**BUGANDA ROYAL INSTITUTE OF BUSINESS AND TECHNICAL EDUCATION MENGO**



**CAREER MANAGEMENT AND JOB SATISFACTION AMONG EMPLOYEES**

**CASE STUDY MENGO HOSPITAL**

**BY**

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**BR/UDA/8032/16**

**A RESEARCH REPORT SUBMITTED TO THE BUSINESS DEPARTMENT IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF A DIPLOMA IN ACCOUNTANCYOF BUGANDA ROYAL INSTITUTE OF BUSINESS AND TECHNICAL EDUCATION. KAKEEKA-MENGO**

*October 2018*

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# DECLARATION

I declare that the work presented is my original work with all its contents compiled and produced out of my efforts under the guidance of my supervisor. It has never been presented for any award in any University/institution and where the work of other authors has been consulted, due acknowledgement has been made.

**Signature**

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**NAKASASA POLERINE**

**(STUDENT)**

**Date**

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# APPROVAL

This is to certify that this report has been under my supervision and it is now ready for submission to examination council with my approval as a partial requirement for the award of a Diploma in Business accountancy.

Signature……………………………………………………………………………………….

**MR. KALULE BEN**

**(SUPERVISOR)**

Date……………………………………………………………………………………………

## DEDICATION

This research report is dedicated to my beloved mother and father, my brother and my sisters for their guidance, moral and financial support they have wholeheartedly rendered to me towards the success of this research project and my Education.

I also dedicate it to my friends/course mates who have endowed with different guidance and assistance in completing this research report.

# ACKNOWLEGDEMENT

First and foremost, I thank the Almighty God for His faithfulness throughout my studies. Without Him, I would not have been able to make it this far.

I would like to express my innermost appreciation to my parents who have worked tirelessly to see me reach this level of education. I truly thank them for their endless love and support during this period.

I wish to express and extend my sincere gratitude to my supervisor, for his professional guidance which facilitated the accomplishment of this research project.

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# ABSTRACT

The study was conducted on the topic entitled "career management influences job satisfaction at Mengo Hospital"

It was later guided the following objectives; to examine the effects of career management on the attitude of employees in Mengo Hospital, to assess the benefits of proper career management to the employees in an organisation like Mengo hospital, to investigate the steps can an organisation take to ensure job satisfaction

The study followed a cross sectional research design. This design was used because the study was largely descriptive and comparative basing on the views of respondents backed by secondary data, using both qualitative and quantitative data therefore the researcher used the cross sectional research design to collect information from different participants like the managers to provide information relating career management and job satisfaction.

The study used stratified sampling technique to select a sample from the total population, this method involved grouping of respondents basing on their common characteristics

The sample size comprised of 30 respondents that were selected from different levels of management such as the top level management, middle level managers and lower level managers.

Based on the findings of the study, it was concluded that there is a moderate strong relationship between career management and job satisfaction since career management has helped them have a positive attitude towards work overtime and employee are competent in several jobs within the organization, hence the management should continue concentrating on the organizations future needs to continue developing the employees attitude towards work hence job satisfaction.

It is recommended that organisations should initiate and state clearly a system or culture through their management that governs the employees on how to carry out their work such as time to start and finish work, procedures or system of promotion plus what benefits and needs of employees that will be catered for by the management

<div align="center">**CHAPTER ONE**</div>

## 1.0 Introduction

This chapter presents the back ground of the study, statement of the problem, objectives and specific objectives, research questions, scope of the study, and significance of the study.

## 1.1 Back ground of the study.

In the era of globalization, and the emergence of new technologies, organizations are striving to survive and succeed in an environment where dramatic changes are taking place. Rightsizing, downsizing and resizing of organizations is occurring all around the world; Organizations are restructuring themselves in order to keep abreast with the new business

According to Mondy & Noe (1996) Employees and managers alike are being replaced and displaced in vast amount. Mergers and reengineering of business has seen the management layers being reduced to a few levels. The security of lifelong employment has also been challenged. Traditional approach to career path where seniority would ensure upward mobility along the career ladder is no longer assured.

According to Valentich & Gripton (1978) Career management is the implementation of a career strategy through application of career tactics in relation to the chosen career orientation Career management skills refer to a whole range of competencies which provide structured ways for individuals and groups to gather, analyze, synthesis and organize self, educational and occupational information as well as the skills to make and implement decisions and transitions." as defined by European Lifelong Guidance Policy Network.

