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## Career Management and Employees' Commitment in the Tele-communication Industry in Kenya

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### **Abstract**

*Assessing workforce attitude is a business imperative. Committed and engaged employees are invaluable assets to an organization as high levels of employee commitment and engagement promote retention of talent, foster customer loyalty, and improve organizational performance and stakeholder value. The development of employees for future positions enables organizations to develop and place employees in positions compatible with their individual career interests, needs, and goals. The purpose of this research was to investigate the influence of career management on employee commitment in the tele-communication industry in Kenya. The study adopted a mixed research design. The study targeted all the telecommunication branches in Mt. Kenya Region that are managed by the shop manager being the top most managers in the branch. The researcher collected primary data using structured questionnaires. Data was analyzed using inferential statistics and processed using Statistical Package for Social Sciences (SPSS) Version 22, multiple regression analysis was used to establish the relations between the independent and dependent variables. Chi-square was used to test the hypothesis and was based on the alpha level or the significance level. Research findings were presented in form of tables, graphs, and charts. The study found that career management enables employers to identify talented employees at all functional levels of the organization and this helps them to identify options and requirements for career advancement to assist employees advance their professional growth and take on new responsibilities. Failure to recognize employee's performance leads to de-motivation and this contributes to high labor turn over in organizations. The study concludes that a clear career path for employees on how they can meet their personal ambitions is paramount as they try to realize corporate goals. The study also concludes that career management is not an end in itself but a continuous process of developing human resources for achieving optimum results. The study therefore concludes that organizations with effective career management practices have employees who contribute greater discretion effort. The study recommends that organizations should focus more on employee engagement as a part of career pathing as it helps to create an effective career development strategy within the organization, and this engagement helps employees to transition into new roles and are therefore motivated leading to greater employee commitment.*

**Keywords:** Career management, employee commitment, human resource, telecommunication, engagement

### **1. Introduction**

Success in today's competitive market depends less on advantages associated with economies of scale, technology, patents but are more derived from organizational human resources and high involvement of human resource management practices (Quresh et al., 2010). For an organization to be more effective, it should have skillful and innovative employees to work and should also try to retain them. There are different HR Practices which an organization combines to manage its human resources. Organizations should always combine a number of best HR practices which should be implemented for the survival and sustainability of the organization.

Human resource practices enhance internal capabilities of an organization to deal with current or future challenges to be faced by an organization (Caillier, 2012). Good HR practices also energize employees working in the organization and the commitment and motivation built through good HR practices can lead to improved performance. The culture so built can help to create a sustainable and lasting capability of the organization to manage itself to cope with external turbulence (Drucker, 2013). Good employees are supposed to have such characteristics as high satisfaction with their jobs, high commitment towards the organization, high motivation to serve the public and strong intentions to work for the organization willingly and devotedly (Kruise, 2012).

It is clear that human resource management practice plays an essential part in influencing employees' commitment and their intention to stay with the organization. Therefore, it is important to understand which human resource management practices are important in the day to day running of a firm and how these specific practices

influence employee commitment as it is all about developing the skills and knowledge, retaining and boosting employee morale by effectively promoting job satisfaction in the workplace (Meyer, 2016).

Today, most of the developing countries are producing organizations that are competing successfully with multinational giants of the most developed countries (Snell, 2007). As a result of globalization and the various economic and political reforms implemented by the developing world, particularly in Africa, there is emergence of an impressive array of manufacturing, telecommunications, banking, financial, and oil and gas companies. Many of them have performed so well within their national borders that they have now ventured into the international arena; they have become multinational corporations. However, the transformation is not generally accompanied by a change in the way these organizations manage employee's commitment. A major challenge which globalization therefore poses to these organizations is how to manage human resources effectively within the international setting (Pamela *et al.*, 2010).

There is growing concern about critical talent migrating to other countries in the form of brain drain due to poor implementation of HR practices and programs. Then there are those who have had education in developed countries staying on to work in those countries rather than returning home. In spite of the developed governments such as Malaysia offering lucrative and attractive terms for these people to return to their home country, there have been few takers due to poorly implemented HR practices and programs. If these initiatives are to succeed, there is a need to understand the challenges of employee's commitment in organizations which may become the driving force to the acceptance and use of employee's commitment in future. A good platform is needed in order to provide a model of successful employee's commitment to assist organizations come up with HR practices and programs that will ensure that organizations are able to compete in the competitive global scale (Foreword, 2013).

To attract and retain talents, the fit between employer and employee is critical. In addition, organizations with excellent reputations and strong brands are well positioned to attract top talent. Yahoo! Inc. exemplifies the organization that effectively links organizational culture and values in its recruiting initiatives to determine the best candidates (Becker & Huselid, 2011). This process, however, takes time. For example, in the first six months of 2004, Yahoo spent 6,000 hours interviewing candidates to fill 500 positions; an average of 12 hours per new hire (Becker & Huselid, 2011). Superior talent provides a vital competitive advantage.

Investment in human capital requires careful management. Under the organizational employee's commitment umbrella, career management and training are important organizational strategies to develop and retain talent so that employees are committed to the organization. As noted in the 2005 Human Capital Index Report, career management is one of the key practices to reduce turnover costs (Robert *et al.*, 2015). While in the past career plans were primarily focused on key leadership roles, organizations are now establishing career development and career planning initiatives early in the process of employee career development (Schuler, 2017).

Employee commitment programs provide chances for promotion and career growth. These activities in an organization create commitment in employees, which is a basic requirement for effective functioning of organizations. In today's competitive environment, preparing and retaining committed employees is imperative for organizational development as committed employees work harder and perform their tasks with devotion and dedication (Ivancevich *et al.*, 2013). The objective of human resource management practices on employee's commitment is to improve the capacity of an organization to increase its efficiency for achieving strategic objectives. Building the capacity of the organization is possible when every employee realizes his responsibility and accountability for outcome related to his performance.

