



CAREER DEVELOPMENT AND PERFORMANCE OF CIVIL SERVANTS OF THE MINISTRY OF INTERIOR AND COORDINATION OF NATIONAL GOVERNMENT IN MAKUENI COUNTY, KENYA

Mohamed Hussein Mohamed¹, Dr. Weldon K Ng'eno (PhD)²

Corresponding Email: mohamedhusseinsnr@gmail.com

ABSTRACT :

Kenya's civil service, following independence, grew quickly, surpassing all others in East Africa in size. Kenya's civil service has, however, experienced many setbacks over the years, such as inadequate organizational culture, lack of human resource management strategies, unsuccessful rules and regulations, discarded projects, and weak project delivery. Hence, the study sought to assess how career development affects performance of civil servants, anchoring it on the human capital theory. The study was conducted using descriptive design, conducting a census of all 95 civil servants under the Ministry of National Security and Coordination of Government in Makeni County, Kenya. The study obtained data using a semi-structured questionnaire which was piloted in Machakos County for reliability and validity. The analysis of the collected data was done using descriptive statistics involving mean and standard deviation while inferential statistics was done using a regression model. Qualitative data was analyzed using content analysis and presented using explanations and narrations. The study observed the ethics of informed consent, objectivity, anonymity and confidentiality. The study found that career development positively and significantly affects employee performances of civil servants of the Ministry of Interior and Coordination of National Government in Makeni County, Kenya. The study recommends that the ministry should keep funding career programs including enhancing job-related skills, knowledge, and competencies that directly contribute to improved performance. It is essential to ensure that the career paths are relevant, attractive and enhances the attainment of employee goals and objectives, at the same time.

Keywords: Career development, performance of civil servants, Makeni County

Introduction :

Globally, human resources are regarded as the most crucial element in an organization's efficacy and efficiency (William & Stoney, 2020). Humans are an especially significant reinforcement for achieving organizational goals, according to Mathis and Jackson (2019), given that they can bring all other affirmations material and financial ones included together and offer advice regarding how to implement them. Human resources encompass a range of activities such as job analyses, personnel needs planning, hiring qualified candidates, onboarding and education, managing wages and salaries, providing rewards and perks, evaluating performance, resolving conflicts, and interacting with all employees (Cheng & Idung, 2020). Human resource departments of businesses and organizations are generally responsible for creating, putting into effect, and overseeing policies that deal with employees and relationships between employers and their staff (Rouse, 2019).

A higher level of performance within an organization can be attained by the human resource team through the use of human resource instruments, which is seen as a key tool (Bubis & Anthony, 2020). Employers have to find candidates, pay them, provide incentives, keep them on board, and eventually let go. Therefore, proper human resource functions are critical to the organization's performance and effectiveness and must be incorporated into it (Maric, 2021). The increasing importance of the issues and difficulties associated with making better use of human resources has led to an improvement in the human resource function, according to Imaga (2020). Pynes (2019) argued that human resources are official structures that are built inside companies to ensure that information, abilities, and expertise are employed appropriately to accomplish objectives stated by organizations.

According to a recent report from the IMF, China's performance of the civil service workforce has decreased over the last 20 years from 15% of the global frontier to only 30% (Hadir & Larek, 2021). Lack of interaction and cooperation, balancing work and life, inadequate engagement among employees, managing workloads, and the culture of the workplace are all factors that have an impact on worker performance (Pedkhan & Chang, 2019). In India, with numerous laws both at the federal level and in the individual states, labour laws in India are thought to be strict. The Indian civil servants' declining performance can be attributed to a lack of teamwork, training, leadership, communication, and time management (Singh, 2023).

¹ MPPA Student, Kenyatta University – Corresponding Author

² Lecturer, Department of Public Policy and Administration, Kenyatta University

In Kenya, determining the precise performance factors that apply to the workforce of civil servants may present opportunities for notable increases in performance (Kwaghgat, 2019). Poor training, particularly concerning job rotation, absence of performance-based incentives and remuneration, and slow, opaque, and externally influenced recruitment are some of the factors impacting the performance of civil servants (Opatha, 2020). The working environment, employees' training and experience levels, and opportunities for skill development are important factors influencing employee performance in Kenya. Other factors are age, gender, education level, and motivation of the workforce (Gitonga, 2018).

