



CAREER DEVELOPMENT AND EMPLOYEE ENGAGEMENT IN SELECTED DEPOSIT MONEY BANKS IN OGUN STATE

Opadeyi, M., & Akpa, V. O.

CAREER DEVELOPMENT AND EMPLOYEE ENGAGEMENT IN SELECTED DEPOSIT MONEY BANKS IN OGUN STATE

¹Opadeyi, M., & ²Akpa, V. O.

¹ Department of Business Administration and Marketing, School of Management Sciences, Babcock University, Ilishan-Remo, Ogun State, Nigeria.

² Doctor, Department of Business Administration and Marketing, School of Management Sciences, Babcock University, Ilishan-Remo, Ogun State, Nigeria.

Accepted: May 12, 2021

ABSTRACT

Challenges of career advancement in the Nigerian banking sector has led early and mid-career employees to begin to consider resigning as there are no clear career paths for them. Oftentimes due to these challenges, well-deserving employees are not given opportunities for training and development due to organizational politics, nepotism, greed and discrimination on the grounds of gender or ethnicity. To this end, it has been observed that employees do not engage properly with their jobs. Furthermore, is observed that there is low productivity in banks as a result of a lack of proper mentoring and self-development. Therefore, this paper examined the effect of career development and employee engagement in selected Deposit Money Banks in Ogun State. A cross-sectional survey research design was utilized for this study. Primary data was sourced using a structured and self-administered questionnaire. The population of this study consisted of employees of the four selected deposit money banks (United Bank of Africa, Zenith Bank Plc, Access Bank Plc and Guaranty Trust Bank) located in Ogun state, Nigeria which amounts to 1630 employees. A sample size for the study was given as (419) using the Research Advisors table of sample size. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The research instrument was validated and data gathered was analysed using descriptive statistics and simple linear regression analysis which was carried out with the aid of statistical package for social sciences (SPSS) version 21 to test the hypothesis. The findings revealed that there is a positive and significant effect of career development on employee engagement ($R=0.686$, $R^2 = 0.471$, $F = 343.129$, $p<0.005$). The study concluded that career development significantly contributes towards employee engagement in selected deposit money banks in Ogun State, Nigeria. Therefore, the study recommended that career development should be based on realistic and standard methods in accordance with institutional benchmarks, indices and procedures and should likewise conform to ethical valuations and practices.

Keywords: Career Development, Employee Engagement, Deposit Money Banks

CITATION: Opadeyi, M., & Akpa, V. O. (2021). Career development and employee engagement in selected deposit money banks in Ogun State. *The Strategic Journal of Business & Change Management*, 8 (2), 226 – 336.

INTRODUCTION

The challenges of career advancement in the Nigerian banking sector has led early and mid-career employees to begin to consider resigning as there are no clear career paths for them (Eme, Uche & Uche, 2014). Oftentimes due to these challenges, well-deserving employees are not given opportunities for training and development due to organizational politics, nepotism, greed and discrimination on the grounds of gender, or ethnicity. To this end, it has been observed that employees do not engage properly with their jobs (Anekwe, Ndubuisi-Okolo & Nwannah, 2020). Furthermore, it is observed that there is low productivity in banks as a result of a lack of proper mentoring and self-development (Anekwe, 2019). Employees lack the necessary skills and knowledge to deliver quality services, improve performance and ensure that the organization maintains a competitive advantage over its rivals.

In today's rapidly moving dynamic business environment, organisations begin to discover and experience skills shortages and find it progressively harder to employ top talent workers. The organisation is also facing the challenge of retaining their talent (Scullion, Collings, & Caligiuri, 2010; Tarique & Schuler, 2010) and the risk of losing their current talent to the competitors with vast market changes, demographic changes, international competition and the shift from Industrial age to Information age (Michaels, Handfield-Jones, & Axelrod, 2001). As a consequence, there is an increasing need for highly skilled employees and knowledgeable workers. Organisations should retain the talents by ensuring identification, commitment and engagement through different aspects, such as organisational support, organisational values and job challenges (Andersen, 2013).

Employees are an organisation's most important asset or resource. The reason is employees are the ones who carry out the day to day functions of the organisation which enables the organisation to work smoothly and make profit (Abiodun, 2011).

