correlates to performance at work, self-career management in the millennium time has been considered a personal initiative which employee desires to move in higher grades in a more silent and aggressive way in which management cannot control likewise to formation of informal groups. Groups/teams should be allowed whether formal or informal. Employees' self-career management has become a key social issue since employee mostly work in groups, attend same training institutions, same collages, same social sites and interact consult within their groups, plan as group. such groups consider themselves competence as who and who is incorporated as members or they are linked to certain superior institutions, clubs, religion, social sites or only people or persons that are within their known cadres in life. This effect improves and develops their careers and balance their work life balance that results in improved performance. Good relations at work are a motivation aspect that leads to retention at work. It is therefore cheaper for management to provide development to supervisors to enable the employee to learn naturally at work from close supervision

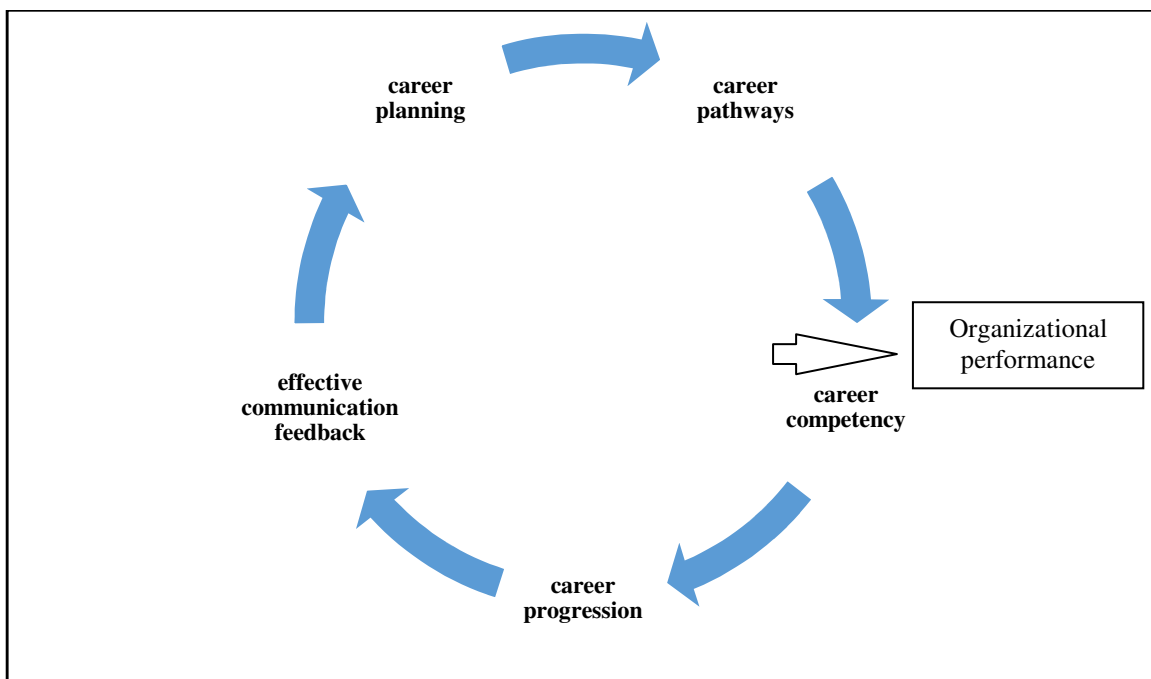


Figure 1: self career management anchors linked to organizational performance

Organization performance refers to effectiveness of organization in accomplishing its set objectives, goals and achievement of desired results in relation to vision and mission of the organization. Organization performance can be manifested either as inputs, or outputs and outcomes of the results. This relates to how effective or efficient combined operation can be judged during a period of time, adjustment made to avoid any diversion, the comparison done with the inputs to determine the results (performance). Continuous performance is a key objective of effective organization because through performance organization is able to compete effectively (Gavrea *et al.*, 2011).

