

## Effect of Terms of Service on Career Development in the County Government of Kajiado, Kenya

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### Abstract

Employees are major assets of any organization; they play an active role towards Company as well County Governments success and therefore, effective training becomes imperative in order to maximize the job performance. The absence of career development structures can lead to reduced motivation, productivity, and job satisfaction among employees in the workplace. The purpose of these study therefore was to determine the effect of terms of service on career development in the County Government of Kajiado, Kenya. The study was guided by Super's Theory of Career Development. This study adopted explanatory research design. The target population for the study was 349 respondents. The sample size was 186 respondents. Stratified random sampling was used to select the respondents to participate in the study. The study used questionnaires to collect data. Data was analysed using both descriptive and inferential statistics. Descriptive statistics was frequency, percentages, means and standard deviations. Inferential statistic was simple linear regression model. The study findings showed that terms of services had a positive and significant effect on career development ( $\beta = \beta .523=.$ ,  $p=0.000<0.05$ ). The study concluded that there was a positive and significant effect of terms of services on career development. The importance of clear career paths, progression opportunities, and fair compensation was highlighted, emphasizing the role of well-crafted terms of service in fostering a conducive environment for professional growth. The study recommended that conduct a thorough review of existing terms of service to identify and address any elements hindering career development in the County Government of Kajiado and establish transparent and easily understandable terms to promote clarity and reduce ambiguity.

**Keywords:** Terms Of Service, Career Development, County Government Of Kajiado, Kenya.

**Introduction**

Career development is a lifelong and cyclical activity, which relies on recruiting the right candidate, develop the individual's job potential and find the right employee for the right position. The career development involves all levels of organization such as employees, managers and employers (Gladka, Fedorova & Dohadailo, 2021). The career development is a positive phenomenon, which is associated generally with the promotions of the employee through trainings; pay rise and higher level of recognition, status and motivation, what has a positive influence for the company's productivity. An organization should also define which skills and abilities are expected from the workforce to achieve their long-term strategic goals. The stronger focus on the career development, the less visible differences between an employee and the company, because the firm is able to steer, invest and influence the employee's aspiration along the way (Tarling, Jones & Murphy, 2016). Career development comprises those personal improvements one undertakes to achieve a career plan. The personnel department may sponsor these actions or they may be activities that employees undertake independent of the department (Brooks & Youngson, 2016). From an organizational career standpoint, career development involves tracking career paths. In contrast, individual career development focuses on assisting individuals to identify their major career goals and to determine what they need to do to attain these goals. Each person must accept responsibility for his own career; assess his own interests, skills and values and take the step required to ensure a happy and fulfilling career (McMillan, McConnell & O'Sullivan, 2016).

The programs of career development are the processes through which employees' career goals and aspirations are nurtured to fulfilment through training programs, career planning, mentoring and counselling; and at the same time aligning these career goals with the organizational needs, opportunities and goals (Seibert, Kraimer & Heslin, 2016). Career development programs benefits representatives, as well as associations also. It is a profitable instrument that can help with maintenance, progression arranging, and information exchange and execution examinations. As workers construct aptitudes and capabilities to meet vocation targets connected to business destinations, a framework is casually settled to react to future office needs and procedures (Ogar, Igwe & Effenji, 2019). Career development is an effective way to foster future leaders within organization with relevant skills and experience that will be required to implement organization strategies. The concept of career development has evolved over time, with various authorities advancing varied theories on how individuals shape their careers (Shanafelt & Noseworthy, 2017).

Organizations are facing increased competition due to globalization, changes in technology, political and economic environments and therefore prompting these organizations to train their employees is one of the ways to prepare them to adjust to the increases above and thus enhance their performance (Al Karim, 2019).

**Statement of the Problem**

Employees are major assets of any organization; they play an active role towards company's success. Career development often is used to close the gap between current performances and expected future performance (López *et al.* 2020). The County Governments have trained their employees but they have remained stagnant with little evidence of career advancement. There is a level from which employees find it difficult to move upwards or get promoted yet

County Governments need employees who perform their duties well. Lack of career development after training is a problem. However, in most County Governments there are no career development programs in place and Kajiado County Government is not an exceptional case, in most cases career development of an individual employee is determined by political allegiance of the sitting Government. The absence of career development structures can lead to reduced motivation, productivity, and job satisfaction among employees in the workplace. How employee engagement affects the career development of employees remains not well understood in County Governments in Kenya. In addition, the hindrances to career development are not known and the solutions to these hindrances are not known either. If this problem continues and motivation gets seriously affected, the performance of the employees is likely to decrease and this could seriously affect the achievement of the goals and objectives of the County Governments. Despite the overall implication that the best human capital management practices are a cause of employee satisfaction and performance, career development programs still remain a tactic not employed much by many organizations to improve employee performance. The studies therefore left knowledge gaps that this study sought to bridge by investigating effect of terms of service on career development in the County Government of Kajiado, Kenya.

