



RELATIONSHIP BETWEEN EMPLOYEE CAREER DEVELOPMENT AND EMPLOYEE RETENTION AMONG STATE CORPORATIONS IN MOMBASA COUNTY

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ABSTRACT

The study focused on the relationship between employee career development in Mombasa County (coast development authority, Kenya bureau of standards, Kenya coast water services board, Kenya maritime authority, Kenya ferry services and Kenya marine and fisheries research institute). The study adopted pragmatism research philosophy. The study adopted cross-sectional survey research design. The unit of analysis comprised of managers and all the employees of the 6 state corporations operating in Mombasa County. The population for this study encompassed the human resource managers and the employees of the 6 state corporations operating in Mombasa County. The 6 state corporations cumulatively had 293 employees. The study used Yamane method in calculating the sample size which was 169 respondents. The study adopted mixed methods in selecting the study respondents. The study first used purposive sampling method to pick the HR managers in the 6 state corporations. The study then used simple random in selecting the other 163 employees working in various department. Data was collected using questionnaires and interview guide. Questionnaires were targeted to the employees obtained from the data sample while the HR managers utilized the interview guide. Stata software version 16 was utilized to perform analysis of descriptive and inferential statistics. This comprised of frequencies, tabulations, and percentages. Logic regression was used in inferential statistics. The results of the analysis showed that career development is significantly associated with employee retention in state corporations in Mombasa County.

The study recommends that, in order to ensure employee retention, the public sector should fund some of the courses undertaken by its employees by compensating the full or partial cost of the course. The public sector should also offer equal opportunities to all its employees to further their studies and after an employee acquires extra knowledge, the organization should align their new knowledge with the available relevant responsibilities in the organization. The current study was cross-sectional in nature. Future studies should thus concentrate on longitudinal techniques that allow for data collection at many points. Future research should include other entities other than state corporations.

Key Words: Career Development, Employee Retention

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INTRODUCTION

Employee retention comprises of measures taken to encourage employees to remain within the establishments they are working in for a protracted time frame (Marchington and Wilkinson, 2018). An employee retention strategy refers to policies and programmes aimed at making sure that the organization maintains the talents it needs (Armstrong 2017). As a result, retention programmes ensure there is guaranteed devotion of employees to the organization. The objective behind employee retention is to avoid loss of employees which impacts on the company productiveness (Samuel and Chipunza 2019).

Motivation, career advancement, compensation and rewards are among the modes of executing expertise retention (Devi, 2017). Retention of high performing staff significantly impacts the economical and operational performance of an organization (Hauskenckt, Rodda & Howard (2017). Rewarding in terms of finance is among the top motivations for retention. However, employers must consider options. Choosing economic rewards or education to benefit them in future (Rabbi, Ahad, Kousar & Ali, 2018).

The poll, conducted by Robert Half (2020) also found that almost one in three (31 per cent) senior decisions-makers were planning to prioritize employee retention and training over the next 12 months, while a similar number (29 per cent) said attracting talent was a key concern. Among chief information officers and executives concerned with technology, 41 per cent of respondents were concerned about skills training and development.

The KPMG(2019) compliance control survey in Africa showed that, in addition to talent Retention being recognized as the most important expertise undertaking of industries in Africa, over fifty one percentage of industry experts flagged leadership and control as an area that their employer have to focus on so as to encourage employees to go an extra mile at work.

Skill is a flair of a character to do a selected challenge in a specific manner. Expertise is viewed through individual capabilities. It additionally contains the individual's capability to research and develop (Nafei, 2015). Talent management refers to the activity of identification of key positions that contribute differently to the benefit of the employer. Talent management is the activities and processes that involve the systematic identification of key positions which differentially contribute to the organization's sustainable competitive advantage, the development of a talent pool of high potential and high performing incumbents to fill these roles, and the development of a differentiated human resource architecture to facilitate filling these positions with competent incumbents and to ensure their continued commitment to the organization (Collings and Mellahi, 2019).

Recruitment of talented personnel suggests that the organization has carried out an expertise control strategy. Different elements together with company recognition, work-lifestyles stability, competitive income, and challenging work are important elements for attracting personnel (groves, 2017). Repayment and reward structures need to help information sharing and skills. Compensation and reward systems must support knowledge sharing and talent. It is important to reward employees who contribute more to sharing knowledge in the organization (Kamil, Hamid, Hashim & Omar, 2017).

Talent management focuses on cultivating and retaining certified skills. It rises the higher opportunities for workforces in any respect levels within the organizations. However, it is not enough to improve performance an organization, true success comes from the hearts and thoughts of individuals in the organization. Skills control techniques help personnel to engage both by their coronary heart and thoughts and become unswerving to their work with complete enthusiasm (Waxin, Lindsay, Belkhodja & Zhao, 2018).

