



Career Development and Employee Performance in Public Sector Organizations in Tanzania: A Case of Kondo District Council

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Author's contribution

The sole author designed, analysed, interpreted and prepared the manuscript.

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ABSTRACT

This study aimed to make a thoroughly analysis of the two research variables of Career Development and Employee Performance within the context of Kondo District Council which is located in the city of Dodoma in Tanzania. The research involved an exploration of HR or Career Development Practices employed within the council and an examination of their real Outcomes in relation to Employee Performance and then generalize the findings in the whole public sector organizations in Tanzania. A mixed-method research approach was utilized with a Case Study Design. The study encompassed the 2 human Resource Managers, 10 Department Heads, 22 Stakeholders and 80 Common Employees as its target population, and hence 57 individuals were included in the sample. Data was collected through questionnaires and interviews, which underwent validation and reliability checks. Quantitative data were analyzed Descriptive statistics simplified by using SPSS, while qualitative data were subjected to thematic analysis. Ethical considerations were

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rigorously upheld throughout the study. The findings revealed that the majority of employees acknowledged the importance of training opportunities and perceived training programs as valuable for enhancing their job-related knowledge and skills. The problem that exists is that the management does not implement effectively the Career Development programs in Kondoa District Council to the extent that some of the employees have ignored the importance of this crucial H.R practice called Career Development. The study concludes that Career Development programs initiatives have a positive impact on employee performance, fostering increased job performance, commitment, efficiency, and competence. Therefore, to maximize the benefits of Career Development programs, the study recommends that it is vital to promote a culture of continuous learning and development within the organization and increasing budgetary support for implementation of the public sector organizations. Additionally, streamlining and harmonizing Training and Development Policies and all other regulations related to Career Development. The management must foster high motivation to employees when they present their career planning. Finally, public sector is advised to mitigate bureaucratic contradictions and create an environment conducive to Career Development programs initiatives.

Keywords: Career development; performance; organizations; employee performance; public sector.

1. INTRODUCTION

Basically, performance is the achievement of detailed tasks measured against recognized or predetermined standards of speed, completeness, accuracy, and cost [1]. According to Cole, [2], performance is a function of behaviour, (processes or what can be regarded as an activity) and accomplishments (i.e., what is seen after individuals stop working). Additionally, employee performance can be demonstrated in enhancement in production, easiness in using the new technology and highly motivated employees [3]. According to Shield [4] employee's performance has been defined as the degree to which an employee executes the duties and responsibilities [5,6]. Continuous learning and skill development became essential for employees to adapt to rapidly changing work environments. HRM focused on providing opportunities for up skilling and reskilling employees to meet evolving job demands. This included investing in training programs, mentoring, coaching, and other developmental initiatives to enhance employee performance and productivity. Henceforth, this study will therefore help in understanding deeper the concept of employee performance particularly in public sector organizations as the key element in the organization so as to enhance better public service delivery. The current study will therefore address research gap that is existing within Tanzanian contexts, other African countries contexts as well as other parts of the world due to the reviewed empirical literature reviews.

Generally, employee's performance is an attribution that contribute to high expectancy of

the employment for an employee. That is a member of staff who is able to generate anticipated outcomes is considered to be performing well and that one who does not produce to the expectation generally is considered to be poorly performing. Likewise, those who produce excessively on the expectation are considered to be out-perform. From this understanding performance should be pegged on the involvement in teamwork, facilitation of communication, quality production of goods and services, leadership support to others, providing satisfaction to customers, assisting in organizational goals, and loyalty and influence positive changes to the organization.

The study conducted in America by Khaemba (2017), found that 85.5% of employees who received training at least once a year since joining the organization improved their individual's work performance. The majority of respondents said that training improved performance, job honesty, and loyalty, as well as communication. Employee empowerment in the form of training and development has increased an employee's ability to feel a part of an institution. Training and development have always been beneficial to work performance.

The study conducted in Europe by Khan and Abdullah [7] revealed a positive relationship between employees' job performance and other factors like; skills, expertise, morale, enhancement, potential, job knowledge and proficiency which increase productivity. Due to its necessity, workers need to be developed by being provided with existing knowledge and skills to help them cope with necessary changes like

technological advancement, changing job requirements, the need for multi-skills of human resources development practices, organization complexity, human relation, organization viability and transformation processes, globalization issues, and demographic diversity that calls for human resources to be developed so that to cope with winning competitive advantage through experience and acquired knowledge and skills.

The study by Karim [8], conducted in Bangladesh found that employees are aware of the training, that training encourages employees, and that training and development result in increased performance. They also recommended that all workers' training and development be dynamically monitored and made required, and companies should provide mandatory training programs for all employees to improve performance. The study found that ongoing training and development are essential, considering, among other things, competitiveness, market dynamics, and customer satisfaction.

Similar study was also conducted in Africa particularly Ethiopia, the findings of the study revealed the significant of employees training which impart them with great opportunities to learn new knowledge and skills for the benefits of improving quality in delivery services within the organization. Due to the importance of training of workers, different training programs have been established in different countries so as to equip employees with skills. According to Yusup et al. [9], the role of the organization management is to ensure that employees are updated with new skills needed.