Human resource instrument refers to a crucial tool that the human resource department uses to raise employee productivity (Sims, 2019). Every business needs to hire, pay, inspire, retain, and eventually let go of its workforce. This indicates that proper human resource management functions are critical to the organization's efficacy and efficiency and must be incorporated into it (Maric, 2021). According to Imaga (2020), the importance of the issues and difficulties associated with making better use of human resources has led to an improvement in human resource management function today. The aim of attaining success within organizations aligns with its strategic objectives and short-term interests (Okojie, 2020).

Performance is the distinction between an organization's goals and objectives and its actual accomplishments (Ejiofor & Eze, 2019). Performance is evaluated by comparing actual findings or results achieved by an organization with its planned goals or objectives. Combining abilities, expertise, and experiences to complete specific tasks within a set amount of time is the key to success. How effectively a person carries out the tasks and duties assigned to them is known as employee performance (Kenton, 2019). A key element of organizational long-term viability which encompasses effectiveness and profitability is employee performance. Without sufficient motivation to the statement that officials strive to perform well within the company, performance cannot be assessed. The government apparatus is only managed by the civil service (Victor, 2019).

Makueni is the seventeenth county in Kenya's Eastern Province, out of forty-seven total counties (GOK, 2020). The National Government of Makueni County oversees the creation of laws, regulations, business finance, and research projects in a range of industries, such as agriculture and education (ROK, 2018). Ministry of Interior and Coordination of National Government (MICNG) in Kenya is a division of government responsible for a nation's internal affairs, particularly law and order (GOK, 2023). Maintaining national security, achieving its comprehensive concept, protecting citizens' lives and property, communicating regularly with civil society institutions, and assigning the Governors to oversee and monitor projects and development plans are all part of its mandate (GOK, 2023). The ministry's duties include overseeing public affairs, betting control, printing governmental papers, immigration and individual enrolment, probationary control, and spearheading the fight against addiction to drugs and substances. Additionally, the Ministry provides all Government ministries with reception services and organizes state operations.

Statement of the Problem :

Human resource functions in the civil service workforce involve job evaluations, coordinating personnel needs, selecting and employing suitable individuals, orienting and training new hires, managing compensation and benefits, providing awards and bonuses, evaluating performance, resolving issues, and communicating with all employees at all echelons (Ejim, Egbudu & Ezech, 2020). The performance of civil servants greatly depends on the efficacy and efficiency of human resources (Rouse, 2019) and in the alternative, low output, inefficiency, and inefficiency of assets happen. Kenyan civil service workforce has faced numerous setbacks over the years, including poor project delivery, abandoned projects, and failed regulations, deficient organizational culture, and a dearth of performance management techniques (Esu & Inyang, 2020). Overcrowding and underpayment of civil servants result in subpar service delivery, noncompliance with recruiting and selecting practices, as well as an incompetent workforce with many employees without the necessary abilities and prerequisites to carry out the tasks to which they are designated (Ejim, Egbudu & Ezech, 2020).

Furthermore, insufficient rewards in the civil service workforce comprising civil servants can hinder worker performance and worsen work ethics and service quality in government organizations, which are frequently typified by a bad work environment and outright corruption on the part of numerous officials (Wegrich, 2019). In Kenya as well as other global locations, public sector organizations such as MICNG face difficulties in finding and keeping valuable, competent employees, appraising the performance of employees, and giving good remunerations as at when due to meet the ever-changing demands of service delivery (Ogholaja, 2023). Not enough people are trained to carry out the essential tasks. Understaffing and insufficient training of employees have significant negative impacts on its performance in terms of capacity utilization and productivity. The inability of this commission to meet its objectives has led to shoddy work, extreme levels of stress and tiredness (Nzau, 2019).

Moraa and Datche (2019) assessed the effects of performance appraisals on employee performance in Kenya and discovered positively significant effects. Enekwe, Eziedo, and Agu (2019) looked at the impacts of appraisals of performance on worker performance in Nigeria, with a particular emphasis on the banking industry. In Afghanistan, Ahmadi (2019) looked into the impacts of training programs on worker performance using the telecoms sector as a case study. Mwangi and Munyua (2023) used census sampling to assess the effects of training and development on worker performance focusing on investment companies listed in Kenya. The aforesaid studies however demonstrated contextual, methodological, and conceptual gaps. Hence, the study aims to establish the effects of human resource instruments on employee performances among civil servants of MICNG in Makueni County, Kenya.