Hence, when talented employees are engaged to their work and also willing to be committed to their organisation, it can be assumed that the turnover rates would be low (Lindholm, 2013). Employee engagement also considers an aspect to talent management which has become the focal point of employee retention (Kibui, 2015). This can be achieved through a robust career development program. Career development is significant for talent employee retention because where an organisation desires to reinforce their bond with their talented employees, they must spend some effort on development of employees (Hall & Moss, 1998). This can also ensure that talents with the experience and qualifications are available when an organisation needs it (Kibui, 2015).

Career development is the series of on-going activities in the organisation which involves training on new skills, making a career change within organisation to attract and retain employees to stay in the organisation for a long period (Kibui, Gachunga & Namusonge, 2014). Nowadays, the talented people are having a strong desire and very ambitious to succeed. They are expecting a high development of their career and demanding the assistance from the organisation to accomplish that development. Consequently, talented employees will only stay longer in the organisation if the organisations are able to provide them every opportunity to develop their potential (Kibui *et al.*, 2014).

The purpose of this study therefore is to examine effect of career management on employee engagement in selected deposit money banks in Ogun State.

LITERATURE REVIEW

The challenges of career advancement in the Nigerian banking sector has led early and mid-career employees to begin to consider resigning as there are no clear career paths for them (Eme, Uche & Uche, 2014). Oftentimes due to these challenges, well-deserving employees are not given opportunities for training and development due to

organizational politics, nepotism, greed and discrimination on the grounds of gender, or ethnicity. To this end, it has been observed that employees do not engage properly with their jobs (Anekwe, Ndubuisi-Okolo & Nwannah, 2020). Furthermore, it is observed that there is low productivity in banks as a result of a lack of proper mentoring and self-development (Anekwe, 2019). Employees lack the necessary skills and knowledge to deliver quality services, improve performance and ensure that the organization maintains a competitive advantage over its rivals.

Career Development

Career development is a systematic planning method used to link employee career objectives with the corporate career needs of an organization (Kakui & Gachunga, 2016). It entails activities undertaken by the employees themselves and the organization to achieve career objectives and job requirements. Robbins (2010) contends that career development is a key strategic consideration for all organizations regardless of size, sector, market or profile. Organizations that aspire to be successful in today's extremely competitive markets need employees with the right competencies to assist in achieving a competitive edge in the industries. Mwanje (2010) posits that the career development of employees has a fundamental effect on the efficiency, effectiveness, morale and profitability of the organization. Career development is the basis of employee confidence and competence (Robbins, 2010). Career development aids organizations in bridging the gap between current performance and expected future performance.

Career development is part of human resource management practices which is known as the process by which managers encourage and motivate employees to be accountable for their careers, provide continuous support, like feedback on individual performance and disclose information about the organization, career opportunities, positions and vacancies that might be of interest to the employees. According to Maimunah (2015), career development that consists of training,

coaching, mentoring, counselling and promotion would motivate employees to perform well and show their actual capability in achieving the organizational goals. Career development is an important area that organizations must put into consideration to have employees who will assist in meeting today's changing business needs. Career development comprises different phases such as career planning, career advancement and mentoring.

Felix (2012) postulates that career planning is the intentional process where an organization or individual gets to know of personal competencies and focuses on plans to achieve specific career goals. It aims to discover the goals for a person's career and undertaking manpower programs to support that career (Antoniou, 2013). The researcher argues that career planning leads to the matching of individual and organizational career goals. Further, he postulated that to achieve these, career counselling activities should be embraced and provided to the employees. This would be done by professionals with psychological training who are well versed with both individual and organizational needs.

Mentoring refers to the process of developing formal relationships between junior and senior members of an organization. It entails the establishment of formal relationships between more experienced employees and less experienced employees (Aneeq, 2012). Formal relationships are created to develop the careers of employees (Nyambura & Kamara, 2017). Similarly, mentoring leads to increased job satisfaction, organization commitment and career achievement. Hayes (2015) argues that mentoring enables employees to connect, develop and grow along their career paths. Mentoring encourages the less experienced employees to tap into the knowledge of more experienced employees thereby leading to improvement in their performance.

Career advancement is the process of progressing an individual's career (Chanin, 2012). The researcher asserted that career advancement is

measured in terms of job accomplished through the efforts of the employee in pursuit of personal career goals. A Study by Weng, McLeroy and Morrow (2010) found out that career advancement entails two main dimensions namely career growth and job promotions. The study postulated that individual career advancement included the acquiring of new competencies which are worthwhile to the organization and employees in meeting future career needs. Career advancement was also found to indicate an increase in job security for the employees. Further, the study found out that there existed a positive relationship between career advancement and employee outcomes. It has been identified as a means of helping organizations to tap into their wealth of in-house talent for staffing and promotion by matching the skills, experience and aspirations of individuals to the needs of the organization (Ndegwa, Gachunga, Ngugi & Kihoro, 2016).

