

**CAREER PLATEAUIING AND EMPLOYEE PERFORMANCE AMONG MIDDLE
MANAGEMENT STAFF IN THE KENYA POWER COMPANY**

A Thesis

**Presented to the Collage of
Higher Degrees and Research
Kampala International University
Kampala, Uganda.**

**In Partial Fulfillment of the Requirements for the Degree of
Master of Business Administration
(Management)**

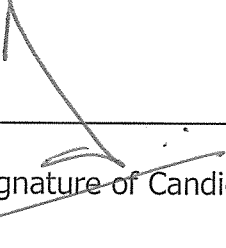
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September, 2012

DECLARATION A

"This thesis is my original work and has not been presented for a Degree or any other academic award in any University or Institution of Learning".



Name and Signature of Candidate

17/09/2012
Date

DECLARATION B

I confirm that the work reported in this thesis proposal was carried out by the candidate under my supervision.

Asad
Dr. Gulebo Muzamir Said

Name and Signature of Supervisor

17/09/2012

Date

DEDICATION

I dedicate this research to my beloved parents and my family members, for all the love, understanding, encouragement, material and moral support, without them my studies would not have been a success. To my dear brothers and sisters together with my colleagues and friends I love you all.

APPROVAL SHEET

This thesis entitled "Career Plateauing and Employee performance Among Middle Management Staff in the Kenya Power Company prepared and submitted by Agustine Asumwa Amboka in partial fulfillment of the requirements for the degree in Masters of Business Administration (management) has been examined and approved by the panel on oral examination with a grade-

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ACKNOWLEDGEMENT

The researcher acknowledge contribution made by his supervisor Dr. Gulebyo Muzamir Said who was instrumental in the successful completion of this thesis.

Special thanks go to the Viva Panelists, Head of department and the Vice Chancellor Collage of Higher Degrees and Research of Kampala International University, for guidance and respondents for completing the questionnaires in time.

Also the support received from the staff of Kampala International University and Kenya Power Company was vital for the success of this project.

Thank you all and may God bless you.

ABSTRACT

This study established the relationship between career plateauing and employee performance in Kenya Power Company in Kenya. The study was guided by five objectives, determine; profile of respondents, level of career plateauing, level of employee performance, whether there significant difference in level of career plateauing and employee performance of Kenya Power Company and whether there was significant relationship in the level of career plateauing and employee performance of Kenya Power Company. A descriptive research design was used to collect data from 116 respondents using self administered questionnaires as the main data collection instruments in the four administrative regions of Kenya Power Company. The findings established that there were high level of career plateauing, high level of employee performance, no significant difference between career plateauing and employee performance and there was no significant relationship between career plateauing and employee performance, accepting the Null hypothesis. Arising from the findings, appropriate conclusions, recommendations and areas of further research were made. Conclusions were made in line with the purpose of the study; the study concurred with Maslow's (1954) theory of needs which assert that indeed there are factors influencing career plateauing. The theory of needs, which hold that within every individual, there exists a hierarchy of five needs and that each must be satisfied before an individual pursues the next higher level of need, no significance difference ($F= 113.34$, $Sig=0.000$), significant relationship between career platauing and employee performance was established($r= 0.656$, $sig.0.000$) and regression indicated by high adjusted R squared of 66% was established. Recommendations based on findings were that Kenya Power Company; enrich jobs for staff, develop a mentoring program, differentiate between plateaued and permanently stalled staff, develop system of participative /consultative performance review and identify causes of career plateauing. Research on identifying other dimensions of career plateauing and effects of self consolidation as a factor of human resource on employee performance are suggested as areas of further study.

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LIST OF ABBREVIATIONS AND ACRONYMS

CP- Career Plateauing

KP- Kenya Power Company

KIU- Kampala International University

PLC- Pearson Linear Correlation

SPSS- Statistical processes of social Sciences

CHAPTER ONE

THE PROBLEM AND ITS SCOPE

Background of the Study

For the past decade the impact of Career Plateauing on the organizations has generated several issues that have been of great concern to the management of career development, performance and employee satisfaction. In today's ever changing business environment, the ability to attain organization's corporate objectives depends largely on highly satisfied human capital. Career Plateauing is not a new phenomenon; however, the issue of concern today is the rate at which its becoming widespread in many organizations (*Ongori & Agolla, 2009*). Many scholars are of the view that Career Plateauing is fast becoming a critical managerial and organizational issue that needs to be managed properly to avoid employee discontent leading to poor performance (*Bucke & Mikkelsen, 2006*). Also, due to the restructuring, downsizing and employment equity, Career Plateauing is likely to become one of the most important career issues of the next decade (*Salami, 2010*). Career Plateauing is therefore a natural consequence of the way organizations are shaped (*France, Stoner & Warren, 1977*).

According to Ference et al (1977) the phrase Career plateauing has negative connotations which hinder understanding and management aspects of careers. Thus the discussions of plateaued managers has focused largely on problem solutions: "Shelf sitters", "dead end", "dead wood" and so on, yet there is nothing inherently negative about the notion of Career plateauing (*Ference et al 1977*). These contradictory nature of conceptual writings are also reflected in the empirical research on plateaued performers (*Feldman & Weitz, 1988*).

The advent of flatter organizations in the world, has forced employees to stay at the same level and the same job leading to an early occurrence of Career plateauing which inturn has led to frustration and loss of motivation of the employees. Hence, career plateauing is the focus of attention of a larger number of researchers trying to

help organizations to solve potential problems inherent with this phenomenon (*Baoguo , Mian 2010*).

Despite the fact that the concept of Career plateauing has been comprehensively studied at international level no empirical research can be found in Kenyan context .Its therefore clear that Career plateauing with regard to employee performance is a fundamental employee management issue which must further investigated and find alternative strategies to deal with it in Kenyan context.

Kenya Power Company is a limited liability company which transmits, distributes and retails electricity throughout Kenya. It is a public company and listed at the NSE.

The company owns and operates the electricity transmission and distribution system in Kenya and sells electricity to over 2 million customers.

The company's key operations or functions include; Ensuring sufficient transmission capacity to meet demand(Energy Transmission),Planning, design, construction and maintenance of the distribution network(Distribution),Retail of electricity and customer service(Commercial services) and Information Technology & Telecommunications.

The company was incorporated in 1922 as the East African Power & Lighting Company then, its name changed to the Kenya Power & Lighting Co. Ltd in 1983 and in 2011, the company adopted 'The Kenya Power Company' brand. It has a work force of over 7,000 with 73% of this being operational staff, 21.1% middle management staff and 5.9% being the executive staff.

Statement of the Problem

It is clear from the recent changes in business environment that Career plateauing is a critical career issue of the next decade and whose consequences on organizations cannot be down played (*Salami 2010*).

Despite the various reward and remuneration packages implemented by the Kenya Power Company to boost satisfaction and motivational levels among its middle management staff there have been areas of dissatisfaction, affecting employee

performance. Discontent and poor performance has continued to manifest itself in the following indicators; poor supervision, poor workmanship, missed deadlines, customer complaints, frustrations and stress on concerned staff due to pressure from below and above, reworks, long outages in electricity supply, long response time in terms of service delivery and electrical accidents. The consequences thereof have resulted into high operational costs such as payroll costs inform of overtime, man-hours lost on reworks, material costs inform of wastage, loss of revenue due to outages or missed deadlines, high medical bills incurred by staff involved in accidents, compensations to members of public injured in electrical accidents and poor publicity in print, electronic and social media.

According to Heilman, Holt, Rilovic (2008), many of the undesirable work outcomes such as low satisfaction, high stress, poor performance, withdrawal symptoms, low organizational commitment and increased turnover limitation are attributed to Career plateauing. Thus career plateauing affects the performance of employees and ultimately the performance of the organization. This means that if the critical link between the executive and operational staff is dissatisfied and not performing, then the organization's performance is likely to suffer largely in terms of delivery of the five key components of performance - planning, monitoring, developing, rating and rewarding. Unfortunately organizations are yet to understand key underlying factors that lead to Career Plateauing, especially in middle management staff. This is supported by Tremblay, Roger (2004) who in a study established that Career plateauing could be explained when an analysis is done by adding moderating variables on its relationship and employee performance; hence the need for this study to establish why middle management staff are dissatisfied, not performing to their expectations and whether this has relationship to Career Plateauing.

Purpose of Study

1. To explore various dimensions of career plateauing and employee performance,

2. To explore causes and exact relationship of career plateauing and employee performance,
3. To test hypothesis of no significant difference and relationship between career plateauing and employee performance.
4. To bridge the knowledge gaps of the previous studies
5. To validate the theory upon which the study was based.

Research Objectives

General Objective

To establish the relationship between various dimensions of Career Plateauing and Employee Performance among the middle management staff in Kenya Power Company, Kenya.

Specific Objectives:

1. To determine the profile of the respondents in terms of age, gender, level of education, designations and length of service.
2. To determine the level of career plateauing in Kenya Power Company
3. To determine the level of employee performance in Kenya Power Company
4. To establish whether there is a significance difference in level of career plateauing and employee performance in Kenya power company
5. To establish whether there is a significant relationship in the level of career plateauing and level of employee performance in Kenya Power Company.

Research Questions

1. What is the profile of the respondents in terms of age, gender, education level and length of service?

2. What is the level of career plateauing in terms of individual skills and abilities, individual needs and values, motivation, stress and work environment among middle management staff in Kenya Power Company, Kenya?
3. What is the level of employee performance in terms of communication at work, decision making, job skills and work relationships among middle management staff in Kenya Power Company, Kenya?
4. Was there a significant difference between career plateauing and employee performance in the Kenya Power company, Kenya?
5. Is there a significant relationship in the level of career plateauing and level of employee performance in the Kenya Power Company, Kenya?

Null Hypothesis

1. There is no significant difference in the level to career plateauing and employee performance.
2. There is no significance relationship between career plateauing and employee performance in the Kenya power company, Kenya.

Scope of Study

Geographical Scope

This study was carried out in the four administrative regions of Kenya Power Company, namely Nairobi region, Coast region, West region and Mt. Kenya region.

Content Scope

The study focused on how career plateauing affects employee performance and how its management especially among the middle management staff who are implementers of strategies formulated by the top management through the operative staff is critical to the organization's overall performance.

Theoretical Scope

The study is based on Maslow's (1954) theory of needs which states that within every individual, there exists a hierarchy of five needs and that each level of need must be satisfied before an individual pursues the next higher level of need. The research also embraced several research findings and views from motivational theorist, social, industrial and organizational Psychology.

Time Scope

The study focused on the operations of Kenya Power Company in Kenya from February 2012 to August 2012.

Significance of the Study

The findings of this research shall be used by government state corporations specifically those in electrical energy sub-sector to evaluate the effect of Career Plateauing and employee performance as they come up with various strategies to cope with it in their respective organizations.

The study findings shall help the management of similar organizations such as Kenya Electricity Generation Company, Umeme-Uganda, Tenesco-Tanzania, to mention only a few, to come up with informed decisions concerning career plateauing and employee performance.

