

AN EVALUATION OF THE FACTORS AFFECTING CAREER PATH DEVELOPMENT  
STRATEGIES OF WORKERS IN BUGIRI DISTRICT LOCAL GOVERNMENT  
ADMINISTRATION.(1997-2009)

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**DECLARATION:**

I NKAYE JUMA AYUB do hereby declare that this dissertation report has been compiled by me and it has been out of my effort. It has never been submitted anywhere by anybody to any institution of learning for any academic award so it's entirely mine.

Sign



Date

.....14<sup>th</sup>/10/2020.....

### **APPROVAL**

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Supervisor's

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## APPROVAL SHEET

This thesis entitled An Evaluation of the Factors affecting career development of the employees in Bugiri districts local government administration has been compiled , defended and submitted into the school of post graduate studies and research of Kampala International University by Nkaye Juma Ayub REg No MDS/10004/81/du as a partial fulfilment of the requirements for the award of a master degree of art in development studies and has been examined and approved by the panel of 3 Doctors and professors and successfully merited per this defence carried out on 8<sup>th</sup>/Oct /2010

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I lastly have to acknowledge the great work done by the panel members who highlighted me on the areas to make some corrections and confirmed me that I have passed and qualified for a master's degree in development studies from KIU, other wise if they had not dedicated their time, knowledge and wisdom, I would have remained a mere bachelors' degree holder in the academic hierarchy.

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## **DEDICATION**

I dedicate this book to my family members, work mates and course mates for it was through your great contributions, morally, spiritually and financially that I have succeeded in this noble cause, so God Bless you abundantly!

## ABSTRACT

The study was about the factors affecting career development among the employees in Bugirir district local government administration and the problem statement was about why despite the existence of capacity development schemes in the district, many of its staff were not advancing or understanding further studies to become more professional, experienced and talented as several of them were forcefully retrenched, restructured and demoted and others have absconded from their duties.

The objective of carrying out this study was to establish the possible obstacles to career development and devise possible means to curb the situation as it was established that lack of patience, organised culture, higher expectations, low levels of academic qualifications, family ties and government policies were affecting the rate of career development in the district therefore the major conclusion which were developed included revising the capacity development scheme, the public service procedures and prerequisites for making one an employee in the District which is done by the District service commission.

The researcher used explanatory and descriptive methods of ascertaining the qualitative and quantitative type of research which is most fitting for such an academic research, the researcher also used random and non random sampling techniques in selecting the respondents from the target study population in the stipulated study area and ensured that reliable and valid instruments or tools of data collection were employed.

Lastly the study revealed that the district had no employee with a professional honourable degree in any field thus they were lacking professional employees in some career through academic knowledge but had well experienced people in some fields like the CAO who had served for over 20 years in administrative positions strange but true and that most of the employees were young or new in service possibly limited their pursuit of such different careers which they had adopted as young people look for greener pasture always and lack concentration.

## LIST OF ABBREVIATIONS

ACA	-	American Counselling Association
APA	-	American Psychological Association
BDLGA	-	Bugiri District Local Government Administration
CAO	-	Chief Administrative Officer
CBP	-	Capacity Building Plan
CBS	-	Capacity Building Schemes
CDO	-	Community Development Officer
CP	-	Corporate Strategy
CPD	-	Career Path Development
DDHS	-	Director of District Health Services
DEO	-	District Education Officer.
DHI	-	District Health Inspector
DR.	-	Doctor
DSC	-	District Service Commission
DTO	-	District Technical Officers
IGG	-	Inspectorate General of Government
KIU	-	Kampala International University
LCs	-	Local Councils
LG	-	Local Government
LGA	-	Local Government Act
MDS	-	Masters of Arts in Development Studies
MGLSD	-	Ministry of Gender Labour and Social Development
NASW	-	National Association of Social Workers
PHD	-	Professional honourably Degree
SCCT	-	Social Cognitive Career Theory

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## CHAPTER ONE: INTRODUCTION

### 1.0 Over View

In this chapter, the Researcher presented the background information of the study which was divided into four sub themes thus: Conceptual, Historical, Contextual and also the Theoretical background of the study, the problem statement, the over all objective and specific objectives. Other themes in this chapter also include Research questions, significance of the study, scope and anticipated Research limitations of the study.

### 1.1 Background of the Study

It's paramount to note that many workers in organizations prefer to have clear career path development systems in place but very few find them. Therefore the researcher wanted to explore much in this study taking the case study of Bugiri District Local Administration, which is presumed to have started 1974, and employ 6732 workers (*Capacity Building Plan Report 2004/05 – 2006/07*).

Therefore in order to have more details to the Background Information of the Study, the Researcher arranged it in 4 sub themes as detailed below.

The concept carrier path came to be popular or common in people's mouth on the world map particularly in Europe after the industrial revolution which necessitated employees to specialize in a given field of place of work in order to retain their jobs and posts.

It is paramount to recall that when several revolutions occurred in Europe during the development revolution of man, the civilization and industrial development which came after the rebirth of knowledge, it automatically demanded employees to come up with special skills and talents which made them to survive basing on the demands and changes of the time thus the job market.

It should be noted before that the industrial revolution in Europe there used to be social classes of people which included the loyals, clergies, peasants



even some slaves ,the bourgeoisie the loyals, clergies and Bourgeoisie in most cases were the land lords, while the majorly peasant (poor class of people) and the slaves worked on their estates farms and gardens for survival as mere squatters or beggars or shamber boys and girls (Men and women ).

As the population of peasant and slaves over increased, so did they add too much pressure on the loyals, clergies and some Bourgeoisies who were their posses but not paying them due to feudarism characteristics which were too exploitation but take the harvest to their land lords for sharing, who could only give them what was just enough for survival after them they sold or enjoyed the surplus harvests (biggest portion of the harvest).

In the long run after the French revolution of 1789 which was preaching the gospel of equality, liberty and fraternity so did the majority poor raise against the minority subordinates, who also reacted by chasing them and replace them with machines and also according to the stages theory of development WW Rostow this was experienced in the pre-condition to take off stage and take off.

This created so many problems such as majority poor people moving to urban centres hence creating open urban unemployment and town mobs like in Paris, London, Berlin and Nepples among others, the cost of living became so high due having few accommodation facilities and lack of enough food stuffs on top of unemployment and its associated disadvantages.

In the long run forced the majority suffering classes to move to the religious leaders such as population urban for advise and help, who recommended them to go and settle in those areas where they were previously working but replaced by machines which were by their more cost in production (cost effective management) hence creation of urban centres like cities, towns, municipalities, and town councils with people perusing different careers for survival.

Surely they went there but not all could be accommodated in the farms because tractors, combined harvesters, mores among others were being used and having people who were operating them, so pop urbans advised them to undertake other careers like mechanics, dealing in spare parts, selling spare parts like tyres, engines breads to mention but a few hence promoting career development.

It is worthy mentioning that this act of specializing in the unexploited areas gave room for majority of the unemployed, urban population to obtain jobs or employment opportunities hence promoting or acting as the basis for their careers which continued and are even being promoted up to-date since in the modern world we have so many employees pursuing different careers such as drivers, clerks security personals, journalists, marketiers to mention but a few but majority exercise their careers in urban centres hence a land mark in career development in any professional job.

Career part development was much postponed by proponents of the industrial relations movement such as Elton Mayo, Foillet, Mc Gregor among others such as Derek.

It was also thought that the substance changes in production, motivation, working environment occupation risks and hazards as they were experiences, witnessed and reached differently by different categories of employees in different depts, ministries and sections/levels prompted employees either to continue, change or begin new careers suit their individual and company interests in the 1920s.

It is paramount to note today that people take different careers or professions due to so many factors such as the nature of motivation, fringe benefits, peer pressure, access to the job managers, career guidance, government police among others hence proving that the same theories may still be valid even in Uganda in the 1960s.

One must also recall that immediately after the industrial revolution in Europe most people just learnt their careers on job in what modern

managers call on job training, induction and experience mere trails but they were lacking the expertise/class theories and knowledge in those fields.

Therefore according to theory Z and Y there was need to have both the expertise, (class theories, special trainings and practicums, experience and the on job skills) which is very vital if one is to be perfect and delifgent in his/her career 1970.

The social and economic development theories also dictated to have career path development in abid of registering a positive change in all the fields and spheres of life such as politics and administration, economics and finance or business related fields, social, cultural and religious fields like the clergies and even the social workers.

Therefore even the define for better quality and quantity as well as better service delivering and performance in an spheres and nature of work of good/commodity produced to impress their clients or customers in the early 1880s.

Lastly also due to competition in the field of employment and service deliveries also called for career path development and this was promoted by the promotion of specialisation and division of labour theories in the production and service delivery sectors/departments in the late 1980s

It is equally important to note that career development long time ago because in most societies there used to be specialist in local herbs, builders of huts, musicians, hunters, agriculturalists, fish mongers, workers among others like counsellors and teachers.

Sure without doubt in Uganda there were some tribes and kingdoms such as Bunyoro Kitara where its people were noted for being black smith and cattle keepers, in Buganda especially, Buvuma Island its residents were fish mongers and in Busoga region majority of the people were peasants, this signified the element of specialization and division of labour which was the basis for career development either by learning or merely obtaining experience or practically doing some thing for along period of time.

Equally too special individuals like aunts, uncles and grand's as well as peers also played their specific roles diligently in initiation ceremonies such as imbalu in Bugishu

*Don Harvey and Robert Brice Brown (1996)* in their *Development Studies* handbook demonstrated that times are changing and the fact that the work place has changed, that their individuals need to re-assess their attitudes towards careers. In 1990's companies and individuals will need to take a more active, systematic approach to career development. In an environment of increasing competition, continuous innovation in technology, corporate downsizing and restructuring, and increasing pressure for promotions, career development becomes even more important.

More and more organizations are realizing that they must use the energy and ability of individuals if they are to be successful. A key feature of this new approach is empowerment. The company managers and their employees are partners in developing career paths. Employee involvement in career development attempts to move the organization from the traditional "I just work here" type of culture to a culture of shared vision and goals. *Don Harvey (1996)*.

In these changing times, it seems individuals should develop new and latter personal skills in self-assessment and career planning. Organizations are becoming more active in developing career development programmes. Many organizations are designing productivity, prevent job "burn out" and improve the quality of employee work life.

Acquisition, divestures, rapid growth and downsizing have left many companies unable to deliver on the implicit career promise made to their employees. Organizations find themselves in the painful position of harming to renege on career mobility opportunities their employees had come to expect. In extreme cases employees who expected career growth no longer even have jobs. *Armstrong (2006)*.

Increasingly, corporations have come to realize that they cannot win if they do not take total responsibility for career development of their employees. No matter what happens, employees often blame top management or the company for lack of their career growth.

On the ground, the main characteristics between the local and the central government staff show that the local government in Uganda had little power or no power at all. For example, the minister of local government had to approve the budgets of all local governments councils in the country. He/she had to approve the local laws and had powers to revoke the same laws the same time. Most importantly, local government councils in Uganda had little powers over their employees. *civil service reform November (1995).*

Since 1990, government has been increasingly concerned with adopting and developing structures, systems and values of the public services, which would achieve greater efficiency, more responsive and flexible service. The role of government has changed from being the principle provider of services to that of creating an enabling environment for both economic and social development.

This means that the public service as the facilitator was to transform itself from irresponsible and inefficient bureaucracy, into a dynamic results and customer oriented entity to meet the demands of the growing private sector. The purpose of all this was now to establish career development and planning systems so that workers and the organizations for which they are can become more aware of ones skills, interest, values and opportunities. *John Mutala (1999).*

There are a number of theories relating to career path development. This study specifically gave attention to the following like Theory Z, Ginzberg, Ginsburg, Axelrad and Herma Theory – 1951, Super's Theory of Vocational Choice – 1954, Holland's Career Typology – 1959, Lent,

Brown and Hackett's Social Cognitive Career Theory – 1987, McGregor – Theory X and Theory Y

Where they argue out that when the workers are identified and recruited in the department they get established and serve diligently until when they reach the retirement age or when they are chassed out of the organization.

Theory Z which is a management concept was propounded by the combination of both American and Japanese and is characterised among other things long term job security, consensual decision making, slow evaluation and promotion procedures.

While the theories Ginzberg, Ginsberg, Axelrad and Herma Theory – 1951 is a reality factor that is influenced by education process and subsequently leading to a career choice.

Indeed career path development starts from school or according to the education status or field, which an individual takes or pursues such as medicine, law, education, and agriculture among others.

Bugiri district is located in the South Eastern region of Busoga Kingdom which is placed in the Eastern part of Uganda. . It is bordered by Iganga district in the North, Namutumba in Wesytern , Tororo in the South , Busia in the East , Namayingo in the West and Mayuge in the south

Bugiri has been in existence for a long time. In 1997 when Grant Bugiri distruct status

Bugiri district became a fully fledged district from as a district splitting from Iganga district as one of its former counties which was called Bukooli . Today the district is composed of 13 counties namely: Buswale, Buyinda, Bulunguyi, Bandha, Ssigulu, Bugiri Town Council (BTC) , Kapyanga , Nabukalu, Mutumba , Nankoma , Buwunga , Namayingo, Bulidha

It is paramount to note that today the district has remained with only 9 sub counties as the other 45 which make the Bukooli South constituency where awarded a district status of Namayingo

The district in total has about 140 parishes with numerous Local Councils 1 (L.C.1's) and remained with only 2 constituencies thus Bukhooli Central and North and has 2 Town Councils i.e Bugiri Town Council and Naluwerere though they are combined in the execution of administration work thus Bugiri –Naluwerere Town Council.

Bugiri District is majory an agricultural district, where a majority of the people depend on subsistence and commercial agriculture for their livelihood. A cross section of people is business oriented operating various businesses in the different parts of the country.

As far as its leadership structure is concerned, Bugiri District has both the political and technical structures, which guide the workers in their day-to-day running activities. The political structures are headed by the Chairman Local Councils (L.C.V) while the technical wing is headed by the Chief Administrative officer.

Bugiri District is predominantly occupied by mostly Basoga people but with a few other tribes like the Baganda, Samias, Bagwere and small components of the Karamojongs, Banyore, Gishus and Itesot are also living in the district hindered, it is a multi tribal district and as one of the reasons which forced politicians to split into two district as young as it is.

The district has a total of 7 departments, which include:

General Administration, Police and Prisons

Treasury

Environment, Agriculture and production

Education

Works and Engineering

Community Development and Culture

Health Services

The district has a total work force of 4043 employees who work under the following departments

Number	Department	Figures
1	General administration , police and prisons	997
2	Treasury , fiancé and salary department	17
3	Environment , production , marketing and agriculture	63
4	Education , sports and tertiary institutions i.e. Bukhooli technical and Busoma Demonstration school	2312
5	Works , transport , water and energy department	08
6	Health Department	297
7	Community , Gender , rehabilitation and culture probation	92
8	Support staff	167 (167)
<b>Total</b>		<b>4043</b>

**Source: Capacity Building Plan 2006/2007 – 2008/2009.**

The District has a total population of 716,311 with a female total of 371,891 and the male population of 344,420 according to 2002 population and housing census estimates. The sex ratio is 93 males per 100 females. The implications are that there are more women than men in Bugiri District. The household size is about 5 people. Over 90% of the people live in rural areas and practice agriculture as their main livelihood. Although there has been increasing urbanization of recent about 5% of the people live in towns.

The population growth rate is 3.5% per year. Like many developing countries, Uganda and Bugiri District in particular has a majority of its population as children and very young people below the age of 30 years.



Bugiri has a total size 1,538 km<sup>2</sup> with a population density of 182 persons per square kilometre. This has implications of the density making even the very livelihood hard because considerable patches of land are converted into housing and urban settlement over stretches land. Thus agriculture, which is the main stay for the people of Bugiri, is practiced amidst competing trades such as animal rearing and forestation or reforestation and housing construction.

### **1.2 Statement of the problem**

Basing on the trend of career development of Bugiri, local government administration right from 1997 when parliament passed it as a district as per the monitor article pg 1 of 1<sup>st</sup> /June/1997, little has been registering in the field of career development of the district staff despite of the existence of capacity development scheme aimed at enhancing their careers as reflected by a big number of employees of 40% who suffered from the reputations of the restructuring policy of 2004

Surely the trend of staff who had certificate were the majority, followed by those with diplomas, bachelors, post graduate diplomas while masters and professional honouring degrees not registered at all just like as the case is up-to-date, though a few masters have been registered especially by heads of departments and head teachers of Secondary Schools like Bukooli college in Bugiri, Mutelere SS Naminyangwe SS and the principle only government technical school in Local government.i.e Bukooli polytechnic

It is upon this background therefore that the researcher picked interest to evaluate the factors responsible for career development of the employees in the district such that possible mitigation measures can be identified to avert the situation since this is the wish of every body pursuing any carrier to ensure professional and effectiveness as well as experience and expertise in the area pursued such that one reaches the plateau level where is considered as an authority or consultant.