According to Tatham (2013) career advancement is the series of activities or the - going/lifelong process of developing one's career. It usually refers to managing one's career in an intra-organizational or inter-organizational scenario. It involves training on new skills, moving to higher job responsibilities, making a career change within the same organization, moving to a different organization. Similarly, Kibui, Gachunga, and Namusonge (2014) argue that a career advancement plan for employees plays a critical role in establishing commitment which results in the retention of employees. Providing career advancement opportunities restrict employees from leaving the organization and increases loyalty. Equally, Khan, Rajasekar, and Al-Asfour (2015) argued that most organizations may use career advancement programmes to assist their employees to properly plan their careers because it is believed that, generally employees react positively to career advancement and advancement opportunities. Thus, career advancement is perceived as a joint effort between the individual employee and the organization (Kibui *et al.*, 2014).

Employee Engagement

Employee engagement has become a widely used term in the practitioner literature (Saks, 2006). However, there is a lack of consensus among academics on how to conceptualize the idea or interpret the concept (Saks & Gruman, 2014). Literature suggests that engagement can be defined as both a process and an outcome. According to Yankelovich and Immerwahr (1993), public engagement is a complex process of debate, discussion, and interaction between the public and organizations. Khan first introduced the concept of engagement, defining job engagement as "the harnessing of organisational members' selves to their work roles" (Khan, 1990). Unanimous with the most definition of employee engagement is passion, drive commitment and involvement of employees in providing consistent and sustained discretionary effort (Cook, 2008; Anitha, 2014). These scholars concur that the consequence of good levels of employee engagement is improved customer satisfaction, positive results and organisational performance (Mone & London, 2014; Boikanyo, 2012). Employee Engagement is the devotion, passion of employees and effective leadership skills with support from the top management to the employees. Human resource leaders set the drive and creed of their company and spread that positive morale to the employees in the company.

According to Maslach and Leiter (2008), engagement is "an energetic state of involvement with personally fulfilling activities that enhance one's sense of professional efficacy. Contrary to exhaustion and cynicism, engaged employees maintain abundant energy and resilience, experience enthusiasm, challenge, and significance in performing their work roles, and are completely engrossed in the work. Similarly, Schaufeli, Salanova, González-Romá, and Bakker (2002) defined engagement as "a positive, fulfilling, work-related state of mind that is characterized by vigour, dedication, and absorption. They further argued that engagement is not a transitory state

but an enduring state of mind that enables immersing the holistic self in one's work.

Empirical Review

Career Development and Employee Engagement

Studies in career development and employee engagement have shown different empirical results. Karodia, Pillay & Dawood (2015) found that career development had a highly positive correlation with employee engagement and service quality. Osibanjo, Oyewunmi & Ojo (2014) revealed career development practices such as reward, recognition, skills, the promotion had a positive effect on employee engagement. Umar, Shamsudin, Subramaniam and Johari (2015) observed that globally the issue of actual voluntary turnover is a phenomenon that hinders organizations from accomplishing objectives. To them, previous studies have identified several factors that elucidate why employees voluntarily quit their jobs, however, only a handful have made efforts to link job embeddedness and pay satisfaction. In fact the few, if any reported conflicting results. They proposed a framework that explored the relationship between job embeddedness, pay satisfaction and actual voluntary turnover with a moderating role of perceived alternative job opportunities among former faculty members in Nigeria. Shujaat, Sana, Aftab and Ahmed (2013) found a significant positive relationship between career development and employee engagement in the banking sector. Despite this, the study of Kaya and Ceylan (2014) in their empirical study indicated that career development programs in organizations do not affect the level of employee's engagement. While Osibanjo, Oyewunmi & Ojo (2015) revealed that career experience had a negative relationship with employee engagement and service quality.

Febriko, Erni and Syahrizal (2019) carried out a study on the effect of career development, compensation, work environment, and job satisfaction on work engagement in the Employees of the City Government of Bukittinggi. This type of research is explanatory. The population of this study was the employees of the City Government of

Bukittinggi. The sample in this study was 200 respondents. The results of this study showed that career development, compensation, work environment, and satisfaction have a positive and significant effect on work engagement in the Employees of the City Government of Bukittinggi.