According to Sultana, (2009) the changing demographics in the labor market have also given birth to a new breed of employees that differ in their outlook towards work and work life. Job and career changes are increasingly common due to the uncertainties of the economic environment, technological changes, and new attitudes toward work. Career change has become more socially acceptable as personal fulfillment is more highly valued. Employees are no longer eager to remain loyal to organizations if they can get better employment package elsewhere that can help them to fulfill their career aspirations.

Hoppock (1935) defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job. Job satisfaction has been one of the most extensively discussed and studied concepts in organizational and personnel management, accounting for more than 5000 published works. Understanding job

satisfaction and what it means is not only a desirable but also a critical aspect of life for both organizations and individuals.

According to Cranny, Smith, & Stone (1992), job satisfaction is generally agreed upon by researchers to be an affective reaction to a job that results from the employee's comparison of actual outcomes with those that are desired. Locke (1976) equates job satisfaction to morale of workers. Morale according to Guin (1958) is the extent to which the individuals' needs are satisfied and how the employee views this satisfaction as coming from his/her work. Abraham Maslow's (1943) theory of hierarchy of needs talks about self-esteem and in particular advancement as one of the motivating factors that individual's look for in their work.

Mengo hospital is located in Mengo town on Namirembe hill opposite Bulange Mengo building, along Namirembe road. It is near Ndejje university Kampala campus. Mengo Hospital is a Missionary Hospital which was started by Sir Albert Cook on 22nd February 1897, when he held his first outpatient Clinic under a tree, on Namirembe Hill.   The first structure he set up was a grass-thatched house built out of mad and wattle. He had a wooden bed where he saw and operated his patients, and later increased the number of beds to twelve.

## 1.2 Statement of the problem

Restructuring has brought many changes in employment patterns. Whereas employees looked at job security and broad skills as the main source of job satisfaction restructuring has made organizations now less able to guarantee lifetime job security (Kerka. 1991). With mergers, acquisitions, restructuring and reengineering, Organizations find it difficult to invest in the long-term development of their employees.

Furthermore the increasing tendency to adopt flatter structures caused by many waves of delayering has affected the ability of many organizations to guarantee promotional opportunities for their employees. This has greatly affected employee career development programs in these organizations. As a result many employees tend to have less satisfaction or lower satisfaction with their jobs. Thus there appears to be a direct link between career management and job satisfaction yet no studies seem not have been done to address this linkage. This creates a gap in knowledge that the proposed study intends to fill.

The study therefore seeks to establish the relationship between career management and job satisfaction among employees using Mengo hospital as the case study.

## 1.3 Objectives of the study

### 1.3.1 General objective.

To establish how career management influences job satisfaction at Mengo Hospital

### 1.3.2 Specific objectives.

i.   To examine the effects of career management on the attitude of employees in Mengo Hospital

ii.  To assess the benefits of proper career management to the employees in an organisation like Mengo hospital

iii. To investigate the steps can an organisation take to ensure job satisfaction

## 1.4 Research Questions

i.   What are the effects of career management on the attitude of employee in Mengo Hospital?

ii.  What are the benefits of proper career management to the employees in an organisation like Mengo hospital?

iii. What steps can an organisation take to ensure job satisfaction?

## 1.5 Scope of Study

### 1.5.1 Geographical Scope

The study was carried out in Mengo hospital which is located in Mengo town on Namirembe hill opposite Bulange Mengo building, along Namirembe road. It is near Ndejje University Kampala campus

### 1.5.2 Content Scope

The researcher collected information based on how human resource and organization behavior have influenced job satisfaction. Furthermore how attitude, responsibility, environment, job description and culture all that influence employee satisfaction not forgetting the requirement of skills, educations, talent and experience.

### 1.5.3 Time Scope

The study was conducted within 6 months that is being effective from January 2018 to June 2018.

### 1.6 Significance of the Study

The study will help to find out the major causes of job dissatisfaction.

The study will examine the loopholes left by earlier researchers that did the same study in finding out how career management influences job satisfactions.

The research will widen the scope of how to manage job satisfaction in organizations.

The research will lead to improved human resource management in organizations.

The study will help me analyze and understand broadly the relationship between career management and job satisfaction.

## 1.7 DEFINITION OF KEY WORDS

According to Gilley and Eggland, (1989) Career Management is the combination of structured planning and the active management choice of one's own professional career. It can also be defined as the continuous process that occurs thought one's career and not just at discrete times.

Job Satisfaction: According to Hoppock (1935) Job satisfaction is the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values.