### **1.3 Overall objective**

To assess the factors affecting career path development of workers in Bugiri District local government administration

**Specific objectives: -**

- (i) To identify the various career path development strategies existing in Bugiri District Local Council.
- (ii) To establish the various stages of career path development in Bugiri District.
- (iii) To establish the existing careers being pursued by different employees in Bugiri Local Government and what enhances them in pursuit of their careers.
- (iv) To establish factors that have hindered career path development In Bugiri District.

**1.4 Research questions**

- (i) What are the existing career path being developed by workers in Bugiri local government administration what compels them?
- (ii) What are the various stages of career path development in Bugiri government administration?
- (iii) To what extent has the different career path development strategies enhanced the development of employees in Bugiri district?
- (iv) What factors have hindered career path development of workers in Bugiri Local Government Administration?

**1.5 Scope of the study**

The study was about the factors affecting career path development of workers in Bugiri District Local Government. The study was undertaken in Bugiri District local government right from 1997-2009 because no research has been done on this topic in the local governments which is comprised of 16 sub-counties namely BTC, Nankoma, Buwungu, Iwemba, Bulesa, Kapyanga, Bulidha, Mutelere, Budhaya, Buyinja, Mutumba, Ssigulu, Mutumba, Bulida, Buswale and Buluguyi.

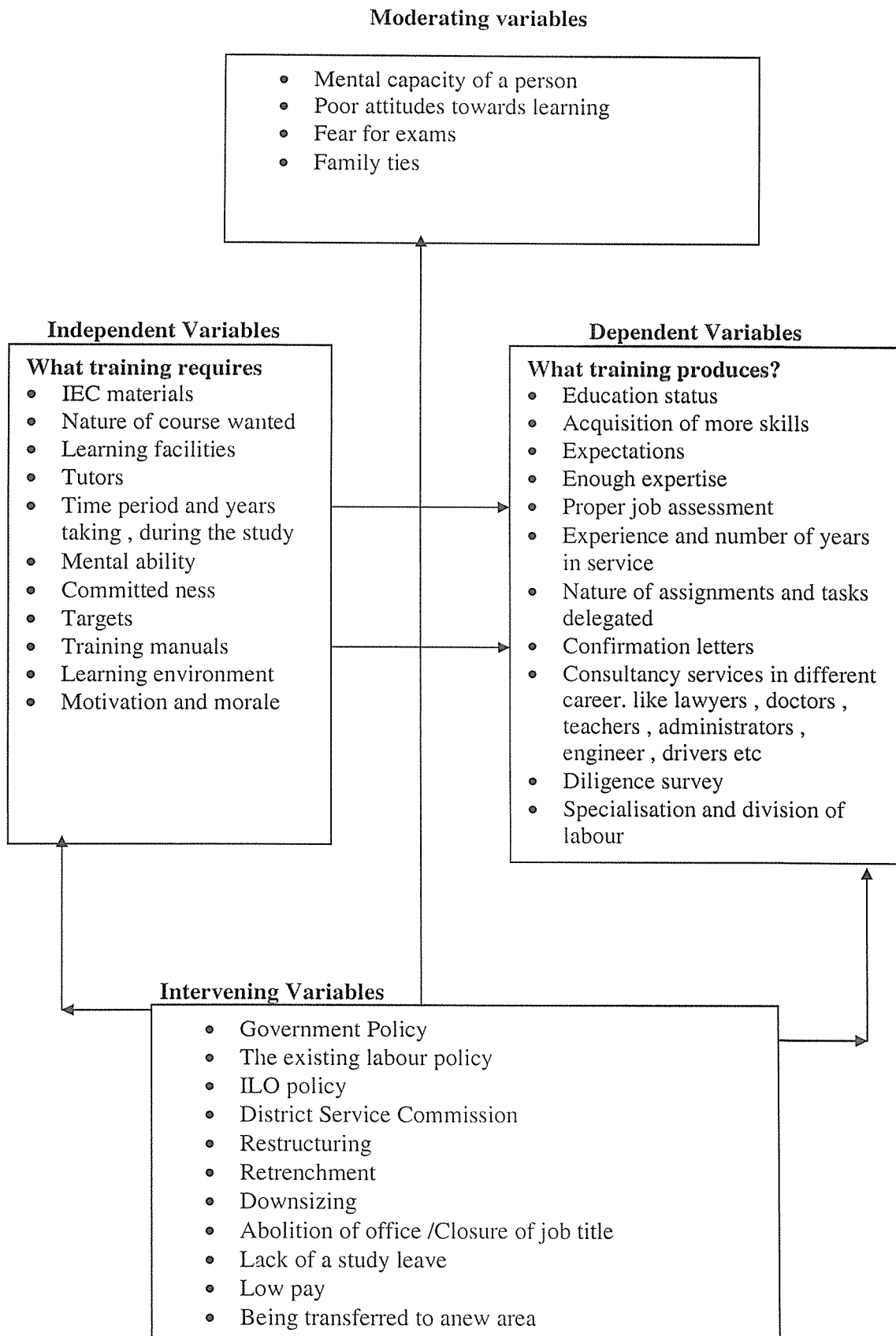
It is also paramount to note that the district today is only comprised of only 10 sub counties with the exception of Mutelere, Mutumba, Bulidha, Ssigulu Buswale, and Buyinja which were accorded district status and it has remained with only 69 parishes, out of the original 101 parishes which made Bukoli county and the 3 constituencies for instance; north Bukooli central and south constituencies.

The study targeted the staff of Bugiri local government administration 4043 working in administration department 9 working in engineering department, 92 working in committee department, 2312, 274 in healthy department and 149 support staff among others as will be declared in chapter three,

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.0 Over View**

In this chapter, the researcher presents the relevant literature relating to the objectives of the study, specifically career path development strategies, stages of career path development, role of career path development and above all factors which have hindered career path development is all reviewed thematically.



## **2.1 Conceptual Frame Work**

**Figure I Showing Conceptual Frame Work of the study.**

it is paramount to note that different careers such as law profession, Human medicine, engineering, teaching, driving, social work, administration among others like agriculture depends on the interest of the employee to take so, job requirements, Numbers of years taken at school, though it is moderated by mental facility of the employee, the ability to answer or fear / fail exams, family ties and poor learning attitudes

however the exterior variable which can also affect one's career include government policy, lack of study level, tuition problems, low pay, poor rapport with the boss at the work place which costs one in lacking a good learning environment in that field, lack access to IEC materials training mammals, transferred to remote areas or busy department which fails to have enough time to peruse such careers as one may be retrenched, retired, plateau or be brought into a given new career as per the organisation culture or career as demonstrated above

## **2.2 Theoretical Frame Work**

There are a number of theories relating to career path development. These include theory Z, Ginzberg, Ginsberg, Axelrad and Herma Theory (1951), Hollands Career Typology (1959) and Lent, Brown and Hackett's Social Cognitive Career Theory (1987) as explained below.

### **Theory Z**

Theory Z is an approach to management based upon a combination of American and Japanese management philosophies and characterised by, among other things, long-term job security, consensual decision-making, slow evaluation and promotion procedures, and individual responsibility within a group context.

Proponents of Theory Z suggest that it leads to improvements in organizational performance. The following sections highlight the development and evaluation of Theory Z, as an approach to management including each of the characteristics noted above. Realising the historical context in which Theory Z and how it emerged it is helpful in

understanding its underlying principles. The following section provides this context.

### **Development of Theory Z**

Theory Z has been called a sociological description of the humanistic organizations advocated by management pioneers such as Elton Mayo, Chris Argyris, Rensis Likert, and Douglas McGregor.

In fact, the descriptive phase, "Theory Z," can be traced to the work of Douglas McGregor in the 1950s and 1960s. McGregor, a psychologist and college president, identified a negative set of assumptions about human nature, which he called Theory X. He asserted that these assumptions limited the potential for growth of many employees.

McGregor resented an alternative set of assumptions that he called Theory Y and were more positive about human nature as it relates to employees. In McGregor's view, managers who adopted Theory Y beliefs would exhibit different, more humanistic, and ultimately more effective management styles. McGregor's work was read widely, and Theory Y becomes a well-known prescription for improving management practices.

But in the 1970s and 1980s, many United States industries lost market share to international competitors particularly Japanese companies. Concerns about the competitiveness of United States Companies led some to examine Japanese management practices for clues to the success enjoyed by many of their industries. This led to many articles and books purporting to explain the success of Japanese companies. It was in this atmosphere that Theory Z was introduced into the management lexicon.

Theory Z was first identified as a unique management approach by William Ouchi. Ouchi contrasted American types of organizations (Type A) that were rooted in the United States' tradition of individualism with Japanese organizations (Type J) that drew upon the Japanese heritage of collectivism. He argued that an emerging management philosophy, which

came to be called Theory Z, Ouchi presented his ideas fully in the 1981 book, *Theory Z: How American Companies can meet the Japanese Challenge*. This book was among the best – selling management books of the 1980s.

Prof. Ouchi advocated for a modified American approach to management that would capitalize on the best characteristics of Japanese organization while retaining aspects of management that are deeply rooted in US traditions of individualism. Ouchi cited several companies as examples of Type Z organizations and proposed that a Theory Z management approach could lead to greater employee job satisfaction, lower rate of absenteeism and turn over, higher quality products, and better overall financial performance for US firms adapting Theory Z management practices.

#### **2.2.1 Ginzberg, Ginsburg, Axelrad and Herma Theory – 1951**

Recognizing that vocational choice is influenced by four facts: the reality factor, the influence of the educational process, the emotional factor and individual values, this theory proposes that it is a development path that leads to career choice. Starting in preteen and ending in young adulthood, individuals pass through three stages: fantasy, tentative and realistic.

In the fantasy stage, the child is free to pursue any occupational choice. Through this process the child's preferred activities are identified and related to future career choices. Beginning in the preteen years and continuing through high school, the young person further defines their interests in, capacity for and values of an occupational choice.

The cumulative effect of the process is the transition process in which the adolescent begins the career choice process, recognizes the consequences and responsibility of that choice.

The realistic stage, spanning from mid-adolescence through young adulthood, has three sub-stages: exploration, crystallization and specification. In the exploration stage the adolescent begins to restrict choice based on personal likes, skills and abilities. In the crystallization



stage an occupational choice is made. Followed by the specification stage where the individual pursues the educational experiences required achieving his career goal. *Savickas (1994)*.

This theory however does not fit every adolescent career choice process. It has therefore been recognized that issues of gender, race and social class come into play to open or close doors of occupational choice.

### **2.2.2 Holland's Career Typology – 1959**

John Holland's career theory is grounded in what he calls modal personal orientation or a developmental process established through heredity and the individual's life history of reacting to environmental demands. More simply put, individuals are attracted to a particular occupation that meets their personal needs and provides them satisfaction.

#### **Holland's theory rests on four assumptions:**

1. In our culture, persons can be categorized as one of the following: Realistic, Investigative, Artistic, Social, Enterprising or Conventional.
2. There are six modal environments: realistic, investigative, artistic, social, enterprising and conventional.
3. People search for environments that will let them exercise their skills and abilities, express their attitudes and values, and take on agreeable problems and roles.
4. Behaviour is determined by an interaction between personality and environment.

A hexagonal model was developed to illustrate the relationship between personality and occupational environment.

Much research supports Holland's typology. The strongest criticism of this topology however is based on gender bias because females tend to score in three personality types (artistic, social and conventional). Holland attributes this to our society that channels females into female-dominated occupations.

### **2.2.3 Lent, Brown and Hackett's Social Cognitive Career Theory – 1987**

The Social Cognition Career Theory (SCCT) has grown out of Albert Bandura's social cognitive theory and attempts to address issues of culture, gender, genetic endowment, social context and unexpected life events that may interact with and supersede the effects of career-related choices. The SCCT focuses on the connection of self-efficacy, outcome expectations and personal goals that influence an individual's career choice.

SCCT proposes that career choice is influenced by the beliefs the individual develops and refines through four major sources:

- a) Personal performance accomplishments,
- b) Vicarious learning,
- c) Social persuasion and
- d) Physiological states and reactions.

How these aspects work together in the career development process is through a process in which an individual develops an expertise/ability for a particular endeavour and meets with success. This process reinforces one's self-efficacy or belief in future continued success in the use of this ability/expertise. As a result, one is likely to develop goals that involve continuing involvement in that activity/endeavour.

Through an evolutionary process beginning in early childhood and continuing throughout adulthood, one narrows the scope to successful endeavours to focus on and form a career goal/choice. What is critical to the success of the process is the extent to which one views the endeavour/activity as one at which they are successful and offers valued compensation. *Savickas (1994)*.

## **2.3 Literature about the Careers Developed by employees in Organizations**

in organisations different employees aim different fields such as law, engineering, teaching, information technology, computer scientists, drivers, soldiers or security agencies, administrators and managers are recruited with a

view of under taking different roles to make the various departments , sectors and offices established by the organisations to run smoothly . Bruce 1996)

an organisation is simply defined as a situation where different groups of people do come up together to undertake some activities so as to realise some aims , goals and objectives which they could to be in position to obtain at the individual level . kegan (1982)

It is also paramount to note that the various areas and fields in which the students (granddaunts) specialize in and qualify in makes them undertake different careers and obtain different job titles, tasks, roles and tasks like engineer, teachers for those who qualified in education related courses among others.

Therefore Bugiri District local administration staff specialized in different fields and thus why they are working in different departments, sections and posts such as.

According to the Minutes of Bugiri District Service Commission BDSC/1/2004 the district advertised jobs in the New Vision and was calling upon suited candidates to submitted in their qualifications in the following posts and compile favourable in a bid of promoting their career.

BDSC/job/Ref1/2004 job titles was sub county chiefs hence administration  
BDSC/job/Ref2/2004 Job title was commodity development officers  
CDOs,

BDSC/Ref7/2004 was Grade III, IV and graduate primary teachers hence teaching/education profession.

BDSC/Ref12/2004 was about drivers hence support staff in the engineering transport and works transport.

The researcher actually conceives with the minister for when he investigated in the field during research the staff of Bugiri district local government majorly belonged in the above mentioned careers.

According to Nasser Mubiki 2009 District annual report of Bugiri from the personal department proved that people with divergent academic

qualification and areas of specialization such as zoologists, forest rangers, agriculture extension workers, veterinary doctors, medical doctors, teachers, administrators, community experts, secretaries and record management information officer were recruited by the district.

A number of measures/strategies for Career Path Development schemes have been practiced in managing organizations and these are manifested in different ways which are related to policies and practices, capacity building, promotions, organization structure and hierarchy, specialization and division of labour, delegation, job analysis, descriptions, job trainings, reporting format, monitoring and evaluation measures, confirmation and line transfers recognition among others as explained in details below, *Salomon (1992)*.

### **Policies**

*Salomon (1992)* points out that career path development in organizations depends on the nature of existing policies especially from the Administrators in the way how they instruct, order staff and direct their workers to undertake certain activities in a given line or manner or procedure. Hence promoting the career development of any given worker in any field is dependant on the policies, procedures and practices. A case in point in local government in Uganda all social workers and administrators must have a certificate of administrative law from LDC Kampala as an added advantage and a must for one to be recruited.

Indeed in view of the works of *Salomon (1992)*, workers are expected to be obedient and only undertake specific activities for which they will be appreciated and paid for by their bosses hence becoming more developed in that path or line of work.

### **Capacity Building**

*Kegan (1982)* in his Adult development approach encouraged the training of workers (Capacity building) so that they can be more perfect and diligent in exerting their duties for which they were assigned, a case required secretaries of today are obliged to learn computers hence

promoting Career Path Development in organizations as well as their field of specialization.

This is also in line with *Gaille sheely (1976)* who proposed that individuals at the work place would ever need to be given opportunities of developing their skills expertise and experience in the given field where they perform. As the case is in the lecturing field as per the requirements of National Council for higher Education in Uganda (NCHE) which ordered the lecturers of Kyambogo University to do so or risk their jobs (teaching profession)

This is also appreciated by *Guralnik (1988)* where in his arguments about capacity development, emphasised the ability to qualify some body in a given field so that you realise the maximum out put or best use of him/her. Indeed this is the requirements in the field of accounting one must offer some professional courses like chartered public accounts certificate been (CPA)

He emphasised the building of one's potential in all fields so that he/she can have the legal authority, competence and necessary skills to perform efficiently and diligently in a given field where there is a gap while following the advise of the monitor/instructor. Survey in the law profession on Uganda one must undertake bar course or a post graduate diploma in law before being recognized as a council/qualified lawyer supposed to attend court sessions.

The researcher indeed agrees with the above authors particularly *B. David and Robert* because in organizations, world over, managers do train people /employees only in areas where they feel they have a Gap and bother to recruit/hire professionals to uplift in such sectors, departments and units so as to perform better and realise the organizations aims and objectives without fail. Therefore, Bugiri District may also be under taking the same line.

Indeed, basing on the capacity building scheme report from the *Personnel Department Bugiri 2004/2005*. It is *indicated* that a number of district workers were taken for training in various courses a case in point Secretaries who were using manual type writers, were taken for computer training courses, Senior Administrative Officers (Sas) and their Assistants ACDOs were taken for Certificate courses in Administrative law at LDC (Law Development Centre) in Kampala so as to equip them with more knowledge in the field of Public Policy Implementation and Administration.

