

**THE PERCEIVED INFLUENCE OF CAREER DEVELOPMENT OPPORTUNITIES
AT KENYA INSTITUTE OF CURRICULUM DEVELOPMENT ON THE STAFF'S
INTENTION TO CONTINUE WITH THE INSTITUTION**

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DECLARATION

This research project is my original work and has not been presented for a degree or any other academic award in any other university or institution of higher learning.

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DEDICATION

This research work is dedicated to my Mum Victoria Nyabayo and my late Father, Elder Joseck Nyabayo for their caring and being role models for me, to my lead supervisor Prof. Peter K'Obonyo for his overwhelming support and professional and guidance. This is also a special dedication to my couple Josephine and our siblings - Brigian, Bathshebah, GoodLucks McGregor and McClelland. It is also dedicated to my boss Mr. Kepher Owino.

The project is further dedicated to: Julius Kenyatta, Caleb, Joel, Joseph, Steve, Jared, Zablou, Peter; and my able nephew Dr. G. Okeng'o (UoN); my sons' in-law: Justus, Emmanuel among others who have tirelessly stood with me in times of need through socially, monetary and non-monetary aid towards my post graduate studies. It is further dedicated to my colleagues: Cayus, Shire, and Lamech for proofreading several drafts of this project. This project is ultimately dedicated to the omnipotent God for His tender care and protection while pursuing studies at the University of Nairobi (UoN).

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ABSTRACT

This research sought to determine existence of any perceived influence of profession advancement opportunities towards staff's intention to continue with the employment at the KICD. The independent variable (Career development) is an unlimited series of personal development activities which are interrelated and embedded in various occupational pathing meant to increase employee efficiency touching work environment, teams and individual life. The specific aims were to find out how: Learning, Career lattice, Coaching and Mentorship as well as Tuition assistance opportunities on the staff's intention to continue serving in the public sector organization under study. This research employed descriptive design on a demographic statistics set of 350 employees from which, 105 statistical sample was chosen through haphazard statistical selection method. During collection of raw facts, the researcher dispersed attitude survey documents across all respondents, collected them later before subjecting each to for further analysis using a computer programming package (SPSS) mainly focusing on descriptive, inferential and linear reversion examination. Research results got displayed via tables as well as figures. Hence, key finding was based on perceived influence of career development opportunities explained by 76.7% change in employee decision to continue with the organization. Results further show, more employees seem to hold a high satisfaction with KICD and would wish to dedicate working until retirement as a result of effective career empowerment practices namely vocation mapping, Learning, Occupation Lattice/Ladder as well as Tuition Assistance Opportunities. Hence, intention to continue serving at the institute is caused by the former. It also emerged that compensation influenced employee intention to stay on a negative correlation as it bent to support the dependent variable. The findings further determined, a big number of employee interviewed have worked with the institute beyond ten years of service. It is also reported that the target population is believed to possess reasonable experience alongside good academic background enriched with relevant technical, professional and education levels. Finally, the findings too support motivational and hygiene needs theory by Herzberg, suggesting that employees will stay in their present jobs if own needs are satisfied. Hence, adoption and enforcing of proactive career development opportunities by KICD was long overdue.

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DEFINITION OF TERMS

Career – Refers to an individual's metaphorical "journey" through learning, work and relevant experiences, both inside and outside of organizations aspects of life span."

Career Development - A series of activities or lifelong process of developing one's career involving training, promotion and job responsibilities, change of career at workplace, shifting employers or venturing to own business.

Turnover – It is a scenario when employees leave the organization by resigning or being terminated and can be measured on a monthly, quarterly or annual basis.

Career Pathing - A structured employee development program which helps employees visualizes career progression within a company alongside their potential for career progression development opportunities necessary to achieve these goals.

Employee Retention: This refers to the ability of an organization to retain its employees.

Employee: An employee is anyone who has agreed to be hired, under a contract of service; to work for some form of payment in terms of can include wages, salary, and commission and piece rates.

Planning - It lays the foundation for action and serves as a guide through even the most surprising and complex professional situations.

Career goals - is a well-defined statement explaining the profession that an individual intends to pursue throughout his career.

Training – It is a program that helps employees learn specific knowledge or skills to improve performance in their current roles.

Development – It is a more expansive aspect which focuses on employee growth and future performance, rather than an immediate job role.

Coefficient of determination, (R^2) "R squared", is the proportion of the variance in the dependent variable that is predictable from the independent variable(s) in a regression model.

Standard deviation is a statistic that measures the dispersion of a dataset relative to its mean and is calculated as the square root of the variance.

LIST OF ABBREVIATIONS AND ACRONYMS

UoN: University of Nairobi

KICD: Kenya Institute of Curriculum Development

CDRC: Curriculum Development and Research Centre

KIE: Kenya Institute of Education

ESC: English Special Centre

DICECEs: Development and strengthening District Centers for Early Childhood

HRM: Human Resources Management

KC: Kenyatta College

KU: Kenyatta University

MoE: Ministry of Education

KEMI: Kenya Education Management Institute

NACOSTI: National Commission for Science, Technology & Innovation

CEO: Chief Executive Officer

ANOVA: Analysis of Variance

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CHAPTER ONE: INTRODUCTION

1.1 Background of the study

Intention to continue in employment refers to consistently remain or stay employed at the current employment. The challenge in today's workforce especially the generation Y has various areas from those of older generations (Solnet et al., 2012). Generation Y staff rarely will probably not work for long with an organization or industry throughout their careers. Therefore, senior managers should embrace this measure by aggressively developing a staff sustenance plan to retain innovative staff (Parry and Kelliher, 2009; Solnet et al., 2012). Unemployed individuals and employed people getting a new job is initiation of a positive journey. The motivation to continue working with a company is the ability to continue working for the same company (Tett and Meyer, 1993), this presents the existence of mutual understanding between the staff and company (Igharia and Greenhaus, 1992; Tett and Meyer, 1993).

Rahman, Naqvi and Ramay (2008) performed a research in Pakistan to identify the association between Job fulfillment, company's dedication, different job opportunities and intent to continue in the employment. Professional advancement is an emotional perspective, sociological, academic, physical, economical, and chance factors that merge and together influence an individual life. Professional growth and advancement are the key aims when searching for a new position; without this and coupled with a stagnant career individuals are forced to look for other jobs outside their current firm very fast. Various professional advancement activities that incorporate, enrolling for courses to upscale their skills or classes that staff go to for upgrading their expertise, depicting ways for achieving the desired positions, and furthermore enrolling mentors for guiding staff for the advancement of their careers.

Professional advancement is connected to the employee core targets both short term and long term. This entails self-fulfillment and evaluation of one's interests and capabilities. Career development has scored helps people are able to advance their careers and individual wellbeing. Adapting new abilities like leading, management of time, great administration, management communication, management of teams and so on likewise help staff advance and manage their profession. Each staff employed in a company is searching for a profession improvement to move to the proper direction. The Professional channel employed by a worker directs the development. Professional growth ought to be guided by moving ahead.

1.1.1 The Concept of Perception

This term shows that tendency whereby, individuals prepare and understand from the sensory motivation they get from the environment. The qualities of perception include dependable on the way in which we form process and interpret the information within our senses (Pierce & Gardner., 2002). James and Patrick, (2012) argued that Perception can be considered as the way in which stimulus is given meaning through the senses and is made of stimuli and factors which are individually based. Having information of the perception procedure is important in interpreting about products and services which are part of their cognitive understanding. Perception is composed of processing, interpreting, choosing and sorting out data.

Theories of perception have been narrated preferably one for attribution. This theory's main aim is to bring an understanding how we interpret individuals relying upon the importance we relate to a certain conduct (Robbins, Judge and Sanghi, 2009). This theory recommends that as we watch an individual's conduct, we attempt to set up whether it was brought about by inside or outside causes. When something is caused internally, it is under the individual control of the individual, in the event that it is caused remotely, it is the aftereffect of the intensity of the circumstance affecting the individual. The resulting data is assessed in multiple stages here. Information is acquired from various sources.

Which data, for instance are imperative to our needs and which are unquestionably not? The perspective on the individual responsible will tackle the query (Robbins et al., 2009). Those choices will involve establishing the institution's objectives, strategic plans, allocating resources and so forth. An individual's recognition relies upon his demeanor, experience, intentions, and different desires. So as to work with individuals, it is always worthy to have information on observation. Enss (2012) demonstrates that over time and again, supervisors misconstrue the conduct of staff since they will in general depend on individual observation and overlook that workers' thoughts are different.

Perception occurs in one of five different ways, visually, using your nose to smell, hearing with your ears, tasting using your tongue and touching. Perception turns out to be especially significant inn a work environment where individuals work to accomplish a shared objective. Staff will need to see their supervisors create a social atmosphere of the work environment agreeable to them and spurs them towards accomplishing the shared objective or target. It is particularly significant for the workers to have a sound observation in order to build the association's general productivity.

1.1.2 Career Development Opportunities

Advancement of ones' career is that step of attempting to improve on qualities against the shortcomings by creating proper projects to guarantee independent achievement and abilities, Donald W. Jackson Jr et al (2006). Career development refers to the whole aspect spilling on an individual's lifetime that inevitably shapes own employment personality. Hence, this is deep rooted step which is a point in lifetime during their youthful for instance, when an individual youngster saw a firefighter rescuing somebody from a burning structure and, bewildered, announces, "I would like to be a fireman when I grow up". Career development is the chain of exercises or prolonged career development. "Professional advancement alludes to dealing with one's profession in an intra-company structure. Development of career is a personal duty, an individual should make decisions, adjust to conditions, figure out how to develop, and direct personal predetermination" lamented, (Lips-Wiersma & Hall, 2007).