## **Literature Review**

### *Theoretical Review*

The study was guided by Super's Theory of Career Development developed by Super's in 1990. Super's theory of career development states that the life stages of growth and exploration are inherent to the process of acquiring knowledge of how one's interests and abilities align with the requirements of occupations. Career development is seen as a lifelong process unfolding in a series of developmental stages. Super's theory is a combination of stage development Super et al (1996), which posits that people progress through five stages during the career development process, including growth, exploration, establishment, maintenance and disengagement. Growth stage is where the employee is becoming concerned about the future, increasing personal control over one's own life, convincing oneself to achieve at work, and acquiring competent work habits and attitudes.

In this study the super theory of career development is used to explain how employees in the County Government of Kajiado feel the need to develop the career. Career development is necessary for self-concept development takes place throughout the life span as individuals adapt to their everchanging environments. The Super's Theory of Career Development was used in this study to determine the effect of terms of service on career development in the County Government of Kajiado, Kenya.

### **Empirical Review**

Kettunen (2018), reports the findings from a phenomenographic investigation into career development experts' conceptions of challenges involved in the implementation of information and communication technologies (ICT) in career services. The results show that these challenges varied from inadequate access to ICT, inadequate access to information, and inadequate skills and competencies, to inadequate integration. These findings provide a deeper understanding of critical aspects that may have an important role in the further development and successful implementation of existing and emerging technologies within the guidance service sector.

Gitonga, Titus and Mary (2019), studied on impact of employment terms on career development at the National Social Security Fund. The terms of service present in the organization were found to include symbolic rewards such as praise and recognition; Material rewards like money, and task rewards for example feeling of accomplishment It was also found out that terms of service affect career development, that supervisors had the ability to work with others at all levels ready to try out new ideas and methods; that had link between terms of service and career development in the organization.

In another study by Pugatch and Schroeder (2018), noted that flexible working hours and additional hardship allowance affects career development. This was justified with the introduction of meal allowance, motivation allowance and other allowances by Ghanaian government in order to salvage the suffering of Ghanaian teachers. There was a significant relationship between allowances and employee performance. It means that non regular payment of teacher's allowances and denial of necessary allowances entitled to their profession affects their performance at work place.

Study by Mutsoli and Kiruthu (2019), was on influence of devolution on motivation of human resources: focusing on public officers in Laikipia North Sub-County motivation components of Human resource for work plan. The findings were that HR motivation factors have been affected by devolution; devolution faces challenges in improving motivation of; there were factors that influenced the implementation of the motivation components of the human resource health work; there were strategies that can be used at county level to improve human resource health motivation.

### **Research Methodology**

The study adopted explanatory research design. In order to gain fresh insights, new ideas, and more new ideas, an explanatory research design involves only formative analysis of a subject (Saunders et al., 2018). The target population was 349 employees from the County Government of Kajiado. The researcher obtained sample size of 186 respondents using Yamane formulae. The population was stratified into a number of non-overlapping strata and sample items are selected from each stratum. The study made use of questionnaire to collect data. The quantitative data recorded from questionnaire was exposed to primary processing with the aid of statistical package for social science (SPSS) computer software (Version 25) to analyze data related to the objectives. Descriptive statistics was frequency, percentages, means, and standard deviations. Inferential statistics involved regression analysis. The data was presented in frequency Tables after it has been analysed.

### **Results**

#### *Response Rate*

Out of the 186 questionnaires that were distributed, only 156 were eventually returned and taken into account for analysis and presentation. The response rate was 83.87%.