Justification and Significance of the Study

The study examined how human resource instruments affect employee performances among public civil servants of MICNG in Makueni County, Kenya. In the public service workforce, human resource instruments are positioned to guarantee and foster excellent human resource management procedures as well as to foster honesty and love of the public sector. A crucial component of ensuring the successful and effective handling of all human resources for increased performance of civil servants is human resource management.

Hence, how human resource instruments would specifically address issues of performance and serve to uphold the principles of candor, openness, patriotism, and building a workforce within the civil service workforce that exemplifies good governance in Kenya needs to be studied. As such, evaluating the impact of these human resources instruments on worker performance is critical. The effects of human resource instruments and government servants' job performance were the researcher's main areas of interest.

Employee Performance

The effects of electronic governance on the performances of employees in the Immigration Department of MICNG in Kenya were examined by Macotiende, Bula, and Ndegwa (2021). The research design employed was a cross-sectional descriptive survey. The study's target group consisted of 516 immigration department personnel from three specifically chosen sites in Nairobi City County, Kenya. Utilizing stratified proportionate random sampling, a sample size of 103 respondents was chosen. Regression analysis and descriptive statistics were utilized to analyze data. Findings showed that although e-governance techniques have significant impacts on employee performance, they have only been moderately embraced. A prior study that concentrated on Nairobi County utilized cross-sectional descriptive methodology. The present study employed a descriptive method of design with Makueni County in focus.

Achuchi (2022) investigated how performance management techniques affected employees' performances in Kenya's Ministry. A descriptive research design was employed to gather qualitative and quantitative data. A total of 350 officers from different departments comprised the targeted population. Respondents were chosen using simple random sampling techniques. There were 187 employees in the study's sample. Ministry's department heads made up responses. According to the report, employee performances at Kenya's Ministry were greatly impacted by performance management procedures. Previous studies utilized qualitative and quantitative data and a simple random sampling method. The present study utilized quantitative data and a census sampling method.

Impacts of career development on employee performances in Nairobi City County were studied by Ondere and Mackhamara (2023). The study's subjects were chosen with a stratified method of sampling. The study's sample size was 102, and the target population was 1022. A descriptive research design was utilized for investigation. Questionnaires were used to gather data. The validity and reliability of the research instrument were evaluated using test-retest method. Tables offered quantitative information, whereas content analysis employed qualitative data. According to the findings, career advancement in interior ministry was only averagely successful over the study period. The prior study utilized qualitative and quantitative data and was done in Nairobi County, Kenya. A recent study utilized quantitative data and was done in Makueni County.

Career Development and Employee Performance

Mwova and Langat (2021) investigated the influence of career development methods on staff performance at the selected private universities in Nairobi County, Kenya. A descriptive methodology was utilized. 2336 employees of Kenya's religiously affiliated private universities—Daystar, CUEA, St. Pauls, and KeMU—constituted the study's population. These comprised both non-teaching and academic professionals. A proportionate stratified sample design was used in the investigation. Questionnaires were the primary means of data collecting, and primary data were employed. Then, a combination of inferential and descriptive analyses was applied. Descriptive analysis was a method to examine quantitative data. Findings showed employee performance is significantly predicted by career guidance. Previous studies focused on private universities and utilized stratified sampling. A recent study utilized the census method and focused on MICNG in Kenya.

Career development's impact on workers' performance at Kenya Forestry Research Institute in Muguga were examined by Ratemo, Makhmara, and Bula (2021). The foundation of the investigation was equity theory. A descriptive research design was employed. Kenya Forestry Research Institute served as an analytical unit with 178 employees as the target population. To get a sample of 121 respondents, a stratified random sampling technique was applied. A semi-structured questionnaire was used to collect primary data. Inferential and descriptive statistics were applied in data analysis. Career development plans have considerable impacts on staff performances at Kenya Forestry Research Institute, as per the report. The prior study employed the use of stratified and was focused on Kenya Forestry Institute while the recent study utilized a census sampling method and focused on MICNG in Kenya.

The effects of career development on employee engagement in Kenya's public health sector were assessed by Muchibi, Mutua, and Juma (2022). Descriptive research design was the approach utilized for investigation. The population comprised 3,092 respondents, with a sample of 342 chosen. Stratified and simple approaches to sampling were utilized. Quantitative and qualitative data types were collected using a questionnaire-based approach. Quantitative and qualitative analysis were utilized in a mixed-method approach to data analysis. Results showed that employee engagement in Kenya's public health sector was positively, moderately, and significantly impacted by career development. The aforementioned research used simple and stratified random sampling and concentrated on the public health sector. A recent study utilized census sampling and concentrated on MICNG.

