

**ANALYSIS OF CAREER MANAGEMENT PRACTICES ON ORGANIZATIONAL
PERFORMANCE IN HEALTH REGULATORY BODIES IN KENYA**

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DECLARATION AND APPROVAL

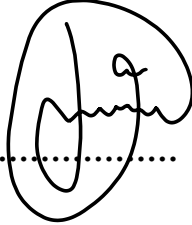
Declaration

This project is my original work and has never been presented for any academic award in any institution

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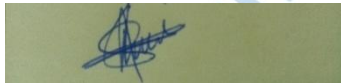
Approval

This project is being submitted for examination with our approval as university.

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Date...13th May 2025

DEDICATION

I dedicate this research to my family for their unwavering support, love, encouragement, and prayers throughout the project's development.



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I thank supervisor, Dr. Appolonius Kembo, valuable preparation and writing project. I am deeply grateful to family for patience and encouragement during this time. Appreciation extends to lecturers at Mount Kenya University for the knowledge and skills they instilled in me, as well as to my fellow students who offered their support during the project write-up. To all who contributed to the successful completion of this work, may God richly bless you.



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ABSTRACT

Career management is a strategic tool in enhancing organizational performance, especially in industries that are considered strategic to the economy, like the healthcare sector. In health regulatory organizations where professional competence of staff forms the foundation of service delivery to the people, the practice of career management activities is a logical requirement and imperative to improve services (and keeping pace with the rapid technological trajectory of the industry). This research initiative thus aimed at examining how career management affects organizational performance among the health regulatory bodies in Kenya. In particular, it attempted to: probe the effects of mentoring on organizational performance; investigate the effects of possible exploration experience on performance; and determine the contribution of various career planning approaches. The study relied on 3 theories: Human Capital Theory, Social Learning Theory, and Organizational Culture Theory, and it used a mixed-method design that combined a cross-sectional survey with the data obtained in various hospitals in Kenya. The target population consisted of around 300 low, middle, and top-level managers working in health regulatory institutions. The quantitative data was composed using controlled questionnaires, which contained closed items, whereas the qualitative data was also gathered through Key Informant (KI) interviews. A pilot test was done by taking 10% of the total sample (8 participants) with the managers in various hierarchies of management, but this was done under the condition that they were not to be further used in the analysis. The reliability was assessed with the help of Cronbach's Alpha coefficient, whereas the validity was validated by the researcher's supervisor opinion and the peer members of the scholarly community. The data were programmed in Microsoft Excel and analysed using SPSS Version 29. The results were summarized by tables and charts reported from descriptive statistics. Relationships between variables were tested using inferential procedures (carried out at a 5 percent level of significance). Analysis of thematic data on the qualitative data was done in order to extract significant insights. This research paper has concluded that the promotion of career management practices can be used to enhance the strength of health bodies by the creation of a motivated and competent workforce. Formal mentoring structures should be integrated, career exploration programs widened, and transparent systems of career planning established; these actions, which comply with the vision of Kenya 2030, are more comprehensive than the structures outlined in the universal health force strategies.

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LIST OF ABBREVIATIONS AND ACRONYMS

- AU - African Union
- CBH - Central Board Health
- CM - Career Management
- EAC - East African Community
- HWD - Health Workforce Development
- MP&DB - MP&DB – Medical Practitioner and Dentists Board
- MDGS - Millennium Development Goals
- NCK - Nursing Council of Kenya
- PPB - Pharmacy and Poison Board Kenya Medical Practitioners and Dentists Council
- KMPDC - Kenya Medical Practitioners and Dentists
- COC - Council Clinical Officers Council



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CHAPTER ONE

INTRODUCTION

1.0 Introduction

The chapter provided the background and rationale of the study, outlining the problem of the research, the objectives, guiding questions, assumptions to be made, significance, limitations, and the key terms.

1.1 Background of the Study

Career management is acknowledged internationally as a way to improve organizational outcomes in the main areas of activity, such as healthcare. Current and best practices for managing a career include career planning, training, career development or succession planning, and performance evaluation, all hugely influential in enhancing organizational performance in motivation, retention, and productivity (Hosen et al., 2024; Hassan & Siddiqui, 2020). In health regulatory bodies, most of the staff expertise is expected to be passed on to the general public, making it essential that practices such as these be conducted to enhance quality service delivery and to meet the competitive nature of health care, given the ever-emerging technologies and innovations. (Thomas, 2021) For example, the WHO has pointed out that human resource management remains strategically significant in healthcare systems because people drive health systems, and it constitutes vital strategies to help attain healthcare for everyone through global healthcare reforms (World Health Organization, 2016).

Career management in the healthcare context can be well illustrating in shortcomings sustained within the framework of global strategies for health workforce development. Many nations already have cultures in place for addressing the fundamental issues like talent deficits and skill gaps and

are through formalized career management regimes that offer employees constant education and mapped career progression for healthcare personnel (Herdman et al., 2024). Scholarly publications prove that these moves add up to reduced turnover predisposition and high job satisfaction, improving healthcare service provision (Pomaranik & Kludacz-Alessandri, 2023). Therefore, there is a trend of enhanced interest from health organizations in enhancing career development programs to foster organizational performance and enhance patient care outcomes (Patil, 2023). This global interest in workforce development provides a reference point for health regulatory bodies in Kenya where a similar phenomenon is felt.

A career in global healthcare management can be both rewarding and impactful, especially in a country like the UK, where the healthcare system is dynamic and constantly evolving. Global healthcare management involves overseeing healthcare services and organizations on an international scale, focusing on improving health systems, enhancing patient care, and addressing public health challenges. Effective oversight of healthcare services requires efficient and equitable distribution of resources, clear policies and regulations guiding healthcare delivery, and robust systems for monitoring, evaluation, and performance review. As we step into a new decade, stakeholder capitalism is receiving growing attention. Inspired by long-standing practices among European companies, the Business Roundtable's preference for lasting value creation over near-term earnings has revitalized discussions on the role and purpose of corporations. This philosophy aligns with Philips' approach an innovation-driven global company for nearly 130 years focusing on addressing unmet needs to improve lives and support communities.

Globally, healthcare systems remain fragmented and inequitable, with societal gaps continuing to widen. Despite ongoing discussions on universal health coverage, tangible progress has been limited. While complex and multifaceted, universal healthcare also presents a unique opportunity

for innovation. A collaborative, multi-stakeholder model integrated with digital technologies can drive sustainable improvements in primary healthcare delivery for all.

At Philips, we view this as an opportunity for sustainable growth aligned with our mission to enhance lives. It presents a mutually beneficial situation where value is generated for all stakeholders while maintaining a commitment to affordable, resilient, and responsible solutions.

In Brazil, a major federally funded primary healthcare initiative encountered staffing challenges, including team composition and role definitions, despite the program being decentralized to municipal levels. This structure aimed to ensure alignment with national goals and limit political interference Frederico, (2019). Similarly, China experienced in reallocating health personnel across decentralized local units. Liu (2007), staff in China, Philippines doing equivalent received different pay depending on whether they remained under central government or local administration creating horizontal inequities within the health workforce.

The health sector continues to undergo significant transformation worldwide. Health sector reform involves comprehensive changes in national health priorities, legislation, organizational frameworks, and regulatory systems, with ultimate goal of enhancing service quality, employee efficiency (World Bank, 2012).

However, achieving meaningful transformation requires collective effort. Collaboration among corporations, governments, and local communities is essential. We must build resilient, inclusive, and progressive partnerships through sustainable business models. With this perspective, let us explore practical examples of stakeholder capitalism and inclusive innovation in action.

The challenge unique managing healthcare careers African countries is the high migration rate of skilled personnel to developed countries and the need for more funding and resources (Oleribe et

al., 2019). Most African health regulatory organizations need more capacity to attract qualified staff, thus creating skills shortages that lower organizational effectiveness and healthcare results (Sheffel et al., 2024). As a result, regional development frameworks, including African Union's Agenda 2063, emphasize requirement for better development and strengthening of centralized career trajectories and training provisions (*Agenda 2063: Africa We Want. African Union, n.d.*). In addition, East African Community (EAC) has formulated a Health Workforce Strategic Plan to maintain and enhance harmonized career management among the EAC member states for improved human resource utilization. By integrating these practices at the regional level, the countries in EAC visualize attaining a competent and motivated health workforce to address the impending health requirements in the region.

In East Africa, the focus on career advancement has been rising simultaneously as countries seek to universalize better quality health services with scarce resources. Supervisory and operational health management capacity and health workforce policies have been established by respective countries' health regulatory authorities, such as those in Uganda, Tanzania, and Kenya. Such initiatives are not intended solely to enhance the performance of health organizations but also to achieve certain objectives, such as improving the organizational and functional integration of health systems in the region. Through the implementation of coherent career management across health institutions in East Africa, the member countries will be able to exchange ideas on staffing, reduce the number of shortages, and ensure that the faculty is trained to competently address the healthcare needs within East African countries & the region.

Kenya has issues with career management in its health regulatory bodies. These are the institutions from which health standards and health professionals are set, policed, and protected. However, financial features, fewer career advancement opportunities, and inconsistent execution of human

capital policies ironically limit their capacity to approach careers within the health sector. Having identified these problems, the Kenyan government has developed the Health Sector Human Resources Strategy that seeks to decentralize career growth and motivation in the workforce. However, the results indicate that there are still some voids evident in career management practices, especially in training, succession planning, and promotion.

The Kenyan government's Vision 2030 wants high-quality healthcare service, and human resource development is a focal area. The Health Sector Working Group under Vision 2030 has indicated several strategies, such as promoting the health workforce through improved mentorship, clearly defined career progression, and training. Kenya plans to direct resources to improve health workforce capability with the perceived benefits to the organization and overall health systems outcomes. This national emphasis concords well with international and macro-level goals for workplace learning and development; however, study on the impact of these practices on performance in practice is lacking, making it imperative to determine best practices and directions for improvement.

However, health regulatory bodies in Kenya are still facing some challenges that hinder the achievement of career management endeavors. Their work shows that organizational constraints such as resource deficiency and policy gaps hinder health professionals' career advancement. Further, occupational career management policies in Kenyan health regulatory bodies remain seriously wanton due to lack of policy congruence with expected employee demands and dynamic nature of the market

1.1.1 Regulatory Bodies

Today's public hospitals operate in a highly competitive environment and must adapt quickly to evolving patient demands to remain relevant. To meet these expectations, hospitals have adopted widely accepted performance measurement systems, healthcare professionals, communities, and other stakeholders.

Public hospitals operate under the oversight of various regulatory bodies under Ministry of Health. These institutions are not only central to service delivery, but also play critical roles in the training of healthcare professionals and in facilitating clinical research particularly for those pursuing careers in medicine.

Managing a hospital is a complex administrative task requiring a deep understanding of institutional structures, contextual challenges, and surrounding environments. This complexity arises from the broad range of services offered, the recruitment of highly specialized staff, the need for quality infrastructure, and the transition from centralized to devolved health governance.

Kenya's health sector operates under guidance of Kenya Health Policy 2012–2030, which aligns with mandates of the 2010 Constitution. The policy outlines national government's supervisory role and its responsibility to ensure realization of highest attainable standard of health for all citizens. It aims to improve overall health outcomes by ensuring efficient, equitable, and socially responsible healthcare service delivery.

Regulation plays a vital role in healthcare systems and insurance. It protects patients from health hazards, guarantees a safe workplace for healthcare workers, and ensures public health services achieve their welfare objectives. Regulatory frameworks are established by both governmental and

private organizations, functioning at local, national, and global levels to enforce compliance and promote patient safety.

Regulatory agencies are responsible for monitoring healthcare professionals and institutions, advising governments on industry developments, enforcing safety and quality standards, and ensuring alignment with health policies and legal requirements.

The Kenya Health Policy (2012–2030) adopts a balanced and inclusive approach to health sector development. It addresses two key mandates: promoting public health and supporting national economic development as outlined in Vision 2030 and the 2010 Constitution. The policy emphasizes fairness, efficiency, and social responsibility in health service delivery.

1.1.2 Organization Performance

Organizational performance may refer to several measures showing how well an organization performs its tasks and responsibilities. Akpa et al. (2021) observed performance could be measured on different levels, which include Financial health established parameters such as profitability, revenue or sales growth; on the other hand, non-financial health indicators such as satisfaction with employees' needs and customer loyalty, among others. The performance dimensions offer organizations an opportunity to understand their operational performance in terms of efficiency and potential areas for growth.

Studies have revealed that organizational performance is functional to several factors within and outside the organization. Mahapatro (2021) show that, strategic planning, human resource development, and systems of performance measurement highly impact organizational performance. The research focuses on how strategic initiatives correspond to these results, as organizational approaches that are oriented towards strategic fit are likely to lead to higher

performance outcomes. This alignment is critical in change-oriented contexts because organizations need to produce changes to continue operating efficiently.

Culture also plays a significant part in organizational behavior, determining the performance results. Research done by Yousif and Hasaballah in 2020 pointed out that organizations with effective change-friendly cultures are in a better position regarding productivity and profitability standards. These factors support employee involvement, creativity, and teamwork, leading to higher performance levels. Furthermore, Aguinis and Burgi-Tian (2023) found that there is evidence that organizations are currently significantly better placed to achieve strategic aims where accountability and high-performance work norms have been developed. A positive organizational culture can boost organizational performance, thus making organizations sustainable with time.