A career: is defined by Hall Johns, (1992) as a sequence of work activities and positions, and associated attitudes and reactions, experienced over a person's life, Career, in this study, refers to a person's structured occupation and involves a steady of progressive advancements which includes how an individual's work life develops overtime and how it is perceived by that person (Schein, 1990).

# CHAPTER TWO

# LITERATURE REVIEW

## 2.0 Introduction

This chapter presents the related literature on the career management and job satisfaction among employees. The information was obtained from researcher's articles, documents, text books, journals and internet websites on this subject as published by other writers cited in the paragraph and also shown in the references.

## 2.1 Career

According to Herriot (1992) the concept of career as important because it tackles the three major issues of our time. First, the career is about time. It compares between the past and present situations faced by individuals and organization, and also of the projected or future plans. Through this, the individual and the organization can see what needs to be done. Secondly, organizational careers are relationship overtime between individuals and their organizations.

According to Shore (1993) as human resources are important, organizations must 'use' them wisely, and develop them to get the most benefit. This means that organizations have to develop their employees so that they are flexible enough to meet new challenges and fill new jobs. However, organizations want to make use of people, but they are often unaware of what those people want for themselves. They expect commitment and performance, and think that they can engineer it by performance- related pay and other material inducements. What they don't realize is that it is individuals with whom they are dealing with do differ in their aspirations.

According to Herriot (1996) the third and the last feature of the career concept are the distinction between internal and external, or the subjective and the objective career. He termed this as "career in the head." The external or objective career can be seen through the positions that employees hold. But the internal or the subjective career is hidden as it is in the 'head" of employees. This aspect is most important to understand in this turbulent time as "the employees' perception of their career opportunities and progress in the organization, and

the way organization values career development will have an impact on the maintenance of valued and skilled employees."

## 2.2 Career management

According to Gilley and Eggland, (1989) Career development has been defined as an organized planned effort comprised of structured activities or processes that result in mutual career plotting effort between employees and the organization. A survey of 225 companies did show that a large percentage of personnel directors believed that career planning practices enhanced job performance and resulted in both more effective use of personnel systems by employees and improved use of employees talents by the organization

According to Walker & Gutteridge (1984). Models on individual career choice are helpful in helping employees better understand their career choice - Super's model (Super, 1975), and Dalton, Thompson and Price model (Dalton, Thompson, & Price, 1977). However, Edgar Schein (1978) took these individual stage models further by linking it to the individual and the organization. He argued that the key to both organizational effectiveness and individual satisfaction is good matching of organizational and individual needs. In short, Schein's career orientation/anchor theory, which focuses on finding out the career orientation of employees, is able to contribute towards matching the employee's needs and organizational goals.

This in turn will greatly help an organization to align and develop a better career development programs that will meet the objectives of both the employees and the organizations.

According to Gutteridge, Leibowitz & Shore, (1993) the challenges of turbulent times that all institutions face, affect all levels of management and all groups within the management. Organizations fail to recognize or are ignorant of the fact that there exist now "labour forces", each with different expectations, different needs, and different characteristics.

According to Leibowitz (1993) In most institutions, personnel policies are based on the assumption of a homogeneous work force. Training and development, performance appraisal, reward system and other human resource policies in career advancement programs are created to support each other in an effort to develop employees by a team of personnel, but seldom take into account individual's perspective on how the program should be

implemented. Organizations, before establishing new career development programs or feel contented with the existing career programs must know how employees feel about the current career development activities, and the career orientations of the various types of employees that exist within the organizations.

According to Shore (1993) A comprehensive career development system then would include individual career planning assistance and a system for matching individual and organizational needs. If an organization fails to understand the employees' occupational talents and abilities, motives and needs, and attitudes and values, the organization will not be able to retain employees that they have developed in the beginning and face the problem of losing valuable assets. Concepts of career development have broadened to include new organizational realities due to changing business climate. As economic conditions shifted, organizations have responded by eliminating layers of management, and the flattened structures that have resulted now offer less and less positions and promotion up the corporate ladder. To accommodate the large numbers of talented workers left in the middle, organizations have had to think more creatively about what growth and success really mean. There is increasing recognition that career success can come in the form of a lateral move, "growing in place" through job enrichment and no longer so much depends on upward promotion within the company

According to Leibowitz, Farren and Kaye (1986) career development system is an organized, formalized, planned effort to achieve a balance between the individual's career needs and the organization's work-force requirements. It integrates activities of the employees and managers with the policies and the procedures of the organization. It is an ongoing program linked with the organization's human resources structures rather than a one-time event. It also serves to refine and develop present human resources activities. Thus, a career advancement program must clearly define responsibilities to the employees, the managers, and the organization; offer them a variety of development options; and form the link between current performance and future development, which includes the notion of best "fit" or "match."