Suherman, Ahman, Disman, and Rofaida (2023) examined how career development and employee engagement affected the performances of employees in Indonesia. In this study, descriptive and explanatory research designs were employed for survey methodologies. Eighty-seven (87) PT Indonesia Pos (Persero) personnel participated in. The sampling method employed was saturation sampling. To evaluate data, multiple regression analysis was employed. Results indicated that employee engagement and career development may have a joint or partial effect on performance. The previous study utilized saturated sampling along with an explanatory and descriptive research approach. As a result, the descriptive research design and census sampling method was utilized in this study.

Dharmawansyah, Ariawan, Prasetyo, Priyadi, and Karunia (2023) evaluated the efficiency of career development in moderating the impacts of training and the workplace on employee performance. Using the causal technique, the research approach adopted a descriptive quantitative approach. There are 609 workers in the steel sector in the Banten Provinces and DKI Jakarta who make up the study's population and objects. Snowball sampling was adopted to pick 242 respondents. The data analysis approach evaluates the study's hypotheses by applying structural equation modeling (SEM), notably with the SEM-LISREL data processing tool. Findings indicated employee performance is directly impacted by work environment, training, and career development. Causal research design was utilized in a prior study, which was conducted in Jakarta. Kenya hosted the current study, which made use of a descriptive research design.

In their study, Rahayu, Setiadi, and Agustina (2023) looked at how career development affects the caliber of work in Indonesia. Qualitative data from novels and scientific papers were employed in this investigation. The idea was examined and a new research model on the connection between compensation and the caliber of public services was formed using secondary data from earlier studies. The study's findings indicated that career

advancement and training affect the caliber of labor. It was evident that professional growth and training have an indirect impact on the caliber of work. However, Indonesia was the location of the prior study. In Kenya, the current study was conducted.

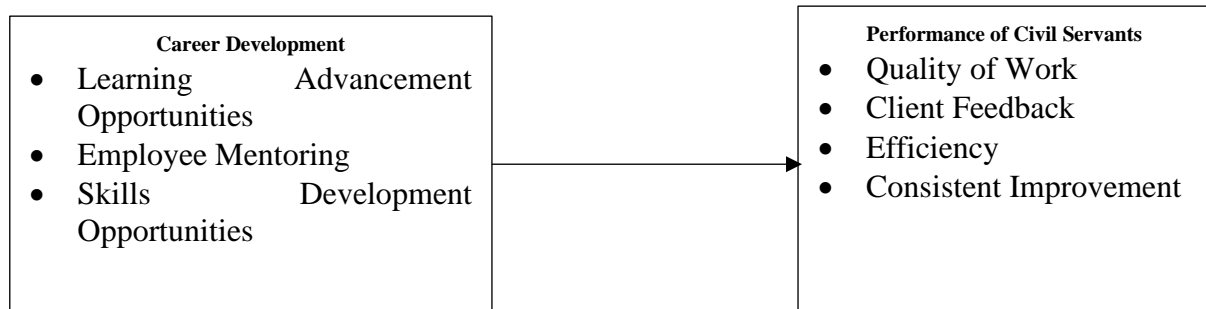
Human Capital Theory

According to Armstrong (2010) who propounded the theory, businesses that invest in their staff see an improvement in performance, which benefits the business as a whole. This perspective holds that people have innate skills, dispositions, and vitality (Davenport 1999). The theory states that a product's value is derived from its users' understanding, abilities, and expertise. Therefore, developing and retaining human capital should be a top priority. According to Armstrong (2010), people create, hold onto, and use knowledge and intellectual capital. People's knowledge is enhanced by their interactions with one another (social capital), which turns it into the established knowledge that companies possess.

It is a flawed approach to understanding the value of capital, according to Block (1990), who was cited and quoted by Muchomb (2016). The only way to comprehend human activity is through the lens of trading. This disregards the fact that value is created by an accumulation of capital, not the other way around, as capital is a social force. In such a scenario, it is usually viewed as more akin to a good than money. Another argument is that education boosts productivity, which could account for higher wages. These theorists did not take knowledge transfer into account.