The same report also indicates that several workers in the department of Health, and Finance were taken for various capacity development programmes in Monitoring and Evaluation (M&E), sensitisation and Mobilization skills, Report writing skills and Accountability writing skills so as to improve on their efficiency in their various areas especially the agriculture extension workers, veterinary doctors and production officers.

### **Promotions**

*Califonia (1973)* urges that Career Path Development of a worker is psychological and bases on the professional ethics, which one acquires when he is specialising in a given field of work or job and the expertise or knowledge, which he/she goes through while at work, indeed this is very true with the sub-county chiefs (SAS) who need to be promoted to personnel officers, ACAOS among others.

It is however my contention that Califonia's (1973) arguments are only applicable and more relevant in developed countries. This is because Califonia and his colleagues were in a more developed country where there is a high degree of specialisation, division of labour and professionalism that is where his argument can work. For in the Law Developing Countries like Uganda people qualify in different fields and work in different areas where they don't have any training or expertise at all or even in the same field but they are not given room for promotion like the primary teachers of Grade III who move to V or even a degree in

primary education but are not promoted nor motivated as expected strange but true..

According to *Dr. Luke Orombi's Graduation* report of Busoga University (2009) he revealed that many people qualify in different fields and end up under taking different fields on the ground which he emphasised and recommended that what is needed is to be efficient, creative, enterprising and diligent to serve in that task or business you initiated regardless of the qualifications you hold prior, and where challenges are realised consult professionals in that field.

The contributions of the above author are appreciateable because he still believes that much as training, expertise and specializations, promotes Career Path Development, he appreciates the fact that the conditions in the out side environment after school equally play a big role in determining ones Career Path Development.

### **Organization Structure Hierarchy and Behaviour**

This determines the Career Path Development of workers in organizations. This is because it stipulates the chain of command, reporting format and the behaviour of workers in an organization, which automatically is shaped according to line of work, which one under takes. *Pugh (1991)*.

The researcher appreciates Derek's argument because different tasks force different people to behave differently or under take different trainings and report to different personnel according to their chain of command. For example soldiers at a low rank, are too simple and loyal to their superiors, even if it's just a mere lance corporal. Nurses are too humble to Doctors, but as much as they are juniors, too inferior and obedient, to their seniors, they are too rough to the local people in their various fields, which are not in their line of professionalism, indeed in local government they retain one in the same position for 2 years before being confirmed and then for almost the same period or more to be promoted.

*Gwalinik 1988* emphasised the fact that Career Path Development will be determined by the values of reporting systems where by individuals pursue some careers in organizations, they will be accounted for and will have to compile a report about the legal or legislative proceedings over what they were meant to do basing on the instructions of their bosses.

This is wrong perception because an employee in an organization cannot perform work in a different field where the boss will not base while assessing him/her. Indeed this is a mistake because the junior staff, and non-professionals do whatever kind of work that's available in the organization to please their immediate bosses. But when evaluators come, they will assess employees in that field and all the achievements and failures will be directly accounted towards them and not the intruder workers who may be recommended to be laid off so as to reduce on labour costs.

Indeed, the Ministry of Public Service of Uganda realised the same argument and recommended for the adoption of the restructuring system in all public sectors so as to ensure that different workers are properly staffed and placed in the relevant offices where they are expected to perform better, according to their experience and expertise and others transferred and demoted to different sections hence promoting career path development in public sector. *Restructuring report (2007)*.

#### **2.4 The various Career Path Development Stages in Organizations.**

*Don Harry 1996* Asserts that in Career Planning, Human Resource Managers need to understand the complex issues employees face as they move forward in their careers.

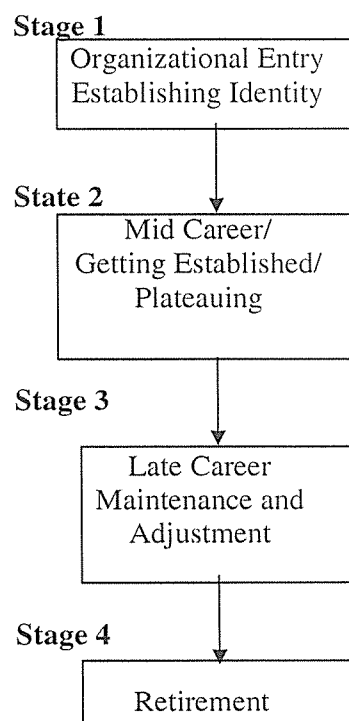
Researchers have found out that individuals progress through several career stages, which follow life patterns. Each career stage is distinguished by offering needs, motives and tasks. Most people begin their career choice in their education and training. They then take a first job and go through organizational entry, career stabilization and eventually retirement different organizations go through actually, this is what all the



employees undertakes different careers. Each stage presents distinct development challenges for the individual. Therefore the one who is lucky and patient enough moves to the next level as is the case in Bible and Quran that God is with the patient and Calm people, as surely the impatient people go out of local government very soon after recruitment.

In addition to these typical career stages, there are also circumstances, which interrupt or postpone the career cycle. As an example, many women interrupt their careers in order to raise families and may then resume their career pursuits later in life.

**Figure II Showing an Illustration of Career Path Stages**



**Source: Don Harvey (1996)**

#### **Stage 1 Organizational Entry**

The new employee enters the job market, joins an organization and begins to establish career. The employee usually expects to have along term career. Two factors in this stage appear to be:

- i) The initial job assignment

- ii) The characteristics of the first supervisor/mentor. Many organizations today actively promote mentor relationships. *Don Harvey (1996)*

When a new employee makes a smooth transition from this preparatory work stage into the mainstream of organizational life, he/She has potential to become productive and satisfied worker. However, the initial job experience may be frustrating and disappointing for some new employees.

The organization as well may be disappointed by the performance of the employee. It's suggested that unrealistic expectations of both employee and organization may be often contribute to this career shock syndrome.

Unfortunately, for both the employee and the employer, the consequences of these unmet expectations often lead to ineffective use of human resource potential, dissatisfaction and high turn over among new employees. *Robert Bruce Bowin (1996).*

In order to lessen the possibility of unrealistic expectations, it is important for the new employee to receive an accurate job preview and orientation. In addition, during the early entry stage, new employees need frequent feedback on how they are doing in order to reinforce learning and encourage self-improvement. New employees must adapt to the job establish work patterns, and develop work relationships. During this stage, individuals need to maintain effective performance levels and develop support from key members of the organization. At this early career stage, the individual should also develop a career orientation, set career goals and understand the possible career paths for goal accomplishments. *Don (1996).*

### **Stage 2 Mid Career**

This usually occurs after a few years on the job, when the productive employee begins to experience a loss of challenge in their career. The individual's career becomes a major consideration during this stage. At this point, the individual may have several promotions. *Bruce (1996).*

The major tasks in the middle career stage are to examine and reappraise the early career results, make changes in goals, and remain productive on the job. If the employee has been in the same position for several years, they must then recognize the possibility of changing job requirements, lateral job movement, corporate politics, lessening of promotional opportunity, and even possible job loss layoff. *Bowin (1996)*.

At this stage, the individual may need to cope with becoming “plateaued.” A plateau refers to the point in a career at which the chance of future promotions appears to be very longer current enough to enable them to perform their job at a satisfactory level. In fact, they may be in danger of losing their job and confronting the economic and emotional impact of being laid off. *Don Harvey (1996)*.

Many organizations are restructuring and downsizing their management, thus closing off promotion opportunities. The number of people who are unlikely to receive promotions has increased dramatically, highlighting the need to better understand reactions to career plateaus. According to Georgia Chao, early perceptions of a career plateau may be viewed negatively and may motivate the individual to avoid the plateau. Mid-career employees in this position may suffer from depression, poor health, fatigue, and hostility toward co-workers, which may result in lowered job performance.

During this period in one’s career, there may be a slowing down of physical and mental processes. Many employees fear that brighter and younger employees will replace them, and that they will become absolute and be put out to pasture.

This perspective may influence both employee satisfaction and productivity levels. The Human Resource Manager needs to develop training programs to promote career planning and minimize the consequences of these problems.

### **Stage 3 Late Career**

The extension of mandatory retirement to age 70 (in developed countries) has given rise to the “greying of the workforce.” Many organizations now have pre retirement planning programs to assist workers in making this transition. *Vincent Scelta (1996).*

A conference Board study found that companies continue to lay off or retire senior workers early, even though they are more reliable than younger employees, have better work attitudes, have better job skills, are absent less often, and are less likely to quit. About 70 percent of the companies surveyed also said older workers were at least as cost-effective as their younger colleagues. *Lisamarie Brassini (1996).*

The Conference Board concluded: “The effect of current practices and trends may be eroding a valued resource to a degree that is unintended and imprudent.” For the majority of employees, the late-career period is a time to remain productive and to prepare for retirement. During late career, many individuals have to deal with the consequences of mid-career obsolescence or “plateauing.”

In order to adjust successfully to late careers, individuals should maintain positive, forward-thinking attitudes and receive support from colleagues and spouses. Late-career employees should engage in long-term planning of their finances and leisure pursuits with their spouses and should plan their retirements with care and attention. *Edie Riker (1996).*

### **Stage 4 Retirement**

Individuals may respond differently to retirement for a number of reasons. Often the individual looks forward to this stage as a time of lessening the stress and regimentation of the job.

These individuals view retirement as an opportunity to take part in interests and hobbies their job had not permitted. Some people begin new educational and career paths at this point.

For others, retirement is a threatening experience accompanied by negative feelings. The loss of a job identity leaves many individuals with feelings of emptiness and lack of direction. In addition to this identity crisis, many individuals face adjustments to home and family life as well. Human Resource Managers are faced with the challenge of understanding this career stage in the best interests of both the employee and the organization.

## **2.5 How Career Development has Effectively Benefited the Development of Workers in Organizations.**

*Ed Neukrag (1993)* emphasised the fact that there is a high degree of development of a worker professionally and ethically, if he pursues the same career for example teaching profession/education requires one to gain more experience after development for a given period of time. This is very true because as a worker undertakes a similar routine activity, so he does become more committed and develop mature human service, analyses the ethical guidelines and makes better systematic decisions and judgements. Therefore he becomes more committed, professional and ethical.

The research findings of *ACA (1988)* indicate that the fact that the attribute of a worker and his personal ability to earn new skills and ideas, abide by ethical consideration and personal integrity, can also promote the carer path development of a worker and improve on his/her competence at work, hence helping the organization to realise its intended aims and objectives as the workers are more competent and committed, for example the accountants, administrators, health workers and engineers..

National Association of Social Workers (*NASW (1990)*) which emphasised the codes of ethics while at work, revealed that if a worker promotes the Career Path Development in the same area/field of work, he/she becomes more committed to under take the task given, because he/she is expected to be more quick, qualified, Diligent and committed to work in an excellent manner. Excellency as a human service worker means, committed to educational competence for example the secretaries and records assistants.

*Cole (1993)* emphasises the fact that Career Path Development enables the individual worker to make better decisions while at the work place and to be more perfect in solving conflicts or problems. Decision-making is an accepted part of everyday human life. Therefore if one undertakes the same task everyday, he will be in position to make a more better and informed decision which is not emotionally driven by reasoning or by self ego but rather by rationale and logic and being more considerate, analytical, evaluative and conscious of the decision being taken, hence benefiting the organization by reducing on mistakes and errors like when operating a patient in the theatre or in the labour ward when pregnant mother is to produce normally.

Decision-making is not a simple issue according to business strategy 1969 but rather will be made simpler if one has pursued the same career path development for along period of time. As its advocated for in the decision processes theoretical model which talks about defining the problem first, collecting the relevant Data, develop alternative solutions, Assessing the consequences, selecting optimum solutions, implementation of the solutions and measuring of the results. *Cole (1993)*. Actually this is very fine for administrators like CAO, SAS, Heads of Departments among others like planners.

The researcher also actually conquers with *A.G Cole (1993)* and the business strategy 1969 because, as one pursues the same career, for along period of time indeed he becomes more informed and the tasks become more cheaper for him as compared to one who is just beginning who may not be aware of some quick decisions, solutions, consequences, strategies or may completely lack information.

Further more, if a worker, undertakes the same career, there is high degree of improvement in whatever he/she undertakes thus improving in the performance standards as such a worker will be noticing key areas of weaknesses and successes or strength therefore will handle issues with objectives or objectively so that he/she becomes more perfect at the work

place, a case in point of community development workers in probation office. And for the sake of managers, they practice management by objectives. *Drucker (1950)*.

In addition, if one undertakes the same career, it's easy for such a person to learn the areas of strength in the job, weaknesses, the opportunities and the threats such as demotion, termination, adoption of chronic diseases at the work place among others which will make one to be more active and sensitive at the work place as per the SWOT analysis so that the areas of strength are strengthened the more, weaknesses improved upon, opportunities exploited and threats insured which very practice for local administration police workers. Hence, making one more confident, and effective and efficient at the work place *Aflred (1962)*.

Further more, if one under takes the same Career Path Development he becomes more efficient in the planning system and can undertake better visions, ideas, activities, projects and programmes in that field of work as compared to one who has just joined the field. *Arthur and Strikeland (1990)*.

The researcher is in line with Arthur and Strikeland (1990) because in the Law Developing Countries (LDC's) where the remuneration of workers is low, there is need for one to be more strategic or employ strategic planning systems or ever become a part timer if he/she is to survive a meaningful life and also, this is practiced even in the more developed countries like (UK) where one may have to be a target worker or have more than one job in different places since they work in hours so as to avoid redundancy.

*Maslow (1954)* in his hierarchy theory, revealed that as a worker undertakes the same task for a long time, he begins to theoritise the work, adopts a package of approaches of how to motivate himself at the work place and learns how to avoid mistakes and criticisms at the work place and strikes towards being recognised as being the most perfect work in that field, especially the administrators like the CAO and the seminar administrative secretaries (SAS) sub county chiefs.

In the Hierarchy of needs theory, Maslow also emphasised the same, that one will work in the initial stages when he/she is looking for psychological needs which will include basic themes like food, shelter etc then later on move to safety needs which will involve insurance, protective wears, confirmation etc, Relationships which will involve company support, social clubs, permission for informal activities, encouraging open communication, self esteem needs, which will look at positive feed back, prestige, gaining more job titles or promotions and lasting self actualisation which will look at challenging job assignments, discretion over core worker activities and encouraging creativity like the production officers.

Indeed the Researcher nurses the same feeling, that if one undertakes the same task, at one point in time, he needs to be provided with the physiological needs like lunch, medical care, and house allowances. In the process he will then require to be assured of confirmation at the work place, then be registered in the company's support programmes as a member like capacity building, access financial benefits and more support in case of joy and bereaved time and later on requires to be promoted and be given prestige with good titles at the work place such as senior, or officer in charge which is operation in accounts, ability and salary officers. Lastly he expects to be appreciated or recognised as one who has successfully challenged the job assignments, considered as a consultant, for his/her great contributions and creativity in the organization.

Further more, when one is at the psychological needs he is more obedient, diligent, humble, and effective and committed to work for his/her survival in the entire job. Hence making one to get more established with the job that pays him and may opt for more so as to afford the basis until he/she reaches the retirement age.

But as he/she reaches the safety needs, the worker stops being diligent in every activity not until when he is provided with some insurance or risk management procedure. And when he gains the relationship level or



needs, he begins to dodge at the work place because of family ties and when the worker reaches the self esteem level he practices a lot of bureaucracy and may fail to under take any activity because of the organization structure and Hierarchy or wrong title given to him and lastly when reaches self actualisation level he fears no risk even if he is to be dismissed at the work place he thinks that he can set up the same organization. Hence promoting a new career after retirement or termination of service as stated by *Don Harvey (1996)*.

*Asnoff (1984)* argues that Career Path Development promotes ones consistency and competency at the work place which is the only strategy of avoiding errors and omissions at the work place hence leading to effective performance of the worker and the organization at large. Also, According to the product market growth strategies, there is need for a worker to remain in the same field as he gains more experience and expertise in under taking a given task, to the best of his/her ability and capacity, so that he can produce better quality and quality out puts or products hence promoting product development and diversification not only of the workers but also the industry.

Further more, in a related manner, a worker in the same career when he/she reaches the senior position, he will be granted to have more bargaining powers to negotiate for better terms of work since the organization would have identified him/her as a potential person. This motivates the worker and intrinsically drives him to work to the expected levels. *Elton mayo 1930*.

Additionally, if one under takes the same career he becomes more effective at the work place because of developing a better system of self-evaluation and assessment, which will be, used for career development promotions, remunerations and other expectations at the work place for example confirmation.

Indeed the worker can also ascertain better skills at the work place (on job training) capacity building, exposure, expertise and experience, which help

one to perform better than a new employee in the field. *Enos and griffin (1980)*.