Future researchers shall use the findings of this research as reference as they embark on similar studies, this study having contributed to operational definition of concepts, literature and methodology.

Operational Definitions of Key Terms

The Kenya Power: refers to a public company responsible for distribution and selling of electrical energy in Kenya and is quoted on Nairobi Stock Exchange. It also changed its name recently to "Kenya Power Company".

Middle Management Staff: Refers to non-trade union represented employees in supervisory positions ranging from Foremen or equivalent to the position of Chief

Engineers or Officer. They are responsible for effective implementation of performance targets through operational and are critical link with the top management.

Career Plateauing: generally means the situation which an individual has limited vertical and horizontal movement in terms of job. It is interchangeably used with Career Plateau.

Employee Satisfaction: a measure of how happy workers are with their jobs and working environment.

Work environment: Refers to the technical environment (tools, equipment, machines), human environment (superiors, peers and subordinates) and organizational environment (systems, procedures, policies, standards and practices)

Taxonomy: Refer to division into groups or categories or classification.

Typology: Refers to systematic classification of types that have characteristics or traits in common.

Electrical Energy Sub-sector: Refers to interrelationships between the key power sub-sector players like Kenya Power and other stakeholders such as customers, suppliers and government.

Leadership Styles: Refers to how one behaves when trying to influence the performance of others through combination of directives and supportive behaviors

Employee Performance: This is a qualitative and quantitative output by an employee.

Productivity: refers to the measure of how resources are brought together in organizations and utilized for accomplishing a set of results.

Individual Skills and Abilities: Entails fair staff selection systems, appropriate training and accurate perceptions of feedback

Individual Needs and Values: Includes clear career progression and job satisfaction

Motivational Factors: Encompasses among others skill variety, high task identity, high task significance, promotions, equity in reward systems and justified rewards

Stress and Burnout: Mental or physical state that occur when people perceive and imbalance between the level of demand and their capability for meeting that demand is beyond their reach in relation to interpersonal relationships, organization climate and role conflicts.

Establish: To find out or examine in order to obtain evidence

Human Resources Policies: Refer to the principles and rules of conduct which define and guide decision on a number of actions that govern employee relationships and status in the organization with respect to the attainment of organizational objectives.

Organizational Structure: Refers to apportionment of responsibility and authority among members of an organization.

Profile- refers to the characteristics of the respondents which are: age, gender, employee designation, highest educational qualification and cumulative service period.

CHAPTER TWO

RELATED LITERATURE REVIEW

Concepts, Opinions Ideas from Authors/Experts

Career Plateauing

The term Career Plateauing has been defined in various ways. However, a close look at these definitions points to one thing. According to Yamamoto (2006), Lee (2003), Temblay (1993) and Roger, (2004) Career plateauing is the point where employee's likelihood of additional hierarchical promotion is very low. Yamamoto, (2006), Lee et al 2003 and Roger (2004). Ference et al (1977) were among the earlier researchers on career plateauing and their findings established one thing; Career Plateauing is the point where employee's likelihood of additional hierarchical promotion is very low. According to Choy and Severy (1998), this definition of Career Plateauing holds relatively narrow view of career mobility as it considers movement up hierarchy as the only source of career success. Despite the narrowness of this definition, Career plateauing has remained a significant construct (Lee, 2003). The reason advanced for this being that many employees consider promotions and upward hierarchical movements as the primary indicators of success at work. Appelbaum, Firestone (1994) and Ongori et al, (2009) defines Career Plateauing as the point in one's career at which the likelihood of additional hierarchical promotion is very low or impossible. Career Plateauing is also defined as the immobility of career in organization related to the movement up the hierarchy and the only source of career success. However, this movement can either be vertical, radical or circumstantial. Vertical movement can be either upward or downward. Thus the most comprehensive definition of Career Plateauing is the one that defines it as the point at which future career mobility including both upwards and internal changes position (*Mayasari 2009*).

Career Plateauing can be both subjective and objective (*Mayasari 2009*). The subjectivity is being linked to self-perception, where people perceive that they have

reached a plateau and objectivity being linked to the fact that they can be observed or even analyzed (*Temblay et al 1998*).

A further review of previous literature on definitions of Career Plateauing reveals that most of these are focusing on likelihood of future promotions (*Ference et al 1977*), length of time in present position (*Near, 1985, Veiga 1983*) or the length of time between promotions (*Evans & Gilbert 1984*). However, the use of promotions to operationally define Career plateauing, assumes a direct link between level in an organization hierarchy and job responsibility since those who have plateaued more can be given new designations portrayed as promotion but their performance decreases (*Feldman et al 1988*). According to Feldman et al 1988, employees are considered to have plateaued if their likelihood of receiving further assignments of increased responsibility is low. Operationalization of career plateauing, includes measures of size of budget, number of employees supervised and level of assets managed, that will not always be detrimental to individual effectiveness. Recent studies (*Levinson, 1986*) suggest that this leveling of periods may be healthy for individual growth development and adult development growth, depending on periods of stability, change and continuity.

According to recent research there is source evidence that most of definitions of Career Plateauing are felt through advocacy of linear concept and some adopt wider view of associating the concept with inability to assume more demanding mandates and greater responsibilities (*Hassan, 2007*). Further studies have also expanded the definitions of Career Plateauing from more than hierarchical or promotional perspective to include both hierarchical and job content plateauing (*Lentz & Allen 2009*). Bardwick, (1986), defines hierarchical (structural) plateauing as that resulting from a decline of an individual vertical movement in organization and job content plateauing as that resulting from lack of challenges, decrease in responsibilities and overall staleness of the job itself. Subsequent researchers have supported these changes to Career Plateauing construct (*Lentz et al 2009*).

Employee Performance

Employee Performance is a qualitative and quantitative output by an employee.

In view of the above and according to Ference et al (1977) employee performance refers to the in-roles behavior assessed on the basis of the requirements of the job. Carnaza et al (1981), Near et al (1985) discovered that plateaued employees show low level of performance than non-plateaued employees. This is strengthened by theories of career management which groups plateaued employees as 'deadwood' and non-plateaued employees as 'star' with high level of performance.

According to the argument advanced by Greenhaus et al (2000) the overall implication of Career plateauing is that employees may become angry, frustrated, bored, and stagnant, less committed, dissatisfied and less motivated in their work. They exhibit decline in performance in their respective divisions and overall organization. Arising from this, Career plateauing is a critical aspect in an organizational environment and it's important for organizations to investigate the significant factors that contribute to Career plateauing and strategies of effectively dealing with negative impact of it.

Arnold , House, (1980), Brief and Aldag (1975), hypothesized that employee performance is minimally acceptable at the point they are just working hard enough to keep their jobs and are not exerting any special effort and over time the low motivating potential of the job lead to lower growth need satisfaction. Hackman, Oldham (1980) suggested five implementing principles to counter career plateauing; job enrichment and job enlargement, combining tasks, forming natural work units, establishing client relationships, vertical loading of the job and opening feedback channels, to deal with plateaued staff.

Theoretical Perspectives

In this study the researcher opted to view Career Plateauing as a special case and looked at all aspects using motivational, psychological social theories with main theory being Maslow's (1954) theory of needs which states that within every individual, there

exists a hierarchy of five needs and that each level of need must be satisfied before an individual pursues the next higher level of need.

Psychological Perspective

According to Kreitner (1989) motivation is the psychological process that gives purpose, direction, and intensity to behavior- it's mainly responsible for differential work output and is the most important determinant of effective job performance.

Social Perspective

According to Salami (2010), Career plateauing parallels the middle adulthood and middle life transition when individuals wishes to put on legacy in the form of work family or other subjectively valued contributions. This gives the social angle to this phenomenon. Thus plateaued employees are able to pass on their contributions to others in form of mentoring, which leads to satisfaction and fostering legacy of adult development and serving the purpose of enrichment coupled with personal fulfillment. He concludes that mentoring others is a coping response to career plateauing as it contributes in limiting negative consequences associated with Career plateauing.

Chao(1990) , Nicholson (1993) and Mayasari (2009), recognized familial factor as one of the determinants of one's vertical mobility as its linked to the specific situation of the individual and acts as constraint or an obstacle to mobility. They hold that a growing number of staff refuse interesting promotion opportunities due to the impact such change is bound to have on spouses career. This is supported by other studies notably, Tembley, Roger (1993), which found that familial factor can be a predictor for Career plateauing.

According to Baurgeois , Wils (1987), influence of personality on career mobility may also impact indirectly on career anchors.

Motivational Perspective

Theories of motivation explore the sources of pleasure that people experience when they maintain equilibrium and preserve energy by avoiding stress and over stimulation.

According to Jishi (2009), dynamic process of change in itself has important implications for employees in modern organizations. In particular, it affects their basic need to know who they are as a secure anchor amid incessant change. Frequent changes in organizations and in technology influence the organizational structure, the skills needed to excel on the job, an organization's values, and its managerial philosophy.

According to Armstrong (2009) however, more than theories of personality and human abilities, theories of work motivation traditionally have encompassed both individual and situational characteristics.

Maslow, (1954) proposed the theory of Hierarchy of needs. Maslow believed that within every individual, there exists a hierarchy of five needs and that each level of need must be satisfied before an individual pursues the next higher level of need.

The five levels of needs according to Maslow are;

Physiological Needs: These needs are essential to sustain life and include food, water, air and sleep. According to Maslow's Theory, if these needs are not met, then all other needs will not be felt or be a source of motivation.

Safety Needs: This refers to the need to feel safe from physical and emotional harm. These needs include medical insurance, job security and financial reserves.

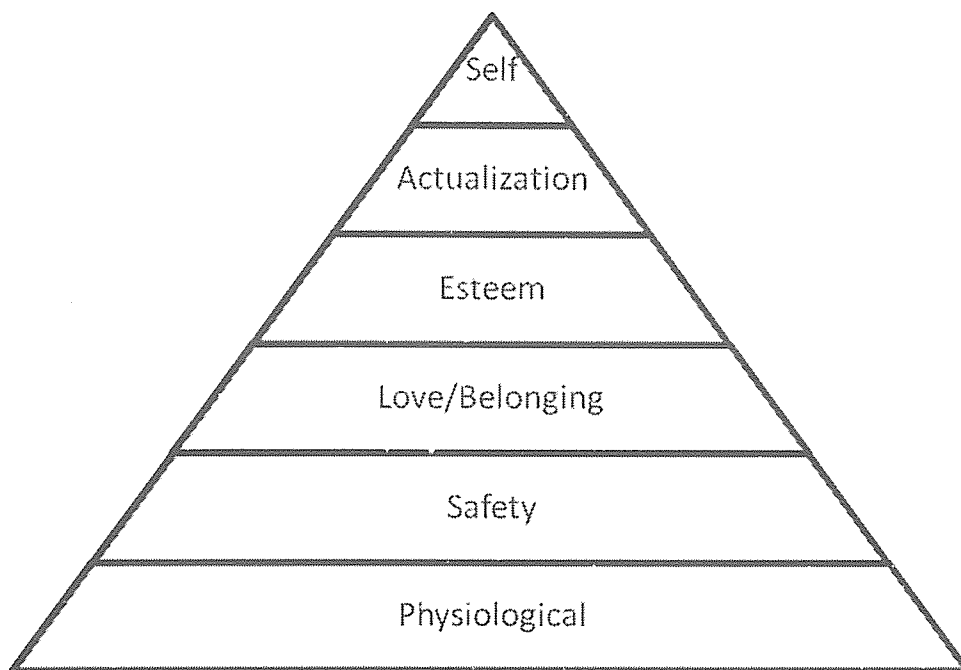
Social Needs: These needs are concerned with social interactions with others. The individual needs to feel a sense of belonging, affection, acceptance and friendship.

