

THE EFFECT OF CAREER DEVELOPMENT ON EMPLOYEE PERFORMANCE

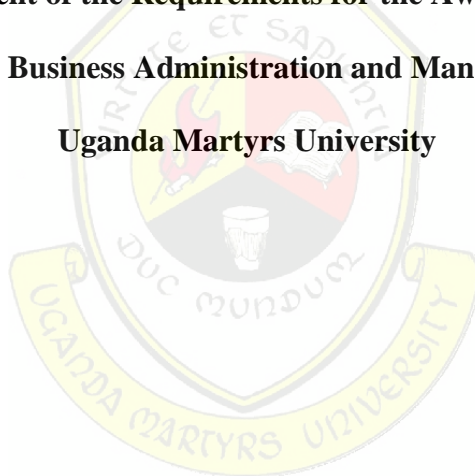
CASE STUDY: ECOBANK UGANDA LIMITED (EUG)

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Degree in Business Administration and Management of

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DEDICATION

This dissertation is dedicated to my parents, Mr. Kimera Charles and Ms. Nakaddu Sarah for the support they have given to me during my studies especially while doing this research and to all those who have trusted, appreciated and respected my abilities. May the Lord Almighty bless them abundantly.

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LIST OF ABBREVIATIONS

BOU - Bank of Uganda

CDAA - Career Development Association of Australia

EPM- Ecobank Performance Management System

ETI- Ecobank Transitional Incorporated

EUG- Ecobank Uganda Limited

SPSS- Statistical Package for Social Scientists

ABSTRACT

The study was conducted to establish the effect of career development on employee performance in the banking sector: a case study of Ecobank Uganda Limited (EUG). Objectives of the study were; to establish the effect of career development on employee performance, to assess the challenges of career development on employee performance and, to establish the relationship between career development and employee performance.

The study was conducted using quantitative and qualitative study designs. The sample consisted of fifty six (56) employees and questionnaires were formulated and served to each of them. However, as a result of misplacement and failure to answer the questionnaire promptly, eleven (11) questionnaires were not returned and two (2) were considered invalid. There was a decrease in the sample size from fifty six (56) to forty three (43), giving us a response rate of 76.8%. Some key informants were interviewed to enrich data collected through the questionnaires. The analysis was done using the Statistical Package for Social Science (SPSS) version 17, where frequencies and descriptive statistics were deduced. The findings were presented in form of figures, tables and bar charts.

The study revealed that career development has an effect on employee performance and that Ecobank Uganda Limited (EUG) would need a proper mix of career development tactics to positively influence employee performance. The recommendations from the study were that the organization should maintain good working conditions throughout the entire job span such as provision of medical care and comfortable infrastructure which leads to increased employee performance. Special consideration for female staff in terms of rooms for breast feeding and baby gifts help to motivate them in exploiting their skills. People with physical disabilities need to be placed in positions that do not involve a lot of mobility and educational standards for the different job sets.

CHAPTER ONE

1.0 Introduction

According to the Career Development Association of Australia (CDAA, 2012), career development basically looks at how organisations structure the career progress of their members within and between organisations, with an aim of growth of the employee whose performance increases and yields a more flourished organisation (Elena P. 2000 & Champathes, 2006). Therefore, effective career development is a very crucial feature in human resource management (Hameed & Waheed, 2011) and there is a direct relationship between career development and employee performance. As when employees would be more developed, they would be more satisfied with the job, more committed with the job and the performance would be increased.

In this chapter, the researcher intends to present the background of the study, statement of the problem, the purpose and objectives of the study, research questions, scope of the study, significance of the study, justification, definition of the key terms and the conceptual framework.

1.1 Background of the Study

Ecobank Uganda Limited (EUG) is a subsidiary of the Ecobank Transitional Incorporated (ETI) which is a pan-African banking conglomerate with banking operations in 36 African countries. Ecobank Uganda Limited (EUG) is supervised and regulated by Bank of Uganda (BOU) ever since it began operations in January 2009 as a full-service bank providing wholesale, retail, investment and transaction banking services and products to governments, financial institutions, multinationals, international organizations, medium, small and micro businesses and individuals. According to the audited Ecobank Uganda Limited (EUG) Directors' report and Financial statements (December, 2012), the bank's total assets were valued at about US\$66.1 million (UGX: 164.4 billion), with shareholders' equity of approximately US\$6.3 million (UGX: 15.9

billion). Since then, it has experienced steady growth over the past four years because its total assets growth has been driven by consistent deposits growth leveraging on retail and consumer banking through expanding branch network.

With the rapidly changing economic environment, characterised with phenomena like globalisation, changing customer and investor demands, and ever increasing product-market competition, it has become the norm for most organisations like Ecobank Uganda Limited (EUG) to practice career development (Becker & Gerhart, 1996) to improve employee performance. To compete, they must continually improve their performance by reducing costs for example administration costs, improving quality of the services delivered to their customers, productivity of the employees and to speed to market. According to Khan et al. (2013), improved employee performance is as a result of satisfied employees and thought as one of the primary requirements of a well run organization. Locke (1976) defined employee satisfaction as a pleasurable or positive emotional state, resulting from appraisal of one's job experiences.

It is a known fact that most professionals leave an organisation due to lack of career growth. For the case of Ecobank Uganda Limited (EUG), carrying out active career development initiatives can be a key retention tool to keep the best talent within its fold. It is one of the greatest motivators to keep an employee happy and engaged. But does career planning and development of employees actually make a difference to the productivity of a worker? Most organisations think so, and consider it a part of their critical human resource strategy. From the employees' point of view career development initiatives gives them a clear focus about their career track, the blind spots that they have to overcome and the final goal to be reached. This focused approach works to their advantage from their everyday work to long-term aspirations.

Today's employees are more career conscious than ever. They are demanding more in terms of personal growth and development. If Ecobank Uganda Limited (EUG) fails to allow employees to meet their individual needs, they will keep losing valued employees. A typical employee

views a career development as a path to upward mobility, the manager sees as a motivational tool while the top management views it as a tool for succession planning. So career development efforts bring about high potential candidates who can be groomed for greater responsibilities in future.

Organisational contexts have undergone fundamental changes (Patterson, 2001) it has become the employer's responsibility to develop and prepare people for their next job. Thus, it is Ecobank Uganda Limited (EUG)'s best interest to focus on effective staff development strategies, since companies strong on training and development which is preferred over those offering the greatest rewards.

However, there is also this issue of employee performance, and this is how well job related activities are carried out as expected of the worker. Employees are a key element of Ecobank Uganda Limited (EUG) because their success or failure depends on their performance and investing in large sums of money on the development of their careers, would be of great importance to the bank (Hameed & Waheed, 2011). Therefore, there is a direct relationship between career development and employee performance. As when the bank's employees would be more developed, they would be more satisfied with the job, more committed with the job and the performance would be increased. When employee performance would increase, this will lead to the bank's effectiveness (Champathes, 2006). In this research, indicators of employee performance include quantity of output, quality of output and employee turnover.

1.2 Statement of the Problem

According to the Strategic Projects Implementation Office, Final Activity Report of June 2013 to September 2014, it was discovered by the Human Resource Group Head, Julie Essiam, that many people have trained, many have been recognised and jobs have been properly designed for example engagement in job rotation, engineering and enlargement but they have remained

stagnant with little evidence of career development. There is a level from which the employees of Ecobank Uganda Limited (EUG) find it difficult to get promoted yet the bank needs employees who perform their duties well. Lack of career development after training and other remedies is still a mystery in the bank and how it affects employees' performance. In addition, the hindrances to career advancement are not known and the solutions to these hindrances are not known either. If this problem continues, the employees' performance is likely to continuously dwindle and this could seriously affect the achievement of the goals and objectives of Ecobank Uganda Limited (EUG). Furthermore, Essiam said that it may not be defensible for the bank to continue spending large amounts of money on employees under the Ecobank Performance Management System (EPM), which may not lead to career development and improved organizational performance.

Frustrations amongst employees have arose at the bank which has lately made them lack commitment, perform poorly and find themselves quitting their jobs because of lack of career growth, which would have been an important tool to keep the best talent within its fold and also act as a motivator to keep them happy and engaged and overcome the final goal to be reached. This study aims to unearth the importance of employees' needs and understanding as well as knowledge of career development by use of variables like job design, training and recognition in order to improve employee performance. It also aims to realize that employers can focus on formulating and communicating career development strategies without understanding the needs of employees which does not fully satisfy expectations of their organization as regards employee performance. Therefore, there is a need to investigate the effect of career development on employee performance in Ecobank Uganda Limited (EUG).

1.3 Purpose of the study

The major purpose of the study is to assess the effect of career development on employee performance in Ecobank Uganda Limited (EUG).

1.4 Objectives of the study

- i. To establish the effect of career development on employee performance in Ecobank Uganda Limited (EUG).
- ii. To assess the challenges of career development on employee performance in Ecobank Uganda Limited (EUG).
- iii. To establish the relationship between career development and employee performance in Ecobank Uganda Limited (EUG).

1.5 Research Questions

- i. What is the effect of career development on employee performance in Ecobank Uganda Limited (EUG)?
- ii. What are the challenges of career development in relation to performance in Ecobank Uganda Limited (EUG)?
- iii. What is the relationship between career development and employee performance in Ecobank Uganda Limited (EUG)?

1.6 Scope of the study

1.6.1 Geographical scope

The study was conducted in Ecobank Uganda Limited (EUG) which is supervised and regulated by Bank of Uganda (BOU) and it is located on Plot 4, Parliamentary Avenue next to Jumbo Plaza, opposite chicken Royale and Mateos Restaurant in Kampala, Uganda respectively.

1.6.2 Content scope

The study concentrated on employee career development attributes of job design, training and recognition as the independent variable. The study also concentrated on employee performance attributes of quantity of output, quality and employee turnover as the dependent variable. Therefore, the subject matter was about the effect of career development on employee performance in Ecobank Uganda Limited (EUG).