Therefore to a bigger extent, as revealed by various scholars, career path development leads to effective performance of workers/employees in organizations and the researcher actually believes in the same though he has a feeling that in Low Developed Countries like Uganda some of these theories like hierarchy of needs, theory Z and Y may not be applicable as a majority of the theories advanced by the scholars were in Western Europe and America which are already developed continents. So far there is no theory that has been advanced from Low Developed Countries creating a need to go in field and correlate the findings with the existing literature.

Career development to a greater extent makes the employee to obtain more chances of being retained at the work place , being promoted and motivated at work because is regarded to be of value . Maslow (1950)

The researcher is in line with Maslow , because in most profession the more one delays in it and adds more qualifications plus experience , the more he/she has chances of enjoying salary increment as it is a public policy in the ministry of labour gender and social development , education among others per the Ministry of public service report 2007 .

Career development also makes one more commitment and committed a few mistakes and errors since one is already perfect , experienced and diligent in undertaking such tasks or duties at work . Guralnik (1988)

The researcher to a great extent agrees with the above author though it doesn't rule out the fact that some employees are naturally dense , slow learners and prefer to spoil the organisation resources despite of long serving in a partiuclua career for a long time ., a case in point long saving drivers would not be making accidents on the way as power the traffic driving licence stamping system from the inspectors vehicles .

Career development affects the employee positively in that he/she gains confidence , loves the job and regards him/her self as an authority or consultant in a particular field promotes competence . Efficiency and effectiveness . Murray (1976)

Sure with out doubt the more one service in a given position so long the more one learns the applicable possible approaches and means of doing a certain piece of work hence reducing on management costs , time and other resources .

Further more, there is no need of supervising a senior staff since is already aware of what to do as the organisation rules at heart and in practice and therefore a diligent and humble / Obedient sumart . Marray (1976)

Lastly but not the least on the effects of career development on the employee is that it helps one to obtain more friends , be known to improve on his personality and thus develop a better rapport with clients /customers

## **2.6 How Career Development has ineffectively affected the Development of workers.**

According to Abraham Maslow's hierarchy of needs theory 1950, He mentioned of a number of factors which can influence the career path and performance of workers which included the psychological needs, safety needs, relationship, esteem and self-actualisation if one is to continue with the same career, these were the motivators.

However, it leads to ineffective performance, because, when one is not certain of the survival needs or psychological needs like land, shelter, food etc. there is no way such a person will continue working in that field diligently because workers have a goal and aim of being well off which is only realised in the self actualisation level hence demotivating one to work at the lower level.

According to *Elton mayo 1930*, he talks of motivating workers, through recognising them, promoting them and bringing them on board as well as

giving them offs or leaves. But this is a demotivating factor as it kills ones committed ness to work because some leave offs are given to people who feel they should be in the office and workers postpone them to other years until they need them. Other leave offs are without pay, others are with reduced payments and other tough conditions like attending to organization activities when need be because of their seniority thus demotivating the worker to perform effectively hence leading to ineffective career path development as this is registered as one gets more established and more confirmed in the work place.

Further more, according *D.B Guralnik (1988)* Some workers in organizations because of doing the same career, they become ambitious and demand for greater remuneration which the organization will be unable to forward, thus frustrating not only the other workers but also the managers hence leading to ineffective performance.

The Researcher is in line with *Guralnik 1988* because as one gains more seniority at the work place so does he raise many expectations, contributions towards the organization and gains more firm ground for bargaining for better payments and other fringe benefits which is against the wish of many managers. In most cases when they are frustrated, this demotivates them indirectly and affects their performance negatively.

Indeed managers prefer cheap labour and don't want to be put on interest/individualism as it was revealed by Ouchi (19981) who contracted American type of organizations (Type A) that were routed in the United States tradition of individualism with Japanese organizations (Type J) that drew upon the Japanese heritage of collectivism where workers preferred to enjoy fringe benefits and other advantages due to their professionalism.

Career Path Development can also promote ineffective Development of the worker in the sense that it will make one develop some unique characters or behaviours according to professional ethics, which may be unbecoming. E.g. lawyers are too unsocial and they lack permanent friendships. Others are just like police and soldiers. In some cases

magistrates cannot officiate a case properly in situation where the community members or suspect have a negative attitude towards them. This affects ones Rapport, Public relations and working conditions becomes worse for him/her hence leading to poor performance (Kanyeihamba 2000).

In the same way, Career Path Development may promote blackmailing of some members in the same field for fear of competition or due to suspicion that one may become the immediate boss or the likely boss as the trend may prescribe in that career either due to experience, time of work, perfection in the work, public comments among others hence making one to work on tension, neglect duty for self identified reasons. *Thomson and Murray (1976)*.

The researcher concurs with Murray because in many organizations especially in the Low Developed Countries bosses do not recommend their subordinates to go for further training or capacity development in a given career for fear of completion over the same post. Above all, in Low Developed Countries, the jobs are few as compared to the labour supply market. Therefore everyone does not want to shift from the position where he/she is placed which leads to ineffective performance in the long run and others look for alternatives in other careers or fields.

Career Path Development can also lead to ineffective performance of a worker in that it can promote a heavy work load or assignment of more tasks to one employee who has pursued the same career for along period of time because of his/her seniority which breaks up one, delays completion of tasks, denies new entrants opportunities and makes one to suffer with a lot of office work which may result into occupational hazards as advocated for by *Billan Court (1912)*.

Career Path Development can also lead to Poor Communication Systems and a high rate of bureaucracy which affect the performance of workers in organizations because some people in key positions are so proud,

instrumental and looked at the key actors in the Agency so they talk arrogantly, may fail to convince or even involve other subordinates in their discussions, meetings or communications because of their differences in career hence affecting the performance of the juniors especially where official bureaucracy is the one being exercised. *Maxxwebber 1864-1992*.

Career Path Development can also render some workers more redundant, outdated and idle in their fields of specialization especially where there is change in technology, fashion, and diversification or transformation of society in the organizational structures as revealed by *Micheal Salomon (1992)*.

Indeed this is true because in a situation where, technology has turned to be more modern and computerised then some worker who under took courses in typing, manual cyclostyling among others like secretaries have lost their jobs in organizations like universities unless when they under take Career Path Development in a modern way.

According to type Z theory of Ouich (1981) decision making becomes hard in an organization where the employees have pursued their career path development for a longer period of time as it becomes hard for them to decide because of the differences in specialisation, seniority and expertise especially where the junior ones may wish to intervene.

In the modernity specialised career path development, it affects the performance of the worker in the sense that he/she will not be versatile or multipurpose but will only specialise in one field which may be terminated blocked or phased off basing on the labour demand and market.

The more one specialises in a career it promotes individual responsibility in the performance of a given task and this blocks one from fulfilling other obligations like attending meetings, family gatherings, organizational meetings, go for further studies to acquire more skills hence affecting ones performance in the long run as they may cause stress to a person in long run hence perfecting ones performance.

## 2.7 Definitions of key concepts

### Career

The concept career is derived from a French word *careen*, which means to lie on one side. However it literally means to pursue something on the same line.

It also implies that ones progress throughout life in one particular vocation or pursuing a life with activity throughout ones life. *guralnike (1998)*.

The concept career also means to struggle in pursuit of ones interest in a particular line by undertaking some temporally activities, training and occupations that makes one perfect in the Area. *Kegan's (1982)*.

Generally Speaking, the word career may be used to mean ones skills or stand in a given Scenario or phenomenon for example HIV Status, Education status, Religious static and it also tries to explain the ambitions and interests of one in a given field be it Political, Social and Economic cultural etc. *Hwony (1992)*.

It's therefore, important for one to note that career is about ones professional interest or ambitions in any given field which one wants to execute diligently as a professional or ethically trained person with experience and expertise.

It's also vital for one to note that a career is championed by nature of work one undertakes, the guidance which one accesses, the training which one goes through, the experiences and various practices in different fields of study and work e.g. soldiers, Teachers, Footballers, Musicians, Politicians etc. *(Maslow (1954))*.

In sum therefore, Career development can be based on adult cognitive development as per *Perry's and Kings (1978)* scheme which emphasised the intellectual and ethical career development from colleges, relativism and commitment to relativism. Also, *Benack 1988* and *Neukrug (1993)* also emphasised the fact that Career development can be realised at an advanced level after undertaking some training practices or research.

## **Path**

The concept path was derived from a German word 'paeth' which means to probe or to trace for the base. Generally speaking, the concept path means expressing, arousing or intention to arouse in a given direction.

It's a track or way waned by foot steps or trials implying that a path gives a clear way and the foot steps that the followers must follow in order to reach a given destination or base. *guralnike (1998)*. It also means a cause or manner of conduct thought or procedure developed by one to reach a given destination. It's like a strategy or note taken.

It also means a walk or way for the use of people on foot, as in a pack or gardens. In this context therefore it means people who are following the way in a given field or occupation.

The Concept Path refers to a track that has been made deliberately or made by many people walking over the same ground or following a given direction. It also refers to away through or the spaces ahead of you as you move along. It's also a plan or a series of action that will help one to achieve something especially over along period of time through undertaking particular action trainings or following particular principles *Lord Quirk etal (2005)*. Therefore, there is a great connection between career and the path that one should follow if he/she is to reach a given destination or some diligently in a given field.

## **Development**

The Concept development is derived from the route words develop which refers to grow, adjusts, change positively or advance. *Lord Quirk (2005)*.

Development generally refers to any quantitative and qualitative change in the volume of goods and services produced, consumed and distributed amongst the people in a given countries economy or area. *Prof. Tayebwa (2004)*



Development also refers to a situation where one reduces or removes on the obstacles and challenges in life so that he can live a meaningful life, enjoy better standard of living, improved welfare and have general improvement in all the spheres of life be it political, social, economic cultural technological etc. *Tordaro (1991)*

Therefore, in whichever field that an individual pursues, there is need to see development because it's one of the global aims of man in all his/her attempts and activities he/she indulges in.

There is great need for career path development, which tries to look at the nature and trend or track that, a given worker/employee in any given organization or field is trying to pursue by looking at his or her track record. *glasser (1985)*.

### **Employee**

The concept employee is derived from an English word employ, which refers to the ability of one to recruit or offer an employment opportunity to some body to create a job for others *guralinike (1998)*.

It also refers to the ability to make use of another human resource or technological resource or to keep other factors of production occupied and busy, take up action in time or tension of another one.

Therefore employees refers to those persons qualified, semi qualified, or unqualified who have accepted to undertake a given task of work by the terms set by the employer in order to achieve a given goal at the end.

According to *Lord Quirk (2005)* an employee is someone who is paid to perform any given task or work for someone else e.g. for good workers or public women, private sector, companies, limitations consultancy etc.

There is also need to realise that human beings prefer to look for employment or to be employed which means the condition of having a

paid job or a paying job with better prospects and opportunities *Cole (1995)*.

### **Career Path Development**

According to *American Counselling Association (ACA) (1988)* and *American Psychological Associations (APA) (1989)* codes of ethics and professional issues, it clearly revealed that employees in whichever field prefer to develop ethically, peacefully and professionally as the only way of serving diligently in that field also accessing better remunerations.

In Career Path Development an Employee is subjected to test at the work place as he or she becomes more efficient, effective, and diligent in a given field, such an employee is referred to as developing in that career, *grath (1991) or Grath (1992)*.

In Career Path Development, there is great need, for mental physical, ethical, professional and personal physical development in a given field as one gains more stamina, expertise and experience in performing a given task. *Neukrug (1993)*.

Therefore, in career of Path development the employees/workers must ensure that they are consistent, perfect, diligent, and capable of performing better or improving from a worse situation to a better ones, or seeing an advancement or increase in the quality and quantity of output expected of a worker by the employer.

There are a number of organizations, or agencies owned by government (central government), local governments and government organizations (NGO) as well as private organizations and institutions.

### **Definition of a Career**

A career may be defined as an individually derived sequence of positions occupied by an individual during the course of ones lifetime. This includes the attitudes and behaviours associated with work related activities and experiences. The term career refers both to the way an individual views his or her work experiences and the way an organization

views the series of job position held by the individual. *Don Harvey et al 1996*.

*Wayne F. Cascio 1998* defines a career into perspective of both objective and subjective. In the first perspective, he defines a career as a sequence of position occupied by a person during the course of a lifetime. He defines it as a career consisting of a sense of where one is going in ones work life.

This is the subjective career and this held together by a self-concept that consists of;

1. Perceived talent and abilities
2. Basic values
3. Career motives and needs

Both of these perspectives focus on the individuals. They assume that people have some degree of control over there destines and that they can manipulate opportunities in order to maximise the success and satisfaction derived from their careers. They assume further that HR activities should recognise career stages and assist employees with the development funds they face at each stage.

Career planning is therefore important because the consequences of career success or failure are linked close to each individual self-concept, identify and satisfaction with career and life.

### **Definition of Career Path Development**

Career Path Development in organizations therefore is the application of opportunities for people to progress and develop their positions occupied by particular individuals. The element of career management is the provision of learning developing opportunities, career planning and management succession planning. *Don Harvey (1996)*.

### **Local Government**

A local government refers to Local Councils established under Local Government Act that are autonomous with perpetual powers of succession i.e. it can sue and be sued in its corporate name. Local Government Act, Cap 243.

Local governments can also refer to any federal government, which is authorised to perform some political administrative, fiscal and market powers.

Local governments refers to those smaller administrative units below that of the central government which have a smaller administrative areas of jurisdictions. Thus from region, districts, counties, sub counties.

According to the revised local Government Act Cap 243, local governments are divided into two thus urban local governments, which can be classified as cities, municipalities, divisions and the rural local governments that are comprised of districts and sub counties.

The local governments are administratively authorised to recruit, promote, demote, discipline, fire, promote capacity and career building of any person recruited by the district service commission on the behalf of the public service commission to under take such administrative duties in that particular lower Local Government Administration through devolution, deconcentration, decongestion and privatisation forms.

### **2.8 Summary**

In this chapter, the researcher reviewed the relevant literature and theories about career path development strategies and stages, their weaknesses and strength as per the previous researchers, how career path development has enhanced performance of workers in Bugiri District Local Government Administration, how it had ineffectively influenced performance and their existing measures to curb it.

## CHAPTER THREE: METHODOLOGY

### 3.0 Over View

In this chapter, the researcher gives systematic methods, which the study followed in undertaking the research. The research design, information about the area of study, sampling procedures, research tools and data analysis methods among others are fully described.

### 3.1 Research Design

The researcher employed both descriptive and non descriptive field surveys. This means that the study was not done under strictly controlled laboratory conditions, but its results were due to direct interactions with the respondents under less strictly controlled environment.

The researcher also used an evaluation research , basing on historical and exposit fact to design methods which were identified as being empirical and suited enough to enable him obtain the relevant data needed.

The researcher used both the quantitative and qualitative data based on the case study of Bugiri District.

### 3.2 Study Population

*Sekaran (2003)* defined research population as a method of establishing or determining the appropriate number of respondents (primary respondents) to be involved in the study.

The study population included District Technical Officials from various departments such as community, Administration and Personnel, police and prisons, agriculture, environment and forestry, finance and accounting health and education departments hence making a sample size of 4043 respondents from Bugiri District Local Government Administration departments.

### 3.3 Sample Size

The sampled size will be of 3614 respondents who will be selected randomly from the various departments of Bugiri District local Government as shown below : -

**Table :The Sampling Size/Population According to Departments.**

No.	Category of respondents as per the departments	Target population	N	Sample size
1	General Administration, Police and Prisons	991	0.24	895
2	Treasury and Finance	17	0.004	15
3	Environment, Agriculture and Production	63	0.015	58
4	Education	2312	0.57	2312
5	Works and Engineering	8	0.001	7
6	Community Development and Culture	92	0.002	84
7	Health and Medical	297	0.07	274
8	Support staff	167	0.04	149
	<b>Total</b>	<b>4043</b>	<b>0.89</b>	<b>3614</b>

The researcher used a combination of random sampling and non-random sampling. Random sampling (probability sampling) was done putting into account the social – economic features of the sample population, random sampling was majority applied to the staff in the community, administration and personnel, health, police and prisons, agriculture, production and natural resources, finance and accounting department specifically using stratified sampling techniques due to the heterogeneous nature of the study population.

### 3.4 Random Sampling

Sampling procedures and non random sampling procedures were used by the researcher so as to obtain the varied study population and size were used by the , stratified sampling was used in the 8 departments because the sampling population was heterogeneous in nature and it involved the

community, administration, health, treasury, works, education and agriculture.

The non random sampling technique (purposive) was used in order to elicit key information from key respondents in the above mentioned departments especially the support staff were selected using this criteria as shown below :-

On the other hand, non-random sampling technique (purposive sampling) was used specifically to the senior management staff and those at the helm of capacity building in the organization, with the purpose of enlisting key information.

Relying on table I above, for determining the sampling size, by Morgan and Krejue (1970) where the sampling population was 61 and the sampling size was 53 as calculated in details below.