Esteem Needs: Esteem is concerned with the feelings of self-confidence derived from achieving something and the sense of belonging. Esteem needs may be classified as internal or external.

Internal esteems are those related to respect and achievement while external esteem needs are those such as social status and recognition that comes with the achievement.

Self-actualizations Needs: This level of needs is concerned with achieving one's full potential and dreams. Unlike lower level needs, this need is never fully satisfied; one grows psychologically there are always new opportunities to continue to grow. This need include truth, justice and wisdom.

Figure: 1 Hierarchy of needs of Abraham Maslow



Source: Abraham Maslow(1954)

The important aspect of Maslow's model which is exhibited in figure 1 above is that it provides for constant growth to the individual. The individual is always striving to do the best of one's ability and the best is always defined as being slightly better than before and where the motivation to do the same lacks, chances are that Career plateauing is likely to occur leading to poor performance.

Alderfer (1972), developed ERG Theory, which is a modification of Maslow's hierarchy of needs. Instead of the five needs that are hierarchically organized; Alderfer proposed that basic human needs may be grouped under three categories; Existence, Relatedness and Growth. The theory's name is based on the first letter of each need:

Existence: Refers to our concern with basic material existence motivators. Physiological and safety needs (such as hunger, thirst and safe condition)

Relatedness: Refers to the motivation we have for maintaining interpersonal relationships. Social and external esteem needs (such as involvement with family, friends, co-workers and employers).

Growth: Refers to an intrinsic desire for personal development. Internal esteem and self actualization need (such as the desire to be creative, productive and to complete meaningful tasks).

The implication of this theory is that we need to recognize the multiple needs that may be driving individuals at a given point to understand their behavior and properly motivate them.

The two-factor theory of motivation includes hygiene factors and motivators. The theory explains the factors that motivate individuals through identifying and satisfying their individual needs, desires and the aims pursued to satisfy these desires. According to Herzberg (1972), factors that cause dissatisfaction of workers can be classified as "hygiene" factors and the factors that cause satisfaction of workers as "motivator" factors.

Hygiene factors include policies, supervision working conditions, salary and safety and security of the job. Examples would be when people felt they were not paid enough, did not like their supervisors, were not happy about working conditions or were insecure on their job. However, if they felt that the maintenance factors were satisfactory, that is, their pay and other working conditions were good; they only maintained current levels of production and efficiency. Absence of these leads to dissatisfaction or discounted

Motivator factors are intrinsic to the job, such as achievement, recognition, interesting work, increased responsibilities, advancement and growth opportunities.

Achievement – Personal accomplishment or the feeling of having done a job well.

Recognition – Being recognized for the efforts and accomplishments of the work by receiving a Company reward, promotion, or salary increase.

Participation – Being involved in some responsibility of work like making decisions and suggestions for the organization and

Growth – challenge of the job itself; and the chance to learn skills, acquire knowledge, and achieve development and advancement.

As more varied tasks are included in the job under enrichment program, the work is made more interesting and challenging, the job becomes more satisfying and the employees more productive.

According to Herzberg's (1972) research, motivators are the conditions that truly encourage employees to work hard. Focusing on hygiene factors will not be enough, and managers should also enrich jobs by giving employees opportunities for challenging work, Greater responsibilities, advancement opportunities and a job where their subordinates can feel successful.

In applying Herzberg's two-factor theory to create a high level of performance certain measures must be adopted by management such as job enrichment or restructuring the job to make it more interesting and challenging to the worker. This application of job enrichment is popular because it can easily be adopted by all levels of management, payoffs can be realized in a relatively short time span and it can be

Individual skills and Abilities in relation to Career Plateauing

According to Weitz(1900), cited in Mills, Bohannon and Feldman(1980), employees' mobility within an organization may be effectively stopped because they have the wrong aptitudes or are unable to perform up to the standards necessary to receive additional responsibilities. The selection system can be the initial cause of career plateauing. For instance, selection system that-relay too heavily on typically unreliable selection devices like interviews and personality tests might lead to larger members of applicants without appropriate skills and abilities for being hired. This leads to career plateauing and poor employee performance.

According to Mayasari (2009) lack of individual skill and abilities cause career plateau in that individual level as this reduces skill and ability of proficiency at performing a particular job which in turn affect their general enduring capability to do certain job. Thus lack of skill and ability to perform will lead to poor performance which in turn creates a stagnant situation for an individual to remain in same position without promotion.

Individual Needs and Values in relation to Career Plateauing

Although a person's skills and abilities are sufficient to allow upward job mobility an employee simply may not highly value the rewards increased responsibility will bring or greatly desire the type of professional life and personal life a fast track career would necessitate.

According to Maslow (1954), people with high growth need strength, have greater desires to push themselves to develop new capabilities and to take an increasingly challenging work assignment. However, according to Alderfar, Kaplan and Smith (1974), individuals with low levels of growth need strength, are willing to trade off that type of work related striving for satisfying their relatedness needs or other aims.

According to Lausing, Mueller (1967), Community ties such as relations and friends living in the same geographical area, had negative impact on individuals mobility. Similarly, according to Veiger (1983) employees who are past retirement age may not be willing to change the job or employees with good retirement package may be induced with good packages to stay in their current positions longer than it is in the best interests of their careers. This has effect on the performance in that such employees work minimal to keep them earning the salary.

Motivation in relation to Career Plateauing

Motivation in this context refers to intrinsic (internal) motivational factors such as skills variety, task identity and recognition of one's effort and extrinsic motivational factors such as good pay, chances for promotions, equitable reward systems. When

plateauing is due to low motivating potential on the job, employee performance goes to the minimal as they will just work there to keep their job (Pedman, Weitz et al (1999). This is supported by research findings of Arnold, House (1980). Over time the low motivating potential of the job will lead to lower job satisfaction and lower growth needs satisfaction as well as poor performance. All these have connection to intrinsic aspect of the motivation.

On the other hand motivation can also manifest itself in extrinsic aspects of motivation, when employees feel that pay rises are too small or promotions are overdue or that these rewards are not distributed equitably they are less likely to exert effort on the job (Felder, Weitz et al (1988).

According to Lawler, Porter (1967), pay has been consistently found to be an important contributor to job satisfaction. This is because employees see pay not only as an instrument of fulfilling existence needs but also as a symbol of achievement and recognition. Thus the perception of uncontingent and inequitable rewards can contribute to declining job performance. Sustained interpersonal relationships that are unsatisfying to employees lead them to invest less pride in the jobs and hence poor performance.

Stress and Burnout in relation to Career Plateauing

According to Parker, Cotiis, (1983) stress is an awareness of personal dysfunction, leading to an uncomfortable short-term psychological state such as anxiety, tension or depression caused by opportunities, constraints, or demands relating to potentially important work related outcomes.

The ability of the employees to perform effectively on their jobs and to feel positively about their jobs can be greatly reduced by high levels of job stress (GreenHouse, 1987). According to McGath (1976), greater amount of stress or prolonged overtime stress leads to decline in work effort, negative work attitudes and poor employee performance. One major source of such stress is the nature of interpersonal relationships on the job. Unfriendly distant or hostile exchange leading to tension;

forcing employees to have little trust in each other, do not express their concerns/desires and spend little time helping one another Cooper, Marshall (1977) .

The other source of career plateauing is the role problems (ambiguity, Conflict & Overload). According to French, Caplan (1973) the scope and responsibilities of the job which are undefined lead to stress as employees waste a lot of time figuring out what to do. However, too much of role conflict or too much work contributes to career plateauing and poor employee performance (Rizzo, House & Livitzman, 1970).

Employees who plateau due to stress and burnout experience poor performance and job attitudes which impedes individuals perceptual and decision making skills with following symptoms; procrastinate forget important pieces of information and fail to seek out important information.

Work Environment in relation to Career Plateauing

Longman dictionary of contemporary English (2003), defines work environment as " all the situation, events, people to mention only a few that influence the way in which people live or work" while " work" is defined as " a job you are paid to do or an activity that you do regularly to earn money". Work environment encompasses external business factors such as re-structuring, changes in technology, unavailability of materials or equipment, policies, leadership styles and practices, physical environment notwithstanding.

According to Frerence, Stonner, Warren (1977) when organization experience slow growth there are few opportunities for potential candidates to assume high responsibility. This is supported by Anderson, Milkovich and Tsui (1981) view that rather than expanding the responsibility for individuals, the slow growth organization is more likely to eliminate positions and slow down pay rises and promotions which would affect employee performance.

Communication at Work in relation to Employee Performance

Communication refers to the ability of employees to share information with their co-workers, customers and employer. Employees communicate using reports, email,

phone conversations and face-to-face discussions. The better an employee can communicate, the more efficiently they can perform well and the better decisions they can make. Effective communication at work place, assists in coaching and mentoring, one of the critical interventions of career plateauing.

According to Kram, *Mentoring Work Glen View (1985)*, mentors provide two primary functions to protégés in the relationship; Career related mentoring which focuses on the advancement of the protégé, including sponsorship, exposure, coaching, protection and the provision of challenging assignments and Psychological mentoring focuses on instilling a sense of compliance and identity in the protégé, which includes role modeling, acceptance and friendship. His literature (Kram, 1985) on organizational settings, mentoring has solicited popularity among the scholars of career management. Further studies have also shown that employees who have mentors report more promotions, have higher motivation, earn higher and score positively on work satisfaction than employees without a mentor or who are non-mentored. (Regins, Colton, Miller (2000), Allen (2007), Burroughs (1997), Regins and Scandura (1999)) Other studies have shown that mentoring plays a moderating role of reducing the negative effect of Career plateauing on job satisfaction and turnover intention.

Decision-Making in relation to Employee Performance

Decision-making is the indicator that shows how well an employee can judge a situation and respond to it. Some businesses look for quick decision-making, the ability to make snap judgments with limited information. Others prefer employees to think carefully and research before responding to customers or situations that affect performance. Decision making also refers to the ability of the employee to manage time and allocate resources effectively. Participation in decision making significantly increases all aspects of job satisfaction. This confirms Driver's (1985) hypothesis which suggests that sharing managerial responsibilities could be a worthwhile solution to career plateauing and the words of Feldman and Weitz (1988) who said that increased

responsibilities, especially in decision making can limit the negative effects of career blockage and boost employee performance.