An opinion on whether staff should remain or terminate employment contract may rely upon flexibility of job designs, despite of getting extra work related assistance as well as self-empowerments. It requires managers to avail right resources and lay favorable conditions that guarantee ongoing own advancements. Personal attempts focusing on professional development scope have demonstrated good linkages between individual and professional advancement that includes a sorted out, formalized, arranged exertion to accomplish a harmony between a staff's profession demands against companies' human resource needs. (Farren, Leibowitz & Kaye, 1986; Lips- Wiersma & Hall, 2007).

Proposed professional advancements result from the relationship linking one's professional plans alongside the firm's professional development is meant for prosperity. Lips-Wiersma and Hall (2007).

This perhaps, involves training on new abilities, moving to higher occupational duties, changing careers within the company, joining another company or going into business. Moreover, Gilley and Egglund, (1989, p.48) have characterized profession improvement as 'a planned, arranged attempts involving organized activities or procedures that result in a shared career strategic plan among staff and the company' Michael J. Pires (Feb 2009) in his work stresses a few practices which assist in minimizing staff turnover. Short listing applicants who are searching for improvement chances can be useful for the company if it provides professional successes. It is fundamental to give career training and progression of the career in the organization with the goal that the workers can create and further develop themselves. Tom Shehan (December 2004) demonstrates results from a review that shows main causes behind workers in leaving or remaining in a given company.

The study demonstrates that most workers exit a position of employment in view of less remuneration benefits, absence of profession advancement openings and are searching for a new job. Aklilu, Habte; Psacharopoulos, George; Heyneman, Stephen (1983), World Bank report; Education and development: A view from the World stresses the significance of learning for laborers and staff. The study demonstrates that with each time of learning is marked with a growth of 10% in remuneration globally. Thus productivity increases profitability and is helpful for both staff and company. Training builds the competency of the staff and accordingly enables him to develop in the company and develop his or her career.

1.1.3 Intention to continue in the Employment

Sustaining staff is a corporate objective of maintaining capable workforce and minimizing turnovers by cultivating a positive work environment to bring about commitment, staff appreciation by the management, and provision of good compensation package besides availing other benefits. The following variables influence employee intent to keep working in a company: family-work conflicts, perceptions of autonomy, connection to work, boss subordinate relationship and interpersonal attachment at work, (Shacklock and Brunetto, 2012). Motivated staff are regularly content with their employments are increasingly committed for working admirably and anticipate improving their company's customer relationship (Denton 2000). The objective of a staff to continue working is understood as the motivation to work for the company for many years.

This is contrary to staff turnover. Black and Stevens (1989) expectation to remain in an organization is fundamentally contrarily connected with turnover. Since aim to remain is alluded to as staff' ability to remain with a company (Tett and Meyer, 1993), it reliably shows an attachment with turnover than did other turnover. As indicated by Zhang and Chen (2010), certain diverse aspects that cause workers to quit might not show possible reasons for those staff staying in their jobs. An example is below average salary that forms a noble motive for staffs to present employment, though significant rewards cannot itself be binding workers remain serving a company. The highly paid workers will experience work pressure, and thus the intention to work for the company becomes an issue. Kim and Feldman, (1998), well-being is a decent indicator of goal to stay among older staff.

Amazingly the outcome is that an apparent wellbeing is additionally essential to maintain a limited outlook. A critical understanding of this outcome could be that there is a "characteristic determination" with age: The staff who are beyond 50 and yet working are in preferred wellbeing over those ranging between 40 to 49 years old, or those who are more

seasoned with weaknesses tend to have most likely quit work in the recent past. Kimunge (2014) in his research commissioned by, Kenya Vision 2030 Delivery Secretariat recommended the following parameters to possess positive effects on staffs' choice for either quitting or remaining in the company: remuneration, work-life equalization, and preparing and profession development.

1.1.4. Kenya Institute of Curriculum Développement

The history of KICD dates back to 14th January, 2013 as formed by a Statutory Act No.4 of 2013 of the Government of Kenya. This aims at assessing, vetting and adopting the curriculum system and educational program together with fundamental teaching aids for basic education centers plus tertiary colleges. It further offers educational plans based consultancy benefits in basic and tertiary learning and preparing. It succeeded, initially Kenya Institute of Education (KIE) that came into existence in 1968 via Education Act, Cap 211, of Kenyan laws. It was further supplemented by 1976 KIE Order enhanced with Legal Notice No. 105 of 1976 as prescribed in the Act. This Order was subsequently changed by another Legal Notice no. 144 -1980 and Legal Notice no. 126 - 1984.

KIE can be traced back to 1957, during which an English Special Center (ESC) got established in Nairobi city whose mandate was organizing for the Education Department on dissemination of English. By 1961, another Science Center was created with a view of improving the models of science instructions within Kenya. Later on, in mid-January 1966, the trio merged up to bore the Curriculum Development and Research Center (CDRC). Additionally, the Centre for instructor training programs also developed and was later on named, Kenya Institute of Education (KIE) established in April 1964 resulting from the Conference of Institutes of Education that took place in the coastal city of Kenya-Mombasa. By 1966, the CDRC and KIE got sub-merged to form Kenya Institute of Education situated at then Central Teachers College (Kenya Science Teachers College, Nairobi).

Moreover, this institute became a media training unit that begun in 1963 as a School Media center for then Ministry of Information and broadcasting, located at Mombasa House Nairobi. By 1965, this department got anchored in the Ministry of Education that later in 1976 moved to the present KIE and turned into the educational transmission service center to which its roles expanded by creating a multipurpose media training equipment. The KICD Vision involves, to be "A world-class place for dynamic and focused educational plans", while its Mission is to "give research based Curricula and Curriculum Support Materials Responsive to the Needs of the Society". The institutional core neatgrities are founded on:

Integrity, Innovation and inventiveness, Professionalism, Teamwork, Ubuntu-humane and Trust.

1.2. Research Problem

Most of the organizations are perceived not doing a lot in necessitating workers' intention to continue with their present employers, due to poor career development strategies. This establishes a genuine research gap and calls for more consideration and increasingly strong research commitment focusing on all cadres of management. This study attempts to examine career development opportunities and the intention of either staying or quitting employment. In a drastic span of recent past years has led to radical changes in position as many millennials at high dilemma agitations on either to stay or quit jobs, as the workforce and future generations are not enough to assimilate the early enormous exit of baby boomers. Organizations do look for answers for high worker turnovers and need to analyze at components that impact the staff to minimize on high turnover.

Moreover, staff search for companies that best fit their necessities and are aligned with their vocation. The issues that impact on the choice of workers to remain or leave KICD require thorough research. Kimunge (2014) research focused, Kenya Vision 2030 Delivery Secretariat, results recommended among others certain elements which have positive far end effect on staff's choice to remain or leave a company including: remuneration, work-life balance, preparing and profession development. Perhaps, a low pay component alongside absence of professional development apparently recorded a reason which proved to bear a great significant effect over staff maintenance at Kenya Vision 2030 Delivery Secretariat. Ondimu (2013) in his investigation on the supervisors' view of the impact of worker career advancement programs on staff duty at OXFAM worldwide set up that this center in Kenya consolidates and really actualizes profession improvement activities planned for the structure of career of its staff and that staff are profoundly dedicated and ready to keep serving at Oxfam as their manager of decision.

Career development on the institutions' staff will determine a framework that aims to helping individual employees in advancing towards a better chance to attain personal goals in one's career development gaps so as to increase intention to stay. Cautious career development is constantly valuable for people to succeed furthermore supports workers' inspirations in the company. Khosla et al. (2012), deduced existence of a clear bonding linked to work Life quality (QWL), worker maintenance, alongside vocation improvement expectations. A study of staff sustenance by Deloitte Kenya, its findings concluded on the major obstacle pressing a

group of corporates in Kenya as “lack of capacity to manage staff turnover in organizations”.

Insufficient planning to manage talented staff as per the review is caused by lack of a professional improvement program. Human capital is linked to human factor in the companies and touches on knowledge, aptitudes as well as skill that promote the company’s particular character, (Armstrong 2009). Therefore, personnel elements of the company covers the ones that are designed focusing on learning, changing, advancing and causing imaginative pressure that when appropriately used pose assurance on clear haul and endurance to any esteemed company. Human capital involves intellectual capital, social capital and the hierarchical capital.

Sutherland (2004) suggests personality feelings which are the capacity to cause variations on would be intellectual capability into relevant results. Kelley (2012) investigated on career growth activities touching business Banks across the republic of Kenya and pointed out existence of minimal vocation improvement activities apparently facing lenders in Kenya. Such resultant indicators included: presence of vocational skills data for workers, acknowledging career advancement as a HR centered, professional advising, fusing profession development into the appraisal procedure, preparing project besides performing expert assignments on staff inoder to make it easy for them to ascertain career objectives.

1.3. Research objectives.

This research study aimed at establishing how career development opportunities perceived at Kenya Institute of Curriculum Development (KICD), influence the intention of employees to continue serving at the institute.

1.4. Value of the Study

The research work was poised to be significantly important in ensuring how career development influence worker’s intention to stay in the employment at KICD. Thus, offering them a chance to advance can be an excellent start to their careers. For instance, this study was to identify and recognize the most effective career development opportunities and strategies to increase high commitments and the motivation to continue working with the institute for a competitive edge. Employees seem to be better placed to forecast challenges to proactively avert future leaving intentions.

The study can further help KICD management to devise structured career mapping to entrench tangible plans in place; empower strong leadership development to nurture individuals to take charge of projects and supervisory roles as well as inculcating effective succession planning. It was also intended to give impetus to key HR leaders and the Government policy makers charged with manpower development and planning an insight on human capital management the capacity to be proactive when handling career development aspects on employees for retention. Also, re-invent a subsequent rationale to appreciate the value for embracing effective career growth, succession planning, career goals, career development and management in Kenya as well as manpower equilibrium and self-efficacies.