Measures of organizational performance can be categorized in several ways and are important in the determination of the efficiency of the organization in the attainment of its goals. They include measures of increased productivity in employees, reduced turnover rates, improved organizational efficiency, organizational commitment such as employee satisfaction surveys, measures quality-of-service delivery to clients, and customer satisfaction rates. These indicators are important reference points for organizations, especially in healthcare zone where the regulative role assumes obligation and advocacy to public health.

1.2 Statement of the Problem

Human resources for health (HRH) are vital to healthcare service delivery, management, and national development (WHO, 2013). In Kenya, healthcare is a fundamental right and a central pillar of Vision 2030, public sector reforms, and global health goals (Health Sector Human

Resource Strategy, 2014–2018). Despite the Kenya Health Policy (2012–2030) providing strategic direction, gaps persist in HRH implementation under the devolved system.

The sector faces serious challenges: staff shortages, high turnover, labor unrest, inadequate training and career progression, skill mismatches, poor infrastructure, and lack of supplies (HRH Strategic Plan 2014–2017). WHO (2012) ranks Kenya among 57 countries in a severe HR crisis, with performance below 50%. Level five hospitals especially lack key staff and struggle with rising patient loads and regional staffing disparities. Kenya averages only one doctor and 12 nurses/midwives per 10,000 people far below WHO's recommended 23 per 10,000 (KMPPDU, 2014).

These issues are worsened by an incomplete devolution of HR functions to counties, leading to weak leadership and mismanagement. A Ministry of Health (2015) report found 61% of hospital managers lacked adequate skills, undermining service delivery and risking lives.

Additionally, Kenya's health regulatory bodies have neglected career management. Lack of structured planning, mentoring, and growth opportunities contributes to job dissatisfaction and disengagement (Ayodo, 2022). As Waweru (2022) notes, career management improves retention and morale, but many institutions have yet to adopt it.

This study explores career management practices and their influence on organizational performance in Kenya's health regulatory bodies, aiming to address HR gaps critical for staff motivation, retention, and improved healthcare delivery.

1.3 purpose of the study

Purpose of study is investigated how career management practices influence organizational performance in health regulatory bodies Kenya.

1.4 Objective of the Study

- i. Assess influence employee mentoring on organizational performance health regulatory bodies Kenya.
- ii. Examine influence career exploration opportunities on organizational performance in health regulatory bodies Kenya.
- iii. Assess influence career planning strategies on organizational performance health regulatory bodies Kenya.

1.5 Research Questions

- i. How does employee mentoring impact performance organizations within health regulatory bodies Kenya?
- ii. How does an availability career exploration opportunity affect performance in health regulatory bodies Kenya?
- iii. To what extent does a role career planning strategy enhance performance of health regulatory organizations Kenya?

1.6 Significance of the Study

Findings research addressed where little was known about career management practices within health regulatory bodies Kenya. In doing so, study contributed to existing body of knowledge on effects of these practices on performance of healthcare organizations, thereby enhancing understanding human resource management and organizational performance in health sector.

Additionally, findings were valuable to health regulatory bodies by providing insights on how to optimize career management initiatives and evaluate their effectiveness in terms of employee satisfaction and retention. Finally, the research increased awareness among policymakers, leaders about importance of supporting meaningful career development activities to cultivate a more competent and committed workforce within Kenya's health regulatory environment.

1.7 Justification

This research sought to investigate the impact of career development strategies on the performance of health regulatory organizations in Kenya. It specifically focused on assessing impact of mentoring, career exploration, and career planning on enhancing organizational effectiveness. By exploring these key areas, research sought to identify factors that drive improved performance and institutional success. Study's findings were intended to offer critical insights into importance of adopting structured career management approaches and to support policy development and practical interventions within health regulatory framework.

1.8 Scope of the Study

This study examined impact of career management practices on organizational performance within health regulatory institutions Kenya. It focused on selected bodies, including the KMPDC, PPB, NCK, and other related institutions. Target population consisted of 300 participants, encompassing both employees and management. Research was conducted over a five-month period, from September 2024 to January 2025.

1.9 Study Limitations

While analyzing effects of career management practices on organizational performance health regulatory bodies Kenya, study encountered several potential limitations. Some health regulatory institutions were reluctant to disclose confidential information related to their career management practices and organizational performance, which may have limited the depth of analysis. Additionally, employees and managers tended to provide socially desirable responses rather than candid opinions, particularly when addressing issues such as career development opportunities and performance evaluations. The demanding schedules of regulatory officials also posed a challenge, as securing interviews and survey responses often took longer than anticipated, potentially reducing the overall response rate. Furthermore, since the study focused on selected health regulatory bodies within Kenya, findings may not be fully generalizable to other sectors or regulatory institutions outside healthcare context. It was also noted that career management practices and organizational policies are subject to change over time, which could affect long-term applicability of study's findings.

1.10 Study Delimitations

This study on analysis of career management practices and their influence on organizational performance in health regulatory bodies in Kenya was subject to several delimitations. The research specifically focused on selected components of career management without exploring all possible aspects of the subject in depth. The study was limited to four regulatory institutions: the KMPDC, PPB, NCK, and the COC. It excluded general healthcare providers such as hospitals, clinics, and pharmaceutical firms.

Geographically, the study was confined to Kenya and did not extend to health regulatory agencies in other countries or regions. The temporal scope was limited to practices and performance trends

between 2024 and 2025 to maintain focus on recent developments. The target respondents were employees and management staff within the selected regulatory bodies. A mixed-methods approach was adopted, while other designs like experimental or longitudinal studies were not employed due to resource and time constraints.

1.11 Assumptions of the Study

This study assumed that adopting career management best practices positively influences employee performance and overall organizational efficiency. Secondly, it was presumed that employees within health regulatory bodies possess varying levels of experience, leading to different expectations regarding career development. Lastly, the researcher recognized the risk of personal bias influencing data interpretation and, therefore, took conscious measures to maintain objectivity and neutrality throughout the research process.

1.12 Operational Definition of key Terms

Career management refers to process of planning, organizing, and actively managing an individual's professional growth and development over course of their working life.

Healthcare is a planned, intentional means of providing medical care, assistance, and supplies, whose purpose is the stated objective of maintaining, promoting, or improving the health of individuals and communities.

Organization performance, on the other hand, measures the degree to which the organizational goals are met, taking into consideration business efficiency and effectiveness, financial performance, and its ability to adapt to continuous change in its environment.

Regulatory refers to activities, processes, or frameworks established to create, enforce, and oversee rules, laws, or standards that govern specific industries, organizations, or practices.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

chapter presents earlier research how career management touch points of mentoring, career planning, and culture influence overall organizational performance. In so doing, key themes emerge, and prior knowledge is assessed to determine the current state of research and how this study contributes to filling existing gaps. Few research articles research employed collect literature information. Using literature in the empirical analysis, theoretical framework, and a synthesis of empirical findings and theoretical lenses, the review theoretical perspective the organization theory and career development literature and the sources of the research problem that will form the research question.

2.2 Theoretical Framework

Paper draws on human capital, social learning, and organizational culture to provide a theoretical underpinning of how mentoring, staff career planning and organizational culture can influence staff performance and organizational success. These theories provide the study with different windows, making the approach used in advancing the understanding of how career development practices affect organizational performance.

2.2.1 Human Capital Theory

(HCT) offers the on which one can base the investment in employees to improve organizational performance, specifically within the health regulatory bodies where healthcare standards of the workforce affect degrees of public health (Wuttaphan, 2017). Originated by Gary Becker and Theodore Schultz in the culturally familiar economic understanding of capital, HCT – assumes

that skills, knowledge, and experience, which people acquire during their lifetime – can be viewed as capital that produces investment returns for both an individual and an organization (Gillies, 2024). When used in the analysis of health regulatory bodies, HCT suggests that career management activities like training, development, and career advancement are important in developing the workforce to be knowledgeable so as to be productive.

Several researchers have supported the applicability of HCT in healthcare organizations, stressing the role of perpetuating learning and upgrading skills in enhancing performance of organization and job satisfaction of employees (Alshammari & Alenezi, 2023; Shiri et al., 2023). Organizations gain increased job performance and motivation and reduced turnover among employees who undertake training and other career development programs periodically. In health regulatory bodies where workforce expertise is critical in supporting the health care workforce and maintaining career management practice that is a good fit with HCT's principles as it would help improve employees' capacity to manage the changing regulatory environment and health policies (Burdick & Dhillon, 2020). Investment in people through career management positively affects healthcare organizational quality, as regulatory staff improves in enforcing standards and compliance and facing emerging healthcare problems.

Also insists education and skill development are essential strategies attaining competitive advantage within organizations. To health regulatory bodies in Kenya, spending on career development is consistent with the mission of creating a skilled human workforce needed to enhance the standards of the healthcare sector (Mymoona, 2018). Previous studies in African healthcare systems have revealed that people working in the health sectors including the regulatory staff, once trained and developed, the health regulatory compliance in such a country improves as the general public gains trusting of the regulatory compliance services (Oleribe et al., 2019).

Consequently the investment in Human Capital and organizational performance implies that HRBs should adopt structured career management practices like succession planning and continuous professional development as a key strategy towards strategic and efficient organizational effectiveness and delivery of mandate.

HCT points to the need to achieve sufficient retention of competent people within health regulatory authorities to mitigate a problem that has become widespread in the healthcare industry of Africa, namely brain drain. All the studies conducted reveal that HRIs in Africa not investing in human capital development tend to lose employees frequently due to better job offers (Oleribe et al., 2019). Health regulatory bodies can minimize turnover and preserve essential skills by putting in place sound practices in the management of employees' careers. As much as HCT posited that promotion opportunities for skill upgrade and career progression are effective retention strategies, there is equal importance in ensuring that the regulatory authorities nurture a capable human capital base that will be critical for organizational effectiveness in the face of disruptive shocks. Therefore, for Kenya, HCT means that career management practices are not only advantageous, but rather a crucial necessity for the creation of a sustainable health regulatory human capital..

2.2.2 Social Learning Theory

Bandura (1977) notes that learning occurs through observation, modeling and emulation of social relationships (Rumjaun & Narod, 2020). It postulates that people can learn new behaviours and skills similar to what someone they consider a role model is doing. In the organizational setting, this learning is active, and other employees can assist learners in undertaking the learning activity through observations. The support of this theory can explain why the programs in organizations and involving mentors correlate with positive employment outcomes.

Workplace training aligns with social learning theory as applied within organizational settings.

Knowledge the technical aspects of a job is imparted during training within an organizational culture. The findings have shown that practising employees who engage in a mentoring process have expressed higher job satisfaction and are more likely to acquire professional development that can be applied to their work (Arulsamy et al., 2023). This convergence with Bandura's Social Learning Theory points to how structured social-contextual activities foster the learning experiences of mentors and proteges and their cultural assimilation into workplace organizations.

Social learning theory in organizations is not only restricted to learning discretionary actions but augments other managerial objectives like employee turnover and organizational commitment. Employees are supported and mentored, bringing job satisfaction and core values to retention. Subsequently, this improves organizational commitment and could help lower employee turnover, a problem for most organizations. Research has demonstrated that the employees' response to the mentorship program is positive, and the probability of their turnover is low (Xuecheng et al., 2022). Moreover, the mentorship model creates proactive learning, thus offering information about career ascendancy. The socialization learned through observation and coaching helps the employees build confidence and the capability to be hired to undertake increased technical responsibilities. This process is critical for employee growth because people can address organizational requirements and advance through the firm's ranks by developing the necessary capabilities.

This theory, therefore, provides support for the concept of organizations and mentorship, relating it to better views on job satisfaction and skills as well as career development (Balinda, 2023). Thus, the theory is useful in understanding how structured relationships in mentoring can promote a learning culture within the place, enhance the employment tenure of people, and, in so doing, enhance organizational functions. This way, the company can guide the process in the context of

their particular needs when creating well-thought-out mentoring opportunities, thus leaving the door open for a more skilled workforce.

2.2.3 Organizational Culture Theory

Which evolved from the work of many scholars, including Williams, P. (2022). argues that an organization's values, beliefs, and practices determine its efficiency and productivity (Abbasi Sani, 2024). Schein identified three distinct levels of organizational culture: artifacts, espoused values, and underlying assumptions. As for range of theoretical traditions that can provide a kind of follows that everything from postmodernist interpretation of organizational more conventional organizational methodologically shares common ground with the type of findings we might derive from embodiments of constitutive, cultural relations in the workplace. Artifacts include formal appearance, physical arrangement, and officially posted values, while espoused values include managerial spoken values. The assumptions mentioned are the belief systems fundamental to an organization's organization. It is crucial to comprehend these levels to predict culture's impact on organizational communication and employee engagement.

Promoting positive change is accessible in an organization that is friendly to both development and creativity among its employees. Organizations all foster risk-taking, collaboration, and open communication. Organizational culture is in place; yet again, employees develop creative problem solutions. For instance, famous pioneers such as Google and Netflix have created an organizational organization that embodies risk-taking and experimentation and reaps enormous benefits and high levels of employee satisfaction (Inuwa and Rahim, 2020). This underscores the need for organizations' organizational culture to improve their performance and transform and align with new strategies in dynamic industries.

Career development and coaching should be essential to a healthy organizational organization where learners are continuously engaged in learning. Apart from directly enabling employees, organizations encourage production of mentorship also create a robust system for sharing knowledge, which assists the organization steps in building up a culture that fosters people and guarantees their dreams, which results in better turnover rates and improved satisfaction among the staff. When the targeted organization mentors the initiative, performance outcomes will likely be good because mentored people will work harder.