1.6.3 Time scope

The study concentrated on the performance of employees for a period of two (2) years in Ecobank Uganda Limited (EUG).

1.7 Significance of the study

The study was intended to help the employees of Ecobank Uganda Limited (EUG) to know that they are part and parcel in the development of performance since their personal preferences and attitudes towards the bank influenced their judgement and hence the ability to perform.

The study also intended to highlight the factors that contribute to employee performance which helped the Ecobank Uganda Limited (EUG) managers to ensure that their employees were committed to their jobs.

Lastly, it was intended to awaken students, academicians and other researchers to carry out in depth study and fill the gaps available in research on employee performance generating debate for customisation of employee performance issues to the Ugandan context.

1.8 Justification

The researcher intended to provide valuable information to individuals, researchers and organizations interested in understanding and carrying research on the effects of effective career development on employee performance as a reference to do further study.

The management of Ecobank Uganda Limited (EUG) benefited from this study because it was to enable them to recognise the importance of career development in employee performance and thus forge a way forward to ensure they reap maximally from their human resource.

This study was to assist the top managers to know what was on the ground in regard to commitment and what needed to be done. It was also to help them see if the commitment and the fruits that came along with it were worth the investment in training and development and then make informed decisions.

This study intended to confirm that career development affects employee performance and acted as referral material for Ecobank Uganda Limited (EUG).

1.9 Definition of key terms

Career development Beardwell I, Holden L & Claydon T. (2004) noted that individual development interacts with the organization and its development through the individual's career. It is a very broad term and this study will limit itself to the definition of career development as the process through which an individual's moves and experiences through the bank are seen to be rising to higher levels or otherwise, and how he/she interprets those experiences. Career development would then meet the needs of both the individual and the bank.

Employee performance refers to the job related activities expected of a worker and how well those activities were executed.

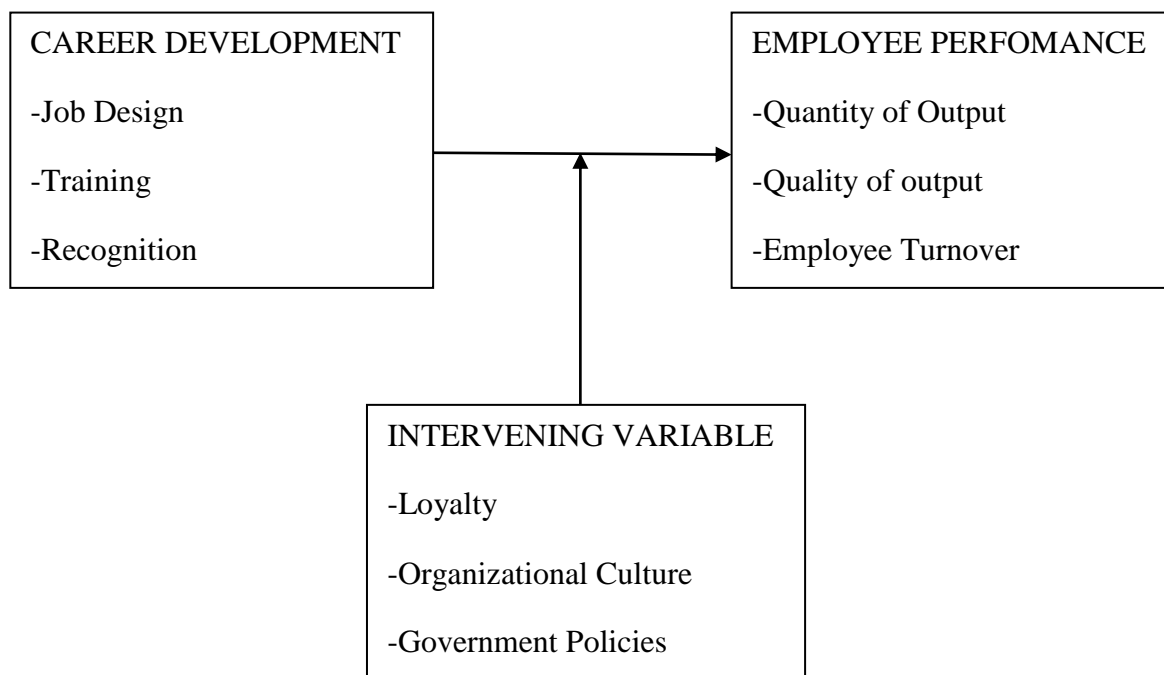
Human resource management is an area of administrative focus that deals with an organisation's employees.

Job design is the process of defining the way work will be performed and the tasks that will be required in a given job (Noe, et al., 2007).

Training is the process through which learning formally and systematically modifies behaviour through education, instruction, development and planned experience (Armstrong, 2001). In the context of this study, training is a deliberate action focused at bringing about improvement in job performance of Ecobank Uganda Limited (EUG) employees and hence facilitates career development.

Recognition is defined as acknowledgement, approval and genuine appreciation (not phony praise). This recognition can be set up on a formal basis (e.g., employee of the month or million dollars in sales round table) or informally used by a supervisor/team leader in managing individual employee or team behaviour. (Stajkovic & Luthans, 1999)

1.10 Conceptual frame work



Source: (Weiss, 2002; Chesterman, 2006; Cholewka, 2002; Pfeffer, 2005; Chiaburu and Marinova, 2006).

Figure 1.1: A conceptual framework showing the relationship between career development and employee performance

The model in figure 1.1 above shows that career development leads to employee commitment. This study focused on the independent variables of job design, training and recognition and dependent variables of quantity of output, quality of output and employee turnover. The cause of the effect of relationship was moderated by loyalty, organisational culture and government policies which influenced the overall performance of employees in the organisation.

An organisation that focuses on developing the career path of its employees boosts the morale and ultimately the productivity of its staff. And this can be done through proper job design, recognition and training of the staff of Ecobank Uganda Limited (EUG). This in turn will affect the performance of the employees hence and improvement in the quality of output of the employees, increase in the quality of work that they do for the bank and also reduction in the employee turnover in Ecobank Uganda Limited (EUG) as presented in the conceptual frame work above.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter comprised of the views of other authors, researchers, and organizations on career development management and it intended to discuss the extent to which it affects the performance of employees in an organization. It was done with the view of giving a detailed study on the study variables and identifying the literature gaps.

2.1 An insight into career development and employee performance: A general perspective

According to Judge et al., (1995), Seibert et al., (2001), Heslin (2003), Ng et al., (2005) and Breland et al., (2007), today career development is described as the positive psychological or work-related outcomes or personal and professional achievements one has gathered from their working experience. Generally, it is a lifelong process of managing progression in learning and work. The quality of this process significantly determines the nature and quality of individuals' lives; what they become, sense of purpose that they have and the income at their disposal. It also determines the social and economic contribution they make to the communities and societies of which they are part (Sultana et al., 2002).

Efforts to help people identify appropriate careers can be traced to the fifteenth century and earlier (Lent et al., 1994), by the nineteenth century at least sixty five books had been published on the topic (Zytowski, 1972). However, the roots of career development theory did not emerge until Frank Parsons also known as the "Father of vocation guidance" identified three elements of career development as being a clear understanding of oneself, having a specific knowledge of the world of work and understanding the relationship between the two (1909). He believed that a person should actively choose his or her career or vocation rather than allowing chance alone to operate in the career decision process. By doing this, parsons believed that personal job

satisfaction would be enhanced, employers' cost would decrease and employees' efficiency would increase (Brown, 1992). Parson's schema for successfully choosing a career cannot be called a theory, but it was the first conceptual framework for career decision making and became the first guide for most career counsellors who credited his work. Therefore, Crites suggests that whatever approach to career development is taken, one must deal with Parsons' central components (1981).

It is evident that not just career development will motivate employees and in turn increase their performance, but employers need to understand the needs of their employees before they come up with strategies for career development. The recognition of the influence of organisational compensation, job design and career advancement strategies on employee performance has up to date influenced management practitioners and scholars to adopt strategies to improve on employee performance (Baruch & Dan, 2004; Deci, et al., 1989).

According to Anderson & Gerbing (2010), apathy, mismatched abilities, misunderstood goals, poor communication of the job function and mismanagement are among the reasons as to why there is still low employee performance. Organisations need to take efforts to assess the factors affecting employee performance therefore, people are being encouraged to manage their own futures, as if self-employed, building a "composite" career from their key assets and abilities (Bridges, 1993). Because of this debate, organisational researchers and practitioners alike are rethinking who is responsible for career development and employee performance.

Career development is becoming increasingly critical and is seeking a lot of attention from most organisations in the current business environment (Sheri-Lynne & Parbudyal, 2007) therefore; the human resource personnel have a responsibility of providing career development information programs for employees. In Uganda, companies search for better personnel as far as abroad just to fill higher managerial positions because even though they put up promotions, they are limited to one or two steps up the organisational structure. This is simply because many people are

employed when they already have the skill as well as the academic qualification that matches with their job requirements. Therefore, they have no time to venture into career development courses for one to further his or her knowledge and skill as well as academic qualifications so as to qualify for bigger jobs.

2.2 Effect of career development on employee performance

2.2.1 Job design leads to high employee productivity

For most employees, money is widely recognised as the most important aspect of a job though not the total solution for motivating them and increasing their productivity. Most organisations have started using it in conjunction with other methods to optimize employee performance (Chartered Management Institute, 2005) and job design has been one of the most effective tools. Job design is the process of defining the way work will be performed and the tasks that will be required in a given job (Noe et al., 2007). It is also described as changing the content and processes of a job to increase an employee's satisfaction, motivation and productivity according to Knapp & Mujtaba (2010).