The worldwide skills competitiveness index (GTCI) 2020, launched at the arena financial forum in

Davos, reveals that Switzerland continues to steer the sector in skills competitiveness, having held the primary spot because the index was launched in 2013, and the US movements from 0.33 area to 2nd, pushing Singapore down one area in comparison to 2019.

The global skills competitiveness index 2020 ranks South Africa at 70th down from 67th in 2019 standard out of 132 nations (insead, 2020). The manpower institution (2020) reported essential rating data for South Africa relative to different nations focusing on expertise attracting, talent retention, abilities, and competence. In attracting skills, a score of 53 out of 138 countries has been performed. Although the nation performed well on the enchantment scale, rating a hundred and one out of 132 nations in maintaining skills which suggests a dismissal overall performance. The worst of all the indicators is the reimbursement and hiring practices, wherein the United States become placed a 135 out of 138 nations (manpower organization 2020).

In Kenya, Safaricom has positioned diverse measures and packages to boom the price of worker retention, which has given them an aggressive edge over their competition consisting of developing a department to harness worker abilities because of the center duty and evaluate personnel with an aim of retaining them and aligning Safaricom values in a manner to apprehend their employees. Safaricom is devoted to being an overall chief within the market in phrases of reimbursement bundle, provision of right working conditions (Nzuve, 2019).

Problem Statement

Competition and the lack of availability of highly talented and skilled employees make recruiting and retaining talented employees a major priority for organizations (Julia and Evelina, 2018). Employees who stay longer with any corporation grow to be greater effective as they become extra acquainted with the work lifestyle and they also encourage different personnel to be extra loyal, engaged and

attached towards the organization. As a result, a lot of companies nowadays are putting a lot of effort in talent management practices that encourage the employees take pride while working for their company (Margaret 2018).

According to the Kenya National Bureau of Statistics (2019), at least 20 per cent of employees leave their organization annually. State corporations have suffered the impact of mass exodus in search for better change terms (Murungi, 2018). Kenya airlines lost most of its staff to competitors due to improper working conditions (Mumero, 2017). In 2016, it lost 20 of its pilots and 80 engineers to Qatar airlines even as in 2018 it lost 130 pilots to Middle East airlines. The woes are attributed to poorly motivated personnel, low payment bundle in comparison to what they are provided within the Middle East (Ndetei, 2019).

A survey with the aid of LinkedIn (2020) for its annual place of work learning record indicated that 94% of personnel would stay in an organization longer if it invested in their professional improvement. A sobering 66% of employees discovered that they would end their task in the event that they felt unappreciated. The survey similarly indicated that in each 10 months an employee remains in a position, their chance of quitting grows by 1%.

For company to attract and hold the workers they need to deliver the pleasant viable performance and productiveness from their organization, they need to reconsider their HR strategies and HR functions. Additionally, companies need to faucet into the ability of facts and analytics in enhancing the efficiency of the HR characteristic. Its miles should consequently be imperative for agencies to get their skills strategy proper, and they should employ the tools available. Additionally, organizations need to tap into the potential of data and analytics in improving the efficiency of the HR function. It is therefore imperative for organizations to get their talent strategy right, and they must make use of the tools available. According to Malta HR Pulse Survey (2020),

Kenyatta National Hospital's (KNH) failure to provide services efficiently is mainly caused by lack of sufficient numbers and variety of medical equipment's and specialist staff to cater for the very large number of patients who come to the hospital for treatment. The management of the KNH attributes the shortage of various kinds of experts to; high turnover of those hired due to the hospital's unattractive scheme of service and poor working conditions; and the long training periods required to acquire skills in specialized healthcare delivery. The hospital perennially loses staff to other hospitals and institutions in the country and abroad because it does not offer them competitive terms of employment and an attractive working environment (Auditor General, 2018).

Some of the studies carried out in relation to talent management and employee retention include: Lydia and Joyce (2018) conducted a study on the impact of career development programs on employee performance in the National Hospital Insurance Fund demonstrates. The findings indicated that career development programs are significant and positively correlated with employee performance. Koech (2019) carried out a study on the relationship between job satisfaction and career development. The study found that employees who are dissatisfied with their current occupation and have no intention of quitting their jobs are more likely to pursue career development opportunities. Miringu, Ngugi, Were, and Odhiambo (2017) conducted a research on the effects of career progression on labor mobility. The findings of the study revealed a negative correlation between career progression and labor mobility. Mwititi, Moguche, and Rintari (2021) conducted a study on the relationship between career advancement and job satisfaction among teachers in selected public secondary schools in Igembe North, Kenya. The findings of the study revealed that career advancement has been shown to have a significant positive relationship with job satisfaction. This research studied the relationship between the relationship between employee career development and employee

retention among state corporations in Mombasa County.