According to Gershenfeld (1987) , participation in decision making is an approach based on systematic employee involvement in the decision making process affecting their work and work environment, with the aim of reducing production costs, improving product quality, facilitating communication, enhancing morale and reducing conflict. In their research Miller, Monge (1988) concluded that participation in decision making affects work satisfaction and productivity. In the same perspective, the research done by Schewiger, Leana (1986) brings to the forefront the existence of a strong convergence between laboratory research and field research and concludes that participation in decision making has a positive influence on subordinates. In a study aimed at comparing the influence of the different forms of participation, Cotton et al. (1988) conclude that formal and informal participation in decision making positively influences performance and work satisfaction.

Job Skills in relation to Employee Performance

Job skills include all abilities and skills that the employee needs to successfully perform a job. Naturally, this , changes based on the job, but knowledge of current software, accounting skills, customer service abilities and knowledge of processes are all common job skills. An employee who does not have the required job skills needs either immediate coaching or reassignment. Organizations should therefore create an environment whereby employees are allowed to further their careers. This will enable employees to have the necessary knowledge and versatile skills, so that they would be multi skilled in the event of any situations that may lead to career plateauing and in turn to poor performance.

According to Hackman, Oldham (1976), variety of skills required, Possibility of identifying the work with a tangible result, the scope of the work, autonomy and feedback are among the many characteristics of the task that can influence the

attitudes of individuals towards their work because they give them the feeling of doing a worthwhile job and of being responsible for the results of their own work. Hickman and Oldham (1976) qualify these feelings as being critical psychological states because of their influence on work attitudes and behaviors. Thus, these variables would have an effect on motivation, satisfaction, performance, absenteeism, rate of leaving and quality of work.

Work Relationships in relation to Employee Performance

A work relationship is a more emotionally based key performance indicator than communication. Employees mental of state, attitudes and spirit are all vital to the success of the business and affect performance. Work relationships include not only relations between peers, but also customers and management.

According to Salami, *Career Plateauing and Work attitudes: Moderating Effects Of Mentoring with Nigerian Employees (2010)*, he distinguishes three types of Career plateauing; structural, content and life plateauing where individuals have feeling of being trapped or stuck in their roles outside work. In this study, Salami (2010) established that there was relationship between career plateauing and work attitudes with mentoring being moderating factor on the same.

Related Studies

Several related studies have discussed concept of career plateauing and how its related to employee performance in different contexts and from different points of orientation. For example:

Carnazza et al, *Plateaued and Non- Plateaued managers ;Factors in job performance* and Near, *A determinant analysis of plateau versus non-plateaued managers(1985)*, plateaued employees show low job performance than non plateaued employees .They (Carnazza et al& Near) also tells us that Career plateauing is negatively related to poor performance.

Cable, *Plateau and Transition: Career Dynamics in Changing world of Work (1999)*, says that one of the factors that contribute to career mobility is education with higher levels of education being associated to greater career mobility. If the individual considers education to be a constant, and they are not prepared to further their education, then their career mobility will be affected and opportunities to effect career transitions will be restricted. Limited career mobility will in turn result in career plateau. The issue of interest here is whether or not education will influence the relationship between career plateau and career transition. Within this context the individuals may decide that their level of education is insufficient to effect a career transition and also they may therefore decide to remain in their present role. Alternatively, they may decide that their career plateau is not a result of their level of education, which they perceive to be above the requirements for the current role, and they may therefore decide to effect a career transition on that basis. The Interesting thing here is in whether, given either set of circumstances, or to what extent the individual is likely to pursue a career transition.

Greller, Stroh, *Careers in midlife and Beyond: A fallow field in need of Sustenance (1995)*, note that organizational dynamics such as changes in technology and new strategies, including activities such as restructuring, have led to demand for new skills that are required just to perform one's job as the job itself responds to those dynamics.

According to Skinner, *Contingencies of Reinforcement: A theoretical Analysis(1969)*, behaviors resulting in desirable consequences are likely to recur while those that result in undesirable consequences are less likely to recur. He further indicated that what an organization appears to reward is the behavior that will be seen as the model for success. Management must therefore state which behaviors will be rewarded, which ones will not and to tie rewards to individual performance. Other researchers such as Kreitner, *Management (1989)* have indicated that Skinner overemphasized the importance of external outcomes such as pay and promotion, ignored the role of internal outcomes such as feelings of accomplishment and

recognition, and failed to consider the importance of individual needs, expectations and values. These are very critical in employees' motivation and performance.

The above position is supported by a number of other researchers among them, Aldefar, *Existence, Relatedness and Growth*(1972) (1972), Maslow, *Motivation and Personality*(1954), all researched extensively on how individual needs and values lead to Career Plateauing and associated effects.

Taylor, *Principals of Scientific Management* (1911) , outlines some types of Career plateauing which he pegs on different types of experiences, individuals adopt in their mid-career. According to him, "window watchers" are workers who have reached plateau because of slack demand for labour or poor performance, "shelf fitters", are executives, whose careers have stagnated and who have been put on shelf , dead end positions ("potential stars"), are those with high potential of advancement but are currently performing below standards, stars who performed well in the past but economic conditions have made their experience and knowledge obsolete, "Solid Citizens" those with good performance but little promotion potential, do their jobs well, keep the ship running and are mostly middle managers, "Dead wood", poor performers who have little chance of advancing inside the organization, stagnant without ideas and basically stick around because there is nowhere to go, and lastly "Windows Dressing", employees hired on ethnic identity rather than performance.

According to Barron, *The modern mediator variable distinction in Social Psychological Research: Conceptual, Strategic and Statistical Consideration* (1983), it is an accrual of diverse routes which manipulate and express our activities to attain some particular ambitions.

Jishi ,*Motivational and Its Effects on performance of Nurses in Armaco Heath Center*(2009) , defines motivation as a willingness to exert effort to achieve a goal or objective for rewards which largely depends on Internal forces that affect a person's voluntary choice of behavior: Direction: is directed by goals , Intensity: is the amount of effort allocated and Persistence: is the amount of time that effort is exerted .He, argues

further that it's not just the matter of how motivated the staff are, but also how prepared they are for the job. Good performance depends on whether staff are able to do things, or whether they are willing to do things. The level of performance depends on the level of motivation that stimulates someone to work and carry out the necessary tasks to achieve the goals. Managements have to learn to place the right person in the right place. People should be given the role where they can use their skills and abilities and be concentrated towards the organization's goals and personal goals. Misplacements can cause dissatisfaction, less motivation, less concentration that leads to Career plateauing and loss to the organization. He emphasizes the importance of motivation in any workplace and how it is personal and different for each employee.

Feldman , Porter, *Copping with new jobs: A Comparative study of New Hires and Job Changers (1983)*, have all highlighted the importance of extrinsic rewards and lack of it can lead to Career Plateauing and the effects on employee performance. They too, outlined how feeling of low pay rise and lack of promotions, inconsistency in criteria of promotions or pay rise and inequities are less likely to exert effort on job.

According to Burke, Mikkelsen, *Examining Career Plateau among Police Officers (2006)*, Career plateauing could lead to work stress, less job satisfaction, greater work alienation and greater intention to quit. These would affect the organizational performance and may lead to a high degree of labour turnover.

According to Mayasari, *Managing Career Plateau Professionally in Organization Settings (2002)*, stress is a prevalent problem in organizations and staff who experience high levels of perceived stress develop symptoms of poor physical health, depression and insufficient job satisfaction position strengthened by Tweed, White & Lehman (2004) which leads to reduced productivity, high turnover, frequent tardiness and absenteeism at work place.

Quick et al , *Organizational Stress and Preventive Management (1984)* , highlighted several coping strategies to deal with Career plateauing arising from stress and burnout such as job rotation, overseas training, and sabbatical leave, secondment

to special projects, new assignments, and facilitation of training in stress management, relaxation techniques, time management career management and establishment of career counseling centers.

Kohen, *Business Environment (1992)*, asserts that work environment is "an entirety" which comprises the totality of forces, actions and other influential factors that are currently and or potentially contending with the employee's activities and performance.

Opperman, *Tropical Business Issues (2002)* describes work environment as a composite of three major sub environments viz: the technical environment, the human environment and the organizational environment. Technical environment refers to tools, equipment, technological infrastructure and other physical or technical elements. This environment creates elements that enable employees perform their respective responsibilities and activities. The human environment refers to peers, others with whom employees relates, team and work groups, interactional issues, the leadership and management. Human environment is designed in such a manner that encourages informal interaction in the work place so that the opportunity to share knowledge and exchange ideas could be enhanced.

According to Kyle, *Instrumentation: Know yourself and others (2005)*, there are two types of environments, which are conducive and toxic work environments. Conducive work environment gives pleasurable experience to employees and enable them to actualize their abilities and behavior. This type of environment also reinforces self-actualizing behaviors. Toxic work environment gives unpleasant experiences and at the same time, de-actualize employees' behavior. This environment reinforces low self-actualizing behaviors and it leads to the development of negative traits of the employees' behavior.

According to Sarivastava, *Effect of Perceived work Environment On Employees: Behavior and Organizational Effectiveness (2008)*, the effect of organizational structure and its environment on the behavior of its members has been an important issue of

discussion and analysis since long back. He further states that in industrial context, the problem of increasing production and making the work environment more pleasant have been approached through the introduction of durable changes .

According to Taiwo, *The influence of Work Environment on Workers Productivity: A case of selected oil industries in Lagos Nigeria (2010)*, improved work environment will enhance employee performance. He gives an example of how standard health facilities will protect the life of the workers. In case of any hazard on the job they have some assurance of some income.

According to Baoguo , Mian, *An Empirical Research on Causes and effects Of Career Plateauing (2007)*, divided Career plateauing into two dimensions: hierarchical plateauing and job content plateauing. Hierarchical Plateauing is defined as the end of promotions and on the other hand, job content is said to exist when work has become boring. Baogua et al (2007) discovered how , this distinction is important and useful in age of knowledge economy and flatter organizations as it enables one to identify causes and effects of hierarchical and job content plateauing respectively which is useful to organizational movement. Lee, *Going Beyond Career Plateau: Using Professional Plateau to Account for Work Outcomes (2008)* outlines, the difference between content and career plateau pointing out that they share similar consequences and attempts to classify different types of plateauing using few empirical studies that differentiate various concepts of Career plateauing.

Bardwick, *Plateauing Trap: How to Avoid It in your Career (1986)*, proposed content plateauing which is a broad aspect of professional plateau which is only not concerned job content but also looks at whether the job enables employees to master skills to evaluate their employability and marketability which is important as it ensures that employees remain professionally qualified and that they do not become obsolete professionally.

