

**CAREER DEVELOPMENT AND EMPLOYEE PERFORMANCE IN PENTAGON
CLUB AND RESTAURANT – KAMPALA UGANDA**

BY

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**A RESEARCH REPORT SUBMITTED TO THE COLLEGE OF ECONOMICS
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DECLARATION

I declare that this is my original work and has not been presented for a Degree or any other academic award in any University or Institution of Learning

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Name and signature of the candidate

Date: 15th December, 2015.

APPROVAL SHEET

I confirm that the work reported in this book was conducted by the candidate under my supervision.

NAMAWANDA CHRISTINE 

Name and Signature of Supervisor

Date: 15TH DEC - 2015

DEDICATION

This research report is dedicated to my entire family whose prayers have enabled me to reach heights that I would never have reached.

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I thank all the people whose assistance enabled me to accomplish my studies; special thanks go to my father and mother Mr. Uzabakiriho John and Mrs. Annonciata Nyirakarire and entire family members for their encouragement, financial & spiritual support that they rendered towards my education.

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ABSTRACT

The study on career development and employee performance was guided by three research objectives that were set to: (a) examine various method of career development in Pentagon Club and Restaurant. (b) Determine the factor that affects performance in Pentagon Club and Restaurant and lastly ©examine the relationship between career development and performance in Pentagon Club and Restaurant Kampala Uganda.

The results indicated that career development has a great impact on the employee performance as its absence in the company had negatively affected the employee's performance as required by the management.

The company should put in place the specific techniques of career development to be used in the company to ensure that there is consistency in its operations and this can be achieved through considering workshops and seminars

The researcher recommends that the whole management should be sensitized about the benefits of effective use of career development and adoption of the appropriate methods so that proper skills are attained by the employees with the aim of improving on their performance for example through the Provision of training to the management of the company on how they can effectively apply career development can improve and performance of not only the employees but also the whole company in general.

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CHAPTER ONE

INTRODUCTION

1.0 Background

The term career development as descriptive of both the factors and the processes influencing individual career behavior and as synonymous with intervention in career behavior is relatively recent (Sherman 2002). As professional vocabulary evolves across time, so do the form and substance of career interventions and those to whom they are directed. At the beginning of the new millennium, the article of the 20th century considered selected theoretical and practical issues likely to be prominent in the practice of career development in the decades immediately ahead (Bryan S 2001).

In Africa career development have been not considered much as far as performance is concerned but the after identifying the importance encountered for example in South Africa there emerged Pace Career Centre is South Africa's longest standing career guidance company. Over the past 20 years PACE has made a significant impact on the career guidance infrastructure of the country with the aim for making them higher performer. PACE Career Centre is the founding member of the South African Career Development Association (SACDA) which co-ordinates career guidance and development activities throughout the region (www.google).

Nationally many organization consider career development as a wastage of time and costly others giving career training to their employee like Bank of Uganda Provide Guidance and also Uganda National Chamber of Commerce established a career development centre to equip graduates and students with transferrable skills at Makerere university though not widely applied (David E 2003) hence the need for the study. Irrespective of all the above pentagon club the case study has not so far adopted the idea leading to high rate of absenteeism, reducing number of customer, low productivity, low profit maximization all together

reducing the companies performance hence the need for study to help it perform highly as required by the management and other policy makers.

Career development; There are different definitions as far as career development and performance is concerned depending on different scholars

According to the research career development is the process of improving one ability and skill with a view of performing the task more efficiently:

Performance; According to the research performance is the ability to accomplish a given task in a given as to the expectation of the management.

Pentagon club and restaurant commenced the operation in 2003 it is located in Ndebba Makindye Kampala Uganda off Entebbe road 2km from Kampala city center. It is a private owned enterprise.

1.2 Problem of Statement

Poor performance in pentagon club and Restaurant is exhibited by high rate of absenteeism, lack of employee morale, low rate of production, and the effects of poor performance are low customer turn up, low profit maximization, high production cost, and increasing strike moods. This particular problem is mainly being caused by lack of career development programs, lack of motivation, poor management system, poor time management, poor communication channels, lack of ability and skills. Among the causes of the problem identified above the study depended on career development in the Pentagon club and Restaurant.

1.3 The Purpose of the Study

The purpose of the study was to examine the determinants of career development in Pentagon club and Restaurant.

1.3.1 Objectives of the Study

- a) To examine various method of career development in Pentagon Club and Restaurant.
- b) To determine the factor that affect performance in Pentagon Club and Restaurant.

- c) To examine the relationship between career development and performance in Pentagon Club and Restaurant Kampala Uganda.

1.4 Research Question

- a) What are the career development method used in Pentagon Club and Restaurant?
- b) What are factor affecting performances in Pentagon Club and Restaurant?
- c) What are the relationship between career development and performance?