Baruch (2006, pp.125-38) contended that associations need to have support as opposed to directives, which can empower their workers' professional achievement. Worker Innovations on constant changes and upgrading of perpetual innovation is additionally indispensable since human beings do place more emphasis on emerging career trends by tending to be constantly prepared to train, as well as embrace latest IT practices, while others signal colossal obstruction worthless on the company's expectations. Developing of career continue to be significant on the side of a person's life. Rewards and advantages are gotten just when an individual can build up the career. Profession Development encourages people to build up their capacities and improve their effectiveness. It is a test for companies to react to the improvement activities that people are occupied with and to make profession interests so as to appreciate fast returns regarding vocational development and movement (Koropov and Kapova, 2007).

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The topic touched on material facts, and deduced more information concerning how career development opportunities perceived at Kenya Institute of Curriculum Development (KICD), influence the intention of employees to continue serving at the institute. It further examined reviews as highlighted by different authors on related studies, besides addressing various career issues arising from the findings.

2.2 Theoretical Foundation

A hypothesis (theory) reflects combined and related standards or descriptions which introduce a well-organized aspect by indicating the association among factors to clarify natural occurrences (Rao 2013). Essentially, a hypothesis incorporates a lot of fundamental presumptions and sayings as the establishment and the body of the hypothesis is made out of intelligently interrelated, experimentally aspects (Salancik 2008). Professional hypothesis (London, 1983), uses an elevated hypothesis to explain professional plans, practices and choices of workers, for example, looking for and tolerating a profession, choosing to work with a company, overhauling profession plans, looking for new position, and setting and attempting to achieve professional objectives.

Therefore, theories related to career development were identified and discussed as follows:

2.2.1. Social cognitive Theory (SCT),

As indicated by Bandura, A. (2011), Social Cognitive Theory (SCT) explains the psychological formation of social learning hypothesis utilized by Bandura that clarifies human conduct into three dynamic same models where: personal variables, universal aspects, plus the demeanor persistently interact. It is utilized in emotional intelligence, training, and correspondence, implies that a person's learning and understanding is clearly related with studying others around the setting of social communications, encounters, and outside media impacts. Some components of conduct change dependent on SCT limitations, individual development, as well as personal-analysis contain goal establishment, individual evaluation alongside social engagement. Personal goal designing and evaluation appears to be significant aspects with viable intercessions.

Bandura's unique profession hypothesis model proposes the manner in which individuals communicate with their condition and gain from others turns into the motivating aspect for their professional journey. This hypothesis was additionally created to recommend that a person's educated convictions about constructive and pessimistic results from particular kinds of conduct will influence their desires, and in this manner, their basic leadership. The

communication between a person's capacity to accomplish, their normal result and the genuine result is the thing that rouses an individual's profession decisions under this model. The self-viability hypothesis expresses: an individual's conviction that they are fit for playing out an activity that will deliver a particular required result. The desire that the activity will create the outcome is called end result, though the desire that the individual can effectively play out the activity is called viability belief".

This hypothesis places that these are trained in practices people get from adolescence by analyzing the habitat. This idea of trust in one and confidence in his planning of needs results in progressing personal profession. Bandura's hypothesis recommends that individuals are attracted to fields they're bound to be fruitful in, requiring abilities they either have or are equipped for learning. They similarly avoid vocation ways which include aptitudes they understand they don't have or can't learn by creating staff for self-viability with respect to the work environment. As per Bandura, self-adequacy is "the confidence in one's abilities to sort out and execute the strategies required overseeing positive circumstances".

Bandura and different scientists have discovered a person's self-adequacy assumes a significant aspect for achievement of objectives, assignments, and difficulties sorted. People with high self-viability are bound to accept they can manage difficult issues and easily come back rapidly from mishaps and frustrations. People with low self-adequacy will be generally uncertain and never accept they would do better, something that forces their abstinence from difficult situations. In this manner, self-adequacy assumes a focal aspect in one's demeanor. Those people with elevated layer touching on own-viability seem to be totally bound to embrace observable instructional causing practices. M. Imprint, S. Donaldson, and B. Campbell (2011)

2.2.2 Motivation Theory

Referencing to the Two-factor hypothesis by Herzberg, commonly known as Motivator-Hygiene, is a research that was based among accountants and engineers to establish the main reason that causes a person to look pleased or offended by the current employment (Saif et al., 2012). While emphasizing on motivators', the theorist concluded on five aspects of a job which bring motivation that include: recognition, acceptance, roles performed, work as well as progression. Also, Herzberg identified company political, leadership systems, foremanship, salary component, good staff relations and workplace environment to be key elements which demotivate staff. Golshan, et-al (2011:12), supported the idea of companies' continued steps in practicing Herzberg's model for the attainment of chances for individual growth "self-awareness, improvement and acknowledgment" for the staff.

Staff requires promotions as preceded by any accomplished finishing certain aspects of individual careers, accompanied by recognition based on unique achievements. Say, if the team produces exemplary performance on own specialization unit; over a consistent business center, duties ought to be allocated equitably to enhance autonomy of handling them professionally in tandem with specializations. Hence, on this model so far has posed more analyses for references. In the contrary this theory is on record having neglected in appreciating the psycho, and socio-mortar opinions and to deeply elaborate on how aspirations look like in contrast to cleanliness factors; further it avoided showing to what extent of actualization and displeasures are measures as opposed to application of numerals. Golshan et al. (2011). The analysis additionally failed to make suppositions whether one can behave the same way over prevailing conditions.

2.3 Elements of Career Development

Due to the advent of new innovations, global emerging trends in business, convenient team engagements due to lean layers of management, staff as well as companies have presently become adaptable and versatile in unpredictable environment. All things considered, Hall and Mirvis (1995) developed an idea of versatile profession implying, there exists a way in which people control as well as re-examine personal professions. Consequently, during a given duration one may associate himself with long lasting literacy for own improvement forming an integral aspect of professional advancement. (Yongho 2009, p.637) found that "protean profession relates to another emotional agreement among business and staff which depends on the value-based relationship". Likewise, Hall (2002) ascertained the scenario where professions keep varying, referring to that extent whereby an employee monitors own professional development with proper coordination and proactively.

Deloitte study (2012), Talent 2020, analyzed that staff were approached to demonstrate the main aspects that would make them search for new jobs throughout the subsequent year included, absence of professional progress, unchallenging jobs, and requirement for professional growth. As per these overview results, salary is critical; the significance of professional advancement and occupation progression, particularly among Generation Y and Generation X laborers, which are ignored by managers. Specialists state that workers who accept their bosses utilize their skills and capacities are overwhelmingly increasingly dedicated to retaining their positions.

2.3.1 Mentoring and Coaching

Murrell, et-al (1999), also referenced to the work of Varman, Vance (2008). They asserted as follows: "tutoring happens between two individuals in whom the more experienced and educated guides in many professional areas, (e.g., sponsorship, experience, evident, instructing, assurance, and tough tasks) and emotional (e.g., job demonstrating and acknowledgment) capacities to the learner." Coaching is subsequently a significant impact in expert advancement where the war for skills is developing difficulties within companies for maintaining innovation. As per Armstrong (1996), mentorship is "an individual to individual aspect intended to create a person's aptitudes, knowledge and thoughts." For example, the advantages of coaching additional production of staff, retaining staff, loyalty to the company and knowledge sharing.

2.3.2. Compensation

Reimbursement is described as the total financial and non-financial gifts for workers as an end-result of their service production (Mondy and Noe, 2005). The money related and non-monetary gifts are normally founded on the estimation of work, level of individual commitments, endeavors and production (Milkovich and Newman, 2005). From the top management, remuneration is basic in pulling in, mainataining and motivating the workers to keep contributing towards the company's prosperity (Philips and Fox, 2003). Mill operator and Wheeler (1992) found that staff's aim to work with the company is influenced by the all-out remuneration package. A few studies on efficiency stress that high skilled people regularly look for significant salary. John (2007) expressed in his article that worker turnover is influenced by pay. The discoveries are when companies offer advantages, the likelihood of workers to remain with an organization for that year increments by 26.2% and for an extra year by 13.9%.

Reward structures have customarily been intended to lure in and maintain staff and to spur them to expand their endeavors and yields toward the accomplishment of company objectives (Bergmann and Scarpello, 2001). Salary is likewise considered as one of the most critical expenses to running a business. Above all, remuneration doesn't just impact contracting and maintenance choices, however it is additionally a significant aspect to adjust staff' enthusiasm to the company objectives by planning and giving gifts to those who achieve unique objectives allocated to them. Anis, Rehman, Nasir and Safwan (2011) found that salary is a noteworthy indicator of workers' intention to remain in employment. Bite and Chan (2008) in

their research additionally found that compensation and acknowledgment are emphatically connected with intent to remain.