Besides, it isolates the findings to show that the relationship between organizational performances is well-founded when tested in team teamwork. The adoption of cultures that encourage teamwork and group performance can bring about improvement in the manner in which subordinates and peers within the organization are treated. Suppose people are identified and find it valuable to be in a group and have a common goal. In that case, they are likely to contribute positively to group endeavours due to enhancing the organization's reach. Such spirit is precious in improving performance since coming up with better solutions or ideas are highly valued when there are differences.

Therefore, This theory offers a useful conceptual tool for deciphering how cultural issues influence self-efficiency and organization. That is why, recognizing mutual values, beliefs, and behaviours, organizations establish the infrastructure necessary for developing mentoring, career-launching, and continual education. This understanding must be appreciated by leaders and managers in an organization to realize that improving employee satisfaction to boost the overall organization toward employee development and innovation will be the way to achieving sustainable competitive advantages in the current environment of constantly changing business conditions.

2.3 Empirical Review

2.3.1 Employee Mentoring on organizational performance

Mentoring the workers enterprise is essential for growth of workers' careers. Findings made by Abraham et al. (2023), it was articulated that mentoring can consolidate and improve job satisfaction, organizational commitment and overall organizational performance. Employees who receive mentorship show higher self-efficacy and career progression than those who receive no mentorship. At the same time, this relationship a learning culture (Balinda, 2023), the employees acquire new knowledge and contact with the organization's knowledge base and improve their performance and loyalty.

Studies have also shown that mentoring programs are can reduce turnover (Lloyd, 2023). Mentoring has to do with the tenure of employees, as shown in the analysis by Timsina (2024), in that workers who engage in mentoring. This retention is associated with encouragement, motivation, and consultation from their tutors in the face of organizational challenges, as well as promoting the inclusiveness of the employees within the company. Therefore, organizations that invest in mentoring programs may experience enhanced employee performance and lower costs associated with labor turnover.

Besides, the quality of the relationship between a mentor and a mentee affects the process's outcomes. Amanda (2023) indicates that the relationship quality that a mentor and a mentee share is critical for the solutions provided. Organizations that invest efforts in developing this relationship, particularly by formally practicing mentoring programs, may derive increased employee performance.

Number of Mentoring Programs: Research indicates that an organization does have the potential to directly impact its performance through its offering of mentoring opportunities to its employees.

A good structure of mentoring involves providing many forms of mentoring for the employees like peer mentoring, leadership mentoring, as well as cross-functional mentoring, whereby the employee gets a mentor that best suits the kind of career the employee wants to build (Murrell et al., 2021). In health regulatory bodies, the opportunity to pursue different types of mentoring programmes allows an employee to develop specific and accumulate extensive knowledge. Studies have found that employees of companies with larger ranges of possible mentors show increased job satisfaction because they are able to select the type of mentoring relationships suitable for their career preferences. The variety also acts in the interests of staffing from entry positions to top managerial ones; thus, the expanded, more adaptable, skilful, and committed staff is the secret of higher organizational performance.

Employee Satisfaction: Increased employee satisfaction is another important result of good practice of mentoring. People who have their back at work will be happy with what they see around them; this will boost their morale and work hard as expected. Since mentoring empowers employees to have professionals who work for the same company but are of high rank that can assist them in developing feedback and insights, the program caters to the need of the employees' skill development as well as their feelings of belongingness in the organization (Andrews, 2024). Mentoring programs, therefore, enhance employee satisfaction since they offer self-growth, skill enhancement and career growth. Mentoring eliminates or at least addresses the issue of burnout in support and the creation of a positive subculture in the demanding job. This added satisfaction also extends to increased commitment within organizations, minimizing organizational turnover rates and thus improving organizational cohesiveness and efficiency.

Performance Appraisals: Organizations are often involved in a performance appraisal, and this is where the involvement of mentors can help because mentoring entails that the two of you will sit

down and give constructive opinions when setting goals and mapping out the ways and means by which they will be met to the letter. In frequent coaching interactions, focus is placed on behavioural competencies and standards of performance for each individual that are associated with one's appraisal criteria (Hoffman, 2023). This is the right alignment that ensures that employees have the right perception, appraisals are done in an objective and the focus is made on performance. Furthermore, under-mentees make better appraisal outcomes because they work towards acquiring skills that will help them to improve on the points of appraisal that were indicated to be weak. To the health regulatory bodies in Kenya, structured mentoring that can be merged into the performance appraisal is useful in creating accountability and goal clarity, thus developing a healthy and efficient performance improvement among staff and organizations as a whole. Furthermore, the integration of mentoring outcomes to the appraisals provides a way through which fairly must be awarded hence achieving a results-oriented culture that serves the self-enhancement of the employee's careers and the creation of organizational added value.

2.3.2 Career Exploration on organizational performance

One of the significant techniques is career planning, a process in which an employee can analyze their career preferences and abilities based on the organizational context. According to Jiang et al. (2019), decision-makers should ensure that their employees engage in career self-selection opportunities to improve their job satisfaction and career progress. This process helps the employees think about promotions and other career opportunities and fit them into their company's direction.

In addition, career exploration programs can effectively increase staff satisfaction and, thereby, minimize turnover. According to Van Vianen et al. (2019), career exploration significantly increases organization identification and enhances the perceived meaningfulness of work. Such

activities include workshops, job shadowing, and career counseling that, apart from helping the employees develop new vocational skills and knowledge give employees glimpses what they look like in other capacities resource mapping that nurture and support the career development process might witness lower worker turnover rates.

It is worth considering effects of career exploration organizations and their performance. According to survey conducted by Urme (2023), firms that fund career development programs are more innovative and move more fluidly through the market. These are essential links in organizational development because workers who understand their career prospects are regime enough to support their employers' purposes and causes, which will better organizational performance indices. Generally, organizations can help create a proactive workforce engaged in career planning that will help them perform better when changes occur in the market.

Availability of Opportunities: Accessibility of exploration possibilities in a given organization a variety of in a company seek out career advancement on their own. That is why when organizations, especially the health regulatory bodies, give an easy route for the exploration of career paths, everybody can easily find one that best fits their talents and desires (Zhenjing et al., 2022). For instance, formal mentorship, daily staffing assignments, and access to cross-department projects offer various chances where employees can gain insights about the existing career tracks. Organizations that provide easy access to career exploration programs show engagement, retention as workers know their development is being cared for. These opportunities also impose their functions in closing the existing skills shortage and promoting the worthy candidate generation for further employment in leadership positions, which, in turn, contributes to organizational stability.

Exploration Participation Rate: The effectiveness of career exploration efforts is defined by the frequency with which many employees take part in such activities. Thus, high participation rates

are evidence of a good match between organizational development efforts and the requirements (Wart, 2020). variation in participation can be felt in the following areas, for instance accessibility, perceived value, and even without managerial support. Organizational management engagement and encouragement of career exploration participation results in more employee work engagements. However, if programs for career exploration are considered time-wasting, the employees' participation significantly declines. Based on the identification of exploration roles and examples of the health regulatory body of Kenya, that will boost level participation in exploration activities will result in increased commitment from employees and hence increase the level of institutional commitment that will lead to high retention of professional health personnel.

Career Advancement Rates: Since career exploration means preparing employees for future posts, it has a direct relationship with career advancement rates. When workers practice explorations like training and shadowing, they are likely to gain knowledge to help them prepare for the next level (Monteiro et al., 2020). Career germination benefits from promotion timelines because engaging in exploration improves the possession of ample knowledge on various career fields and softer organizational skills by employees. High career advancement rates are not only encouraging for persons but also healthy for organizations as they supply competent humans for higher duties. In the Kenyan health sector, career advancement through exploration can build a highly skilled workforce that fosters more responsive regulations and organizational robustness.

2.3.3 Career planning on organizational performance

Career development is an orderly matching organizational targets employee expectations in their working careers. According to Greenhaus et al. (2018), failure to plan work-related careers reduces productivity, causes low organizational commitment levels, and causes job dissatisfaction among employees. Corporate houses that embark on structured career management programmes allow the

employees to define career goals and competencies needed and, more importantly, map out the planned career development, hence improving workforce utilization.

Another essential component of career management is Individual Development Plans (IDPs), which describe clear paths toward career progression. IDPs are more effective since Prins (2023) averred that employees who implement and rely on IDPs are more likely to achieve positive career advancement and enhanced performance. Personal and organizational goal coordination via career planning can also create worker commitment and motivation, resulting in better turnover positions and performance.

Also, career planning reflects on organizational performance because it helps in have right capital; satisfactorily address current and future needs. Ali et al. (2023) pointed out that it was equally essential to develop comprehensive strategies that would support and sustain an effective structure for career planning and management since the organizations that demonstrated a higher level of development in this area were likely to placed respond work environment sustain their advantage. By investing in career planning, skilled motivated that drives achieves strategic objectives, ultimately enhancing overall organizational performance.

Plans Completion Rate: This relates to the level of achievement in regard to the goals and targets set in the career paths of the employees. Evidently, the high completion rates, which mean that the employees are indeed progressing in their desired career lattice, point to the efficiency of the career planning framework. Greenhaus et al. (2018) posit that when those tasks are accomplished within the set deadlines, employees develop job satisfaction, also known as organizational commitment. On the other hand, low completion rates could indicate problems in the career planning framework, including insufficient funding, a lack of compatibility between employee skills and career plans, or a lack of direction.

Career Progression Timelines: They are used in career planning to assign workable and measurable time frames for an employee to accomplish a particular career step. Well managed and communicated timelines are a source of motivation to the employees and show the path in their development, as well as give a structured approach to the company's opportunities (Trisca, 2024). It is equally important in any organization for them to be promoted steadily within the same workplace or organization because it benefits both the employee and the organization by implying high morale among the workers and, more so, the availability of a skilled workforce which is willing to be promoted within the organization this is that is very vital in ensuring organization adaptability within the increasing and ever-changing healthcare systems. Wherever there is a clear and realistic timeframe on the part of an employee for career promotion, this individual is more likely to perform well, inasmuch as they can effectively disseminate their efforts toward acknowledged growth within the enterprise.

Employee-Organizational Goal Alignment: It is one of the basic results of successful career management. It's this feeling of being purposeful at the workplace that comes with planning career paths that take into consideration employees' desires besides attempting to fit planned organizational goals and objectives. This helps to create commitment; organizational members are committed to ensuring that organizational objectives are met, and at the same time, the organization will ensure that its members' development needs are met (Pervaiz et al., 2021). Matching career aspirations with organizational objectives fosters workers' morale and organizational concentration on sustainable improvement, which increases organizational commitment and decreases employee turnover, leading to improvements in productivity. employee-organizational goal congruence in the development of career management initiatives for

meeting current and future human capital needs, continued competitive advantage, and long-term organizational performance.

2.3.4 Organizational performance

Organizational performance may refer to several measures showing how well an organization performs its tasks and responsibilities. Akpa (2021) observed performance could be measured on different levels, which include Financial health established parameters such as profitability, revenue or sales growth; on the other hand, non-financial health indicators such as satisfaction with employees' needs and customer loyalty, among others. The performance dimensions offer organizations an opportunity to understand their operational performance in terms of efficiency and potential areas for growth.

Studies have revealed that organizational performance is functional to several factors within and outside the organization. Mahapatro (2021) show that, strategic planning, human resource development, and systems of performance measurement highly impact organizational performance. The research focuses on how strategic initiatives correspond to these results, as organizational approaches that are oriented towards strategic fit are likely to lead to higher performance outcomes. This alignment is critical in change-oriented contexts because organizations need to produce changes to continue operating efficiently.

Culture also plays a significant part in organizational behavior, determining the performance results. Research done by Yousif and Hasaballah in 2020 pointed out that organizations with effective change-friendly cultures are in a better position regarding productivity and profitability standards. These factors support employee involvement, creativity, and teamwork, leading to higher performance levels. Furthermore, according to Aguinis and Burgi-Tian (2023), there is evidence that organizations are currently significantly better placed to achieve strategic aims where

accountability and high-performance work norms have been developed. A positive organizational culture can boost organizational performance, thus making organizations sustainable with time.

Measures of organizational performance can be categorized in several ways and are important in the determination of the efficiency of the organization in the attainment of its goals. They include measures of increased productivity in employees, reduced turnover rates, improved organizational efficiency, organizational commitment such as employee satisfaction surveys, measures of clients, and customer satisfaction rates. These indicators are important reference points for organizations, especially in healthcare zone where the regulative role assumes obligation and advocacy to public health.

Employee Productivity Level It is argued that employee productivity is central to understanding organizational performance on the assumption that productivity can provide insights into the overall performance of the organization (Siraj & Hågen, 2023). High productivity levels of employees thus suggest better management practices in career training, motivation, development and promotions consistent with organizational direction. Research also indicates that organizations that spend money on skills training and offer promotion chances have a seen boost in their productivity. This is relevant to the health regulatory bodies as the efficiency of the output by the employees determines the extent of timely and quality scrutiny of health standards in society.

Employee Retention Rate It is important to retain employees with skills within the health regulatory organization so as to avoid constant change of staff. Organizational commitment is related to positive career management practices such as acceptable wages, career advancement and work environment that cause high retention rate (Balushi et al., 2022). Employee loyalty helps to minimize turnover, which destabilizes organizational work and increases costs associated with attracting new workers. This is possible when employees understand their worth and have a clear

vision of upward mobility in the company. High turnover has negative effects on organizational performance because these organizations lose several sources of experience and talented employees need to solve organizational problems.

Operational Efficiency: Operational efficiency can be defined as highest number of products and services with less input. It is a key concept in the health regulatory bodies in the control of health care standards (Walters et al., 2022). Effective organizational operations are nearly always achieved due to properly developed career management programs, which aim at providing the staff with all necessary training and clearly defined positions while encouraging goals. Operational efficiency can also improve performance as the organizational resources can be utilized more on value addition programs than on operational overheads.