1.5 Scope of the Study

Geographical scope; The study was carried out in Pentagon club and Restaurant which is located in Ndebba Makindye Kampala Uganda off Entebbe road 2km from Kampala city center. The researcher choose Kampala district due to the nearness to the researcher`s residence and easy access to the required information.

Content scope; The study covered the impacts of career development on performance, methods of career development for high performance and finally the relationship between career development and performance.

Time scope; The duration of the study was four months period time that is between August 2015 to November 2015 including topic identification, data collection and analysis and then presentation.

1.6 Significance of the Study

The study has a great significance to the following stakeholders.

The Researcher. The research helped the researcher to fulfill one of the requirements for the award of a bachelor's degree in Human Resource Management of Kampala International University.

Managers. The research is important to the management of Pentagon Club and Restaurant to come up with policies related to career development and performance. In addition, the study avail them management with the literature

that they is always referred to while drafting policies related to career development.

Future researchers. The research have stimulated further research on the career development and employee performance. The recommendations to future researchers have helped future researchers in coming up with research problems. In addition, the literature is made available where the researchers while carrying out literature review and also it so significant to scholars in higher institution of o learning. The Literature that is made available in the research report is used by students while doing course works related to career development and employee performance.

CHAPTER TWO

LITERATURE REVIEW

2.0 Concept/ Ideas from Experts Authors

Career; according to Vallerand, R. J. (1993), career is general course of action of a person in some professional in an organization.

Career paths; Career paths are lines of advancement in an occupational field within an organization (Susan Harter 1981),

Career planning is a process where by an individual sets career goals and identifies the means to achieve them.

Transfer is the placement of an individual in another job for which the duties, responsibilities, status and remunerations are approximately equal to those of the previous job (Diana Cordova, Mark Lepper (1995)

According to Career development According to John (2001) career development is a method of improving is a set of work related experiences and activities that people engage in, related to their jobs and livelihood over the course of their lives that people engage in life.

According to John (2001) career development a method of improving is a set of work related experiences and activities that people engage in, related to their jobs and livelihood over the course of their lives that people engage in life

Career development is the process of managing your life, learning and work (William D 2000)

Career development is an on going and formalized effort that focuses on developing enriched and more capable workers (Bothlander 2004).

Career counseling; Career counseling involves talking with employees about their current job activities and performance, their personal and career interests and goals, their personal skills, and suitable career development objectives

Performance is the accomplishment of given task against the present known standard of accuracy, completeness cost and speed (Gareth 2003).

Performance is getting the job done (Don Hellriege 2002).

Accomplishment of given task against the present known standard of accuracy, completeness cost and speed (Gareth 2003). Performance is also the fulfillment

of an obligation in a manner that releases the performer from all liabilities under the contract (Garry D 2002).

Employees are human resources hired in an organization to accomplish a given tasks or responsibilities.

Employee performance is the measure of the quality and quantity of the employee production in relation to the requirement of that particular job and the expectation of the management.

Performance appraisal is the measure of employees' past and present performance in relation to the background of the working environment and his future potential in an organisation.

Career development programs play a huge role in career advancement. Particularly during times of economic turmoil, when unemployment rates may be higher than usual, a solid history of career development can place a candidate ahead of the competition. A professional who takes advantage of many training opportunities in different areas often becomes diverse and possesses a broad set of skills. This person would be better prepared to handle a recession than someone who has never had additional training, because he may be qualified to work in a different industry or profession hence promoting the performance.

2.1 Theoretical Perspectives

Career developments theories help make sense of experiences. A theory is, in effect, a rationalized set of assumptions or hypotheses that allows you to explain the past and predict the future. As such, theories may provide "direction"; and as theories are tested and prove "true", they may be said to expand knowledge. There are two types of career development theories: structural and developmental.

John Holland theory

The study was guided by J. Holland theory of career development which was developed in 1956 by typology Holland to organize the voluminous data about people in different jobs and the data about different work environments, to suggest how people make career choices and to explain it can impact on job satisfaction and performance occur. Holland suggested that people can function

and develop best and find job satisfaction in work environments that are compatible with their personalities. Holland based his theory of personality types on several assumptions. People tend to choose a career that is reflective of their personality. Because people tend to be attracted to certain jobs, the environment then reflects this personality and performance in return. He suggests that the higher the one is given opportunity for career development at all stage, the greater the satisfaction and performance.