However, job design is not a new concept because many researchers have analyzed its relationship with employee performance and concluded that there is a positive relationship between them. Job design and its approaches are usually considered to have begun with scientific management in the year 1900. Pioneering scientific managers such as Taylor (1947), Gilbreth (1911), and Gilbreth and Gilbreth (1917) systematically examined jobs with various techniques. They suggested that task design might be the most prominent element in scientific management. In the ancient times of the 1850's, the idea of job design was first presented by Adam Smith but was also discussed in the early 20th century by the father of scientific management Fredrick Taylor (1911).

Fredrick believed that if managers give the workers rewards for increased productivity, the workers will try to achieve it by working harder but soon they will become exhausted because they keep doing the same thing over and over. It is the responsibility of the managers to design a job in such a way that workers can do work efficiently but still keep enjoying their work and hence yearn for even longer working hours. He proposed four principles of scientific management which have helped increase productivity in organisations up to three to four times (Knapp & Mujtaba, 2010) namely;-

- Work tasks should be divided into small elements and managers should apply scientific management principles on workers and measure their performance.
- Managers and supervisors should cooperate with workers so that they follow the developed methods and designs to perform the tasks.
- Workers should be selected, trained and developed by managers instead of leaving them to develop themselves.
- Task performance methods should be scientifically studied and the best method should be adopted.

With respect to the design of individual jobs, the first major theory was that of Herzberg and his colleagues (Herzberg et al., 1959). Their two-factor theory distinguished between two types of factors, namely motivators, which are intrinsic to the work itself (e.g. achievement, recognition, and responsibility), and hygiene factors, which are extrinsic to the work (e.g. work conditions, pay, and supervision). His factor theory increased the importance of job design for workers because his main point was that a job should be enriched in such a way that employees get motivated to do an assignment which then increases employee performance (Herzberg, 1966; 2003). His argument was that a job should be designed in a way that it enhances workers' growth, incompetence, advancement, responsibility and recognition. This is why job

engagement is an important factor because when employees are satisfied with their job design, they automatically get involved in doing their best to complete the assigned tasks, and as a result, positive impact is observed from their overall performance.

Employees' attitudes towards job design have become an issue of great consideration in the recent years among companies like Ecobank Uganda Limited (EUG). Nowadays, most of the employees are not assigned with tasks that they feel encouraged and motivated to perform otherwise, an effective job design brings involvement of an employee in work related activities which clearly forecasts employee output, departmental productivity and organisational success (Baumruk, 2004). Usually such employees enjoy performing tasks and exert all physical energies and psychological energies (head and heart), determination (Ashforth & Humphrey, 1995) and can bear more pain for their work and stay extra hours willingly, because they consider work as vital and a part of their lives (Rabinowitz et al, 1977) that is, they feeling like they are getting what they want from their jobs and fulfil their duties as ethical responsibility.

Positivity towards work due to motivation and involvement of workers enhances their performance. On the contrary, if the employees are not satisfied, with their job design, they feel exhausted and unwilling to work properly, that is, only for the sake of organisational goals. Frustrated employees do not utilize all their efforts instead they waste their time in non productive issues and this is what we see in most organisations like Ecobank Uganda Limited (EUG). These types of employees destroy the organisational culture. They become a burden for the organisation and eventually, they quit causing high employee turnover cost for the organisation.

In another study by Hackman & Oldman (1976) developed a model of task design that identified five core job dimensions: task variety, task identity, autonomy and feedback. Jobs that have these dimensions are said to be enriched and have a high motivating potential. According to their model, the presence of these core dimensions produces three critical psychology states: a

sense of meaningfulness in their work, a sense of responsibility for their work, and knowledge of the results of one's work. These critical psychology states in turn produce a variety of positive individual and organisational outcomes. Among these are higher internal motivation, high quality of work performance, high satisfaction with the work, and low levels of absenteeism and turnover. Griffin (1991) examines the relationships between task design and job satisfaction, organisational commitment in a longitudinal field experiment. In his study Griffin combines five task characteristics (task variety, identity, significance, autonomy and feed back) into an overall motivating potential score (MPS). The MPS is significantly positively related to job satisfaction and organisational commitment. Thus, enriched jobs appear to lead to a wide variety of positive outcomes, including employee job satisfaction, commitment to the organisation and performance. Thus level of employee commitment will increase when employees work in jobs that are enriched by providing variety, significance, and task identity. (Byamukama, 2011)

In the view of Garg & Rastogi (2006), well designed jobs can have a positive impact on both employee satisfaction and quality of performance. The perceived work demands, job control and social support through job design leads to high productivity (Love & Edwards, 2005) as cited in (Garg & Rastogi, 2006). Likewise Campion, et al., (2005) suggested that the nature of work have a substantial impact on an employee's performance and attitude.

In conclusion, job design takes on a special importance in today's human resource management and it is essential to design jobs so that stress can be reduced, motivation can be enhanced and finally satisfaction and employee performance can be reaped.

2.2.2 Training leads to high employee performance

Effective training has been recognized as one of the most significant functions of human resource management in Ecobank Uganda Limited (EUG) that ensures an adequate supply of technically and socially competent staff into specialist departments or management positions in

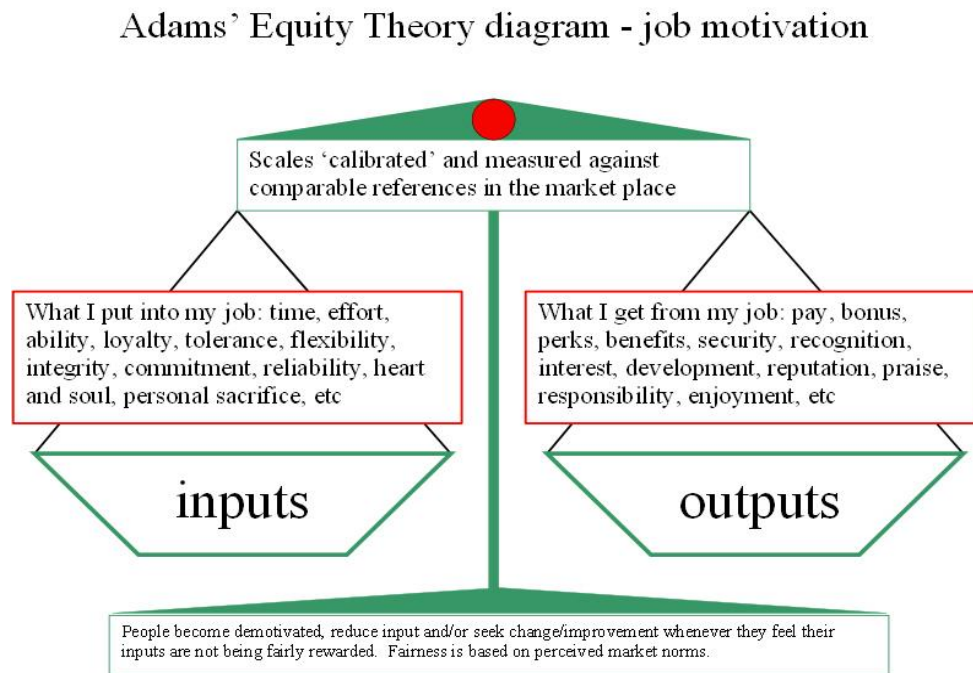
the bank (Jagero et al., 2012 & Sultana et al., 2012). Training refers to the methods used to give new or present workers the skills they need to perform their jobs (Dessler, 2008). This can be done by offering them learning and development opportunities, increasing their competence levels and enhancing their skills, thus increased employee job satisfaction to gain higher rewards and to progress within the organisation (Armstrong, 2006). In all, Gomez & J.J (2004), suggest that training plays a critical role in maintaining and developing individuals' capabilities of qualified and unqualified employees.

For the sake of capacity building, the Ecobank Uganda Limited (EUG) managers are involved in developing the effective training programs for their employees to equip them with the desired knowledge, skills and abilities to achieve organizational goals. This struggle by the top management not only improves the employee performance but also creates positive image for the bank worldwide (Oi-ling, 2010). It has been critically analysed that companies aimed at gaining the competitive advantage realized the importance of training in improving the employees' performance. Past researches provides the evidence regarding the positive affect of training programs on both employee and organizational performance. On one hand previous work in the field proved that effective training programs leads to superior return on investment while the other researches mentioned the positive role of training in attaining the supreme levels of employee retention (Colarelli & Montei, 1996; Becker, 1993).

In Adam's Equity theory of balancing employee inputs and outputs, he observed that a fair balance can be struck between an employee's inputs (training, hard work, skill level, tolerance, enthusiasm, and so on) and an employee's outputs (salary, benefits, intangibles such as recognition, increased performance and so on). According to the theory, finding this fair balance, serves to ensure that a strong and productive relationship is achieved by the employees and they should be contented with the overall result. Therefore, it was found that those employees who equally took trainings (input) were more capable in performing different tasks

hence the conclusion that a significant relationship exists between the employees training and their resultant performance in accomplishing different tasks.

Figure 2.1: A diagram showing Adam’s equity theory, 1963.



Source: <http://www.businessballs.com/adamsequitytheory.htm>

However, Adam assumes that employees are supposed to be content because they perceive the outputs and inputs to be in balance which is quite impossible according to the researcher because an employee may sometimes “appear” as if he or she is putting in a lot of effort yet he or she is actually not doing anything which results into low employee and organisational performance. For example an employee who turns up for work every day and leaves late but just comes to surf the net and probably has excessively long breaks in between his meals for the day while at work. Another example is a person who gets trained but is naturally a lazy person or even a slow person, in this case little input may be inserted but there is a high possibility that the output could be greater. Others may have chronic diseases that limit them from appearing during

training yet they try their level best to work hard but still their performance is low and few benefits are earned therefore such a person cannot be contented with what he or she gets because according to Adam, the input is equal to your output and it should by default make one happy. It is further noted that, if the balance lies too far in favour of the employer, some employees may work to bring balance between inputs and outputs on their own, by asking for more compensation or recognition. Others will be de-motivated, and still others will seek alternative employment. Equity Theory reminds us that people see themselves and crucially the way they are treated in terms of their surrounding environment, team, system, etc - not in isolation - and so they must be managed and treated accordingly.