Employee Satisfaction Scores: Another important factor is employee satisfaction; it gives information about how much organizational need and expectations have been fulfilled. Satisfied employees' performance is observed to be high compared to those who show low commitment to their jobs (Baxi & Atre, 2024). Career management activities like the acquisition of new skills, flexible working conditions and appreciating people's extra effort increase employee satisfaction and performance.

Quality of Service Delivery: Health regulatory bodies evaluate the quality-of-service delivery as they set and implement quality standards in health care nationally. The provision of quality services thus presupposes that employees are adequately knowledgeable, empowered with tools and techniques, and able to function within the tenets of the law (Young & Smith, 2022). Career management practice issues such as learning, accountability and competence shape the quality of service that the organization delivers, function and perform duties.

Customer Satisfaction Rate: Customer satisfaction for healthcare professionals and the populace is dependent on health regulatory authorities' fundamental responsibilities of compliance and monitoring. Tactical career management practices, which increase employees' competence and responsiveness, will result in high customer satisfaction outcomes in organizations (Cantarelli et al., 2023). Happy customers see the organization as legitimate and attentive, and interacting with the regulatory body and healthcare providers creates positive synergy, leading to improved health.

2.4 Conceptual Framework

This stands as a diagrammatic representation of the expected or theorized variables being examined. That kind of representation cannot be considered only as an aesthetic detail; it is such a decisive investigational tool that helps to support the evaluation of the empirical significance, to understand how the variables relate, and to outline the systematic way in which the hypotheses can be tested. The conclusions are acquired by the use of the data obtained during the course of the study. As Varpio et al. (2020) emphasize, the framework, therefore, serves as a systematic method of formulating the testing of the hypothesis and building the findings.

In the current study, there are specific hypotheses that have been advanced: the hypotheses to be tested with regard to the effect of employee mentoring, career exploration, and career planning on organizational performance in the health regulatory sector in Kenya. All these variables play a different role in the cumulative relation to maximizing efficiency and effectiveness in the healthcare system. The researcher also plans to explain by analyzing their interactions and interdependencies to deduce knowledge that can enhance the performance within the healthcare sector in Kenya.

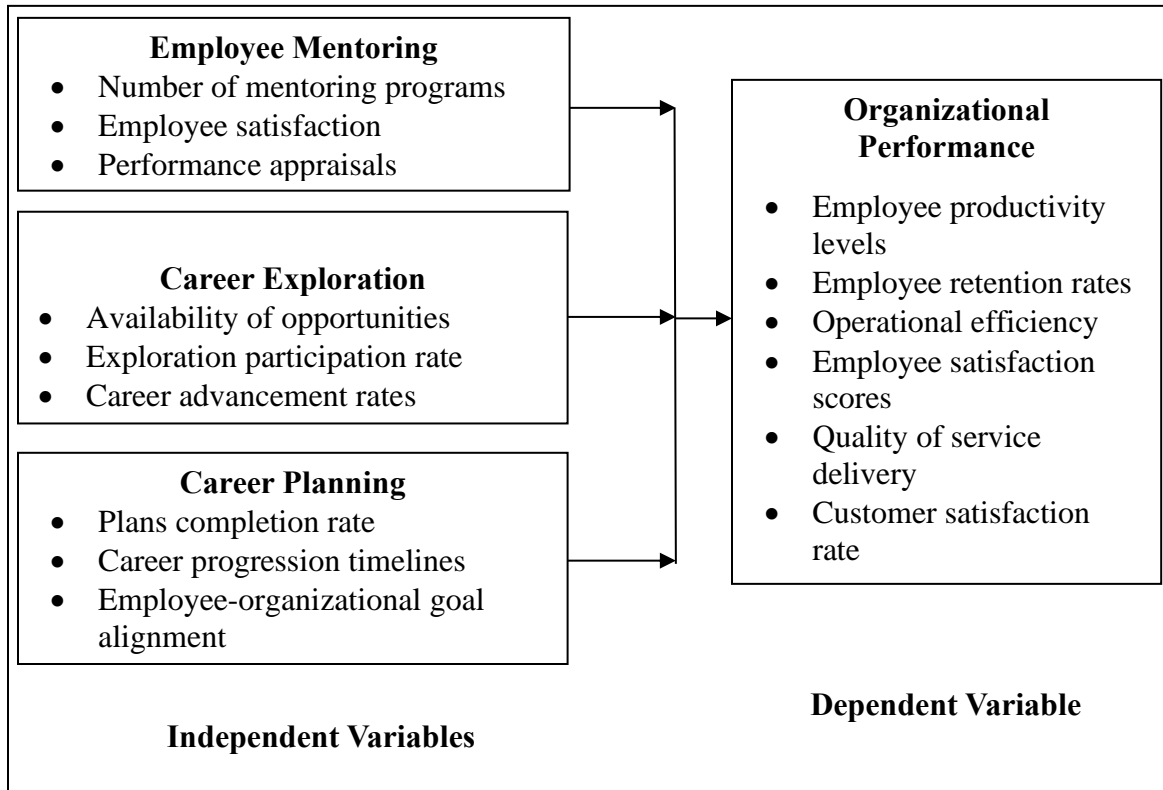


Figure 1: Conceptual Framework

Source: Researcher, (2025)

2.5 Research Gap

Employee Mentoring

Despite recognized benefits of mentoring in enhancing employee development and organizational performance, several gaps still exist. These gaps can limit the effectiveness of mentoring programs and, consequently, their impact on overall performance. Many organizations lack structured and well-documented mentorship programs, leading to inconsistent experiences and limited impact on employee growth and performance. Employees and mentors may lack motivation or time to actively engage in mentoring programs, reducing their overall effectiveness. Some employees may also view mentorship as an additional burden rather than an opportunity for growth. Many mentoring programs do not adequately address diversity and inclusion, leading to limited

opportunities for underrepresented groups to access quality mentoring relationships. If mentorship programs do not align with career development goals and organizational objectives, employees may not see a direct link between mentoring and career advancement, reducing their motivation to participate. To address some gaps we need to improve the effectiveness of mentoring programs and enhance organizational performance, companies should develop formalized and structured mentorship programs, Provide mentor training to improve guidance quality, ensure diverse and inclusive mentoring opportunities, implement performance tracking and feedback mechanisms and align mentorship programs with career development and organizational goals.

Career Exploration

Career exploration is a crucial process that helps employees understand their interests, strengths, and potential career paths within an organization. However, several gaps in career exploration can negatively impact organizational performance. These gaps include many organizations do not provide employees with sufficient information about career paths, job roles, and opportunities for growth, leading to uncertainty and disengagement. Employees often lack access to career coaches, mentors, or HR professionals who can help them navigate career options, leading to poor career decision-making. Organizations that do not offer job rotation, shadowing, or cross-training limit employees' ability to explore different roles, restricting their professional growth and skill development. Employees may not have access to relevant training, workshops, or certifications to explore new career paths, resulting in skill stagnation and reduced innovation. Organizations that fail to communicate career advancement opportunities clearly may demotivate employees, causing disengagement and lower productivity. How to address these gaps to enhance career exploration and improve organizational performance, companies should Implement career awareness and

counseling programs, Provide job rotation and cross-functional exposure, Develop clear career pathways and communication strategies ,Invest in learning and development initiatives, Promote diversity and inclusion in career growth opportunities and Leverage technology for career assessment and planning.

Career Planning

Career planning is essential for aligning individual employee goals with organizational objectives. However, several gaps in career planning can hinder both employee development and overall organizational performance. These gaps include many organizations do not have clear or formalized career development programs, leaving employees without a roadmap for growth within the company. This lack of structure can result in confusion, low morale, and stagnation in performance. Without defined career paths, employees may feel uncertain about their long-term prospects within the organization, leading to disengagement and high turnover. Clear, communicated career trajectories are necessary to motivate employees and enhance their commitment to the organization. Organizations may fail to involve employees in the career planning process, which can result in misaligned expectations. If employees are not consulted about their career aspirations, they may not feel a sense of ownership or motivation to pursue growth opportunities. Many organizations use a "one-size-fits-all" approach to career planning, which overlooks the unique aspirations, strengths, and skills of individual employees. Without tailored career plans, employees may feel unsupported in achieving their career goals. Career planning often requires resources such as training programs, mentorship opportunities, and professional development workshops. If these resources are insufficient or unavailable, employees may find it difficult to build the skills necessary for career advancement. A failure to integrate

career planning with succession planning can result in talent shortages and gaps in leadership. When organizations do not identify and groom future leaders, they risk losing top performers and destabilizing their operations. Organizations that focus more on immediate results and short-term goals may neglect long-term career development initiatives. This can stifle employee potential and create gaps in leadership, innovation, and performance down the line. Organizations may fail to provide equal career planning opportunities for all employees, especially those from marginalized groups. Gender bias, lack of diversity in leadership, and unequal access to career development opportunities can negatively affect organizational performance by stifling the potential of diverse talent. To address these gaps to improve career planning and enhance organizational performance, companies can develop structured, formalized career development programs, provide clear, defined career pathways with clear milestones, involve employees in the career planning process to ensure alignment with individual goals.

2.6 Literature Recap

The chapter commenced with an analysis of theoretical framework on human capital theory, social learning theory, and organizational culture theory to provide a theoretical underpinning of how empirical literature on mentoring, staff career planning and organizational culture can influence staff performance and organizational success. The conceptual framework presented independent variables includes employee mentoring, career exploration and career planning and dependent variables of organizational performance

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The chapter states the research strategy employed in the study to investigate the relationship between career management practices and organizational performance within the health regulatory bodies of Kenya. It sets out research design, defines the target population, describes the sampling plan, describes the data collection procedures, and the analytical method.

3.1 Research Methodology

The researcher employed distinct techniques for quantitative and qualitative analyses. Questions were designed around the relevance of the study's independent variables, enabling respondents to provide accurate and topic-specific responses in the questionnaires. Secondary data were obtained from journals, brochures, websites such as the Kenya Health Facility Census Report (2023), FAO publications, and newspaper articles.

3.2 Research Design

Design served foundational for conducting. According Hunziker (2021), it provided essential guidance to researchers regarding the methods needed for successfully studies. This structured plan helped ensure that the research was systematic and focused on the intended outcomes. Bell et al. (2022) further emphasized that researchers had the flexibility to choose from a range of designs, each tailored to fit specific study goals. Among these options were exploratory and descriptive research designs, each serving different purposes within the research process? among

a employees health regulatory bodies Kenya. The surveys designed for the target groups used structured questionnaires to gather quantitative data on employee performance in relation to the effects and benefits of mentoring, career exploration, and career planning efforts (Kuphanga, 2024). Primary data were also collected through interviews and focus groups to obtain deeper insights into employees' experiences and attitudes toward career management practices. Quantitative data were subjected to statistical analysis solid questions.

3.3 Target Population

Target population comprised top managers, middle managers, and lower managers of healthcare regulatory bodies Kenya. These regulatory bodies were selected because they were instituted to monitor healthcare service delivery and human resource development, thereby offering a suitable context to understand effect of career management on organizational performance. The population comprised the entire group of individuals or entities relevant to the study, sharing common traits aligned with the research question (Headley & Plano Clark, 2020). The target population served as the broader group from which the study sample was selected. It involved approximately 300 managers across different levels of healthcare regulatory bodies Kenya. Concentrating on this population was considered useful for examining career development interventions within organizations Kenya.

Table 1: Target population

Employees	Population Frequency	Percentage (%)
Top managers	50	16.7

Middle Managers	100	33.3
Lower Managers	150	50
Total	300	100%

Source: Researcher, (2024)

3.4 Sampling procedures and techniques

Sampling is the purposeful selection of a subset, often a small portion, of a population so that some investigation of the subset can give inference of the entire population. The practice enabled the researcher to save time and resources, at the same time optimising generalisability and statistical accuracy. This study used stratified sampling to categorize health workers, as shown in Tables 1 and 2. From a total of 300 employees, a 10% sample was selected, following Mugenda's (2013) guideline that a representative sample should be at least 10% of the target population. The study focused on collecting data from managers across different departments within health regulatory bodies, with participation based on respondents' availability and willingness.

3.5 Sample Size

Study's target population comprises 300 employees in selected health regulatory bodies. Such a sample was considered adequate to ensure user gets an equal representation of views of a selected group of employees from the different departments and ranks of the organizations to make the result more reliable and accurate. Stratified random sampling was used increase variation across organization structure to capture the variety of employee opinions regarding career management practices across organizational positions and hierarchies (Singh et al., 2023). This sample size makes it possible for statistical analysis to be done so that findings can generalize bigger within

health regulatory bodies in Kenya. Yamane (2002) and Israel (2019) provide. To determine the study's sample size, the following formula was applied with a precision level was fixed at 0.10.

$$n = N / (1 + N(e)^2)$$

$$n = 300$$

$$1 + 300(0.10)^2$$

$$n = 300$$

$$1 + 3$$

n= 75 Therefore, the scholar used 75 employees as a sample size.

Table 2: Sample Size

Category	Population frequency	Percentage (%)	Sample size
Top management	50	50/300*75	12.5
Middle management	100	100/300*75	25
Lower management	150	150/300*75	37.5
Total	300		75

Source: Researcher (2024)

3.6 Construction of Research Instrument

Measures constructs for the study were developed to measure quantitative and qualitative career management practices and the associated impact on organizational performance. Interview

questionnaires were constructed for the survey, using closed-ended and interval-scaled questions to elicit quantitative responses on career training mentoring, planning productivity. Further, interview guides and focus group protocols were developed to collect rich qualitative information that would articulate the experience and perception of employees on career management initiatives. These instruments review match measures key variables and improve the validity of the measures.