Is there a connection between productivity and the duration of education and training? It is accurate to say that increased productivity does not always translate into higher wages. There are, nevertheless, additional situations that might be relevant. The industry, the employer's location, and labour union rules may all have an impact on compensation. The theory states that the knowledge, skills, and abilities of individuals are what give a product its value. As such, the commission functions better if it can draw in, hold onto, and expand its human capital. Considering that their competencies could benefit all judges, officers, staff members of general commissions, and administrators must obtain additional instruction and training. The theory supports career development and training and development.

Conceptual Framework :



Methodology :

The study employed descriptive design which sought to gain an explanation of the features of particular research variables at a given moment in time. Regarding the target population, it discusses the what, who, and why of the study (Mugenda & Mugenda, 2003). It was used to determine the characteristics, patterns, trends, and classifications of the research and to answer the research problem's what, when, where, and how questions. The study was conducted in Makueni County, among the civil servants under the Ministry of Internal Security and Coordination of National Government all totaling 95 officers from 5 departments of the Ministry in Makueni. The questionnaire was pilot tested in the neighbouring Machakos County, achieving a Cronbach alpha above 0.7, implying that the instrument was reliable. Descriptive statistics, using the mean and the standard deviation was used while inferential statistics employed the regression analysis as well as Pearson correlation coefficient. Qualitative data was analysed using thematic/content analysis. The data was analysed using content analysis.

Results and Discussions :

A response rate of 75.8% of the total sample was achieved while 24.2% were not returned. Majority of the respondents (67%) were female while the remaining 33% indicated that they were male. This implies that the gender parity in the ministry was not achieved and the female servants were nearly double the number of their male counterparts. The results are in tandem with the findings of Crossland *et al* (2021) who discovered that women are increasingly engaged in farm management in Makueni County, Kenya, with aspirational narratives focusing on commercializing farm activities. In terms of age distribution, about half of the respondents (48.6%) were aged between 31 and 40 years, 40.3% were aged between 41 and 50 years while the remaining 8.3% and 2.8% were aged between 21 and 30 years and above 50 years respectively. The findings corroborate with Amahwa and Otuya (2020) who noted that employees in this age range typically possess significant institutional knowledge and skills that contribute to effective service delivery and organizational performance.

In terms of the educational qualification for the respondents, 80.6% had an undergraduate degree, 5.6% had a masters degree while the remaining 13.9% indicating that they had Diplomas, results which shows that the respondents were fairly educated and had the capacity to not only perform the assignments but also make appropriate decisions over and above their desires to advance their careers over time. The findings are consistent with findings of Ituma (2024) who opined that Nigeria's civil service sector showed that adequate training and human resource development programs lead to increased productivity and improved work attitudes among employees, reinforcing the notion that a strong educational background is essential for effective public

service. On their level of experience that the respondents had, more than half of them (59.7%) had experience of 2 years and below while 18.1% had worked for between 3 and 5 years. The remaining 22.2% had worked in the civil service for between 6 and 8 years. The findings agree with the works of KIPPRA (2019) which emphasized that integrating younger employees into the civil service enhances innovation and responsiveness to community needs.

Career Development

The study sought to examine the effect of career development prospects on the performance of civil servants in Makueni County. The study used employee engagement, job satisfaction, and organizational success as indicators of employee performance. The results are as tabulated below.

Statement	Percentage					Mean	Std. Dev.
	SD	D	N	A	SA		
Several career learning advancement opportunities are made available by the ministry	0	1.4	1.4	59.7	37.5	4.3333	0.5814
Employees are mentored by coaches in the ministry toward career advancement	0	1.4	5.6	50	43.1	4.3472	0.65348
Employees are encouraged to engage in skill development opportunities	0	1.4	1.4	54.2	43.1	4.3889	0.59471
The ministry supports the career development of employees through funding and organizing career advancement programs	0	2.8	4.2	61.1	31.9	4.2222	0.65482
Employees are mentored on their career path for career development	0	2.8	4.2	52.8	40.3	4.3056	0.68462
Learning advancement opportunities are provided to employees by the ministry	22.2	12.5	8.3	47.2	9.7	3.0972	1.37544

More than half of the respondents (59.7%) agreed that the career learning advancement opportunities are made available by the ministry while another 37.5% strongly agreed with the statement. Only 1.4% strongly disagreed, and another 1.4% were neutral in their response. A mean of 4.33 shows that the respondents agreed, on average that the career learning advancement were availed by the Ministry, while the standard deviation of 0.58 indicated that the deviation was minimal and their response was more uniform. The finding corroborates the works of Writer (2024) who found that structured career development programs, such as those in civil service, significantly enhance employee motivation and productivity.

