



Effect of career progression factors on service delivery: Evidence from refugee humanitarian organizations in Kenya

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ABSTRACT

This study investigated the effect of career progression factors on service delivery by employees of selected refugees' organizations in the humanitarian services ecosystem in Kenya. The study was based on Herzberg's two-factor theory. It utilized descriptive and explanatory research designs. Using the census, the study targeted all 300 employees of the five dominant refugee organizations operating in Kakuma Refugee Camp in Turkana County, Kenya. Data was collected from the respondents using structured questionnaires. Validity and reliability of the questionnaire were established. Data was analyzed using both descriptive and inferential statistics. The study established that career progression factors had a positive and significant effect on service delivery. The study provides strategic insights for human resource management policymakers in refugee organizations by highlighting the importance of structured career progression initiatives in supporting employee welfare, building employee loyalty, and enhancing service delivery. Specifically, these results inform international human resource management practices by providing insights into the development of targeted policies aimed at improving staff acquisition, retention, and overall organizational effectiveness in humanitarian organizations.

Keywords: Career Progression, Human Resource Management, Humanitarian Organizations, Service Delivery

I. INTRODUCTION

Service delivery quality plays a critical role in determining organizational efficiency and effectiveness in both public and private sectors organizations (Al-Ibrahim, 2014). This is particularly important for organizations operating within humanitarian settings where, ensuring support for continued human co-existence, peace, conflict resolution and livelihood is key. In this context, an organization's capacity to fulfill client needs with efficiency and responsiveness hinges not only on operational infrastructure but also on the robustness and reliability of its talent. Career progression comprising of promotion, training and development, employee engagement and flexible working practices serves a crucial role in enhancing employee productivity and overall institutional output (Shiri et al., 2023; Parveen and Rizq, 2024). Given the focus and nature of humanitarian organizations where personal interaction and responsiveness are key, prioritizing staff development has a direct impact on the service provision consistency, quality and sustainability (Moteki, 2023).

Globally, research in various parts of the world including China, Oman, Brazil and Saudi Arabia shows that career progression has gained increasing recognition as a core function within strategic human resource management (SHRM). Organizations that establish well defined development pathways and invest in skill building initiatives such as training and career development are more likely to cultivate a culture of a committed and high performing workforce (Tawfig and Kamarudin, 2021; Ambrosius, 2018; Gallardo-Gallardo et al., 2020; Al Balushi et al., 2022). Research



further shows that when staff members perceive organizational support in upward mobility and growth prospects within their organizations, their levels of motivation, innovation, and efficiency in service delivery tend to rise correspondingly (Sibonde & Dassah, 2021; Al Balushi et al., 2022; Deepalakshmi, 2024). Moreover, institutions that focus on internal growth and career advancement are better positioned to retain skilled talent and ensure sustainable operational success. Such institutions build social capital that is instrumental in building organizational cohesiveness and enhance performance (Kang et al., 2020). Organizations are therefore investing in career development for renewal and sustainability.

In Africa, according to Manjoo et al. (2023) the presence of a clear career path influences employee retention. This calls for organizations to clearly design career paths and ladders to enable employees to plan their careers and work towards attaining desired career goals. Various studies undertaken in Kenya, Nigeria and South Africa affirm that career progression ensures that an organization has a sustainable continuous supply of talent for service delivery (Mugaa et al., 2018; Ebini et al., 2023; Ketchiwou et al., 2022). Career progression opportunities are often limited, especially in public service and nonprofit organizations. Structural and financial constraints such as under resourced HR departments, bureaucratic inefficiencies and discrepancies between policy pronouncements and execution have hindered the development of effective talent management systems (Kim, 2025; SRC, 2023). In Kenya, despite reforms in employment laws and public sector governance, significant challenges persist in translating these legal frameworks and policies into practical, inclusive career advancement systems particularly in marginalized regions and within humanitarian focused institutions (Turkana County Government, 2018). The result is frequently a workforce that experiences low morale, high attrition rates and substandard service delivery.