2.2 Related studies

The Relationship between Career Development and Performance

Analysis from the beginning is definitely needed for career development to be effective. The effectiveness of career development is usually measured through user performance (Goldstein, 1987). Goldstein introduces the idea of career development validity which assesses the performance of worker in relation to the criteria set by the career development. "Career development must always be evaluated with respect to both its immediate and long term impacts in terms of performance" (Carroll and Rosson, 1995). It starts from the training experience to the training outcome. The career development includes the actual training and the immediate effects of the career development based on performance. Career development outcomes are the long term effects of the training (Carroll and Rosson). Both of these, career development experience and career outcome, are tested and evaluated on the basis of performance.

According to Byars L (1991), the need for each of us to develop ourselves and maximize our potential on the job is critical. He believes that strong development programs and clearly defined career pathways benefit both our talents and the organization as a whole. Investing in our talent is important to our business because it allows us to, Nurture future leaders and continue to fulfill our commitment to fill positions from within, Increase the quality of our work, Drive culture as a coaching and development organization, Embed the concept that we, as employees, have a responsibility to maintain and improve our skill set, Further enhance employee motivation, retention and commitment

Career development help employees move ahead in his career. By participating in voluntary career development opportunities, employees can show their employer that they are willing to go the extra mile to improve their skills, and can often learn information and obtain certifications that would qualify them for higher positions. Companies that offer career development to their existing staff, do so to benefit from the increased knowledge and efficiency the trained employees will possess which in return is realized by changing nature of performance (John H 2001).

Both companies and employees alike benefit from career development programs. Companies are able to educate their existing staff to handle additional responsibilities, and employees benefit from receiving a raise or being able to list the additional training on a resume. If employees are able to show well-rounded skills and list additional training on their resumes, they have a better chance of landing new positions and performing maxima ally (Liod 1999)

The Impacts of Career Development to an Organization In Relation to Performance

Providing constructive career development opportunities to employees is one of the most cost effective ways to achieve the following;

Raise Retention Rates - Best-in-class organizations understand that failing to retain employees is costly on many different levels. The cost of turnover adds hundreds of thousands of dollars to company expenses. Additional costs associated with employee turnover include loss of company knowledge, disruption of customer service, and loss of morale and engagement in remaining employees. Providing career development opportunities ensures that valuable individuals are more likely to look within the organization when they desire a job shift, not outside which make the company perform always at the maximum(Elizabeth 1989).

Boost Engagement and Productivity - Today's employees expect to find meaning and direction in their day-to-day work, and expect not just jobs and tasks but meaningful careers and career goals. Employees who have access to a

career development process, resources and tools feel much more engaged and "taken care of" by the organization. In addition, employees who drive their own development are far more likely to be motivated and optimally productive on a consistent basis (peneavelss 2002).

Strengthen the Succession Pipeline - The backbone of any effective succession planning process is a well-prepared talent pipeline that can be drawn upon at any moment in time. With an employee-driven career development initiative in place, top talent gains the opportunity apply for critical roles that may be vacant. Making such opportunities visible and available for all eligible employees, rather than handpicking based on qualitative judgment ensures that the most qualified individuals enter those critical roles with the main aim of performing to their expectation (Cynthia 2005).

Generate Knowledge Transfer and Retention - With current and impending retirement of millions of Baby Boomers and an aging workforce, it is crucial for organizations to retain the wealth of knowledge and experience of more seasoned employees. Career development initiatives aimed at retaining experienced talent provide direct opportunities for knowledge sharing - enhancing and tapping into knowledge capital within an organization, and ensuring that such valuable knowledge is not suddenly lost therefore for any organization to achieve their goal of performing constantly the issue of career development must be part of the management major focus (Swaneopel B 2008).

Fill Internal Skill and Role Gaps Skill and competency gaps, particularly within critical high-level roles, are becoming more and more common as roles become more demanding and the demands of leadership grow ever more complex. Creating a culture and process that facilitates internal mobility is one of the best ways to fill these gaps from within the organization. An internal mobility framework enables qualified employees to find roles most suited to them, and enables the organization to fill such roles without the extensive costs associated

with hiring, training and on boarding external individuals influencing stable performance in the company and employees (Luis 2002).

Create Positive Employer Branding - Organizations that achieve the most sustainable success are those that attract the best people to develop their strategies and achieve their goals. An effective career development initiative brands your organization has one that truly cares about its employees, helping your organization continuously attract the best people for the roles you need.

What are the various Methods of Career Development?

Realistic job previews One way to counteract the unrealistic expectations of new recruits is to provide realistic information during the recruiting process. This practice is based on the idea that a recruit should know both the bad and the good things to expect from a job and the organization. Through realistic job previews (RJPs), recruits are given opportunities to learn not only the benefits they may expect, but also the drawbacks. Studies have shown that the recruitment rate is the same for those who receive RJPs as for those who do not." More important, those who receive RJPs are more likely to remain on the job and to be satisfied with it than are those who have been selected without using RJPs. This in return enables the employee build and develops on their career for higher performance.