On whether the employees are mentored by coaches in the ministry towards career advancement, half of the respondents (50%) agreed while another 43.1% strongly agreed that the employees were actually mentored. However, 5.6% were neutral, 1.4% disagreed while none disagreed strongly. opted for strong disagreement, giving a mean response of 4.34 (agreed) and a standard deviation of 0.65 showing that the response from the respondents were uniform and the deviation was minimal. The results demonstrate a positive organizational culture that values professional development and supports employees in achieving their career goals which enhances job satisfaction, increases employee retention, and improves overall performance, as mentoring relationships often provide guidance, feedback, and networking opportunities that are crucial for career progression. The result is in tandem with the works of Allen *et al.* (2004) who opined that mentoring positively influences career outcomes, including promotion rates and job satisfaction.

Fifty four percent (54.2%) agreed that the employees are encouraged to engage in skill development opportunities while 43.1%. strongly agreed. Only 1.4% disagreed and another 1.4% were neutral as regards this statement. On average, the respondents agreed (4.38) that the employees are encouraged to engage in skill development and a standard deviation of 0.59 indicate that respondents were rather uniform in their responses. The results are in alignment with the works of Aguinis and Kraiger (2009) who found out that employee development initiatives, such as training and skill-building opportunities, lead to improved job performance, increased job satisfaction, and enhanced organizational commitment. Similarly, Noe *et al.* (2014) emphasize that organizations that invest in employee development tend to have higher levels of employee engagement and lower turnover rates. However, some studies have highlighted potential challenges in implementing effective skill development programs.

In relation whether the ministry supported career development of employees through funding and organizing career advancement programs, majority of the respondents (61.1%) agreed, 31.9% strongly agreed while the remaining 2.8% and 4.2% disagreed and were neutral respectively. With a mean of 4.22 and a standard deviation of 0.65, shows that the respondents uniformly agreed that the ministry indeed supported career development of the employees. This finding agrees with the works of Noe (2017) who noted that organizations that invest in career development initiatives tend to see improved employee performance and engagement. Additionally, McCauley and Hezlett (2002) established that career development programs contribute positively to employee career success and organizational commitment, indicating that such support can lead to a more dedicated and productive workforce.

Slightly more than half of the respondents (52.8%) agrees that the employees are mentored on their career path while another 40.3% agreed strongly. Only 2.8% disagreed with this while the remaining 4.2% were neutral. With a mean of 4.30, the respondents agreed while the not so wide deviation of 0.68 showed that they were nearly uniform in their agreement. The results agree with the those of Allen *et al.* (2004) who showed that mentorship positively influences career outcomes, including job satisfaction, promotion rates, and overall career success. However, the results contradict the works of Eby *et al.* (2013) who opined that not all mentoring experiences are beneficial; poorly structured mentorship can lead to negative outcomes, such as increased stress or dissatisfaction if expectations are not clearly defined.

When the study sought to know if learning advancement opportunities are provided to the employees by the ministry, nearly half of them (47.2%) affirmed while 9.7% strongly agreed. However, 22.2% strongly disagreed, 12.5% disagreed and the remaining 8.3% were neutral in their response. The respondents, on even were neutral (3.09) though the standard deviation of 1.37 indicates that the responses were not uniform in their responses. This result is in tandem with Noe (2017) who found that effective communication of learning opportunities significantly impacts employee perceptions and utilization of such programs. It also agrees with the report by the Society for Human Resource Management (SHRM, 2020), which reported that organizations that clearly communicate career development opportunities see higher employee retention and engagement, which aligns with the uncertainty expressed in the current finding. The result however contradicts the works of Kahn (2021) who argued that even where opportunities are available, employees may not take advantage of them due to personal motivation or external commitments. This suggests that the issue may not solely be about the ministry's offerings but also individual employee engagement.

The results affirms that career development is crucial for the attainment of optimal employee performance among civil servants which are tandem with the findings of Mwova and Langat (2021) who opined that employee performance is significantly predicted by career guidance. Ratemo, Makhmara, and Bula (2021) argued that career development plans have considerable impacts on staff performances while Muchibi, Mutua and Juma (2022) found that employee engagement in Kenya's public health sector was positively, moderately, and significantly impacted by career development. Suherman, Ahman, Disman, and Rofaida (2023) established that employee engagement and career development may have a joint or partial effect on performance while Dharmawansyah, Ariawan, Prasetyo, Priyadi, and Karunia (2023) found that employee performance is directly impacted by the work environment, training, and career development and Rahayu, Setiadi, and Agustina (2023) indicated that career advancement and training affect the caliber of labor.