Objectives of the Study

The study determined the relationship between employee career development and employee retention among state corporations in Mombasa County.

The study was guided by the following research hypothesis

- H_0 : There is no significant relationship between career development and employee retention among state corporations in Mombasa County.

LITERATURE REVIEW

Theoretical Framework

Human Capital Theory

Human Capital theory was proposed by Schultz (1961) and evolved significantly by using Becker (1964). Human capital principle suggests that schooling or education increases the productivity of people by means of supplying useful know-how and competencies, as a result raising workers' future profits by means of increasing their lifetime earnings (Becker, 1994). It postulates that expenditure on schooling and training is high priced, and ought to be considered and funding considering the fact that its miles undertaken as a way to growing private incomes. Human capital theorists argue that firms will invest drastically to develop unique and non-transferable (that is company-particular) talents via enormous schooling initiatives (Hatch and Dyer, 2004).

The human capital concept holds that human capital isn't always simplest built or progressed by means of formal education and/or training, but additionally at the activity from the consequences of the productive procedure itself, for many employees are known to increase their productivity with the aid of gaining knowledge of new capabilities and perfecting old ones even as on the task (Becker, 2005). Human capital received via formal schooling or formal training is specific

understanding that's effortlessly imitable and the high-quality it can offer is aggressive parity in preference to aggressive gain. However, talents and information which can be developed on the process in the company-precise environment creates tacit human capital that is intangible (Luthans and Youssef, 2004)

Since its inception, the theory of human capital has been subjected to a number of repeated and often devastating criticisms. According to Pierre Bourdieu (1988), in his work on social reproduction in education, he emphasizes positional competition and status, which human capital theory is unable to account for, and he introduces family cultural capital and social capital networks as essential components of the explanation rather than as optional add-ons. The Organization for Economic Cooperation and Development (2014) treats social background effects on vocational outcomes and human capital effects as intertwined and does not assign a higher priority to one over the other. It is well documented that socially differentiated educational outcomes are more a function of prior inequalities and institutional stratification in education than of individual choices about self-investment in education, with examples of how social inequalities affect aspirations (for example, Hoxby and Avery 2013) and are reproductive in nature (for example, Hoxby and Avery 2013). (Boliver 2011, 2013). A similar world to that suggested by human capital theory is described in the global auction (2012) by Philip Brown, Hugh Lauder, and David Ashton, who write about declining private returns and dispersion of graduate outcomes in unequal and exploitative societies.

The relevance of this theory is that there is provision of talent management especially to the scholars with relevant structure so as to scrutinize an array of issues that are linked to human capital of the high levels. If organizations pursue goal congruence, and focus more on retaining top performers, the huge amount invested in top performers pays off with long term benefits to the organization. If employees are adequately invested,

well managed and retained, they will be innovative and creative, readily useful, and available to the organization to do the right job for all the right reasons, and goal achievements becomes glaring and tangible.

Role Theory

The Role Conflict Theory was coined by Kahn, Wolfe, Quinn, Snoek & Rosenthal in 1964 According to role theory, roles are generated by normative expectations and are related to identifiable social positions in organizational contexts (Biddle, 1964). Role theory argues that individuals' behavior is based on "how their roles evolve and are defined" (Matta et al., 2015). However, when duties and role requirements are not defined clearly enough to guide the role-holder's behavior, he or she may slump into a state termed "role ambiguity" (Biddle, 1986). Role theory suggests that role ambiguity will increase an individual's dissatisfaction with his or her role, hesitation over decisions, anxiety and confusion, resulting in ineffective performance (Rizzo et al., 1970).

The role theory proposes that role is a set of duties, obligations and expectations that relate to the individual's position and status (Martin and Wilson, 2005). Individuals play multiple roles in their daily life (i.e., role accumulation). An individual can be an employee, a spouse and/or father/mother in his/her family-life domain at the same time. Different roles require different time and energy commitments (Greenhaus and Beutell, 1985, Sirgy and Lee, 2016).

Supervisors who offer goal-focused leadership are skilled in aligning individual roles with organizational goals and defining role responsibilities (Colbert and Witt, 2019). They are unlikely to abandon their responsibilities and do not exert their authority unnecessarily; they engage in active and responsive leadership behaviors and avoid the omission of reward and punishments (Hinkin and Schriesheim, 2017). Reward omission is a term used to refer to the failure to reinforce good subordinate performance and similarly punishment

omission is the failure to reinforce poor subordinate performance (Hinkin and Schriesheim, 2017).