Organizations with difficulty in retaining competent employees will find it hard to optimize performance. There are not only the immediate expenses of the recruitment process, but other hidden costs such as management time and lost productivity as new employees take time to become effective in their roles (Kiiru & Muraga, 2015). Evidences derived from social science researches have shown that there is a broad agreement amongst commentators that high commitment work practices do improve performance, labor productivity and the quality of service (Owoyemi *et al.*, 2011). Although researchers such as (Gathungu *et al.*, 2015) have argued that the majority of previous studies have looked at high commitment work practices from the employers' perspective, and the over dependence on such perspectives can sometimes be misleading and will not present the real impact of employee commitment which results in positive outcomes in organizational performance. Nevertheless, when employees positively interpret high commitment work practices, it will sequentially increase their commitment to the organization, thereby increasing their individual performances and hence organizational performance will also increase (Owoyemi *et al.*, 2011).

### 1.1. Statement of the Problem

Employees' commitment in organizations is a complex discipline, encompassing a wide array of programs and processes. For such initiatives to be successful, a concrete talent strategy for employee's commitment must serve as a constant guide, providing direction for how the organization will attract, deploy, train, develop, and reward employees, while always reflecting the key business goals of the organization. Successful organizations embed their employee's commitment strategy into the overall strategic planning process, integrating individual programs and practices to ensure they are all driving towards the same set of objectives (Becker & Huselid, 2011).

Organizations today face formidable talent challenges. The ability to attract, sustain and manage a steady supply of critical talent to enhance employee's commitment in organizations is a challenge facing most if not all organizations worldwide, hence no strategy can be effective without the support of senior leadership and management, and employee's commitment is certainly no exception. In the past, human resource managers struggled to convince business leaders to invest their time and money in commitment of employees (Boselie *et al.*, 2005). Today, the challenge is not just whether to invest resources in employee career management, but also how to identify what commitment practices provide the

greatest return; where leaders can most effectively spend their time developing and managing people; and how to drive greater consistency, integration, and alignment of commitment practices with the business strategy (Bridger, 2014). Although studies have been done to link career management practices to employee commitment, limited focus has been given to the Tele-communication industry in Kenya. It is against this background that this study was undertaken to address this research gap, and also provide a better understanding through empirical evidence of the effect of career management practices on employee commitment in the telecommunication industry in Kenya.

### 1.2. Research Objective

The research objective of this study was to investigate the influence of career management on employees' commitment in the tele-communication industry in Kenya.

## 2. Theoretical Review

Theories are formulated to explain, predict, and understand phenomena and in many cases, to challenge and extend existing knowledge within the limits of critical bounding assumptions (Gold *et.al*, 2013). The theoretical review is the structure that holds or supports a theory of a research study and introduces and describes the theory that explains why the research problem under study exists (Swanson, 2013).

### 2.1. Human Relations Theory

The Human Relations Theory of organization came in to existence in 1930s as a reaction to the classical approach to organizational analysis. This is because the classical theorists neglected the human factor in the organization. The Classical theorists took a mechanical view of organization and underemphasized the socio-psychological aspects of individual's behavior in organizations. It is this critical failure of the classical theory that gave birth to the human relations approach (Bruce & Nylan, 2011).

Elton Mayo founded the Human Relations Movement. Experiments undertaken by Mayo took place at the Hawthorne plant in the USA during the 1930s. His work illustrated that if the company or managers took an interest in employees and cared for them, it had a positive effect on their motivation. When managers took a greater interest in employees, they felt more valued and empowered. In addition, the study revealed that employees often work best in teams and they are more motivated if they are effectively managed and consulted more which is directly related to employee's commitment in organizations and also informs organizations on what to do so as to achieve and have the best for its human capital (Purcell & Hutchinson, 2007).

The Mayo principles are very much in line with organization's focus on developing its employees as part of its business strategy as a means of achieving competitive advantage (Sheehan, 2012). Employees in higher performing organizations work within learning and development teams. In addition, information is shared and employees are viewed both as partners in the business and as internal customers. The main focus of the human relations movement is on the human and social dimensions of work (Mayo, 1933). Elton Mayo and Abraham Maslow in their Hawthorne studies found that efficiency enhanced independent of the level of lighting. The studies accomplished that the employees were more reactive to social situations than to management controls. Abraham Maslow (1943) a major theorists of the human relations movement identified the different five levels of needs; physiological, safety, love, self-esteem, and self-actualization needs. Maslow (1943) suggested that human needs are organized in a certain order and that employees are motivated by unsatisfied needs though higher needs could motivate only after lower needs are satisfied. This helped managers understand the employee commitment.

Herzberg (1959) alienated employee motivation into two main factors, motivation factors and hygiene factors. Motivation factors are related to job satisfaction and different from hygiene factor which are related to dissatisfaction. Herzberg (1959) highlighted that employee participation through quality circles has positive effect on employee commitment. According to Human relations theory by Mayo (1933) and Maslow (1943) who adopted the unitarism approach to employee relations, human relations is a system of management that maximizes output by meeting social and psychological needs of employees in the workplace resulting into motivated employees and highly committed workforce. Addison and Belfield (2004) and Kaufman (2005) in their studies established that if workers are denied autonomy on the job, or are reduced to acting as mere extensions of the machinery they operate, or are given work that inhibits their capacity to create and think, it is argued that they will invariably find ways to subvert the methods of control that enforce these conditions (Freeman, 1976). The principal task of management on this conception is to manipulate workplace relations in ways that enable employees to feel personal satisfaction with being involved with the organization.