#### **Descriptive Statistics on Effect of Terms of Service on Career Development in the County Government of Kajiado, Kenya.**

Results are shown in Table 1. Key: For the sake of this chart, SD means Strongly Disagreed, D means Disagree, N means Neutral, A means Agree, and SA means Strongly Agree. Analysis of the response mean scores was conducted on the continuous scale <1.5 represents strongly

disagree; with 1.5-2.4 disagree; while 2.5-3.4 neutral; with 3.5- 4.5 being agree and finally >4.5 represented strongly agree. A total of 7 statements were used to establish the effect of terms of service on career development in the County Government of Kajiado, Kenya and responses elicited on a 5-point Likert scale as shown in Table 1

Table 1

*Terms of service on career development*

Statements		SD	D	N	A	SA	Mean	Std. Dev
1	The terms of service of my current job have hindered my career development.	F 54 % 34.6	69 44.2	4 2.6	19 12.2	10 6.4	3.88	1.20
2	I believe that understanding the terms of service is important for career development.	F 52 % 33.3	59 37.8	7 4.5	22 14.1	16 10.3	3.69	1.34
3	I have sought clarification on the terms of service from my employer.	F 50 % 32.1	59 37.8	9 5.8	24 15.4	14 9.0	3.69	1.31
4	I believe that negotiating the terms of service can positively impact career development.	F 43 % 27.6	73 46.8	8 5.1	20 12.8	12 7.7	3.74	1.21
5	I have negotiated the terms of service with my employer.	F 46 % 29.5	65 41.7	9 5.8	21 13.5	15 9.6	3.78	1.23
6	Terms of service that offer clear career paths and progression opportunities have a positive effect on career development.	F 51 % 32.7	63 40.4	8 5.1	20 12.8	14 9.0	3.84	1.17
7	Terms of service that provide fair and equitable compensation have a positive effect on career development	F 51 % 32.7	63 40.4	7 4.5	21 13.5	14 9.0	3.79	1.21

Table 1 shows that 123(78.8%) of the respondents agreed that the terms of service of their current job have hindered their career development. However, 29(18.6%) of the respondents disagreed that the terms of service of their current job have hindered their career development. As per the survey results, the participants agreed in terms of mean and standard deviation that the terms of service of their current job have hindered their career development (Mean, =3.88, Std. dev=1.20). According to the study done by Bowles, Thomason and Bear, (2019) suggest that the choice of negotiating strategy has implications for men's and women's career progression, particularly for women's navigation of nontraditional career paths and men's and women's leadership claiming.

Further, 111(71.1%) of the respondents agreed with the statement that they believe that understanding the terms of service is important for career development. However, 38(24.4%) of the respondents disagreed that they believe that understanding the terms of service is important for career development. From mean and standard deviation, the respondents agreed that they believe that understanding the terms of service is important for career development (Mean, =3.70, Std. dev=1.34). However, a study by Margot and Kettler, (2019) indicate that while teachers value STEM education, they reported barriers such as pedagogical challenges, curriculum challenges, structural challenges, concerns about students, concerns about assessments, and lack of teacher support. Teachers felt supports that would improve their effort to implement STEM education included collaboration with peers, quality curriculum, district support, prior experiences, and effective professional development.

Also, 109(69.9%) of the respondents agreed that they have sought clarification on the terms of service from their employer. However, 38(24.4%) of the respondents disagreed that they have sought clarification on the terms of service from their employer. Analysis on mean and standard deviation revealed the respondents agreed that they have sought clarification on the terms of service from their employer (Mean, =3.69, Std. dev=1.31). According to Wood, Lehdonvirta and Graham, (2018) find that collective organization among online freelancers resembles that of both micro workers and conventional freelancers in a number of ways. This is despite our research focusing on a wider set of countries and types of work than previous studies of micro workers and freelancers.

However, 117 (74.4%) of the participants agreed that they believe that negotiating the terms of service can positively impact career development. On contrary, 32(20.5%) of the participants disagreed that they believe that negotiating the terms of service can positively impact career development. Further, the study results also showed, in terms of mean and standard deviation respondents agreed that they believe that negotiating the terms of service can positively impact career development (Mean=3.74, standard deviation=1.21). The study by Rosell-Aguilar (2018), show that most users try the suggestions and ideas that they find on this network, which have a positive impact on their teaching.

The study further revealed that, 118 (75.6%) of the respondents agreed that they have negotiated the terms of service with their employer. While 32(20.5%) of the respondents disagreed with the statement that they have negotiated the terms of service with their employer. The standard deviation and mean rating, the respondents agreed that they have negotiated the terms of service with their employer (mean=3.78, standard deviation=1.23). The study by Minter (2017), companies like Air tasker and others in the gig economy grow

and expand into new industries, business, governments, unions and workers are faced with the challenge of ensuring that labor standards and industrial legislation are not completely sidelined.