Refugee serving organizations operating in Kenya, particularly in regions like Kakuma and Kalobeyei in Turkana County, work in environments marked by operational risk, harsh climatic conditions and persistent fear of conflicts. This is exacerbated by the reason for exile that the refugees are away from their mother land due to forced displacement arising from political upheavals. Employees working for such organizations therefore have to navigate sociocultural, psychological and political terrains as they seek to deliver the requisite services to these populations. The refugee organizations they work for are mandated to provide essential services including healthcare, education, protection and humanitarian aid to vulnerable refugee populations (UNHCR, 2023). To do so effectively, they must continually attract, train and retain their staff to ensure competence and avoid obsolescence. Despite these expectations, many of these organizations suffer from inadequate or poorly enforced career progression mechanisms, leading to dissatisfaction among employees, restricted career advancement opportunities that ultimately, compromised service standards. Even in contexts where resources are constrained, the structured development of human capital through strategic growth initiatives remains a cornerstone of organizational effectiveness (Korff et al., 2015).

Despite the growing body of literature linking HRM practices with organizational performance, there exists a notable gap in research concerning the specific influence of career progression factors on service delivery in humanitarian and refugee assistance settings within Kenya. An appreciation of uniqueness of humanitarian organizations and how they differ from profit-making entities is critical in understanding talent management in humanitarian context. Such entities operate based on altruistic values. This makes aid workers to face the challenge of reconciling altruistic motives with career objectives and personal relations (Hindman and Fechter, 2011). Further, the need to react rapidly to sudden crises demands a high degree of flexibility by such humanitarian entities and their employees. In addition, humanitarian operations often take place in dangerous locations (Stoddard, et al 2009). These scenarios pose a challenge in looking at career progression initiatives in such organizations using lenses that would have been used to assess the same issues in calm settings.

1.1 Statement of the Problem

In normal settings, humanitarian organizations are expected to implement robust human resource management practices that prioritize career progression. This may encompass clear promotion pathways, comprehensive training and development programs, active employee engagement and flexible work arrangements. Such practices enhance employee motivation, job satisfaction, and performance, leading to improved service delivery outcomes (Korff et al., 2015; Azimi et al., 2025).

A cursory look at various studies done on career progression factors and their effect on service delivery show that career development factors affect service delivery and organizational performance (Ngari et al., 2025; Kathukya & Igoki, 2024; Odollo & Muema, 2020). Most of these studies have however been undertaken in different geographical and sectoral contexts with scant empirical evidence from the humanitarian organizations sector despite the critical role such organizations play in conflict resolution, humanitarian assistance and development across the globe. Further, many refugee organizations operate without structured career progression frameworks given their altruistic orientation (Hindman and Fechter, 2011; ILO, 2021). These deficiencies contribute to low morale, high turnover rates and inconsistent service delivery (UNHCR, 2023). Additionally, existing literature predominantly focuses on logistical, economic and policy aspects of aid delivery, leaving a significant gap in understanding the internal human resource



dynamics that affect service quality by refugee organizations. This study sought to address this gap by establishing the effect of career progression factors on service delivery in selected refugee humanitarian organizations in Turkana County, Kenya.

1.2 Research Objective

To determine the effect of career progression factors on service delivery in selected Refugee Humanitarian organizations in Kenya.

1.3 Research Hypotheses

HO₁: Career progression factors have no significant effect on service delivery in selected Refugee Humanitarian organizations in Kenya.

II. LITERATURE REVIEW

2.1 Theoretical Review

The study was guided by Herzberg's two-factor theory.

2.1.1 Herzberg's Two-Factor Theory

The study was guided by the Two-Factor Theory, developed by Frederick Herzberg in 1959. This theory identified two distinct categories of factors, which influenced employee motivation and job attitudes: motivators (intrinsic factors) such as achievement, recognition, and opportunities for advancement; and hygiene factors (extrinsic elements) including salary, working conditions, rules and regulations and supervision (Shaikh et al., 2019). According to Herzberg, while hygiene factors are necessary to prevent dissatisfaction, they do not lead to job satisfaction or improved performance on their own. True motivation and higher productivity arise from intrinsic factors that satisfy psychological needs for personal growth and achievement (Mehrad, 2020; Mitsakis, and Galanakis, 2022). This distinction underscores the role of hygiene factors in enhancing lasting employee performance especially in the service driven sectors.