This theory is relevant in the study and explains career management variable in organizations and sees organizations as a cooperative enterprise wherein worker morale is a primary contributor to productivity. It seeks to improve productivity by modifying the work environment to increase morale and develop a more skilled and capable worker which in turn informs and influences employee's commitment in organization (Purcell & Hall, 2012).

### 2.2. Conceptual Framework

A conceptual framework is an analytical tool with several variations and contexts. It is used to make conceptual distinctions and to organize ideas (Foreword, 2013).

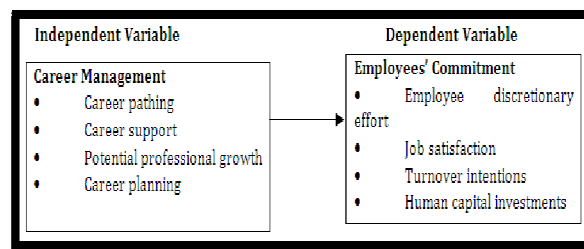


Figure 1: Conceptual Framework

Source: Author, 2019

### 2.3. Review of Variables

#### 2.3.1. Career Management

In today's rapidly changing world, new career paths are constantly unfolding, traditional ones are being changed and shifts are taking place in occupation skills and educational requirements. These changes are a result of new technology, changes in organizational design and the trend towards global business operations (Mis', 2011). With all these changes, organizations might ask what the point is of planning ahead by developing a career plan. The point is to develop a set of career goals, strategy and options based on its interests, employee's personality, values and skills. Once an organization plans itself, it should be equipped to self-manage employees' career and take advantage of changes in the economy and job market rather than becoming a victim of change (Collings & Mellahi, 2009). Career management is always important to employees regardless of whether they are currently in the market looking for employment, or they are already employed. The workplace is ever changing and that each employee continues to grow in complexity. Career development never ends; it is a lifelong process, and while it does not have to be the focus of their doings, employees should always know that what they are doing now can help their career (Collings *et al.*, 2017).

Career planning and management forms an essential part of employee's commitment and concerns a complex of processes which enables the employer to identify talented employees' at all functional levels, that is, employees with high potential for professional growth and/or high work performance. This clearly defines the options and requirements for career advancement including the conditions under which to conduct appropriate educational and other developmental activities, in order for such employees to advance their professional growth and take on new responsibilities (Kiiru & Muraga, 2015). Career management is not an event or end in itself, but a continuous process of developing human resources for achieving optimum results. It must, however, be noted that individual and organizational careers are not separate and distinct. Employees who are not able to translate their career plans into actions within the organization may probably quit the job, if they have a choice. Organizations, therefore, should help employees in career management so that both can satisfy each other's needs (Khan, 2012). Every employee has a desire to grow and scale new heights in his/her workplace continuously. If there are enough opportunities, they can pursue their career goals and exploit their potential fully. They feel highly motivated when the organization shows them a clear path as to how they can meet their personal ambitions while trying to realize corporate goals (Cappelli, 2008).

Unfortunately, if organizations do not pay adequate attention to this aspect in actual practice for a variety of reasons, the demands of employees are not matched with organizational needs and no effort is made to show how the employees can grow within certain limits. When recognition does not come in time for meritorious performance and a certain amount of confusion prevails in the minds of employees on whether they are 'in' with a chance to grow or not, they look for greener pastures elsewhere (Ngethe, Namusonge & Iravo, 2013). Key executives leave in frustration and the organization suffers badly when turnover figures rise. Any recruitment effort made in panic to fill the vacancies is not going to be effective. So, the absence of a career plan is going to make a big difference to both the employees and the organization. Employees do not get right breaks at a right time and their morale will be low and they are always on their toes trying to find escape routes (Shields *et al.*, 2015).

Organizations are not going to benefit from high employee turnover. New employees mean additional selection and training costs. Bridging the gaps through short-term replacements is not going to pay in terms of productivity. Organizations, therefore, try to put their career plans in place and educate employees about the opportunities that exist internally for talented employees. Without such a progressive outlook, organizations cannot prosper (Becker & Huselid, 2006). Leaders around the world are dealing with the complexities involved in managing and retaining an engaged, motivated and productive work force (Gold *et al.*, 2010).

Every organization, regardless of size or ownership, is faced with the challenges involved in identifying and developing managers who have leadership potential and finding qualified employees who come to work enthusiastic about their jobs, and who want to contribute to their organization's success. Vaiman *et al.* (2012) implied that employee's commitment; that is, how to attract, develop, motivate and retain employees with the core capabilities needed to achieve organizational success, is at the heart of many of these challenges. An often neglected, yet critical aspect of employee's commitment is career planning and development. It is an area that requires special attention from both the organization and the employee, yet employees are often left on their own and rarely have frank and regular exchanges with management when it comes to developing their career plans (Hor *et al.*, 2010).

### 2.3.2. Employee Commitment

The substantial volume of research on the link between career management and employee commitment over nearly two decades generally finds a positive relationship between the extent of career management strategies used and employee commitment (Armstrong, 2014). Despite debate about which practice to include in the analysis of the relationship between career management and employee commitment, common practices include organizational culture, recruitment, selection, training, and rewarding.

An engaged workforce generates valuable business results for an organization and this starts with employer practices such as recruitment, selection, training, compensation, and career development and management. Such practices affect employees' level of satisfaction as well as employee commitment. To engage employees as well as to benefit from that engagement, organizations must invest in its human resource practices. Organizations need to devote resources to the HR practices they believe will generate the biggest return for their investments and they must weigh the level of engagement and commitment they want and at what cost (Vaiman *et al.*, 2012).