According to Dessler (2008), the training process starts with determining what training is required and analysing training needs depends on whether you are training new or current employees. The main task in analysing new employees' training needs is to determine what the job entails and to break it down into sub tasks, each of which you teach the new employee. Analysing current employees' training needs can be done through task and performance analysis.

Employees are the most valuable asset and are often responsible for the greatest bulk of an organisation like Ecobank Uganda Limited (EUG) as they can make or break its reputation and can adversely affect its profitability. Without proper training, employees both new and current do not receive the information and develop the skill sets necessary for accomplishing their tasks at their maximum potential. Employees who undergo proper training tend to keep their jobs longer than those who do not because they have higher chances of performing well.

Training programs can be evaluated to check on the effectiveness to employee performance at three stages (Desimone, Werner & Harris, 2002). The first level is reaction; a positive reaction encourages employees to attend future programs while a negative one, employees may be reluctant to use the skills or knowledge obtained in the program. Learning is the second level,

here we measure whether someone has learnt something during the training and this may involve a test or a question. The third level is job behaviour; here, we measure whether training has transferred to the job hence an impact on effective employee performance.

Good training programs help employees to gain full command on the competencies and skills required to perform a particular job and to void on the job errors and mistakes (Robert, 2006). Amongst the important function of human resource management, one of the crucial functions is career development through proper training and development programs. Armstrong (2001) contends that trained employees often work better as teams because everyone is aware of the expectations and can achieve them together smoothly. In addition, employees who receive regular training are more likely to accept change and come up with new ideas. Training plays a vital role, improving performance as well as increasing productivity, and eventually putting companies in the best position to face competition and stay at the top. In a nutshell, there is a significant relationship between the employees training and their resultant performance in accomplishing different tasks. By the help of training employees, they become proficient in their jobs and they become able to give better results. (Bhat, 2013)

2.2.3 High performance as a result of recognition

Globally, socio-economic challenges have seen many organizations face competitive pressures among themselves. This has forced them to formulate strategies that see them do more while spending less and less resources. As such they have to design appropriate systems to compensate their human capital (Chenevert & Tremblay, 2011). Recognition of employees has been cited as one of the key elements of a compensation package, used to motivate employees to improve their performance and further retain them in the organization. Employee recognition refers to the general acknowledgement or confirmation of a given occurrence or performance (Petrescu &

Simon, 2008) especially of a person's behaviour, effort or business result that supports the organization's goals and values, and which clearly has been beyond normal expectations.

Employee recognition plays a key role in enhancing relationships which are meant to improve performance of employees in an organization. According to Human Resource managers Manjunath and Rajesh of Accenture in India, in order to achieve organizational goals, the human resource managers ought to provide motivation mechanisms that can induce employees' potential to perform to optimum levels. Actually, individuals have the potential, skills and the required expertise to drive performance to higher levels, but they need to be triggered for high performance levels to be realized possibly through employee recognition (Ferguson & Reio, 2010). Despite the fact that many people like attractive basic salaries and allowances, it is not the only thing that makes them get the energy to work for extra hours (Nolan, 2012), but rather employees need something that contributes to building self-esteem amongst them which in turn leads to their willingness and commitment to exert extra effort in performing their assigned tasks at work. On the contrary, organizations with a work force that is not motivated may not meet their goals and objectives optimally (Torrington, et al., 2008).

According to Chenevert and Tremblay (2011), when employees are compensated well because of their overall individual commitment to the organisation as a whole, their performance levels increase. Organizations have endeavoured to offer both short and long-term compensation systems and policies so as to meet their overall goals, especially in attracting, motivating and retaining both skilled and competent staff. This has however not yielded much especially based on the fact that they are irregularly reviewed (Mirabella, 1999 & Corsby et al., 2005). In a similar manner, (Chapman & Kelliher, 2011) found that some organizations were adopting a blend of a number of elements in their compensation strategies. For example, merit pay, incentives and other benefits such as retirement, leave, holiday, rental and commuter allowances, away from

the traditional approaches to employee compensation as part and parcel of recognizing and appreciating the role of employees in the organizational performance.

According to Shaun & York (2002), motivation is seen as a value that is held by an individual on the possible results of their actions and the expectations that their targets will be realized in due course. The employee performance can therefore be attributed to an individual's extrinsic and intrinsic levels of motivation which to some extent will be influenced by the compensation systems that are related to the actual work they do (Lawler, 1981). Thus, people need to be recognized and appreciated accordingly in relation to their achievements and accomplishments by the top management.

Organizations should endeavour to recognize their employees appropriately so as to portray the expected behaviour, loyalty, commitment and job performance (Dessler, 2008). According to Keller (1999) non-monetary recognition can be very motivating, helping to establish confidence feelings and satisfaction on the part of the employee. Empirical studies show that employees who receive recognition at their place of work end up with a higher self-esteem, self-confidence and willingness to take up new challenges (Allen & Kilmann, 2001). They often go above the organizational expectations and are likely to be more productive and stay in the organization (Welsh, et al., 2012). While one organization may use recognition to address individual performance, others may use it to enhance overall organizational performance.

In conclusion, regular expressions of appreciation by managers and leaders, encourages employees and their individual performance (Allen & Helms, 2002). Therefore, effective employee recognition must be sincere, heartfelt and timely so as to be effective. Individuals are different because what one appreciates, may be the exact opposite to the other person (Nolan, 2012).

2.3. Challenges of career development on employee performance

A career is denoted by getting jobs, moving between jobs, positions, levels of responsibilities and challenges, but even more than that (Bahtijarevic, 1999). As cited in Hameed & Waheed (2011), Elena (2000) and Antonacopoulou, (1996) suggest that career development depends upon the individual employee whether employee is willing to participate or not. Employee development also depends upon the organization culture, attitude of top management, and limited opportunities of promotion.

As a serious job seeker, you will face a series of challenges or tasks to be mastered. There are actually a number of ways you might go about finding a job, but you want to do it the smart way and in the most effective fashion, especially if you want great results. One can look at it in this way that he is visiting a place which is not familiar but needs to plan for the trip, know more about the place and where it is located so that in case of any problems, they can easily be solved because one planned ahead.

According to Wendy Hirsh of the *HR Insight*, Specialists often do not see senior roles they can aspire to, and this limits their retention and the extent to which their potential is fully tapped. Senior roles for specialists can give them the ability to advise the Board on key business decisions and raise the quality of the work done by younger professionals through coaching and mentoring.

Dual career paths are a well-known device, with one route up for managers and another for specialists. But today we see the need for these paths to be more flexible, and also accommodate the many team leader roles that combine professional expertise and people management.

Lack of retention activities related to personnel development is typically the primary reason employees give for failing to perform their duties well and end up probably leaving an organisation hence an increase in employee turnover. (Boston consulting group, 2012)

The very best specialists are driven by a passion for their work and do not take kindly to being bossed about. They are challenging to manage and to motivate in large organisations, and tend to flourish under more personalised and facilitative management styles.

Sherrie Gong Taguchi who previously served as assistant dean for Stanford's MBA Career Management Centre and vice president of university recruiting at Bank of America. But currently principal for Career-Inspirations.com states these as the challenges to career development on employee performance:-

- Difficulty keeping staff skills and knowledge up to date. With so many competing demands in a rapidly changing economy, it can be hard to find time for professional development. Getting everyone on your team to participate in the learning can lessen the burden and make professional development more appealing. Although outside professional development courses can be valuable, some of the best professional development opportunities exist within your office. Cross training—that is, having team members learn each others' roles—can be good not only because it enables team members to cover for each other when they are out of the office but also because it is an opportunity for growth.
- A handful of students who may be alienating recruiters .Your best approach is to treat students as adults and encourage them to take responsibility for their relationships with the recruiters and work to strengthen, not damage, their personal networks. To curb or prevent potentially damaging behaviour, you might institute a student-elected and governed committee to establish and uphold a “code of conduct” for student behaviour toward each other, recruiters, and the career services staff. Another way to handle this sticky wicket is by being straight with students in your various town hall meetings, newsletters, one-on-ones, and other communications. Without naming names or blaming, you could point out how specific student behaviour, such as being unprepared for

interviews, being arrogant to a recruiter, or being a no-show to an event, has led to negative feedback from a recruiter, recruiter dissatisfaction, or even the loss of a recruiting relationship. Reinforce the message that one person's behaviour can and does impact the whole school community.

- Staff burnout or lowered morale. You and your staff have tough jobs. If you are a manager, one of the most vital roles you can play is to keep your staff and yourself developing and inspired. Figure out what you need to remain a motivated, happy, and energized leader. Only when you are in good form can you be a champion and mentor for your team. Take the time to give your staff the appreciation, learning and growth opportunities they may deserve. Let them know you appreciate their hard work. A raise is nice, but little things can make a difference too: a public "thank you" for a job well done, a fun outing outside the office, an extra day off as a reward for a job well done. Make time to celebrate wins, both personal and professional. You could emphasize individuals' roles and responsibilities by instituting new titles, such as group leader or manager. Never miss an opportunity to highlight your staff members' achievements; excellence may be expected, but it should not be taken for granted. Even small gestures and recognition can be powerful motivators and keep hardworking staff members from feeling burned out or underappreciated.
- Not enough time, money or resources. One of the common refrains is they don't have enough time or money to do what they want to do. To address this problem, you could try some creative options, such as outsourcing some of their work overflow by tapping into the pool of competent, experienced people who would be willing to volunteer their time. Alumni, out-of-work but highly competent recruiters, HR professionals, and industry executives could assist you by, for example, critiquing résumés, offering career advice, performing outreach or marketing for your office, refining your communications

or feedback surveys, redesigning your website, or mock-interviewing your students. Volunteers can be insightful teachers for some of your workshops and can organize panels of experts. Current students, as busy as they are with their own job searches, are often willing to augment your staff and resources, too.