3.7 Piloting of Research Instruments

Research tools were piloted solely to determine their validity and reliability. Pilot involved 10% of the sample size, totaling 8 participants, who were excluded from the main data collection. Pilot group consisted of 1 top-level manager, 2 middle-level managers, and 4 lower-level staff members. Initial pilot trials included questions that revealed problematic questions, logical sequencing, and response prejudices. Based on this feedback from the pilot participants, the questions set in the instruments were modified to collect proper information on career management practices being followed and the organisations' performances.

3.7.1 Testing of Validity

Validity, according to Rahman (2023), conveys accuracy and the meaningfulness of inferences obtained in the course of the study. It measures to what degree research measures reflect the constructs that they are supposed to measure and to what degree the data that is gathered relates to the phenomenon that is being studied. The study tools were also systematically reviewed by the field experts and the supervisor to enhance content validity. Such assessors examined the applicability and comprehensibility of every statement within the instruments. Their responses contributed to further improvements of the tools before the final data gathering. The questionnaire was also designed with a clear conceptual framework with the aim of protecting construct validity.

3.7.2 Testing of Reliability

Reliability is a measure of how consistently a research tool yields consistent results when it is administered repeatedly in a similar condition (Rahman, 2023). The measure of reliability in this paper was based on Cronbach's Alpha Coefficient, which was an indicator that measures the internal consistency on a scale between +1 and -1. The higher the values are, the closer to 1, meaning high reliability. It was established that a minimum level of 0.7 was to be met and that any variable with a Cronbach's Alpha of 0.7 and above was to be considered adequately reliable to be incorporated in further statistical analysis.

3.8 Data Collection Methods and procedures

The research utilized a structured questionnaire featuring a mix of closed- and open-ended questions to collect data. Questionnaires were administered to participants using the drop-and-pick approach.

Primary data were collected through self-administered questionnaires targeting managers in health regulatory bodies, while secondary data were drawn from existing literature, official websites, and previous studies. A five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree) was used to gauge participants' level of agreement with key research items.

The questionnaire consisted of two parts: the first gathered demographic details, and the second addressed the study's independent variables.

3.9 Proposed Data Analysis Techniques and Procedures

Before analysis was applied to the data, it underwent a set of preparatory steps that ultimately consisted of inputting the data into a specialist coding system and performing some initial

diagnostic exercises. The remaining analyses were done using the SPSS software based on the research objectives of the study. A statistical analysis of both descriptive and inferential techniques was used. To provide an aggregate overview of the data set, descriptive statistics were computed; in particular, percentages, means, frequencies, and standard deviation were used. The inferential processes involved Pearson correlation and multivariate regression, where the latter would be used to predict the dependent variable using the explanatory variables, thus questioning the links between the two constructs. The results showed that these relationships best fit a regression model.

$$y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Wherever:

Y = Organizations' performance

β_0 = Constant Term

$\beta_1 - \beta_3$ = Regression coefficients

X₁ = employee mentoring

X₂ = career exploration

X₃ = career planning

ϵ = error term

3.10 Ethical considerations

Formal approval of the present study has been granted by the Mount Kenya University Ethical Committee, along with an introduction letter from the Graduate School and Research. Before commencing data collection, the researcher sought a research permit from the NACOSTI. In order

to increase the accuracy and relevance of the data collected, the participants were told that their privacy would be preserved and the information obtained would be utilized for the purposes of education only. The amount of participation was purely voluntary, where the respondents could take part willingly, refuse, or drop out at any given time. There was no mixed-up use of coercion, but the participants were guaranteed anonymity, confidentiality, and informed consent. In the process of conducting the research, the researcher maintained academic integrity, reflecting biases, ethical conduct, and respecting the works of others, as the researcher provided proper citations.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS



4.0 Introduction

This chapter explains the research results and the subsequent discussion regarding an analysis concerning career management practice and organizational performance in the health regulatory institutions in Kenya. Empirical factors that were covered during analysis were the outcomes of reliability, response rate, level distributions of the variables, the outcome of regression modeling, ANOVA test results, and the study coefficients involved.

4.1 Pilot Testing Results

4.1.1 Validity

The reliability of the research was determined by having data collection instruments and research materials systematically administered to health managers who were tasked with the responsibility of managing career management practices in health regulatory bodies in Kenya. Their answers were based on the aims of the study and scored on a 5-point Likert Scale, which included: Strongly

Agree, Agree, No opinion, Disagree, and Strongly Disagree. SPSS was used to determine the validity index, whose reports finally came out after expert analysis. The questionnaires were numbered (1-75) to be able to categorize the information that will be obtained through questions to the respondents.

4.1.2 Reliability of Research Instruments

To calculate the reliability of the questionnaire items, SPSS Version 29 was utilized, which maximized the validity aspect of the overall questionnaire items. The dependability analysis gave the Cronbach Alpha coefficient as a measure of internal consistency. Tables 3 and 4 represented the findings.

Table 3: Average Reliability Statistics of Career Management Practices

Variables	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	Alpha	N of Items
Average Reliability Statistics of Career Management Practices	.726	.795		15

Source; Researcher (2025)

The Cronbach alpha coefficient of this research was 0.726, indicative of high reliability and consistency of items of the questionnaire. Cronbach's alpha is a mean of all potential split-half reliability values of a scale. An estimation of a coefficient less than 0.6 is mainly regarded as a lack of sufficient internal consistency (Malhotra, 2014).

Cronbach's Alpha scores can lie on the scale of 0 and 1, with higher scores (approximately 1) showing the high internal consistency (Sekaran & Bougie, 2013). According to Kothari and Garg (2014), a reliability coefficient value ($\alpha > 0.7$) is usually acceptable in terms of the research instrument. Besides, Mugenda and Mugenda (2013) provide specific guidelines regarding the levels of significance Cronbach's Alpha should have for various constructs to be evaluated as satisfactorily consistent about internal consistency.

Table 4: Career Management Practices Reliability Statistics

variable	Cronbach's Alpha Based on Standardized Items	Alpha Comments
Employee Mentoring	.994	Accepted
Career exploration opportunities	.875	Accepted
Career Planning	.923	accepted

Source; Researcher (2025)

Based on Cronbach's alpha, the level of internal consistency was determined as the data was collected. The statistics were carried out in SPSS. The pilot phase had eight management employees who would fill out questionnaires and provide feedback. This coincides with the ideas presented by Zinbarg (2005) that Cronbach's alpha offers a neutral estimate of the level to which the results will be of practical value. By virtue of Table 4, it is clear that the empirical dataset was obtained reliably since the constructs obtained using Cronbach's alpha have returned the following scores: 0.994 (employee mentoring), 0.875 (career exploration opportunities), and 0.923 (career

planning). This shows strong reliability in the mentoring of employees, good reliability in the offering of career exploration, and satisfactory reliability in career planning. Zinbarg (2005) goes further to posit that a Cronbach alpha score of more than 0.60 indicates fairly good internal consistency and also allows a generalization of results to reflect the views of a wider target group regarding the career management practices and the organizational performance in the health regulatory bodies in Kenya.

4.2 Response Rate

The proportional number of questionnaires completed and submitted to be analyzed was divided by the total number of the sample group, which constituted the response rate. Consequently, the response rate amounted to 100 % which in turn is an excellent figure. In their explanation of response rates, Mugenda and Mugenda (2013) reckon that a response rate of 50 % is sufficient to analyse and make a report, 60 % is great, and a response rate of 70 % and above is outstanding. The 100 % response rate achieved after conducting this study was therefore classified as a great advantage since it was used to study the career management practices and their repercussion on the performance of the health regulatory agencies in Kenya.

4.2.1 Gender of the Respondents

The research investigated the gender composition of the participants, with the outcomes displayed in Figure 2

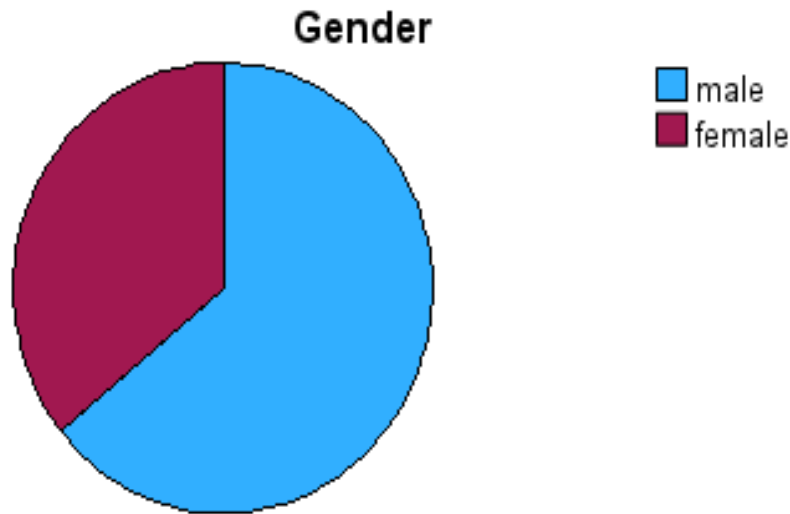


Figure 2: Gender of Respondents

Source: Researcher (2025)

Figure 2 shows the demographic characteristics of the sample, which implies that 64.0 percent of the sample consisted of male participants, and 36.0 percent included female participants, which allowed covering a significant gender gap in pursuing career management activities that are within the scope of the relevant institutions. The fact that male respondents are underrepresented indicates that there exist obstacles to the participation of women, which cultural, social, or institutional circumstances can cause. Controlling such imbalance would require that there is a systematic analysis of practices meant to foster gender equity, whereby both sexes play equal roles in the growth of careers as well as in organisational learning programs.

4.2.2 Age of the Respondents

The study aimed to determine the age distribution of the participants. The results of this analysis are presented in Figure 3.

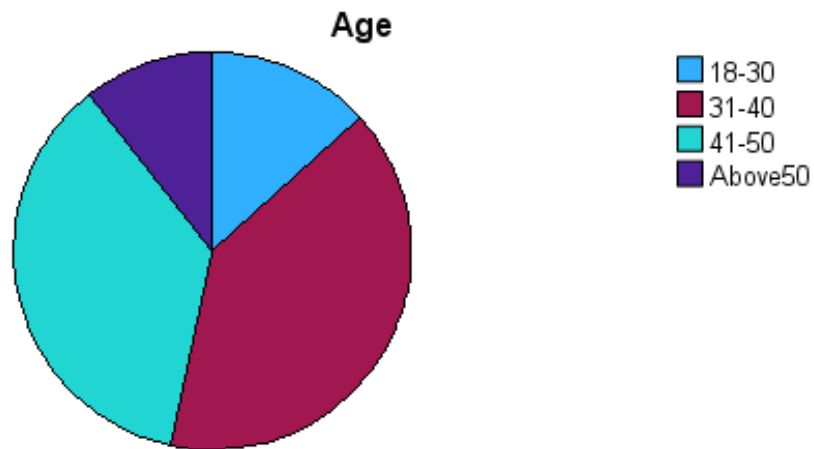


Figure 3: Age group respondent

Source: Researcher (2025)

The sample is primarily composed of individuals between 31-40 years (40%) and 41-50 years (36%), making up a combined total of 76% of the respondents. A smaller proportion of the sample is in the 18-30 years group (13.3%) and the Above 50 years group (10.7%). This distribution indicates that the majority of the sample is in the middle-aged range (31-50 years), with fewer respondents in the younger and older age categories.

This age distribution could be important to consider when analyzing variables that might vary by age group, as the sample is skewed toward individuals in the 31-50 age range.

4.2.3 Highest Educational Qualifications

The research aimed to determine the highest educational qualifications among the participants.

The results of the study are presented in Figure 4

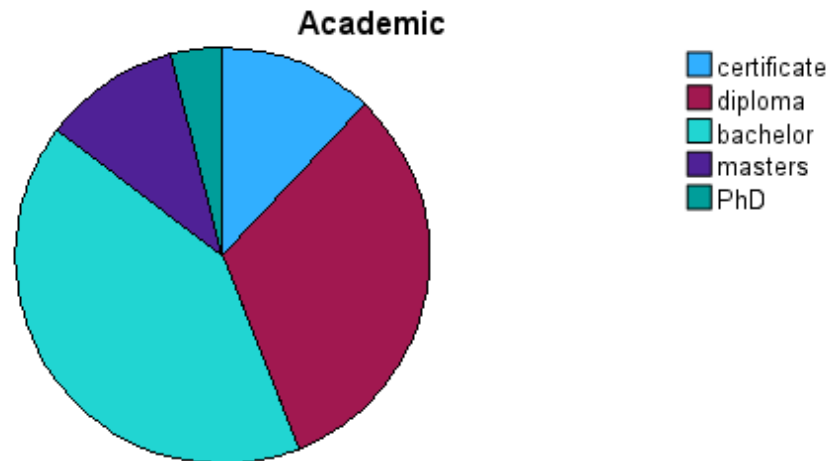


Figure 4: Highest Educational Qualifications

Source: Researcher (2025)

The study result reveal in Figure 4. 41.3% of the sample holds a bachelor's degree, making it the most common academic qualification in this dataset. 32% have a diploma, while 12% hold a certificate. 10.7% of respondents have a master's degree, and only 4% have a PhD. This indicates that the majority of respondents have at least a diploma or bachelor's degree (73.3%), with fewer respondents having postgraduate qualifications like master's degrees or PhDs. This academic qualification distribution might influence various factors in your analysis, especially when considering how education level may relate to other variables

4.2.4 Experience in the organization

The study sought to understand the participants' experiences in the organization, and the findings are depicted in Figure 5.