Similarly, in a Tanzanian context, studies have shown that employees lack those educational skills despite the various courses offered in training [10]. This situation raises a concern on whether the managers work effectively to ensure that the employees are provided with opportunities to participate in professional development programs which are offered with and outside the organization. Basically, work environment greatly influences employee performance. Factors such as organizational culture, leadership styles, and workplace relationships can impact how motivated and productive employees are. Also providing adequate training and development opportunities is crucial for enhancing employee skills and performance. Public sector organizations in Tanzania need to invest in training programs that

equip employees with the necessary skills to perform their jobs effectively. More on that, effective performance management systems help set clear expectations, provide regular feedback, and recognize employee achievements. Public sector organizations in Tanzania may need to review and update their performance management systems to ensure they are aligned with organizational goals and objectives. Engaged employees are more likely to be motivated and productive. Public sector organizations in Tanzania should focus on initiatives to enhance employee engagement, such as involving employees in decision-making processes and recognizing their contributions. It has been discovered that an access to technology and adequate infrastructure can also impact employee performance. Public sector organizations in Tanzania should invest in modern technology and infrastructure to enable employees to perform their jobs efficiently. Also maintaining a healthy work-life balance is essential for employee well-being and performance. Public sector organizations in Tanzania should promote policies that support work-life balance, such as flexible work arrangements and paid time off. Since, employee performance involves factors such as quality, quantity and effectiveness of work as well as the behaviors of your employees shown in the workplace, little attention has being paid especially in public sector organizations in Tanzanian context particularly in Kondo District Council on the strategies used by managers to ensuring that employees are provided with the relevant knowledge and skills. Thus, there is a need for more studies to be conducted to assess the practicality of employee professional development as a strategy use to manage employees to enhance employees' performance as well organizational in the organization.

1.1 Statement of the Problem

There has been a wide difference in the performance of employees across organizations whereas employees in some organizations demonstrate higher levels of job performance while employees in other organizations perform below the required standards [11]. The low performance of employees in the organizations negatively affects the quality of services offered in such organizations leading into losing customers or collapse of the organizations [12]. For example, the Venezuelan electricity Sector has been reported to be at a collapse situation and one of the factors being accounted for such

collapse is ineffectiveness of the workers within the sector [13]. According to the previous researchers who conducted their researches in Tanzanian contexts; Chagalima et al. [14], Khamis et al. [15] as well as Ndunguru [16], have revealed that there is a great need for public organizations to promote Human Resource Development Programs particularly on the section of career development among the public sector organizations. According to Cabrera & Estacio [17], monetary and nonmonetary incentives are necessary for enhancing employees' job performance. Training and employees professional development have also been reported to be among the factors that can enhance the performance of workers.

According to Ssemugenyi [18], professional development is one of the strategies that can be adopted by institutions to enhance the performance of workers. Though the studies have shown that human resource development affects the job performance among employees, there is still limited literature especially in the central zone of Tanzania, particularly, Kondoa District Council on the extent to which career development practices improve employees performance in the public sector organizations. Nevertheless, despite the good intentions the government through Public Service Management (PSM) in Tanzania, employees do not get adequate training, especially on the issue of career development in some cases the individuals who get training experience some disappointment because of the nature and sort of preparations they get. In addition, Samwel [19] identified some factors such as lack of training programs evaluation, inadequate funds for training, absence of clear organization policy, and absence of managerial support, unpreparedness of some workers to be coached, poor outline of training needs, favouritism and staff training fragmentation limit employees training in Tanzania in which all these leads to poor performance of some of employees in the public sector organizations. Thus, it is important to assess the kind of career development programme that organizations need to use to change the culture, that is, the attitude and/or behavior of all the employees in the organization. This attitude normally depict the values and practices of the workers and enhance their work performance. In the current business world, the skills training for employees can be generally advantageous and needful in emerging economy countries like Tanzania.

The current study is essential as it will provide insights into the effectiveness of career development programs in the public sector organizations. Therefore, it is with no doubts that training is one of the solutions that enable organizations to achieve a high work performance culture. Reflecting the concept with trending of various Tanzanian public sectors performance there is still a gap and it provides a room for further explorations and learning the employee training implications particularly career development as for this study the focus is to Kondoa District Council that will contribute to the overall knowledge of how to manage and control the talents of people in the working areas. Henceforth by concentrating in one public sector organization, addressing this gap in the literature, this study will attract readers' attention to the need for further research in this area.

1.2 Objective of the Study

The main objective of the study was to analyze the relationship between Career Development and Employee Performance in Public Sector Organizations in Tanzania: A Case of Kondoa District Council.

1.3 Hypothesis of the Study

H0: Career Development does not significantly influence Employees' Performance in Public Sector Organizations in Tanzania.

1.4 Scope of the Study

Kondoa District has an area of 13,210 sq .km it is located in the northern part of Dodoma region some 160 km from the capital town Dodoma. It lies between latitude 4 12' to 53 85' south and longitude 35 6' to 36 2' east. In the north, the district borders with Babati district, Kiteto district in the east, Manyoni district in the south west, Singida district in the west and Hanang district in the North West. The study focused on the Career Development Practices towards Employee Performance targeting public organizations, specifically Kondoa District Council. It aimed at investigating the Career Development Practices performed in the public sector organizations. This study was centered and targeted HR Managers, Heads of Departments, Stakeholders as well as Common Employees who constitute a total of 114 employees. Then the total of 57 respondents were selected as the sample size of the study. All these were selected from the same

public organization which is Kondo District Council.

1.5 Significance of the Study

1.5.1 Beneficial to policy makers

The study is essential to Policy Makers in developing appropriate policies on the basis of Career Development practices while considering analysis of current and required workforce skills, knowledge and abilities. Through data collected on the study, Policy Makers can obtain reliable information about the practices of Career Development and its impact on employee performance in public organizations and can use the necessary information in the formulation of policies.

1.5.2 Beneficial to Kondo District council

Kondo District Council can use the findings of this study to understand the effect of Career Development practices such as employee training, performance development, and employee career development in employee performance and determine the areas where improvement through Career Development could be done.

1.5.3 Beneficial to the researchers

The study enables the Researchers to increase the body of knowledge about the impact of Career Development on employee performance. The Researchers through formal request to the lead author can request actual data on Career Development practices in relation to employee performance in the organization.

1.5.4 Beneficial to HR managers

The study helps the HR Managers to strategize on how they can handle the valued assets (Employees) in the organization as far as Career Development is concerned. For example implementing both Long term and short term training programs for their employees in the organization.

1.5.5 Beneficial to employees

The study helps the employees come up with suggestions of what they would have liked to be incorporated into the training and development program in order to improve their performance. This study could serve as a source of

information for further studies that can be made on related topics.