Challenging initial assignments Managers of newly hired people should be encouraged to slot them into the most demanding of the available jobs. Successful implementation of this policy requires managers to take some risks, because managers are accountable for the performance of their subordinates. If the assignments are too far beyond the ability of the subordinates, the managers and the subordinates share the cost of failure. Thus, most managers prefer to bring their subordinates along slowly by giving them progressively more difficult and challenging jobs, but only after the subordinates have demonstrated their ability. Newly hired managers have potential for performance but have not demonstrated

performance. Thus, it is risky to assign an individual to a task for which there is a high probability of failure. But studies have indicated that managers who experienced initial job challenge were more effective in their later years

Enriched initial assignments job enrichment is an established practice for motivating employees with strong needs for growth and achievement. If the nature of the job to be assigned is not intrinsically challenging, the newly hired manager's superior can enrich the assignment. The usual ways to enrich a job include giving the new manager more authority and responsibility, permitting the new manager to interact directly with customers and clients, and enabling the new manager to implement his or her own ideas

Training; One other important approach used to develop ones career is training. Making training available to improve skills, improve knowledge, and help employees grow intellectually sends a signal to the trainees that they are valued. The mere fact that the company shows an interest introduces the Hawthorne effect. It is a signal that the trainees are needed, valued, and still attractive to the firm. Training in response to the growing view that employees should assume greater responsibility for their own career management, many organizations have established training programs for employee. The training focuses on two major objectives helping employees learn to continuously gather feedback information about their careers and encouraging them to prepare for mobility an indicator it has on ones performance (Kennish 1994)

Counseling; Counseling, workers are provided with professional help in dealing with the depression and stress they may experience. Since most of them are educated and articulate, they often only need someone to talk to, someone skilled in the art of listening. The process of verbalizing their

problems to an objective listener is often enough to enable workers to recognize their problems and to cope with them constructively.

Alternatives; Alternatives, Effective resolution of the problems of midcareer crises requires the existence of acceptable alternatives. The organization cannot be expected to go beyond counseling for personal and family problems. But when the crisis is precipitated primarily by career-related factors, the organization can be an important source of alternatives. In many instances, the organization simply needs to accept career moves that are usually viewed as unacceptable. Three career moves that have potential for counteracting the problems of midcareer managers are lateral transfers, downward transfers, and fallback positions.

Lateral transfers involve moves at the same organizational level from one department to another. A manager who has plateau in production could be transferred to a similar level in sales, engineering, or some other area. The move would require the manager to learn the technical demands of the new position quickly, and there would be a period of reduced performance as this learning occurred. But, once qualified, the manager would bring the perspectives of both areas to bear on decisions.

Downward transfers are equated with failure in our society; an effective manager simply does not consider a move downward to be a respectable alternative. Yet downward transfers are, in many instances, not only respectable but entirely acceptable alternatives

The use of **fallback positions** is a relatively new way to reduce the risk of lateral and downward transfers. The practice involves identifying in advance a position to which the transferred manager can return if the new position does not work out. By identifying the fallback position in advance, the organization informs everyone who is affected that some risk is involved but that the organization is willing to accept some of the responsibility for it and that returning to the fallback job will not be viewed as "failure."

The suggestion that organizations initiate practices and programs to assist workers through career crises does not excuse them from taking responsibility for them. Individuals who deal honestly and constructively with their lives and careers will early on take steps to minimize the risk of becoming obsolete redundant. At the outset of their management careers, they can begin to formulate their career plans and paths. (Samuel and William 2003)

Career Planning Workbooks; Several organizations have prepared workbooks to guide their employees individually through systematic self-assessment of values, interests, abilities, goals, and personal development plans. General Motors' Career Development Guide contains a section called "What Do You Want Your Future to be?" in which the employee makes a personal evaluation (Davison 2002)

Career Planning Workshops; Workshops offer experiences similar to those provided by workbooks. However, they have the advantage of providing a chance to compare and discuss attitudes, concerns, and plans with others in similar situations. Some workshops focus on current job performance and development plans. Others deal with broader life and career plans and values.

Career counseling; Career counseling involves talking with employees about their current job activities and performance, their personal and career interests and goals, their personal skills, and suitable career development objectives. While some organizations make counseling a part of the annual performance appraisal, career counseling is usually voluntary Career counseling may be provided by the HR staff, managers and supervisors, specialized staff counselors, or outside consultants. As employees approach retirement, they may be encouraged to participate in preretirement programs, which often. Include counseling along with other helping activities which in other ward cause an impact on his performance.