According to Lentz et al, *The role of mentoring others in the Career Plateauing Phenomenon, Group and Organizational Management (2009)*, provide evidence that

mentoring others buffers the negative consequences associated with perception of the job content plateauing but not perceptions of hierarchical plateauing. The findings further points out the possibility of mentoring others and providing support to protégés mitigate the negative outcomes associated with jobs content plateauing and enhance mentor job attitudes. This view is supported by Jung & Tak, *Perceived Career Plateau on Employee Attitudes (2008)*, who advises organizations to focus more on reducing the

According to Mayasari (2009), career plateauing develop in different ways depending on the industry and the strategy adopted by an organization. Strategy affects the internal structure, process, goals and the roles of various functional structures in the firm, which is supported by Slocum et al, *Business Strategy and Management Of Plateaued Employees (1985)*.

Ongori et al, *Paradigm Shift in Managing Career Plateau and Organizations: The best Strategy to minimize employee intention to Quit (2010)*, argues further that main causes of Career Plateauing in organizations are business reengineering, downsizing and any other spin of activities which makes up work movement within organizations become more unlikely and staff have to stagnate in same positions longer than expected. This view is reaffirmed by Jung & Tak (2008), all who have outlined several symptoms and causes that are attributed to skills, values ,motivation, stress and work environment.

According to Ettington, *Successful Career Plateauing (1998)*, little empirical research has been reported on the roles of the moderators on the relationship between Career plateauing and work outcomes. Likewise, there has been no considerable attempt to carry out specific studies on a particular aspect of industry such as electrical energy sector to unearth other moderating variables (Amboka 2012). In this research after the report findings I intend to propose several strategies of coping up with career plateauing aimed at helping organizations in the electrical energy sub- sector, especially Kenya Power how to cope with this phenomenon.

Near, *A determinant analysis of plateaued versus non-plateaued Managers (1985)*, argues that some managers find their jobs exciting and even more challenging, others find their jobs boring and unchallenging, making them feel not motivated and unable to exert themselves on their jobs or to advance. Using the Hackman – Oldham job characteristics model, *Work Design (1980)*, Career Plateauing may emerge when staff feel their job is meaningless, unchallenging, their skill variety, task identity and task significance are low.

Arnold, House, *Methodological and substantive extensions to the job Characteristics model of Motivation (1980)*, Brief, Aldag, *Employee Reactions to job characteristics (1975)*, hypothesized that employee performance is minimally acceptable at the point they are just working hard enough to keep their jobs and are not exerting any special effort and that over time the low motivating potential of the job will lead to lower growth need satisfaction. Hackman & Oldham (1980) suggested five implementing principles any job enrichment and job enlargement combining tasks, forming natural work units, establishing client relationships, vertical loading of the job and opening feedback channels, to deal with plateaued staff

Ongori et al (2009) also outlined several strategies that should be considered by organizations in managing Career plateauing. Among them are; job rotation, staff empowerment, restructuring, staff appraisals, enhancing work environment provision of counseling skills and identification of symptoms of career plateauing such as lateness, absenteeism, leaving early, irritability, hypersensitivity to criticism, enable the organization develop strategies on effective management of Career Plateauing. This few is also supported by findings of Baoguo (2010).

CHAPTER THREE

METHODOLOGY

Research Design

This study used a descriptive survey design, specifically descriptive comparative and descriptive correlation. Descriptive studies are non experimental research that describes the characteristics of a particular individual, or group .The study dealt with the relationship between variables, testing of hypothesis and development of generalizations and use of theories that have universal validity. It also involved events that have already taken place and may be related to present conditions (Kothari, 2004). The study also took a quantitative approach in that it was based on variables measured and analyzed with statistical procedures. (Creswell, 2003 and Kahn 1993, Kothari).

Research Population

Target Population

In this study the target population comprised of 164 employees of Kenya Power of which 82 were from Nairobi Region, 41 were from West region, 21 were from Mt Kenya Region and 20 were from Coast Region.

Sample Size

In view of geographical expansiveness of Kenya Power company administrative regions, remoteness of some of the stations and the nature of the target population where the number of middle management is large, a sample of 116 respondents from all regions was used. Table 1 below shows the respondents of the study with the following categories of target population and sample size.

Table .1:
Respondents of the Study

Region	Target Population	Sample Size
Nairobi Region	82	50
West Region	41	25
Mt. Kenya Region	21	20
Coast Region	20	11
Grand Total	164	116

Source: Researchers Formula

The minimum sample size was computed using the Slovene's formula, which states that, for any given population, the required sample size was given by;

$$n = \frac{N}{1+N(e^2)}, \text{ where; } n = \text{the required sample size; } N = \text{the known}$$

Population size; and e= the level of significance, which is 0.05. Given a total population of 164, respondents in the administrative regions of Kenya Power Company, a sample of 116 respondents illustrated in Table 1 above and Appendix IVE for details of computation of a sample.

Sampling procedure

The target population of 164 of Kenya Power Company(which 82 were from Nairobi Region, 41 were from West region, 21 were from Mt Kenya Region and 20 were from Coast Region), a sample of 116 was used, got using stratified random sampling to reduce costs, time of doing research and to increase the degree of accuracy of the study. Regarding sample size, the sampling frames (i.e. employees) in the selected regions were stratified according to departments in regions of Kenya Power. Then

proportionate systematic random samples were chosen from the respective stratum sampling frames or lists.

Data Collection methods

The researcher used both secondary and primary data collection procedures.

Secondary data was got by reviewing text books, journals articles, manuals, periodicals, dissertations and internet sources among others.

Primary data was obtained through use of research questionnaires as data collection instrument of their cost effectiveness in a survey involving literate respondents.

Research Instrument

There was a standard instrument directed towards employees in the four administrative regions of Kenya power Company with three parts, one was on the profile of the respondents, another was on career plateauing and another on employee performance. The questionnaire also consisted of the main title and introductory letter, with a section of 5 bio-data questions, to help classify respondents.

The questionnaire on Career Plateauing (Independent variable) consisted of 16 No. questions divided into five sub-sections distributed as follows; 4 Individual skills and abilities, 5 Individual needs and values, 2 motivation, 2 Stress/burnout and 3 Work environment. All questions in this section were close ended, based on four Likert Scale, ranging; where 1=Strongly Disagree, 2= Disagree, 3=Agree, 4 = Strongly Agree.

The questionnaire on Employee Performance (dependent variable) consisted of 14 questions divided in 4 sub- sections and distributed as follows; 3 Communications at work, 3 Decision making, 3 Job skills and 4 Work relationships. All question in this section were close ended, based on four Likert Scale, ranging from one to four; where 1=Strongly Disagree, 2=Disagree, 3= Agree, 4= Strongly Agree.

Validity and Reliability of the Instruments

The researcher tested for validity and reliability on the career plateauing which was non-standardized, where content validity was done by ensuring that questions or items in questionnaire conform to the study's conceptualization. Supervisors in Kenya Power and Senior staffs in KIU, who were experts in the field of study, evaluated the relevance, wording and clarity of question or items in the instrument. Pre-testing for reliability was done by administering questionnaire to employees in Head Office who were not included in the actual study.

Construct validity was ensured using factor analysis. Reliability of the instrument on multi item variables e.g. (individual skills and abilities, individual needs and values, motivation, stress and burn out and work environment) was tested using the Cronbach Alpha methods and a Cronbach alpha (α) of at least 0.7, which led the questionnaires to be declared reasonably reliable or consistent(see Appendix IVD).

While on employee performance, the construct and criterion validity of the employee performance was empirically proven by porter (1980) that was adopted in this study.

The results from the pilot study on the validity and reliability of data collected using the questionnaires are presented in Table 2.

Table 2:
Reliability Coefficients

Scale	Cronbach's Alpha	Number of Items
Individual skills and abilities	0.821	10
Individuals' needs and values	0.802	10
Motivation	0.743	8
Stress and burn out	0.671	8
Work environment	0.682	9

The reliability of the questionnaire was evaluated through Cronbach's Alpha which measures the internal consistency. The Alpha measures internal consistency by

establishing if certain item measures the same construct. Cronbach's Alpha was established for every objective in order to determine if each scale (objective) would produce consistent results should the research be done later on. The findings of the pilot study shows that questions on individual skills and abilities had the highest reliability ($\alpha=0.821$) followed by individuals' needs and values ($\alpha=0.802$), then motivation ($\alpha = 0.743$), then work environment ($\alpha = 0.682$) and finally stress and burn out ($\alpha=0.671$). This illustrates that all the four scales were reliable as their reliability values exceeded the prescribed threshold of 0.6 (Nunnally, 1978).

Data Gathering Procedures

The following data collection procedures were implemented:

Before the administration of the questionnaires

The researcher requested for an introduction letter from the Collage of Higher Degrees and Research addressed to the management of Kenya power Company under study for the researcher to be permitted to conduct the study. The letter contained the criteria for selecting the respondents and request to be provided with the list of employees from the four administrative regions and departments. After approval, the requested list of respondents provided to the researcher by the Kenya Power Company was used by the researcher as a guide in identifying the participants of the study, after which pre-testing of the instrument on career plateauing followed.

The researcher prepared the questionnaire and discussed with selected research assistants and briefed them on the sampling techniques and data gathering procedures.

The researcher utilized the Table on respondents (Table 1) to determine the number of participants.

During the administration of the questionnaires

Specifically, the researcher together with research assistants requested the respondents: (1) to sign the informed consent; (2) to answer all questions hence should not leave any item unanswered; (3) avoid biases and to be objective in answering the

questionnaires. The researcher together with research assistants also tried retrieving the questionnaires within two weeks from the date of distribution. All questionnaires retrieved were checked if completely filled out.

After the administration of the questionnaires

The data collected was organized, collated, summarized, statistically treated and drafted in tables using the Statistical Package for Social Sciences (SPSS).

Data Analysis

To determine the profile of the respondents, the frequency and percentage distribution was used.

The mean was used to compute for the level of career plateauing and organization's performance. To interpret the obtained data, the following numerical values and descriptions were used:

Mean Range	Description	Interpretation
3.26-4.00	Strongly Agree.	Very High
2.51-3.25	Agree	High
1.76-2.50	Disagree	Moderate
1.00-1.75	Strongly Disagree	Low

The t-test for difference in means was utilized to test the hypothesis for difference between means at 0.05 level of significance.

Pearson Linear Correlation (PLC) was used to test the hypothesis on Correlation between career plateauing and employee performance at 0.05 level of significance.

Regression analysis was used to determine the influence of career plateauing on employee performance in Kenya Power.

Ethical Consideration

To ensure utmost confidentiality for the respondents and the data provided by them as well as reflect ethics practiced in this study, the following were done:

1. All questionnaires were coded to provide anonymity of the respondents.
2. The respondents were requested to sign the informed consent.
3. Authors quoted in this study were recognized through citations and referencing.
4. Presentations of findings were generalized.