2. LITERATURE REVIEW

2.1 Theoretical Framework of the Study

This study was guided by the following two relevant theories.

2.1.1 Social cognitive theory related to career development

Social Cognitive Theory (SCT), developed by Albert Bandura [20], provides a comprehensive framework for understanding how individuals acquire new skills and behaviors. In the context of HRM, It has been discovered that Social Cognitive Theory is applied in most cases to elaborate on skill development for employees in both public and private sector organizations. According to SCT, individuals learn by observing others and the outcomes of their behaviors. This theory suggests that skill development occurs through a process of social interaction, observation, and imitation. Key concepts within Social Cognitive Theory include self-efficacy (one's belief in their ability to perform a specific task), outcome expectations (anticipated outcomes of behavior), and self-regulation (managing one's own behavior and learning). The SCT emphasizes the role of self-efficacy beliefs in skill development. Self-efficacy refers to an individual's belief in their ability to perform a specific task or achieve a particular goal. HR professionals can enhance skill development by fostering employees' self-efficacy beliefs through various means, such as providing training opportunities, offering constructive feedback, and recognizing employees' accomplishments. By building employees' confidence in their abilities, HRM can facilitate skill acquisition and performance improvement.

According to Alex S. and Fred L [21], SCT specifies factors by which human action is determined, and defines several basic human capabilities through which the cognitive motivational processes operate to initiate, execute, and maintain work behavior. In particular, according to SCT people are neither spontaneous personal self-agents nor, as reinforcement theory would suggest, automatic transmitters of environmental influences. SCT explains behavior in organizations in terms of the reciprocal causation among the person (unique personal characteristics such as ability), the

environment (consequences from the organizational environment such as pay for performance), and the behavior itself (previous successful or unsuccessful performances). Henceforth, because of these combined, reciprocal influences, under SCT organizational participants would at the same time be both products and producers of their motivation, their respective environments, and their behaviors. In SCT, the triangular influences among the person, environment, and behavior do not necessarily imply symmetry in the strength of the bidirectional influences. For example, although all three factors may be present at a particular time in a particular organizational environment that does not mean that they all exert equal and simultaneous influence on the employee. This implies that the strength of mutual influences between any of the two factors is not fixed in reciprocal causation. Thus, it is critically important to recognize that the relative influences exerted by one, two, or three interacting factors on motivated behavior will vary depending on

different activities, different individuals, and different circumstances. According to Bandura [22] provides the following simple, yet illustrative example: If people are dropped into deep water, they will all promptly swim however uniquely varied they might be in their cognitive or behavioral repertoires. On the other hand, if a person plays piano for his/her own enjoyment, such behavior is self-regulated over a long period of time by its sensory effects, and cognitive and environmental influences are involved in this process by a lesser extent.

Conclusively, the SCT offers valuable insights into the psychological mechanisms underlying Career development and provides practical implications for HRM practices. By understanding and leveraging these principles, HR professionals can design more effective strategies for enhancing employees' skills and capabilities in the workplace for the purpose of enhancing the so called employee performance in today's working areas.

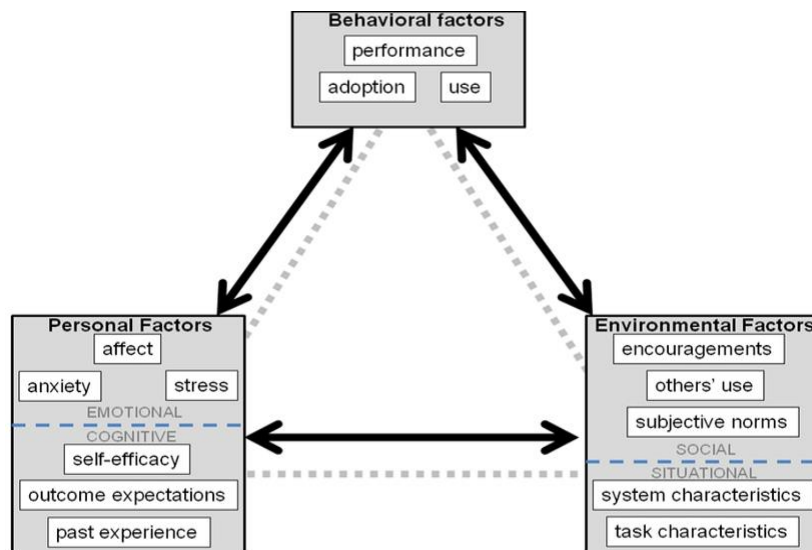


Fig. 1. The triadic nature of social cognitive theory in relation to career development

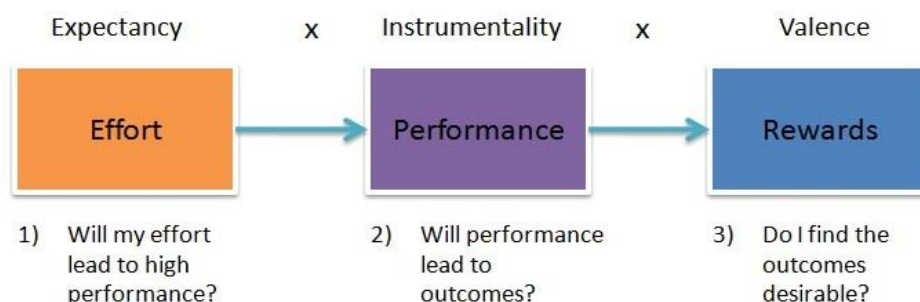


Fig. 2. The expectancy theory of motivation in relation to employees' performance