2.3.3. Training & Development

Training of staff has a positive effect on worker's inclination of self-esteem in the company. Staff is bound to stay in a company which they feel has an enthusiasm for them and their profession (Young and Cates, 2005). Modernizing learning and improvement techniques are fundamental to guarantee that guidance is availed by able, skilled and gifted experts. Bhatti et-al (2009), concluded on staff learning as an effectively vital aspect for upgrading the company and workforce performance. These proponents also in (2010) opined regarding staff development to embrace a clear structured manner to achieve a win-win circumstance for both the company and staff. Nevertheless, the diverse issues touching on staff knowledge and skills advancement come in a variety such as pay and progression by the training of workers, producing positive attributes and need to resign after gaining skills and experience. Shrestha (2009)

2.3.4. Career Planning

Profession strategy is a career development aspect which includes ongoing procedure of identifying the direction in which an individual builds up his very own work aspects because of perceptions, values, and attitudes including desires towards personal worth. (Cole, 2010). Swanepoel et al., (2007) posted some recommendation regarding a worker as basically answerable to own profession mapping. Whatever role charged to the company's administration is to widely aid staff deal with their professions and in settling on increasingly practical profession choices. Profession planning can be regarded as exclusively deliberate but exhaustive step entailing vocational nurturing practice that is embedded on methodologies, evaluations including determination of opportunities and outcomes assessment.

The profession practice procedure includes both the company and the individual duty. In this manner, the people must distinguish their goals and capacities, and through evaluation and advising and understand their needs of preparing and improvement; regarding the specialized aptitudes and training progression required. To be practical, presently, or manage competition, companies must relate workers with suitable aptitudes in the correct positions. Numerous businesses offer various advancement chances to specific sorts of positions

(particularly those including special abilities to offer an incentive to the company) and restricted chance for other staff (Manolescu, 2003).

2.3.5. Career Lattice / Ladder opportunities

The term career ladder implies a vertical or line advancements, whereas occupational lattices occur in a matrix form within the institution by accommodating various vocational directions as across, vertically, all over the firm. Staffs are deployed in various units, divisions or regions within the company to enhance professional mobility and development. This aspect can be linked to job design techniques job rotation, enrichment, enlargement, specifications that all aim at nurturing employee capabilities through empowerment within job and business circles. Professional advancement is primarily associated with employees' actual status or position changes in the organization, and includes the likelihood of promotion (Herzberg, Mausner & Snyderman, 1993). In addition, growth is linked to the advancement opportunities beyond the current time, since advancement refers to the actual status or position changes in this moment (Herzberg, 1966).

Advancement and growth from Herzberg's motivator factors reflected the process in employees' career movement to be offered the chances to upgrade themselves in terms of new knowledge and skills through various learning methods and thus, have the opportunities to produce further outstanding results in work performance and fulfil personal career commitment is equivalent to as career advancement (Norzaidi, Anis, Faiza & Intan, 2013). Kroon and Freese (2013), and Cardy and Lengnick-Hall (2011) conclude the organizations that provide development opportunities as a way to demonstrate care over their employees' career advancement can increase their commitment to stay within the current workplace. Stichler Academic Research Global Article, in Commerce and Social Sciences Vol. 7; Special Issue of 4th Global Convention referenced Educational Research and Practice 2017ISSN: 2222-6990138 (2005), also found the characteristic of high retention culture is derived from development opportunities that encourage continuous learning.

When identifying own professional mobility linked to occupational matrix growth plans, ensure to provide staffs with a dynamic environment to be able to individually be accountable for own vocations. Talent mobility gives workers the opportunity to change positions within a company so that they can learn and practice new skills, as well as take on additional responsibilities. When workers remain in one position for too long, especially when their talent is underutilized, they become bored i.e. it is a critical time for retention efforts. If organizations fail to give workers an opportunity to grow, they'll move on to a different organization. In a nutshell, career ladder portrays a downward or upward mobility across

work roles. But occupational lattices have a strong diagonal, lateral and line approach across several workplace roles which may be displayed by relevant professional staffs' direction practiced at work nowadays. Prachi Juneja" (2015)

2.3.6. Career Counseling

This is also a career development element for delivering career training in companies, workplaces, and occasionally, by career counselors. The career development practice helps workers comprehend their thought processes, their qualities, and how they may add to the corporate's general objectives. (Fuster 2002) outlines behavior change, adapting new capabilities, gaining administration attributes, improving staff as well as advancing clients' status. Thus, this means an individual ability customized to aid one acquire skills, abilities, knowledge and need which make him an advanced person. Subsequently, we believe that this process is objectively meant to guide and advise a customer for ease of attaining expected noteworthy step for own acceptance. This step of expert guiding includes an instructor helping the customer to build up a compelling relationship that empowers the customer to work through challenges. By and large, the customer's absence of obvious comprehension of the idea of advising is a wide-spread lack of insufficient status to tackle the issue.

They are provided with data of the work; capacities to make guidance available, workplace and personal desires; chances for expertise in team objectives in private life, and gadgets for establishing a profession (Morgan, 2008). Proficient vocation instructors can bolster individuals with profession related difficulties. A career issue is interlaced by issues and various trends at personal endeavors; this poses a hard query whether profession matters devoid of investigating other views are attached to personal culminations. (Young & Collin, 1992). It is done through vocation guiding. This combination of human together with work interactions lead to career advancement resulting to enriched profession investment though a complicated assignment. Best case scenario, this circumstance encourages an indispensable view towards the conjunction of individual and work-life balance. Profession issues can be distinguished and understood inside a bigger and more all-encompassing setting related to individual encounters.

2.3.7. Tuition assistance programs

Companies should offer alternative support to help their workers' training and advancement. An educational reimbursement program is a significant part of an expert improvement

program as it builds the likelihood that staff will proceed with their training and keep on working for the company later on. These projects incorporate instructive costs, including educational cost and examination expenses and such plans cause workers to turn out to be progressively important, inventive and creative (DeSimone, Werner and Harris, 2002). Innovative leaders foresee the value of nurturing staff to meet set targets besides increasing the quality pool of workforce in the firm. Literacy programs are hence recommended.

2.4. Dimensions of Intention to continue in employment

It is the responsibility of an organization to maintain best staff and in this way, manage a low staff turnover. As indicated by Branham (2005), there are seven primary reasons why staffs fail to stay with the current employers, namely: little acknowledgment, low pay, unfulfilling work, lack of career paths, poor administration activities, dishonest initiative, and poor work traditions. While a positive work atmosphere should be shaped, gainful and proficient, helpful work environment being must be positive. Staff working in a positive workplace shows increasingly the desire to put forth a more effort. This staffs are more joyful with their activity and progressively designed to remain with their organization longer. Vandenberg and Nelson (1999) staff' aim to resign is Individuals need to feel that their commitments to the company are esteemed (Taylor, 2002).

For staff to remain in the company longer, they have to be part of the association. To elaborate the issue about staff leaving, a few relevant estimates should be taken as companies are presently seeking ability (Mitchell et al., 2001). The answers for improving worker's readiness to remain with the company to alluring with base compensation, far reaching benefits, motivating force programs, and comparable activities are essential for the company (Taylor, 2002). In addition, salary and money related motivations additionally work to add value to staff' dedication, and fulfillment. Hiltrop (1999) related clear professions achievement and company capacity to make staff remain in their positions. Individual and expert development is a key variable of maintaining and advancement of positions for staff to remain.

Rolfe (2005) found an immediate connection between work and career development issues. Arnold (2005), Herman (2005) likewise analyzed direct connection between advancement chances and maintaining of staff. Prince (2005) likewise distinguished advancement and career advancements for development as a noteworthy explanation behind which staff chooses either stay or quit a firm, had additionally recognized powerful forces on profession development openings, which are: progression plans, internal advancement and precise career growth. Cardy et al (2011) in their opinion as also suggested by Kroon and Freese (2013),

collectively found that formative chances can emphatically prolong a worker's pledge to remain in a company.

2.4.1. Factors Influencing Employee intention to Stay

Angela, et al (2008), deduced the importance of factoring in the variables impacting on staff intention to remain are predetermines to developing as well as success of companies. Studies have proposed maintenance methodologies, to which clearly fulfill all staffs' demands towards promoting companies' capacities in updating their efficiency levels adequately to production wise. (Gale Group, 2006). Staffs that are profoundly connected with view that work is fascinating, stimulating and important and they additionally feel the beneficial outcome, for example, energy, and joy exude a high intention to stay (Bakker and Demerouti, 2008). In this manner, worker's commitment is recognizable as a functioning. In this state is a representative feels the positive business related effect to remain.

Staff Aim to remain results from reliability and union among workers towards their company, it reflects the staff's degree of responsibility to own volition intentions to remain contracted, (Hewitt, 2004). Additionally, turnover goal is essentially the opposite of the goal to remain of workers (Kim, Price, Mueller and Watson, 1996). Mowday (1981), goal to remain is essentially adversely associated with turnover. Various components have been amassed in order to give the reasons why staffs leave an organization for other people, or in certain circumstances they simply leave the country. Some aspects that relate well with this case are, flawed recruitment procedures, absence of recognition, absence of focused pay framework, poor occupation structures, absence professional development plans.

Insufficient pay advancement, lack of preparing improvement chances and an unhygienic workplace too contributes. Research demonstrates realigning strategies which link workers to profession limitation, vocation gaps, occupational motivators, focused salary advantages, plus strong employments become powerful maintenance parameters on all calibers staff (Eisen, 2005). When compensation level has been arrived at, different things become significant. The intangibles, for example profession plans, management backing, work and family balance (Tomlinson, 2002). Their choices to leave were influenced by: an excess of work load, absence of contribution to basic leadership, lacking new challenges, instructing in new areas insufficient pay and individual conditions (Mayer 2006, p. 65).

2.5. Career Development and Employee intention to Stay

There is reason to believe existence of a pure correlation coining on worker commitment alongside his aim to remain in business. Towers Perrin, (2012), The study was directed

among 50 global organizations and over a time of a year, the organizations with elevated level of commitment beat those whose commitment existent was low, though they all faced a more significant extent of worker maintenance. In any case, the study additionally expresses that despite the fact that commitment affects expectation to remain, work should be accomplished. This study agrees with the discoveries of the present research where staff commitment represents just 11% as an indicator of worker expectation to remain. Individuals lay more preference if own commitments in the firm tend to be highly esteemed (Taylor, 2002). In ensuring workers stay in employment longer, the indicator is a feel on respective company aspects. By elaborating hefty issue about workers leaving, a few relevant estimates should be taken as associations are currently working on competition (Mitchell et al., 2001).