Compensation powerfully influence employee engagement and commitment. Some compensation components encourage commitment to employers, while others motivate engagement in the job. It is possible to stimulate one and not the other, though it is generally better to foster both. Organizations that offer a strong performance incentive system but no retirement plan will probably realize exceptional engagement from its workers; however, they may eventually commit themselves to another organization that offer good retirement plans. Meanwhile, an organization that offers generous retirement benefits but a traditional seniority-based pay grade system may have committed employees. However, these employees might deliver pedestrian performance as they bide their time until retirement. In designing compensation plans, organization therefore need to consider employee engagement and commitment strategically (Kruise, 2012).

It is apparent that employees' satisfaction plays a vital aspect in the achievement of organizations objectives. If employees are satisfied and happy with their management and workplace environment, the employees' commitment towards the organization will increase as employees will definitely put their best efforts in their work in order to make the organization successful. It is understood that if organizations want to get quality work from their employees, they have to work on making them contented. It is rather difficult to judge the employees' happiness just by the results of their work or their personal attributes when they arrive in the office in the morning. Whether an employee is satisfied at work depends on several other factors; including the recognition they get for the good work they have been doing, training opportunities and career management offered by the organization (Bridger, 2014).

### *2.4. Empirical Review*

Gathungu, Namusonge & Iravo (2016) conducted a study on the influence of training practices on the commitment of employees in the commercial banks in Kenya and concluded that lack of career management support in terms of training by the organization led to the employees taking personal initiative to advance in their studies, but when they get certification, they were not given recognition hence low retention commitment. Ngethe (2013), Muma (2014), and Gathungu *et al.* (2016) also found out that, career development and management play a significant role in employee commitment in the academic institutions and commercial banking sector.

Khulida & Siti (2012) conducted a study on the relationship between organizational career management and employee commitment. Results of the study indicated that there was significant and positive relationship between employee's commitment, career management and the individual performance. In addition, on a study to determine the effect of career management on organizational performance in companies listed in NSE in Kenya by Lyria (2014), correlation test analysis was done between the dependent variable (organization performance) and career management. The results showed that acceptance of organizational performance was moderately but positively correlated with career management (Lyria, 2014). This revealed that any positive change in career management on organizational performance led to increased acceptance of organizational performance in companies listed in NSE in Kenya.

Gathungu *et al.* (2016) carried out a study on the influence of human resource management practices on the commitment of employees in the commercial banks in Kenya. Their study was anchored on the fundamental reasoning that banking sector employees are a crucial resource for the financial sector, and specifically the Commercial banking sector that is currently undergoing many changes. The study concluded that human resource management practices influence employee commitment with career development and management together with performance evaluation being identified as predictors of employee commitment. They in addition noted that promotion opportunities had a negative influence on employee commitment in commercial banks in Kenya (Gathungu *et al.* (2016). The research study measurement of employee commitment included value, effort and retention which showed that there was a significant relationship between the HRM practices and overall commitment of employees in the commercial banking sector.

## **3. Research Methodology**

Methodology includes the research design that was employed by the researcher, the sample and the instruments that were used in data collection, the systematic research procedure and techniques that the researcher used in collecting and analyzing the data.

### *3.1. Research Design*

The research adopted a mixed research design to establish the effect of career management on employee's commitment. This design was used in the research to allow the researcher to gather information, summarize, present and interpret it for the purposes of clarification. The design was also suitable for this study because it allows the collection of

information for independent and dependent variables using structured and unstructured questionnaires (Zikmund et.al, 2010).

### 3.2. Sample and Sampling Technique

A sample is a portion or part of the population of interest. The purpose of sampling is to gain understanding about some features or attributes of the whole population based on the characteristics of the sample (Zikmund et.al, 2010). The researcher used stratified random sampling in order to achieve the desired representation from various sub groups. A sampling frame is a list of all items where a representative sample is drawn from for the purpose of research (Waiganjo, 2013). In this study, the sampling frame was a list of all the four Tele-Communication Companies shops in Mount Kenya region which add up to six branches which are Nyeri, Meru, Thika, Garissa, Embu and Nanyuki as sourced from the Communication Authority of Kenya (CAK, 2014). According to Crowther & Lancaster (2012), target population is the larger population to which the researcher ultimately would like to generalize the results of the study. The study had a population of 274 sourced from the six branches in the four telecommunication companies. To obtain the desired sample size for the study with the population of 274, Nassiuma (2000) formula was used, and the sample was found to be 103.

### 3.3. Data Collection

Primary data was collected by use of the structured (closed-ended) and unstructured (open-ended) questionnaires that captured the various variables of the study. The questionnaires were designed to address the research objective and to test the hypothesis (Mugenda & Mugenda, 2009). The structured questions were aimed at giving precise information which minimized information bias and facilitated data analysis whereas the unstructured questions were used to allow respondents freedom to express themselves as well as make suggestions. Secondary data was collected through evaluation of reports, organizational journals, publications and review of information from the websites of the Tele-Communication Companies in as far as they provide relevant and up-to-date information, government sources, Communications Authority of Kenya (CAK) and Microsoft cloud. Validity and reliability of the instruments was also conducted. Data analysis was done using statistical packages for social sciences (SPSS).

## 4. Research Findings

This presents the research findings and results of the study. The findings and discussions are in line with the research objective of the study and are based on mixed research design. Results from the study are systematically presented beginning with findings on demographic characteristics of respondents in the study. The chapter also reviews the results of statistical analysis to test the research hypothesis as well as presenting discussions of the results and implication arising from the findings.

### 4.1. Response Rate

The study targeted a sample size of 103 respondents of which 95 filled in and returned the questionnaires making a response rate of 92.3%, whereas 8 of the respondents did not return their questionnaires. This response rate was satisfactory to make inferences and conclusions for this study.