In the context of refugee organizations, Herzberg's theory offers a framework for understanding how satisfiers or intrinsic factors such as the job itself that one does, recognition, responsibility and opportunity for career progression influences service delivery outcomes. While many organizations may meet basic hygiene requirements such as safe workspaces, supervision, human resource policies and standard pay, they often fail to offer structured promotion paths, skill development or active employee engagement, which are key motivators that drive job satisfaction and employee effectiveness (Mehrad, 2020; Lixel, & Lantican, 2021). Without these intrinsic elements, employees may remain disengaged, resulting in suboptimal service delivery, even in the absence of overt dissatisfaction. By anchoring on Herzberg's insights, this study sought to establish the extent to which career progression as motivator contributed to enhanced service delivery in refugee organizations, particularly those operating in harsh economic and climatic environments in Turkana County, Kenya.

2.2 Empirical Review

Career Progression is a continuous process that aligns individual aspirations with organizational objectives by enhancing employee capabilities and providing structured growth opportunities. It comprises of both formal and informal learning, internal mobility, and career planning, enabling staff to transition into roles of greater responsibility and impact (Ali et al., 2019). Career development enhances abilities, expertise, and job understanding of the workforce. Well-developed career development frameworks integrate education, skill building, mentoring, and networking to nurture long-term employee engagement and productivity. Within this framework, career planning plays a central role by guiding employees through role progression based on both organizational demands and personal potential (Chebet, 2015; Cania and Hoxha, 2024). When organizational opportunities for training, promotion, and mentorship are limited or poorly aligned with employee expectations, staff motivation declines, leading to service inefficiencies (Muchibi et al., 2022; Al Hilali et al., 2020). In humanitarian settings, particularly in refugee-focused organizations, career development factors should significantly contribute to service delivery outcomes. According to Kathukya and Igoki (2024) career progression practices including career planning, career counselling and career management if undertaken in the desired manner, will lead to professional mobility, enhanced employee experience, increased commitment, talent retention, and improved service delivery.

Service delivery is fundamentally tied to service quality, with scholars like Amerta and Madhavi, (2023) emphasizing that effective service interactions shape client perceptions and satisfaction. Organizations that understand and meet customer value needs tend to outperform competitors by integrating customer focus into their core operations. Key service quality and delivery indicators such as integrity, reliability, and responsiveness are influenced by employee



competence and motivation (Sibonde & Dassah, 2021). For refugee organizations, strengthening service delivery mechanisms is essential to meet both beneficiary expectations and institutional goals.

2.2.1 Career Progression Factors and Service Delivery

Tabiu and Nura (2020) explored the influence of career planning on employee performance within local governments in North Western Nigeria, focusing particularly on perceived career opportunities as a mediating factor. The study established that effective career planning significantly improved both task and contextual performance, with a stronger impact observed on task performance. This suggests that when employees perceive clear and attainable career opportunities, they are more motivated to enhance their work output. A related study on career practices by Mwashila (2018) in public universities in Kenya found that key career management practices such as mentoring, promotions, and in-service training were strongly linked to improved staff productivity and institutional effectiveness. Employees who received career guidance and developmental support exhibited greater commitment to their roles and were more likely to exceed performance expectations. These findings suggest that when organizations invest in staff career progression through mentorship and relevant training, it can lead to better service delivery. This scenarios though addressing public sector service organizations do not tackle career factors in the humanitarian space. An analysis of the applicability of these findings in refugee organizations offering humanitarian assistance is critical to determine its universality.

Namabwe (2012) in studying challenges facing human resource managers in humanitarian settings established that budgetary allocations, competition for talent, insecurity and high costs of training employees affected effectiveness of international humanitarian organizations. Another study by Lazarova et al. (2021) found out that career satisfaction among humanitarian intergovernmental workers was influenced by views of how their assignments fit their overall career and the procedural justice of their organization's career management system. This implies that the employees' perceptions of career advancement opportunities and practices was affected by how fairly their organizations handled career management practices and this in turn affected how employees contributed to their organization's success. Their results showed that perceived fairness and clarity in promotion pathways significantly contributed to higher levels of job satisfaction and engagement.