General Administration, Police and Prisons	– N <sub>1</sub>
Treasury	– N <sub>2</sub>
Environment, Agriculture and Production	– N <sub>3</sub>
Education	– N <sub>4</sub>
Works and Engineering	– N <sub>5</sub>
Community Development and Culture	- N <sub>6</sub>
Health Services	– N <sub>7</sub>
Support staff	- N <sub>8</sub>

Using the formula 
$$\left( \frac{N_1}{TP} \times (SZ) \right)$$

$$\begin{aligned}
 \text{So; } N_1 &= 991/4043 = 0.29 (n) \times 3614 = 895 \\
 N_2 &= 17/4043 = 0.004 (n) \times 3614 = 15 \\
 N_3 &= 63/4043 = 0.015 (n) \times 3614 = 58 \\
 N_4 &= 2312/4043 = 0.57 (n) \times 3614 = 2132 \\
 N_5 &= 8/4043 = 0.001 (n) \times 3614 = 7 \\
 N_6 &= 92/4043 = 0.02 (n) \times 3614 = 84 \\
 N_7 &= 274/4043 = 0.07 (n) \times 3614 = 274
 \end{aligned}$$

$$N_8 = \frac{167}{4043} = 0.04 \times 3614 = 149$$

Where  $N_1=991$ ,  $N_2=17$ ,  $N_3=63$ ,  $N_4 = 2312$ ,  $N_5 = 8$ ,  $N_6 = 92$ ,  $N_7 = 274$ . TP = 4043 and SZ = 3614.

This research was conducted at Bugiri District Headquarters including Bugiri Town Council. The study area was chosen because the researcher was well versed with most of the workers at the district and the area was easy to access and obtain relevant data.

### 3.5 Instruments

The researcher employed a number of instruments to collect data. The questionnaire was arguably the main tool in which both structured, semi structured and open ended questions were designed to elicit information. Other instruments used in data collection included:- observations, focused group discussions, interview guides etc.

### 3.6 Reliability and Validity

According to Dr. Thamlongom (2005) reliability refers to the ability to ensure that the instruments used can be in position to seek for the same information or remain objective enough to enable the researcher realise the needed information as per the specific objectives of the study.

In order to ensure reliability a lot of care and diligence was taken in designing the questionnaires; consultations were also made with people who had undertaken similar studies/research on related topics.

The questionnaire was further designed under strict guidance of my supervisor. The questions were further pilot tested in the study area in order to ensure reliability and consistence.

It was further computed using Cronbach Alpha Coefficient value/ formular of Coefficient value, the reliability was found to be 0.84.



### **Validity**

Validity refers to the extent to which the instruments used during the study measures the issues they are intended to measure. Guba & Lincoln (1989).

To ensure validity, instruments were developed under close supervision of the supervisor, after questions were developed, they were later pre-tested. This helped in removing ambiguous questions from the questionnaires which was later re-aligned with the study objectives.

The researcher applied content validity to measure/ determine the validity of the instrument and the formula that was used.

$$\frac{\text{CVI number of items related as relevant}}{\text{Total number of questions in the questionnaires.}}$$

It was found to be 0.89 hence making it valid.

### **3.7 Data Gathering Procedures**

After approval of the research proposal, the researcher was permitted to go ahead and collect data from the field where by he was given an introduction letter from the School of Graduate Studies, Research Department which was used as a legal document to allow the researcher to interact with the respondents identified.

**After which the questionnaires were distributed to the right respondents and collected data.**

### **3.8 Data Analysis**

The researcher reduced the data to an intelligible and interpretable form. In analysing data, quantitative and qualitative techniques were used.

Under quantitative data analysis, the researcher organized, edited, classified and tabulated the information gathered from the study area. In editing the researcher checked the raw data for accuracy, usefulness and

completeness. Data was classified basing on the respondent's social and economic variables such as gender, age and education level.

Under quantitative analysis data was organised in order to discover the inherent facts. The researcher carefully studied the data to explore new

Facts about the problems under survey. Frequency tables, bar charts and pie chart were used to present findings. A statistical package like SPSS was used to analyse and establish the relationship between the variables as Dr. N Thomlongom (2005)

### **3.9 Ethical Considerations**

The researcher was well versed with all the principles and ethics of research which helped him to explain to his respondents about the purpose of research as being purely academic and that the information was going to be treated confidentially such that it does not cause any physical or psychological harm to the participants in the investigations.

### **3.10 Study Limitations**

The researcher encountered the problem of some respondents with holding the information for fear that he was spying them so that they can be retrenched or down sized but the researcher properly explained to the respondents that the purpose of the study was academic and that it wasn't going to cause any future harm to them .

More to the above there was also a problem of the respondents not disclosing their proper academic qualifications in relation to the department where they have heading or working since others were under qualified but one wonders how they obtained such offices , for example some sun county chiefs were owing degrees of Education , but the researcher bunt confidence in them and promised not to disclose this information to any howly as he proved to be following the principle of honesty disclosure of data.

Lastly there was a limitation of rain which made some respondents not to appear on the agreed upon days and time but the researcher was patient

enough and kept on re-arraigning new programs with respondents until the needed data was obtained.

## **CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND INTERPRETATION**

### **4.0 Over view**

In this chapter, the researcher presents analyses and interprets the research findings about the study. The research findings are presented according to the study objectives that guided the study specifically:-

- a) Career path developed by the workers in Bugiri District Local Government.
- b) Career development stages
- c) Effects of career path development on the performance or workers.
- d) Factors hindering career path development.

### **4.1 Demographic Characteristics of the Respondents.**

The researcher based his findings on four major variables of the characteristics of the respondents, which included the sex, age, education status, working experience and the departments in which they served as presented below.

#### **4.1.1 Sex of the Respondents**

It was also revealed that female sex were the minority with a representative figure of 1554 (43%) and the males accounted to 2060 (57%) making a variance of 506 (14%) between males and females.

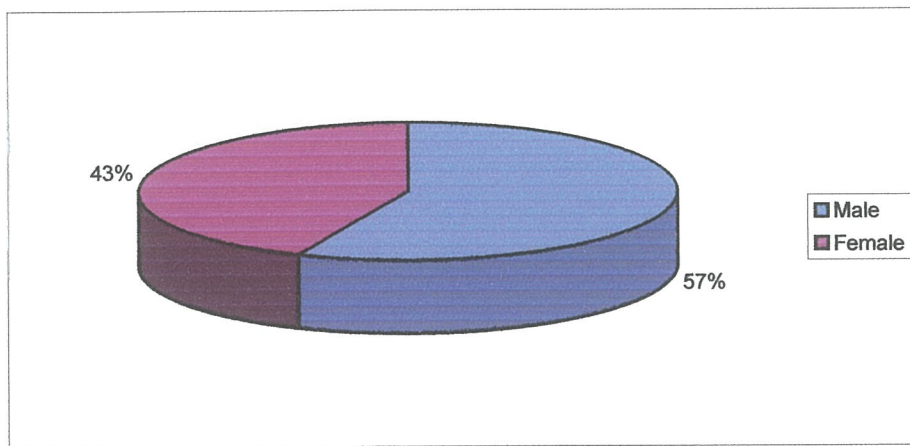
From the analysis, of the table, the researcher realised that there was gender awareness in the district as the females were also recruited in public service and even given senior positions as the researcher found out especially in administration, finance and medical departments.

The researcher also noted that female sex were a few and were dominated by the male with the 57% over the 43% and this variance is perhaps attributed to the bad culture of not wanting to educate the girl child especially at higher institution of learning as one of the reasons which has hindered gender balance and equity in the public service.

From the table below, the researcher found out that the male sex 30 (57%) dominated the staff members in working under Bugiri District Local Administration.

**Table showing the sex of respondents**

No.	Sex	Number of Respondents	%
1	Male	2060	57
2	Female	1554	43
	<b>Total</b>	<b>3614</b>	<b>100</b>



**Figure 1: Sex of the Respondents**

#### **4.1.2 Respondents by Age.**

In order to ensure that views were gathered from the right respondents as per the objectives of the study, the researcher ensured that age brackets of the respondents who were the employees of the Bugiri District Local Government were considered and the following age brackets were realised.

The researcher found out that majority of the respondents 1699 (47%) were in the age bracket of 25 – 35 and they were followed up by 1301 (36%) who were in the age bracket of 36 – 45.

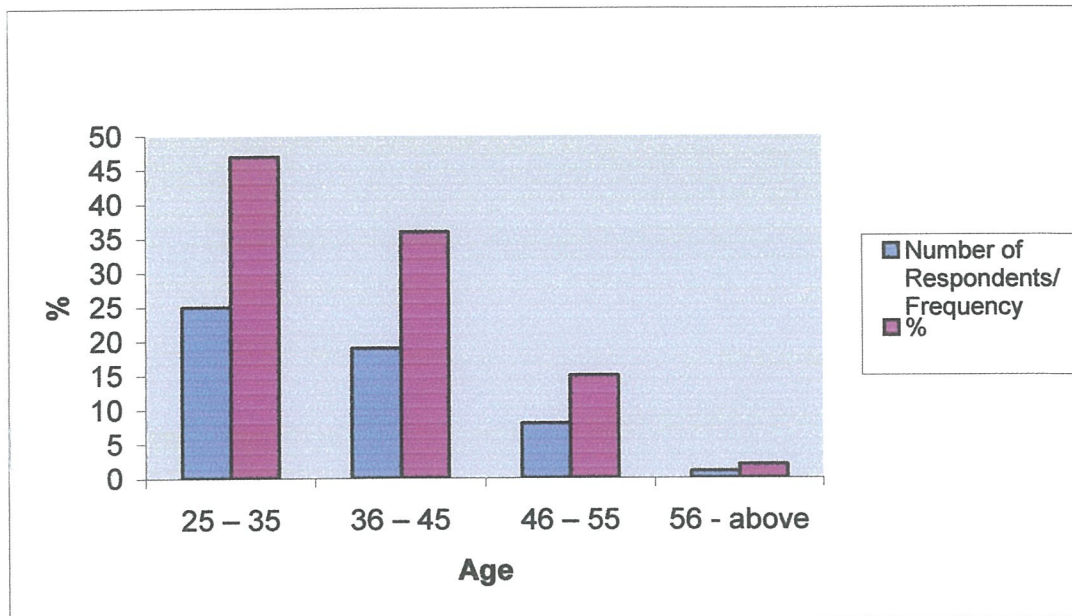
It was also realised that very few respondents 614 (17%) were above the age 46 and out of whom majority 542 (15%) were in the age bracket of 46 – 55 while the minority 72 (2%) were in the age bracket of 56 - above.

The researcher also realised from the findings that the majority of the respondents were now in service and did not have the working experience of more than 10 years. They were fresh graduates from various tertiary institutions and universities.

Research also revealed that district employ people above 25 years because no respondent was recorded below the age of 25 years. This is perhaps to the demand of the District service commission, which requires people of mature age and good working experience, which majority of the fresh graduates lack by that time.

**Table showing age brackets of the respondents.**

<b>Age brackets</b>	<b>Male</b>	<b>%</b>	<b>Female</b>	<b>%</b>	<b>Total population</b>	<b>%</b>
25 – 35	1021	28	687	19	1699	47
36 – 45	687	19	614	17	1301	36
46 – 55	289	8	253	7	542	15
56 above	72	02	0	0	72	02
<b>Total</b>	<b>2060</b>	<b>57</b>	<b>1554</b>	<b>43</b>	<b>3614</b>	<b>100</b>



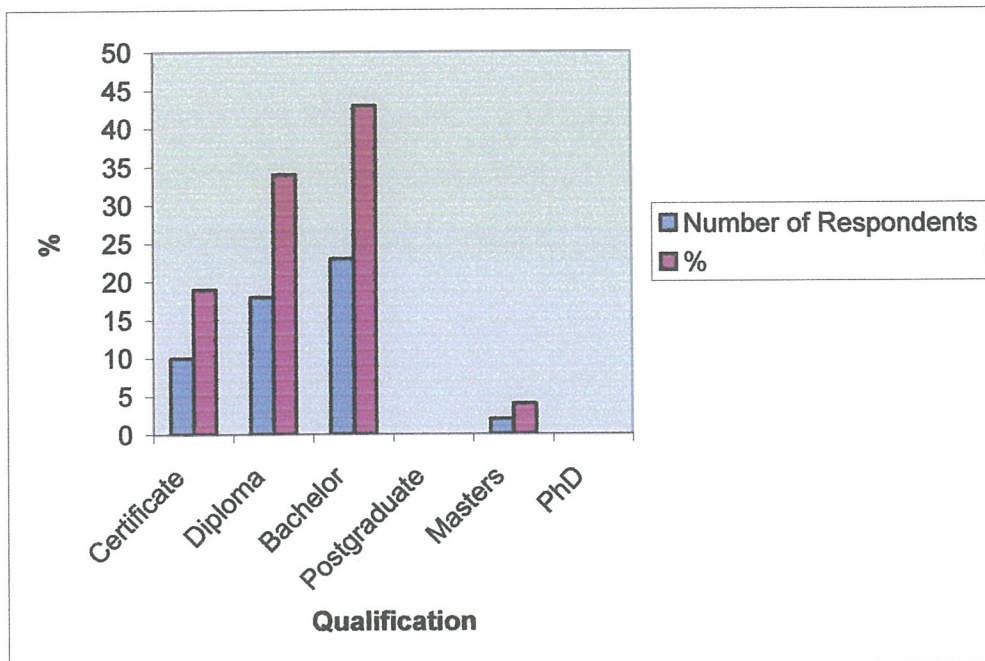
**Figure 1. Respondents by Age**

#### **4.1.3 Respondents by Education Level.**

From the respondents interviewed the highest level of education attained was Bachelor's degree as this accounted for 1554 (43%), Diploma 1229 (34%), Certificate 689 (19%) and Masters 145 (4%).

**Table showing the Education Status of respondents.**

<b>Qualifications</b>	<b>Male</b>	<b>%</b>	<b>Female</b>	<b>%</b>	<b>Total no. of respondents</b>	<b>%</b>
Certificate	867	24	578	16	1446	40
Diploma	614	17	542	15	1156	32
Bachelor	398	11	289	8	687	19
Postgraduate	0	0	108	3	108	3
Masters	145	4	72	2	217	6
PhD	0	0	0	0	0	0
<b>Total</b>	<b>2024</b>	<b>56</b>	<b>1590</b>	<b>44</b>	<b>3614</b>	<b>100</b>



**Graph 2 Education Status**

The findings revealed that the majority of the respondents (employees) in Bugiri District Local Administration possess Bachelors degree 1554 (43%) in different fields, and they were followed by 1229 (34%) who were having diplomas in different fields.

They were also followed by 687 (19%) who owned certificate and the minority of the respondents 145 (4%) possessed masters' degrees. While none of the respondents owned a postgraduate diploma or a PhD.

#### **4.1.4 Profession of respondents.**

The study established that workers in Bugiri District Local Administration were classified under 8 departments that included the Administration department, Finance, Community, Environment and Agriculture, Works and Engineering department, Medical, Education and Police and Prisons departments.



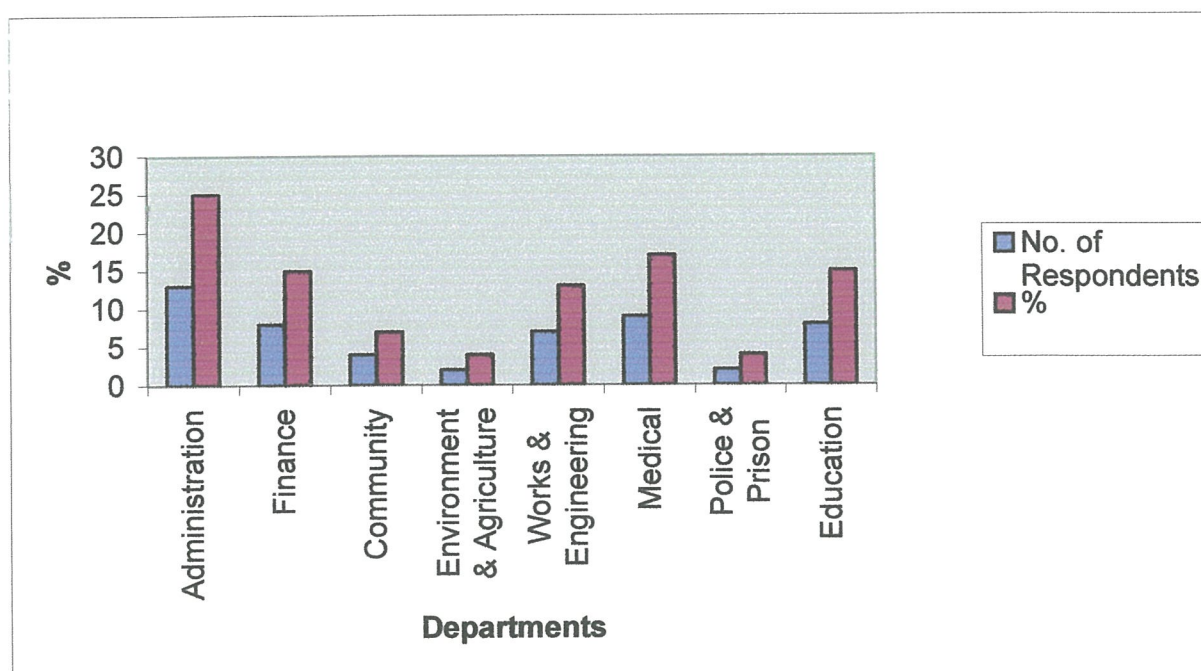
It also showed that the workers were given titles of being officers as per designation such as administrators like Chief Administrative Officer (CAO) Assistant Chief Administrative Officer (ACAO), Finance Officer (FO), Salary Officer (SO), Assistant Community Development Officer (ACDO), Environment Officer (EO), Agricultural Officer (AO), Workers Engineer (WE), Medical Officer (MO), Teachers Education Officer (TEO), Prison and Police Officers ( PO).