2.1.2 Expectancy Theory Related to Employees' Performance

Expectancy Theory, proposed by Victor Vroom in 1964, posits that individuals are motivated to perform based on their beliefs about the relationship between effort and performance, the perceived outcomes of performing well, and the value they place on those outcomes. In essence, it suggests that employees are motivated to exert effort when they believe their effort will lead to good performance, which in turn will lead to desirable outcomes or rewards. Expectancy theory, suggests that individuals are motivated to act in a certain way based on their expectations of the outcomes of their actions. In the context of employee performance in an organization, Expectancy Theory can provide insights into how employees perceive their efforts, performance, and the rewards associated with their performance. The Expectancy Theory include the following three components; firstly, Expectancy (an individual's belief that their effort will lead to the desired level of performance. For example when employees believe that their efforts will result in successful performance, they are more likely to be motivated to exert effort). Secondly, Instrumentality (the belief that successful performance will lead to certain outcomes or rewards. For example in an organizational setting employees must believe that achieving good performance will result in meaningful rewards such as pay raises, promotions, recognition, or other desirable outcomes. If they perceive a strong link between performance and rewards, they are more motivated to perform well.). Lastly, Valence (the value that employees place on the outcomes or rewards. For example in an organizational setting, different individuals may value rewards differently based on their personal preferences, needs, and goals. Some employees may be highly motivated by monetary rewards, while others may be more motivated by opportunities for career advancement or recognition. Therefore, Expectancy Theory suggests that all three factors must be present for motivation to be high. If any of these components is missing or perceived as weak, motivation and performance may suffer. An employee may have all necessary resources in order to perform a task, but if he does not feel capable to, his expectancy will be low. Just because employees have the ability to do a good job does not mean that they will perform satisfactorily [23].

Vroom's Expectancy Theory tries to explain the motivated behavior as goal oriented. He argues

that people tend to act in a hedonistic way preferring the actions that will bring the highest subjective utility [23]. According to Robbins [24], essentially, the expectancy theory argues that the strength of a tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual. Motivation is determined by three factors: expectancy, instrumentality and valence ie. $M = E \times I \times V$. People will be motivated when they believe that effort will lead to performance, they can see a clear link between performance and certain results and the results are important for them.

Eventually, Expectancy Theory elaborates more on skill development to the employees in the organization. Investing in employee development and training programs can enhance employees' skills and confidence in their ability to perform well (expectancy). When employees feel competent and capable of achieving success, they are more motivated to exert effort and perform at a high level. According to Petri [25], Expectancy is important because it assumes that behavior depends on a self-estimation of being able to achieve the valued goals. A self-confident person will have greater expectancies than one who does not believe in his or her own abilities, is not well prepared for work or has encountered failure in accomplishing a certain task. In addition, a person who sees no link between effort and performance will have zero expectancy [26].

Conclusively, in the context of HRM, Expectancy Theory can help managers understand what motivates employees and design strategies to enhance performance by ensuring that employees perceive a strong link between effort, performance, and rewards. This theory emphasizes the importance of clear performance expectations, providing meaningful rewards and recognition, and creating an environment where employees believe that their efforts will lead to successful outcomes. Overall, Expectancy Theory provides a comprehensive framework for understanding and improving employee performance in organizations. It is obvious that, Expectancy Theory provides a framework for understanding how employees' beliefs about effort, performance, and rewards influence their motivation and performance in the organization. By addressing factors such as goal clarity, performance feedback, reward systems, and skill development, today's organizations can create

an environment that fosters high levels of employee motivation and performance.

2.2 Empirical Literature Review

Ishola, Adeleye & Tanimola [27] produced a study titled "Impact of educational, professional qualification and years of experience on Accountants Job performance" on First Generation University in Southwest Nigeria. The researcher got information from 81 respondents through questionnaires. Results showed that bursaried staff with professional qualification showed better job performance than non-certified staff. Bursaried staff with higher tertiary qualifications performed better in accounting tasks than those with lower qualifications.

Kasika [28] in his study titled "The effect of educational qualification on job performance: A case study of Social Security Commission in Namibia (SSC)" used a mixed approach of quantitative and qualitative methods, mainly descriptive. The study found that educational qualification has a significant effect on job performance. The educated workers tend to be more responsive in receiving instructions and performing new tasks and easily adopt to technology which increases their ability to innovate and improve job performance.

Bhargava and Anbazhagan [29] in their study titled "Education and work experience relating to an influence of performance: A case study of Chittoor Sugar Factory" found that the two variables have a direct effect on the performance of the workers, to varying degrees. Workers in the medium range of educational qualification performed better than those in the extremes, and the same holds good in the case of work experience.

The study conducted by Jagero [30], in his study found a significant relationship between the employees training and their resultant performance in accomplishing different tasks. It was found that those employees who have taken trainings were more capable in performing different task & vice versa. Training has direct relationship with the employees' performance. Basically training is a formal & systematic modification of behavior through learning which occurs as result of education, instruction, development and planned experience.

Janes [31] in his study "Impact of employee training on organisational performance. A case study of Drilling companies in Geita" made use of

a 219 sample size. Purposive and simple random technique was used. Data was collected through questionnaires. The data was analysed using descriptive statistics and results were presented using tables. The study found that employee training has a significant effect on the performance of drilling companies. However, results found a lack of effective training and development policies in drilling companies. The study recommended that there is a need for drilling companies to develop proper and effective training and development policies, which will guide their training procedures and help in the implementation of training strategies.

Engetou [32] in his study "The impact of training and development on organisational performance: A case study of National Financial Credit Bank, Kumba" used primary sources of data through combined methods, namely questionnaires, observation and interviews, with applied statistical methods and results represented in tables. It was found that training and development are a necessity in every organisation, particularly for the unskilled or less experienced employees.

The study conducted by Ramandeep [33], explains that development can increase employees' self-fulfilment: their capability at work can be rejuvenated and they will be better able to absorb and prepare for more obstacles. So, the combination of training and development is an endless process to make sure the employees keep improving.

The study conducted by Amir [34], development is a practical exercise of studying and development by which managerial staff acquire and employ knowledge, skills, attitudes and insights to handle their work effectively and efficiently. It is essential for the managerial staff as an effort to cope with the complexity of organisation and technological changes. The development also helps them recognise their social and public responsibilities.

