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The Effect of Career Development Planning on the Health Sector Performance in the County Government of Bungoma.

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ABSTRACT

Career development planning is a critical element of succession planning, focusing on systematically preparing employees for future organizational roles. Career Development planning face significant challenges such as Inconsistent and inadequate implementation of career development practices particularly unequal access to training, mentorship and promotion opportunities which continue to undermine employee performance in public health facilities in Bungoma County. Thus the primary aim of the research was to establish the effect of Career Development Planning on Health Sector performance in the County Government of Bungoma, Kenya. The research was guided by the Human Capital Theory and was conducted in the among the Health Sector in the County Government of Bungoma. This research employed a descriptive survey research design, analysing data through descriptive statistics, including mean, standard deviation, frequency, and percentage, as well as inferential statistics, comprising Pearson correlation and regression analysis, given in tabular form the target population of 240 respondents was drawn from the County Referral Hospital and 9 Sub-County Hospitals. Simple random sampling was used to select 15 Heads of Ward Sections while census method was adopted in selecting 94 respondents within the County Ministry of Health to give a total of 109 respondents as the sample size. The research incorporated primary data sources collected using closed and open-ended questionnaires and interviews, which were pretested in Turkana County to evaluate validity and reliability. Quantitative data collected through questionnaires were analysed using SPSS, while qualitative data from open-ended questions and interviews were subjected to thematic analysis. The findings indicated that all aspects of Career Development Planning exhibited a positive and significant correlation with Health Sector Performance in Bungoma County, Kenya. The results indicated that Health Sector Performance increases by 0.321 units for each unit rise in Career Development Planning ($\beta 2=0.321$, $p<0.05$). This outcome suggests that the County Government of Bungoma should develop and implement a Career Development plan as to improve on the performance of the health sector.

Keywords: Career Development Planning, Health Sector Performance, County Government

INTRODUCTION

Career development planning is widely recognized as a critical component of human resource management that enhances employee performance and organizational effectiveness. It encompasses structured practices such as training, mentoring, career advancement, and continuous learning, all of which are designed to equip employees with the necessary skills, competencies, and motivation to perform effectively. In contemporary organizations, career development is increasingly viewed not only as a means of individual growth but also as a strategic tool for improving institutional performance and service delivery.

Globally, organizations have adopted various career development initiatives to enhance employee engagement and productivity. In the healthcare sector, where service delivery is highly dependent on the competence and

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commitment of personnel, career development plays a particularly significant role. However, evidence from different contexts suggests that the relationship between career development and employee performance is not always direct or consistent. For instance, Pronajaya, Anindita, and Pamungkas (2021) observed that although career development practices such as career advancement are intended to improve performance, they may not necessarily yield significant outcomes without the influence of other factors such as motivation and organizational environment. This highlights the complexity of the career development–performance relationship, especially in specialized healthcare settings.

In developing economies, career development practices have been implemented across various sectors with varying outcomes. In Nigeria, Victor, Anna, and Terhile (2023) demonstrated that structured career development components, including mentoring, career education, and career commitment, significantly enhance employee performance. This suggests that when well-implemented, career development initiatives can positively influence employee outcomes. However, such findings are largely derived from the banking sector, which operates under different structural and operational conditions compared to the public healthcare sector.

Similarly, in the public sector context, career development has been identified as an important mechanism linking training to performance. Jaffu (2023) emphasized that career development plays a mediating role in enhancing the effectiveness of training on employee performance in Tanzania. This perspective underscores the importance of integrating career development within broader human resource strategies. However, it also suggests that career development may function differently depending on how it is conceptualized and applied within an organization.

Within the healthcare sector, career growth factors such as professional advancement, organizational support, and personal development have been associated with improved employee performance. Mohammed, Wahab, and El-Sayed (2020) found that career growth significantly influences nurse performance in Egyptian public hospitals, indicating that supportive career development frameworks can enhance healthcare outcomes. Nevertheless, such findings are context-specific and may not fully reflect the realities of healthcare systems operating under different governance structures.