According to London (1991) a career development program should include policies and programs that cover important human resource functions, including analyzing skill needs and job requirements, recruiting and selecting new employees, orientation of new employees,

establishing career paths, supporting employees efforts at career planning, facilitating job moves (both lateral transfers and promotion), providing technical and managerial training, out placing people who want to leave, and helping employees plan for their retirement. Besides that, other equally important programs are performance appraisal, feedback, and reward and recognition.

According to London (1991) the development process links current job performance and future development. It begins with the current job and then relates that job to future goals and plans for reaching the goals. Development, thus, includes multiple options extending beyond simply getting promoted - such as improving skills, enriching the present job, staying current, and preparing for future directions.

## 2.3 Job satisfaction

According to Hoppock (1935) job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job. According to this approach although job satisfaction is under the influence of many external factors, it remains something internal that has to do with the way how the employee feels. That is job satisfaction presents a set of factors that cause a feeling of satisfaction.

According to Vroom, (1964) job satisfaction focuses on the role of the employee in the workplace. Thus he defines job satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying. One of the most often cited definitions on job satisfaction is the one given by Spector according to whom job satisfaction has to do with the way how people feel about their job and its various aspects. It has to do with the extent to which people like or dislike their job. That why job satisfaction and job dissatisfaction can appear in any given work situation.

According to Davis et al., (1985) Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Meanwhile, when a worker employed in a business organization, brings with it the needs, desires and experiences which determinates expectations that he has dismissed. Job satisfaction represents the extent to which expectations are and match the real awards. Job satisfaction is closely linked to that individual's behaviour in the work place

According to Kaliski, (2007) Job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment

According to Statt (2004) Job satisfaction can be defined also as the extent to which a worker is content with the rewards he or she gets out of his or her job, particularly in terms of intrinsic motivation

According to Armstrong, 2006) the term job satisfactions refers to the attitude and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction

According to Mullins, (2005) Job satisfaction is a complex and multifaceted concept which can mean different things to different people. Job satisfaction is usually linked with motivation, but the nature of this relationship is not clear. Satisfaction is not the same as motivation. Job satisfaction is more of an attitude, an internal state. It could, for example, be associated with a personal feeling of achievement, either quantitative or qualitative We consider that job satisfaction represents a feeling that appears as a result of the perception that the job enables the material and psychological needs

According to Spector (1997) Job satisfaction can be considered as one of the main factors when it comes to efficiency and effectiveness of business organizations. In fact the new managerial paradigm which insists that employees should be treated and considered primarily as human beans that have their own wants, needs, personal desires is a very good indicator for the importance of job satisfaction in contemporary companies.

According to Aziri (2008) When analysing job satisfaction the logic that a satisfied employee is a happy employee and a happy employee is a successful employee. The importance of job satisfaction specially emerges to surface if had in mind the many negative consequences of job dissatisfaction such a lack of loyalty, increased absenteeism, increase number of accidents etc. Spector (1997) lists three important features of job satisfaction.

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According to Thahier et al. (2014), motivating employees is very important because motivation of every individual is his willingness to unreservedly work hard for high productivity; meaning the employee is willing to use all the abilities that he has for the sake of his organization by utilizing the available opportunities to accomplish his organization's mission. They further quote McClelland on need for achievement12, need for power13 and need for affiliation14 as motivators for achievement and satisfaction.

According to Nohria et al (2008), the things that influence choices and underlie everything we do are the drives to acquire both tangible and intangible things; the need to bond with others; comprehend15; and defend or protect against external threats and promote justice.

## 2.4 Job Satisfaction and Career Development

According to Henderson, savickas (2000) Traditional career guidance grew out of the needs of the modern industrial era and focused on measuring individual differences on trait sand then using this information to match people to occupations. Part of this tradition was measuring job satisfaction through a positive evaluation of individual's attitude towards their jobs. Career satisfaction measures concentrated on correlating external job factors with global measures of satisfaction.

According to Boyatzis (2002) Job satisfaction also depended on an individual's ability to recognize and follow his or her interest. According to Henderson when the popular literature began suggesting deeper meaning in work these traditional studies and assessments techniques began to have an empty ring for both individuals and career development professionals. There is a sweet spot that each one of us has. It's the kind of work we want to perform, the kind of work that makes us proud. There are quite a number of individuals who have been quietly seeking more satisfying and meaningful work lives for a number of years, an article titled boomers trade security for freedom published in the St Louise post-dispatch on march 19, 2001 for example began with the statement" many baby boomers, unfulfilled by corporate jobs at which they've worked for years are deciding to give up the great pay and benefits to do what they want to do. These examples support emerging perspectives that view work as an expression of meaning. Many individuals are no longer satisfied with working for a living but instead want to work at living.