According to Neo [35] in East Africa, the East African Breweries Limited (EABL) conducts personal performance management assessments during the year, resulting in agreed career development plans for each manager for many; this involves training courses held within the group companies to develop particular skills. During the year, EABL delivers over 6,500 days of training – representing an investment by the group of around Kenyan Shillings 24 million the equivalent of USD 300,000. Strong attention is

given to providing opportunities for their people to develop their careers within the group. During the year around 90% of all vacancies in EABL companies were filled by internal applicants.

2.3 Research Gap

Basically, it is through the reviewed empirical studies that have merely have shown that some public and private institutions are at a constant struggle to ensure that they conduct the HR practice known as Career Development aiming at equipping the workers with skills and knowledge despite the fact that some institutions focus only on short-sighted objectives [36,14]. The studies also found out that some institutions do not consider the culture of the organizations and the place in which such organizations operate leading into having irrelevant human development courses and programmes [37]. The studies also reported that there is a positive and significant correlation between career development and the performance of employees [38]. Though the reviewed empirical studies have shown the importance of career development on employees' job performance, most of the studies were conducted outside of Tanzania and hence may not be well generalized to the Tanzanian context particularly in Kondoa District Council due to contextual, political and cultural

differences. Moreover, most of the studies used a single category of respondents and hence having not basis of comparing the corrected information and therefore the trustworthiness of the conclusions remains in question. To fill such gaps, the current study was conducted in the Tanzanian context and will make use of both workers and other stakeholders in the attempt of analysis of career development and employees performance in Kondoa District Council.

2.4 Conceptual Framework of the Variables

A conceptual framework illustrates the expected relationship between the research variables. It defines the relevant objectives for research process and maps out how they come together to draw coherent conclusions. It lays out how research's pertinent goals fit together to produce logical findings as well as identifies the objectives that apply to that procedure [39]. Basically, there is the close relationship between variables where by Career Development Practices and Outcomes of Career Development are the Independent Variables while the Bottlenecks of Career Development is an Intervening Variable. On the other hand, Employee Performance is described as the Dependent Variables.

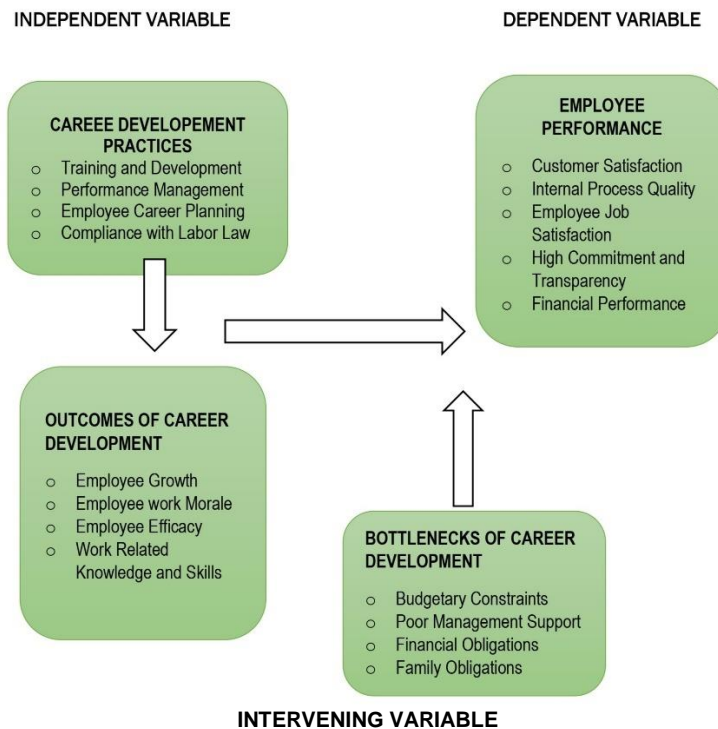


Fig. 3. Conceptual framework of the variables
 Source: Researcher Own Conceptualization, (2024)

3. RESEARCH METHODOLOGY

3.1 Study Area

Kondoa District Council, is where the study was centered in which is located in central zone, in Dodoma Region, part of Tanzania. Basically, the researcher chooses to conduct this study in the prescribed study area because it is among the working areas for public organization that is merely for public service delivery in Tanzania. Therefore, as far as career development to workforce is concerned, this organization is not separated from administering the HR practice known as career development that automatically results into employee performance to public servants so as to ensure high quality of public service delivery.

3.2 Research Approach

A mixed research approach was employed in this study whereby both qualitative and quantitative data are used to give an all rounded perspective of the phenomenon being studied [40]. There are different strains of mixed methods. According to Creswell, [41], avows that there are sequential, concurrent and transformative approaches. It provides strengths that offset the weaknesses of both quantitative and qualitative research. Additionally, they argue that quantitative research is weak in understanding the context or setting in which people talk, the voices of the participants are not directly heard and researchers' are in the background. On the other hand qualitative research is seen as deficient because of the personal interpretations made by the researcher and generalization of findings to a larger group. It provides comprehensive evidence as researchers are given permission to use all the tools of data collection available. Besides, mixed research helps answer questions that cannot be answered by qualitative or quantitative approaches alone and it encourages researchers to collaborate across the sometimes adversarial relationship between quantitative and qualitative researchers in social, behavioral and human sciences.

3.3 Research Design

The current study also employed a case study research design. This research design was preferred because of its efficiency in collecting a large amount of information within a short time and it is recommended that the case study design is the only means through which opinion,

views, and suggestions for improvements of practices and instruction can be collected Orodho [42]. According to Orodho [42] has similarly argued that a case study research method is particularly suited to controversial issues such as implementation of an innovation. It is further considered an efficient method of collecting a large amount of information within a short time.