In Kenya, studies on career development have shown that practices such as job advancement, career stability, and learning opportunities contribute positively to employee performance. Hallo and Obuba (2021) established that career development significantly improves performance in private healthcare facilities in Isiolo County. Similarly, Gwadoya and Otsyulah (2023) found that structured career development strategies positively influence employee performance in public hospitals in Vihiga County. While these studies confirm the importance of career development in the Kenyan healthcare context, they are limited in scope, focusing on specific regions or types of institutions.

Additionally, Mwashila (2017) highlighted the role of career development planning, mentorship, and progression in enhancing employee performance in public universities in Kenya. Although this demonstrates the broader relevance of career development across sectors, differences between the education and healthcare sectors, as well as changes brought about by governance reforms, necessitate further investigation within the healthcare context.

The introduction of devolution in Kenya has significantly transformed the management of public health services, placing greater responsibility on county governments. This shift has created both opportunities and challenges in the implementation of career development practices. While counties have the autonomy to design context-specific human resource strategies, disparities in resources, policy implementation, and administrative capacity have resulted in inconsistencies in career development opportunities across regions.

Despite the growing emphasis on career development, existing studies present mixed findings, with some reporting significant positive effects on employee performance (Victor et al., 2023; Hallo & Obuba, 2021; Gwadoya & Otsyulah, 2023) and others indicating limited or no direct influence (Pronajaya et al., 2021). Furthermore, many studies are either sector-specific or geographically limited, with insufficient focus on the public healthcare sector within Kenya’s devolved system. This creates a contextual and methodological gap in understanding how career development planning influences employee performance in county-level health facilities.

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Therefore, this research sought to examine the influence of career development planning on health sector performance in public health facilities in Bungoma County, Kenya. By focusing on a devolved healthcare context, the investigation aimed to provide insights into how career development initiatives such as training, mentoring, and cross-functional projects contribute to improved performance outcomes.

Statement of the problem

Despite the recognized importance of career development planning in enhancing employee performance, existing studies report inconsistent findings, with some indicating significant positive effects while others show limited or no direct influence (Pronajaya, Anindita, & Pamungkas, 2021; Victor, Anna, & Terhile, 2023). In Kenya's devolved health system, disparities in access to training, mentorship, and career advancement opportunities further complicate the effectiveness of such practices (Hallo & Obuba, 2021; Gwadoya & Otsyulah, 2023). Consequently, it remains unclear how career development planning influences employee performance in public health facilities, thereby necessitating this research in Bungoma County.

Research Objectives

General Objective

The main objective of this research was to investigate the effect of Career development planning on the Health Sector performance in the County Government of Bungoma, Kenya.

Research Hypotheses

$H0_1$: Career development planning has no significant effect on the Health Sector performance in the County Government of Bungoma.

Significance of the Study

This research contributes to the literature on career development by addressing challenges within the devolved healthcare sector and enhancing scientific understanding of succession and career development methodologies. The findings may be used to critique or affirm the theories examined, thereby adding to the existing body of knowledge. This research will be valuable to the County Government of Bungoma, the other 46 counties, and the National Government of the Republic of Kenya, as it will shed light on the challenges hindering health sector performance at both county and national levels and propose ways through which such obstacles can be addressed.

In addition, top management within healthcare facilities under both county and national governments will be able to draw insights that support decision-making, particularly on matters concerning career development within their organizations. This will promote an enabling organizational culture that enhances efficiency, effectiveness, continuity, and improvement. The research will also be crucial for policymakers by providing relevant information to guide the formulation and implementation of career development plans, thereby strengthening healthcare governance. Consequently, both national and county governments will be better positioned to reassess existing policies, remove barriers, and facilitate effective career development within the healthcare sector.

Scope of the Study

The research sought to investigate the effect of career development planning on health sector performance in the County Government of Bungoma. The scope focused on the overall health sector within the County Government of Bungoma, Kenya, as the geographical area of focus

LITERATURE REVIEW

Theoretical Review

The reasearch was guided by the Human Capital Theory.

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Human Capital Theory

The Human Capital Theory, originally advanced by Gary Becker (1964), posits that individuals and organizations invest in education, training, and health as a way of enhancing productivity and future economic returns. Becker viewed human capital as a tangible asset, much like physical capital, which contributes directly to organizational growth and national development.