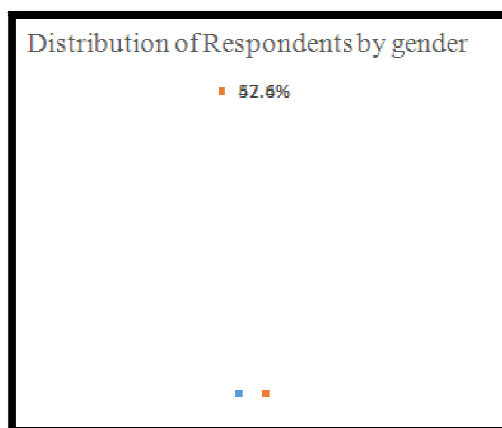


Figure 2: Distribution of Respondents by Gender

### 4.2. Demographic Data

The study sought to establish the demographic data of the respondents. Demographic information was necessary to ensure a fair distribution of the respondents to allow equity of representation of views and further help support the validity of information generated across the sample population. The respondents were asked to state their gender and the study established that majority of the respondents as shown by the figure below, 52.6% were female whereas 47.4% of the respondents were male. This implies that respondents were well distributed in terms of their gender and thus the findings of this study did not suffer from gender biasness.

Response	Frequency	Percent
Successful	95	92.3
Unsuccessful	8	7.7
Total	103	100

Table 1: Response Rate

### 4.3. Career Management

#### 4.3.1. Descriptive Results for Career Management

The study sought to assess whether organizations should plan ahead by developing a career plan in order to ensure commitment of their talents. In today's rapidly changing world, organizations should plan ahead by developing a career plan in order to inform employee's commitment so as to enhance employee performance. Results given in Table 4.9 above show that majority of the respondents 89.7% (mean=4.6912 std. Dev=.69663) agreed with the statement that in today's rapidly changing world, organizations should plan ahead by developing a career plan in order to inform talent management, while 6.9% of the respondents disagreed with the statement and another 3.4% neither agreed nor disagreed with the statement. These findings concur with those of Collings (2017) who noted that organizations might ask. Once an organization plans itself, it will be equipped to self-manage employee's career and take advantage of changes in the economy and job market rather than becoming a victim of change.

The study further sought to determine whether organizations should develop a set of career goals, strategy and options based on its interests, employee's personality, values and skills relating to talent management. Results shows that majority of the respondents 91.2% (mean=4.6997 std. Dev=.67775) agreed with the statement that organizations should develop a set of career goals, strategy and options based on its interests, employees' personality, values and skills relating to talent management, while 4.5% of the respondents disagreed with the statement while 4.3% remained neutral. These findings agree with those of Whelan and Carcary (2011) who argued that organizations should develop a set of career goals, strategy and options based on its interests, employee's personality, values and skills relating to talent management in order to realize the goals of an organization.

The study also sought to find out whether once an organization plans itself it is required to self-manage the employees career and take advantage of changes in the economy and job market rather than being a victim of change. Results shows that majority of the respondents 92.6% (mean=4.6998 std. Dev=.67776) agreed with the statements that once an organization plans itself it is required to self-manage the employees' careers and take advantage of changes in the economy and job market rather than being a victim of change, whereas 4.7% of the respondents disagreed with the statement while 2.7% of the respondents were not decided. These findings agree with those of Collings (2017) who purported that once an organization plans itself, it will be equipped to self-manage employee's career and take advantage of changes in the economy and job market rather than becoming a victim of change. The point is to develop a set of career goals, strategy and options based on its interests, employee's personality, values and skills.

The study further sought to determine whether career planning and management forms an integral part of employees' commitment which enables employers to identify talented employees with high potential for professional growth. Results shows that majority of the respondents 89.8% (mean=4.6941 std. Dev=.6750) agreed with the statement that Career planning and management forms an integral part of employees' commitment whereas 8.1% of the respondents disagreed with the statement and 2.1% of the respondents were neutral. These findings agree with those of Barney (2011) who argued that career planning and management is not an event or end in itself, but a continuous process of developing human resources for achieving optimum results.

The study further sought to determine whether career planning in itself is an end, or a continuous process of developing human resources for achieving optimal results. Results shows that majority of the respondents 96.7% (mean=4.6989 std. Dev=.6650) agreed with the statement that career planning is not an end in itself, 3.3% of the respondents disagreed with the statement and 0.0% were neutral. These findings concur with the findings of Becker (2012) who noted that career management is not an event or end in itself, but a continuous process of developing human resources for achieving optimum results. These findings also concur with the findings of Collings *et al.* (2017) who noted that the workplace is ever changing and with that, each employee continues to grow in complexity.

Career development never ends. It is a lifelong process, and while it doesn't have to be the focus of their doings, employees should always keep it at the back of their mind relating to how, what they are doing now can help their career. The study further sought to determine the respondents' opinion on whether employees are able to translate their career plans into action within the organization. Results shows that majority of the respondents 92.4% (mean=4.6914 std. Dev=.6710) agreed with the statement that employees are able to translate their career plans into action, 4.8% of the respondents disagreed with the statement and 2.8% remained undecided. The findings are in line with those of (Cappelli, 2008) who asserted that employees who are not able to translate their career plan into action within the organization may probably quit the job, if they have a choice and hence organizations, should help employees in career management so that both can satisfy each other's needs.

The study further sought to determine whether organizations should help employees in career management so that both can satisfy each other's needs for better commitment of talents. Results shows that majority of the respondents 93.0% (mean=4.6444 std. Dev=.91471) agreed with the statement that organizations should help employees in career management so that both can satisfy each other's needs for better commitment of talents, 3.7% of the respondents disagreed with the statement and 3.3% remained undecided. These findings concur with the findings of Cappelli, (2008)



who asserted that every employee has a desire to grow and scale new heights in his/her workplace continuously. If there are enough opportunities, they can pursue their career goals and exploit their potential fully. Guarino (2008) noted that employees feel highly motivated when the organization shows them a clear path as to how they can meet their personal ambitions while trying to realize corporate goals.