Furthermore, 119 (76.3%) of the respondents agreed that terms of service that offer clear career paths and progression opportunities have a positive effect on career development while 30(19.2%) of the respondent disagreed that the terms of service that offer clear career paths and progression opportunities have a positive effect on career development. There standard deviations and mean the respondents agreed that terms of service that offer clear career paths and progression opportunities have a positive effect on career development (mean=3.84, standard deviation =1.17. These findings are consistent with the study done by Stahl, Miller and Tung, (2017), revealed that the majority of expatriates view their international assignment as an opportunity for personal and professional development and career advancement, despite perceived deficits in corporate career management systems and a widespread skepticism that the assignment will help them advance within their companies. Lastly, 116(74.4%) of the response agreed that terms of service that provide fair and equitable compensation have a positive effect on career development while 33(21.2%) disagree that terms of service that provide fair and equitable compensation have a positive effect on career development. Similarly, the standard deviation and mean rating reveals that the respondents agreed that terms of service that provide fair and equitable compensation have a positive effect on career development (mean=3.79, standard deviation=1.21). These findings agreed with Butkus et al. (2018) workforce, disparities in compensation persist, and inequities have contributed to the disproportionately low number of female physicians achieving academic advancement and serving in leadership positions. The medical profession and our patients benefit greatly from a diverse physician workforce.

*Descriptive statistics on career development in the County Government of Kajiado, Kenya*

A total of 9 statements were used to assort the effect of career development in the County Government of Kajiado, Kenya and responses elicited on a 5-point Likert scale as shown in Table 2.

Table 2

*Career Development*

Statement		SA	A	N	D	SD	Mean	Sd
1. I feel that I have a clear career path	F	48	56	10	23	19	3.58	1.38
	%	30.8	35.9	6.4	14.7	12.2		
2. I am satisfied with my current job.	F	45	63	3	30	15	3.60	1.34
	%	28.8	40.4	1.9	19.2	9.6		
3. I feel that I have opportunities for growth and development in my current job.	F	49	62	4	23	18	3.65	1.36
	%	31.4	39.7	2.6	14.7	11.5		
4. I feel that my skills and abilities are being utilized in my current job.	F	48	70	5	18	15	3.76	1.27
	%	30.8	44.9	3.2	11.5	9.6		
5. I feel that my current job aligns with my long-term career goals.	F	50	58	5	27	16	3.63	1.36
	%	32.1	37.2	3.2	17.3	10.3		
6. I feel that my employer supports my career development	F	51	60	6	20	19	3.67	1.37
	%	32.7	38.5	3.8	12.8	12.2		
7. I feel that I am adequately compensated for my work	F	50	67	8	14	17	3.76	1.29
	%	32.1	42.9	5.1	9.0	10.9		
8. I feel that my work-life balance is appropriate.	F	54	67	4	13	18	3.81	1.31
	%	34.6	42.9	2.6	8.3	11.5		
9. I feel that I am recognized and appreciated for my contributions to the organization.	F	40	66	7	19	24	3.51	1.39
	%	25.6	42.3	4.5	12.2	15.4		

The study results in Table 2 showed that, 104(66.7%) of the respondents, agreed that they feel that they have a clear career path. On the contrary, 42(26.9%) of the respondents disagreed that they feel that they have a clear career path. Further, the study results also showed, in terms of mean and standard deviation, that the respondents agreed with the statement that they feel that they have a clear career path (Mean=3.58, standard deviation=1.38). The study findings agreed with Stahl, Miller and Tung, (2017) revealed that the majority of expatriates view their international assignment as an opportunity for personal and professional development and career advancement, despite perceived deficits in corporate career management systems and a widespread skepticism that the assignment will help them advance within their companies.

From the findings of the study, it was evident that responses to the 9 statements used to examine career development that, 108(69.2%) of the respondents agreed and 45(28.8%) disagreed that they are satisfied with their current job. Further, the study results also showed, in terms of mean and standard deviation, that the respondents agreed with the statement that they are satisfied with their current job (Mean=3.60, standard deviation=1.34). The study



findings agreed with Batura, Skordis-Worrall, Thapa, Basnyat and Morrison (2016), indicate that the adapted job satisfaction survey was able to measure job satisfaction in Nepal. However, it did not include key contextual factors affecting job satisfaction of MNHWs, and as such may have been less sensitive than a more inclusive measure. The findings suggest that this tool can be used in similar settings and populations, with the addition of statements reflecting the nature of the work environment and structure of the local health system.