Below is a tabular presentation of the findings of the social demographic characteristics of departments and designation.

**Table (5) Types of Departments**

<b>Department</b>	<b>Male</b>	<b>%</b>	<b>Female</b>	<b>%</b>	<b>Total no. of respondents</b>	<b>%</b>
General Administration, Police and Prisons	687	19	361	10	1048	29
Finance and Treasury	325	9	217	6	542	15
Environment, Agriculture and Production	181	5	72	2	253	07
Works and Engineering	145	4	0	0	145	04
Health and Medical	253	7	217	6	470	13
Education	325	9	289	8	614	17
Community Development and Culture	289	8	253	7	542	15
<b>Total</b>	<b>2205</b>	<b>61</b>	<b>1409</b>	<b>39</b>	<b>3614</b>	<b>100</b>

**Graph 3: Showing Types of Departments**



The researcher found out that majority of the respondents in Bugiri District Local Administration 904 (25%) was in the administrative positions such as Chief Administrative Officer, Deputy Chief Administrative Officer, ACAO, Senior Administrative Secretaries and Clerical officers.

They were also followed by the medical department, which had 614 (17%) of the respondents who were working under the Health department. They included the District Director of Health Services (DDHS) Health educators, District Health Inspector (DHI), District Medical Officers among others. This was so because of the great work in the medical department such as distributing of drugs, storing of drugs, procuring of drugs, inspecting performance of workers, insuring that the welfare of the medical workers is improved upon and finally organizing medical workshops and seminars.

#### **4.1.5 The Working Experience of the Respondents.**

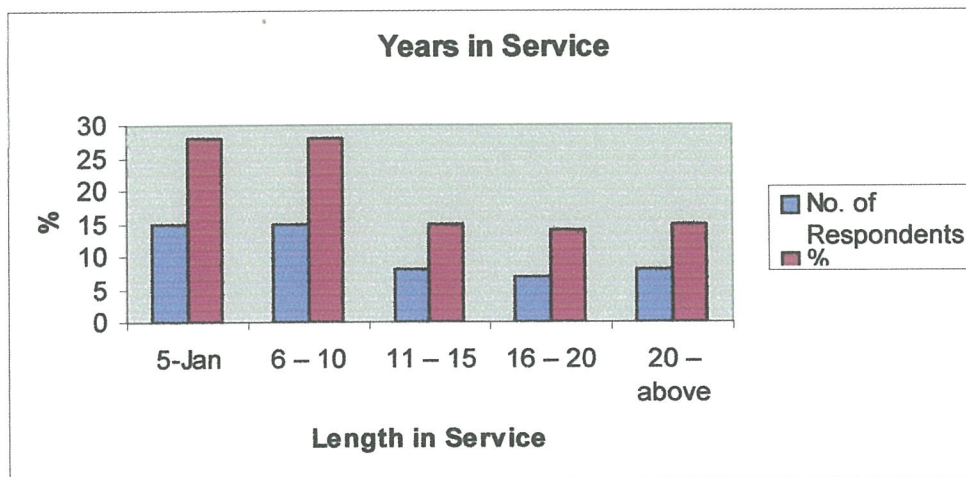
When the researcher inquired from the respondents their working experience, it was revealed that majority of the employees/respondents had

various working and experiences such as 1 – 5 years, 6 – 10 years, 11 – 15 years, 16 – 20 years and 20 and above as shown in the table below.

**Table (6) representing the responses about the years in service.**

Length in Service	Male	%	Female	%	Total no. of respondents	%
1- 5	687	19	325	9	1012	28
6 – 10	10687	19	325	9	1012	28
11 – 15	4289	8	253	7	542	15
16 – 20	4289	8	217	6	506	14
20 – above	4289	8	253	7	542	15
<b>Total</b>	<b>2241</b>	<b>62</b>	<b>1373</b>	<b>38</b>	<b>3614</b>	<b>100</b>

**Graph 4: Years in Service**



The research revealed that, majority of the respondents were in between the working experience of 1 – 10 years with 1012 (28%) respectively of the age brackets of 1 – 5 and 6 – 10 years.

#### 4.2.1 Responses about the career being perused by the respondents

The researcher found out that in Bugiri local government administration the different employees were undertaking different career such as teaching administration , social different career such as teaching , administration , social work , health related career , agriculture , environment , engineering among others as explained in the table below

**Table showing the various career**

No.	Career	No. of respondents	%	Total
1	Teaching	2132	59	3132
2	Accounts auditing	15	0.4	15
3	Environment and agriculture	58	2	58
4	Engineering	7	0.2	7
5	Social work	84	2.3	84
6	Doctors and nurses	274	8	274
7	Drivers	20	1	20
8	Porters	59	2	59
9	Secretaries	50	1.3	50
10	Cleaners	20	1	20
	<b>Total</b>	<b>3614</b>	<b>100</b>	<b>3614</b>

The study revealed that Majority of the respondents were pursuing education /teaching careers with 59% , they were followed by the health workers who included doctors , dentists , clinical officers , nurses and psychologists who were 274(8%) , the social workers followed with 2.3 of the environment , agriculturalists or extension officers and the procurement officers followed with 2 of respondents like porters . While the accountants, secretaries and drivers , cleaners were very few with a negligible of others inclusive

This showed that many of the district workers are junior and have just joined service and it clearly rhymed with the age brackets where majority were in between 25 – 35.

It was also revealed that in the recent years, Bugiri District Local Administration has recruited more staff 56% of its staff today while those who were recruited in 10 years and above were only 44%. These included those between the working experience of 11 – 15, 16 – 20 and 20 and above. It was also revealed that the employees who were in the working experience of between 11 – 15 and 20 and above were 289 (15%) respectively and this could be attributed to two important reasons.

- (i) Over decentralization in the recent years.
- (ii) High rate of job retention in the public service during the previous years.

#### **4.2 The Career Development influencing factors**

The first objective of the study was to establish the career path development strategies existing in Bugiri District. During the study, respondents revealed that several career path development strategies existed in Bugiri District Administration.

The policies included; capacity building, promotions, organizational structure, specialization, delegated assignments, job analysis, job description, on job training, reporting format, monitoring and evaluation, confirmations, transfers and above all study tour and visits.

The respondents' views regarding the career path development strategies in Bugiri District Administration are shown in Table (VII).

**Table (7) Factors influencing Development of employees in Bugiri**

No.	Category of Strategy	Number of Respondents											
		SA	%	A	%	N	%	DA	%	SDA	%	TT	%
1	Policies	542	15	2313	64	289	8	145	4	325	9	3614	100
2	Capacity Building	1156	32	1879	53	217	6	145	4	217	6	11	100
3	Promotions	289	8	1879	52	687	19	542	15	217	6	11	100
4	Organizational Structure	1012	28	1771	49	325	9	145	4	361	10	3614	100
5	Specialization	687	19	2096	58	398	11	217	6	217	6	53	100
6	Delegation Assignment	578	16	2096	58	361	10	289	8	289	8	3614	100
7	Job Analysis	470	13	1771	49	759	21	325	9	145	4	53	100
8	Job Description	159	21	2060	57	470	13	181	5	145	4	53	100
9	On Job Training	542	15	1843	51	542	15	687	19	0	0	53	100
10	Reporting Format	542	15	2060	57	687	19	687	19	0	0	53	100
11	Monitoring & Evaluation	614	17	1554	43	59	21	398	11	289	8	53	100
12	Confirmation	1229	34	1843	51	398	11	145	4	0	0	53	100
13	Transfer	940	26	2060	57	181	5	398	11	36	1	53	100
14	Study Tour & Visits	0	0	0	0	0	0	2458	68	1156	32	3614	100

In table VII, respondents were required to rank the career path development strategies existent in Bugiri District into strongly agree (SA), agree (A), neutral (N), disagree (D), strongly disagree (SD). Consequently, the major career path development strategy that existed in Bugiri District Local Government were confirmations with accumulative percentage of (85%) and capacity building with accumulative percentage of (85%) respectively.

This was revealed by majority 85% out of whom 1915 (53%) agreed and 1156 (32%) strongly agreed, 217 (6%) respectively remained neutral and strongly disagreed respectively while the minority 72 (4%) disagreed, other career path development strategies included:-

The policies guidelines for developing career path development were also used as strategies for promoting career path development and it was

realised that majority 2494 (69%) of the respondents agreed with policies as a strategy for promoting career path development out of whom majority 1952 (54%) agreed, 542 (15%) strongly agreed, 325 (9%) strongly disagreed with it 289 (8%) remained neutral while the minority 145 (4%) disagreed with it.

Other career path development strategies in Bugiri District included job analysis which was revealed by 13% who strongly agreed, 49% agreed while 21% were neutral and 13% disagreed and strongly disagreed respectively.

Further more, the investigator found that the majority 2421 (67%) of the respondents agreed with promotions as a strategy for promoting career path development out of whom 542 (15%) strongly agreed with it followed by 687 (19%) who remained neutral then the minority 760 (21%) disagreed with it out of whom 217 (6%) strongly disagreed with promotions as a strategy of promoting career development. Promotion were used as a strategy for promoting career development among the workers in Bugiri District Local Government Administration

The research also revealed that confirmations were used as a strategy for promoting career path development 45 (85%) of the respondents agreed with it, out of whom 18 (34%) strongly agreed with it, 6(11%) remained neutral while the minority 2 (4%) disagreed with it and non (0%) strongly disagreed with confirmations as a strategy for promoting career path development.

It was also discovered that other strategies for career path development included study tours and visits, transfers, monitoring and evaluation, reporting format, on job training, job descriptions, organization structure, delegations and nature of assignments as shown in the graph below.

The above findings were validated by results of regression analysis in table VII which established that policies at better coefficient of 10.179 remained

a significant predictor as a career path development strategy for employees compared to confirmation after recruitment and selections.

Policies were followed by specialisation at *beta* coefficient (3.803), delegation at *beta* coefficient (1.970) of responsibility and capacity building as career development strategies, expectations and administration by workers (1.062) were the next highest predictors of workers in Bugiri. See correlation table below:-

## CORRELATION

Table (VIII): Showing Correlation and Career Development Strategies

	Policies	Capacity Building	Promotion	Organizational Structure	Specialisation	Delegation Assignment	Job Anal.	Job Description	On Job Training	Report. Format	M & E	Confirmation	Transfer
Policies	1												
Capacity Building	0.8527	1											
Promotion	0.8699	0.8300	1										
Organizational Structure	0.9478	0.8960	0.8741	1									
Specialisation	0.9522	0.8769	0.8844	0.9471	1								
Delegation Assignment	0.9592	0.8846	0.8914	0.9420	0.9629	1							
Job Analysis	0.9094	0.8404	0.9174	0.8939	0.9072	0.9177	1						
Job Description	0.9328	0.8705	0.8747	0.9449	0.9733	0.9455	0.9027	1					
On Job Training	0.8285	0.7229	0.9039	0.8211	0.8220	0.8551	0.8869	0.8136	1				
Reporting Format	0.8859	0.7492	0.8662	0.8656	0.8815	0.8990	0.9145	0.8559	0.9305	1			
Monitoring & Evaluation	0.9424	0.8566	0.8570	0.9024	0.9463	0.9601	0.8870	0.9325	0.8306	0.8702	1		
Confirmation	0.8377	0.9255	0.8365	0.9020	0.8622	0.8604	0.8280	0.8533	0.8041	0.8178	0.8520	1	
Transfer	0.9257	0.9006	0.8553	0.9618	0.9216	0.9212	0.8863	0.9206	0.8013	0.8301	0.9145	0.8899	1

Source: Study Findings

Based on the table above, it was established that there is a stronger correlation between Job description and specialization, followed by Transfer and organizational structure, and Monitoring and evaluation and delegation of assignments. These above constituted that major strategies of career development among staff.

## REGRESSION

Table (IX): Showing Regression of Career Path Development Strategies



<i>Regression Statistics</i>								
Multiple R	0.9752							
R Square	0.9511							
Adjusted R Square	0.9348							
Standard Error	3.9438							
Observations	53							
<i>ANOVA</i>								
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>			
Regression	13	11795.4179	907.3398	58.3371	2.12825E-21			
Residual	39	606.5821	15.5534					
Total	52	12402						
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	102.1750	5.0995	20.0364	0.0000	91.8604	112.4897	91.8604	112.4897
Policies	10.1790	2.3758	4.2845	0.0001	5.3735	14.9844	5.3735	14.9844
Capacity Building	0.3449	2.1350	0.1616	0.8725	-3.9735	4.6634	-3.9735	4.6634
Promotions	-3.2829	1.7801	-1.8442	0.0728	-6.8836	0.3177	-6.8836	0.3177
Organizational Structure	-2.3995	2.9401	-0.8161	0.4194	-8.3463	3.5473	-8.3463	3.5473
Specialization	3.8035	3.1828	1.1950	0.2393	-2.6343	10.2413	-2.6343	10.2413
Delegation Assignment	1.9704	2.9441	0.6693	0.5073	-3.9846	7.9253	-3.9846	7.9253
Job Analysis	-2.6944	2.1594	-1.2478	0.2196	-7.0622	1.6734	-7.0622	1.6734
Job Description	-5.0537	2.8537	-1.7709	0.0844	-10.8258	0.7184	-10.8258	0.7184
On Job Training	-4.0451	2.1093	-1.9178	0.0625	-8.3115	0.2213	-8.3115	0.2213
Reporting Format	-5.5252	2.6975	-2.0483	0.0473	-10.9814	-0.0690	-10.9814	-0.0690
Monitoring & Evaluation	-3.0520	3.4604	-0.8820	0.3832	-10.0514	3.9474	-10.0514	3.9474
Confirmation	-5.7073	2.6948	-2.1179	0.0406	-11.1580	-0.2566	-11.1580	-0.2566
Transfer	-3.9920	2.5064	-1.5927	0.1193	-9.0617	1.0778	-9.0617	1.0778

Source: Study Findings

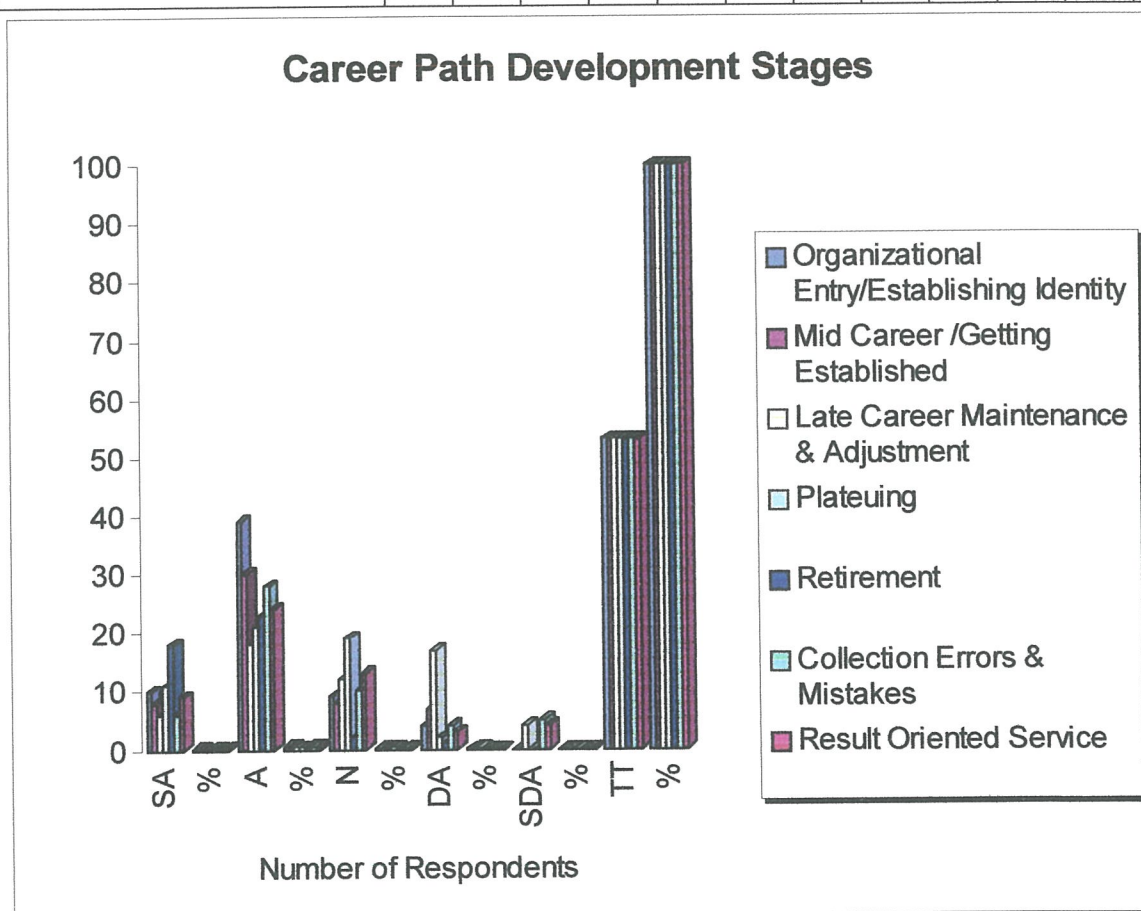
Based on a regression analysis, it was established that policies remained a significant predictor as a career development strategy for employees compared with confirmation after recruitment and selection.