As contained in the qualitative response of the participants, several challenges affect the career development of employees in the ministry, including limited promotional opportunities, inadequate training and development programs, a lack of mentorship and guidance, limited networking opportunities, insufficient performance feedback and recognition, and a lack of clear career paths and succession planning. These factors hinder employees' motivation, hinder their ability to enhance their skills and knowledge, impede their navigation of career paths, restrict their networking possibilities, hamper their progress assessment, and create uncertainty in planning for career advancement. The product of the research aligns with Thompson and Green (2021) who highlighted similar obstacles in public sector organizations, emphasizing the impact of limited networking opportunities and inadequate feedback mechanisms. Additionally, Carter and Lee (2020) discuss the lack of clear career paths and succession planning as significant barriers to career advancement.

Conclusion :

The survey assessed the career development effect on employee performance within the ministry in Makueni County, Kenya. Regarding this particular goal, the survey results showed that employee performance in the ministry was positively but statistically not significantly impacted by career development. The conclusion drawn from the result is that career development initiatives currently in place in this ministry do not significantly impact employee performance in the studied context. This result implies that the career development programs implemented in the Ministry may not have been effectively designed or executed to positively influence employee performance

Recommendations :

The ministry should establish a culture of continuous learning by offering various opportunities for learning such as seminars, workshops, mentoring programs and online courses. By encouraging employees to continually update their skills and knowledge, the ministry can foster a motivated and high-performing workforce.

The ministry should create mechanisms that facilitate skills and knowledge transfer gained through training to the actual work environment. This can be achieved through post-training support, on-the-job coaching, and opportunities for employees to apply knowledge that is newly acquired in their day-to-day tasks. Providing a supportive environment that encourages the practical application of training outcomes can further enhance employee performance.

REFERENCES :

1. Achuch, J. O. (2022). Performance Management Practices and Productivity of Employees in the Ministry of Interior and Coordination of National Government, Kenya. *Human Resource and Leadership Journal*, 7(3), 1-14.
2. Aguinis, H., & Kraiger, K. (2009). Benefits of training and development for individuals and teams, organizations, and society. *Annual Review of Psychology*, 60, 451-474.
3. Amahwa, O., & Otuya, W. (2020). Employee engagement and organizational performance in Kenya: A critical review. *Strategic Journal of Business & Change Management*. <https://doi.org/10.61426/sjbcem.v7i2.1610>.
4. Ejim, J. & Victor, R. (2020). The Influence of Human Resource Management of Business Ethic. *International Cross-industry Journal: Perspective of Innovation, Economic and Business* 4 (1) 77-99
5. Ejiofor, P., & Eze. (2019). Management in Nigeria: Theories and issues. Onitsha: Africana- Feb publishers limited, 295.
6. Esu, B. B., & Inyang, B. J. (2020). A case for Performance Management in the Public Sector in Nigeria. *International Journal of Business and Management*, 4(4), 98-105
7. Gitonga, A. (2018). Effects of training on employee performance: a case study of United Nations Support Office for the African Union Mission in Somalia (Doctoral dissertation, United States International University-Africa).
8. Hadir, M. A. & Lahrech, A. (2021). Human Capital Development and Economic Growth in Morocco
9. Imaga, E.U.L. (2020) Elements of Management and Culture in Organizational Behaviour, Enugu, Phyce Kerex Pub