The answers for enhanced management for workers at KICD are as per the following: good compensations, good cover, motivating programs, and comparable activities are imperative to be provided (Taylor, 2002). Furthermore, salary and budgetary motivations additionally work to add staff' responsibility, and fulfillment. Darker and Heywood (2005) additionally expressed that staff evaluation is supported by the human resource aspect for training and motivation of staff to continue working with the company. Development of career provides for ascending in one's career and provides for staff management. Supervisors must treat their laborers like important resources by offering them a good working environment. They have solid sentiments, emotions, and needs.

Besides the above, it is likewise given to workers during seasons of commemorations, celebration festivity or comparative occasions, for example, globally perceived accreditations, for instance, the ISO confirmation. Philips and Edwards (2008) additionally expressed that firms have professional advancement practices, for example, planning of career which is the individual development linked to the company structure, maintaining and instructing initiative, interdepartmental cooperation, giving learning and development openings, provision of growth vertically , profession realignment alongside promotion strategies collectively bear an acceptable conducive work place environment with protracted staff opportunities to stay at current employers.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The topic focused on study location, while placing great emphasis at research design. The study population, sampling procedure besides sample size was too tackled. It also featured on procedures of data collection, levels of instruments reliability and validity; analysis techniques as well as research study ethical concerns.

3.2. Research Design

This investigation utilized a descriptive data which included quantitative and qualitative. Newman (2003) alludes to the fact that surveys are best for research queries regarding self-analyzed practices, dispositions, self-arrangement, learning, desires and attributes, and are appropriate responses individuals provide for measurement of inquiries measure. It includes gathering information that portray occasions and it arranges, classifies, provides analyzed data and depicts the information gathered (Glass and Hopkins, 1984). The research is planned to inform on the apparent influence of professional improvement chances and the intent to proceed with working at Kenya Institute of Curriculum Development.

3.3 Target Population

From the findings of Mugenda and Mugenda (2003), population is a whole combination of persons, objects as well as activities which contain generally recognized characteristics. Thus, target pool of study was 350 staff of KICD, in the cadres of top- level management, middle-level and operative staffs effective January 2019.

3.4 Sample Design

The researcher employed face to face approach by stratified random sampling technique for due to its flexibility in dividing target pool of employees to form strata. The statistical sample composed of 30% each from every stratum drawn from population of study, (350). Sample details are presented in the Table 3.1:

Table 3. 1: Statistical Sample

CATEGORY	Population	Sample Proportion (30%)
Senior Management Cadre	10	3
Middle Management Cadre	40	12
Operative Staff	300	90
Total	350	105

Source: (HR Records, 2019)

3.5 Data Collection

A questionnaire was highly regarded during data collection, due to ease of formulation and administration besides ultimately being preferred for simplicity; a clarity approach when investigating on personality attributes (Robson, 2002). The research applied primary data garnered by clearly constructed questionnaire borrowing from Likert's five point scales ranging from 1-5, representing (very low extent, low extent, moderate extent, great extent and very great extent) respectively.

Data questionnaires took a face-face way of administering, whereby, researcher himself with absolutely limited help from KICD's HR leadership safe for sister units which collaborated. In essence, distribution, facilitation and collection were subjected to an open forum with respective samples. The data collection tool comprised three segments: with part A, touching on background profile; part B, career development opportunities; and part C, employee intention to continue in the employment.

3.6 Data Analysis

The collected data got scrutinized by applying descriptive statistical tools such as standard deviation besides the mean. Once collected, all questionnaires were scrutinized for accuracy, consistency, validity, authenticity and completeness. The raw facts were further summarized, converted (coded) and input, processed and analyzed by a computer program called statistical package for social sciences (SPSS). The SPSS enhanced for responses and grouped them accordingly. Findings were presented in tables and simple linear regression model having been linked to raw facts evaluate possible influence between processing variables under study. Hence the correlation between the perceived influences of career development opportunities at KICD on the staff's intention to continue serving the institute was established (Independent and Dependent).

CHAPTER FOUR: DATA ANALYSIS, INTERPRETATION

AND DISCUSSION

4.1 Introduction

The topic tackled analysis of data as well as presentation to determine extent of the influence perceived of career development opportunities at KICD that causes staffs' intention to stay. The attained results during this study had to be relayed in terms of means, standard deviations, percentages and frequency distributions. This enhanced for the determination and accountability of data collected from the study to achieve required viability and reliability.

4.2 Response rate

The questionnaires issued clocked 105, and those returned amounted to 102 translating to 97.1% response rate. The response was adequate in relation to Mugenda and Mugenda (2003), study which concluded by endorsing all rates of feedback above 70% as satisfactorily. Table 4.1 illustrates.

Table 4. 1: Rate of Response

Items	Freq.	Pc. (%)
Collected	102	97.1
Not returned	3	2.9
Distribution	105	100 %

Source: Field Records, 2019

4.3 Demographic Profile

This part demonstrates responses by cadre of staff, gender, literacy levels, age as well as duration of stay in KICD as illustrated in analyzed figures and tables.

4.3.1 Response by cadre

This part shows the responses by cadre of staff at KICD, which is demonstrated in table 4.2

Table 4. 2: Cadre Responses

Respondents	Freq.	Pc. (%)	Cumulative (%)
Senior Management	3	2.9	2.9
Middle level Management	12	11.8	14.7
Operative staff	87	85.3	100
Total	102	100	

Source: Researcher, 2019

Findings from employees' cadre portray 85.3% responses were in operative staff, 11.8% in middle level management and 2.9% in senior management. This therefore, shows that data obtained is inclusive of different categories of employees at the institute.

4.3.2: Gender Distribution

This section describes respondents' gender illustrated by Table 4.3

Table 4. 3: Response by Sex

Respondents	Freq.	Pc. (%)	Cumulative (%)
Men	56	55	54.9
Women	46	45	100.0
Total	102	100.0	

Origin: Researcher, 2019

The findings show approximately 55% feedback was from men whereas women accounted for 45%. This therefore shows that there is insignificant variance to say that the findings are skewed to either gender

4.3.3: Education level

In order to show the academic background, highest literacy levels was requested from respondents. Table 4.4 will show.

Table 4. 4: Response by Education Attained

Qualification Attained	Freq.	Pc. (%)	Cumulative (%)
Primary	3	2.9	2.9
Secondary	7	6.9	9.8
Certificate/Diploma	34	33.3	43.1
Bachelor's Degree	48	47.1	90.2
Master's Degree	9	8.8	99.0
PhD	1	1.0	100
Total	102	100	

Origin: Researcher, 2019

On obtained findings, a big number gave a feedback with (47.1%) holding a bachelor's degree, 3.3% certificate/diploma, 8.8% master degree, 6.9%, 3% and 1% have secondary, primary and PhD respectively. This shows that there is diversity in responses across various levels of education.

4.3.4: Response by Age Bracket

In further to ascertain in whether age has an influence on staff intention to continue with the institution, feedbacks given are categorically captured in Table 4.5.

Table 4. 5: Response by Years Lived

Age	Freq.	Pc. (%)	Cumulative (%)
Under 30	24	23.5	23.5
31-40 Years	38	37.3	60.8
41-50 Years	27	26.5	87.3
Over 50 Years	13	12.7	100
Total	102	100	

Origin: Researcher, 2019

The results obtained indicate, a majority of 37.3% falls within the age bracket of 31-40 years, 26.5% within 41-50 years, and 23.5% under 30 years while 12.7% are over 50 years. The overall trend declines up the age categories but this diversity is necessary to ensure a diverse background to get responses that reflects the entire population

4.3.5: Response by Length of Continuous Service

In order to account for the duration each employee served at KICD it was important for the respondents to indicate how long they had served at the institute. See Table 4.6.

Table 4. 6: Response by Tenure

Duration	Freq.	Pc. (%)	Cumulative (%)
0-5 Yrs.	37	36.3	36.3
5-10 Years	26	25.5	61.8
Over 10 Years	39	38.2	100
Total	102	100	

Source: Researcher, 2019

From Table 4.6, majority forming 38.2% of respondents have served over 10 years, 36.3% have served for less than five years while 25.2% served within a span of >5or <10 years. Therefore, it shows there is a range of experience from the respondents in terms perceived vocational advancement chances at KICD to impact on employee decisions for a continuous staying.

4.4 Career Development Opportunities

The main goal for the study, featured on the correlation of the perceived influence occupational empowerment opportunities at KICD on the employees' intention to continue with institution. The career development opportunities are grouped in five categories: career planning, training and development, career coaching/mentoring and counseling, career lattice and ladder as well as tuition assistance programs.

The statistical sample demonstrated their perceived impact on professional advancement opportunities against own intention to continue with KICD using five point scale by Likert. Ranges from it were; very great extent denoted by (5) and to very low extents denoted by (1). For analysis purposes, scores for very low extent was represented by variables with figures of between 0 - 2.5 on with reference to Likert scales; also values ranging $0 \leq S. E < 2.4$, (moderate) equals a mean of 2.5 - 3.4, Likert scale. Finally, $2.5 \leq S. E < 3.4$; denote great extent and very great extent standing for variables ranging 3.5 - 5.0 as provided by Likert scales; $3.5 \leq S. E \leq 5.0$ respectively.

4.4.1 Career Pathing

Career planning is an integral and essential component of every institution and organization as it enhances skills and abilities of employees in achieving firm's goals. The statistical sample showed the commitment by the institution in implementing career planning to employees. Refer to Table 4.7.