Osibanjo, Oyewunmi and Ojo (2014) investigated career development as a determinant of organizational growth: Modelling the relationship between these constructs in the Nigerian banking industry and the findings showed that reward, recognition, skills, the promotion had a positive effect on organizational growth, while experience had a negative effect. Umar, Shamsudin, Subramaniam and Johari (2015) conducted a conceptual study on the relationship between actual turnover behaviour, career development opportunity, frustration at work, and perceived alternative job opportunities among faculty members in Nigeria.

In light of the preceding, it was hypothesized that:

H₀: career development has no significant influence on employee engagement in selected deposit money banks in Ogun State.

Theoretical Review

Job Embeddedness Theory

Mitchell and Lee (2001) noted that job embeddedness theorizes that employees remain in the organization as long as the inducements to stay there match or exceed their expectations. Job embeddedness influences employees' decision to either remain in the company or leave. By being embedded in a job, the individual will be less likely to leave the organization thus having a positive effect on their performance. As employees participate in their professional and community life, they develop a web of connectedness and relationships on and off the job. Organizations should ensure that their employees are job-embedded as this will keep the individual from leaving the company hence resulting in employee retention. Human resource practitioners should try

and ensure that employees are embedded in their jobs through the three dimensions of job embeddedness; links, fit and sacrifice.

The links dimension describes the relationship the employee has with other people in the organization. Banks can manage links by providing employees with mentors within, design work in teams, foster team cohesiveness. Examples include co-workers, work groups, mentors friends relatives and so forth. Employees with numerous links to others in their bank and community are more embedded and would find it more difficult to leave (Davenport, 2014). Having good relations in the workplace will act as a way of embedding the employee to their jobs and this can be accomplished by having a member working in teams. The second dimension fit is described as the compatibility that an employee has with their work and in the work place.

Therefore, the human resource department should ensure that the individuals need such as career goals, personal values and plans for the future fit with the organizations' goals and plans. This will ensure that the employee feels tied to the organization thus ensuring the employee is retained and have an increase in performance. Sacrifice is the third dimensions (in the job embeddedness theory. Sacrifice is the loss that an employee will feel and bear when he/she decides to leave the organization. When the individual leaves the organization he/she will have to lose interesting projects, attractive benefits and compensation, working with colleagues who have grown close to as well as promotional chances. Therefore, job embeddedness is beneficial to organizations when it comes to retaining employees as it enables the firm to know why people decide to stay thus creating appropriate retention strategies that suit the organization.

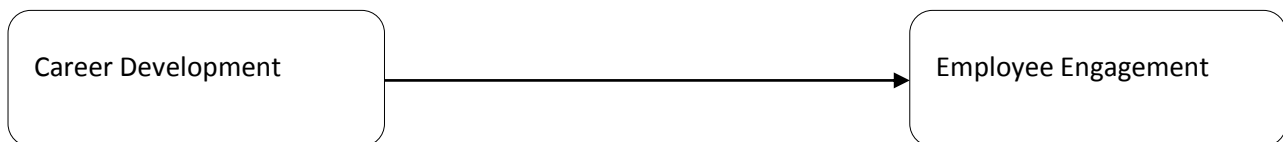


Figure 1: Conceptual Model for career development and employee engagement

Source: Researcher's Conceptualization (2021)

METHODOLOGY

A cross-sectional survey research design was utilized for this study. Primary data was sourced using a structured and self-administered questionnaire. The study population was 1630 employees 4 selected deposit money banks in Ogun State (UBA, Zenith Bank, Access Bank GTB). A sample size for the study was given as 419 using the Research Advisors table of sample size determination. A pilot study was carried out to determine the relevance of the research instrument towards measuring the items under consideration and also to find out the simplicity of the questions for the respondents mostly in the area of validity and reliability. The sample consisted of ten per cent (10%) of the intended sample for the main study. The pilot was deemed necessary to determine how

the items of the questionnaire will be valid and reliable. The pilot study was carried using First Bank Nigeria Plc in Abeokuta Ogun state.