This notion underscores that the knowledge, skills, and competencies possessed by employees are critical determinants of performance outcomes. Later, Davenport (1999) expanded the theory by identifying human capital as encompassing a range of attributes such as knowledge, skills, talents, behaviors, effort, and time. These components interact to determine an individual's value contribution to the organization. Similarly, Ulrich (1998) argued that employees should no longer be viewed as costs to be minimized but as strategic assets whose development can generate long-term organizational advantage.

In modern organizational contexts, the Human Capital Theory has evolved toward a results-based perspective. Phillips (2005) and more recent scholars such as Manea and Virlanuta (2021) and Kaur and Kaur (2023) note that organizations increasingly emphasize outcome-oriented investments in people, linking employee competencies directly to performance metrics and strategic objectives.

This shift reflects a broader paradigm where human capital is recognized as a central element of organizational sustainability, particularly in knowledge-driven sectors like healthcare. Investment in employees' professional development, training, and career growth enhances institutional capacity and continuity, which are vital for effective succession planning.

Despite its wide application, the theory has faced several criticisms. Contemporary researchers such as Sarpong and Osei-Tutu (2022) argue that Human Capital Theory oversimplifies the relationship between education and productivity by assuming a linear and measurable correlation, while ignoring contextual factors such as workplace culture, institutional politics, and socio-economic inequalities.

Moreover, Okolie *et al.* (2023) highlight that the theory inadequately accounts for informal learning, mentorship, and the social capital that significantly shape performance in sectors like healthcare. These limitations suggest the need to complement human capital perspectives with broader organizational and behavioral insights when analyzing workforce dynamics.

The relevance of Human Capital Theory on succession planning and health sector performance in Bungoma County is significant. Effective succession planning relies heavily on the systematic identification, training, and mentoring of employees to ensure leadership continuity and service efficiency.

Through structured career development planning, health institutions can cultivate employees' skills and competencies to prepare them for future leadership roles, thereby minimizing disruptions in service delivery. In this context, Human Capital Theory provides a useful lens for understanding how investment in employee development enhances institutional resilience and long-term performance in the county's healthcare system.

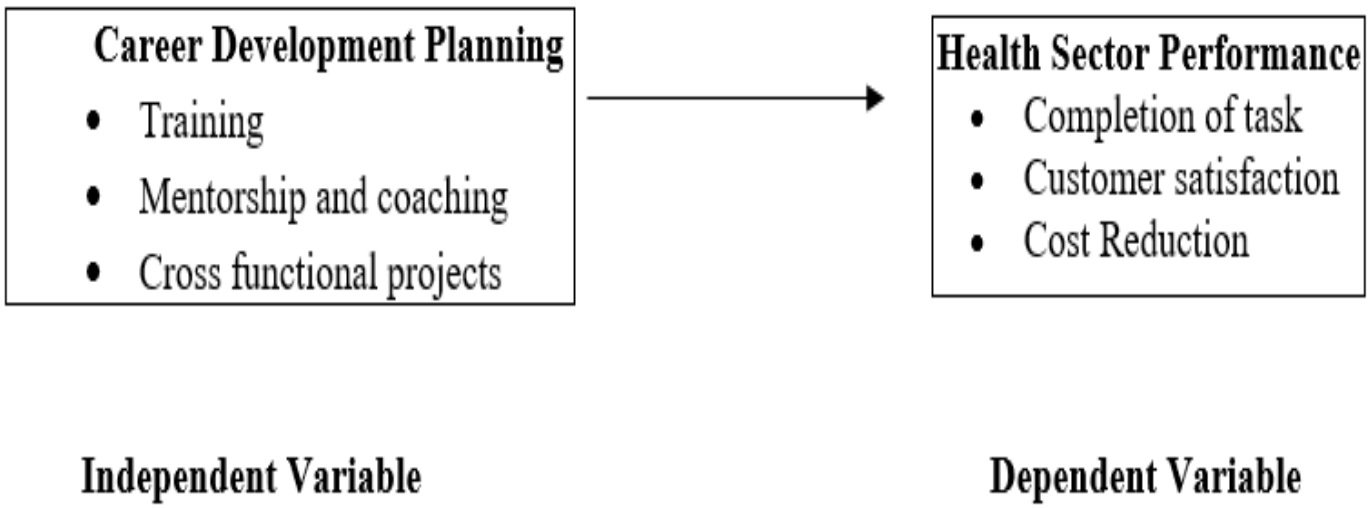
CONCEPTUAL FRAMEWORK

A conceptual framework is the diagrammatic presentation of variables and it illustrates the relationship variables and it illustrates the relationship between the independent and the dependent variables (Chandran, 2004; Oso & Onen, 2009).The conceptual framework used in this research depicts the various variables used in research.