Mentoring; When one talks with men and women about their employment experiences, it is common to hear them mention individuals at work who influenced them. They frequently refer to immediate managers who were especially helpful as career developers. But they also mention others at higher levels in the organization that provided guidance and support to them in the development of their careers. These executives and managers who coach, advice, and encourage employees of lesser rank are called mentors. At times, individuals can be overly restrictive in their definitions of who constitutes a mentor, or what that mentor can do. In reality, informal mentoring goes on daily within every type of organization. Generally, the mentor initiates the relationship, but sometimes an employee will approach a potential mentor for advice. Most mentoring relationships develop over time on an informal basis. Career functions. Career functions are those aspects of the relationship that enhance career advancement. They include sponsorship, exposure and visibility, coaching, protection, challenging assignments and psychosocial functions. Psychosocial functions are those aspects that enhance the protege's sense of competence, identity, and effectiveness in a professional role, both functions are viewed as critical to for ones performance (Bryan strong 2001).

According to Gareth (2003) for an organization to promote career development among its employees it should under, Provide a job and compensation structure that support the as well as individual's growth & development perspectives organization's, enrich job-positions to create more challenges in the work-environment, provide time and funds for employee development activities, create processes to utilize the knowledge, skills and abilities of each employee, aligned fully to the organizational goals, undertake pro-active man-power planning to meet future staffing needs, evaluate employees & create succession pipe-lines for vital job positions in the organization, identify & nurture talent and reward performance in a transparent manner (Gregory H r 1993)

Factors affecting Performance

Ability; Character traits, skills and knowledge which are used in the performance, it is always present and will not vary widely over short periods of time.

Effort; The amount of manual or mental energy that a person is prepared to expend on a job to reach a certain level of performance can vary according to incentive and motivation (Vallerand, R. J.1993)

Motivation; Many people who are not motivated keep their performance to an acceptable level by expending only 20-30% of their ability managers who know how to motivate their employees can achieve 80-90% ability levels and consequently higher levels of performance (Whyte, C.B. 1980)..

Equity & Expectation; Basically, people expect to be treated equally, within the company and as others are in similar companies; they expect to get a certain reward for a certain effort; and they expect to get promoted if they undergo training. All these factors are inter-related and affect the amount of effort people are prepared to put in (Mark Lepper 1995)

Task, or role, perception; The direction in which the person wishes to channel his or her effort and ability. It varies according to such factors as whether or not the job is seen to be important or of value in itself, to the organization, to workmates, to the individual (Cassandra B. 1979)

Environmental factors; Those factors over which an individual has no control, e.g. the job may have been completed under severe time constraints, with a lack of adequate resources, or by using obsolete equipment; there may have been conflicting priorities or information overload, such that the individual was confused and under stress, other staff and departments may have been less than cooperative, the restrictive policies of the organization may have prevented the individual from using her initiative and imagination to the extent that she wished, the quality of the supervision exercised may have been defective - some people

need encouragement and support, whereas others like to be left to get on with the job(Susan Harter 1981

Feedback; Feedback from management that effectively communicates the status of the person's performance, based on measurable guidelines and tools.

CHAPTER THREE

METHODOLOGY

3.1 Research Design

The research employed descriptive correlation research design because it intended to measure the relationship between career development (independent variable) and employee performance (dependent variable), secondary an exposit facto design was also used because the study never intended to manipulate any fact and all finding were described the way they were given.

3.2 Population size

The target population was, cashiers, the supervisors, the manager, chiefs, the marketers, the waiters and waitresses and the supporters like the cleaners making a total of 100 employees.

3.3 Sample Size

Out of 100 employees of pentagon club and restaurant, the sample size of 80 respondents was determined by Sloven's formula that state;

$$n = \frac{N}{1+N(e^2)}$$

Where: n= sample size, N=population and e2= level of significances.

3.4 Sampling Procedure

The researcher used simple random sampling techniques in sense that whether one was on probation or confirmed, was put into consideration and also convenient sampling technique was applied where the selection depended on respondents' willingness and availability to take part in the exercise or study.

3.5 Research Instrument

The research instrument that was used is questionnaire, this tool was chosen because it easy to monitor, evaluate and analyze. The questionnaires were

prepared with relevant question that enabled the researcher to gather the information required, the questionnaires were then be given to the respondents and fill at their convenient times because they are ever busy the questions were both structured and unstructured ones. The questionnaires comprised of three sections; Section A about respondents' demographic characteristics, Section two dealt with methods of career development and lastly Section three handled determinants of employee performance.

3.6 Validity and Reliability of the Instrument

To ensure validity and reliability of the instrument, the researcher seek guidance from experts in the area of the study to help him read through the questionnaire and ascertain whether the questions in tool measure the validity under investigation after experts making necessary adjustments and review, the researcher conducted a pilot study of about 10% of respondents to cross check the relevancy of the tool.