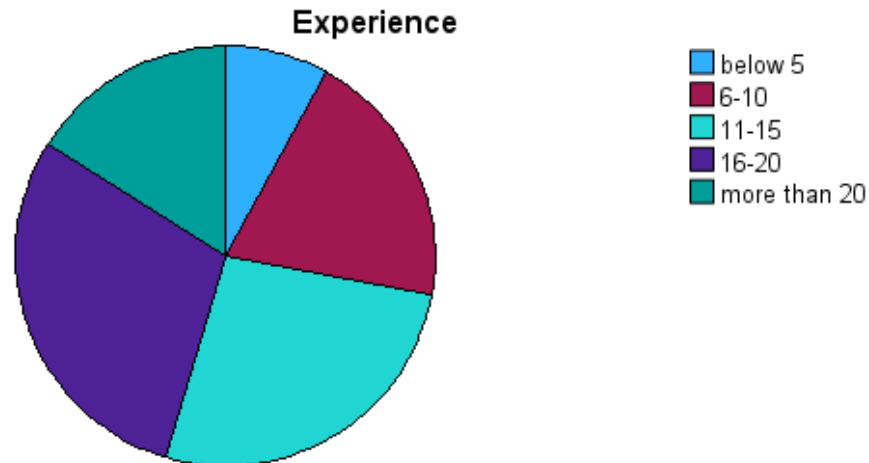


Figure 5: Experience in the organization

Source: Researcher (2025)

The majority of respondents have between 11 and 20 years of experience, with 29.3% having 16-20 years and 26.7% having 11-15 years of experience. 20% of respondents have 6-10 years of experience, while 16% have more than 20 years. 8% of respondents have below 5 years of work experience, indicating a smaller group of individuals with relatively less experience. This distribution shows a relatively experienced sample, with more than half of respondents having 11 or more years of experience. The data suggests that a majority of the respondents are not entry-level professionals, which could influence how certain variables, like career management practices, are perceived or implemented.

4.2.5 Position hold in the organization

The study aimed to determine the respondents' organizational positions. These results are presented in Figure 6.

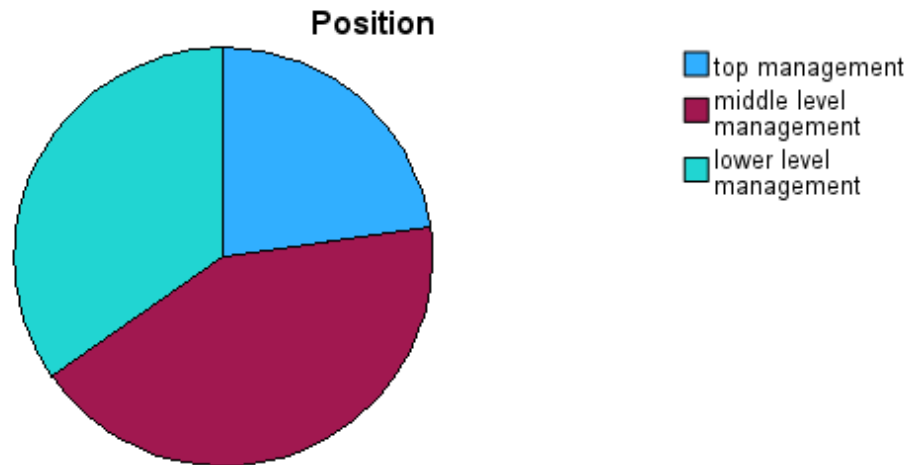


Figure 6: Position hold in the organization

Source: Researcher (2025)

The sample consists primarily of respondents in middle-level management (42.7%) and lower-level management (34.7%), together making up 77.4% of the sample. A smaller proportion, 22.7%, holds top management positions. This distribution shows a larger proportion of respondents in middle and lower-level management, which could influence how different management practices or career management strategies are perceived based on hierarchical level. It suggests that most respondents may have practical, hands-on experience in managing teams but may not all be in the top echelons of decision-making.

4.2.6 Department in the organization

The study sought to determine the organizational departments of the surveyed respondents. The findings are displayed in Figure 7.

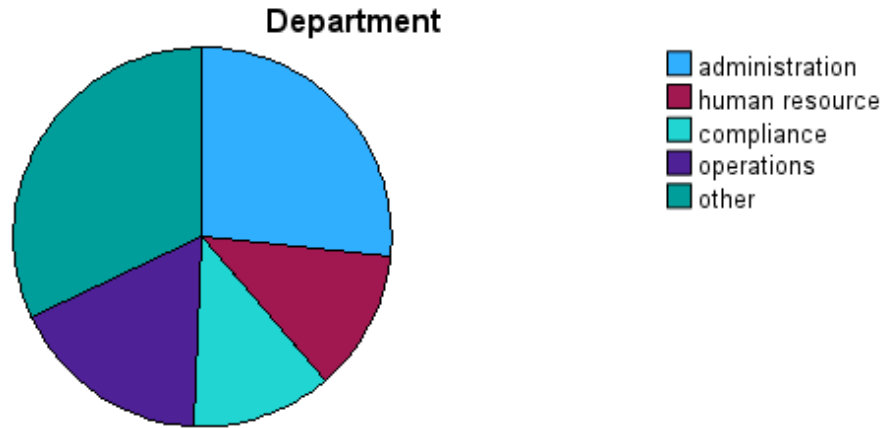


Figure 7: Department in the organization

Source: Researcher (2025)

The sample consists of 32% of respondents from other departments, the largest category in this dataset. The second-largest group comes from administration (26.7%), followed by operations (17.3%). Smaller proportions are represented in human resources (12%) and compliance (12%). This departmental distribution could be important when analyzing organizational trends or career management practices, as the needs and perspectives may differ significantly between departments. For example, HR and compliance may have different views on career management compared to departments like operations or administration.

4.3 Descriptive Statistics

The study sought to assess relationship between career management practices and organizational performance in health regulatory bodies in Kenya. Specifically, employee mentoring, career exploration opportunities and career planning are the independence variables to look at.

4.3.1 Employee mentoring on organization performance

Table 5: Employee mentoring

	N	Mean	Std. Deviation
The organization provides formal mentoring programs	75	3.79	.552
I have access to a mentor within the organization	75	4.61	.676
Mentoring has positively influenced my career development	75	4.32	1.002
Mentorship in this organization has improved my job satisfaction	75	3.99	1.007
How are your relationships with your colleagues and supervisors	75	3.95	1.126
What obstacles are you encountering at work	75	3.96	1.179

Source: Researcher (2025)

From the finding, the organization provides formal mentoring program Mean 3.79, Std. Deviation 0.552. This suggests that, on most of employees agreed that their organization offers formal mentoring programs. The low SD indicates that most respondents are in agreement on this point, with only minor differences in opinion.

I have access to a mentor within the organization Mean 4.61, Std. Deviation 0.676. Employees strongly agree that they have access to mentors within the organization. This indicates a positive view of mentoring availability. The variation is moderate but still points to a generally favorable view. Mentoring has positively influenced my career development Mean 4.32, Std. Deviation

1.002. The response here indicates that mentoring has positively influenced career development. The relatively higher SD shows that while many employees benefit, there are some who might not feel the same level of impact from mentoring. Mentorship in this organization has improved my job satisfaction Mean = 3.99, Std. Deviation = 1.007. This suggests that mentoring has a moderate to strong impact on job satisfaction. However, the standard deviation shows some variation, indicating that not all employees perceive the same level of improvement in job satisfaction through mentoring. How are your relationships with your colleagues and supervisors Mean 3.95, Std. Deviation 1.126. Employees generally report positive relationships with colleagues and supervisors, but the higher SD indicates significant variability in how different individuals experience these relationships. What obstacles are you encountering at work Mean 3.96, Std. Deviation 1.179. Employees report encountering obstacles at work, but this score is still fairly high, suggesting that while obstacles exist, they do not overwhelmingly affect the overall workplace dynamics. The higher SD implies that the obstacles faced may vary significantly between employees.

Studies have also shown that mentoring programs can reduce turnover (Lloyd, 2023). Mentoring has to do with the tenure of employees, as shown in the analysis by Timsina (2024), in that workers who engage in mentoring. This retention is associated with encouragement, motivation, and consultation from their tutors in the face of organizational challenges, as well as promoting the inclusiveness of the employees within the company. Therefore, organizations that invest in mentoring programs may experience enhanced employee performance and lower recruitment and training costs associated with turnover.

Besides, the quality of the relationship between a mentor and a mentee affects the process's outcomes. Amanda (2023) indicates that the relationship quality that a mentor and a mentee share

is critical for the solutions provided. Organizations that invest efforts in developing this relationship, particularly by formally practicing mentoring programs, may derive increased employee performance.

4.3.2 Career Exploration Opportunities on organization performance

Table 6: Career exploration opportunities

	N	Mean	Std. Deviation
The organization offers opportunities for career exploration (e.g., job shadowing, career counseling).	75	3.37	.712
I have participated in career exploration activities within the organization.	75	4.27	.890
Career exploration has helped me to better understand my career path.	75	4.16	1.186
The availability of career exploration opportunities has improved my engagement with my work	75	3.97	1.078
Identify transferable skills from your current role	75	3.73	1.277

Source: Researcher (2025)

The results found that organization offers opportunities for career exploration (e.g., job shadowing, career counseling) with Mean 3.37, Std. Deviation 0.712 suggests that employees are somewhat neutral or mildly agree that their organization provides career exploration opportunities like job shadowing or career counseling. The moderate mean indicates that employees are not overly confident about the availability of such opportunities, and the standard deviation shows some

variation in responses. I have participated in career exploration activities within the organization with Mean 4.27, Std. Deviation 0.890. Employees report that they have participated in career exploration activities, with a relatively high mean score. This indicates that, although career exploration opportunities might not be abundant, those who have access to them are actively engaging. The moderate standard deviation reflects some variation in participation rates. Career exploration has helped me to better understand my career path with Mean 4.16, Std. Deviation 1.186. Career exploration activities seem to have positively impacted employees' understanding of their career paths. The fairly high standard deviation suggests that while many employees see career exploration as beneficial, the extent of its effectiveness might vary from person to person. The availability of career exploration opportunities has improved my engagement with my work with Mean of 3.97, Std. Deviation of 1.078. Employees report a moderate to strong improvement in engagement with their work due to career exploration opportunities. The moderate standard deviation indicates that while some employees experience a notable increase in engagement, others might not feel the same level of impact. Identify transferable skills from your current role with Mean 3.73, Std. Deviation 1.277. Employees have a somewhat positive view of identifying transferable skills from their current roles, but the S.D shows that there is significant variation in how employees perceive this opportunity. Some employees may struggle to see how their current skills could be applied elsewhere, while others find it more straightforward.

In addition, career exploration programs can effectively increase staff satisfaction and, thereby, minimize turnover. According to Van Vianen et al. (2019), career exploration significantly increases organization identification and enhances the perceived meaningfulness of work. Such activities include workshops, job shadowing, and career counseling that, apart from helping the employees develop new vocational skills and knowledge give employees glimpses what they look

like in other capacities resource mapping that nurture and support the career development process might witness lower worker turnover rates.

It is worth considering effects of career exploration organizations and their performance. According to survey conducted by Urme (2023), firms that fund career development programs are more innovative and move more fluidly through the market. These are essential links in organizational development because workers who understand their career prospects are regime enough to support their employers' purposes and causes, which will better organizational performance indices. Generally, organizations can help create a proactive workforce engaged in career planning that will help them perform better when changes occur in the market.

4.3.3 Career planning on organization performance

Table 7: Career planning

	N	Mean	Std. Deviation
The organization has a structured career planning program	75	3.72	.648
I have clear career goals within the organization	75	4.59	.617
Career planning has contributed to my sense of purpose at work	75	4.00	1.078
My career progression within this organization aligns with my career goals	75	3.57	1.275

Source: Researcher (2025)

The finding presented in table 7 illustrated that organization has a structured career planning program with Mean 3.72, Std. Deviation 0.648. Employees somewhat agree that the organization has a structured career planning program, but the relatively moderate mean suggests that it might not be as widely recognized or implemented as effectively as expected. The low standard deviation indicates that most employees generally share this view, with little variation in their responses. I have clear career goals within the organization with Mean 4.59, Std. Deviation 0.617. This indicates that employees strongly feel they have clear career goals within the organization. This is a positive indicator of personal career direction and ambition. The low standard deviation shows that most employees share a strong sense of clarity about their career aspirations. Career planning has contributed to my sense of purpose at work with Mean 4.00, Std. Deviation 1.078. Career planning appears to have a moderate positive effect on employees' sense of purpose at work. While the mean is positive, the higher SD shows that the impact of career planning on employees' sense of purpose may vary significantly. Some employees may feel more purpose-driven than others due to career planning. My career progression within this organization aligns with my career goals with Mean 3.57, Std. Deviation 1.275. This suggests that while some employees feel their career progression aligns with their goals, many feel that there is a misalignment between their career goals and actual progression. The relatively low mean score and high standard deviation indicate significant variation in how employees perceive their career progression within the organization.

Career development is an orderly matching organizational targets employee expectations in their working careers. According to Greenhaus et al. (2018), failure to plan work-related careers reduces productivity, causes low organizational commitment levels, and causes job dissatisfaction among employees. Corporate houses that embark on structured career management programmes allow the

employees to define career goals and competencies needed and, more importantly, map out the planned career development, hence improving workforce utilization.