The study further sought to determine whether if there are enough opportunities, employees can pursue their career goals and exploit their potential fully in relation to management and commitment of talents in an organization. 92.7% (mean=4.6224 std. Dev=.93496) of the respondents agreed with the statement that if there are enough opportunities, employees can pursue their career goals and exploit their potential fully in relation to management and commitment of talents in an organization, 2.2% of the respondents disagreed with the statement and 5.1% remained undecided on their opinion about the same statement. These findings concur with the findings of Boudreau and Cascio (2012) who said that recruitment effort made to fill the vacancies should be done in an efficient manner in order to be effective and so organizations should try to put their career plans in place and educate employees about the opportunities that exist internally for talented people. They noted that the absence of a career plan is going to make a big difference to both the employees and the organization.

The study further sought to determine whether employees feel highly motivated when the organization shows them a clear path as to how they can meet their personal ambitions while trying to realize corporate goals. 92.3% (mean=4.6921 std. Dev=.92648) of the respondents were in agreement with the statement that employees feel highly motivated when the organization shows them a clear path as to how they can meet their personal ambitions while trying to realize corporate goals. 3.9% of the respondents disagreed with the statement while 3.8% of the respondents were neutral. These findings are in agreement with Cappelli (2008) who said that employees feel highly motivated when the organization shows them a clear path as to how they can meet their personal ambitions while trying to realize corporate goals. Every employee has a desire to grow and scale new heights in his/her workplace continuously. If there are enough opportunities, they can pursue their career goals and exploit their potential fully.

The study further sought to determine whether organizations should try to put their career plans in place and educate employees about the opportunities that exist internally for committed employees. 92.5% (mean=4.6898 std. Dev=.90376) of the respondents were in agreement with the statement that organizations should try to put their career plans in place and educate employees about the opportunities that exist internally for committed employees. 5.9% of the respondents disagreed with the statement while 1.6% of the respondents were neutral. These findings are in line with Collings *et al.* (2017) who suggested that once an organization plans itself, it will be equipped to self-manage employee's career and take advantage of changes in the economy and job market rather than becoming a victim of change. Organizations should therefore, try to put their career plans in place and educate employees about the opportunities that exist internally for talented people (Becker & Huselid, 2011).

From the research findings, majority of the respondents agreed that career management affects employee commitment in the organization whereas the other respondents were of contrary views. This implies that career management affects employee's commitment in the organization. This is in agreement with Hills (2009) who says that career planning and management forms an essential part of employee's commitment and concerns a complex of processes which enables the employer to identify talented employees' at all functional levels. Organizations, therefore should try to put their career plans in place and educate employees about the opportunities that exist internally for talented employees. Without such a progressive outlook, organizations cannot prosper (Becker & Huselid, 2011).

#### 4.3.2 Model Summary for Career Management

The study further conducted a regression analysis in order to empirically determine whether career management was a significant determinant of employee commitment in the telecommunication industry. Regression results in table 4.25 indicate the goodness of fit for the regression between employee commitment and career management was found strong. An adjusted R squared of 0.756 indicates that a remarkable 75.6% of the variances in career management by telecommunication companies are explained by the variances in employment commitment.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.889a	.790	.756	.312

Table 2: Model Summary for Career Management  
Predictors: (Constant), Career Management

The Pearson's correlation coefficient of 88.9% indicates that the combined effect of the predictor variables has a very strong and positive correlation with employee commitment. The model summary results are in agreement with Ngethe *et al.* (2013) study that touched on attracting talents, developing talents and retaining talents in public universities in Kenya and found to have a positive relationship with organizational performance.



#### 4.3.3. ANOVA for Career Management

Indicator	Sum of Squares	df	Mean Square	F	Sig.
Regression	9.464	1	9.464	27.482	.000
Residual	32.370	94	0.344		
Total	41.833	95			

Table 3: ANOVA for Career Management

The overall model significance was presented in Table 3 above, and an F value of 27.482 was found. Findings in table 3 further showed that the F value was significant ( $p=0.000$ ) at 95%. This meant that career management was significant in predicting employee commitment in the telecommunication industry in Kenya. The hypothesis which states that career management affects employee commitment in the telecommunication industry in Kenya was therefore not rejected.

#### 4.3.4 Regression Coefficient for Career Management

Variable	Beta	Std. Error	t	Sig.
Constant	2.516	.344	7.316	.000
Career Management	.417	.79	5.242	.000

Table 4: Regression Coefficient for Career Management

From the above regression model shown in table 5 above, career management and employee commitment to a constant zero, employee commitment would be 2.516. It is established that a unit increase in career management would cause an increase in employee commitment by a factor of 0.417. This clearly shows that there is a positive relationship between career management and employee commitment. P-value was less than 0.05, which shows that variables covered in the study on career management were statistically significant to influence employee commitment. The model was defined as  $Y = 2.516 + 0.417X_4$ , where Y was the Employee's Commitments and  $X_4$  was career management, this implies that a unit change in career management would result to 0.417 units change in Employee's Commitments in Kenya. The results reveal that career management is statistically significant in explaining employee commitment of telecommunication industry in the country. This study concurs with those of Gathungu *et al.* (2016) cross sectional study done on commercial banks in Kenya which found a positive and significant relationship between talent retention and the success of Commercial Banks.

These findings are also consistent with those of Purcell and Hutchinson (2007) who asserted that employees often work best in teams and they are more motivated if they are effectively managed and consulted more which is directly related to employee's commitment in organizations and also informs organizations on what to do so as to achieve and have the best for its human capital. These findings are also consistent with those of Carins (2009) who asserted that a number of trends are likely to have a significant impact on employee commitment. The increased demand for work life balance and the changing relationship between employers and employees are driving the need for HR professionals and their organizations to truly understand what employees need and want and then determine how to meet those needs while at the same time developing and leveraging workplace talents at all levels.