3.7 Research Procedure

Before data collection and the research commencement a letter from the faculty of business and management was collected authoring the researcher to collect data concerning the topic, this was presented to the company management for permission to be allowed to conduct the research from their company.

During data collection survey was carried out regarding the particular respondent, then the questionnaires were supplied to them, and guidelines on how to fill them say question interpretation to ensure relevance of the answer to be provided.

After, the questionnaires were collected cleaned, edited, coded and analyzed and these presented in tables as frequencies and percentages forms.

3.8 Data Analysis

Data were analyzed using frequencies and percentages and presented in tables and pie charts where necessary.

3.9 Ethical Consideration

To ensure ethics, the researcher asked respondents to fill and sign informed consent letters, and promised confidentiality of the information after giving and after writing the report, a copy of findings was given to the organization (Pentagon Club and Restaurant)

3.10 Limitation of the Study

Major limitation that the study/researcher faced are listed below and the ways how the researcher manage to deal with them;

Change of perception, one major limitation of the study was change of perception in the process of giving the information, most of the respondent thought that I was sent by the management to carry out an investigation on them which made them suddenly change their mind. In order to counter this limitation the researcher emphasized confidentiality of the information provided.

Limited time, the respondent were workers and this brought a problem of limited time available to provide information, in this case the tool used "questionnaire" made them answer them even after work hence information was provided as required.

Arrogance; one other limitation faced by the researcher was arrogance about the information by the respondent with a view that how will they benefit after providing the information mainly financially, to avoid this, the researcher convinced them that the management will use the finding to improve on the respondents' career which will make them prosper and even be promoted to higher ranks.

Financial gain, another limitation experienced was pay, the respondent asked for payment before revealing any information about their company. With this the researcher emphasized future benefit to them in terms of promotion and getting opportunities elsewhere after being given career development.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.1 Respondents profile

This section presents respondents profile in terms of gender, age, position, marital status, level of education and experience and their respective percentages reflected in the following tables below.

Distribution of respondents' gender

Table 1: Percentage distribution of Respondents Gender

Sex	Frequency	Percentage
Male	42	60%
Female	38	40%
Total	80	100%

Source: *primary data*,

The research comprised of both male contributing of 60% and female at 40% of the total number of respondents.

Distribution of respondents' age

The respondents' age bracket ranged between below 10-19 years, 20-29 years 30-39 years, 40 - 49 years, 50-59 years.

Table 2: Percentage distribution of Respondents Age

Age group	Frequency	Percentage
24-30yrs	25	31.3%
31-36yrs	20	25%
37-42yrs	16	20%
43-49yrs	13	16.3%
50 yrs and above	5	6.3%
Total	80	100%

Source: *primary source*

From the above table most of the respondents aged between 24-30 years indicated by 31.3% while 31-36 years were shown by 25%, 37-42 years were shown by 2%, 43-49 were shown by 16.3% of the respondents and those with 50 years and above were 6.3%.

Distribution of the respondents' position in the company

Table 3: Percentage distribution of Respondents Positions

Position	Frequency	percentage
Managers	8	10%
Supervisors	10	12.5%
Chefs	15	18.8%
Cashiers	04	3%
Waiter/waitress	43	51.3%
Total	80	100%

Source: primary source

From the table above about the positions held by the respondent majority of them were waiters and waitress at 41.3% followed by chefs 18.8%, cashiers 18%, supervisors 12.5% and managers contributed to 10% of the respondent.

Distribution of the respondents' marital status

Table 4: Percentage distribution of Respondents Positions marital status

Status	Frequency	Percentage
Single	27	33.8%
Married	43	53.8%
Divorced	5	6.3%
Widower	3	3.8%
Other	2	2.5%

Primary source

The respondents' marital status was 33.3% of them were single, 53.8% were married, 6.3% were divorced, 3.8% were widow /widower and 2.5% were others that never fell into the stated status as given in the table above.

Distribution of the respondents' education level

The respondents were required to state their level of education ranging from primary level, Secondary level, certificate level, diploma and degree.

Table 5: Percentage distribution of Respondents Level of education

Level	Frequency	Percentage
Diploma	34	42.5
Bachelor	30	37.5
Master	5	6.3
PHD	1	1.3
Others	10	12.5
Total	80	100

Source: Primary data

The above indicates that most number of respondents were diploma holder which proved that at least they are aware of the information giving comprising of 42.5%, followed by bachelor holders at 37.5%, master at 6.3%, PHD were 1.3% and other qualification contributed to 12.5% each.

Distribution of the respondents' number of years spent in the company.