Each variable was examined with questionnaire items adapted from existing questionnaire models that have been tested and confirmed previously in other research works. The response structure of the questionnaire were as follows: SA = Strongly Agree (6), A = Agree (5), PA = Partially Agree (4), PD = Partially Disagree (3), D = Disagree (2), and SD = Strongly Disagree (1). The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The reliability for each of these variables was ascertained at a threshold of 0.7 and above. Table 1 showed the respective Cronbach's Alpha reliability coefficient for the variables.

Table 1: Reliability Coefficients

S/N	Variables	No of Items	Cronbach's Alpha	Composite reliability
1.	Career Development	5	0.722	0.938
2	Employee Engagement	5	0.782	0.933

Source: SPSS Output

Data Analysis and Results

A total number of four hundred and nineteen (419) copies of the questionnaire were administered, three hundred and eight seven (387) were filled, returned and considered usable, which represented 92% response rate. Regression analysis was used to express the relationship between the two variables, and estimated the value of the dependent variable (Y) based on a selected value of the independent

variable (X). For the purpose of this paper, it was used to determine the relationship between the independent variable- career development and the dependent variable – employee engagement.

H₀: Career Development has no Significant Influence on Employee Engagement in Selected Deposit Money Banks in Ogun State.

Table 2: Summary of Linear Regression for the effect of Career Development on Employee Engagement

Variables	B	T	Sig	R	R ²	Std. Error of the Estimate
Constant	8.032	9.428	.000	.686 ^a	.471	3.341
CAREER DEVELOPMENT	.665	18.524	.000			
a. Dependent Variable: EMPLOYEE ENGAGEMENT			F (385,1) = 343.129			

Source: Field Survey, 2021

Interpretation

Table 2 revealed the result of the single linear regression test that was carried out to effect career development on employee engagement in selected deposit money banks in Ogun State, Nigeria. The r = 0.686 is the correlation coefficient representing the strength and direction of the relationship between career development and employee engagement in the selected deposit money banks in Ogun State. The coefficient revealed that there is a positive relationship between career development and employee engagement in the bank. Furthermore, it was concluded that there is a medium relationship between the two variables (Cohen, 1988). Concerning the exact effect of career development on employee engagement, the R² = 0.471 showed the extent to which career development explains the variations or changes in engagement of employees. The implication here is that career development explains 47.1% of the variations in the engagement of employees in the

selected deposit money banks. Based on the model of the study, the results were replicated below:

$$EE=8.032+ 0. 665x_1 + \mu_i \dots\dots\dots Equ (i)$$

The model showed the regression equation that best predicts the effect of career development on the engagement of employees in the deposit money bank. It shows that when career development is constant, the value of engagement is given as 8.032 units. However, with a unit change or improvement in career development flow between the management and the employees, it leads to 0. 665 units increase the engagement level of employees in the deposit money bank. The p-value for the model and analysis was reported as less than the alpha benchmark of 0.05, implying that the analysis is statistically significant. On that basis, the null hypothesis three that was formulated was rejected. We concluded that career development significantly affects the engagement of employees in deposit money banks.

Discussion of Findings

The test of the hypothesis revealed that career development has a significant effect on the employee engagement of the selected deposit money banks in Ogun State. In line with the provisions of literature, this finding aligns with other studies, conceptually and empirically. Conceptually, the linkage between career development and employee engagement was provided through definitions of the variables. Career development is a systematic planning method used to link employee career objectives with the corporate career needs of an organization (Kakui & Gachunga, 2016). It entails activities undertaken by the employees themselves and the organization to achieve career objectives and job requirements.

Career development is part of human resource management practices which is known as the process by which managers encourage and motivate employees to be accountable for their own careers, provide continuous support, like feedback on individual performance and disclose information about the organization, career opportunities, positions and vacancies that might be of interest to the employees. According to Maimunah (2015), career development that consists of training, coaching, mentoring, counselling and promotion would motivate employees to perform well and show their actual capability in achieving the organizational goals. Career development is an important area that organizations must put into consideration in order to have employees who will assist in meeting today's changing business needs. Career development comprise different phases such as career planning, career advancement and mentoring.