Limitations of the Study

The researcher claimed an acceptable (0.05 level of significance) 5% margin of error in view of the anticipated threats of validity with the relevance to this study:

Extraneous Variables such as honesty of the respondents where some of respondents were expected not to say the truth, but researcher probed further to establish the truth when it deemed necessary, personal biases beyond the researchers control also were encountered but researcher did all it takes to avoid biases. The researcher also encountered the problem of non response from some remote stations, although such non-response was not sufficient enough to affect overall result of the study. Beyond those other threats to validity of the findings such testing and instrumentation were solved during the data collection.

CHAPTER FOUR

DATA PRESENTATION , ANALYSIS, AND INTERPRETATION

Introduction

This chapter presents analyses and interprets data gathered from the respondents on the various dimensions of career plateauing and employee performance among the middle management staff in Kenya Power Company.

Profile of Respondents

The study found it crucial to ascertain the broad information of the respondents since it structures the charity under which the study can fairly entrance the pertinent information. The analysis relied on this information of the respondents so as to classify the different results according to their knowledge and responses. The study targeted middle level management staffs ranging from supervisor to tactical staffs. As such the results on demographic characteristics of these respondents were investigated in the first section of the questionnaire. They are presented in this section under departments of the respondents, designation, and gender distribution of the respondents, age of the respondents, marital status, working experience and highest academic qualifications.

Table 3 :
Profile of Respondents

Category	Frequency	Percent
Gender		
Male	71	77.2
Female	21	22.8
Total	92	100.0
Age Group		
Below 30 years	10	10.9
Between 30-40	36	39.1
Between 40-50	37	40.2
Above 50	9	9.8
Total	92	100.0
Marital Status		
Married	76	82.6
Single	15	16.3
Divorced	1	1.1
Total	92	100.0
Highest Level of Education		
Certificate/Diploma	22	23.9
Bachelors	40	43.5
Masters	29	31.5
PhD	1	1.1
Total	92	100.0
Working experience		
Below two years	1	1.1
2-5 Years	20	21.7
5-15 Years	30	32.6
Over 15 Years	41	44.6
Total	92	100.0

Source: Primary Data 2012

From the results depicted in Table 3, majority of the respondents were male comprising of 77.2% while 22.8% of them were female. This is an indication that majority of the employees in the Kenya Power Company are male staffs. The findings

show that the regions studied had both male and female members however male staffs have dominated.

With regard to age group, 40.2% of the respondents were aged between 40-50 years, 39.1% of them indicated that they were aged between 30-40 years, 10.9% of them were below 30 years, while 9.8% of the respondents were above 50 years of age. An overwhelming majority (91.2%) of the respondents were aged less than 50 years while a small proportion of them were aged more than 50 years, an indication that majority of the management staffs working in the Kenya Power Company are below the retirement age where they are approaching a stage of self actualization.

In order to avoid biasness, this study thus sought to investigate the composition of the respondent in terms of age brackets to understand their familiarity with this career plateauing concept in the energy sector setting. The study established that an overwhelming majority (82.6%) of the respondents were married, while 16.3% were single and only 1.1% of the respondents were divorced. The findings show that the respondents were well distributed in terms of age and that they are active in technological advancements and productivity and hence can contribute constructively in career plateauing for employee performance.

On highest level of education, the results portray that 43.5% of the respondents had attained bachelors' degrees as their highest level of education, 31.5% of them had masters level of education, 23.9% of them indicated that they had attained up to college certificate or diploma level, while 1.1% of the respondents indicated that they had attained PhD level of education. These results imply that majority of the respondents (76.1%) had at least an undergraduate degree and hence understood the information sought by this study as compared to a minority (23.9%) of the respondents who had acquired college certificate of diploma. These findings further imply that all the respondents were academically qualified and also familiar with their duties and could dispense them effectively in terms of professional work ability and performance.

In terms of working experience, 44.6% of the respondents had over 15 years of working experience in the Company, 32.6% of them had a working experience of 5 to 15 years, 21.7% of the respondents had worked in the company for a period of 2 to 5 years, while only 1.1% of the respondents indicated that they had worked in the company for a period of less than two years. This shows that majority (comprising of 77.2%) of the respondents had enough work experience (of at least 5 years) in the Company to respond effectively. The length of service in the organization determines the extent to which one is aware of the issues sought by the study. A small proportion of the respondents (comprising of 22.8%) had worked for a short of less than 5 years.

Level of Career Plateauing

The independent variable in this study was career plateauing and the respondents were required to describe the level of career plateauing dimensions in the Company by responding to each item by using the four point Likert scale where 1 was strongly disagree indicating disagreement without doubt at all, 2 was disagree which shows disagreement with some doubt, 3 was agree with some doubt, while 4 was strongly agree with no doubt at all. The respondents were analyzed and described using means as summarized in Table 4;

Table 4:
Level of Career Plateuing in Kenya Power Company (Item Analysis)
n=116

Indicator of Career plateauing	Mean	Interpretation	Rank
Individual Skills and Abilities			
As an employee you understand the scope and responsibilities of your job	3.304	Very High	1
As an employee you have a clear path to career advancement	2.859	High	2
There are equal training opportunities in your organization	2.411	High	3
There is a consistent staff selection system in your organization	2.263	High	4
Average Mean	2.709	High	
Individual Needs and Values			
The organization is flexible with respect to the family responsibilities	2.913	High	1
As an employee you are satisfied with your current job	2.913	High	2
The organization has a recognition mechanism for job well done	2.489	Moderate	3
There is mentoring and coaching program in your organization	2.435	Moderate	4
Reward system recognizes individual skills and abilities	2.272	Moderate	5
Average Mean	2.604	High	
Motivation			
There is fairness and openness in the promotion of all employees	2.467	Moderate	1
As an employee you are currently challenged in your current job	2.374	Moderate	2
Average Mean	2.421	Moderate	
Stress and Burnout			
organization communicates its goals and strategies	3.250	High	1
There is constant and strong pressure to perform and meet deadlines	3.022	High	2
Average Mean	3.136	High	
Work Environment			
Organization avails technical, material, equipments and other tools to enhance your performance	3.185	High	1
There is adequate and systematic mechanism of feedback on performance in your organization	2.880	High	2
There is good working environment in your organization	2.761	High	3
Average Mean	2.942	High	
Overall Mean	2.762	High	

Source: Primary Data 2012

Key;

Mean Range	Description	Interpretation
3.26- 4.00	Strongly agree	Very High
2.51- 3.25	Agree	High
1.76- 2.50	Disagree	Moderate
1.00- 1.75	Strongly disagree	Low

Overall, the level career plateauing in Kenya Power Company was ranked to be high (Mean=2.762) as depicted in Table 4 above, where individual skills and abilities was ranked to be high (mean=2.709),

individuals needs and values was ranked to be high (mean=2.604), motivation was ranked to be moderate (mean=2.421), stress and burnout was ranked to be high (mean=3.136) and work environment was ranked to be high (mean=2.942).

The findings are concurred with Greller, Stroh (1995) who asserted that organizational dynamics such as changes in technology and new strategies, including activities such as restructuring, have led to demand for new skills that are required just to perform one's job as the job itself responds to those dynamics. As well the organizational factors should be inherent component of a new strategy by organizations toward career development which should take life - long approach towards skills and capacity. It is clear from the literature review that the importance of external outcomes such as pay and promotion, ignored the role of internal outcomes such as feelings of accomplishment and recognition, and failed to consider the importance of individual needs, expectations and values. These are very critical in employees' motivation and performance.

Level of Employee Performance

Table 5:

Level of Employee Performance in the Kenya Power Company (Item Analysis)

n=116

Indicator of Employee Performance	Mean	Interpretation	Rank
Communication at work			
You effectively and frequently communicate with your fellow Employees' in the organization	3.424	Very High	1
As an employee, you have clear goals and objectives in organization	3.359	Very High	2
You always give a feedback of all your daily activities to your supervisor	3.044	High	3
Average Mean	3.275	High	
Decision Making			
You actively participate in reviewing your targets with your supervisor	2.967	High	1
You always manage Your time well	2.846	High	
You always make correct judgments while dispensing your duties	2.736	High	
Average Mean	2.850	High	
Job Skills			
As an employee, you, have always been very competent in your duty	3.250	High	1
You set standards that have helped you perform better in the Organization	3.250	High	2
You have right skills for your current job	3.250	High	
Average Mean	3.250	High	
Work Relationships			
Your good attitude towards work has helped you perform better in your organization	3.489	Very High	1
You report at work daily and attend to all your daily activities in the organization	3.435	Very High	2
Your organization encourages cooperation, participation and team work	3.163	High	3
You enjoy all aspects of your work	3.076	High	4
You relate well with everybody you come into contact at work place	3.012	High	
Average Mean	3.235	High	
Overall Mean	3.275	High	

Source: Primary Data 2012

Key ;

Mean Range	Description	Interpretation
3.26- 4.00	strongly agree	Very High
2.51- 3.25	Agree	High
1.76- 2.50	Disagree	Moderate
1.00- 1.75	Strongly disagree	Low

According to the results in Table 5 above, the overall level employee performance in Kenya Power Company is high (Mean= 3.275). The different aspects of the indicators of employee performance were ranked by respondents as follows; communication at work was ranked to be high (Mean=3.275), Work relationships was ranked high (mean=3.235), job skills was ranked to be high(mean=3.250) and decision making was ranked to be high (mean=2.850).

The results concurred with the findings of *Near et al (1985)* who discovered that plateaued employees show low level of performance than non-plateaued employees, *Greenhaus et al (2000)* who established that the overall implication of Career plateauing is that employees may become angry, frustrated, bored, stagnant, less committed, dissatisfied and less motivated in their work. As such employee performance is minimally acceptable at the point they are just working hard enough to keep their jobs and are not exerting any special effort and that over time the low motivating potential of the job will lead to lower growth need satisfaction and Hackman (1980), who suggested five implementing principles to counter career plateauing; job enrichment and job enlargement, combining tasks, forming natural work units, establishing client relationships, vertical loading of the job and opening feedback channels, to deal with plateaued staff.

Significant Difference in Level of Career Plateauing and Employee Performance in Kenya Power Company

The forth objective of this study was to determine whether there is a significant difference in the level of career plateauing and employee performance in the four regions of Kenya Power, for which it was hypothesized that the mean perceptions of the

respondents from different regions of Kenya Power did not differ significantly. To test this hypothesis, the researcher compared the mean perceptions computed in table 4 and 5 for respondents from the regions involved in the study, using Fishers one way Analysis of Variance (ANOVA), results of which are indicated in Table 6 below.

Table: 6

Significant Difference in the level of Career Plateauing and Employee Performance in Kenya Power

Variable	Regions	Average Mean	F-Value	Sig.	Interpretation	Decision
Individual skills and Abilities	Nairobi West Mt Kenya Coast	3.283	1.156	0.330	No Significant Difference	Accepted
Individual Needs and Values	Nairobi West Mt Kenya Coast	3.155	0.943	0.075	No Significant Difference	Accepted
Motivation	Nairobi West Mt Kenya Coast	3.108	1.156	0.330	No Significant Difference	Accepted
Stress and Burn Out	Nairobi West Mt Kenya Coast	3.224	1.156	0.330	No Significant Difference	Accepted
Work Environment	Nairobi West Mt Kenya Coast	3.224	1.156	0.330	No Significant Difference	Accepted
Overall	-	3.211	1.121	0.355	-	-

Source: Primary Data 2012.