3.4 Target Population

A target population is a group of individuals, objects or items from which samples are taken for measurement [43]. It refers to an entire group of persons or elements that have at least one thing in common and also refers to the larger group from which the sample is taken. The study population, in this case were the employees extracted from different departments or sections that included Head of Departments, Human Resource Managers, Stakeholders and Common Employees who constitute a total of 114 employees. All these were selected from the same public organization which is Kondoa District Council. Generally, capturing the variation in population allows for more reliability of the study [44].

3.5 Sampling Techniques and Sample Size

According to Oso and Onen [45] describe a sample as a part of the target population that has been procedurally selected to represent the sample size for the study. Therefore, a sample in a research study refers to any group on which information is obtained. Henceforth, to obtain a sample size there are factors to be put into consideration such as: type of research design, method of data analysis and the size of accessible population. According to Saunders and Thornhill [46] a sample of between 10-50% of the total population is appropriate for a study. The sample size of 50% of the target population will be selected. Since the target population is not uniform since mixed sex and even the personnel in different departments within the same selected organization may not always think similarly over a given issue hence is not homogeneous.

Considering the whole context of the target population, stratified random sampling technique is the best one and therefore used to ensure that the target population was divided into different homogeneous strata and that each stratum will

be represented in the sample in a proportion equivalent to its size in the accessible population. Therefore, the major departments and sections of the selected organization formed the strata. The Simple random sampling was used to select staff from each department or section and hence the researcher was used 50% of sample from each of the stratum to represent the total population of Kondo District Council.

3.6 Sources of Data

Data sources are an important part of any study analysis because the research findings are focused heavily on what the data shows. The term data is defined as information of all kinds that a researcher obtains from the study participants. According to Adedokun [47] pointed out that the word data refers to any facts and observations relating to the subject of the study. Data can be obtained from two key sources, namely primary and secondary. This current study used both primary and secondary data sources. The primary source of data is defined as sources for collecting of primal data for the study, and Secondary sources as data sources already accessible in the existing publications [48].

3.7 Data Collection Methods and Instruments

The current study employed questionnaires, interviews as well as documentary analysis as the tools for data collection. The questionnaires were used to collect data from the common employees, while the interviews was conducted to collect data from the respondents of the higher managerial positions.

3.7.1 Questionnaire

Questionnaire is a method of data collection which involves the use of a special form containing a list of questions that are asked to respondents. The questionnaire form is filled by respondents anonymously without presence of the researcher. Questionnaire can be structured or semi-structured [49]. The questionnaires had both open and closed-ended questions and were organized into four sections. The first section contained questions asking about the demographic information of the respondents. The information includes gender, work experience, and educational qualifications (Bio data) of the employees. The second, third

and fourth sections contained questions asking about how professional or skill development practices are conducted in the selected organization.

3.7.2 Interview

Interview is a method of collection of data which involves conversation between researchers and respondents. Interviews can be done either face to face, online or by telephone [49]. The interview guide had open-ended questions aiming at collecting detailed data from the respondents with high managerial positions through verbal conversation. The researcher asked questions to the respondents orally and hence recorded the responses.

3.7.3 Documentary review

Documentary review referred to the process of obtaining already collected information from other sources [50]. Therefore, in the current study, a review of published and unpublished literature, especially those considered to be more relevant and pertinent to career development, was undertaken. Specifically, the researcher reviewed articles, various statistics, and different HR Policies such as Succession Planning Policy and Training and Development Policy, meeting minutes about skill development, various reports, and other relevant official documents related to HR or Career development among the employees in Kondo District Council.

3.8 Data Analysis and Presentation

In this study, the researcher organized the collected data for easy interpretation. Therefore, in order to be more effective, both descriptive and thematic or content analysis were employed to analyze quantitative and qualitative data respectively. The collected data were summarized into frequency, percentages, and means. The researcher used facilities such as computer software (SPSS) version 22 to aid the analysis process. Qualitative data, on the other hand, was thematically analyzed whereby the researcher is expected to generate themes emerging according to the research questions. More on that quantitative data was presented in tables and charts while qualitative data was presented in narrations being supported by verbatim quotations.

Table 1. Sample Size of Respondents

S/N	Description	Target Population	Sample Size 50%	Data Collection Instruments
3.	Human Resource Managers	2	1	Interview
4.	Head of Departments	10	5	Interview
6.	Common Employees	80	40	Questionnaire
7.	Stakeholders	22	11	Questionnaire
Total		114	57	

Source: Researcher (2024)

4. FINDINGS

Intentionally, this study aimed at investigating the career development practices used in Kondoa District Council. Data to address this objective were collected from the key informants that involved the HR managers, Heads of Departments and Stakeholders as well as Common Employees working in the council. The employees were provided with a Likert scale in their questionnaire with 10 statements indicating a career development practices and requested to either agree or disagree with each. Table 2; shows the Likert scale that illustrated respondents' responses;-

Generally, the findings in Table 2: above reveals that there might be a subset of employees who perceive limited training opportunities or are dissatisfied with the available training programs in Kondoa District Council. This finding implies that while a considerable some of employees benefit from training, there may be room for improvement in making these opportunities more equitable and satisfactory for all employees and other stakeholders of the particular organization. These findings are consistent with previous research. For instance, Owusu [36] study on employee performance in a Ghanaian university underscores the significance of formal training in enhancing job-related knowledge and skills. Piwowar-Sulej et al. [51] research on human resource development practices in Poland also emphasizes the need to align training programs with long-term organizational goals. Together, these studies lend further credence to the importance of robust training opportunities for skill development and career growth within an organization.