Schaufeli, Salanova, González-Romá, and Bakker (2002) defined engagement as "a positive, fulfilling, work-related state of mind that is characterized by

vigor, dedication, and absorption. They further argued that engagement is not a transitory state but an enduring state of mind that enables immersing the holistic self in one's work. Situating the conceptualization of engagement within the public relations context, Taylor and Kent (2014) put forth the concept of dialogic engagement. Engagement is formed when dialogue takes place, therefore, engagement is both an orientation that influences interactions and the approach that guides the process of interactions among groups. Only when dialogic engagement occurs can organizations form "understanding, goodwill, and a shared view of reality" with its publics. Another recent contribution to the conceptualization of engagement within public relations is from Kang (2014), who defined engagement with three dimensions; affective commitment, positive affectivity, and empowerment. Central to contemporary public relations practice, engagement is proposed and proved as a behavioral motivator that elicits publics' supportive behavioral intentions. Despite the differences across disciplines and scholars, common themes (dedication, vigor, affection, involvement, and participation) are salient in defining the key features of employee engagement.

CONCLUSION AND RECOMMENDATIONS

This study explored the effect of career development on employee engagement in selected deposit money banks in Ogun State. From the findings of the study, the researcher concluded that career development has a significant and positive effect on employee engagement of the selected deposit money banks in Ogun State.

The study recommended that career development should be based on realistic and standard methods in accordance with institutional benchmarks, indices and procedures and should likewise conform to ethical valuations and practices.

REFERENCES

- Abiodun, M. O. (2011). An Evaluation of the retention and career management policy for senior management in the South African Public Service with Specific Reference to the Limpopo Province, (April).
- Andersen, K. (2013). Strategic Talent Management in a Communicative Perspective.
- Aneeq, A. (2012). Impact of training in hotel industry of Lahore, Pakistan. *Journal of Business Studies Quarterly*, 4 (4), 23-46.
- Anekwe R.I (2019). Mentorship and business performance in Nigeria: The Nexus. *International Journal of Academic Multidisciplinary Research (IJAMR)*, 3(11), 9-13.
- Anekwe R.I., Ndubuisi-Okolo P. U., & Nwannah, C.P. (2020). Career Development and Employee Performance of Banks in Anambra State, Nigeria. *International Journal of Academic Accounting, Finance & Management Research (IJAAFMR)*, 4(3),1-9
- Anitha, J. (2014). Determinants of employee engagement and their impact on employee performance. *International Journal of Productivity and Performance Management*, 63(3), 308-323
- Antoniou, E. (2013). Career planning process and its role in human resource development. *Annals of the University of Petrosani Economics*, 10 (2), 13-22.
- Chanin, Y. (2012). Influencing Factors on Career Growth in the Hospitality Industry. The Asian Business and Management Conference. Mahidol, Thailand: Mahidol University International College.
- Cohen, J. (1992). A power primer. *Psychological Bulletin*, 112(1), 155–159.
- Cook, S. (2008). *The Essential Guide to Employee Engagement: Better Business Performance through staff satisfaction*. London and Philadelphia: Kogan Page
- Davenport, B. (2014). Compassion, suffering and servant-leadership: Combining compassion and servant-leadership to respond to suffering. *Leadership*, 11, 300- 315.
- Eme, O. I., Uche, O. A. & Uche, I. B. (2014). Pension Reform Act 2014 and the future of pension administration in Nigeria. *Arabian Journal of Business and Management Review (OMAN Chapter)*, 4(2), 156 -165.
- Febriko, R., Erni, M., & Syahrizal (2019). The effect of career development, compensation, work environment and job satisfaction on work engagement. *Advances in Economics, Business and Management Research*, volume 124 4th Padang International Conference on Education, Economics, Business and Accounting (PICEEBA-2 2019), 737- 748
- Felix, K. (2012). *Career development practices among commercial banks in Kenya*. Nairobi: University of Nairobi library.
- Hall, D.T. & Moss, J.E. (1998). The new protean career contract: Helping organizations and employees adapt. *Organizational Dynamics*, 26, 22-37.
- Hayes, T. (2015). *Demographic Characteristics: Predicting Employee Turnover*. Walden: Walden University.
- Kahn, A. W. (1990). Psychological conditions of personal engagement and disengagement at Work. *Academy of Management Journal*, 33(4), 692–724.