Table 4. 7: Career Planning (Pathing/Mapping)

Statement	Mean	Standard Deviation
KICD has a very good career development policy	3.54	1.059
Pleased to work in KICD due to its good career prospects	3.57	1.089
KICD has substantive office responsible for career management	3.37	1.214
KICD foresters a work-life balance strategies	3.49	1.067
KICD has career planning programs	3.57	1.112

Source: Researcher, 2019

As demonstrated above, quite a number of respondents' scores stood at great extent (Mean= 3.57) meaning they are pleased to work in KICD due to its good career prospects as well as having career planning programs, employees too exhibited great extent saying KICD has a very good career development policy (Mean= 3.54). Furthermore, were of the same opinion that KICD foresters a quality work-life balance strategy (Mean= 3.49). In addition, respondents supported a moderate level (Mean= 3.37); meaning KICD owns a substantive office responsible for career management.

From the above analysis we can deduce that the management of KICD has a clear career framework and planning that guides employees in career management and progression.

4.4.2 Career Training and Development

For every institution, training and development in careers is essential for development of employees in order to attain institutional targets.

The sample was to demonstrate their opinions relation to a variety of pertinent issues relating to training and development, have perceived influence on career development opportunities at KICD on staff intention to continue with the institute. Refer to Table 4.8.

Table 4. 8 Career Learning/ Education

Statements	Mean	Standard Dev.
KICD poses good training and development programs	3.44	1.099
KICD anchors developing staff careers on organization HR policy	3.39	1.166
Easy to read career planning training content modules	3.85	5.333
KICD training and development initiatives is clearly defined for staff development	3.31	1.066
Happy with KICD because of supportive human resource policies in place	3.30	1.115
KICD nurtures staff on individual and continuous professional development programs for empowerment	3.56	1.192

Source: Researcher, 2019

In Table 4.8, its feedback rate was leaning towards a great extent (Mean =3.82) that career planning training content modules are easy to read; furthermore, they supported the former opinion with (Mean=3.56) that KICD nurtures staff on individual and continuous professional development programs for empowerment. Also, some responses favoured moderate extent (Mean=3.44) saying KICD has good training and development program. Furthermore, the same moderate extent was experienced by (Mean=3.39) saying KICD anchors developing of staff careers to its organization HR policy. On whether KICD training and development initiatives are clearly defined for staff development, employees moderately agreed to the extent of (Mean =3.31). In addition, respondents were in agreement to a moderate extent (Mean=3.30) for they are happy with KICD because of supportive human resource policies and practices in place.

The study further concludes as follows, at KICD exists better career training and development opportunities which are clearly appreciated by the staff. This is important for one's career growth for betterment of the institute itself.

4.4.3 Career Coaching, Mentoring and Counseling

In order to align employees with demand for their career needs, it is important to nurture a person's own abilities to improve behavior which consequently improves individual performance. The statistical size was required to pin out the institute's implementation level of the element. This is shown in Table 4.9

Table 4. 9: Career Coaching/ Mentoring and Counseling

Statements	Mean	Std. Deviation
KICD has motives to facilitate career talk for each employee annually	3.29	1.282
KICD coaching and mentoring are disseminated regularly for employee growth and development	3.02	1.265
Coaching and mentoring helps employees in managing change at KICD	3.40	1.231
Organization coaching and mentoring promotes my morale, motivation and commitment to the institution	3.45	1.223
KICD coaching and mentoring is linked to employee performance	3.37	1.186
KICD has employee counseling services	3.33	1.193

Source: Researcher, 2019

From Table 4.9, the research findings were as follows; in regard that organization coaching and mentoring promotes my morale, motivation and commitment to the institution, the results supported a great extent (Mean =3.45). On whether, coaching and mentoring help employees in managing change at KICD, the results of study supported a moderate extent (Mean =3.40).

In reference to whether KICD has a motive to facilitate career talk for each employee annually, findings of study supported a moderate extent (Mean =3.29). In addition, the same

was moderately witnessed resulting to (Mean =3.37) indicating KICD has coaching and mentoring programs linked to employee performance.

Moreover, on whether KICD has employee counseling services, findings of study supported a moderate extent of (Mean =3.31). Lastly, the same was moderately witnessed resulting to (Mean=3.02) implying KICD coaching and mentoring are disseminated regularly for employee growth and development.

The analysis therefore shows coaching and mentoring is highly observed at KICD and the staff appreciates that especially on career management.

4.4.4 Career Ladder/Lattice

The statistical sample was also requested to give own level of opinions drawn from pertinent issues regarding Career lattice in Table 4.10

Table 4. 10 Career Ladder/Lattice

Statements	Mean	Std. Deviation
KICD values merit on promotion	3.41	1.138
Support KICD for its policy on 50-50% priority on staff in vacancies arising	3.20	1.332
Agree to transparency in KICD when hiring, rewarding and managing promotions of staff	3.27	1.306
Job designs and analysis are continuously done to benefit employees	3.37	1.319

Source: Researcher, 2019

From Table 4.10, research findings were as follows; that KICD values merit on promotion, findings of study supported a moderate extent of (Mean =3.41), and also on whether Job designs and analysis are continuously done to benefit employees, the same moderate response level was witnessed resulting to (Mean=3.37), furthermore, the same level was moderately

witnessed resulting to (Mean=3.27) that they agree to transparency in KICD when hiring, rewarding and managing promotions of staff.

Lastly, the study resulted to a moderate level extent (Mean =3.20) implying they Support KICD for its policy on 50-50% priority to existing staff in all vacancies arising internally.

Hence, the research summarized generally that the institute provides opportunities for career progression which is done in a transparent manner with an equal chance for everyone.

4.4.5 Career Tuition Assistance Program

Career tuition is fundamental in an institution so as to ensure that employees are at par with changes of immerging issues in relation to their careers. Employees gave own views on variety of issues regarding career tuition assistance programs. Refer to Table 4.11.

Table: 4. 11. Career Tuition Assistance Program

Statements	Mean	Std. Deviation
Pleased with sufficient funds allocated for staff training and development	3.03	1.195
Like tuition assistance programs founded in KICD HRD strategic plans	2.88	1.305
Support the idea of reimbursing employees for learning expenses in courses they undergo	2.91	1.457
KICD tuition assistance is anchored in organizational training budget	3.02	1.251

Source: Researcher, 2019

From the findings, it was established that moderate response level was witnessed resulting to (Mean=3.03) that they are pleased with sufficient funds allocated for staff training and development, also on whether KICD tuition assistance is anchored in organizational training budget, a moderate level extent resulted to (Mean =3.02).

In addition, they support the idea of reimbursing employees for learning expenses in courses they undergo, a moderate level extent resulted to (Mean=2.91) was met. Lastly the findings

show that the same moderated level response of (Mean=2.88) meaning they like tuition assistance programs founded in KICD HRD strategic plans.

From the analysis above, the study concluded that generally KICD provides tuition assistance opportunities to its staff to promote career development. Nevertheless, it was established that the institute values factoring in funds in its budget to promote tuition.

4.5 Employee Intention to Stay (Continue Serving at KICD)

For the purpose of establishing the perceived influence of career development opportunities at KICD on staff’s intention to continue with the institution, it is imperative to find out the intention to stay levels. The sample size gave own level of agreement on pertinent on issues provided concerning their intention to stay at the institute. See Table 4.12.

Table 4. 12: Employee Decision to Stay

Statements	Mean	Std. Deviation
Wish to work for KICD as my employer of choice until retirement	3.81	1.183
Intend to serve at KICD due to its goodwill attractive base compensation	3.83	1.035
Affirm total commitment to be responsible and accountable to KICD in offering utmost professional services until retirement	3.88	1.134
Declare to remain loyal to the organization and accept it in my heart	4.20	.943
Confirm my satisfaction with KICD and will be ready to defend its vision and mission	4.10	1.118
Declare to strongly engage in teamwork to attain individual and team targets	4.26	.970

Origin: ONL, 2019

Regarding Table 4.12, results deduced a great extent level support of (Mean=4.26) implying a clear declaration to strongly engage in teamwork to attain individual and team targets, they were also of the same level of opinion above (Mean =4.20) declaring to remain loyal to the

organization and accept it in my heart. Furthermore, a great extent level view was met by (Mean =4.10) implying a confirmation of their satisfaction with KICD and will be ready to defend its vision and mission. As to whether they affirm total commitment to be responsible and accountable to KICD in offering utmost professional services until retirement, a great extent level view resulted (Mean =3.88).

On the intention to serve at KICD due to its goodwill attractive base compensation is concerned, a great level extent view resulted (Mean =3.83). Lastly, in regard to staffs' wish to work for KICD as their employer of choice until retirement, a great level extent view was ascertained (Mean =3.81).

In a nutshell, the analysis concludes that, employees at KICD have a great perception to continue serving at the institute collectively to achieve both personal, group and organizational goals as well as a competitive edge.

4.6 Relationship between Perceived Career Development Opportunities and Staff Intention to Stay

When ascertaining any association and strengths linking occupational advancement opportunities with employee feeling of continued stay, it is imperative to carry out Correlation Coefficient analysis to show the closeness of the components being investigated. Refer to Table 4.13.