Figure 2.1 displays the efficacy of the county government (dependent variable) is assessed through completion of tasks, customer satisfaction, and cost reduction. This can be accomplished via Career development planning (independent variable), which encompasses training, mentorship and coaching and cross functional projects.

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Figure 2. 1: Conceptual framework for the variables



Source: Adapted from reviewed literature by the researcher (2025)

Review of the Variables

Career Development Planning and Health Sector Performance

Career development planning has been widely investigated across different contexts, with scholars examining constructs such as training, mentoring, career commitment, job advancement, and learning opportunities as determinants of employee and organizational performance. However, despite the growing body of evidence, inconsistencies remain regarding the mechanisms and contextual effects of career development on performance, particularly in the public health sector of developing economies.

Pronajaya, Anindita, and Pamungkas (2021) investigated the Self-Efficacy Model and Career Development and their impact on employee engagement and nurse performance at Dharmais Cancer Hospital in India. Using an explanatory design and Structural Equation Modeling (SEM), the research revealed that career advancement had no significant influence on nursing performance. The constructs assessed included self-efficacy, career advancement, and engagement. This finding suggests that non-behavioral factors such as motivation and institutional culture might moderate the career development–performance relationship. However, the focus on a single hospital in India limits its generalizability. The current research addressed this contextual gap by examining the relationship in Kenya's devolved health system, where career development opportunities differ substantially from those in specialized hospitals.

In Nigeria, Victor, Anna, and Terhile (2023) employed a cross-sectional survey design to examine career education, mentoring, and career commitment as dimensions of career development influencing employee performance in deposit money banks in Makurdi Metropolis. Using multiple regression analysis, the findings revealed that all three constructs had a significant positive effect on employee performance. While this work enhances understanding of how structured mentoring and career education foster performance, it was conducted in the banking sector, which differs fundamentally from the public healthcare context characterized by bureaucratic structures and professional hierarchies. This contextual divergence forms part of the research gap addressed in the current inquiry.

Similarly, Jaffu (2023) examined the mediating role of career development in the relationship between training and public procurement professionals' performance in Tanzania using Hayes' Process Macro and CFA-based SEM. It was established that career development significantly mediated the training–performance relationship. The constructs included training quality, professional advancement, and skill utilization. The methodological strength of mediation testing provides insight into career development as a mechanism rather than a direct driver of performance. Nonetheless, unlike Jaffu's mediation framework, the present research treated career

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development as an independent construct, thereby addressing a conceptual gap in understanding its direct influence on healthcare performance.

In Egypt, Mohammed, Wahab, and El-Sayed (2020) assessed career growth factors—specifically job-related, personal, and organizational elements—and their association with nurse performance in Port Said Governmental Hospitals. Using a descriptive correlational design and stratified random sampling, they found a statistically significant positive relationship between career growth and performance. While the findings highlight the importance of personal and organizational support in improving healthcare outcomes, the focus on Egyptian hospitals limits applicability to Kenya's decentralized health governance system. The current research therefore addresses a geographical and policy-context gap by situating the analysis within Bungoma County's public health facilities.

Hallo and Obuba (2021) analyzed job advancement, career stability, and learning opportunities as dimensions of career development influencing employee performance in Isiolo County's private health sector. Using a descriptive survey design and a sample of 199 practitioners, they found that career development significantly enhanced performance. However, the inquiry was limited to private facilities and did not account for public sector constraints such as promotion delays and limited training budgets. The current research addressed this contextual gap by focusing on public hospitals and expanding the career development construct to include mentorship, coaching, and cross-functional training.

In Vihiga County, Kenya, Gwadoya and Otsyulah (2023) investigated the relationship between career development strategies and employee performance at Level Five Hospitals. They applied a descriptive design and census approach and established that structured career development plans had a significant positive influence on staff performance. Despite its relevance, the limitation lies in its single-county focus, which constrains generalizability across Kenya's diverse health systems. The current research extended this analysis to Bungoma County, offering comparative insights into how contextual differences shape performance outcomes.