For example, the following evidence show clearly the ideal situation in Kondoa District Council;-

Firstly, the data pertaining to the statement, "Adequate and relevant knowledge and skills are

provided through training programs," demonstrates a significant majority of 69.8% disagree with the statement. This strong consensus suggests that the majority of employees find the training programs offered to be not valuable in enhancing their job-related knowledge and skills. This is merely because of offering the irrelevant training programs in the organization which is dangerous for employee job performance. However, a small percentage of 6.3% either agree or strongly agree. This indicates that majority of employees may not share the positive perception of the quality and relevance of the training programs offered in Kondoa District Council. These findings emphasize the organization must offer effective training programs but also suggest the need to address the concerns of the majority who disagree. These findings resonate with prior research. For instance, Changalima I.A et al. [14] study on procurement negotiators in Tanzania emphasizes the importance of equipping employees with the necessary skills and knowledge relevant to their profession. Additionally, Asumwa et al. [37] research on East African universities highlights the value of considering various worker experiences and capabilities in enhancing organizational performance.

Secondly, examining the statement, "The organization provides coaching and mentoring to enable employees to grow in their careers," the data reveals that the total of 76.1% of employees strongly disagree and other disagree with the statement, opposing a robust consensus on the availability of coaching and mentoring programs to them in the organization. Basically, the disagreement highlights the importance of addressing any potential gaps in the coaching and mentoring processes. Previous studies support these findings. For instance, Owusu [36] research on employee performance in Ghanaian universities emphasizes the value of formal training and the role of appraisal results in designing training programs.

Asumwa et al. [37] study on East African universities highlights the importance of considering various worker experiences and capabilities in enhancing organizational performance. These studies underscore the significance of coaching and mentoring for career growth and performance improvement while also suggesting the need for improved communication among the people in the organization.

Thirdly, regarding the statement, "Kondoa District Council provides opportunities for career development," the data shows that 82.3% of employees strongly disagree and disagree, indicating a poor perception of career development opportunities. The findings are suggesting that majority of employees may require more clarity or communication regarding these opportunities. Logically, these findings resonate with prior research. For example, and Changalima I.A et al. [14] study in Tanzania emphasizes the importance of equipping employees with necessary skills and knowledge relevant to their profession. Piwowar-Sulej [51] research in Poland underscores the need for aligning training programs with long-term organizational goals. These studies affirm the significance of career development opportunities while also highlighting the need for better communication.

On the other hand, basing on the qualitative data, during the interviews with the HR Managers and Heads of Departments, some of them acknowledged the existence of career development practices. They indicated to be conducting seminars, workshops and short courses for the purpose of ensuring professional development for their employees. For the case of seminars, one of the Heads of Department responded;-

"From what I know in this our organization, ensuring that our financial practices align with local government policies and adhere to best practices is a top priority for us. To achieve this, we encourage our staff to attend seminars, workshops and training in relation to the organization strategic goals. These events provide our employee with in-depth insights into local government policies and equip them with the knowledge required to make sound decisions that benefit our organization and the community at large....."

These Responses from the above Head of Departments imply that they sometimes engage in career development practices. These findings also align with the study of Piwowar-Sulej [51], who found that organizations should focus on long-term objectives in career development. It is evidenced that effective career development practices contribute to enhanced skills and performance among employees, ultimately benefiting the organization as a whole. Therefore, the Heads of Departments has shown interest on conducting comprehensive seminars and specialized workshops demonstrates their commitment to enhancing employees' skills, knowledge, and overall performance within Kondoa District Council. Unfortunately there is poor support from the management and that culture of promoting career planning and career development in general is missing in the particular organization.

Also one of the HR Manager recommended that;

"Career Development in Kondoa District Council is our pathway to a workforce of exceptional competence. Our employees, through continuous learning and skill development, remain at the forefront of industry trends. This competence is reflected in their ability to tackle complex challenges, innovate, and consistently excel in their role. But the challenge we face in the whole process of implementing our Training and Development Policy is merely budgetary constraints from the central government, though now we are planning to find other sources from other stakeholders or Donor Agencies....."

Responses from the HR Managers above, strongly suggest a consensus on the positive impact of career practices in enhancing employees' competence, where a substantial majority acknowledged that career development contributes to boosting their learning skills and, consequently, their performance. These findings are further corroborated by previous research, such as the study by Owusu [36], which emphasized the importance of formal training in equipping employees with knowledge and skills relevant to their jobs. Therefore, the HR Manager's comments underscore the vital role of career development in fostering competence, enabling employees to tackle complex challenges, adapt to evolving demands, and consistently excel in their roles, ultimately contributing to organizational success.

Table 2. Responses on available career development practices (n = 57)

Statements	SA		A		U		D		SD	
	F	%	f	%	F	%	f	%	f	%
Kondoa District Council provide opportunity for career development	18	18.8	6	6.3	11	11.5	61	63.5	6	0.0
Adequate and relevant knowledge and skills are provide through training program	12	12.5	6	6.3	5	5.2	6	6.3	67	69.8
Job performance is an essential determinant factor in determining compensations Compensation	11	11.5	63	65.6	16	16.7	0	0.0	6	6.3
Remuneration and related allowances are provided in this organization	24	25.0	21	21.9	6	6.3	45	46.9	0	0.0
Kondoa District Council provides coaching and mentoring to enable employees grow in their careers	0	0.0	6	6.3	17	17.7	38	39.6	35	36.5
The organization provides training opportunities for me to grow	28	29.2	0	0.0	17	17.7	51	53.1	0	0.0
Kondoa District Council provides coaching to enhance career development	23	24.0	0	0.0	17	17.7	56	58.3	0	0.0
Kondoa District Council supports my individual development strategy	23	24.0	22	22.9	39	40.6	12	12.5	0	0.0
Kondoa District Council provides a written and operational performance appraisal system	12	12.5	51	53.1	27	28.1	6	6.3	0	0.0
Appraisal system in this organizations is growth and developmental oriented	22	22.9	52	54.2	16	16.7	0	0.0	6	6.3

Source: Research Data (2024)