Other studies by Nanle et al. (2024), Nyoni (2024), and Nasir et al. (2021) all point to the fact that career progression factors affect service delivery. Most of these studies though done in non-humanitarian sectors such as the insurance industry, public sector and private sector firm identify career progression factors to be emphasized in improving organizational human resource management practices. On the other hand, Grant and Hesketh (2021) provided a critical perspective by highlighting the unintended consequences of overemphasizing career planning. Their study found that excessive pressure to map out and pursue career goals could lead to elevated stress and anxiety, which in turn undermined job performance by employees. This suggests that while career development planning and execution is beneficial, organizations must strike a balance between ambition and well-being, by ensuring that such developmental initiatives are supportive rather than overwhelming. By encouraging employee involvement in setting career goals and execution of the same it will reduce risks associated with unintended consequences while still achieving performance benefits. The extent of this scenario among humanitarian workers in refugee settings is worth exploring.

III. METHODOLOGY

3.1 Research Design

The study employed descriptive and explanatory research designs.

3.2 Target Population

The study employed the census method where it targeted all the three hundred (300) employees of the five dominant Refugee Organizations operating in Kakuma Refugee camp in Turkana West Sub County, Turkana County, Kenya. These organizations included Department of Refugee Services, World Vision, Dan Church Aid, Film Aid International, and Inkomoko. They comprised of five (5) Heads of departments and two hundred and ninety-five (295) members of staff of those refugee organizations.

3.3. Data Collection and Analysis

Primary data was collected using structured questionnaires. Validity and reliability of the data collection instrument was tested. For reliability, Cronbach Alpha coefficient was used to test for consistency of the data collection instrument and all the variables exhibited a coefficient greater than 0.7. Both content and construct validity were carried out to check whether the questionnaire statements addressed the contents they were to address.

Data analysis was done using descriptive and inferential statistical tools (Kothari, 2019). The results were presented in form of tables and figures. The following simple linear regression model was applied:

$$Y = \alpha + \beta X + \varepsilon$$



where;

- α Constant
- Y Represents Service Delivery (dependent variable)
- X Represents Career Progression Factors (independent variable)
- ϵ Represents error
- β Represents regression coefficient

The target population was as shown in table 1 below:-

Table 1
Demographic Information of Respondents

Selected Refugee Organization	Designation	Target Population
Inkomoko	Head of organization	1
	Management staff	1
	General Staff	38
Sub –Total		40
Department of Refugee Services (DRS)	Head of organization	1
	Management staff	5
	General Staff	114
Sub- Total		120
World Vision	Head of organization	1
	Management staff	3
	General Staff	25
Sub-Total		29
Dan Church Aid	Head of organization	1
	Management staff	2
	General Staff	20
Sub- Total		23
Film Aid International	Head of organization	1
	Management staff	5
	General Staff	82
Sub- Total		88
TOTAL		300

Source: Respective Refugee Organizations Websites (2024)

IV. FINDINGS & DISCUSSION

4.1 Response Rate

A total of 300 questionnaires were distributed out of which 269 were returned. This represented a response rate of 89.7 percent. This reinforces the assertion by Katheranya, Ndegwa and Oringo, (2020) who recommended that a response rate of 70% or more are appropriate for an effective data analysis and presentation.

Table 2
Reliability Test Results

Item Statistics			
Variables	Items	Cronbach Alpha Results	Remarks
Career Progression Factors	7	.798	Accepted
Service Delivery	4	.760	Accepted

The research assessed the internal consistency of reliability using Cronbach's Alpha. This formula was selected for its effectiveness in evaluating the reliability of the data collection tool. According to Daud *et al.* (2022), scales with a coefficient alpha score of 0.7 indicate acceptable reliability, while a score above 0.7 is deemed adequate for establishing reliability. The study achieved an Alpha coefficient of above 0.7. The results are shown on table 2.



4.3 Descriptive results for Career Progression Factors

Respondents were asked to respond to statements that sought to establish career progression practices prevalent in their organizations. They were to rate the statements on a likert scale of 1 to 5 , with 1 being *strongly disagree* and 5 being *strongly agree* as shown on table 3:

Table 3
Descriptive Results of Career Progression Factors

Statements	5	4	3	2	1	M	S. D
	My organization recruits and selects employees from different parts in the world.	152 (56.5%)	66 (24.5%)	32 (11.9%)	8 (3.0%)	11 (4.1%)	4.26
My organization continuously seeks to improve its employee’s competence to enable them cope with the dynamic work environment	142 (52.8%)	76 (28.3%)	27 (10.0%)	18 (6.7%)	6 (2.2%)	4.23	1.024
My organization prioritizes training and development of staff on a continuous basis	125 (46.5%)	67 (24.5%)	28 (10.45)	29 (10.8%)	20 (7.4%)	3.92	1.292
My organization has career progression structure which highlights how employees can grow in their career within the organization	111 (41.3%)	59 (21.9%)	45 (16.7%)	32 (11.9%)	22 (8.2%)	3.76	1.320
There are practical employee mentorship and coaching programs in my organization.	97 (36.1%)	77 (28.6%)	46 (17.1%)	29 (10.8%)	20 (7.4%)	3.75	1.255
My organization allocates adequate funds for career development and management programs	101 (37.5%)	59 (21.9%)	44 (16.4%)	25 (9.3%)	40 (14.9%)	3.58	1.442
I am motivated to continue working for my organization given its career development focus	139 (51.7%)	67 (24.9%)	48 (17.8%)	11 (4.1%)	4 (1.5%)	4.21	.975

The results of the descriptive analysis on table 3 indicate that career progression factors significantly influence service delivery in refugee organizations. A large proportion of respondents affirmed that their organizations recruit globally (56.5% strongly agreed, 24.5% agreed), continuously invest in improving employee competence (52.8% strongly agreed, 28.3% agreed), and prioritize ongoing training and development (46.5% strongly agreed, 24.5% agreed). Moreover, most participants acknowledged the existence of clear career progression structures (41.3% strongly agreed, 21.9% agreed) and active mentorship and coaching programs, with 51.7% strongly agreeing and 24.9% agreeing that the focus on career development supports individual growth. These findings align with prior research by Tabiu and Nura (2020), Mwashila (2018), and Alkhalwaldeh *et al.* (2023), who emphasized the positive impact of career progression on organizational outcomes, though they contrast with Mwangi and Gachunga (2016), who argue that without strong managerial support, such initiatives may fail to enhance service delivery.

4.4 Descriptive Results for Service Delivery

The study further sought the respondents’ views with regard to service delivered by the refugee organizations through statements that sought to establish this in their organizations. They were to rate the statements on a likert scale of 1 to 5, with 1 being *strongly disagree* and 5 being *strongly agree* as shown on table 4:

Table 4
Descriptive Results for Service Delivery

	5	4	3	2	1	M	S. D
My organization delivers its mandate in a timely manner	137 (50.9%)	78 (29.0%)	43 (16.0%)	11 (4.1%)	0 (0.0%)	4.27	.874
My organization has ensured it has its target this year	136 (50.6%)	90 (33.5%)	34 (12.6%)	9 (3.3%)	0 (0.0%)	4.31	.819
The clients served by our organization are satisfied with our quality of service	112 (41.6%)	64 (23.8%)	58 (21.6%)	25 (9.3%)	10 (3.7%)	3.90	1.155
Clients served by my organization have no complaints regarding our service delivery	127 (47.2%)	58 (21.6%)	51 (19.0%)	31 (11.5%)	2 (0.7%)	4.03	1.092

The findings on table 4 indicate that most respondents strongly agreed (50.9%) or agreed (29.0%) that their organizations deliver services in a timely manner and successfully meet annual targets, as affirmed by 50.6% and 33.6% of respondents, respectively. Additionally, 41.6% strongly agreed and 23.8% agreed that clients were satisfied with the quality of services, with minimal complaints reported. These results align with studies by Hailu and Shifare (2019) and



Atiku *et al.* (2023), which emphasize the importance of excellent service delivery and customer satisfaction in achieving a competitive advantage.

4.5 Inferential Statistics

The study also sought to establish causality using inferential analysis with regard to the independent variable's influence on the dependent variable. Simple linear regression test was used for this endeavour. The Regression Analysis was done to establish the Effect of Career Progression Factors on Service Delivery. The results are presented on tables 4.4 to 4.5:

Table 5
Model Summary for Career Progression Factors

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.538 ^a	.290	.287	2.830	.290	108.928	1	267	.000

a. Predictors: (Constant), Career Development Factors

The model summary as per Table 5 shows an R (Correlation Coefficient) of 0.538. This indicates a moderate to strong positive correlation between the predictor (Career progression Factors) and the dependent variable (Service Delivery). It suggests that as Career progression Factors increase, Service Delivery tends to improve. The R-Square is 0.290, means that 29.0% of the variance in Service Delivery can be explained by the Career progression Factors. This is a relatively substantial proportion, indicating a good level of explanatory power. Adjusted R-Squared: 0.287 indicates that the model remains relatively effective despite the inclusion of many predictors. The Standard Error of the Estimate is 2.830. This value denotes the mean distance of the observed values from the regression line. It quantifies the precision of the model's predictions.