Results on career management showed that it affects employee's commitment in the organization as it forms an integral part of employees' commitment which enables employers to identify talented employees with high potential for professional growth. Therefore, organizations should plan ahead by developing a career plan in order to ensure commitment of employee's talents. Organizations should develop a set of career goals, strategy and options based on their interests, employees' personality, values and skills relating to employee's commitment.

For effective career management, it should be a continuous process of developing human resources for achieving optimum results. Enough opportunities for career management enable employees to pursue their career goals and exploit their potential fully in relation to management and commitment of talents in an organization. Organizations should put their career plans in place, create a clear career path and help employees in career management so that both can satisfy each other's needs for better commitment of talents in organizations.

#### 4.3.5. Chi-Square Test for Career Management

Chi-square test for career management was conducted producing a chi-square value of 111.740 and p-value of 0.000 which is lower than 0.05. These results indicated that significantly, career management can influence employees' commitment in the telecommunications industry. The hypothesis was therefore not rejected.

	Value	Df	Asymp. Sig. (2 -sided)
Pearson Chi -Square	111.740a	1	.000
Continuity Correction b	108.569	1	.000
Likelihood Ratio	114.525	1	.000
Linear -by-Linear Association	111.249	1	.000
N of Valid Cases	95		

Table 5: Chi-Square Test for Employee Resourcing

#### 4.4. Employee Commitment

Employee Commitment was the dependent variable of the study. The elements that measured Employee Commitment comprised of employees' discretion effort, job satisfaction and turn over intentions. Others include enhanced organization performance, competitiveness, human capital investment, culture of growth and development, employee support and investment in management development.

##### 4.4.1. Descriptive Results for Employee Commitment

The study sought to assess whether the knowledge, skill and abilities of employees represent a major source of competitive advantage. Results showed that majority of the respondents 92.6% (mean = 4.6912; s. dev= .69663) agreed with the statement that the knowledge, skill and abilities of employees represent a major source of competitive advantage, while 4.3% of the respondents disagreed with the statement and another 3.1% neither agreed nor disagreed with the statement. On whether organizations are focusing on the association between employee's commitment and enhanced organizational performance, results showed that majority of the respondents 91.1% (mean = 4.6997; std dev = .67775) agreed with the statement that organizations are focusing on the association between employee commitment and enhanced organization performance, while 3.9% of the respondents disagreed with the statement and another 5.0% neither agreed nor disagreed with the statement.

The study sought to assess whether value of talent in organization is an equivocal source of sustained competitive advantage. Results showed that majority of the respondents 92.8% (mean = 4.6998; std dev = .67776) agreed with the statement that value of talent in organization is an equivocal source of sustained competitive advantage, while 2.9% of the respondents disagreed with the statement and another 4.3% were neutral with the statement. On whether the central concept of employee commitment is the systematic identification of key positions which differentially contribute to the organizations sustained competitive advantage, results showed that majority of the respondents 92.0% (mean = 4.69 41; std dev =.6750) agreed with the statement that the central concept of employee commitment is the systematic identification of key positions which differentially contribute to the organizations sustained competitive advantage, while 4.7% of the respondents disagreed with the statement and another 3.3% were neutral on the same statement.

The study sought to assess whether the starting point of employee commitment is the identification of key committed talent positions rather than individual per se. Results showed that majority of the respondents 92.8 % (mean = 4.6989; std dev=.6650) agreed with the statement that the starting point of employee commitment is the identification of key committed talent positions rather than individual per se, while 5.2% of the respondents disagreed with the statement and another 2.0% were neutral on these statements. On whether employee commitment in organizations focus on greater degree of differentiation of roles within organizations with greater focus on strategic rather than non-strategic jobs, results showed that 91.3% of the respondents (mean = 4.6914; std dev = .6710) agreed with the statement that organizations focus on greater degree of differentiation of roles within organizations with greater focus on strategic rather than non-strategic jobs. 5.7% of the respondents disagreed with the statement while 3.0% of the respondents were neutral.

The study sought to assess whether organizations should foster a culture of growth and development and provide visible employee support and commitment hence effective employee commitment. Results showed that majority of the respondents 88.9% (mea n = 4.6444; std dev = .91471) agreed with the statement that organizations should foster a culture of growth and development and provide visible employee support and commitment hence effective employee commitment, while 6.0% of the respondents disagreed with the statement and another 5.1% were neutral on the same statements. On whether organizations should provide visible employee support and commitment hence effective employee commitment, results showed that 92.0% (mean = 4.6224; std dev = .93496) agreed with the statement that organizations should provide visible employee support and commitment hence effective employee commitment. 4.0% of the respondents disagreed with the statement and 4.0% were neutral.

The study sought to assess whether investment in management development by organizations is viewed as a commitment by employees which help strengthen employee commitment. Results showed that majority of the respondents 91.5% (mean= 4.6898; std dev =.90376) agreed with the statement that investment in management development by organizations is viewed as a commitment by employees which help strengthen employee commitment, while 5.3% of the respondents disagreed with the statement and another 3.2% neither agreed nor disagreed on this statement. On whether job satisfaction in employees has positive effects on organization performance hence a measure of employee's commitment, results showed that 92.3% (mean = 4.0721; std dev =1.26579) of the respondents agreed with the statement that job satisfaction in employees has positive effects on organization performance hence a measure of employee's commitment. 5.7 % of the respondents disagreed with the findings while 2.0% were neutral.