5. DISCUSSION

Basically, employees in working areas have various perceptions on their organization in aspect like as training opportunities, knowledge and skills provided through training programs, compensation, performance-based compensation, coaching and mentoring, career development opportunities, and the organization's appraisal system. This notion is in line with Owusu [36] research in Ghana, highlighting the beneficial impact of formal training on employee performance, further affirming the importance of ongoing training initiatives. Overall, a significant number of employees acknowledge the availability of training opportunities for personal growth, with a majority finding them valuable for job-related knowledge and skills. Also Changalima I.A et al. [14] study on procurement negotiators in Tanzania emphasizes the importance of equipping employees with the necessary skills and knowledge relevant to their profession. Additionally, Asumwa et al. [18] research on East African universities highlights the value of considering various worker experiences and capabilities in enhancing organizational performance. However, there are concerns related to compensation, as a notable percentage of employees remain uncertain or dissatisfied with the provided remuneration and allowances, indicating a need for improvement

More on that, the findings of the study from the HR Managers, Heads of Departments, Stakeholders and Common Employees, their responses through the interviews collectively emphasize the significant and positive impact of Career Development programs practices on employees' performance within the organization particularly in Kondoa District Council. The majority of respondents expressed agreement with the various statements related to Career Development such as its role in fostering innovation, improving job performance, enhancing learning abilities, and boosting job task among the employees in the organization. The insight of prior researcher as Ismael et al. [38] revealed a strong correlation between Career Development and organizational effectiveness, this prove the necessity of ongoing training and development initiatives. The respondents' testimonials further solidify these findings, highlighting how Career Development practices not only enhance employees' skills but also foster a deep commitment to the organization's mission, improve efficiency, and

contribute to a workforce of exceptional competence as solidifies by Owusu [36], who emphasized the link between staff development and improved employee commitment and competence. The alignment of views between Employees and HR Managers, Department Heads and Stakeholders underscores the crucial role of Career Development in driving commitment, efficiency, and competence within the organization although few employee had differing views on the overall consensus points towards the value of Career Development in enhancing employees' skills, competence, and commitment.

6. CONCLUSION

Generally, this study concludes that in Kondoa District Council Council, career development practices contribute positively to employee growth and development as well as employee job performance. This was evidenced by the majority of respondents acknowledging and perceiving the training programs as valuable for enhancing their job-related knowledge and skills. Additionally, employees generally recognize the organization's support for career development to some extent though the said efforts are not enough. The heads of departments affirmed their commitment to employee growth through various training initiatives, including seminars, workshops, and short courses. This implies that aligning human resource development practices with long-term organizational goals and ensuring effective communication to address potential areas of disagreement or uncertainty among employees are essential for fostering conducive career development environment. More on that, the study also concludes that career development practices have a substantial positive impact on employee performance at Kondoa District Council. The majority of employees indicated that career development practices positively impact their ability to innovate and apply knowledge creatively, consequently enhancing job performance. Moreover, a significant portion of employees recognized that frequent training contributes to improved job performance, while career development enhances their learning skills, leading to a positive effect on performance. The qualitative data from interviews with department heads echoed these findings, emphasizing that the majority of employees experience increased commitment, efficiency, and competence as a result of career development practices, aligning with the quantitative results and highlighting the

substantial role of career development in fostering employee performance.

Finally, despite the existing factors that hinder effective implementation of Career Development practices in Kondo District Council, such practices have positive effects on employee performance and organizational development. The study's findings reveal that career development initiatives contribute significantly to enhancing employees' job-related knowledge, skills, and innovation capabilities. They also foster increased job performance, commitment, efficiency, and competence among employees. Although challenges such as budgetary constraints, limited resources, and low motivation from the management of the organization, pose significant obstacles to the full realization of career development potential, the overall impact on employee performance and organizational growth remains positive. These findings underscore the importance of addressing the identified challenges and continuing to invest in career development practices as well as finding funds from other stakeholders and Donor Agencies to drive sustained employee and organizational development within Kondo District Council.

7. RECOMMENDATIONS

Based on both the general objective of the this study and the prescribed conclusion, the following recommendations are made for further implementation;

- i. The HR Managers must encourage employees in the organization to actively participate in Career Development Programs. This can be done by promoting a culture of continuous learning and development within the organization, highlighting the long-term benefits of Career Development Programs, and recognizing and rewarding employees who engage in training and skill enhancement activities. Such measures will foster enthusiasm and commitment among employees, ultimately contributing to the success of Career Development Programs initiatives.
- ii. Adequate funding by the central Government is crucial for the effective implementation of comprehensive Career Development Programs and ensuring that employees have access to the necessary resources for their development. This can be achieved by prioritizing Career

Development Programs in budget allocations, exploring alternative sources of funding, like from Donor Agencies or even the Ministry and advocating for financial support from relevant government authorities.

- iii. Policy Makers should streamline and harmonize HR Policies particularly Training and Development Policy and other HR Regulations related to Career Development Programs practices within the public sector. This can be done by fostering collaboration and communication between different government bodies to reduce bureaucratic contradictions and create a more conducive environment for Career Development Programs initiatives.
- iv. The management of the Kondo District Council and other organizations must have clear Communication Channels both horizontally and vertically as well as inter-agency cooperation that surely will facilitate the smooth implementation of Career Development Programs.
- v. HR managers should tailor Career Development Programs to address specific skill gaps and developmental needs identified through regular needs assessments. This can be done by conducting periodic assessments to determine the specific area where employees require training and skill enhancement. Customized training programs will ensure that Career Development Programs efforts are targeted and directly contribute to improved job performance and innovation.
- vi. Government Authorities should consider allocating increased budgetary resources to support Career Development practices in Kondo District Council Council.
- vii. The management of Kondo District Council must foster high motivation to the employees and assist them amicably when they involve greatly with career planning so as to cement the culture of employee development and growth in the organization.

DISCLAIMER (ARTIFICIAL INTELLIGENCE)

Norbert P. Nyoni Author(s) hereby declare that NO generative AI technologies such as Large Language Models (ChatGPT, COPILOT, etc) and text-to-image generators have been used during writing or editing of manuscripts.

COMPETING INTERESTS

Author has declared that no competing interests exist.

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