Table 6
ANOVA for Career Progression Factors

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	872.104	1	872.104	108.928	.000 ^b
	Residual	2137.659	267	8.006		
	Total	3009.762	268			

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), Career Development Factors

The F Change is 108.928, with degrees of freedom (df1) being 1 for regression model and (df2) being 267 residuals (or error term). ANOVA results on table 6 can be explained as follows: The results explain the explanatory power of the model was significant (F (1,267)=108.928, p<0.05). Regression Sum of Squares stood at 872.104 representing the variance explained by the model (Career progression Factors). Residual Sum of Squares is 2137.659, which represents the variance not explained by the model (i.e., the error or unexplained variance). The Total Sum of Squares is 3009.762 which is the total variance in the dependent variable (Service Delivery). Mean Square (Regression) is 872.104 which is the average variance explained by each predictor in the model. The F-Statistic value is 108.928 which is a measure of how well the model explains the variance in the dependent variable relative to the residual variance. A high F-statistic indicates that the model provides a good fit.

Table 7
Coefficients for Career Progression Factor

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.987	.790		10.115	.000
	Career Development Factors	.292	.028	.538	10.437	.000

a. Dependent Variable: Service Delivery



The coefficient results on table 7 revealed that when Career Progression Factor are zero, the baseline Service Delivery score is 7.987. Each one-unit increase in Career Progression Factor leads to a 0.292 unit increase in Service Delivery, with a strong standardized effect (Beta = 0.538). The relationship is statistically significant ($t = 10.437$, p value 0.000), indicating a meaningful impact.

Thus, the equation $Y = \alpha + \beta X + \varepsilon$ becomes $Y = 7.987 + 0.292X$

The null hypotheses stating H_{0i} : Career Progression Factors have no significant effect on service delivery among selected refugees' organization in Kenya is therefore rejected since the Career Progression factors and service delivery are significant at 0.000 p value.

The findings align with previous literature conducted by Tabiu and Nura (2020), Mugaa *et al.* (2018), Nanle *et al.* (2024) and Nyoni (2024) whose study findings underscore the positive correlation between career development factors and enhanced organizational performance, particularly in service-oriented sectors. They agree that career development programs when aligned to organizational objectives not only improve individual competencies but also lead to greater organizational efficiency and effectiveness, hence improved service delivery.

V. CONCLUSION & RECOMMENDATIONS

5.1 Conclusion

From the findings, various conclusions can be drawn. Based on the study objective, it is concluded that a significant and positive relationship exists between career progression factors and service delivery within refugee organizations in Kenya. This shows that career progression factors significantly influence service delivery in refugee organizations offering humanitarian assistance in Kenya. Career progression initiatives such as global recruitment, training and development initiatives, structured career growth, and mentorship and coaching programs were widely implemented in these entities. These initiatives positively influenced employees' service delivery. Inferential statistics further support these observations, with a moderate to strong positive correlation ($r = 0.538$, $p < 0.05$) and regression results indicating that career progression factors account for 29% of the variance in service delivery outcomes. The regression coefficient ($\beta = 0.292$, $p = 0.000$) confirms that improvements in career development are associated with measurable enhancements in service delivery. The study concludes that there is strategic value in aligning career development with organizational performance, especially in service-driven environments like refugee support humanitarian initiatives.

5.2 Recommendations

From the findings and conclusions, the study recommends that organizations should invest in comprehensive career progression programs and structures that provide clear advancement pathways and professional growth opportunities for employees. Such investments will not only enhance employee performance but also improve service delivery outcomes. This is because motivated and well-trained staff are crucial for effective service provision, more so in humanitarian settings that operate on altruistic environments. Further, organizations should adopt formalized career progression frameworks, integrate continuous learning programs, and provide adequate funding for such initiatives. These policies will ensure long-term staff retention and performance improvement.

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