Another essential component of career management is Individual Development Plans (IDPs), which describe clear paths toward career progression. IDPs are more effective since Prins (2023) averred that employees who implement and rely on IDPs are more likely to achieve positive career advancement and enhanced performance. Personal and organizational goal coordination via career planning can also create worker commitment and motivation, resulting in better turnover positions and performance.

4.3.4 Organization performance

Table 8: Organization performance

	N	Mean	Std. Deviation
Career management practices in this organization have improved my job performance	75	3.61	.634
There is a positive impact on service quality due to career management practices	75	4.32	.888
Career management practices contribute to higher employee retention in the organization	75	4.09	1.068
Overall, career management practices positively influence organizational effectiveness	75	3.72	1.225

Source: Researcher (2025)

The findings presented in the table 8 illustrated that Career management practices in this organization have improved my job performance with Mean 3.61, Std. Deviation 0.634. Employees somewhat agree that career management practices have improved their job performance. The mean score of 3.61 suggests a moderate level of agreement. The standard deviation is relatively low, indicating that responses are somewhat consistent, but there's still a small amount of variation. There is a positive impact on service quality due to career management practices with Mean 4.32, Std. Deviation 0.888. This suggests a strong belief that career management practices positively impact service quality. The relatively high mean score indicates that employees recognize the value of career management in enhancing service delivery. The standard deviation, while indicating some variability, still shows strong general agreement. Career management practices contribute to higher employee retention in the organization with Mean 4.09, Std. Deviation 1.068. Employees agree that career management practices contribute to higher retention rates, although there is a bit more variation in the responses compared to the previous question. The relatively high mean suggests that career management is seen as a factor that helps retain employees, but the high standard deviation indicates differing opinions on how effective this is in practice. Overall, career management practices positively influence organizational effectiveness with Mean 3.72, Std. Deviation 1.225. This indicates that employees somewhat agree that career management practices positively influence overall organizational effectiveness. The relatively low mean shows a modest agreement, while the high S.D suggests that the impact of career management on organizational effectiveness varies significantly across employees. Studies have revealed that organizational performance is functional to several factors within and outside the organization. Mahapatro (2021) show that, strategic planning, human resource development, and systems of performance measurement highly impact organizational

performance. The research focuses on how strategic initiatives correspond to these results, as organizational approaches that are oriented towards strategic fit are likely to lead to higher performance outcomes. This alignment is critical in change-oriented contexts because organizations need to produce changes to continue operating efficiently.

Culture also plays a significant part in organizational behavior, determining the performance results. Research done by Yousif and Hasaballah in 2020 pointed out that organizations with effective change-friendly cultures are in a better position regarding productivity and profitability standards. These factors support employee involvement, creativity, and teamwork, leading to higher performance levels. Furthermore, according to Aguinis and Burgi-Tian (2023), there is evidence that organizations are currently significantly better placed to achieve strategic aims where accountability and high-performance work norms have been developed. A positive organizational culture can boost organizational performance, thus making organizations sustainable with time.

4.3.5 Summary Of Mean Score

Table 9: Mean Score

Statement	Mean Score	Standard Deviation
Employee mentoring	4.10	0.924
Career exploration opportunities	3.90	1.029
Career planning	3.97	0.905

Source: Researcher (2025)

The table provides the average (mean) scores and standard deviations for three key factors related to employee development in health regulatory bodies in Kenya ie employee mentoring, career exploration opportunities, and career planning. The findings of the research indicates that

employee mentoring has Mean Score of 4.10 and Standard Deviation of 0.924. On average, employees report positive views about mentoring within the organization, with a relatively high mean score indicating that they generally perceive mentoring as effective. The standard deviation of 0.924 suggests there is some variation in responses, but most employees share similar opinions on the value of mentoring. Followed by Career Exploration Opportunities with Mean Score of 3.90 and Standard Deviation of 1.029. Employees have a moderately positive view of career exploration opportunities within the organization. While the mean score of 3.90 indicates some level of agreement with the availability of these opportunities, the higher SD (1.029) shows that there is more variation in responses. Some employees might feel these opportunities are beneficial, while others may not perceive them as strongly. Thirdly Career Planning with Mean Score of 3.97 and Standard Deviation of 0.950. Employees are moderately positive about career planning in the organization, as indicated by the mean score of 3.97. The standard deviation of 0.905 shows less variation in responses compared to career exploration, meaning that employees tend to agree more consistently that career planning is supported, though some variation still exists

4.4 Inferential Statistical

The research utilized both correlation and regression analysis to investigate whether a relationship exists, as well as the strength of the connection, between independent and dependent variables.

4.4.1 Correlation Analysis

To explore how the three main variables related to career management participation are connected, a correlation analysis was performed. The Pearson correlation coefficient at a 0.05 significance level was applied to evaluate both the strength and direction of these relationships. In particular, the study examined how employee mentoring, opportunities for career exploration, and career

planning within Kenyan health regulatory organizations are associated with career management participation. The results from this analysis can be found in Table 10.

Table 10: Correlation Analysis Result

		Career explor opportunities career planning			
		Employee	Mentoring	ation	unities career planning
Employee	Pearson Correlation	--			
Mentoring	N	75			
	Pearson Correlation	.536	--		
	Sig. (2-tailed)	<.001			
	N	75	75		
Career	Pearson Correlation	.171	.107	--	
Exploration	Sig. (2-tailed)	.143	.359		
Opportunities	N	75	75	75	
	Pearson Correlation	.337	.398	.437	--
	Sig. (2-tailed)	.003	<.001	<.001	
	N	75	75	75	75
	Pearson Correlation	-.018	-.127	.259	.061
					--

Career	Sig. (2-tailed)	.877	.277	.025	.604		
Planning	N	75	75	75	75	75	
	Pearson Correlation	-.024	-.129	.048	.031	.484	--
	Sig. (2-tailed)	.836	.269	.680	.791	<.001	
	N	75	75	75	75	75	75

Source: Researcher (2025)

Table 10 presents the correlation results among the key variables related to career management participation. The analysis revealed a moderate positive correlation between employee mentoring and career exploration opportunities ($r = 0.536, p < 0.001$). This suggests that employees who experience more effective mentoring are likely to have increased access to career exploration opportunities. Enhancing mentoring programs could therefore support greater career exploration among staff.

Similarly, there was a moderate positive correlation between employee mentoring and career planning ($r = 0.337, p = 0.003$), which is statistically significant at the 99% confidence level. This finding implies that mentoring positively influences employees' engagement in structured career planning. Thus, stronger mentoring initiatives may facilitate better planning of career paths.

The results also indicated a moderate positive correlation between career exploration opportunities and career planning ($r = 0.437, p < 0.001$), which is statistically significant at the 99.9% confidence level. Employees with greater access to career exploration activities were more likely to engage in career planning. Therefore, increasing career exploration initiatives may enhance employees' ability to plan their careers effectively.

On the other hand, the correlation between career exploration opportunities and employee mentoring was weak and statistically insignificant ($r = 0.171, p = 0.143$). Since the p-value exceeds the 0.05 threshold, this relationship is not considered meaningful within this dataset.

Additionally, a negligible and negative correlation was observed between career planning and employee mentoring ($r = -0.018, p = 0.877$), which is not statistically significant. This suggests no meaningful association between mentoring and career planning in this particular context.

Lastly, a weak to moderate positive correlation was found between career planning and career exploration opportunities ($r =$ value not specified, $p = 0.025$), which is statistically significant at the 95% confidence level. This indicates that employees who engage more in career planning also tend to report greater access to career exploration opportunities. Consequently, organizations that invest in career exploration initiatives may foster higher levels of career planning among employees.

4.4.2 Regression Analysis Results

The aim of this research was to investigate how career management practices impact the performance of health regulatory organizations in Kenya. To accomplish this, multiple regression analysis was used to evaluate the importance of factors such as employee mentoring, opportunities for career exploration, and career planning in relation to organizational performance within these institutions.

The following is regression model

$$Y = B + B_1X_1 + B_2X_2 + B_3X_3 + e$$

Where

Y = Organization Performance

B0 = constant

X1 = Employee Mentoring

X2 = Career Exploration Opportunities

X3 = Career Planning

e = Error term

B1, B2 and B3 of coefficients



Table 11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.751 ^a	.564	.453	.469

a. Predictors: (Constant), employee mentoring, career exploration opportunities and career planning

b. Dependent Variable: organization performance

Source: Researcher (2025)

This value reflects the correlation between the predicted organizational performance (based on employee mentoring, career exploration opportunities, and career planning) and the actual observed performance. A correlation coefficient of 0.751 indicates a strong positive relationship

between the predictor variables and organizational performance. This suggests that employee mentoring, career exploration, and career planning are strongly associated with improved performance in health regulatory bodies.

The model's R^2 value of 0.564 indicates that approximately 56.4% of the variation in organizational performance can be explained by these three factors combined. This represents a substantial proportion of variance, demonstrating that the selected career management practices are significant contributors to organizational performance.

Since the adjusted R^2 is at 0.453 this allows the model to transform with the implication of the number of the anticipated predictors, which offers a precise estimate on the perceived fit of the model. This implies that despite including the variables in the model, 45.3 percent of change in the organizational performance can be ascribed to mentoring of employees, opportunities to explore their careers, and career planning. Although it is less than the unadjusted R^2 , this value shows to have a significant predictive capacity which further suggests the significance of these practices in career management to enhance organization performance.

Table 12: ANOVA Combined Effect

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.794	15	1.120	5.084	<.001 ^b
	Residual	12.993	59	.220		
	Total	29.787	74			

a. Dependent Variable: organization performance

b. Predictors: (Constant), employee mentoring, career exploration opportunities and career planning

Source: Researcher (2025)

Analysis of Variance (ANOVA) is a statistical tool applied to determine how much there is variation in an analysis of variance and examine whether or not association between variables is significant. ANOVA was used in the present study to test its ability to compare the outcomes of the observation and the regression equation. The result indicated that employee mentoring, career exploration, and career planning as a whole are significantly affecting the performance of an organization with a p-value of <0.001 and an F-statistic value of 5.084.

The finding indicates that the regression model can help us improve organizational-performance-prediction considerably, and overall predictors can be used to justify a significant proportion of the variation found. The Sum of Squares analysis confirms the same by indicating that model is explaining 16.794 units of the variance on the performance of the organizations out of the 29.787 total units of variance. This can be in line with the value $R^2 = 0.564$, which produces strong model fit and demonstrates the significance of these predictors to account changes in organizational performance.

Table 13: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		Collinearity Statistics		
		B	Std. Error	Beta			Zero-order	Partial	Tolerance	VIF	
1	(Constant)	.130	.861		.152	.880					
	EM1	.079	.129	.069	.610	.544	.224	.079	.052	.582	1.717
	EM2	.083	.110	.089	.760	.450	.151	.098	.065	.543	1.841
	EM3	-.031	.069	-.050	-.455	.651	.027	-.059	-.039	.622	1.607
	EM4	-.155	.067	-.246	-2.331	.023	-.050	-.290	-.200	.662	1.510
	EM5	-.032	.055	-.057	-.587	.559	.103	-.076	-.050	.783	1.278
	EM6	.014	.052	.026	.269	.789	.124	.035	.023	.792	1.262
	CEO1	.167	.098	.187	1.707	.093	.294	.217	.147	.614	1.630
	CEO2	-.054	.082	-.076	-.657	.513	.209	-.085	-.057	.559	1.788
	CEO3	-.034	.055	-.063	-.613	.542	-.096	-.080	-.053	.693	1.442
	CEO4	.025	.061	.043	.411	.682	.064	.053	.035	.681	1.469
	CEO5	.011	.066	.021	.160	.873	.271	.021	.014	.421	2.377
	CP1	.340	.122	.347	2.796	.007	.357	.342	.240	.479	2.088
	CP2	.070	.116	.068	.600	.551	.173	.078	.052	.578	1.731
	CP3	.169	.060	.287	2.831	.006	.000	.346	.243	.721	1.387
	CP4	.290	.051	.583	5.736	<.001	.578	.598	.493	.717	1.395

a. Dependent Variable: organization performance

Source: Researcher (2025)

Findings on Employee Mentoring, Only EM4 a specific aspect of employee mentoring is significant and negatively impacts organization performance. Other aspects of employee mentoring have either a positive but insignificant or negative effect. Career exploration opportunities characteristics generally have marginal or insignificant effects on organization performance, with CEO1 showing a positive, but marginally significant influence. The career planning factors, particularly CP4, show strong and statistically significant positive effects on organizational performance. These findings suggest that well-structured career planning can substantially improve project outcomes and performance. The overall model is statistically significant, as indicated by the ANOVA results (Sig. < 0.001), and explains a significant proportion of variance in organization performance (R Square = 0.564). However, the predictors' individual effects vary in their significance.

Summative Regression Analysis

The following is multiple linear regression equation:

$$Y = 0.130 - 0.042X_1 - 0.115X_2 + 0.869X_3$$

Where?

Y = Performance

Constant = 0.130

Employee Mentoring = -0.042

Career exploration opportunities = -0.115

Career planning = 0.869

It is therefore clear that career management influences findings of organization performance.

Career planning is the most influence, followed by career exploration opportunities and least is employee mentoring.



CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

Chapter delves into synthesis of research findings, offering a comprehensive summary, drawing informed conclusions, and providing actionable recommendations based on analysis conducted. chapter consolidates key insights from study, reflecting on how employee mentoring, career exploration opportunities and career planning affect career management practice in implementation of organizational performance in health regulatory bodies in Kenya In examining these elements in detail, chapter to present clear study's contributions, highlight significant patterns and outcomes, and propose practical strategies to enhance career management and effectiveness in the health regulatory bodies.