2.4 Relationship between training and employee performance

Training is a tool used by most managers to help employees to bridge the gap between their present level of performance and their desired level of performance. The challenge for the organization is to design training options that give employees the information or skills they need and then measure whether those training options were effective in producing desired outcomes.

According to Chron.com, managers have different views of how much training is needed for an employee to produce desired performance outcomes. It is important to understand that most employees do not come to their jobs with the total knowledge and experience required to perform perfectly. They need a manager to select appropriate training options so that they may advance to a desired level of performance. Managers can help the firm increase its overall capacity by looking for unmet training needs and communicating them to trainers and human resources experts.

Employees can receive two kinds of training to improve their performance. First, a company can offer general training to give employees new knowledge and skills, which will be transferable to any future job. Second, a company can offer training in skills specific to its technologies and work processes. Although those skills may not be transferable to future jobs, they are critical to the company. Focusing on company-specific training is important because a company derives its competitive advantage from what its employees know and can do that cannot be found elsewhere in the market.

2.5 Conclusion

This chapter explored related literature on career development and employee performance. It identified literature gaps and concentrated on career development attributes of job design, training and recognition and their influence on employee performance attributes of quality of output, quantity of output and turnover in organisations generally.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents the research methodology that was used to conduct the research on the effect of career development on employee performance in Ecobank Uganda Limited (EUG). It constitutes the research design, area of study, population study, sampling procedures, sample size, sampling techniques, data collection methods and instruments, quality control methods, data management and processing, data analysis, ethical considerations as well as limitations of the study.

3.1 Research design

The research design used was quantitative and qualitative in nature. The researcher chose the case study design because it provided in-depth explanation of the variables at hand with a view of providing rich data on a specific group of people within a specific context. The researcher employed the descriptive design of qualitative nature which generated the characteristics of employee performance when effective career development is employed. However, the descriptive design did not provide a proper and clear explanation as to why employee performance was high.

3.2 Area of study

The study was conducted in Ecobank Uganda Limited (EUG) which is located on Plot 4, Parliamentary Avenue next to Jumbo Plaza, opposite chicken Royale and Mateos Restaurant in Kampala, Uganda respectively. The researcher chose this company because there is a level from which the employees of Ecobank Uganda Limited (EUG) found it difficult to get promoted yet the bank needed employees who perform their duties well. Lack of career development after

training and other remedies was still a mystery in the bank and how it affects employees' performance. In addition, the hindrances to career advancement were not known and the solutions to these hindrances were not known either.

3.3 Study population

The population of study consisted of 62 employees of the Bank. The target population was heterogeneous and the research targeted a total of 62 Ecobank Uganda Limited (EUG) employees (Payroll June, 2014), who provided the information on the basis of the phenomenon.

3.4 Sample size and procedures

3.4.1 Sample size

Sample size is a segment of the population that is selected for research. It is determined scientifically.

Table 3.1: Table showing the sample size of the employees of Ecobank Uganda Limited

	Population	Sample size
Employees	62	56

Source: *Krejcie, R.V & Morgan, D.W (1974)'s table of determining sample size of research activities in the NEA Research Bulletin (December, 1960).*

3.4.2 Sampling techniques

The researcher employed a non- probability sampling design. Purposive sampling and accidental sampling design was used in the study. Under this design, the researcher employed the purposive sampling where employees who were knowledgeable about the subject matter were deliberately chosen. It was preferred for this study because it ensures balance of group sizes when multiple groups are to be selected and also each member of the target population had an

equal and independent chance of being included in the sample. However, samples are not easily defensible as being representative of populations due to potential subjectivity of the researcher

To be given a go ahead to interview the employees of Ecobank Uganda Limited (EUG), the researcher was required to possess a letter of introduction from the dean of the Faculty of Business Administration and Management of Uganda Martyrs University, Nkozi which was presented to the Human Resource manager of the bank. See **Appendix II**.

3.5 Data sources

Primary and secondary source of data was used by the researcher. To obtain primary source of information, questionnaires and interviews were used.

3.5.1 Primary sources

Primary source of data is a number of disciplines to describe source material that is closest to the person, information, period, or idea being studied.

3.5.2 Secondary sources

For the secondary source, the researcher also endeavoured to use documents, reports and other forms of literature such as journals, and internet sources on the subject under study. The information reviewed was used to compare findings and help the researcher in the data analysis process.

3.6 Data collection methods and instruments

3.6.1 Interviews

According to Mugenda and Mugenda (1999), an interview is a dialogue between an interviewer who asks questions and an interviewee who answers the questions. It is a face to face encounter usually between two or more people, usually a conversation that involves exchange of data and

aims at collecting data about a particular topic. Using this method, the researcher was able to get information through maximum cooperation and creation of good friendship with the respondents of Ecobank Uganda Limited (EUG). The researcher chose this method because unlike questionnaires, interacting directly with the respondent enabled the researcher to get in depth information which is usually accurate.

3.6.2 Questionnaires

Sekaran (2001) suggests that questionnaires are an efficient data collection mechanism provided the researcher knows exactly what is required and how to measure the variables of interest. They can be administered personally, mailed to the respondents or even electronically distributed depending on the situation (Sekaran, 2001). For the purposes of this research, this method of data collection was utilised in order to overcome issues of cost and time and to find out whether career development has an effect on the bank's employee performance. To make it beneficial for both the researcher and Ecobank Uganda Limited (EUG), the human resource manager distributed the questionnaires to the different strata which were the different departments, in an attempt to ensure that the respondents received the documents in the shortest possible time without disrupting the bank's operations.

3.7 Quality Control Methods

When evaluating a specific instrument, reliability and validity are two of the most important aspects to be considered (Booth, 1995). Reliability and validity are the statistical criteria used to assess whether the research provides a good measure (Whitelaw, 2001). Reliability refers to the dependability of a measurement instrument, that is, the extent to which the instrument yields the same results on repeated trials (Babbie & Mouton, 2001). To ensure the reliability of the data, the pretesting method was used where 50% of the sample size was used to test the appropriateness of tools used. This helped in increasing the strength of the tools. Validity is how

correct the research is, that is truth and actuality. Reliability is concerned with the consistency of the particular instrument, while validity is concerned with consistent error. To ensure the validity of the data, the researcher will use the Co-efficient of validity index (CVI) below which is used to ensure the extent to which data is accurate.

CVI= Item rated/ Total number of items * 100.

3.8 Data analysis and presentation

The researcher employed the use of the interview guide, questionnaires, pens, books and permission was sought from the top management accompanied by a letter from the dean allowing me to carry out the research and also obtain the required information for the study.

The variables were measured by operationally defining concepts. To be more precise, the questionnaire was designed to ask responses about career development dimensions of job design, training, recognition and employee performance indicators of quantity of output, quality of output and employee turnover and these were channelled into observable and measurable elements to enable the development of an index of the concept. A rating scale namely; 1 = strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = strongly agree was used to measure both the independent and dependent variables.

Data analysis is a process of bringing order, structure and meaning to mass of collected data. It involves the collection of data from various resources which is reviewed and the analysed to form some sort of conclusion. It involves putting data in a form that people can easily use. The researcher used qualitative and quantitative data analysis in order to describe and summarize the data, and identify the relationship between the variables. The data was analysed, edited and coded qualitatively using the Statistical Package for Social Scientists (SPSS version 17) which organizes people's perceptions on a particular aspect. The data was also collected from the

questionnaires and interviews carried out and analysed qualitatively through manipulation of numbers and use of the spearman correlation coefficient.

3.9 Ethical considerations

These are cautions to show that the research will be carried out in a morally acceptable manner. This section briefly explains the agreed upon rules in ethical research.

The researcher had to seek permission from the top management by use of a letter from the faculty dean to show that the research will not be used to endanger the company in any way. In addition to that, the researcher promised Ecobank Uganda Limited (EUG) a copy of the final report as evidence.

No money or gifts that pass of as a bribe were given to the respondents neither were threats and coercion used to obtain information from the respondents.

According to Bless & Higson-Smith (2000), a participant generally has a right to voluntary participation, privacy, anonymity and confidentiality. The respondents were assured of confidentiality and guarding the privacy of the information that was provided to the researcher. To deem this possible, the questionnaire did not require one to write his /her name.

3.10 Limitations of the study

- i. The researcher found it hard to get data without a letter from the dean because when joining the organisation, all employees are required to sign a confidentiality form whereby, giving out information to just any one is an offence because they would not be so certain about where that information would end up. Therefore, technical knowhow and the use of a letter from the dean were of great help to the making of the research report.

- ii. There is was also the constraint of time factor, where by the time planned for research was limited to collect the data necessary. Therefore failure to fulfil all appointments made with respondents.
- iii. Some respondents delayed to hand in the questionnaires and eleven (11) respondents did not respond that is, not willing to give information and this limited the researcher's work during the study.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND PRESENTATION OF FINDINGS

4.0 Introduction

This study aimed at assessing the effect of career development on employee performance in the banking sector. The objectives of the study were to discover whether there is an effect of career development on employee performance, whether there are challenges of career development on employee performance, and also whether there is a relationship between career development and employee performance in Ecobank Uganda Limited (EUG) using both the career development and employee performance dimensions. Data was collected with the use of fifty six (56) questionnaires. However, as a result of misplacement and failure to answer the questionnaire promptly, eleven (11) questionnaires were not returned and two (2) were considered invalid. Therefore, there was a decrease in the sample size from fifty six (56) to forty three (43), giving us a response rate of 76.8% and 23.2% for those who didn't respond. The questionnaires were checked for consistency, completeness and coded in preparation for capture in SPSS Version 17. Data was presented in form of figures, tables, bar charts.