According to Warshaw (1998) Several years ago a wall street journal ABC news poll reported that nearty50% of all those working would choose a new type of work if they had the chance. why do many people feel dissatisfied with their work? The answer is complex and multifaceted. We live in an age where work has become more personal than ever when who you are is what you do. And a deeper source of personal satisfaction is sought. Many are reexamining their careers in light of the growing realization that work should be more than a job.

According to Clark (1999) argues that Instead of listening to internal signals many individuals make choices about their work and careers on the basis of external criteria such as income potential, status and opinions of others. Although they may achieve success in these careers they may be unhappy and dissatisfied because their work is not aligned with who they are. others may select careers based on their aptitudes -things they are good at doing, but just like external career these aptitudes may not reflect their deep interests that is the things that really make them happy.

According to Webber, (1998) In an era where employees can no longer look to the organization for long term job security they must position themselves for long-term employability. Long-term employability means no longer thinking of oneself as a job description but as a package of marketable skills that can be transferred from one job to the next. It means keeping job skills competitive and being willing to retrain and respond to the new changes.

According to Thompson J (1967) Training and development may however not be effective to employees unless it gives them the satisfaction they require. It must hence address the issues they have, improve their performance etc.

# CHAPTER THREE

# RESEARCH METHODOLOGY

## 3.0 Introduction

This chapter presents the research Design, Study population, Sample size Determination, Sampling techniques, Data collection Methods, Data collection Instruments and as well as data analysis and anticipated problems.

## 3.1 Research design

The study followed a cross sectional research design. This design was used because the study was largely descriptive and comparative basing on the views of respondents backed by secondary data, using both qualitative and quantitative data therefore the researcher used the cross sectional research design to collect information from different participants like the managers to provide information relating career management and job satisfaction.

## 3.2 Study population

This includes the total number of individuals that make up a universe, the study comprised of members that constituted the universe, and these were from different levels of management such as the top level management, middle level managers and lower level managers. The study population comprised of 50 persons.

## 3.3 Sample size and sampling techniques

## 3.3.1 Sampling techniques

The study used stratified sampling technique to select a sample from the total population, this method involved grouping of respondents basing on their common characteristics such as those of similar department were grouped together in a strata. And later on simple random sampling was carried out to get sample. This method was used because it helps the researcher to get every type of respondent that is required in the sample since they are in similar and common status.

### 3.3.2 Sample size

The sample size comprised of 30 respondents that were selected from different levels of management such as the top level management, middle level managers and lower level managers.

### 3.4 Sources of data

The research data was obtained from two sources namely; primary and secondary data.

### 3.4.1 Primary source

Primary data was obtained through personal interviews with respondents, observations and self-administered questionnaires.

### 3.4.2 Secondary source

Secondary data was obtained through the company brochures, statistical report and bulletins, annual reports on general observation, textbooks, other student's research work,

### 3. 5 Data collection instruments

### 3.5 .1 Questionnaires

According to Abuja (2001) A questionnaire is a research instrument consisting of a series of Statements and other prompts for gathering information from respondents.This technique helped to collect primary data through setting a number of questions, which give to a cross section of respondents. The questionnaire mainly based on predetermined and standardized statements. They were more flexible and helped to save time.

### 3.5.2. Interview guide

This is the method where the researcher asks questions face to face the respondents. This method was employed to find information necessary information from the group more quickly just to allow individual self-expression. The experts such as top executives of the company were researched for interview.

**3.5 Data analysis**

Data was sorted, coded, and entered into the computer using Statistical Package for Social Sciences (SPSS version 17). Descriptive statistics were computed. Statistics such as mean, frequencies and percentages were calculated for appropriate variables. Analysis of contingency tables were done and Pearson's correlation n coefficient. Data was presented using charts, graphs and frequency table.

**3.6 Ethical considerations**

Before the data collection, the researcher asked permission of from the institution to carry out the study, inform the respondents the objectives and benefits of the study in order to seek their informed consent. The respondents were free to engage in or withdraw from the study at any time and they were informed that this study did not give out any material benefits to them or jeopardize their rights to health care and also privacy was maintained for confidentiality.