The questionnaire required the respondents to tell the number of years they have been in the company ranging from 1-26 years in different categories and these were given as follow.

Table 6: Percentage distribution of Respondents Experience

Number of years	frequency	Percentage
1-5	50	62.5%
6-10	25	31.3%
11-15	5	6.3%
16-20	-	-
21-25	-	-
26 and above	80	100%

Source: primary source

The research indicated that most of the respondents had spent 1-5 years in the company contribution to 62.5%, followed by 6-10years 31.3% and then those that have spent 11-15years contributing to 6.3% respondents.

4.2 The rate at which Care development Methods are provided.

In the questionnaire that were distributed to the respondents, they were required to tell whether the company practice the career development methods that were identified like training, career counseling, mentoring, transfer/rotation and here are the responses in term of rating; strongly agree, agreeing, disagree and strongly disagreeing (SA, A, D, AND SD, respectively).

Table 7: The rate at which Care development Methods are provided

Options	frequency	Percentage
Strongly agree	3	3.8%
Agree	5	6.3%
Disagree	26	32.5%
Strongly disagree	46	57.5%
Total	80	100%

Source: primary source.

The research indicated that in pentagon club and restaurant the career development method are not being applied for the benefit of both the company and employees, because only 3.8% strongly agreed that they are applied, 6.3 agreed, 32.5 disagreed and 57.5 confirm totally that the career development are whether to be seen in pentagon club and restaurant as provided in the table above.

4.3 Indicators of performance in pentagon club and restaurant

Among the question that the respondent had to provide their views were about the indicators of performance in pentagon club and restaurant, to tell whether the indicators of effective performance like improved quality of the product, time

management, employee management relations are displayed and here are the response in terms of rating SA, A, D, and SD.

Table 8: Indicators of performance in pentagon club and restaurant

Options	Frequency	Percentage
Strongly agree	1	1.3%
Agree	6	7.5%
Disagree	32	40%
Strongly disagree	41	51.3%
Total	80	100%

Source: primary source

On the indicators of performance there researcher wanted to identify whether the indicators given for an effective performance are displayed in pentagon club and restaurant, from the research 1.3% only strongly agreed that they are experienced, 7.5% agreed, 40% disagreed in other wards that they are not displayed and 51.3% strongly disagreed (they are not totally displayed at pentagon club and restaurant).

CHAPTER FIVE

FINDINGS, CONCLUSION AND RECOMMENDATION

5.1 Summary of findings

Findings on the methods of career development in pentagon club and restaurant

According to Paul individuals plan their careers, is important for organizations to recognize that younger employees today seek meaningful training assignments that are interesting and involve challenge, responsibility, and a sense of empowerment. They also have a greater concern for the contribution that their work in the organization will make an impact to the society. In comparison with the findings from pentagon club and restaurant, this however is not being put into consideration as a major concern as from the research 57.5% of the respondent strongly emphasized that the career development are not being proving in the company for their better performance hence a need for introduction of the technique to ensure effective performance of the employees.

The indicators of performance in relation to career development in pentagon club and Restaurant Kampala Uganda

According to Bothlander if the organization does not provide careers planning techniques to its people, it will face a number of difficulties to ensure that the required performance is attained. One thing to ensure effective performance of employees, their quality must be of a great concern. From the research however these indicators of performance are not reflected in the company (pentagon club and restaurant). An organization might have an abundance or surplus of highly talented and qualified employees in some areas and at some levels but face a shortage of talented and capable people elsewhere in the organization. In addition, the workforce of such an organization might be more dissatisfied and unmotivated because people are not being given appropriate promotion opportunities and/or are not properly placed in appropriate positions for career development purpose.

And when the organization needs to transfer or lay off people, it may not have enough information to make the appropriate decisions (George Bothlander 2004).

This statement in relation to the research conducted it mean that for any organization to develop, career development is a necessity. However, in pentagon club and restaurant majority of the respondent disagreed that the indicators are seen in the company and therefore it must be used hand in hand career development and performance) with each other even though it is not yet adopted appropriately in pentagon club and restaurant it should be considered for its employees performance.

5.2 Conclusions

From the findings summarized above, I wish to conclude that all the objectives of the study have been achieved since the findings discussed above have been in line with the objectives.

From the data collected and the analysis made, the following conclusions were drawn.

- I. Basing on the case study and putting in consideration the relation between career development and organization development, therefore there is a strong relationship between one another and all organization should encourage those concerned to make career development program part and partial to the organization plans and programs for its development.
- II. The conclusion in regard to the next objectives and finding where the majority of the respondent had that career development techniques are not efficiently being applied in the company, those concerned must employ them, to attain the required performance in pentagon club and Restaurant and appropriate techniques provided must be adopted.
- III. As provided by different scholar that career development, there are a number of technique appropriately at every stage of employees say newly, middle and retirement age hence method like counseling, training, job rotation and transfer the management should chose among them the right one to ensure that it's the expected level of performance from the

employees are achieved.