Overall there was no significant difference in level of career plateauing and employee performance in four regions of Kenya Power as this did not significantly differ. Basing on these results, the null hypothesis is accepted, leading to conclusion that the career plateauing and employee performance did not differ significantly.

Significant Relationship in the level of Career Plateauing and Employee Performance in Kenya Power

The fifth objective of this study was to determine the relationship between the level of career plateauing and employee performance. To quantify the strength of the relationship between the variables, the researcher used Pearson's Correlation Coefficient as shown in Table 7 below.

Table 7:
Relationship between the level of Career Plateauing and level of Employee Performance in Kenya Power.

(Sig. = 0.05)

Variables	r-value	Sig	Interpretation	Decision Ho
Level of Career Plateauing Vs. Communication	0.434	0.000	Significant Correlation	Rejected
Career Plateauing Vs Decision Making	0.685	0.000	Significant Correlation	Rejected
Career Plateauing Vs. Job Skills	0.648	0.000	Significant Correlation	Rejected
Career Plateauing Vs. Work relationships	0.712	0.000	Significant Correlation	Rejected

Source: Primary Data 2012

Career plateauing in terms of communication, decision making, job skills and work relationship were positively and significantly correlated as shown in Table 7 above, with all the forms of employee performance (all r-values<0.05, except communication with r-value of 0.434). Decision making is positively and significantly with career

plateauing (r-value 0.685,Sig 0.000);job Skills(r-value 0.648,Sig,0.000) and work relationships(r-value 0.712).

The overall relationship between all the five dimensions of career plateauing and the four aspects of employee performance, after which the two indices were linearly regressed as per the results of Table 8;

Table 8:
Regression Analysis of Employee Performance Vs. Career Plateauing in Kenya
Power

Variables regressed	Adjusted r2	F-Value	Sig	Interpretation	Decision On Ho
Employee Performance Vs. Career Plateauing	0.656	113.386	0.000	Significant Effect	Rejected
Coefficients	Beta	t-Value	Sig	Interpretation	Decision On Ho
(Constant)	--	1.4262	0.1552	No significant effect	Accepted
Individual skills and abilities	0.082	1.5562	0.1192	No significant effect	Accepted
Individuals' needs and values	0.486	9.3142	0.0002	Significant Effect	Rejected
Motivation	0.358	6.0772	0.0000	Significant Effect	Accepted
Stress and burn out	0.286	7.088	0.0000	Significant effect	Rejected
Work environment	0.187	9.314	0.0000	Significant effect	Rejected

Source: Primary Data,2012

Regression analysis indicated that career plateauing accounts for 66 % variations in the level of employee performance ,indicated by (r-square of 0.656,Sig 0.000).Results further suggest that the level of career plateauing significantly influences changes in the level of employee performance(F=113.384,Sig =0.000).Leading to a conclusion that the level of career plateauing significantly explains the high rates of employee

performance. However individual skills and ability has the most effect on employee performance of all components of career plateauing. The coefficients table further shows that all the aspects of career plateauing; individual skills and abilities being secure($\beta=0.082$, $\text{Sig}=0.1192$) accounts for the biggest variations in career plateauing, accounting for 82% as compared to the other three categories of career plateauing.

This concurs with Mayasari (2009) in his study established that lack of individual skill and abilities causes career plateauing at an individual level as it reduces skill and ability of proficiency at performing a particular job which in turn affect their general enduring capability to do certain job. Thus lack of skill and ability to perform will lead to poor performance which in turn creates a stagnant situation for an individual to remain in same position without promotion. This also concurs with Feldman & Porter(1983), in their study highlighted the importance of extrinsic rewards and lack of it can lead to Career Plateauing and the effects on employee performance. They too, outlined how feeling of low pay rise and lack of promotions, inconsistency in criteria of promotions or pay rise and inequities are less likely to exert effort on job.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Introduction

This chapter presents a summary of the findings, conclusions drawn and recommendations with relevance to the specific objectives of this study.

FINDINGS

The summary of the findings are indicated in various sections below in answer to specific objectives;

Profile of Respondents

The study found that majority of the respondents were male comprising of 77.2% while 22.8% of them were female whereas majority (40.2%) of the respondents were aged between 40-50 years, and 39.1% of them indicated that they were aged between 30-40 years, 10.9% of them were below 30 years, while 9.8% of the respondents were above 50 years of age. An overwhelming majority (82.6%) of the respondents were married, while 16.3% were single and only 1.1% of the respondents were divorced.

On highest level of education, the results portray that 43.5% of the respondents had attained bachelors' degrees as their highest level of education, 31.5% of them had masters level of education, 23.9% of them indicated that they had attained up to college certificate or diploma level, while 1.1% of the respondents indicated that they had attained PhD level of education. 44.6% of the respondents had over 15 years of working experience in the Company.

Level of Career Plateauing in Kenya Power Company

Overall, the level career plateauing in Kenya Power Company was ranked to be high (Mean=2.762), where individual skills and abilities was ranked to be high (mean=2.709), individuals needs and values was ranked to be high (mean=2.604), motivation was ranked to be moderate (mean=2.421), stress and

Burnout was ranked to be high (mean=3.136) and work environment was ranked to be high (mean=2.942).

Level of Employee Performance in Kenya Power Company

Overall level employee performance in Kenya Power Company is high (Mean= 3.275). The different aspects of the indicators of employee performance were ranked by respondents as follows; communication was ranked to be high (Mean=3.275), work relationships was ranked high (mean=3.235), job skills was ranked to be high (mean=3.250) and decision making was ranked to be high (mean=2.850).

Significant Difference in the Level of Career Plateauing and Employee Performance in Kenya Power Company

Overall there was no significant difference in level of career plateauing and employee performance in four regions of Kenya Power as this did not significantly differ. Individual Skills and ability was ($F=1.156, \text{Sig}=0.3300$); individual needs and values was ($F=0.943, \text{Sig}=0.475$); motivation was ($F=1.156, \text{Sig}=0.330$); Stress and burnout was ($F=1.192, \text{Sig}=0.309$) and work environment was ($F=1.156, \text{Sig}=0.330$). Basing on these results, the null hypothesis is accepted, leading to conclusion that the career plateauing and employee performance did not differ significantly.

Relationship between the level of career Plateauing and level of employee performance in Kenya Power Company

Overall there was no significant difference in level of career plateauing and employee performance in four regions of Kenya Power as this did not significantly differ. Individual Skills and ability was ($F=1.156, \text{Sig}=0.3300$); individual needs and Values was ($F=0.943, \text{Sig}=0.475$); motivation was ($F=1.156, \text{Sig}=0.330$); stress and burnout was ($F=1.192, \text{Sig}=0.309$) and work environment was ($F=1.156, \text{Sig}=0.330$). Basing on these results, the null hypothesis is accepted, leading to conclusion that the career plateauing and employee performance did not differ significantly.

Regression Analysis between level of career plateauing and employee performance

Regression analysis indicated that career plateauing accounted for 66% variations in the level of employee performance, shown by high adjusted (r-square of 0.656, Sig 0.000). The coefficients Table 9, further shows that all the aspects of career plateauing; individual skills and abilities being secure($\beta=0.082$, Sig=0.1192) accounts for the biggest variations in career plateauing, accounting for 82% as compared to the other three categories of career plateauing.

CONCLUSIONS

This study therefore concludes there was significant relationship between the level of career plateauing and level of employee performance in the Kenya Power Company and that career plateauing accounts for 66% in the variance in the level of career plateauing leading to rejection of null hypothesis.

There was no significant difference in level of career plateauing and employee performance in Kenya Power Company ($F=113.384$, Sig =0.000), leading to acceptance of null hypothesis.

The study identified gaps in earlier studies in that they were no studies done in line with Kenya power company.

The study therefore concurred with Maslow's (1954) theory of needs which states that within every individual, there exists a hierarchy of five needs and that each level of need must be satisfied before an individual pursues the next higher level of need.

RECOMMENDATIONS

Based on the findings of the study, following recommendations are suggested:

Kenya Power Company transform or enrich jobs, facilitate lateral or cross-functional moves and provide honest feedback to employees in order to enable them have necessary knowledge and skills so that they would position themselves for opportunities elsewhere if promotion is blocked in their present departments.

Develop formal mentoring programs to increase individuals' career motivation, job satisfaction and organizational commitment. Employees may report more organizational commitment when the mentor role is sponsored by the organization.

Kenya Power Company should be able to differentiate between plateaued and permanently stalled employees because the former is able to resume in terms of performance while the latter is subjected to other options such as relinquish the job or retirement.

Develop a system of providing employees with regular, participative performance evaluations along with personal consultative discussion as it is the best way to motivate the plateaued employees. It is also suggested that management has to stay in touch with the concerned staff by periodically asking them how they feel their work progressing. Further, the organization should identify causes of career plateauing and develop appropriate interventions to manage it at the infancy stage. In addition, employees should be counseled by counseling psychologists and made aware that in this era of globalization, "career advancement" is being replaced with "career achievement". Also management should provide counseling and placement services for those employees who decide to quit the organizations.

Kenya Power should identify causes of career plateauing and develop appropriate interventions to manage it at the infancy stage. In addition, employees should be counseled by counseling psychologists and made aware that in this era of globalization, "career advancement" is being replaced with "career achievement". Also management should provide counseling and placement services for those employees who decide to quit the organizations.

Suggestions for Further Studies

There is a need for further training on employee performance while more research can be done in recruitment and employee performance in Kenya Power Company.

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APPENDICES

APPENDIX 1A: TRANSSIMITAL LETTER



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Website: www.kiu.ac.ug

**OFFICE OF THE HEAD OF DEPARTMENT, EDUCATION, OPEN AND
DISTANCE LEARNING
COLLEGE OF HIGHER DEGREES AND RESEARCH (CHDR)**

Date: 22nd May, 2012

**RE: REQUEST FOR AMBOKA ASUMWA AGUSTINE MBA/42586/ 91/DF
TO CONDUCT RESEARCH IN YOUR ORGANIZATION**

The above mentioned is a bonafide student of Kampala International University pursuing Masters in Business Administration.

He is currently conducting a research entitled **"Career Plateuing and Employee Performance Among Middle Management Staff in Kenya Power Company."**

Your organization has been identified as a valuable source of information pertaining to his research project. The purpose of this letter is to request you to avail him with the pertinent information he may need.

Any information shared with him from your organization shall be treated with utmost confidentiality.

Any assistance rendered to him will be highly appreciated.

Yours truly,


Dr. Ssemugenyi Fred
Head of Department,
Education, Open and Distance Learning (CHDR)

NOTED BY:

Dr. Sofia Sol T. Gaite
Principal-CHDR

APPENDIX 1B:
TRANSMITTAL LETTER FOR THE RESPONDENTS

Dear Sir/ Madam,

Greetings!