The study further revealed that 111 (70.1%) of the participants agreed that they feel that they have opportunities for growth and development in their current job. On the contrary, 41(26.2%) of the respondents disagreed that they feel that they have opportunities for growth and development in their current job. Further, the study results also showed, in terms of mean and standard deviation, that the respondents agreed with the statement that they feel that they have opportunities for growth and development in their current job. (Mean=3.65, standard deviation=1.36). However, these findings agree with Stahl et al (2017), revealed that the majority of expatriates view their international assignment as an opportunity for personal and professional development and career advancement, despite perceived deficits in corporate career management systems and a widespread skepticism that the assignment will help them advance within their companies.

Similarly, 118 (75.7%) of the respondents, agreed that they feel that their skills and abilities are being utilized in my current job. On the contrary, 33(21.1%) of the respondents disagreed that they feel that their skills and abilities are being utilized in my current job. Further, the study results also showed, in terms of mean and standard deviation, that the respondents agreed with the statement that they feel that their skills and abilities are being utilized in my current job (Mean=3.76, standard deviation=1.27). The study findings agreed with Archer, Dawson, DeWitt, Seakins, Wong (2015), shows that levels of science capital (high, medium, or low) are clearly patterned by cultural capital, gender, ethnicity, and set (track) in science. Students with high, medium, or low levels of science capital also seem to have very different post-16 plans (regarding studying or working in science) and different levels of self-efficacy in science. They also vary dramatically in terms of whether they feel others see them as a “science person.”

Also, the study findings noted that 108 (69.3%) of the respondents agreed and 43(27.6%) disagreed that they feel that their current job aligns with their long-term career goals. Further, the study results also showed, in terms of mean and standard deviation, that the respondents agreed that they feel that their current job aligns with their long-term career goals (Mean=3.63, standard deviation=1.36). The study findings concurred with Nardon, Zhang, Szkudlarek and Gulanowski, (2021) found that NSOs attempted to manage refugees’ expectations of career opportunities while fostering hope for the future and that refugees reacted to NSOs’ sense giving practices by resisting expectation management messages, recrafting a new identity, or bracketing the present as transitory.

The study further revealed that 111 (71.2%) of the participants agreed that they feel that their employer supports their career development. On the contrary, 39(25.0%) of the respondents disagreed that they feel that their employer supports their career development. Further, the study results also showed, in terms of mean and standard deviation, that the respondents agreed that they feel that their employer supports their career development (Mean=3.67,

standard deviation=1.37). The study findings concurred with Yarberry and Sims (2021), reveals that virtual mentoring is essential for providing emotional support, creating opportunities for dialogue, helping employees discover a balance between work and life, implementing a reward system, and enhancing an overall sense of well-being and belongingness for employees working in virtual/remote environments.

However, the study showed that 117(75.0%) participants agreed that they feel that they are adequately compensated for their work. Contrary to those findings, 31(19.9%) respondents disagreed that they feel that they are adequately compensated for their work. Further, the study results also showed, in terms of mean and standard deviation, that the respondents agreed that they feel that they are adequately compensated for their work (Mean=3.76, standard deviation=1.29). According to Simbolon, Susanto and Ilham (2023), reveals that human resource planning, quality of work life and compensation have a positive and significant effect on employee performance at PT.

The study further revealed that, 121 (78.6%) participants agreed that they feel that their work-life balance is appropriate. Contrary to those findings, 31 (19.9%) respondents disagreed that they feel that their work-life balance is appropriate. Further, the study results also showed, in terms of mean and standard deviation, that the respondents agreed that they feel that their work-life balance is appropriate (Mean=3.81, standard deviation=1.31). These findings concur with Castles, Burgess, Robledo, Beale, Biswas, Segan and Zaman (2021), Compared with other specialties, women in cardiology reported poorer work-life balance, greater hours worked and on-call commitments and were less likely to perceive their specialty as female friendly or family friendly. Addressing work-life balance may attract and retain more women in cardiology

Finally, 106(67.9%) of the participants agreed that they feel that they are recognized and appreciated for their contributions to the organization. On the contrary, 43(27.6%) of the respondents disagreed that they are recognized and appreciated for their contributions to the organization. Further, the study results also showed, in terms of mean and standard deviation, that the respondents agreed that they are recognized and appreciated for their contributions to the organization (Mean=3.51, standard deviation=1.39). The study findings concurred with Aldabbas, Pinnington and Lahrech, (2023) show that work engagement mediates the relationship between perceived organizational support and employee creativity. In summary, employees who experience perceived organizational support will promote work engagement and employee creativity more so than employees with low levels of perceived organizational support.