3. Research Methodology

This research problem was studied through the use of descriptive survey. Descriptive research involves collecting and analyzing data to characterize a group of persons or events (Fitz *et al.*, 2012). Survey allows the collection of large amount of data from sizeable population in a highly economical way. A total of 500 respondents were selected for the survey, the sampling technique was stratified random sampling, sample size of 218 with a response of 208. Data was obtained from each cadre of organization structure consisting of nine ministries using selected respondent from each structure (cadre). (Education, Health, Culture, Finance, Security, Roads and Infrastructure and Development, Environmental and Local services. In this case stratified random sampling whose logic lies in selection of sample of items from given sub population to obtain a representative sample (Kothari, 2004). This means identifying a sample group in the population and their proportions and selecting from each sub group to form a sample to obtain a more efficient sample that reflect the population (Oso & Onen, 2005). Data was collected by use of drop and pick technique. The questionnaire was issued randomly and collected after the respondent fills it in every department. The study is concerned with variables which cannot be directly observed such as opinions, perception and feelings of respondents. Such information is best described through questionnaire hence are based on quantitative data (Oso & Onen, 2005). In carrying out the pilot tests, the sample of nine departments from the entire population was selected and questionnaire administered to 9 respondents of 9 departments mainly fist respondent which mainly involve head of departments (directors). According to (Zohrabi, 2013), reliability is concerned with the consistency, dependability and replicability of the obtained results which leads to similarity of the results. To verify the reliability of the measuring instrument (questionnaire) developed for the purpose of this study, it will be subject to pre-trials. As per Cronbach's, the data is split in two, in every conceivable way and computing correlation coefficient for each split. The average of these values (Cronbach alpha) value of 0.7 is seen as acceptable value; values substantially lower indicate a low number of questions while high alpha indicates redundant questions (Mohsen, 2012).

4. Results

4.1. Career Self-Management and Organizational Performance

Table 1 Extent at which the following statements relate with career self-management and its influence on organization's performance. The key factors were effective communication feedback, career pathways, career progression, and career commitment career motivation

| Parameters | Agree | Strongly agree | Strongly Disagree | Disagree | Can't tell | Missing | % |
|--|-------|----------------|-------------------|----------|------------|---------|-----|
| Organization offers timely feedback on performance evaluation | 25% | 40% | 13% | 5% | 5% | 12% | 100 |
| Prefers professional bench marking with other related organization | 30% | 38% | 8% | 6% | 6% | 12% | 100 |
| Organization values employee personal decision on career self-management and self-training | 40% | 38% | 0 | 5% | 5% | 12% | 100 |
| Organization has clear communication to individual about future opportunity | 45% | 30% | 5% | 4% | 4% | 12% | 100 |
| Organization is informative on current changes, trends and future expectations to be adopted | 33% | 50% | 5% | 0 | 0 | 12% | 100 |
| I engage in constant self-monitoring and seek information on various job related matters | 37% | 43% | 0 | 8% | 0 | 12% | 100 |
| I constantly review my career plan annually to meet short term and long term personal plans | 55% | 30% | 0 | 3% | 0 | 12% | 100 |
| Organization offers work based learning opportunities as training paths for future progression | 30% | 50% | 4% | 4% | 0 | 12% | 100 |
| Organization provides suitable job match to employees to meet employee preference | 32% | 48% | 5% | 0 | 3% | 12% | 100 |

Table 1

Table 1 it is clear that career self- management plays a key role on organization performance. The findings above indicate that all the respondents agreed that career self- management is a key component that should be embraced fully by the Kisumu County to achieve higher performance from its employees. According to Saba *et al.*, (2015) research on impact on career self-management on employee commitment in banking sector a sample size of 202 employee and simple linear regression analysis was used to test the relationship and findings indicated that there is a positive relationship between career self-management and organization commitment. This further supported by Moon & Choi(2016) Study on impact of career management on organization commitment on research and development employee, survey data from 355 employees indicated that career self-management behavior positively affect organization commitment which implies that self-managed career is embedded to organization and employee performance

| Extent | Frequency | Percentage |
|-------------------|-----------|------------|
| No extent | 2 | 1 |
| Small extent | 7 | 3 |
| Moderate extent | 17 | 8 |
| Large extent | 78 | 36 |
| Very large extent | 87 | 40 |
| Missing | 27 | 12 |
| | 218 | 100 |