Table 4. 13: Analysis of Inter-Item Correlation

Statements	Career Plannin g	Career Training and Developme nt	Career Coaching/ Mentoring and Counselin g	Career Ladder/Lattic e	Career Tuition Assistanc e Program	Empley e Intention to Stay
Career Planning	1					
Career Training and Development	0.73	1.00				
Career Coaching, Mentoring and Counseling	0.68	0.76	1.00			
Career Ladder/Lattice	0.69	0.74	0.70	1.00		
Career Tuition Assistance Program	0.60	0.70	0.70	0.69	1.00	
Employee Intention to Stay	0.79	0.65	0.69	0.57	0.60	1.00

Origin: Onlan Findings, 2019

With reference to Table 4.13, findings indicate that all independent variables (professional mapping, Vocation Learning and empowerment, Career Coaching/ Mentoring and Counseling, Career Ladder/ Lattice, Career Tuition Assistance Program) have Coefficients above 0.5 indicating that the respondents have a moderate to great desire to stay.

Table 4. 14: Results of Regression Analysis

Intention to stay was regressed on Career development opportunities. See Table 4.14.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
I	.806 ^a	.767	.633	.04225

Source: Researcher, 2019

From Table 4.14, correlation coefficient result equals to 0.806. This therefore means the correlation linking vocation advancement opportunities and employee decision of continuously serving at KICD is strong and positive. This indicates a strong positive association on occupational advancement opportunities that results to a predetermined feeling of continuous service.

Furthermore, coefficient of determination (R^2) = 0.767 means that 76.7% of variation in employee feelings to remain is due to professional empowerment opportunities at KICD.

4.7.1 Analysis of Variance

This is presented as follows:

ANOVA

Model	Σ Sq.	Df.	Mean Sq.	F	Sig.
1 Regression	27.275	5	5.455	11.000	.000 ^b
Residual	47.114	95	.496		
Total	74.389	100			

a. Dependent Variable: Staff decision to remain

b. Predictors: Career Tuition Assistance Program, Career Planning, Career Ladder/Lattice, Career Training and Development, Career Coaching/Mentoring and Counseling

Source: Researcher, 2019

As shown in the analysis of variance (ANOVA) table, F-ratio is significant ($F=11.0$, $P<0.05$), suggesting a regression model of goodness of fit and thus sustainable for the data used in this study.

Table 4. 15: Regression Coefficient

Coefficients

Model	Un Std. Coefficients		Std. Coefficients	t	Sig.
	β	Std. Error	β		
1 (Constant)	1.976	.296		6.674	.000
Career Planning	.568	.126	.594	4.526	.000
Career Training and Development	.100	.154	.107	.651	.017
Career Coaching/Mentoring and Counseling	.155	.140	-.182	-1.106	.071
Career Ladder/lattices	.075	.116	.091	.651	.016
Career Tuition Assistance Program	.020	.099	-.026	-.197	.045

a. Dependent Variable: Staff staying decision

Source: Researcher, 2019

$$\text{Staff feelings to remain} = 1.976 + .568X_1 + .100X_2 + .155X_3 + .075X_4 + .020X_5$$

Results presented in the table for regression coefficients show significant beta coefficients for career planning (beta= .594, t= 4.526, P< .05), Vocation advancement training (beta=0.107, t=0.651, P< .05), Career Coaching, Mentorship and Counseling (beta=-0.182, t=1.106, P<0.05), Career Ladder (beta=0.091, t=0.651, P<0.05), and Career Tuition assistance programs (beta=0.026, t=0.197, P<0.05). These findings imply that every unit change in the

predictors (for instance career planning) there is a corresponding change of 0.594 in respect of career planning, among others. The highest change is in intention to stay (0.594) is due to change in career planning. The lowest change (- 0.026) in intention to quit is due to unit change in career tuition assistance programmes.

4.8 Discussion of Findings

The staff career progression and development at KICD is absolutely necessary for their decisions of continuous service. The results of this study are linked to (McKinskey 2009), who suggested that talent development has a strong influence on staff feelings to remain. Thus, workers' continued serving is to be realigned with employee professional advancements based on the emerging technological trends. From the findings, respondents believe that KICD has competitive career development programmes including employee learning, mentorship, tuition assistance, good compensation and career ladder to prepare employees for future upward mobility. The respondents implied that the institute ensures employee advancement to a moderate extent. Such aspects subdue from the talent lifecycle commencing with and not limited staffing and linking it to organizational goals, by providing career advancement opportunities as well as factoring in efficiency. The reason behind occupational empowerment is geared towards sustenance of expected efficiencies. (Ashton, et al 2006).

Enhanced career advancements lead to workers' satisfaction, entrenching a strong force that influences them to continue staying in KICD. The findings were consistently linked to Swanepoel et al., (2007), where employees is basically accountable on their profession pathing, as the company leadership role remain promoting staff achieve clear vocation choices. On the other hand staff counseling is inevitable since several companies have developed the feeling that workers are doing little if not made aware on how to manage personal career goals linked to the ones for of their intuitions. This study concludes that KICD practices guidance and counselling in order to promote decision-making and propel staffs on career related rights and obligation help employees understand their challenges, opportunities and contribution to a general opinion on self-development.

According to Morgan (2008), guidance and counseling adds to employee's existing literacy regarding labor field. Profession counseling also help employees to determine own goals for succeeding at work and in personal life. This leads to being proactive in line with institutional core purposes. Through succession planning process superiors effectively hired as well as being empowered. (Noel 2001). Thus, career development opportunities aid organizations to effectively tackle key staff shortages, their retention, involvement, and assist them transit to new roles. (Hytter 2007).

CHAPTER FIVE: SUMMMARY, CONCLUSION AND RECCOMMENDATION

5.1 Introduction

The topic tackles three sections say, summarizing the study, drawing conclusions as well as suggesting recommendations in line with the title being studied. It also highlights further key areas of research.

5.2 Summary of Findings

From results obtained, it was deduced that men recorded a greater number of feedbacks compared to their female counterparts. The findings further established management carder response which classified the levels into three to analyze diversity of respondents. The lower cadre respondents carried the day, followed by the middle management then senior management. This indicates the diverse perspectives in the responses.

The findings too present that majority of respondents have served in KICD for a maximum of over ten years, while those staff who have served is less than five years were almost the same number. Thus, it was established that the targeted respondents are highly experienced, with the responses obtained overwhelmingly in support of perceived career development opportunities on staff's intention to continue serving at KICD.

Nevertheless, the findings in addition established that majority of the respondents possess good academic backgrounds, as proved by high number with relevant technical, professional and academic qualifications. This scenario prompts that a reasonable number of respondents have defined careers.

The research findings also analyzed employees' age diversity whereby, it was established that all ages were fully represented with the majority being below fifty years despite low significance attached to the findings. Result further deduced that KICD has formulated career mapping structure and it periodically makes sure staffs conceptualize on their career goals, also guides them through their career path to achieve both employer and employee objectives.

From the study again respondents showed that employees hold a very great satisfaction attached to career planning element at KICD. The analysis also determined a tremendous trend from respondents moderate to great extent agreements to the statements relating to career planning. Therefore, majority staffs feel satisfied with career planning structure at

KICD which stimulates a strong desire for employees to continue with the employment at the institution.

The study also ascertained that there was a high satisfaction with KICD's training and development programs. It hence, elaborates clearly that employees of the target institution strongly believe in training and development programs offered and tailored towards developing their talents, profession, and competencies as well as experience for high efficiency. On the other hand, employees in KICD also perceive training as a way to keep up with contemporary trend in executing tasks effectively.

The study findings further indicate that a bigger number of the statistical sample supported the idea regarding coaching and mentoring activities implemented at the organization with majority of the workers exhibiting exclusive satisfaction with the extent of mentoring and coaching. Workers view coaches and mentors as highly experienced, tactful, and are always ready to help and guide employees facing challenging tasks.

To promote staff self-esteem and involvement for increased efficiency and competitive edge, this study also deduced that employees have positive feelings that the level of career counseling while serving at the institute where career talk is inevitable help employees through smooth transition in times of career challenges and or during retirement to prepared them continue to stay with their employer.

At KICD, the findings further established that workers are motivated with the career lattices and ladder (succession management). The study clearly established succession plans and staff mobility influence workers to commit themselves to KICD which has a good succession or career lattice opportunities for current demands as well as future available positions in the institution. In a nutshell the results from the findings depict a sound and strong positive relationship between perceived influences of profession advancement opportunities on staffs' feelings of continuing with the employment at KICD.

The independent variables here included; career planning, training and development, coaching and mentoring as well as counseling, career lattice and ladder, and career tuition assistance programs. Based on the results obtained, the variables deduced values over 5% implying existence of a strong positive correlation linking occupational advancement gains on the workers intention to continue serving in the institution.

5.3 Conclusion

This study concludes that career planning was absolutely favored by majority of respondents who alluded more confidence as attributed by high levels of agreement. The findings implied that career planning remains to be detrimental on employee intention to continue with the organization. Training and development was further found to be contributory to KICD's career development opportunities was moderately accepted.

Moreover, it is deduced that coaching and mentoring as well as counseling received a moderate but significant influence of employee intention to continue serving at KICD. The findings furthermore established the need to formalizing a framework for career tuition assistance services to cater for workers' tuition needs during their tenure and after employment together with their families.

The findings too deduced that good number of respondents seemed to hold a high satisfaction with KICD would wish to dedicate working until retirement as a result of career development. Also from the findings, career ladder or lattice in this study is rated with moderate satisfaction and therefore key in determining employee intention to stay.

It also emerged that compensation influence was regarded for employee intention to stay but on a negative correlation such that it more bent to support the dependent variable. Hence, career planning, training and development, succession planning (career ladder), as well as tuition programs are crucial elements that contribute greatly to staffs' intention to continue serving at KICD.

5.4 Shortcomings of the Study

As regards to this study, the investigator applied wisdom to personally distribute questionnaires during data collection. The instrument posed more restrictions on respondents to articulate fully own opinions, but instead gave feedbacks as per researchers directed and predetermines answers. It also emerged that some respondents posed a negative perception and attitude when responding to questionnaires and some cases caused by low knowledge to conceptualize the instruments.