**3.8 Limitations of the study.**

Bias from the respondents, some respondents were very busy with busy schedules however, the researcher assured them about the relevance of this research towards their lives and development and she managed to convince them and they provided information to researcher.

# CHAPTER FOUR

## DATA PRESENTATION AND INTERPRETATION OF RESULTS

### 4.0 Introduction

This chapter presents findings to the research questions in chapter one. These findings were obtained from a primary source of data and are presented in the tables showing percentages

**Table 1 Gender**

| Gender | Number of respondents | Percentage (%) |
|--------|----------------------|----------------|
| Male | 17 | 57 |
| Female | 13 | 43 |
| Total | 30 | 100 |

*Source; primary data*

The results in table 1 above indicate that, male constitute 57% of the respondents and female constitute 43% of the respondents of the study, implying that researcher was gender sensitive since she managed to cover both types of gender at almost equals numbers.

**Table 2 Educational level**

| Educational level | Number of respondents | Percentage (%) |
|-------------------|----------------------|----------------|
| Primary | - | - |
| Secondary | - | - |
| College | 17 | 56 |
| University | 13 | 44 |
| **Total** | **30** | **100** |

*Source; primary data 2018*

From table 2 findings shows that 56% of the total respondents had studied up to college level, 44% of the total respondents had studied up to university level; this implies that Mengo hospital employees mostly educated employees since the work to perform by the employee needs one to be educated.

**Table 3 Category of staff members**

| Category | Number of respondents | Percentage (%) |
|---|---|---|
| Top level manager | 3 | 10 |
| Middle level manager | 7 | 23.3 |
| Low level manager | 20 | 66.7 |
| **Total** | **30** | **100** |

Source; primary data

According to findings in the table 3, results show that 10% of the total respondents were top level managers, 23.3% of the total respondents were middle level managers, and 66.7% of the total respondents were low level managers. This implies that the study was dominated by low level managers since the organisation requires more of nurse attendants that administrators

**Table 4 Duration in the organisation**

| Duration | Number of respondents | Percentage (%) |
|---|---|---|
| Less than 1yrs | 6 | 20 |
| 1-2yrs | 3 | 10 |
| Above 2yrs | 21 | 70 |
| **Total** | **30** | **100** |

Source; primary data

From table 4 above, findings show that 20% of the total respondents had served the hospital for a period less than 1 year, 10% of the total respondents had served for a period between 1 to 2 years, and 70% of the total respondents had served for a period above 2 years. This implies that most of the respondents were long serving employees of Mengo hospital this is due to different incentives set by the hospital.

**Table 5: Career management has helped me have a positive attitude towards work overtime.**

| Variable | Frequency | Percentage (%) |
|---|---|---|
| Very satisfied | 23 | 76.7 |
| Satisfied | 6 | 20 |
| Uncertain | 1 | 3.3 |
| Dissatisfied | - | - |
| Very dissatisfied | - | - |
| **Total** | **30** | **100** |

*Source; Primary Data*

According to table 5, findings show that 76.7% of the total respondents were very satisfied that Career management has helped me have a positive attitude towards work overtime, 20% of the respondents were satisfied, 3.3% of the respondents were uncertain. This implies that career management changes employee's minds toward work participation.

**Table 6: Tracking my work has helped change the way I think**

| Variable | Frequency | Percentage (%) |
|---|---|---|
| Very satisfied | 22 | 73.3% |
| Satisfied | 5 | 16.7 |
| Uncertain | 3 | 10 |
| Dissatisfied | - | - |
| Very dissatisfied | - | - |
| **Total** | **30** | **100** |

*Source; Primary Data*

From table 6, findings shows that 73.3% of the total respondents were very satisfied that tracking their work has helped in changing the way they think, 16.7% of the respondents were satisfied, and 10% of the respondents were uncertain. This implies that thorough supervision on employees is a key issue and could lead to increase in employee output/effectiveness.