Table 2: Extent to which career self-management influences organization's performance

Table 2 Indicates the extent to which career self- management influences organization performance. From the findings, 36% agree to large extent that career self- management influence organization performance, 40% affect agree it affects to very large extent while 1% agree it does not affect organization performance. Figure 4.6 below indicate the graphical presentation of the above table for clear view.

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One-way performance management
One-way Analysis of Variance for performance:
Number of obs = 20
R-squared = 0.7527

Source          SS          df          MS          F          Prob > F
-----
Between management  20.925      3          6.975      16.23      0.0000
within management  6.875      16          .4296875

Total          27.8      19          1.4631579

Intraclass correlation  0.76421
Asy. S.E. 0.17974
[95% Conf. Interval] 0.41192 1.11650

Estimated SD of management effect  1.180093
Estimated SD within management  .6555055
Est. reliability of a management mean  0.93840
(evaluated at n=4.70)
    
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Table 3: The relationship between career self-management on organizational performance

The results show correlation test analysis between organizational performance and career self-management this is indicated by positive correlation which shows that a change in career self-management factor variables leads to improvement of organizational performance R –squared indicates 7.5 % variance, while correlation coefficient 0.76421 positive correlation with the factor variables of career self-management on organizational performance. Both R-square and Fvalue has been found to indicate significant relationship between dependent variable with independent variable at 95 % confidence which comes to 1.11650 and F statistics further indicates 16.23 to show the high significant level and probability of less than 0.05 which shows low insignificant hence it's true that career self-management influence performance of Kisumu County Government.

5. Recommendation

Kisumu County Government should provide adequate facilities that enables employee to make effective self career management of its employees, Kisumu county government should support employee personal goals allow consultative and retreats that would facilitate team working and loyalty hence avoid un reasonable competition and conflict in job and position appointments Kisumu county government should support innovations and inventions among its employees, fund group and employee business enterprise within the county as they are as result of employee self-management. Encouraging research and project within county would also facilitate career self-management as employee would increase their expertise and concentration in productive ventures.

6. Implication and Contribution of the Research

Self career management is concept that has made employees employable and improved performance of organisations. Due to high rate of employment in both developed and developing countries employees have taken self-initiative to manage their careers since the organisations assumes surplus of qualified unemployed. Becoming employable has reduced the burden organisations burden on general career management. Self-career management is an aspect of talent management. Policies and guidelines should be well in placed by management so as to have only the relevant knowledge, skills and abilities (talent) within the organisations. Employees should be allowed to aim as high as they can and achieve their career dreams which will be beneficial to them and to the organisation. This research paper has provided valid evidence that support the application of self career management and presided the argument for embedding self career management by the employees for their own benefit and organisation performance as end result. Therefore, self-career management correlates to organizational performance. It is significant to note that self career management harmonizes the discrepancies that results to expenditure on general career management and the demand for increased wages, earnings and promotions from the employees. Management should beware that employee have career dreams in which they look for opportunities to realize their dreams at whatever cost and within minimum period of time when they join. Nevertheless, provision of effective communication, proper planning, clear pathways and guidance, and competency level should be part of orientation and induction programmes when employee joins organisations. Moreover, employee should at all times know what is expected in near future despite the dynamics of the business environment. The research open up the importance of informal groups within the organisation as they act as conferences for social issues enlightenment, awareness points and clubs for career advancement. Management should keenly be aware of such groups know their members and their visions to avoid drastic loss of talent. The informal group enhance, influences and facilitates the self-career management at a greater speed that can destabilize the organisation should there be discrepancies among the groups or un expected employee progression to management or governance level. Although it occasionally happens with effective networking, political backup, social status, economic and regional influence in appointments, nominations and elective progressive positions.

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