#### 4.3 The Existing Career Development Stages in Bugiri District Local Administration.

When the researcher inquired from the respondents about the existing career development stages, it was found out there existed organizational entry/establishing of identity, mid career /getting established. Late career maintenance and adjustment, plateauing and retirement age as this was explained by the key respondents in the administration department, community department, principle personnel among others as shown in the table below:

**Table (10) Stages of Career Development in Bugiri District Local Government Administration.**

No.	Stages of Career Path	Number of Respondents											
		SA	%	A	%	N	%	DA	%	SDA	%	TT	%
1	Organizational Entry/Establishing Identity	651	18	2096	58	578	16	289	8	0	0	3614	100
2	Mid Career /Getting Established	542	15	2060	57	542	15	542	13	0	0		100
3	Late Career Maintenance & Adjustment	398	11	1229	34	831	23	867	24	89	8		100
4	Plateuing	760	21	1409	39	1301	36	145	4	0	0		100
5	Retirement	1229	34	2168	60	145	4	72	2	0	0		100
6	Collection Errors & Mistakes	398	11	1789	53	689	19	289	8	325	9		100
7	Result Oriented Service	614	17	1952	45	904	25	181	5	289	8	3614	100



**Graph 5: Showing Career Development Stages**

It was realised from the field that majority of the respondents 2747 (76%) out of whom 651(18%) strongly agreed with the fact that organizational entry and establishing identity was a stage in career path development, it

was followed by 578 (16%) of the respondents who remained neutral followed by the minority 289 (8%) who disagreed with it while non of the respondents strongly disagreed (0%).

Therefore the results showed that the first stage in career path development is getting recruited in to the organization and establishing identity/organizational entry.

Also in stages of career path development as an objective of the study, respondents mentioned mid career or getting established as a stage in career path development as majority 2602 (72%) agreed with it out of whom 8 (15%) strongly agreed with it, 8 (15%) remained neutral and the minority 470 (13%) disagreed with it and non (0%) strongly disagreed with it.

Therefore results from the table X proved that, mid career or getting established was a stage in career path development among the workers in Bugiri District Local Administration. The above results was validated by the correlation and regression results below:-

Table (XI): Correlation and Stages of Career path development

	Organizational Entry / Establishing Identity	Mid Career / Getting Established	Late Career Maintenance & Adjustment	Plateuing	Retirement	Collection Errors & Mistakes	Result Orientated Service
Organizational Entry/Establishing Identity	1						
Mid Career/Getting Established	0.6140	1					
Late Career Maintenance & Adjustment	0.4498	0.7830	1				
Plateuing	0.6555	0.8376	<b>0.8428</b>	1			
Retirement	<b>0.6588</b>	0.8257	0.7870	0.8265	1		
Collection Errors & Mistakes	0.5042	0.9223	0.7905	0.8203	0.7598	1	
Result Orientated Service	0.5795	<b>0.9315</b>	0.7964	<b>0.8842</b>	<b>0.7764</b>	<b>0.9489</b>	1

It was established that results oriented service was strongly correlated to correction of errors and mistakes as a stage of career development compared with organizational entry and late career maintenance and adjustment.

Table (XII): Showing Regression of the Stages of Career Path Development

<i>Regression Statistics</i>								
Multiple R	0.9808							
R Square	0.9620							
Adjusted R Square	0.9572							
Standard Error	3.7929							
Observations	63							
ANOVA								
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>			
Regression	7	20040.7499	2862.9643	199.0054	1.10015E-36			
Residual	55	791.2501	14.3864					
Total	62	20832						
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	119.9027	2.8887	41.5075	0.0000	114.1136	125.6917	114.1136	125.6917
Organizational Entry/Establishing Identity	-6.9124	0.8260	-8.3683	0.0000	-8.5678	-5.2570	-8.5678	-5.2570
Mid Career/Getting Established	-2.0812	1.8870	-1.1029	0.2749	-5.8629	1.7005	-5.8629	1.7005
Late Career Maintenance & Adjustment	-3.1573	0.9708	-3.2524	0.0020	-5.1027	-1.2118	-5.1027	-1.2118
Plateauing	-5.4634	1.7222	-3.1723	0.0025	-8.9148	-2.0120	-8.9148	-2.0120
Retirement	-7.8022	1.2695	-6.1458	0.0000	-10.3463	-5.2580	-10.3463	-5.2580
Collection Errors & Mistakes	-1.4346	1.6807	-0.8536	0.3970	-4.8029	1.9336	-4.8029	1.9336

Organizational entry was a weaker stage in the stages of employee development compared to correction of errors and mistakes that was stronger though weak scale.

Further more, it was discovered that late career maintenance and adjustment was a stage in career path development as majority 1626 (45%) of the respondents put it out of whom 398 (11%) strongly agreed followed by 867 (24%) of the respondents who disagreed with it, 831 (23%) of the respondents remained neutral while the minority 289 (8%) strongly disagreed with it.

Other stages in career path development included plateauing, retirement, result oriented service and collection of errors and mistakes.

#### 4.4 How Career Development has enhanced the Development of workers in Bugiri Local Administration.

The research established that career path development has enhanced the development of workers in a number of ways such as decision making, planning and budgeting, reporting format, implementation of work, effectiveness and efficiency, accountability, diligent service, rapport, management of organization resources, punctuality and quick service delivery, correction of errors and mistakes and becoming result oriented in the service delivery as reflected in the table below.

**Table (XIII) Career Development has enhanced the Development of Workers in Bugiri District.**

No.	CPD & Enhancement of performance	SA	%	A	%	N	%	D	%	SD	%	Total number of respondents	%
1	Decision making	1373	38%	1156	32%	470	13%	470	13%	145	4%	3614	100
2	Planning and Budgeting	1373	38%	1373	38%	325	9%	325	9%	217	6%	3614	100
3	Reporting format	542	15%	2132	59%	181	5%	687	19%	72	2%	3614	100
4	Implementation of work	614	17%	2132	59%	325	9%	325	9%	217	6%	3614	100
5	Effectiveness & Efficiency	614	17%	2060	57%	325	9%	389	11%	217	6%	3614	100
6	Accountabilities	940	26%	1879	52%	398	11%	145	4%	72	2%	3614	100
7	Deligent service	325	9%	1771	49%	614	17%	578	16%	325	9%	3614	100
8	Rapport	831	23%	1554	43%	723	20%	289	8%	217	6%	3614	100
9	Management of the organization resources	904	25%	1626	45%	723	20%	289	8%	72	2%	3614	100

**Source: Study Findings**

During the study majority 2530 (70%) of the respondents indicated that career path development enhances decision making of the worker as majority 1373 (38%) strongly agreed with it, 470 (13%) of the respondents remained neutral and others disagreed respectively whereas only minority 145 (4%) strongly disagreed with it. indicated that decision making can be improved upon as one continues to pursue the same career as this was said by the District Planning Officer and the chief Administrative Officer especially over conflict resolution and management and delegation of work.

Further more, on the objective of how career path development had enhanced performance of workers in Bugiri Local Government

Administration, it was established that, their planning and budgeting skills had improved as this was reflected by majority 2747 (76%) out of whom 1373 (38%) strongly agreed and agreed respectively followed by 325 (9%) who remained neutral.

Minority 217(6%) strongly disagreed with it and their argument were that planning is a natural science and not a career in the real sense because so many people without professional careers can plan better for organizations as compared to some managers only that they are not given chance to express their views.

Therefore, the findings proved that planning and budgeting can be improved upon as one continues to pursue the same career just like the reporting format where the majority 2674 (74%) of the respondents agreed with it out of whom 904 (25%) strongly agreed with it followed by 687 (19%) who disagreed with it, 180 (5%) remained neutral while 72 (2%) strongly disagreed with it on ground that their might develop familiarity in the reporting format as one continue to pursue the same career as shown in the table below:-

Table (XIV): Showing Correlation of Career Path Development and Employee Performance

	Decision making	Planning & Budgeting	Reporting format	Implementation of work	Effectiveness & Efficiency	Accountabilities	Diligent Service	Report	Management of the organization resources	Punctuality & Quick Service Delivery
Decision making	1									
Planning										
Budgeting	<b>0.9664</b>	1								
Reporting format	0.8598	0.8759	1							
Implementation of work	0.8915	<b>0.9385</b>	0.9276	1						
Effectiveness & Efficiency	0.9121	0.9292	<b>0.9311</b>	<b>0.9837</b>	1					
Accountabilities	0.8902	0.9132	0.9079	0.9149	0.9104	1				
Diligent service	0.9060	0.9082	0.8705	0.9037	0.9087	0.8704	1			
Report	0.9170	0.9180	0.8533	0.9245	<b>0.9257</b>	0.9184	0.9068	1		
Management of the organization resources									1	
Punctuality & Quick service delivery	0.9040	0.8903	0.8489	0.8717	0.8801	0.8395	<b>0.9560</b>	0.8797	<b>0.8748</b>	1

Efficiency and effectiveness was strongly correlated to implementation of work in enhancing the employee development

Table (XV): Showing Regression of Career Development and Employee Performance

<i>Regression Statistics</i>								
Multiple R	0.9677							
R Square	0.9364							
Adjusted R Square	0.9213							
Standard Error	4.3330							
Observations	53							
ANOVA								
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>			
Regression	10	11613.4705	1161.3471	61.8576	7.2979E-22			
Residual	42	788.5295	18.7745					
Total	52	12402						
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	79.0113	3.0770	25.6781	0.0000	72.8016	85.2209	72.8016	85.2209
Decision making	-2.1725	3.6194	-0.6003	0.5516	-9.4767	5.1316	-9.4767	5.1316
Planning & Budgeting	-1.1383	3.9390	-0.2890	0.7740	-9.0874	6.8109	-9.0874	6.8109
Reporting format	-0.4888	2.2133	-0.2209	0.8263	-4.9554	3.9778	-4.9554	3.9778
Implementation of work	<b>5.8253</b>	5.0546	1.1525	0.2556	-4.3753	16.0258	-4.3753	16.0258
Effectiveness & Efficiency	-0.6282	4.1404	-0.1517	0.8801	-8.9840	7.7276	-8.9840	7.7276
Accountabilities	-1.1368	3.0980	-0.3670	0.7155	-7.3888	5.1151	-7.3888	5.1151
Diligent Service	0.7769	2.1756	0.3571	0.7228	-3.6136	5.1675	-3.6136	5.1675
Rapport	-4.6850	2.2285	-2.1023	0.0416	-9.1823	-0.1876	-9.1823	-0.1876
Management of the organization resources	-2.4137	3.3183	-0.7274	0.4710	-9.1103	4.2829	-9.1103	4.2829
Punctuality & Quick Service Delivery	<b>-8.4460</b>	2.1177	-3.9882	0.0003	-12.7197	-4.1722	-12.7197	-4.1722

Source: Study Findings

Implementation of work at Beta Coefficient 5.8253 was a stronger predictor in the relationship between career path development and employee development as compared with punctuality and quick service delivery.

This was revealed by so many subordinates particularly the secretaries who said that one can easily get used to the boss and even report official things out side the office or take some documents for endorsement/ approval to other bosses for the relatives, friends and other clients in the organizations.

It was also revealed that career path development can enhance workers in the performance of their work in an effective and efficient manner, accountability, diligent serving, improve on the rapport, management of the organization, punctuality and quick service delivery.



#### **4.5 Factors Hindering Career Path Development as an objective of the study.**

In pursuit of this objective, the researcher found out that preference of cheap labour by managers, high expectations by workers and administrators, high bargaining power, inadequate remunerations, dislike of being supervised, high labour turn over, abscondment from duty, organizational policies, personal health, tribalism and nepotism, inability to go for further training, workers personality and behaviours, corruption, employees target and the nature of the job were among the factors hindering career path development as shown in the table below.

**Table (XVI) Factors Hindering Career Path Development of Workers  
in Bugiri District Local Government.**

No.	Factors hindering career path development	SA	%	A	%	N	%	DA	%	SD	%	Total number of respondents	%
1	Preference of cheap labour by members	723	20%	1771	49%	217	6%	687	19%	3	6%	3614	100
2	High expectations and administration by workers	831	23%	1482	41%	578	16%	578	16%	2	4%	3614	100
3	High bargaining power	217	6%	1156	32%	687	19%	115	32%	3	6%	3614	100
4	Inadequate remunerations	1301	36%	1554	43%	217	6%	0	0%	1	2%	3614	100
5	Dislike of being supervised	614	17%	1626	45%	361	10%	904	25%	4	8%	3614	100
6	High labour turn over	723	20%	1409	39%	434	12%	976	27%	2	4%	3614	100
7	Abscondment from work	1120	31%	831	23%	940	26%	108	30%	2	4%	3614	100
8	Organizational policies	289	8%	1987	55%	289	8%	325	9%	1	2%	3614	100
9	Personal health	723	20%	145	4%	398	11%	361	10%	1	1%	3614	100
10	Tribalism and nepotism	1301	36%	940	26%	578	16%	687	19%	4	8%	3614	100
11	Inability to go for further training	1084	30%	1193	33%		16%	145	17%	2	4%	3614	100
12	Workers personalities and behaviour	11	21%	28	52%	10	19%	3	6%	1	2%	3614	100
13	Corruption	1301	36%	1156	32%	542	15%	614	17%	0	0%	3614	100
14	Employees target	470	13%	1698	47%	614	17%	614	17%	217	6%	3614	100
15	Nature of job	614	17%	1879	52%	687	19%	325	9%	145	4%	3614	100

The responses showed that among the factors hindering career path development was workers personalities and behaviours as this was supported by majority 39 (73%) out of whom 11 (21%) strongly agreed, followed by 10 (19%) who remained neutral, 3 (6%) disagreed while minority 1 (2%) strongly disagreed with it as shown in the graph below.

**Table XVII: Showing Correlation and Factors Hindering Employees Career Development**

<i>Regression Statistics</i>								
Multiple R	0.9846							
R Square	0.9694							
Adjusted R Square	0.9582							
Standard Error	3.1590							
Observations	53							
<i>ANOVA</i>								
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>			
Regression	14	12022.7895	858.7707	86.0559	2.47631E-24			
Residual	38	379.2105	9.9792					
Total	52	12402						
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	79.5971	3.9561	20.1199	0.0000	71.5883	87.6059	71.5883	87.6059
Preference of cheap labour by members	3.9577	2.2022	1.7972	0.0803	-0.5004	8.4158	-0.5004	8.4158
High Expectations & Administration by Workers	1.0262	2.2499	0.4561	0.6509	-3.5285	5.5809	-3.5285	5.5809
High Bargaining Power	-6.9095	1.5159	-4.5581	0.0001	-9.9782	-3.8407	-9.9782	-3.8407
Inadequate Remuneration	0.5122	2.6224	0.1953	0.8462	-4.7965	5.8209	-4.7965	5.8209
Dislike of being Supervised	3.0080	2.4444	1.2306	0.2260	-1.9403	7.9564	-1.9403	7.9564
Abscondment from Work	-3.6380	1.9025	-1.9122	0.0634	-7.4894	0.2134	-7.4894	0.2134
Organization Policies	1.8640	1.5665	1.1899	0.2415	-1.3073	5.0353	-1.3073	5.0353
Personal Health	-3.3334	2.2970	-1.4512	0.1549	-7.9835	1.3166	-7.9835	1.3166
Tribalism & Nepotism	0.4502	2.1744	0.2071	0.8371	-3.9517	4.8521	-3.9517	4.8521
Inability to go for further training	-1.5943	2.1384	-0.7455	0.4605	-5.9232	2.7347	-5.9232	2.7347
Workers Personalities & behaviour	-3.6416	2.5430	-1.4320	0.1603	-8.7897	1.5065	-8.7897	1.5065
Corruption	-3.2347	2.9158	-1.1094	0.2742	-9.1374	2.6681	-9.1374	2.6681
Employees Target	-1.5954	2.2830	-0.6988	0.4889	-6.2170	3.0263	-6.2170	3.0263
Nature of Job	-2.1538	2.0154	-1.0687	0.2920	-6.2338	1.9261	-6.2338	1.9261

The regression analysis indicates that high bargaining power at Beta Coefficient -6.909 is a weaker predictor as a factor hindering employee development compared with preference for cheap labour by members.