I am an MBA in Business Management candidate of Kampala International University-Uganda. Part of the requirements for the award is a thesis. My study is entitled, **"Career Plateuing and Employee Performance Among Middle Management Staff in Kenya Power Company"**.

May also I request you to participate in this study by answering all questions. Any data you will provide shall be for academic purposes only and no information of such kind shall be disclosed to others.

May I retrieve the questionnaire within five days (5)

Thank you very much in advance.

Yours faithfully,

Agustine Asumwa Amboka

APPENDIX II:
CLEARANCE FROM ETHICS COMMITTEE

Date-----

Candidate's Data

Name-----

Reg.#-----

Course-----

Title of Study-----

Ethical Review Checklist

The study reviewed and considered the following:

- Physical Safety of Human Subjects
- Psychological Safety
- Emotional Security
- Privacy
- Written Request for Author of Standardized Instrument
- Coding of Questionnaires/Anonymity/Confidentiality
- Permission to Conduct the Study
- Informed Consent
- Citations/Authors Recognized

Results of Ethical Review

----Approved

---Conditional (to provide the Ethics Committee with corrections)

---Disapproved/Resubmit Proposal

Ethics Committee (Name and Signature)

Chairperson

Members

APPENDIX III:

INFORMED CONSENT

In signing this document, am giving my consent to be part of the research study of Mr. Amboka Asumwa Agustine that will focus on Career Plateuing and Employees Performance.

I shall be assured of privacy, anonymity and confidentiality and that I will be given the option to refuse participation and right to withdraw my participation anytime.

I have been informed that the research is voluntary and that the results will be given to me if I ask for it.

Name and Signature of Respondent

Date-----

APPENDIX IV
FACE SHEET: PROFILE OF RESPONDENTS

Age: (a) 20-39_____, (b) 40-59_____(c) and 60and Above_____

Gender: (a) Male _____ (b)_____

Marital Status: (a) Single_____(b)Married_____(c)Divorced_____

Employee Designation/Rank: _____

Income Level: (a)Kshs 25,000 and Below

(a)Kshs26,000-Kshs60,0000

(c)Kshs61-Kshs 180,000

(d)Kshs 180,000 and Above

Highest Educational Qualification: (a) Diploma/Certificate _____(b) Bachelors_____

(c) Masters_____ (d) PhD_____

Working Experience: (a) Below 5 Years

(b) 6- 10 Years

(c) 11-20 Years

(d) Above 20 years

Administrative Region of Operation: _____

Department: (a) Distribution_____(b)HR /Administration_____(c) Finance_____

(d) Information and Technology_____ (e) Commercial Services_____

APPENDIX VB

QUESTIONNAIRE TO DETERMINE LEVEL OF CAREER PLATEAUIING

Direction: Please describe the level of Career Plateauing dimensions in your organization and respond to each item by using the scoring guide below. Kindly write your best choice in the space before each item. Be honest about your options as there is no right or wrong answers.

Score	Response	Description
4	Strongly Agree	You agree with no doubt at all
3	Agree	You agree with some doubt
2	Disagree	You disagree with some doubt
1	Strongly Disagree	You disagree with no doubt at all

Individual Skills and Abilities

- ___1.As an employee you understand the scope and responsibilities of your job
- ___2.As an employee you have a clear path to career advancement
- ___3.There are equal training opportunities in your organization
- ___4.There is a consistent staff selection system in your organization

Individual Needs and Values

- ___5.The organization is flexible with respect to the family responsibilities
- ___6.As an employee you are satisfied with your current job
- ___7.The organization has a recognition mechanism for job well done
- ___8.There is mentoring and coaching program in your organization
- ___9.Reward system recognizes individual skills and abilities

Motivation

- ___10.There is fairness and openness in the promotion of all employees

___11.As an employee you are currently challenged in your current job

Stress and Burnout

___12.organization communicates its goals and strategies

___13There is constant and strong pressure to perform and meet deadlines

Work Environment

___14.Organization avails technical, material, equipments and other tools to enhance your performance

___15.There is adequate and systematic mechanism of feedback on performance in your organization

___16.There is good working environment in your organization

APENDIX VC

QUESTIONNAIRE TO DETERMINE LEVEL OF EMPLOYEE PERFORMANCE

Direction: Please describe the level of Employee Performance in your organization and respond to each item by using the scoring guide below. Kindly write your best choice in the space before each item. Be honest about your options as there is no right or wrong answers.

Score	Response	Description
4	Strongly Agree	You agree with no doubt at all
3	Agree	You agree with some doubt
2	Disagree	You disagree with some doubt
1	Strongly Disagree	You disagree with no doubt at all

Communication at work

____1.You effectively and frequently communicate with your fellow Employees' in the organization

____2.As an employee, you have clear goals and objectives in organization

____3.You always give a feedback of all your daily activities to your supervisor

Decision Making

____4.You actively participate in reviewing your targets with your supervisor

____5.You always manage Your time well

____6.You always make correct judgments while dispensing your duties

Job Skills

____7.As an employee, you, have always been very competent in your duty

____8.You set standards that have helped you perform better in the Organization

____9.You have right skills for your current job

Work Relationships

____10. Your good attitude towards work has helped you perform better in your organization

____11. You report at work daily and attend to all your daily activities in the organization

____12. Your organization encourages cooperation, participation and team work

____13. You relate well with everybody you come into contact at work place

____14. You enjoy all aspects of your work

APPENDIX IVD

Validity and Reliability Testing

Reliability Statistics on Career Plateauing

Cronbach's Alpha	No of items
0.622	45

Reliability Statistics on Employee Performance

Cronbach's Alpha	No of items
0.802	14

APPENDIX 1VE

Sample size Computation

Sloven's Formula

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

Where; n = the required sample size,

N = the known population size;

E = the level of significance, which is = 0.05

$$n = \frac{164}{1+164(0.05^2)}$$

$$n = \frac{164}{1+164(0.0025)}$$

$$n = \frac{164}{1+1.41}$$

$$n = \frac{164}{1.42}$$

$$n = 116.$$

Researcher's Curriculum Vitae

AUGUSTINE A. AMBOKA

P.o. Box 30099 - 00100

Email: aamboka@gmail.com

NAIROBI, KENYA

Phone: +254-0713-64999

Personal Information:

Date of Birth: 2nd September 1961
Place of Birth: Butere, Kenya
Citizenship: Kenyan
Gender: Male
Marital Status: Married with 5 children

Key competences:

- Broad general management experience with proven ability in Human Resource and Administration function
- Successful track record in industrial relations, training and development in electrical energy sub-sector where an understanding of technical, human relations and people management capabilities is paramount.
- Excellent analytical, planning and organizational skills with progressive approach to achieving results

Educational Background

DHT High School, 1978

East African Certificate of Education (O-Level), 2nd Division

ST. MARYS HIGH SCHOOL, 1981

Kenya Advanced Certificate of Education (A-Level), 2 Principles, 2 Subsidiaries

KENYA ACCOUNTANTS & SECERTARIES EXAMINATION BOARD (KASNEB), 1989

Certified Public Secretary(CPS) II , Kenya

ASSOCIATION OF BUSINESS EXECUTIVES (ABE), UK-2001

Diploma in Tourism & Hospitality Management

MADISON UNIVERSITY, USA-2005

Bachelor of Science, (Human Resource Management), 2004-2007.

KAMPALA INTERNATIONAL UNIVERSITY, UGANDA-2009-2012

Master of Business Administration (Mgt), Finalist

TRAINING

- Human Resource Development – ESAMI, Arusha, Tanzania – 2002
- ISO 9001:2008 Lead Auditor on Quality Management Systems – Nairobi, Kenya
- Strategic Human Resource management - Administrative Staff College of India, Bella Vista, Hyderabad, India – 2009
- Introducing Coaching: Creating High Performance Organizations -Crown Agents International Training Center, Sutton, Surrey-United Kingdom-2012

Work Experience

Kenya Power & Lighting Co. Ltd.

Nairobi, Kenya

Personnel Assistant

1989– 1997

Key responsibilities

- In charge of Personnel records Registry
- Supervising Registry staff
- Compiled Monthly and annual Reports
- Advised unionisable staff on their allowance entitlements
- Assisted the Area Personnel Officer as delegated to from time to time

Key achievements

- Designed several internal forms
- Revised filing Index

Assistant Human Resource Officer 1997 -1998 (Training & Development)

Key Responsibilities

- Planning & Executing training programs in collaboration with relevant Divisions and regions
- Facilitating training programs
- Liaised with external trainers on matters of training and development.
- Advised staff on matters touching on training and development

Key Achievement

- Developed Corporate Training Calendar

Area Human Resource & Administration Officer **1998 – 2001**

Coast Region

Key responsibilities

- Head of HR & Administration Function in the Area with a work force of over 1000 employees
- Managed industrial Relations and staff Welfare
- Managed and Coordinated the preparation of the Functional Annual Budget

- Established, improved and maintained appropriate Internal Contracts to safeguard the assets of the Company in the area
- Managed administrative Services
- Managed both leased and Company owned premises
- Supervised departmental staff

Key Achievements

- Improved area Industrial Relations with Zero percent non-occurrence of industrial strikes
- Up-graded 8 Offices to Customer friendly status
- Improved rental revenues by 30%
- Acquired 90% titles-deeds for all Company land in the area

Human Resource Officer

2001 – 2002

(Training & Development)

Key responsibilities

- Planning & Executing training programs in collaboration with relevant Divisions and regions
- Facilitating training programs
- Liaised with external trainers on matters of training and development.
- Advised staff on matters touching on training and development
- Training evaluation
- Training needs analysis

Key Achievements

- Developed and facilitated Customer Care and Supervisory Skills Development Course
- Developed Induction Guide and Employees' handbook
- Developed training need assessment tools
- Participated in the review of the training Policy

Principal Human Resource Officer

2010 – To Date

Training & Development, Central Office

Key Responsibilities

- Planning & Executing training programs in collaboration with relevant Divisions and regions
- Facilitating training programs in the company
- Liaising with external trainers on matters of training and development.
- Advising staff on matters touching on training and development
- Training evaluation
- Training needs analysis

Key Achievements

- Reviewed departmental ISO 9001/2008 Procedures
- Reviewed Corporate tuition reimbursement Policies
- Developed and facilitated an Induction Program for newly recruited officers/Engineers
- Developed coaching & mentoring policy
- Developed coaching & mentoring guidelines
- Implemented coaching & mentoring pilot program

Professional Membership

- Member – Institute of Human Resource Management , Kenya
- Member – Kenya Institute of Management
- Member – Association of Business Executives, UK

Affiliations

- Part time Training Consultant with Robert Foulser & Associates Ltd.
- Part time Training Consultant with Tricepts Management Solutions
- Registered management trainer with Directorate of Industrial Training (DIT)-Kenya.

Referees

Francis O. Kadima

Managing Partner & Advocate

Kadima & Co. Advocates

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