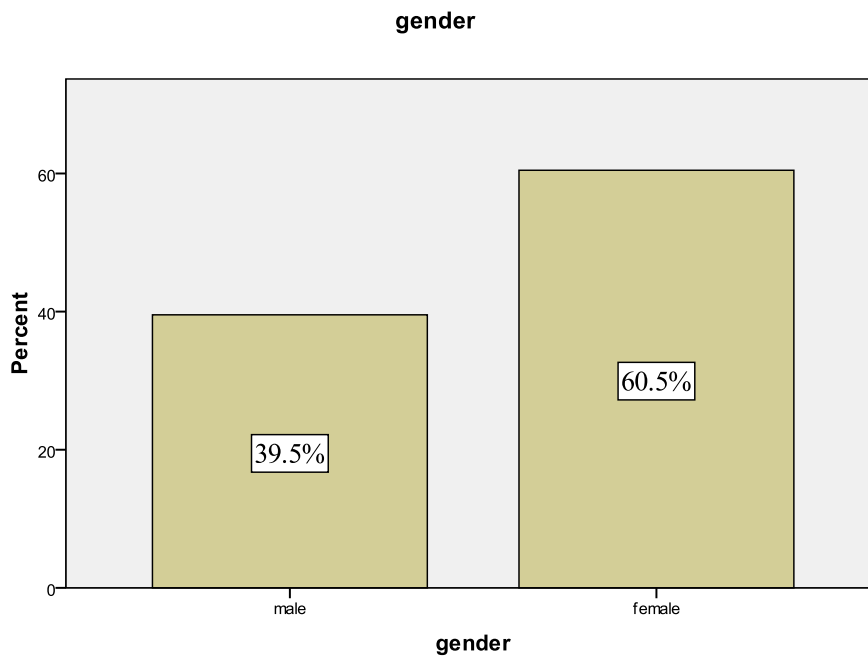
4.1 Characteristics of respondents

This section presents the social-demographic characteristics of the respondents. It includes the gender, age group, marital status, level of income, highest level of education and the length of time the respondents have spent while working for the bank. This information was considered necessary in making comparisons in the interpretation of the career development in the bank by the different respondents and the following results were obtained below:-

4.1.1 Gender

The study established the distribution of gender among the sample. This was looked at with the aim of establishing whether there was gender balance as an inclusion strategy; to put in place career opportunities for both gender if their employee performance and commitment is to be harnessed. The data obtained is presented in the Figure 4.1 below.

Figure 4.1 Gender Distribution of respondents in percentages



Source: *Primary Source*

Figure 4.1 above shows that there was almost a balanced representation of the staff of both gender with 39.5% being male respondents and 60.5% female respondents. The above data implies that the females have a higher participation than their male counterparts and this agrees with the views of Gordon (2003) who suggests that there is a dramatic increase in the numbers and percentage of women at their various work places in the current times.

4.1.2 Age distribution of the respondents

The age composition of the respondents was also studied. Studying the age composition of the respondents was deemed necessary because it would help in studying the effect of career development on employee performance in the bank. The results are presented in Table 4.1 below;-

Table 4.1: Age distribution of the respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
below 25 years	7	16.3	16.3	16.3
26-30 years	26	60.5	60.5	76.7
31-35 years	6	14.0	14.0	90.7
36-40 years	4	9.3	9.3	100.0
Total	43	100.0	100.0	

Source: *Primary Source*

Findings from the table above 4.1 above indicate that among the male and female staff, a majority of 60.5% of the respondents were aged between 26-30 years followed by 16.3% who were aged below 25 years while 14.0% fell in between 31-35 years of age. Lastly, 36-40 years of age were the least presented by 9.3%. This finding revealed that the respondents were of a reasonable maturity and could exercise the experiences they have accumulated over time to make judgements about their performance at Ecobank Uganda Limited (EUG).

4.1.3 Marital status of the respondents

The findings regarding marital status are shown in Table 4.2 below.

Table 4.2: Distribution of the marital status of the employees

	Frequency	Percent	Valid Percent	Cumulative Percent
single	26	60.5	60.5	60.5
married	15	34.9	34.9	95.3
widowed	1	2.3	2.3	97.7
separated	1	2.3	2.3	100.0
Total	43	100.0	100.0	

Source: *Primary Source*

It was established from the table 4.2 above that the overwhelming majority of respondents were single with a percentage of 60.5%, compared to the married couples who were represented by 34.9%. The respondents who disclosed that they were widowed or separated, both came to an insignificant 2.3% respectively for both categories.

4.1.4 Level of Income of respondents

The level of income of employees was also studied. The data obtained is presented in Table 4.3 below:-

Table 4.3 Level of income of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
below 1,000,000	10	23.3	23.3	23.3
1,000,001-5,000,000	30	69.8	69.8	93.0
5,000,001-10,000,000	2	4.7	4.7	97.7
10,000,001-15,000,000	1	2.3	2.3	100.0
Total	43	100.0	100.0	

Source: *Primary Source*

Findings from the table 4.3 show that most employees earn in between 1,000,001-5,000,000 which is 69.8%, the second highest was 23.3% who earn below 1000,000, those that earn in between 5,000,001-10,000,000 were represented by 4.7% and 10,000,001-15,000,000 was represented by 2.3% respectively. This helped the researcher to confirm Adam’s equity theory of balancing employee inputs and outputs. Adam observed that a fair balance can be struck between an employee’s outputs (training, hard work, skill level, tolerance, enthusiasm and so on) and an employee’s outputs such as salary and benefits increases employee performance.

4.1.5 Highest level of education of employee

The level of education of the respondents was also considered and included with the intention of establishing the degree of accuracy and whether it is reliable. The data obtained is presented in Table 4.4 below:-

Table 4.4: Highest level of education of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
masters	10	23.3	23.3	23.3
bachelor's degree	33	76.7	76.7	100.0
Total	43	100.0	100.0	

Source: *Primary Source*

Considering the level of education of the respondents in the table 4.4 above, it is evident that 100% of the target employees attained a university education. With the maximum level of education comprising of masters students, it provides a degree of accuracy and reliance of the data analyzed and makes it easier to draw conclusions. According to table 4.4, the majority respondents were those with bachelors' degrees with 76.7% and those with Masters Degrees were 23.3%. The results indicate that the education level of the staff of Ecobank Uganda Limited (EUG) was of a reasonable education level which has implications on their career development demands for their continued work with the bank by virtue of the highest education level they had attained.

Thomas & Feldman (2009)'s views are confirmed where they state that most organisations use education as an indicator of a person's skill levels or productivity; they frequently employ it as a pre requisite in hiring decisions. This variable was employed to understand the career development programmes of the bank.

4.1.5 Length of time spent working with the bank

The researcher was similarly interested in knowing the number of years the respondents have spent working in Ecobank Uganda Limited (EUG). This aimed at analysing the seniority and working experience in the bank. The results are shown in Table 4.5 below.

Table 4.5 Distribution of the respondents' number of years working with the bank

	Frequency	Percent	Valid Percent	Cumulative Percent
below 1 year	14	32.6	32.6	32.6
1-3 years	23	53.5	53.5	86.0
4-6 years	6	14.0	14.0	100.0
Total	43	100.0	100.0	

Source: *Primary Source*

Table 4.5 shows that majority of the respondents had spent less than four (4) years working for the bank were represented by 53.5% followed by 32.6% who had served the bank for less than a year. The remaining 14.0% stayed with the bank in between 4-6 years. The findings suggested that most respondents had worked with the bank for a reasonable period of time and had experience on career development and employee performance accumulated over time in Ecobank Uganda Limited (EUG). The results show different work experiences of the people in the bank which is a reflection of the views of Abhari (2009) who points out that work places have employees of different work experiences.

4.2 The effect of career development on employee performance

The questions asked under this objective were formulated under the 1st objective of this study, which is to establish the effect of career development on employee performance in Ecobank Uganda Limited (EUG), to help us in discovery of the effect of job design, training and recognition on employee quality of output, quantity of output and turnover. They are also to establish a comparison between the responses and the information represented in chapter one (1) and two (2).

The scale used was ranging from one (1) to five (5). Strongly disagree (1), disagree (2), neutral (3), agree (4) and strongly agree (5). The findings were presented using percentages as recorded in table 4.6 below

Table 4.6 Showing responses on the effect of career development on employee performance

Item	Scale (%)				
	1	2	3	4	5
	(SD)%	(D)%	(N)%	(A)%	(SA)%
There is an increase in the level of employee productivity due to career development	2.3%	7.0%	18.6%	65.1%	7.0%
Labor turnover has reduced due to career development	2.3%	9.3%	18.7%	67.4%	2.3%
Career development has increased the level of teamwork among employees thus leading to high productivity	4.7%	9.3%	9.2%	60.5%	16.3%
Career development has made me feel emotionally attached to the job hence a sense of belonging to	2.3%	9.3%	11.7%	65.1%	11.6%

my work place					
I take pride in talking about my job to other people, I would like to spend the rest of my career in this bank	2.3%	7.0%	11.6%	65.1%	14.0%
The career development programs at the bank have greatly increased the quality of our output	0%	11.6%	11.6%	60.5%	16.3%
I am provided with a clear path for career advancement hence relevant	2.3%	9.3%	16.3%	60.5%	11.6%
The recognition scheme is sincere, heartfelt and timely	2.3%	9.3%	30.2%	41.9%	16.3%
New knowledge and skills are imparted to employees periodically to work in teams	2.3%	9.3%	9.3%	51.2%	27.9%
10.My promotion is as a result of induction of the training program	4.7%	9.3%	20.9%	46.5%	18.6%

Source: *Primary Source*

In reference to the table 4.6 above, majority of the respondents believe that “there is an increase in the level of employee productivity due to career development. With a percentage of 72.1% who agree, neutral 18.6% and 9.3% who disagreed with the statement. This majority response confirms the views of Judge et al (1995), Seibert et al. (2001), Heslin (2003), Ng et al. (2005) and Breland et al. (2007) who suggest that career development is a positive psychological, work related outcome or personal and professional achievements one has gathered from their working experience. Generally, in the long run it helps in managing progression in learning and work which leads to an increase in employee productivity.