10. Kenton, W. (2019), Productivity. Retrieved from <https://www.investopedia.com/terms/p/productivity.asp>
11. Kwaghat, M. E. (2019). "Manpower planning for strategic manpower in Akoh M.E. (ed). Reading in Contemporary Economics Issues. Jos: Department of Economics and Mono Expressions
12. Maric, S. (2021). The Crisis of Development in Africa: The Democratic Imperatives. *Journal of Social Development*. Vol. 1(4), 84-87.
13. Mathis, R. I., & Jackson, J. H. (2020). "Human resource management", thirteenth edition, south-western engage learning, boulevard, mason, OH USA.
14. McCauley, C. D., & Hezlett, S. A. (2002). Employability: A key to a sustainable career. *The Industrial-Organizational Psychologist*, 45(2), 33-36.
15. Muchibi, W. M., Mutua, S. M., Juma, D. (2022). Influence of career development on employee engagement in the public health sector in Kenya. *International Academic Journal of Human Resource and Business Administration*, 4(1), 297-327.
16. Mugenda & Mugenda. (2003). *Research methods: Qualitative and quantitative*. Nairobi: African Center for Technology studies.
17. Muthoka, M. W. (2016). *Influence of staff appraisal on performance of sub-county administrators in Makeni County, Kenya* (Master Thesis, University of Nairobi)
18. Mwangi, D., Njoroge, K., & Oluoch, M. (2023). Determinants of commodity management practices in public health facilities in devolved health systems: a case of essential medicines in Makeni County, Kenya. *International Journal of Community Medicine and Public Health*. <https://doi.org/10.18203/2394-6040.ijcmph20230202>.
19. Mwova, A. M., & Langat, N. (2021) Effect of Career Development Practices on Employee Performance: A Case of Employees in Selected Private Universities in Nairobi County, Kenya. *International Journal of Scientific Research and Management*, 9(12).
20. Noe, R. A. (2017). *Employee training and development (7th ed.)*. New York, NY: McGraw-Hill
21. Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2014). *Human resource management: Gaining a competitive advantage (8th ed.)*. New York, NY: McGraw-Hill.
22. Nzau, L. (2019). Managerial compensation based on organization performance.
23. Ofoegbu, R. (2020). Personnel Recruitment and Management in H.N. Nwosu (ed) Problems of Nigerian Administration, Fourth Dimension Publishing Co. Ltd.
24. Ogholaja, J (2023) "From personnel management to human resource management" in ed Storey J. New perspective on human resource management, London: Routledge.
25. Okojie, J. A. (2020). Welcome Address Delivered by Prof. Julius A. Okojie, OON, Executive Secretary, National Universities Commission at the Opening Ceremony of the 1st National Conference of Educators in Banking and Finance in Nigeria Organized by The National Universities Commission (NUC) in Collaboration with the Chartered Institute of Bankers of Nigeria (CIBN)
26. Ondere, A. B., & Makhmara, F. (2022). Career development and employee performance in the ministry of interior and co-ordination of national government in Nairobi City County, Kenya. *The Strategic Journal of Business & Change Management*, 9 (2), 666 – 677
27. Opaths, H. H. (2020). *Human Resource Management*, Colombo: Author published.
28. Pedkhan, W., & Chansdp, V. (2019). "The Good Governance of the Government Officers and Employees in the Revenue Office, Kalasin Province." *Journal of Interdisciplinary Research: Graduate Studies* 4 (4): 162-172.
29. Ratemo, V., Makhmara, F & Bula, H. (2021). Career development and employee performance in kenya forestry research institute headquarter in Muguga, Kiambu county. *International Journal of Economics, Journal and Management*, 8(4).
30. Rouse, M. (2019), Human resource management (HRM). Retrieved from <https://searchhrsoftware.techtarget.com/definition/human-resource-management-HRM>.
31. Sims, R.R. (2019). *Human Resource Management: Today and Tomorrow*. USA: Age Publishing. [15]. Inc.
32. Singh, A. (2023). Impact of training and development as a vital instrument for boosting morale and productivity among young employees. *International Journal of Management, Public Policy and Research*. <https://doi.org/10.55829/ijmpr.v2i4.182>.
33. Smither, J. W., London, M., & Reilly, R. R. (2005). Does performance improve following multisource feedback? A theoretical model, meta-analysis, and review of empirical findings. *Personnel Psychology*, 58(1), 33-66.
34. Society for Human Resource Management (SHRM). (2020). The Importance of Employee Development.
35. Suherman, U., Ahman, E., Disman, D. & Rofaida, R. (2023). Effect of Career Development and Employee Engagement on Employee Performance of PT. Pos Indonesia (Persero). *Journal Manajemen Universitas Bung Hatta*, 18. 134-144.
36. Victor, D. (2019). Reward strategies, *Journal of personnel management*, 1; 17-29. *Bulletin of Business Administration*, 7, (23):215-243.
37. Wegrich, K. (2019), Public sector. Retrieved from <https://www.britannica.com/topic/public-sector>.
38. William, A., & Stoney, R. (2020), Measuring and managing individual productivity. Retrieved from <https://www.nap.edu/read/2135/chapter/6#106>