Perhaps at KICD, a few senior managers were non-committal in according necessary support to the researcher posing a great challenge in the administration of questionnaires. Furthermore, the result findings deduced that much more is needed despite the career development variables used to achieve maximum intention to stay in the employment at Kenya Institute of Curriculum Development.

5.5 : Recommadations for Policy and Practice

This study has proposed key contributions to human resource policy makers through deeper understanding of the significance of institutional roles towards promoting career advancement resulting to workers' intention to stay. A coherent and co-existence with team leaders remain crucial in appreciating the organizational staff, hence promoting the need for acceptable ascendance of employees.

In today's dynamic professional workforce, this study recommend that players involved in the management of human capital ought to emphasize and indulge in career progression that leads to enhanced organizational sustainability and workers continued commitment and a high perception of psychological contract.

The findings of the study support motivational and hygiene needs theory pioneered by Herzberg's Two-factor hypothesis posts that workers do remain at present employments longer, only if, personal desires are fulfilled. Therefore, the adoption of related career development opportunities to be implemented by KICD and other sectoral players is inevitable.

Ideally workers feel fulfilled at work through issues work composition. The right people in the required numbers, with good literacy levels at the opportune time are poised to enhance organizations attain set its competitive advantage thus efficient utilization of human capital prompts successfulness of any institution. Currently, most organizations have treated their people as the most important resource of an organization locally and at international arena.

It is further recommended for the institution to classify and conduct cost-benefit analysis on those career advancement elements designed for high end staff intention to continue serving. Additionally, it's paramount for this Curriculum custodian in Kenya to bank more on the existing reward systems, benchmark them alongside other organizations besides emerging market trends. Learning and development plans must be continually reviewed to cope with training trends to enhance staff's employability, opportunities for growth and future successions through effective staff careers management.

5.6 Futur Studies Opinions

This investigation had only narrowed its findings to KICD in trying to deduce the perceived influences of attached to profession advancement opportunities towards staffs' decisions of continued stay and serving at KICD. Further studies are proposed to be investigated to other key players within the public sector organizations or otherwise to measure and correlate their career development opportunities' influence on staffs' intention to stay in service.

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APPENDIX I : QUESTIONNAIRE

RESEARCHER: NYABAYO LABAN O.; REG. N.O: D64/5641/2017; COURSE: MSc-
HRM - UNIVERSITY OF NAIROBI.

**TOPIC: The Perceived Influence of Career Development Opportunities at KICD on the Staff's
Intention to Continue with the Institution**

Please answer in the spaces provided and tick () in the box that matches your response to the questions where applicable.

Section A: Demographic Profile

1) Name of the respondent (Optional):

2. What cadre of staff do you fall under?

- a) Senior Management ()
- b) Middle level Management ()
- c) Operative staff ()

3. Gender: Male ()

Female ()

4. Highest level of Education attained?

- a) Primary ()
- b) Certificate/Diploma ()
- c) Masters Degree ()
- b) Secondary ()
- d) Bachelors Degree ()
- e) PhD ()

5. What is your age bracket? (Tick as applicable)

- a) Under 30 years ()
- b) 31 – 40 years ()
- b) 41 – 50 years ()
- d) Over 50 years ()

6. Length of continuous service with the KICD?

- a) Less than five years ()
- b) 5-10 years ()
- c) Over 10 years ()

Section B: Career Development Opportunities

7. Rate the extent to which each of the statements provided in the matrix apply to you. Use the scale:

1- Very Low extent, 2-Low extent, 3-Modararte extent, 4- Great extent, 5- Very great extent

Response	1	2	3	4	5
I like KICD because it has a very good career development policy					
I am pleased to work in this organization due to its good career prospects					
KICD has substantive office responsible for career management that I like					
The organization fosters a work-life balance strategies that I enjoy					
I am happy with KICD because it has career planning programs					
KICD is my organization of choice due to its employee counseling services					
I am impressed with KICD because it values merit on promotion					
The Institution has a very good training and development programs					
Developing staff careers in KICD is anchored on the organizational HR policy					
Career planning that is part of training content modules is simple to read and understand					
I support KICD's motive to facilitates career talk for each employee annually					
I concur with coaching and mentoring as disseminated regularly by the institution for employee growth and development					
Coaching and mentoring helps employees in managing change at KICD					
Organizational coaching and mentoring promotes my morale, motivation and commitment to the institution.					
I support KICD's coaching and mentoring linked to employee performance					
I like KICD's training and development initiatives clearly defined for staff career development					
I am happy with KICD because of supportive human resource policies in place					
I like the institution for nurturing staff on individual & continuous professional					

development programs for empowerment					
There is well-organized training activities in the organization that I like					
I am pleased with sufficient funds allocated for staff training & development					
I like tuition assistance programs founded in KICD HRD strategic plans					
I support the idea of reimbursing employees for learning expenses in courses they undergo					
The KICD tuition assistance is anchored in organizational training budget					
I support KICD for its policy on 50-50 % priority on staff in vacancies arising					
I agree to transparency in KICD when hiring, rewarding and managing promotions of staff					
Job design and analysis are continuously done to benefit employees					

Section C: Employee Intention to stay

8. Give your suggestion over the extent to which you intend to stay at KICD. Use the scales provided herewith: 1-Very low extent, 2-Low extent, 3-Moderate extent, 4- Greater extent, 5- Very greater extent.

My wish is to work for KICD as my employer of choice until retirement					
I intend to serve at KICD due its goodwill attractive base compensation					
I affirm total commitment to be responsible and accountable to KICD in offering utmost professional services until retirement					
I declare to remain loyal to the organization and accept it in my heart					
I confirm my satisfaction with KICD and will be ready to defend its vision and mission					
I declare to strongly engage in teamwork to attain individual & team targets					

APPENDIX II : RESEARCH AUTHORITY

Laban O. Nyabayo

P.O. Box 62592-00200, Nairobi.

Tel. 0752073260 / E-mail: laonya.hrct@gmail.com

29/09/2019

The Chief Executive Officer,

Kenya Institute of Curriculum Development

Desai Rd, off Murang'a Rd,

P.O. Box 30231- 00100, Nairobi, Kenya.

Tel. +254 020-210814/7. +254 729 327 331

Dear Sir / Madam

RE: AUTHORITY TO CONDUCT A RESEARCH STUDY

The above matter refers. This is to kindly request for permission to carry out a research study in your reputable institution (KICD). I am a post graduate student of the University of Nairobi enrolled for Master of Science in Human Resource Management (MSc-HRM). I already completed my course work in April 2019. In order to meet the requirements for this program, I am released to carry out a research study on: *The Perceived influence of Career Development Opportunities at KICD on Staff's Intention to stay in service.*

The purpose of this request therefore is seeking for your authority, to undertake data collection for further analyses and subsequent report writing. Enclosed, please find the introductory letter from the University of Nairobi, Board of Post Graduate Studies (Msc Co-ordination office).

Thank you in advance, while looking forward for your cordial reply.

Yours Sincerely,

OL Laban

L.O. NYABAYO



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Nairobi, KENYA

12 October 2019

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

INTRODUCTORY LETTER FOR RESEARCH
LABAN ORANGI NYABAYO – REGISTRATION NO.D64/5641/2017

This is to confirm that the above named is a bona fide student in the Master of Science in Human Resource Management(Msc. HRM) option degree program in this University. He is conducting research on "*The Perceived Influence of Career Development Opportunities at Kenya Institute of Curriculum Development on the Staff's Intention to Continue with the Institution.*"

The purpose of this letter is to kindly request you to assist and facilitate the student with necessary data which forms an integral part of the research project. The information and data required is needed for academic purposes only and will be treated in **Strict-Confidence**.

Your assistance will be highly appreciated.

Thank you.



WN/jkm



REPUBLIC OF KENYA



NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION

Ref No: 919854

Date of Issue: 17/October/2019

RESEARCH LICENSE



This is to Certify that Mr.. Laban nyabayo of University of Nairobi, has been licensed to conduct research in Nairobi on the topic: **THE PERCEIVED INFLUENCE OF CAREER DEVELOPMENT OPPORTUNITIES AT KENYA INSTITUTE OF CURRICULUM DEVELOPMENT ON THE STAFF'S INTENTION TO CONTINUE WITH THE INSTITUTION** for the period ending : 17/October/2020.

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Ref: KICD/D/1/2 Vol. II/14

23rd October, 2019

Mr. Laban Orangi Nyabayo
P.O BOX 30197
NAIROBI

RE: PERMISSION TO COLLECT DATA AT KICD

This is in reference to your letter dated 12th October, 2019 concerning the above mentioned matter.

I wish to inform you that you have been granted permission to collect data in the Institute as per Thesis topic concerning "The Perceived Influence of Career Development Opportunities at Kenya Institute of Curriculum Development on the Staff's Intention to Continue with the Institution," in partial fulfilment of your study.

Please note that you are expected to share your final report with the Institute.

E. MULWA

FOR: DIRECTOR/CEO

KENYA INSTITUTE OF CURRICULUM DEVELOPMENT

APPENDIX III : WORKPLAN

Activity	June- September 2019	October-November 2019
Proposal Writing; Defence and Editing		
Data Collection, Analysis and Presentation of Findings; Project Report writing, Defence & Final Submission of		

Source: Author (2019)

APPENDIX IV : BUDGET

ITEMS	AMOUNTS (KSH)
Type-setting & photocopying	3,000
Binding	10,000
Internet & Data collection	5,000
Travelling & Accommodation expenses	4,000
Miscellaneous expenses	3,000
Total	25,000

Source: Author
(2019)