The notion that labour turnover in the organisation has reduced due to career development was positively responded to as the percentage of those who agreed was 69.7%, neutral 18.7 and those who disagreed was 11.6%. This discovery is evidenced by the a study made by Hackman & Oldman (1976) who developed a model of task design that identified five (5) core job dimensions; task variety, task identity, autonomy and feedback. They affirmed that jobs that have these dimensions were often said to be enriched and have a high motivating potential. They produce a variety of positive individual and organisational outcomes that is low level of absenteeism and turnover, high quality of work performance and high satisfaction with the work.

The majority of respondents agreed that career development has increased the level of teamwork among employees thus leading to high productivity. About 76.8% agreed, 9.2% were not sure and 14.0% disagreed with the statement. This shows that the responses were widely spread and biased towards the agreeing and strongly agreed scale. Amongst the important functions of Human Resource Management, one of the crucial functions is career development through proper training and development programs. Armstrong (2001) confirmed this in his view that trained employees often work better as teams and the level of productivity is usually high because everyone is aware of the expectations and can achieve them together smoothly.

The majority of respondents that is 76.7% stated that career development seems to make them emotionally attached to the job hence a sense of belonging at the bank. On the other hand, 11.6% felt like they were not emotionally attached even after undertaking the career development programs and 11.7% were neutral.

There is a direct relationship between career development and employee performance because when employees are more developed, they are more satisfied with the job, they are more committed with the job and above all their performance too is also increased. Therefore, we come to a conclusion that they take pride in talking about their job to other people, and usually

want to spend the rest of their career at their various work places. This is the reason why 79.1% agreed with the latter statement, 11.6% were neutral and 9.3% disagreed with the statement.

Only 11.6% respondents disagreed with the notion that career development at the bank has greatly increased the quality of their output at the bank. This shows that the career development programmes at the bank are effective because the employees are being equipped with the desired knowledge and skills to enable them achieve the organisation's goals hence 76.8% agreeing to the statement. (EUG, Human Resource Manual, 2013).

Majority of the respondents agreed with the preconceived concept of the recognition scheme being sincere, heartfelt and timely. Harrison (2012) helps us confirm this by supporting the 58.2% respondents who are agreed to the statement, by saying that employee recognition is timely, informal or formal acknowledgement of a person 's behaviour, effort or business result that supports the organisation's goals and values, and which is clearly been beyond normal expectations. However, 11.6% disagreed and 30.2% were neutral towards the statement.

Form the above findings, career development has a great effect on employee performance and therefore Ecobank Uganda Limited (EUG) needs to focus on formulating and communicating career development strategies and in turn, also try to understand the needs of their employees in order to full satisfy and tap out expectations of the bank in regards to employee performance.

4.3 The challenges of career development on employee performance

The questions asked under this objective were formulated under the 2nd objective of this study, which is to establish the challenges of career development on employee performance in Ecobank Uganda Limited (EUG), to help us in discovery of the effect of job design, training and recognition on employee quality of output, quantity of output and turnover. They were also set to establish the relationship between responses and the findings in chapter one (1) and two (2) respectively. The findings were presented using percentages as recorded in table 4.7 below:-

Table 4.7 Showing responses on the challenges of career development on employee performance

Item	1 (SD)%	2 (D)%	3 (N)%	4 (A)%	5 (SA)%
Over all I am not satisfied with the career development system within the bank	14.0%	58.1%	11.6%	16.3%	0%
I am losing morale because I work so hard but I have never been recognized	14.0%	62.8%	9.2%	14.0%	0%
I still don't take pride in my job even after training	23.3%	58.1%	6.9%	7.0%	4.7%
I was not promoted after training	11.6%	58.1%	11.7%	11.6%	7.0%
I am not equipped with the skills required by the job even after career development	20.9%	48.8%	18.6%	7.0%	4.7%
Salary increment is not satisfactory enough for me to increase my output	16.3%	32.6%	23.2%	20.9%	7.0%
I am not given enough time to practice what I have learnt from the career programs	20.9%	41.9%	9.3%	25.6%	2.3%
The training program to promote career development is not helpful for the bank to measure the actual performance of workers	23.3%	48.8%	9.3%	18.6%	0%
Training content was not relevant to achieving my personal needs, goals and self development	27.9%	39.5%	18.6%	14.0%	0%
I am not motivated to do my very best for Ecobank	27.9%	44.2%	9.3%	16.3%	2.3%

even after training					
There are strategies that can be used to remove or minimize hindrances to career advancement programs at the bank	9.3%	9.3%	7.0%	44.2%	30.2%

Source: *Primary Source*

According to table 4.7 above, 16.3% respondents agreed that over all they were not satisfied with the career development system within the bank. After further questioning, it was discovered that scholarships for further studies were selectively done and therefore few people benefit from the program. According to Khan et al (2013) in chapter one, improved employee performance is a result of satisfied employees and thought as one of the primary requirements of a well run organisation. Therefore, it is confirmed that it is well known fact that most professionals leave an organisation due to lack of career growth and Ecobank Uganda Limited (EUG) needs to carry out active development initiatives as a key retention tool to keep the best talent with in its fold. Those who disagreed were 72.1%, neutral 11.6%.

The statement, “I am losing morale because I work so hard but I have never been recognised,” was partly biased with 14.0% responses that were agreeing to the statement. In relation to chapter two, recognition of employees was cited as one of the key elements of a compensation package used to motivate employees to improve their performance and further retain them in the organisation. Through further questioning by the researcher, a key informant reported that he felt unrecognized as most of his career goals were not being fulfilled unlike the 76.8% who disagreed with the statement and 9.2% respondents who were neutral.

The majority of the respondents who were 81.4% disagreed that they do not take pride in their job even after training. Through still further questioning of the respondents, it was discovered

that people attained more skills after training which helped them improve their positions in their careers hence taking pride in their jobs.

Much as a majority of respondents agreed that they take pride in their jobs after training, it was discovered that fewer respondents were promoted after training with the percentage dropping from 81.4% to 69.7% who agreed that they were promoted after training. The respondents confided in the researcher, after further questioning that there is a level at which they found it difficult to get promoted as stated in chapter one. This is because lack of career development after training was still a mystery in the bank therefore more career development programs need to be introduced.

With a percentage of 69.7% disagree, 18.6% neutral and 11.7% agreeing with the statement that they were not equipped with the skills required by the job even after career development, it clearly shows that responses were biased to the disagreeing scale. One of the key informants reported to the researcher that there were plenty of opportunities to develop new skills for example through conference and employee seminars that are usually done either abroad at other Ecobank Uganda Limited (EUG) branches or even within the country where employees learn social networking, computing, marketing skills among others. The informant further said that it helped them to be more efficient as they executed their jobs and well as relatively compete in the corporate world with other businesses still in the banking sector.

A total of 27.9% respondents agreed that salary increment is not satisfactory enough for them to increase their output. This is discovered and confirmed by Schmidt (2012)'s view of salary not affecting employees' daily activities and that putting more incentives into a reward package increases employee motivation and career development. The respondents that were biased towards the disagreeing scale were 48.9%, which confirms the view of Torrington et al (2008) who suggests that reward is the most important component of the reward package and that its proper administration would lead to maximization of employee efforts.

Table 4.8 above shows that the Pearson's correlation coefficient ($r = 0.608^{**}, p > 0.01$) between career development has contributed to an increase in employee performance and recognition increases my self esteem, confidence and willingness to work, suggests that the two notions were significantly related. There was a high positive significant relationship because despite the fact that many employees of Ecobank Uganda Limited (EUG) may like attractive basic salaries and allowances, Nolan (2012) confirms that it is not the only thing that makes them get energy

to work for extra hours. But rather employees need something that contributes to building self esteem amongst them which in turn leads to their willingness and commitment to exert effort in performing their assigned tasks at work and this is when recognition of employees comes into handy.

According to the above findings in table 4.8, the Pearson's correlation coefficient ($r = 0.694^{**}$, $p > 0.01$) between career development has contributed to an increase in employee performance and training is the most important tool in employee performance increment suggests a positive significant relationship. In relation to chapter two, this relationship is valid and conforms to Evans (1999)'s view that states that in companies that train their employees there is always a significant improvement in their performance this has a policy implication that on job training has helped them improve their performance greatly even though it is not the only factor that leads to good employee performance.

The researcher realized a positive Pearson's correlation coefficient of ($r = 0.677^{**}$, $p > 0.01$) between career development has given one the initiative to be creative in my work after training and training is the most important tool in employee performance increment. Therefore, for an organization like Ecobank Uganda Limited (EUG) to perform well in the banking sector, it is necessary for the employees to be trained and developed in their career in order to get a highly skilled worker leading to an increase in their output.

The Pearson's correlation coefficient ($r = 0.497^{**}$, $p > 0.01$) indicate a positive relationship between the statement there are flexible work schedules on absences and sick leave therefore I am motivated to work for the organization and, career development programs at the bank has contributed to an increase in team work and employee output significantly. Some key informants reported that the bank gives three (3) days leave for those who have lost some one (death), 5 days maximum in case one is sick and for expecting mothers that work for the bank, it is three (3) months leave as told to the researcher.