Lastly, Mwashila (2017) examined career development planning, career progression, and mentorship and their effects on academic staff performance in public universities in Kenya's Coast region. Using a descriptive survey design with stratified random sampling, the findings revealed a positive and significant relationship between career development planning and performance. While this work highlights the relevance of professional growth initiatives, its focus on the education sector and the pre-devolution context leaves both a sectoral and temporal gap. The present research therefore investigated career development within post-devolution healthcare institutions, where human resource policies and operational dynamics have evolved.

In summary, prior studies have utilized diverse constructs such as training, mentorship, job advancement, and learning opportunities, and employed both quantitative and mixed methods to link career development with performance. However, existing research presents inconsistent findings some reporting significant effects (Victor *et al*., 2023; Hallo & Obuba, 2021) and others indicating none (Pronajaya *et al*., 2021). Moreover, most studies are sector-specific (banking, education, or private health) and geographically restricted, creating a contextual and methodological gap regarding how structured career development initiatives influence public health sector performance in devolved Kenyan settings such as Bungoma County.

METHODOLOGY

Materials

The main objective of the research was in determining the effect of Career development planning on the Health Sector performance in the County Government of Bungoma, Kenya.

Methods

A descriptive research design was adopted for this research. Descriptive research is mainly concerned with determining the frequency with which something occurs or the relationship between variables (Kothari, 2009). The target population comprised 240 employees drawn from nine (9) Sub-County Hospitals and the County

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Referral Hospital. These included: one (1) Chief Executive Committee Member – Health, one (1) Chief Officer – Health, one (1) Director – Health, one (1) County Nursing Officer, ten (10) Medical Superintendents, ten (10) Hospital Administrators, ten (10) Human Resource Officers, ten (10) Heads of Pharmacy, ten (10) Heads of Nursing, ten (10) Heads of Laboratory, ten (10) Heads of Clinical Services, twenty (20) Heads of Ward Sections from the County Referral Hospital, and one hundred forty-six (146) Heads of Ward Sections from the nine (9) sub-counties. Primary data was collected using a structured questionnaire. A census approach was applied to include 94 respondents. In addition, 10% of the 146 Heads of Ward Sections from the Sub-County Hospitals, representing fifteen (15) respondents, were selected through simple random sampling, resulting in a total sample size of 109 respondents.

The researcher conducted a pilot test at Turkana County Referral Hospital to confirm the validity and reliability of the research instruments. During the pilot phase, 25 questionnaires were administered to meet these pre-analysis requirements. The collected data was then summarized, edited, and coded. Both descriptive and inferential statistics were used for data analysis. Descriptive statistics involved computation of means, standard deviations, percentages, and frequencies, while inferential statistics was applied to determine the relationship between the independent and dependent variables. Prior to conducting regression analysis, key regression assumptions were tested, since violation of these assumptions can significantly affect the accuracy and precision of the findings.

RESULTS AND DISCUSSION

Response rate

A sample comprising 109 participants was utilized, from which 105 questionnaires were disseminated. Notably, this distribution excluded the Ministry of Health officials, specifically the CECM – Health, Chief Officer – Health, County Director, and County Nursing Officer, who were engaged solely through interviews. Consequently, from the 105 questionnaires distributed, 101 questionnaires were received depicting a response rate of 96.2% was achieved which is good for generalizability of the research findings to a wider population.

Reliability and Validity of research instruments

Reliability of research instruments was tested using Cronbach's alpha; which tests internal consistency and the results in Table 4.1 shows Cronbach's alpha coefficients values of 0.7 and above confirming that reliability of the research instruments.

Table 4. 1: Results of Reliability test

Variables	Cronbach's Alpha	No. of Items
Career Development Planning	0.795	5
Health Sector Performance	0.833	5

Source: Field Data (2025)

Table 4.2 KMO and Bartlett's Test for Sampling Adequacy

The KMO revealed to be over the 0.6 threshold (0.772), and the Bartlett test of Sphericity tested significantly where $p < 0.05$, which is a need for factor analysis.