**Table 7: Supervisors efforts at work has helped me change my interest and skills**

| Variable | Frequency | Percentage (%) |
|---|---|---|
| Very satisfied | 12 | 40 |
| Satisfied | 13 | 43.3 |
| Uncertain | 4 | 13.3 |
| Dissatisfied | 1 | 3.3 |
| Very dissatisfied | - | - |
| **Total** | **30** | **100** |

*Source; Primary Data*

From table 7 findings show that 40% of the respondents were very satisfied that Supervisors efforts at work has helped me change my interest and skills, 43.3% of the respondents were satisfied, 13.3% of the respondents were satisfied, 3.3% of the respondents were dissatisfied. This implies that managers must hire employees with the right skills and qualifications for the job and their work should be closely aligned to the organizations goals and objectives

**Table 8: I am competent in several jobs within the organisation**

| Variable | Frequency | Percentage (%) |
|---|---|---|
| Very satisfied | 8 | 26.6 |
| Satisfied | 21 | 70 |
| Uncertain | - | - |
| Dissatisfied | 1 | 3.3 |
| Very dissatisfied | - | - |
| **Total** | **30** | **100** |

*Source; Primary Data*

From table 8 findings show that 26.6% of the total respondents were very satisfied that there are very competent in several jobs with the organisation, 70% of the total respondents were satisfied, 3.3% of the respondents were dissatisfied. This implies that employees are motivated to do their work in the organisation

**Table 9: Career management has helped me gain a sense of satisfaction**

| Variable | Frequency | Percentage (%) |
|---|---|---|
| Very satisfied | 14 | 46.7 |
| Satisfied | 15 | 50 |
| Uncertain | - | - |
| Dissatisfied | 1 | 3.3 |
| Very dissatisfied | - | - |
| **Total** | **30** | **100** |

*Source; Primary Data*

According to table 9, findings revealed that 46.7% of the respondents were very satisfied that Career management has helped them gain a sense of satisfaction, 50% of the respondents were satisfied, and 3.3% of the respondents were dissatisfied. This implied that in order to have competent and motivated people to fill the organizations future needs. Human resource managers should be concerned with matching employee career needs with organization requirements as agreed by Jackson (2000).

**Table 10: Supervisor's effort have helped me have a better communication**

| Variable | Frequency | Percentage (%) |
|---|---|---|
| Very satisfied | 18 | 60 |
| Satisfied | 11 | 36.7 |
| Uncertain | 1 | 3.3 |
| Dissatisfied | - | - |
| Very dissatisfied | - | - |
| **Total** | **30** | **100** |

*Source; Primary Data*

According to table 10, findings revealed that 60% of the respondents were very satisfied that Supervisor's effort have helped employee have a better communication, 36.7% of the respondents were satisfied, and 3.3% of the respondents were uncertain. This implied that improved employee performance may come through improved communication and receptiveness to feedback, enhancement in career management.

**Table 11: Career management has helped me develop more leadership skills and knowledge**

| Variable | Frequency | Percentage (%) |
|---|---|---|
| Very satisfied | 18 | 60 |
| Satisfied | 10 | 33.3 |
| Uncertain | - | - |
| Dissatisfied | 2 | 6.6 |
| Very dissatisfied | - | - |
| **Total** | **30** | **100** |

*Source; Primary Data*

Basing on the findings in table 11, it shows that 60% of the respondents were very satisfied that career management has helped employees develop more leadership skills and knowledge, 33.3% of the respondents were satisfied, and 6.6% of the respondents were dissatisfied. This implied that career management leads to better interaction with the superior owing to increased communication interaction and accuracy.

**Table 12: I am able to meet the set deadlines**

| Variable | Frequency | Percentage (%) |
|---|---|---|
| Very satisfied | 4 | 13.3 |
| Satisfied | 26 | 86.7 |
| Uncertain | - | - |
| Dissatisfied | - | - |
| Very dissatisfied | - | - |
| **Total** | **30** | **100** |

*Source; Primary Data*

Basing on the findings in table 12, 13.3% of the respondents were very satisfied that they are able to meet the set deadlines, 86.7% of the respondents were satisfied that that they are able to meet the set deadlines. This implied that it is every employee's objective to complete a given task in the shortest possible time and this has helped the institution to provide services and products to its clients at the right time

**Table 13: I am effective in managing company assets**.

| Variable | Frequency | Percentage (%) |
|---|---|---|
| Very satisfied | 15 | 50 |
| Satisfied | 10 | 33.3 |
| Uncertain | 5 | 16.7 |
| Dissatisfied | - | - |
| Very dissatisfied | - | - |
| **Total** | **30** | **100** |

*Source; Primary Data*

From table 13 above, findings show that 50% of the total respondents were very satisfied that they are effective n managing company assets, 33.3% of the respondents were very satisfied, and 16.7% of the respondents were uncertain. This implies that due to the career management offered to employees, they feel free to safe guard the organisation assets

# CHAPTER FIVE

# SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

## 5.0 Introduction

This chapter presents the summary of the findings which have been presented in chapter four comparing them with the research objectives of the study, conclusion drawn and lastly recommendations made.