5.3 Recommendations

In view of the above conclusions, the research leads to the Following recommendations.

1. Sensitize the whole management about the benefits of effective use of career development and adoption of the appropriate methods of career development towards the employee performance. This can be done by management reviewing through news papers and business journals article as far as career development and employee performance is concerned.
2. Provision of training to the management of the company on how they can effectively apply career development can improve and performance of not only the employees but also the whole company in general. This will help the company develop, in addition to public lectures by use of workshops, career books and seminars. This should be done by concerned parties like ministry of labor.
3. The company should put in place the specific techniques of career development to be used in the company to ensure that there is consistency in its operations and this can be achieved through considering workshops and seminars.

5.4 Areas for further Research

To enhance better understanding of the impacts of career development in relation to employee performance; I suggest that further studies should be made to answer the following questions.

- a. Why are companies not employing career development to their respective staff members?
- b. What should be done to make career development more effective than they have been?
- c. To what extent have companies taken the advantage of proper career development techniques?

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APPENDICES

APPENDIX I: TIME FRAME

NO.	ACTIVITIES	August	September	October	November
1	Topic identification, preparation of a proposal				
2	Proposal writing, data collection				
3	Data analysis and interpretation				
4	Preparation of report and report presentation				

APPENDIX II: BUDGET

I tem	Item	Unit Cost	Total Amount
Research book	2	4,000	8000
Transport			30000
Ream of paper	1	15,000	15000
Typing/printing			20000
Consultation fee			10000
Air time	3	10,000	30000
Internet			6000
Binding	1	2,000	2000
Miscellaneous		15,000	15000
Total		46,000	136,000

APPENDIX: III RESEARCH INSTRUMENT
QUESTIONNAIRE TO DETERMINE THE DEMOGRAPHIC
CHARACTERISTICS OF RESPONDENTS

Section A.

(Please Tick the Appropriate Box or Fill the Blank Space where Applicable)

Gender

- a) Male ☐
- b) Female ☐

Age

- a) 2 – 30 years ☐
- b) 31 – 36 years ☐
- c) 37 – 42 years ☐
- d) 43 – 49 years ☐
- e) 50 years & above ☐

Marital Status

- a) Single ☐
- b) Married ☐
- c) Divorce ☐
- d) Widowed ☐

Education Level

- a) Certificate ☐
- b) Diploma ☐
- c) Bachelor ☐
- d) Postgraduate ☐

e) Others (specify)

Position held in the Restaurant

Department you Work in

Number of Years in Service

- a) Below 1 year ☐
- b) 1 – 3 years ☐
- c) 4 – 6 years ☐
- d) 7 years and above ☐

Section B – Methods of career development

Direction: Please tick your rating on the space after each option which corresponds to your best choice in terms of **method of career development as used in the company**. Kindly use the scoring system below:

Response mode	Rating	Description	Legend	
Interpretation				
Strongly agree	(4)	very high	SA	Very high
Agree	(3)	high	A	High
Disagree	(2)	low	D	Low
Strongly Disagree	(1)	very low	SD	Very low

No	Methods of career development	1	2	3	4
1	Your company provides career planning workshops				
2	The offer career planning books.				
3	The company provides training				
4	At the beginning the company provides challenging initial assignment				

5	There are career counselors.				
6	The company offers mentoring to employees.				
7	The company transfers the workers from one job to another.				
8	The company allows personal development plan initiatives.				
9	The company enriches the tasks/assignment.				

Section C – Performance indicators

Direction: Please tick your rating on the space after each option which corresponds to your best choice in terms of **the indicators of performance**.

Kindly use the scoring system below:

Response mode	Rating	Description	Legend	
Interpretation				
Strongly agree	(4)	very high	SA	Very high
Agree	(3)	high	A	High
Disagree	(2)	low	D	Low
Strongly Disagree	(1)	very low	SD	Very low

No	Indicators of performance	1	2	3	4
1	Performance is indicated by high quality products.				
2	There is a better working condition and climate				
3	The company experiences high profit.				
4	The company cost of production is low.				
5	The employees are satisfied by their job.				
6	There is a high employees-management relations				
7	There is low rate of employee absenteeism.				

8	There employees are highly committed to their tasks assigned.				
9	Better decision making process is experienced in the company.				
10	Employees' morale to work for the company is greatly high.				
11	The bank uses collection agencies.				
12	There are few accident experienced in the work place				
13	The employees are knowledgeable about what is expected of them.				
14	There is low moods of employees' moods for striking				