KMO and Bartlett's Test	Value	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.772
Bartlett's Test of Sphericity	Approx. Chi-Square	304.847
	Df	24
	Sig.	0.000

Source: Field Data (2025)

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Descriptive Results of Career Development Planning and Health Sector performance

These are descriptive statistics on the influence of Career Development Planning on Health Sector Performance in Bungoma County, Kenya as summarized in table 4.3.

Table 4. 3: Descriptive results on Career Development Planning

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	S/D
There is a well-established career path planning	2(2%)	6(5.9%)	17(16.8%)	64(63.4%)	12(11.9%)	3.77	.811
Financial support for learning programs motivates.	6(5.9%)	6(5.9%)	17(16.8%)	34(33.7%)	38(37.6%)	3.99	1.150
All employees are afforded opportunities for development through training initiatives.	4(4%)	20(19.8%)	15(14.9%)	47(46.5%)	15(14.9%)	3.49	1.092
The organization maintains a policy focused on the advancement of employee careers.	1(1%)	10(9.9%)	19(18.8%)	55(54.5%)	16(15.8%)	3.74	.879
Coaching and mentorship initiatives exist for the advancement of management skills.	0(0%)	7(6.9%)	17(16.8%)	48(47.5%)	29(28.7%)	3.98	.860

Source: Field Data (2025)

According to the findings presented in Table 4.3, a significant portion of the respondents, totalling 76 individuals, which represents 75.3%, expressed agreement with a mean rating of 3.77 and a standard deviation of 0.811, indicating that there exists a well-defined career path planning that is in harmony with personal goals and interests within the organization. This conclusion aligns with the assertions made by Hallo and Obuba (2021), who posited that fostering employee development for future roles allows organizations to strategically position individuals in roles that resonate with their career aspirations, requirements, and objectives.

Organizations derive significant advantages from training and development, including the ability to attract and retain exceptional talent, elevate productivity and revenue, improve employee morale and job satisfaction, and further enhance overall workplace morale. Also, companies with engaged employees report 41 percent lower absenteeism rates and 17 percent higher production (Garcia, Huang, & Kwok, 2023). An insignificant (7.9%) who represented 8 respondents disagreed while (16.8%) that represented 17 respondents were neutral to this statement.

Moreover, a significant portion of the respondents, 72 in total, representing 71.3%, expressed agreement with a mean rating of 3.99 and a standard deviation of 1.150, indicating that financial support for learning programs enhances their motivation to excel in their professional endeavors. A minor proportion (11.8%), corresponding to 12 respondents, expressed disagreement, while a slightly larger segment (16.8%), representing 17 respondents, maintained a neutral stance regarding this statement. Furthermore, a significant portion of the respondents, 62 in total, representing 61.4%, provided a mean rating of 3.49 with a standard deviation of 1.092, indicating their

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agreement that all employees are afforded opportunities for growth in training and development. A negligible 23.8%, corresponding to 24 respondents, expressed disagreement, while 14.9%, representing 15 respondents, maintained a neutral stance regarding this statement.

Regarding the inquiry into the organization's stance on employee career development policies, a substantial majority of respondents, numbering 71 and accounting for 70.3%, expressed agreement, yielding a mean rating of 3.74 and a standard deviation of 0.879. Conversely, a minor segment, comprising 10.9% or 11 respondents, voiced disagreement, while 18.8%, equating to 19 respondents, maintained a neutral position on the matter.

In conclusion, concerning the assertion that coaching and mentorship programs exist for management development, a significant majority of the respondents, 77 in total, representing 76.2%, expressed agreement, reflected in a mean rating of 3.98 and a standard deviation of 0.860. Mentoring fosters the attainment of significant knowledge, the delivery of thoughtful feedback, and the enhancement of professional connections for mentees (Fauzi, 2023). A negligible portion (7%) of respondents, amounting to 7 individuals, expressed disagreement, whereas a larger segment (16.8%), representing 17 respondents, maintained a neutral stance regarding this statement.