Therefore, it was revealed that the workers personality and behaviours strongly determined or hinders one's career development as this was reported by respondents in agriculture department who mentioned that some of their colleagues were terminated for being impatient, un trust worthy and responsible for misusing NAADS Programme Funds without proper accountability.

It was also discovered that inadequate remunerations could also hinder ones career path development as majority 2855 (79%) of the respondents agreed with it out of whom 1301 (36%) strongly agreed, 687 (19%) choose to remain neutral 72 (2%) strongly disagreed with it and non of the respondents disagreed 0 (0%) disagreed with it. Therefore poor motivation and remuneration can hinder one's career for development.

Further more, the study findings proved that majority 2494 (69%) out of whom 723 (20%) strongly agreed, 687 (19%) disagreed with it while the minority 3 (6%) respectively remained neutral and others strongly disagreed.

It was therefore established that among other factors that hindered career path development was high labour turn over, abscondment of work, dislike of being supervised, high bargaining power, organizational policies, personal health, tribalism and nepotism, corruption, nature of job and employees targets.

## **CHAPTER FIVE: FINDINGS, CONCLUSION AND RECOMMENDATIONS**

### **5.0 Over View**

In this chapter the researcher discussed and gave recommendations as per the findings of the study findings, and also highlighted on areas which needed further investigations as shown below:

The discussions were raised from the findings about the strategies in career path development, stages of career path, the extent to which career path development has enhanced the development of workers and lastly the hindrances to career path development of the workers in Bugiri Local Government Administration

#### **5.1 Findings of the Study**

The study revealed that the district employed different employees of different academic level career and working experience especially when the research asked several questions in the bio data.

Findings also revealed that district has no body with a PHD despite of some employees having served in the same position, filed or career for even over 25 years.

Findings also revealed that the major career which is emphasised in the district is the teaching profession which employed majority staff with 2132 (59%) followed by medical with 274 (8%) and social work related career with 84 (2.3%) while others registered the minority percentages .

Indeed basing on the above the researcher revealed that most people do only peruse career in the traditional fields where jobs may be easy to obtain or where they are guided by their teachers in secondary schools (careers masters and mistress) in what they understand most.

Further more the study findings revealed that most employees in the district were owing certificates followed by diploma holders a few

bachelors certificates followed by diploma holders, a few bachelors, PGD diploma , masters and PHD implying that they lack consultants and specialists at the district status .

Findings also revealed that no local scholar or treasure best known in the academic world in Uganda has ever come up to research on career development in Bugiri local government administration as no report was cited anywhere in the book apart from the external scholars .

The findings also revealed that much as majority employees pursued some career because of the nature of courses they offered at the universities, some also started as licence teachers and therefore developed career by practice and experience

Further more the findings revealed that the district was gender sensitive as it employed both the male and female workers though they revealed new findings.

Findings also put it clear that some factors which influenced employees in Bugiri to develop some career included government policies , capacity development schemes , attitude towards the career pursued , peer pressure nature of motivation and job requirements

The research established the fact that employees who have maintained and developed their career tend to benefit out of it though confident committee a few errors and mistakes improve on their rapport , among others like becoming consultants .

The findings also revealed that career development through stages such as getting entry or being recruited to undertake a given office mid career late career , plateauing and retirement which also makes one to begin a new career after losing the old job for survival .

The findings also revealed that some factors which have hindered career development included the employee being dense , unable to learn , lacks

tuition busy nature or schedule of work lack of study leaves among others like organisations politics which makes the employee who has even developed a given career to develop a poor rapport due to prestige , clamming a lot of pay , not wanting to be supervised , neglecting work due to poor pay and high demand for the labour force which makes one to part time in non government organisations NGOs and tertiary institutions like universities hence becoming non diligent and committed t work on top of becoming curio absentees or dodgers

**The first objective of the study was to establish the career path** development strategies existing in Bugiri District. Study findings revealed that several career path development strategies exist in Bugiri District Administration. These included policies capacity building, promotions, organizational structure, specialization, delegated assignments, job analysis, job description, on job training, reporting format, monitoring and evaluation, confirmations, transfers and above all study tour and visits.

The above strategies were in line with Salomon (1992) where he pointed out that career path development in organizations depended on the nature of existing policies especially from administration, the promotion procedure, specialization, delegation, assignments, monitoring and evaluation.

**The discussions with the respondents about the existing career path** development stages showed that there existed organizational entry/establishing of identity, mid career /getting established. Late career maintenance and adjustment, plateauing and retirement age as this was explained by the key respondents in the administration, community department, and principle personnel.

The discussions were in line with reknown scholars such as Don Harvey (1996) who revealed that the stages in career path development involved the organizational entry getting established, mid career, late career, plateauing and retirement stages.

development had enhanced the development of workers in a number of ways such as decision making, planning and budgeting, reporting format, implementation of work, effectiveness and efficiency, accountability, diligent service, rapport, management of organization resources, punctuality and quick service delivery, correction of errors and mistakes and becoming result oriented in the service delivery.

This was in line with Ed Neukrag (1993) who emphasised that career path development help the workers to become effective, judgemental, become committed, development mature decisions, improve on their rapport and nature service delivery.

The discussions however, to a smaller extent deferred with Cole (1993) who argued that career path development enables the worker to develop alternative solutions in solving his or her problems and becomes more creative and innovative. This was because most of the workers who rely on the same job through out their life lack skills and competence and skills in different fields.

**In pursuit of the factors hindering career path development, the researcher** found out that preference of cheap labour by managers, high expectations by workers and administrators, high bargaining power, inadequate remunerations, dislike of being supervised, high labour turn over, abscondment from duty, organizational policies, personal health, tribalism and nepotism, inability to go for further training, workers personality and behaviours, corruption, employees target and the nature of the job were among the factors hindering career path development.

This was in line with David grulnick (1998) who confirmed that the struggle in career path development involves capacity building, developing better policies, promotions, organization culture and behaviour specialization, delegation, job analysis and therefore transfers.

From the discussions, the research proved that organizations entry and identity, mid career (getting established), late career maintenance and



adjustment, plateauing, retirement correction of errors and mistakes and result oriented service were the stages in career path development among the workers in Bugiri District Local Administration as majority 76% supported them.

However, the mere fact that the minority 24% disagreed with the existing stages of career path development, this meant that some stages such as correction of errors and mistakes and result oriented service were not so much practiced as compared to organization entry, mid career, plateauing and late career maintenance and adjustment as they were confirmed by Lord Quirk (2005) who argued out that career path development can help a worker to reduce on the mistakes, become more committed, diligent, resilient, and perfect in the way he / she executes work in the same field.

From the discussion with respondents, the researcher found out that decision making, planning and budgeting, reporting format, effective implementation of work, efficiency, accountability and diligent service delivery were among the responses which proved how career path development had enhanced the development of workers in Bugiri District Local Administration as confirmed by ACA (1988).

The American Counselling Association (ACA) of (1988) revealed that health workers who had served for so long in the field had become more diligent, efficient and developed a better rapport with their client hence an enhancement in their performance.

The discussions also proved that career path development was sabotaged by the management itself. in this case Ministry of Local Government preferring cheap labour as very few of respondents 4% had qualifications above a bachelors qualification. High bargaining power, inadequate remuneration, dislike of being supervised, high labour turn over, abscondment from work, organization policies, tribalism and nepotism and inability to go for further studies, competition and embezzlement, workers personalities and behaviour were among the other factors.

The findings were in line with *Neukrag (1993)* where he emphasised the fact that highly qualified people, who are effective diligent, efficient, prefer to be motivated highly a thing which hurts employers who prefer to use cheap labour to explain as they urge out that the highly qualified labour force demands a lot pf salaries and wages and other remunerations yet they don't want to work and they need to be coerced or supervised as *McGregory Theory X* put it that workers are diligent, qualified and perform better even if they are not supervised or coerced.

## **5.2 Conclusions**

It can be concluded therefore that if one is to promote career path development he/she should employ the strategies of better policies, capacity building and that career development majorly emphasised the struggle in pursuit of ones interest in one line. That is why elements of specialization, capacity building and promotion were encouraged as per *Malcolm X Hwony (1992)*.

In summary they were majorly five stages in career path development, which included organization entry/establishing identity, mid career/getting established late career maintenance and adjustment, plateauing and retirement stages.

The researcher also concluded that its possible for one to start a career after retirement by starting the correction of errors and mistakes in ones life and undertaking tasks where one is result oriented or willing to offer a service in contract basis so as to serve as per *Don Harrey (1996)*.

The research concluded that as one under takes the same career for along period of time, he/she becomes more perfect, diligent, planning and budgeting, change the reporting format, implement services accomplish duties and tasks effectively and efficiently, becomes accountable, responsible and committed in executing the assigned duties and tasks in time.

The researcher concluded that as one undertakes career path development, its not easy as requires a lot of support from the different managers in the organisation particularly finance department, which recommends the payments for workers. Subordinates should as much as possible try to create a good working environment, follow government policies to protect them, specialise in the nature of jobs they are under taking be corruption free, improve on personal characters and behaviour abandon tribalism and nepotism and finally mind about their personal health.

Therefore its important for the workers to promote career path development as one way of being more committed, producing better quality and quantity work, avoid commitment of more mistakes and errors as well as wastages in the organization. Though career path development is a field which is not motivating enough with a lot of risks and hazards it may lead to abscondment from duty, termination of service and some times death. This however left the researcher wondering how one would promote the career when one is already dead like in forces.

### **5.3 Recommendations**

In view of the research findings and conclusions, this study recommends the following interventions in respect to career path development of workers in Bugiri District Administration.

The district should improve on the career path development programmes and serve better strategies of retaining senior staff/senior civil servants who have served in local governments for more than 20 years as they were found to be the minority during the study and that the district should reduce on the high rate of labour turn over among the workers in the age bracket of 46 – 56.

It is further recommended that let the retirement age be reduced to 55 years as only 72 (2%) of the respondents (workers of Bugiri District) was above 56 years of age.

In the areas of education status, he recommends that since majority 96% had the highest qualification of bachelors and below, Its better they go for

higher qualifications in postgraduates, masters and PhDs in different fields that can help the district to perform better.

On the same note the researcher recommended that let the capacity development funds scheme be offered evenly to the workers because majority lacked higher papers of academic qualifications, beyond a bachelor. This affected the female who were the secretaries and a majority only had certificates. At the same time let the girl child education be emphasised and make it compulsory for all the children be taken to school.

Further more in the academic field, the district service commission and minister of gender and social development should pass a resolution that the minimum qualification for the entry in public service should be a bachelor. This will encourage further studies and will encourage majority to get jobs. From the sample, bachelor's degree proved to be the dominant academic qualification.

Under staffed departments and sections like police and prison, agriculture and environment, community medical and education, should increase on their enrolment/recruitment of the staff as they comprised the lowest number of respondents and yet they execute a lot of social services, which deal with the community at large.

It was recommended that the retired staff should start a new career because careers can be developed even after mandatory retirement age such as taking consultancy, correcting errors and mistakes and becoming result oriented on the job. Actually a career stops with ones death.

From the findings, the researcher discovered gaps, which were administrative, social, political and economical in Bugiri District Local Administration, which needed to be investigated further as detailed below.

There is need to investigate the effectiveness of the capacity development scheme of Bugiri Local Government Administration as it had done little or nothing in enhancing further studies of its staff.

There is need to investigate into the strategies followed by the District Service Commission in recruiting workers in Bugiri Local Administration.

The mere fact that there were few employees above the age bracket of 46 years, there is need to investigate into the factors responsible for the high rate of labour turn over among local government workers who are above that age.

There is need to investigate into the effectiveness of some departments like police and prisons, environment and agriculture, community in executing their work, as they had few workers in the district.

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## QUESTIONNAIRES

I am Nkaye Juma Ayub a graduate student at Kampala International University, undertaking a research about factors affecting Career Path Development Strategies of Workers in Bugiri District Local Administration as a partial fulfilment for the Requirements for the award of a Master Degree in Development Studies. I request you to respond to the following questions without fear because the findings will be treated confidentially since this is entirely an academic research.

### Instructions

The questionnaire is divided into two sections A and B and in these questions you can tick the right answer against the right box, strongly agree, agree, remain neutral disagree strongly disagree with the answer given;

### Section A BIO DATA

a) What is your sex?

Male ☐ Female ☐

b) In which age bracket do you fall?

25-35 ☐ 36-45 ☐ 46-55 ☐ 56-above ☐

c) In which education status do you fall

Certificate ☐ Diploma ☐ Degree ☐ Masters ☐ Phd ☐

d) Which department do you work in the organization?

Administration	Finance	Community	Environment and agriculture	Works
Medical	Police and Prisons	Education		

e) How long have you served in this organization?

0-5	6-10	11-15	16-20	21-above
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f)



## Section B

### Instructions:

Tick the right answer against the right box, you can strongly agree, agree, neutral, disagree or strongly disagree in the following questions.

2a) Which of the following careers are you perusing ?

- i) Teaching career
- ii) Medicine
- iii) Driving
- iv) Engineering
- v) Social work
- vi) Auditing and accounting
- vii) Environment
- viii) Administration
- ix) secretarial studies
- x) Agricultural extension workers
- xi) Human resource management
- xii) Others specify

.....  
.....  
.....

b) Do the following factors influence Development of employees in Bugiri District?

- |   |                |       |         |          |                   |
|---|----------------|-------|---------|----------|-------------------|
| (i) Policies                              | Strongly agree | Agree | Neutral | Disagree | Strongly disagree |
| (ii) Capacity building                    | Strongly agree | Agree | Neutral | Disagree | Strongly disagree |
| (iii) Promotions                          | Strongly agree | Agree | Neutral | Disagree | Strongly disagree |
| (iv) Organization structure and hierarchy | Strongly agree | Agree | Neutral | Disagree | Strongly disagree |
| (v) Specialization and division of labour | Strongly agree | Agree | Neutral | Disagree | Strongly disagree |
| (vi) Delegation                           | Strongly agree | Agree | Neutral | Disagree | Strongly disagree |

- (vii) Job analysis 

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
----------------	-------	---------	----------	-------------------
- (viii) Job description 

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
----------------	-------	---------	----------	-------------------
- (ix) On job Training 

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
----------------	-------	---------	----------	-------------------
- (x) Reporting format 

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
----------------	-------	---------	----------	-------------------
- (xi) Monitoring and Evaluation Measures
- (xii) 

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
----------------	-------	---------	----------	-------------------
- (xiii) Confirmations 

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
----------------	-------	---------	----------	-------------------
- (xiv) Transfers 

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
----------------	-------	---------	----------	-------------------
- (xv) Others specify
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**b) The Stages of Career Path Development in Bugiri District Local Government/Administration**

**Do the following factors influence Development of the employees in Bugiri District.**

- (i) Organizational Entry/Establishing identify

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
----------------	-------	---------	----------	-------------------

- (ii) Mid Career/Getting Established

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
----------------	-------	---------	----------	-------------------

- (iii) Late Career Maintenance and adjustment

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
----------------	-------	---------	----------	-------------------

- (iv) Plateauing

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
----------------	-------	---------	----------	-------------------

(v) Retirement

**c) Extent to which the different career Path Development have enhanced development of workers.**

**Have the following Career Path Development Strategies enhanced the Development of Workers in Bugiri District.**

(i) Decision making

(ii) Planning and Budgeting

(iii) Reporting Format

(iv) Implementation of work

(v) Effectiveness and efficiency

(vi) Accountabilities

(vii) Diligent service

(viii) Report

(ix) Management of the organization resources

(x) Punctuality and quick service delivery

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
----------------	-------	---------	----------	-------------------

(xi) Collection of errors and mistakes

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
----------------	-------	---------	----------	-------------------

(xii) Result oriented service

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
----------------	-------	---------	----------	-------------------

(xiii) Others specify \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

d) Factors hindering Career Path Development of Workers in Bugiri District. Factors be regarded

can the following indicators supply to reflect factors hindering Career Path Development in Bugiri District Local Administration

I. Preference of cheap labour by managers

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
----------------	-------	---------	----------	-------------------

II. High expectations and administrative by workers

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
----------------	-------	---------	----------	-------------------

III. High Bargaining power

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
----------------	-------	---------	----------	-------------------

IV. Inadequate remunerations

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
----------------	-------	---------	----------	-------------------

V. Dislike of being supervised

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
----------------	-------	---------	----------	-------------------

VI. High labour turn over

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

VII. Abscondment from work

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

VIII. Organizational policies

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

IX. Personal health

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

X. Tribalism and nepotism

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

XI. Inability to go for further training

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

XII. Workers personalities and behavior

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

XIII. Corruption

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

XIV. Employees Targets

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

XV. Nature of job

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

Others specify \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

END  
THANK YOU!

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