5.2 Summary of Findings

5.2.1 Influence of employee mentoring

Finding provides formal mentoring program Mean 3.79, Std. Deviation 0.552. This suggests that, on most of employees agreed that their organization offers formal mentoring programs. Most respondents are in agreement on this point, with only minor differences in opinion. I have access to a mentor within the organization Mean 4.61, Std. Deviation 0.676. Employees strongly agree that they have access to mentors within the organization. This indicates a positive view of mentoring availability. The variation is moderate but still points to a generally favorable view. Mentoring has positively influenced my career development Mean 4.32, Std. Deviation 1.002. The response here indicates that mentoring has positively influenced career development. The relatively higher SD shows that while many employees benefit, there are some who might not feel

the same level of impact from mentoring. Mentorship in this organization has improved my job satisfaction Mean = 3.99, Std. Deviation = 1.007. This suggests that mentoring has a moderate to strong impact on job satisfaction. However, the standard deviation shows some variation, indicating that not all employees perceive the same level of improvement in job satisfaction through mentoring. How are your relationships with your colleagues and supervisors Mean 3.95, Std. Deviation 1.126. Employees generally report positive relationships with colleagues and supervisors, but the higher SD indicates significant variability in how different individuals experience these relationships. What obstacles are you encountering at work Mean 3.96, Std. Deviation 1.179. Employees report encountering obstacles at work, but this score is still fairly high, suggesting that while obstacles exist, they do not overwhelmingly affect the overall workplace dynamics. The higher SD implies that the obstacles faced may vary significantly between employees.

5.2.2 Influence of career exploration opportunities

The results found that organization offers opportunities for career exploration (e.g., job shadowing, career counseling) with Mean 3.37, Std. Deviation 0.712 suggests that employees are somewhat neutral or mildly agree that their organization provides career exploration opportunities like job shadowing or career counseling. The moderate mean indicates that employees are not overly confident about the availability of such opportunities, and the standard deviation shows some variation in responses. I have participated in career exploration activities within the organization with Mean 4.27, Std. Deviation 0.890. Employees report that they have participated in career exploration activities, relatively, although career exploration opportunities might not be abundant, those who have access to them are actively engaging. The moderate standard deviation reflects some variation in participation rates. Career exploration has helped me to better understand my

career path with Mean 4.16, Std. Deviation 1.186. Career exploration activities seem to have positively impacted employees' understanding of their career paths. The fairly high standard deviation suggests that while many employees see career exploration as beneficial, the extent of its effectiveness might vary from person to person. The availability of career exploration opportunities has improved my engagement with my work with Mean of 3.97, Std. Deviation of 1.078. Employees report a moderate to strong improvement in engagement with their work due to career exploration opportunities. The moderate standard deviation indicates that while some employees experience a notable increase in engagement, others might not feel the same level of impact. Identify transferable skills from your current role with Mean 3.73, Std. Deviation 1.277. Employees have a somewhat positive view of identifying transferable skills from their current roles, but the higher shows significant variation perceives this opportunity. Some employees may struggle to see how their current skills could be applied elsewhere, while others find it more straightforward.

5.2.3 Influence of career planning strategies

The finding presented in table 7 illustrated that organization has a structured career planning program with Mean 3.72, Std. Deviation 0.648. Employees somewhat agree that the organization has a structured career planning program, but the relatively moderate mean suggests that it might not be as widely recognized or implemented as effectively as expected. The low standard deviation indicates that most employees generally share this view, with little variation in their responses. I have clear career goals within the organization with Mean 4.59, Std. Deviation 0.617. This indicates that employees strongly feel they have clear career goals within the organization. This is a positive indicator of personal career direction and ambition. The low standard deviation shows

that most employees share a strong sense of clarity about their career aspirations. Career planning has contributed to my sense of purpose at work with Mean 4.00, Std. Deviation 1.078. Career planning appears to moderate sense purpose at. While the mean is positive, the higher SD shows that sense purpose may vary significantly. Some employees may feel more purpose-driven than others due to career planning. My career progression within this organization aligns with my career goals with Mean 3.57, Std. Deviation 1.275. This suggests that while some employees feel their career progression aligns with their goals, many feel that there is a misalignment between their career goals and actual progression. The relatively score indicate variation how employees perceive their career progression within the organization.

5.3 Conclusion

The study concludes that mentoring programs have a significant impact on career development, job satisfaction, and the cultivation of positive interpersonal relationships within organizations. However, to fully leverage the benefits of mentoring on organizational performance, it is recommended that organizations enhance the structure and delivery of these programs while also addressing broader workplace issues that may hinder employee performance and satisfaction.

Additionally, the study finds that career exploration opportunities play a crucial role in helping employees gain clarity about their career trajectories and in encouraging active participation in professional development. While the influence on work engagement and the development of transferable skills was found to be moderate, the findings underscore the importance of providing structured career exploration activities. To optimize these benefits, health regulatory bodies in Kenya are encouraged to strengthen their career exploration initiatives and align them with broader employee engagement and skills development strategies.

Furthermore, the research establishes that career planning significantly contributes to organizational performance by fostering a sense of direction and purpose among employees. Nevertheless, the findings also reveal a gap between career progression opportunities and employees' career aspirations. To address this, health regulatory institutions should enhance and expand their career planning frameworks, ensuring they are well-structured and aligned with individual goals. This alignment is critical not only for improving employee performance but also for advancing overall organizational effectiveness.

5.2 Recommendations

Based on the analysis of career management practices and their influence on organizational performance in health regulatory bodies in Kenya, This are some of recommendations on employee mentoring programs are present, there is a need to expand and improve these programs to ensure they are accessible to all employees and aligned with their career development goals. This could involve regular evaluations of mentoring structures, the introduction of mentoring for new employees, and ensuring that mentors are well-trained and effective in providing guidance. Secondly organization should consider increasing and diversifying career exploration activities. This could include expanding opportunities for job shadowing, interdepartmental rotations, and career counseling to help employees better understand their career paths within the organization. Furthermore, integrating these activities into a broader employee development program could encourage more active participation and thirdly Health regulatory bodies should enhance their structured career planning programs by ensuring that career progression is clear and aligns with the career goals of employees. This can be achieved by providing regular career assessments,

offering career guidance, and creating transparent, well-communicated pathways for employee growth within the organization.

5.3 Areas for Further Studies

The study focused on analysis of career management practices on organizational performance in health regulatory bodies in Kenya. The researcher highlighted several areas that could be examined in future studies on the role of technology (e.g., AI, learning management systems) in enhancing career management practices, particularly in health regulatory bodies. This could include exploring how digital tools can be used for career planning, skill assessments, and mentorship programs, and how they impact employee performance. Future studies could explore a comparative analysis of career management practices between different organizations in the public and private sectors or across different regulatory bodies within Kenya or in other countries. This could provide a broader perspective on best practices and innovations in career management. Further research could examine how career management practices influence employee retention in health regulatory bodies. Understanding whether career development opportunities directly correlate with reduced turnover could help organizations develop strategies for talent retention.

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APPENDICES

APPENDIX I: INFORMED CONSENT

I hereby confirm that I have thoroughly read and clearly understood the details provided about this research study. I have had the opportunity to ask questions and receive adequate explanations regarding any part of the study that I found unclear. I acknowledge that my participation is completely voluntary, and I am under no obligation to take part. I understand that I am free to refuse participation or withdraw from the study at any stage, without having to provide a reason and without facing any penalties or financial consequences.

Furthermore, I am aware that I will be given a copy of this consent form for my personal records and future reference. Having considered all this information, I willingly and voluntarily consent to participate in this research study, with the full understanding of my rights and the purpose of the study.

Participants signature.....Date.....

Investigators signature.....Date.....

APPENDIX II: QUESTIONNAIRE

INTRODUCTION SECTION

Thank you for taking part in this study on career management practices and organizational performance within Kenya's health regulatory bodies. Your responses will remain anonymous, and all information provided will be handled with strict confidentiality. The survey is expected to take approximately 10–15 minutes to complete.

SECTION A: BACKGROUND INFORMATION

1. What is your gender;

Male

Female

2. What is your age (years) bracket?

18 – 30

31 – 40

41 – 50

Above 51

3. What is your highest academic qualification?

Certificate

Diploma

Bachelors

Masters

PhD

4. How long have you worked in the health sector (in years)?

Below 5

6 – 10

11 – 15 []

16 – 20 []

More than 20 []

5 position held in the organization

Top management []

Middle level management []

Lower level management []

6 which department are you working in

Administration

Human Resources

Compliance

Operations

Other (please specify): _____



SECTION B: EMPLOYEE MENTORING

The following statements relate to employee mentoring. Please read each statement carefully and indicate your level of agreement by ticking (✓) the appropriate box provided.

Statement	1	2	3	4	5
The organization provides formal mentoring programs					
I have access to a mentor within the organization					
Mentoring has positively influenced my career development					
Mentorship in this organization has improved my job satisfaction					
How are your relationships with your colleagues and supervisors					
What obstacles are you encountering at work					

SECTION C: CAREER EXPLORATION OPPORTUNITIES

Statement	1	2	3	4	5
The organization offers opportunities for career exploration (e.g., job shadowing, career counseling).					
I have participated in career exploration activities within the organization.					
Career exploration has helped me to better understand my career path.					
The availability of career exploration opportunities has improved my engagement with my work.					
Identify transferable skills from your current role.					

SECTION D: CAREER PLANNING

Statement	1	2	3	4	5
The organization has a structured career planning program.					
I have clear career goals within the organization					
Career planning has contributed to my sense of purpose at work					
My career progression within this organization aligns with my career goals					

SECTION E: ORGANIZATIONAL PERFORMANCE

Statement	1	2	3	4	5
Career management practices in this organization have improved my job performance.					
There is a positive impact on service quality due to career management practices					
Career management practices contribute to higher employee retention in the organization					
Overall, career management practices positively influence organizational effectiveness					

APPENDIX II: SCHEDULE OF ACTIVITIES

Activities	Aug 2024	Nov 2024	Dec 2024	Feb 2025	June 2025
Literature review					
Developing research concept					
Proposal writing					
Proposal defense					
Data Collection					
Data Analysis and report writing					
Project submission and dissemination					

APPENDIX III: BUDGET

ITEM DESCRIPTION	UNITS	COST PER UNIT	COST
Printing the Documents	15 copies	1000	15,000
Transport /Fuel	10 days	5000	50,000

Research Assistant	10 days	2000	20,000
Data Analysis		50,000	50,000
Binding	15 copies	1000	15000
Air time for Communication	16 days	1000	16,000
Miscellaneous Expenses	-	-	40,000
TOTAL			206,000

Source of Funds: Self

APPENDIX IV: ERC



REF: **MKU/ISERC/4906**
TO: **JOHN NJANE NGUGI**

Date: 04 April 2025

REG: **MBA/2017/63747**

Dear Sir/Madam,

RE: ANALYSIS OF CAREER MANAGEMENT PRACTICES ON ORGANIZATIONAL PERFORMANCE IN HEALTH REGULATORY BODIES IN KENYA

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **3628**. The approval period is **04/04/2025 - 03/04/2026**.

This approval is subject to compliance with the following requirements;

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,

Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC



APPENDIX V: INTRODUCTION LETTER



DIRECTORATE OF GRADUATE STUDIES

MBA/2017/63747

4th April, 2025

*National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA*

Dear Sir/Madam,


RE: JOHN NJANE NGUGI - REGISTRATION NO. MBA/2017/63747

The purpose of this letter is to introduce the above named student who is pursuing **Master of Business Administration** in the department of **Accounting and Finance** in the school of **Business and Economics**.

The title of the research is "**Analysis of Career Management Practices on Organizational Performance in Health Regulatory Bodies in Kenya.**" It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **April, 2025 and June, 2025.**

Any assistance accorded to the student will be highly appreciated.

Thank you.


Dr. Samuel M. Karenga, PhD
Director, Graduate Studies
Enc.

Mount Kenya University
P. O. Box 342 - 01000, THIKA
Office of the Director,
Graduate Studies

APPENDIX VI: NACOSTI


REPUBLIC OF KENYA


**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION**

Ref No: **855337** Date of Issue: **29/April/2025**

RESEARCH LICENSE



This is to Certify that Mr.. JOHN NJANE NGUGI of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: ANALYSIS OF CAREER MANAGEMENT PRACTICES ON ORGANIZATIONAL PERFORMANCE IN HEALTH REGULATORY BODIES IN KENYA for the period ending : 29/April/2026.

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APPENDIX VI: FIELD ENTRY AUTHORIZATION



DIRECTORATE OF GRADUATE STUDIES

MBA/2017/63747

4th April, 2025

*National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA*

Dear Sir/Madam,


RE: JOHN NJANE NGUGI - REGISTRATION NO. MBA/2017/63747

The purpose of this letter is to introduce the above named student who is pursuing **Master of Business Administration** in the department of **Accounting and Finance** in the school of **Business and Economics**.

The title of the research is "**Analysis of Career Management Practices on Organizational Performance in Health Regulatory Bodies in Kenya.**" It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **April, 2025 and June, 2025**.

Any assistance accorded to the student will be highly appreciated.

Thank you.


Dr. Samuel M. Karenga, PhD
Director, Graduate Studies
Enc.

Mount Kenya University
P.O. Box 342 - 01000, THIKA
Office of the Director,
Graduate Studies



APPENDIX VI: TURNITIN REPORT

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APPENDIX VI: RESEARCH SITE MAP