An interview conducted on County Executive Committee Member (CECM), Chief Officer, County Director and County Nursing officer for health partaking Career Development Planning question on whether their hospital have a personal career plan that is reviewed and if yes how long the review took, specific action plans and steps, the response was that:

"*It is reviewed yearly and quarterly based on need basis. We have the mandate to ensure that employee career plan are reviewed periodically to ensure that they achieve growth and progression in their career life."* In specific the CECM Health held that "*i purpose that each employee aspires to progress in his/her career through setting his/her goals towards his/her career and ensuring that he/she achieves them to remain affront.*

Regarding the question whether the leadership do career advisory services that determine competencies and interests of its academic staff, the response was as follows:

The Chief Officer Health responded that "I *advise the County Governor, medical superintendents and directors on the need to ensure employees are skillful and acquire the right knowledge through training and capacity building programmes. Sometimes lack of adequate funding cripples such exercises thus limiting the capacity of the County to continuously ensure that employees are adequately empowered. I would urge that the National Government to release funds on time so as to ensure such programmes are not crippled as they are of immense value towards ensuring quality service delivery."*

Also the respondents were asked if career development influence performance in your Hospital and majority of them were of the opinion that indeed it influences performance of their hospitals although it was coupled with bias.

Table 4. 4: Descriptive results on Health Sector Performance

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	S/D
Employees are able to undertake their duties and tasks	1(1%)	0(0%)	19(18.8%)	59(58.4%)	22(21.8%)	4.00	.707
Health services are well managed	1(1%)	7(6.9%)	30(29.7%)	46(45.5%)	17(16.8%)	3.70	.867
Services offered by your organization are done in accordance	0(0%)	7(6.9%)	30(29.7%)	43(42.6%)	21(20.8%)	3.77	.859

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Services are direct and accessible with no undue barriers	4(4%)	5(5%)	32(31.7%)	44(43.6%)	16(15.8%)	3.62	.947
Quality of medical care given is in line with the ministry of Health Standards	1(1%)	2(2%)	16(15.8%)	47(46.5%)	35(34.7%)	4.12	.816

Source: Field Data (2024)

The findings presented in Table 4.4 indicate that a significant majority of the respondents, totaling 81 individuals, which represents 80.2%, expressed agreement with a mean rating of 4.00 and a standard deviation of 0.707 regarding the capability of employees to fulfill their assigned duties and tasks within the designated timeframe. Malik and Sawar (2021) demonstrated that employees who experience empowerment display a strong sense of determination and creativity, invest significant effort into their tasks, and are intrinsically motivated by the nature of their work, ultimately leading to enhanced productivity within the workplace. A negligible 1% of respondents, equating to one individual, expressed disagreement, while 18.8%, representing 19 respondents, maintained a neutral stance regarding this statement. Moreover, a significant portion of the respondents, 63 in total, representing 62.3%, indicated a mean rating of 3.70 with a standard deviation of 0.867, also concurred that health services are effectively managed, leading to enhanced patient satisfaction.

A negligible 7.9%, equating to 8 respondents, expressed disagreement, while 29.7%, representing 30 respondents, maintained a neutral stance regarding this statement. Furthermore, a significant portion of the respondents, numbering 64, represented 63.4% of the sample, with a mean rating of 3.77 and a standard deviation of 0.859, concurred that the services provided by their organization align with the stipulations outlined in the service charter. A negligible 6.9%, corresponding to 7 respondents, expressed disagreement, while 29.7%, representing 30 respondents, maintained a neutral stance regarding this statement. Regarding the assertion concerning the directness and accessibility of services without undue barriers related to cost, language, culture, or geography, a significant majority of respondents, totalling 60 individuals (59.4%), expressed agreement, reflected in a mean rating of 3.62 and a standard deviation of 0.947. Conversely, a minor proportion of 9% of respondents, amounting to 93 individuals, disagreed, while 31.7%, representing 32 respondents, maintained a neutral stance on the matter. In conclusion, concerning the assertion that the quality of medical care provided aligns with the standards set by the Ministry of Health, a significant majority of respondents, totalling 82 individuals or 81.2%, expressed agreement, yielding a mean rating of 4.12 and a standard deviation of 0.816. Conversely, a negligible 3% of respondents, amounting to 3 individuals, disagreed, while 15.8%, representing 16 respondents, maintained a neutral stance on the matter. The interview question aimed to ascertain the efficacy of health services management within hospitals, particularly in terms of resource optimization and minimization of waste.