## 5.1 Summary of Findings

### 5.1.1 Findings on the effects of career management on the attitude of employees in Mengo Hospital

Findings about the responses on the effects of career management on the attitude of employees showed the following; Career management has helped employees have a positive attitude towards work overtime, Career management has helped employees gain a sense of satisfaction, Supervisor's efforts have helped employees have better communication and Career management has helped employees develop more leadership skills and knowledge.

### 5.1.2 Findings on the benefits of proper career management to the employees in an organisation like Mengo hospital

Findings about the responses on the benefits of proper career management to the employees in an organisation like Mengo hospital showed the following benefits; Tracking employees work has helped change the way employees think, Supervisors efforts at work has helped employees change their interest and skills, Employees are competent in several jobs within the organization, Employees are able to meet the set deadlines, Supervisor's efforts have helped employees have better communication, Career management has helped employees develop more leadership skills and knowledge, Employees are effective in managing company assets

## 5.2 Conclusion

Based on the findings of the study, it was concluded that there is a moderate strong relationship between career management and job satisfaction since career management has helped them have a positive attitude towards work overtime and employee are competent in several jobs within the

organization, hence the management should continue concentrating on the organizations future needs to continue developing the employees attitude towards work hence job satisfaction. Additionally, there is a weak relationship between Career management and environment & culture.

## 5.3 Recommendations

It is recommended that organisations should initiate and state clearly a system or culture through their management that governs the employees on how to carry out their work such as time to start and finish work, procedures or system of promotion plus what benefits and needs of employees that will be catered for by the management. This will help to motivate the employees to work better and also since most of their employees are growing youth, it will lead to long term employment through growth and promotion leading to job satisfaction.

It is recommended that the organisational should provide formal training programs to help employees develop their careers. Employees should attend classes and training sessions to increase their knowledge. Training programs can allow new employees to obtain an understanding of different functional areas of the organization through various ways such as a rotational assignments and job duties.

The organizations can also be able to improve on their employee performance through encouraging more use of the career planning techniques such as self-assessment, career counseling. This is process that helps one to know and understand yourself and the world of work in order to make career, educational, and life decision.

Dear respondent, I am Nakasasa Polerine a student of Buganda Royal Institute of Business and technical education currently carrying out research on the *"Career management and job satisfaction among employees case study of Mengo hospital".* I hereby kindly request you to participate in this research which is purely academic and therefore your response will be treated with utmost confidentiality and for academic purposes only.

**BACK GROUND INFORMATION (please tick the correct box)**

1. Gender

Male        Female

☐       ☐

2. Educational level

Primary     Secondary     College     University

☐     ☐     ☐     ☐

3. Category of staff members

Top level manager     Middle level manager     Low level manager

☐     ☐     ☐

4. Duration in the organisation

Less than 1 year     1-2 yrs     Above 2yrs

☐     ☐     ☐

5. Career management has helped me have a positive attitude towards work overtime

Very satisfied    Satisfied    Uncertain    Dissatisfied    Very dissatisfied.

☐    ☐    ☐    ☐    ☐

6. Tracking my work has helped change the way I think

Very satisfied       Satisfied       Uncertain       Dissatisfied       Very dissatisfied.

☐ ☐ ☐ ☐ ☐

7. Supervisors efforts at work has helped me change   my interest and skills

Very satisfied       Satisfied       Uncertain       Dissatisfied       Very dissatisfied.

☐ ☐ ☐ ☐ ☐

8. I am competent in several jobs within the organization

Very satisfied       Satisfied       Uncertain       Dissatisfied       Very dissatisfied.

☐ ☐ ☐ ☐ ☐

9. Career management has helped me gain a sense of satisfaction

Very satisfied       satisfied       Uncertain       Dissatisfied       Very dissatisfied.

☐ ☐ ☐ ☐ ☐

10. Supervisor's efforts have helped me have better communication

Very satisfied       satisfied       Uncertain       Dissatisfied       Very dissatisfied.

☐ ☐ ☐ ☐ ☐

11. Career management has helped me develop more leadership skills and knowledge

Very satisfied       satisfied       Uncertain       Dissatisfied       Very dissatisfied.

☐ ☐ ☐ ☐ ☐

12. I am able to meet the set deadlines

Very satisfied       satisfied       Uncertain       Dissatisfied       Very dissatisfied.

☐ ☐ ☐ ☐ ☐

13. I am effective in managing company assets

Very satisfied       satisfied       Uncertain       Dissatisfied       Very dissatisfied.

☐ ☐ ☐ ☐ ☐

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