### **Linear Regression Model**

The simple linear regression analysis models the relationship between the dependent variable and independent variable. The results are shown in the section that follows;

Table 3  
*Model Summary*

R	R Square	Adjusted R Square	Std. Error of the Estimate
.581 <sup>a</sup>	.337	.333	.64024

The results of the simple linear regression indicated that R = 0.581 and R<sup>2</sup> = 0.337. R value gives an indication that there is a strong linear relationship between terms of services and career development. The R<sup>2</sup> indicates that explanatory power of the independent variable is 0.337. This means that about 33.7% of the variation in career development is explained by the regression model.

Model fitness was run to find out if model best fit for the data. The study results were presented in Table 4.

Table 4.19  
*Regression Model Fitness Results*

	Sum of Squares	df	Mean Square	F	Sig.
<b>Regression</b>	32.155	1	32.155	78.443	.000 <sup>b</sup>
<b>Residual</b>	63.126	154	.410		
<b>Total</b>	95.281	155			

From Table 4 the F-statistics produced (F = 78.443) and a significant p = 0.000 thus confirming the fitness of the model and therefore, there is statistically significant relationship between terms of services and career development. The F value indicates that the variables in the equation are important hence the overall regression is significant.

The third output of the analysis is the summary of the coefficients that provide the information upon which the dependent variable can be predicted from the independent variable. The summary is as displayed in Table 4.20:

Table 5  
*Regression Model Coefficients*

	Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
<b>(Constant)</b>	1.788	.218		8.209	.000
<b>Terms of services</b>	.523	.059	.581	8.857	.000

The study results in Table 5 revealed that there was positive linear effect of terms of services (β = .523, p = 0.000). This reveals that an increase in terms of services leads to an increase in career development by 0.523 units. Thus, the regression equation is shown in equation 1.

**Y = 1.788 + 0.523X<sub>1</sub>..... Equation 1**

### **Conclusions of the Study**

The study concluded that there was positive linear effect of terms of services. While acknowledging the hindrance posed by certain terms of service, respondents demonstrated a proactive approach by seeking clarification and engaging in negotiations. The importance of clear career paths, progression opportunities, and fair compensation was highlighted, emphasizing the role of well-crafted terms of service in fostering a conducive environment for professional growth.

### **Theoretical and Contextual Contribution**

This study makes a significant theoretical contribution by integrating concepts from psychological contract theory and social exchange theory to provide a more comprehensive understanding of the role of terms of service in the professional development of employees. By drawing connections between the psychological contract, social exchange processes, and career outcomes, the study offers a novel theoretical framework for analyzing the impact of employment terms on employee attitudes and behaviors. From a contextual perspective, this research provides valuable insights into the dynamics of terms of service in a developing country setting, an area that has received limited attention in the existing literature. The findings highlight the importance of clear and fair terms of service in fostering a supportive work environment that enables employee growth and development, even in resource-constrained contexts. The study underscores the need for organizations to carefully craft terms of service that align with the professional aspirations of employees while considering the unique cultural and economic factors that shape the local labor market.

The study's theoretical and contextual contributions have significant implications for policy and practice. At the organizational level, the results emphasize the strategic importance of terms of service in attracting, retaining, and developing talent. By aligning employment terms with employee expectations and organizational goals, organizations can enhance their competitiveness and adaptability in an increasingly globalized and dynamic business environment. At the policy level, the study highlights the need for regulatory frameworks that ensure fair and transparent employment practices while allowing for flexibility in responding to evolving workforce needs and preferences.

### **Recommendations of the Study**

The study recommended that;

Conduct a thorough review of existing terms of service to identify and address any elements hindering career development in the County Government of Kajiado and establish transparent and easily understandable terms to promote clarity and reduce ambiguity.

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