The responses were as follows:

The County Nursing officer responded that "*It's above average although with some wastages' being reported but we have put in mechanisms to address it.*"

In addressing the inquiry concerning the extent to which hospital managers are endowed with the requisite authority to fulfill established objectives and are held accountable for overall performance and outcomes, the reply was that:

"*Yes, hospital managers are given the authority they need to achieve their goals and are held accountable for their performance. This is done by giving employees the authority they need to carry out their responsibilities, establishing clear reporting relationships and job descriptions that include safety and health responsibilities and create arrangements to ensure that employees are held accountable for their actions.*"

Participants were solicited to share their perspectives on potential enhancements to the efficacy of the healthcare sector. The majority of respondents concurred that employing data-driven insights to inform decision-making in

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healthcare is pivotal for improving patient outcomes and operational efficiency, which fundamentally relies on the utilization of such insights. They further asserted that effective performance management within the healthcare sector relies on the capacity to analyze and interpret data with precision and expedience.

Inferential statistics

Pearson Correlation analysis was conducted to analyze the strength and direction of relationship between the variable as seen in table 4.5

Table 4.5: Correlations

		CDP	HSP
CDP: Career Development Planning	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	101	
HSP: Health Sector Performance	Pearson Correlation	.482**	1
	Sig. (2-tailed)	.000	
	N	101	101

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Linear influence of Career Development Planning on Health Sector Performance

Simple linear regression analysis was conducted to establish the relationship between Career development planning and Health Sector performance in Bungoma County, Kenya. The R square was used to establish contribution of Career Development Planning on Health Sector Performance. The results are as shown in Table 4.6.

Table 4.6: Regression analysis for Career Development Planning on Health Sector Performance.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.482[a]	.232	.224	. 22789

a. Predictors: (Constant), Career Development Planning

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.552	1	1.552	29.881	.000[b]
	Residual	5.141	99	.052		
	Total	6.693	100			

a. Dependent Variable: Health Sector Performance

Predictors: (Constant), Career Development Planning

Coefficients[a]

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Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.230	.320		6.969	.000
	CDP	.395	.072	.482	5.466	.000
a. Dependent Variable: Health Sector Performance						

The F test yielded a result of F (1, 99) = 29.881, $p<0.05$ indicating that the model explains the variation in the dependent variable. This also depicts that Career Development Planning is a useful predictor of Health Sector Performance.

The relationship between Career Development Planning and Health Sector performance is positive and significant as the p value 0.000 is less than the significant level 0.05.Due to this finding, the null hypothesis that stated Career Development Planning has no significant effect on the Health Sector Performance in the County Government of Bungoma was hereby rejected. In particular, Health Sector Performance will increase by 39.5% for every unit increase in Career Development Planning as captured in the regression model obtanined as $Y= 2.230+ 0.395X_1$

CONCLUSION

Career Development Planning and Health Sector performance

The findings demonstrated that the planning of career development exerted a considerable impact on the performance of the health sector within the County Government of Bungoma. An analysis of correlation was conducted to determine the nature of the relationship between career development planning and the performance of the health sector within the County Government of Bungoma. The research revealed that career development planning exhibited a Pearson correlation of 0.482, indicating a moderate positive correlation of 48.2% with the performance of the health sector.

The findings from the regression analysis indicated that career development planning accounted for 23.2% (0.232) of the variation in the performance of the health sector (dependent variable). The remaining 76.8% of the variation may be elucidated by alternative dynamics pertaining to health sector performance within the County Government of Bungoma. The findings thus suggest that career development planning is positively correlated with the performance of the health sector within the County Government of Bungoma.

Recommendations

To enhance Career Development Planning the managers should assess current workforce skills and goals by ensuring they conduct skills gap analysis to understand employee competencies and create individualized career plans aligned with organizational goals. They should also provide training and development opportunities by offering access to certification programs, workshops, and continuing education tailored to health sector needs and use online learning platforms for flexible and scalable training. Managers may also implement performance appraisals and feedback systems by conducting regular performance reviews with constructive feedback and use 360-degree feedback to provide comprehensive insights into strengths and areas of improvement.

Areas for further research

The research was conducted in Bungoma County; therefore future studies can be done to compare the effectiveness of Career Development Planning in Bungoma County with the neighboring Counties.

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