#### 4.4.2 Quantitative Results for Employee Commitment

Pearson product moment correlation was conducted to determine the strength of relationship between the study variable. Results found a positive significant correlation between career management and employee commitment as shown by correlation coefficient of 0.609.

#### *4.5. Diagnostic Tests*

##### 4.5.1. Multivariate Normality

Linear regression analysis requires all variables to be multivariate normal. Normality was tested by using skewness and kurtosis and findings showed that the skewness for employee resourcing was 0.514. This therefore showed that the data is normal because the skewness and kurtosis value is between +/- 1.5.

##### 4.5.2. Multi-Collinearity and Correlation Analysis

Multi-collinearity results in unstable parameter estimates which makes it very difficult to assess the effect of independent variables on dependent variables. To test for multi-collinearity, the study conducted collinearity diagnostics in SPSS and findings show that the tolerance value for employee resourcing is 0.754 and the VIF value is 1.327. This finding therefore shows that there is no multi-collinearity because the tolerance value is above 0.02 and the VIF value is between 1 and 10. Pearson's correlations analysis was then conducted at 95% confidence interval and the results found a positive significant correlation between employee resourcing and employee commitment as shown by correlation coefficient of 0.609.

##### 4.5.3. Autocorrelation

Linear regression analysis requires that there is little or no auto correlation in the data. To check for auto correlation, the study conducted Durbin Watson test in SPSS and findings revealed that the Durbin-Watson (d) was 2.011. According to Field (2009), a value between the two critical values of 1.5 &lt; d &lt; 2.5 indicate lack of auto-correlation. It was concluded that there was no first order linear auto-correlation in the multiple linear regression data and the requirement of lack of autocorrelation was satisfied.

#### *4.6. Multiple Regression Analysis*

##### 4.6.1. Model fit for Employee Commitment

Regression analysis was done to empirically determine whether the goodness of fit for the regression of independent variable and employee commitment was good and was found to be satisfactory. An R squared of 0.794 indicated that 79.4 % of the variances in the components of human resource practice, namely employee resourcing in telecommunication industry were explained by the variance in the employee commitment.

##### 4.6.2. ANOVA for Employee Commitment

ANOVA for employee commitment was tested using the F statistic and the results indicated that the overall model was significant, that is, the independent variables were significantly joined. The explanatory determinants for employee commitment were an F value of 11.349, and a P value of 0.000.

##### 4.6.3. Regression Co Efficient For Employee Commitment

Regression coefficient of employee commitment was carried out and a regression model indicated that employee resourcing has a positive but small significant influence on employee commitment. This was shown by the regression analysis value of t-calculated which was less than 2 (1.153). The  $\beta_1$  (employee resourcing) value of 0.105 meant that an increase in the employee resourcing ability by 1 unit leads to an increase in employee commitment by 0.105 units and p value of 0.252 at 95% level of confidence that is not less than 0.05, therefore employee resourcing had small influence on the employee commitment as revealed by the study.

### **5. Summary of Findings, Conclusions and Recommendations**

#### *5.1. Summary of Findings*

From the findings, career management enables employers to identify talented employees at all functional levels of the organization and this helps them to identify options and requirements for career advancement to assist employees advance their professional growth and take on new responsibilities. Failure to recognize employees' performance leads to de-motivation and this contributes to high labor turn over in organizations.

#### *5.2. Conclusion*

The results of the study revealed that career management had an effect on employees' commitment in the organization. The study concluded that a clear career path for employees on how they can meet their personal ambitions is paramount as they try to realize corporate goals. This makes employees highly motivated giving them greater job satisfaction and as result become more committed to the organization. The study also concludes that career management is not an end in itself but a continuous process of developing human resources for achieving optimum results. The study

therefore concludes that organizations with effective career management practices have employees who contribute greater discretion effort. This is supported by a positive and significant relationship between career management and employee commitment.

The study also revealed that employee engagement as a part of career pathing helps to create an effective career development strategy within the organization. This engagement helps employees to transition into new roles and are therefore motivated leading to greater employee commitment. Career pathing and career support involves managing employee's career within organizations. Choosing career paths and career support helps employees to set professional goals and develop a strategy for getting where they want to be in the organization. Part of choosing an appropriate career path and support involves making an honest self-evaluation of employees' talents, abilities and interests which in turn helps contribute to their job satisfaction.

### 5.3. Recommendations

The study recommends that organizations should focus more on employee engagement as a part of career pathing as it helps to create an effective career development strategy within the organization. This engagement helps employees to transition into new roles and are therefore motivated leading to greater employee commitment. This engagement of employees enhances career pathing and contributes immensely to career support in organizations.

Managers need to know how employees in the organization feel about their compensation, since understanding their employees' perspectives and attitudes can help them improve their compensation and management skills, and make sure employees are effectively rewarded as it affects employees' commitment. Policy makers in organizations should establish human resource management practices and the degree to which they contribute directly to the accomplishment of organization's strategic goals and objectives. This enables organizations to come up with strategies to follow to achieve sustainable competitive advantage through employee's commitment instead of focusing on mere competitive advantage which all organizations in the same industry are capable off.

It is recommended that organizations need to develop policies on training and the training needs analysis to guide the organization in identifying the areas of training and the human resources to train. This will help in discerning the training needs of individuals within the organization, how their needs fit the overall objectives of the organization and its contribution to employee commitment.

### 5.4 Areas of Further Research

Further research needs to be carried on the effect of millennials and generation Z on employee commitment as they are already posing a challenge on their level of engagement with the older generation in the workplace. Organizations should find a way of dealing with millennials and generation Z who look at things fundamentally in a different way and how to integrate their thinking and their way of doing things in the organization. Much more research need to be carried on the impact of using technology software in mentoring and coaching employees and whether it would have an effect on overall employee commitment.

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