The researcher also realized a positive Pearson's correlation coefficient of ($r = 0.893^{**}$, $p > 0.01$) between career development provides employees with opportunities to build productive and satisfying careers while contributing to the achievement of the bank and, career development has contributed to an increase in employees performance. A key informant reported that they were given sponsorship to take on professional development programs like CIPS, CPA, ACCA and MCIPS. Those who choose career paths that are out of their job positions currently held are also supported by giving them study leaves to do their Masters and PhD. Generally, it is an organization's objective to pay or encourage employees to develop their careers by paying for them because in the long run, they also benefit from it.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary, conclusions and recommendations on assessment of career development and employee performance of the banking sector to be more specific, Ecobank Uganda Limited (EUG). The basis of the findings, conclusions and recommendations were to

assess whether employee performance took effect from career development in terms of influence of social demographic characteristics, the effect of career development on employee performance, the challenges of career development on employee performance and the relationship between career development and employee performance in relation to career development (a) and employee performance (b).

5.1 Summary of Findings

The study established a number of findings and one of them was that gender balance had to be considered and therefore affirmative actions had to be done in order to favour especially men so as for both sexes to equally exploit their talents, for example recognition of the best employee every month

5.1.1 To establish the effect of career development on employee performance in Ecobank Uganda Limited (EUG).

Career development not only equips employees to perform, but also inspires them to perform. Right.com (2013) goes ahead to say that it motivates them to make the most of the skills and capabilities they acquire. Generally, in the long run it helps in managing progression in learning and work which leads to an increase in employee productivity.

Where career development is applied through a proper mix of training, recognition and application of a proper job design, labour turnover is reduced; there is an increase in the level of teamwork amongst employees and a significant increase in the quality and quantity of output. (Hackman & Oldman, 1976; Armstrong, 2001 & Harrison, 2012)

5.1.2 To assess the challenges of career development on employee performance in Ecobank Uganda Limited (EUG).

Apparently a majority of the respondents were satisfied with the career development system within the bank but a few who disagreed, it was discovered that scholarships for further studies were selectively done therefore not everyone benefited from the program. Another career development challenge on employee performance in Ecobank Uganda Limited (EUG) was that some people lost morale to work for the bank hence a decrease in employee performance, due to the fact that they worked so hard but hard never been recognised and this was simply because of failure of the bank to fulfil their career goals.

Not being promoted after training was also another challenge in the bank and subsequently, salary increment too was not satisfactory enough for the employees to increase their output. This was confirmed by Schimidt (2012) who said that salary did not affect employees' daily activities and much as the other incentives.

5.1.3 To establish the relationship between career development and employee performance in Ecobank Uganda Limited (EUG).

There is a direct relationship between career development and employee performance because when employees are more developed, they are more satisfied with the job, they are more committed with the job and above all their performance too is also increased.

5.2 Conclusions

5.2.1 To establish the effect of career development on employee performance in Ecobank Uganda Limited (EUG).

The study concluded that adequate on and off the job training considerations in Ecobank Uganda Limited (EUG) led to high effective and continuance pride in the employees' jobs. Therefore,

employee training practices of career development in Ecobank Uganda had a significant relationship with employees' performance.

5.2.2 To assess the challenges of career development on employee performance in Ecobank Uganda Limited (EUG).

Employee output can be recognized through recognizing the best employee every month, if not per week because this is very crucial in employee motivation. Since a number of employees disagreed that the job design is not tailor suit to fit them, tendencies of exhaustion at the job are high. The study concluded that the inadequate job rotation and job enrichment aspects of job design led to low employee performance. Therefore effective job rotation and job enrichment practices need to be implemented.

5.2.3 To establish the relationship between career development and employee performance in Ecobank Uganda Limited (EUG).

The relationship between career development and employee performance was highly positive and valid as shown by the Pearson correlation method in SPSS version 17 as used by the researcher. Therefore, helping employees focus on doing their jobs well by enabling them to have a good job design, investing in learning and development through giving of study leaves especially for those pursuing jobs that are not in line with their career and also paying for their professional course for example ACCA, providing performance incentives and also attendance of career development seminars that involve training of both new and old employees can increase employee productivity.

5.3 Recommendations

Findings presented above raised a number of issues that guided in making of the following recommendations;

Ecobank Uganda Limited (EUG) should acknowledge social demographic characteristics diversity of its staff. Aged staff whose valuable experience is still needed without immediate replacement should be given extended contracts, even so for the meantime should be attached to junior staff to train for continuity purposes and to avoid loss of such important knowledge in case of death of any mental problem of the aged worker which in the long run reduces costs for the organization for example recruitment costs.

There is need to maintain good working conditions throughout the entire job span such as provision of medical care and comfortable infrastructure which leads to increased employee performance. Special consideration for female staff in terms of rooms for breast feeding and baby gifts help to motivate them in exploiting their skills. People with physical disabilities need to be placed in positions that do not involve a lot of mobility, in case of use of a wheel chair; a flat ground should be build besides the stairs or installation of lifts should be done to ease movement

Management of organizations should also put in place strategies such as rotational deployment, capacity building and training to enhance performance of organizations. This will promote skills and talents making work fun and motivating with the staff's willingness to work.

Lastly, management should put in place periodical trainings, mentoring courses and regular appraisals to enhance performance. Senior staff has to be maintained through procedures because they mentor subordinates in improving their skills.

5.4 Areas suggested for further research

The study only looked at assessment of career development and employee performance in the banking sector. There are many more areas which may be studied and these include: reward management and its effect on the organizational performance as an important resource to the

organizational goal of being an employer of choice to maintain a competitive edge. Another proposed area for the study can be motivation at the workplace and employee development in the banking sector in Uganda.

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APPENDICES

Appendix I: Questionnaire for Ecobank Uganda Limited (EUG) employees

Dear respondent,

The researcher is a student at Uganda Martyrs University Nkozi, pursuing a Bachelors' Degree in Business Administration and Management. I am carrying out a study on the effect of career development on employee performance. The case study is Ecobank Uganda Limited (EUG).

You have been selected to participate in this study and your cooperation to fill in this questionnaire honestly will very much be appreciated because the data you will provide will make the study comprehensive. Kindly spare some of your valuable time and pick from the ranges provided and tick one appropriate answer. I promise that the information provided will be used for academic research purposes only and will be treated with utmost confidentiality. Thank you in advance.

SECTION A: BIO-DATA (Tick appropriately)

1. Gender:

Male Female

2. Age group

Below 25 years 36-40 years

26-30 years 41-45 years

31-35 years 46 + years

3. Marital status

Single Married Widowed Separated

4. Level of income

Below 1,000,000

1,000,001-5,000,000

5,000,001-10,000,000

10,000,001-15,000,000

15,000,001 +

5. Highest level of education

PHD Masters Bachelor's Degree Diploma Certificate

"A" Level "O" Level

6. Length you have been working with the bank

Below 1 year 1-3 years 3-6 years 6-9 years 9 years

Please tick against the most appropriate answer.

KEY: 1 = strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = strongly agree,

SECTION B: THE EFFECT OF CAREER DEVELOPMENT ON EMPLOYEE PERFORMANCE

	Scale				
	1	2	3	4	5
1. There is an increase in the level of employee productivity due to career development					
2. Labor turnover has reduced due to career development					

3.Career development has increased the level of teamwork among employees thus leading to high productivity					
4.Career development has made me feel emotionally attached to the job hence a sense of belonging to my work place					
5.I take pride in talking about my job to other people, I would like to spend the rest of my career in this bank					
6.The career development programs at the bank have greatly increased the quality of our output					
7.I am provided with a clear path for career advancement hence relevant					
8.The recognition scheme is sincere, heartfelt and timely					
9.New knowledge and skills are imparted to employees periodically to work in teams					
10.My promotion is as a result of induction of the training program					

SECTION C: THE CHALLENGES OF CAREER DEVELOPMENT ON EMPLOYEE PERFORMANCE

	1	2	3	4	5
1.Over all I am not satisfied with the career development system within the bank					
2.I am losing morale because I work so hard but I have never been recognized					
3.I still don't take pride in my job even after training					

4.I was not promoted after training					
5.I am not equipped with the skills required by the job even after career development					
6.Salary increment is not satisfactory enough for me to increase my output					
7.I am not given enough time to practice what I have learnt from the career programs					
8.The training program to promote career development is not helpful for the bank to measure the actual performance of workers					
9.Training content was not relevant to achieving my personal needs, goals and self development					
10.I am not motivated to do my very best for Ecobank even after training					
11.There are strategies that can be used to remove or minimize hindrances to career advancement programs at the bank					

SECTION D: THE RELATIONSHIP BETWEEN CAREER DEVELOPMENT AND EMPLOYEE PERFORMANCE

A. CAREER DEVELOPMENT

	1	2	3	4	5
1.Recognition increases my self esteem , confidence and willingness to work					
2.Training is the most important tool in employee performance increment					

3.Career development has contributed to an increase in employee performance					
4.Career development has given me the initiative to be creative in my work after training					
5.Recognition shows what the management feels about me					
6.Career development provides employees with opportunities to build productive and satisfying careers while contributing to the achievement of the bank					

B. EMPLOYEE PERFORMANCE

1.The bank has an attractive career development program which has led to an increase in employee productivity and a decrease in employee turnover					
2.Career development programs at the bank have contributed to an increase in team work and employee output significantly					
3.The organization’s job design is tailor made to suit you thus increasing					

employee performance					
4.I am expected to participate in some form of career development every year to stay current in my field of expertise and maintain satisfactory levels of performance in terms of output and quality					
5. There are flexible work schedules on absences and sick leave therefore I am motivated to work for the organization					

THANK YOU FOR YOUR KIND COOPERATION!!

Appendix II: Cover letter from the dean of the Faculty of Business Administration and Management

Uganda
Martyrs
University



making a difference

**Office of the Dean
Faculty of Business Administration and Management**

Your ref.:
Our ref.:

Nkozi, 22nd January, 2015

To Whom it may Concern