- Kakui, I.M., & Gachunga, H. (2016). Effects of career development on employee performance in the public sector: A case of national cereals and produce board. *Strategic Journal of Business & Change Management*, 3(3), 307-324.
- Kang, M. (2014). Understanding public engagement: Conceptualizing and measuring its influence on supportive behavioral intentions. *Journal of Public Relations Research*, 26(5), 399-416.
- Karodia, A.M., Pillay, N., & Dawood (2015). The relationship between career development and staff motivation in the South African petroleum sector: A case study of a Durban refinery. *Arabian journal of business and management Review (Nigerian Chapter)*. 3(2), Retrieved from [https://www.researchgate.net/...](https://www.researchgate.net/)
- Khan, S. A., Rajasekar, J., & Al-Asfour, A. (2015). Organizational Career Development Practices: Learning from an Omani Company. *International Journal of Business and Management*, 10(9), 88-98.
- Kibui, A. W. (2015). Effect of talent management on employees retention in Kenya's State Corporations. Jomo Kenyatta University of Agriculture and technology.
- Kibui, A. W., Gachunga, H., & Namusonge, G. S. (2014). Role of Talent Management on Employees Retention in Kenya: A Survey of State Corporations in Kenya: Empirical Review. *International Journal of Science and Research*, 3(2), 414-424.
- Lindholm, R. (2013). Managing Retention by Engaging Employees in a Case Company.
- Maimunah, A. (2014). *Human resource management: Principles and practices (3rd ed)*. Shah Alam, Selangor: Oxford Fajar Sdn. Bhd
- Maslach, C., & Leiter, M. P. (2008). Early predictors of job burnout and engagement. *Journal of Applied Psychology*, 93(3), 498-512.
- Michaels, E., Handfield-Jones, H., & Axelrod, B. (2001). *The War for Talent*. Harvard Business Press.
- Mitchell, T. R., & Lee, T. W. (2001). The unfolding model of voluntary turnover and job embeddedness: Foundations for a comprehensive theory of attachment. *Research in Organizational Behavior*, 23, 189-246.
- Mone, E.M. and London, M. (2014). *Employee engagement. Through effective performance management. A practical guide for managers*. London: Taylor and Francis,
- Mwanje, S. M. K. N (2010). Career development and staff motivation in the banking industry: a case study of bank of Uganda. Makerere University. Kampala, Uganda.
- Ndegwa, R. M., Gachunga, H., Ngugi, P. K., & Kihoro, J. (2016). Career Management an Antecedent of Career Development and its Effect on Employee's Commitment in Public Universities in Kenya. *Strategic Journal of Business and Change Management*, 2(8), 168-182.
- Nyambura, N. & Kamara, J. (2017). Influence of Career Development Practices on Employee Retention in Public Universities-A Case of Technical University of Kenya. *Journal of Strategic Business and Change Management*, 4 (30) 510-522
- Robbins, S. (2010). *Essentials of Organizational Behavior*. Upper Saddle River, New Jersey, USA: Pearson publishing Inc., Prentice Hall.
- Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21, 600-619.

- Saks, A. M., & Gruman, J. A. (2014). What do we really know about employee engagement? *Human Resource Development Quarterly*, 25(2), 155-182.
- Schaufeli, W.B., Salanova, M., Gonzalez-Roma, V., & Bakker, A.A. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of happiness Studies*, 3: 71-92.
- Scullion, H., Collings, D. G., & Caligiuri, P. (2010). Global talent management. *Journal of World Business*, 45(2), 105–108.
- Shujaat, S, Sana S, Aftab, F, & Ahmed, I (2013). Impact of Career Development on Employee Satisfaction in Private Banking Sector in Karachi. *Journal of Management and Social Sciences*, 9(2), 1-08.
- Simiyu, B. K., & Mbithi M. (2019). Influence of career development on employee commitment: A case study of Masinde Muliro University of Science and Technology. *The Strategic Journal of Business & Change Management*, 6 (1), 556 – 572.
- Tarique, I., & Schuler, R. S. (2010). Global talent management: Literature review, integrative framework, and suggestions for further research. *Journal of World Business*, 45(2), 122–133.
- Tatham, P. (2013). An Exploration of Trust and Shared Values in UK Defence Supply Networks. *International Journal of Physical Distribution and Logistics Management*, 43(2), 148-166.
- Umar, T.R., Shamsudin, F.M., & Subramaniam, C., & Johari, J. (2015) *Actual voluntary turnover, job embeddedness, pay satisfaction and moderating effect of perceived alternative job opportunities: data screening and preliminary analysis. International Journal of Academic Research in Business and Social Sciences*, 10(5), 175-187.
- Weng, Q., McLeroy, J. & Morrow, P. (2010). The relationship between career growth and organizational commitment. *Journal of Vocational Behavior*, 77 (9)391-400.
- Yankelovich, D., & Immerwahr, J. (1993). *Beyond the beltway*. New York: The American Assembly.