Role theory has been criticized for reinforcing commonly held prejudices about how people should behave; have ways they should portray themselves as well as how others should behave, view the individual as responsibility for fulfilling the expectations of a role rather than others responsible for creating a role that they can perform, and people have argued that role theory is insufficiently explains power relations, as in some situations an individual does not consensually fulfil a role but is forced into behaviors by power (Jackson, Jeanne (1998). It is also argued that that role theory does not explain individual agency in negotiating their role and that role theory artificially merges roles when in practice an individual might combine roles together. Role theory also proposes that coworker help and support could help employees clarify their roles and thus buffer the negative impacts of leader's omissions. Coworker help and support refer to "coworkers' assisting an employee with his or her tasks when needed by sharing knowledge and expertise or providing encouragement and support" (Zhou and George, 2001).

Role theory suggests that a person will know how to behave when he or she is conscious of the role expectations (Biddle, 1986). To ensure that goals are achieved smoothly, goal-focused leaders pay attention to employees' performance and use their authority to guide followers. When employees perform poorly, a goal-focused leader will intentionally correct their behavior and direct them to the best of his or her ability. The leader may communicate goals, suggest ways of achieving them or punish poor performance; this last option is considered one of the most effective responses to employees' poor performance (Luthans and Kreitner, 1985). Luthans and Kreitner (1985) suggested that punishment is a crucial tool for reducing undesirable employee behavior. Podsakoff et al. (2006) argued that leaders' punishment of employees is effective

because it clarifies what their leader wants them to do, thus improving their task performance.

As per Marks and MacDermid (2016 there are two approaches to draw in different roles: as either positive or negative role balance. Positive part adjusts, in Marks and MacDermid's (2016) hypothesis alludes to the propensity to take part in every part with just as high exertion, commitment, consideration and consideration, though negative part adjust alludes to the inclination to participate in parts with unresponsiveness, criticism, low exertion and low mindfulness. Because of these behavioral and cognitive-affective propensities, it is hypothesized that positive part adjust will prompt role ease and that negative part adjust will prompt role strain role straightforwardness and strain comparing with role improvement and conflict, respectively. On account of positive role balance, role conflict is either averted or tackled before intense issues of part administration get to be chronic; This is accomplished by tending to the requests of every part on time, with exertion and consideration. Example, maintaining a strategic distance from unnecessary breaks, calls and e-mails while working, organizing occupation obligations, and upgrading one's expert aptitudes, might considerably encourage overseeing employment obligations all the more effectively so that the representative's work time does not cut into his or her assigned family time (Marks &MacDermid, 2016).

Conversely, for people of whom an antagonistic role balance is normal, periodic occurrences of role conflict are liable to amass because of their aloofness towards role related undertakings and obligations, making an ongoing condition of unfulfilled requests. Overlooking one's companion's passionate concerns and staying away from private life obligations, for example, dealing with one's kids or family unit tasks might, over the long run, grow into steady and everyday contradictions, which can likewise adversely influence work execution because of the considerable declining of mind-set and concentration.

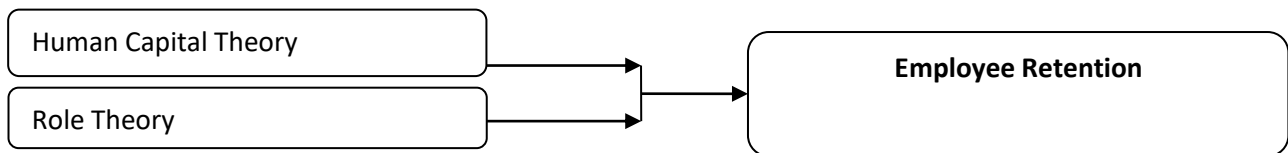


Figure 1: Theoretical Framework

Empirical Review

Houssein, Singh, and Arumugam (2020) conducted a study on Retention of Employees through Career Development, Employee Engagement, and Work-Life Balance among Employees in the Financial Sector in Djibouti, East Africa. Their findings were published in the journal Human Resource Management. Employee engagement and career development were found to have a positive and statistically significant relationship with employee retention, according to the findings. Employer engagement had the greatest impact on employee retention, with career development having only a marginal impact on employee retention. However, the findings revealed that work-life balance did not have a statistically significant relationship with employee retention in this study. Employee engagement, according to the findings, is regarded as a critical factor in ensuring long-term employee retention. Additionally, Human Resource managers should make an effort to implement retention policies that are conducive to the advancement of employees' careers. The study was the first to combine employee engagement, work-life balance, career development, and employee retention in Djibouti into a single study, despite the fact that previous research had looked into a number of these issues.

According to a study conducted by Jia-Jun and Hua-Ming in 2022, the impact of career growth on knowledge-based employee engagement was examined. Affective commitment plays a mediating role in the relationship between career growth and organizational engagement, and perceived organizational support has a moderating effect on the relationship between career growth and organizational engagement. Career growth has a positive effect on affective commitment, which in

turn influences employee engagement; affective commitment plays a mediating role in the relationship between career growth and organizational engagement. Perceived organizational support has a moderating effect on the relationship between career growth and organizational engagement.

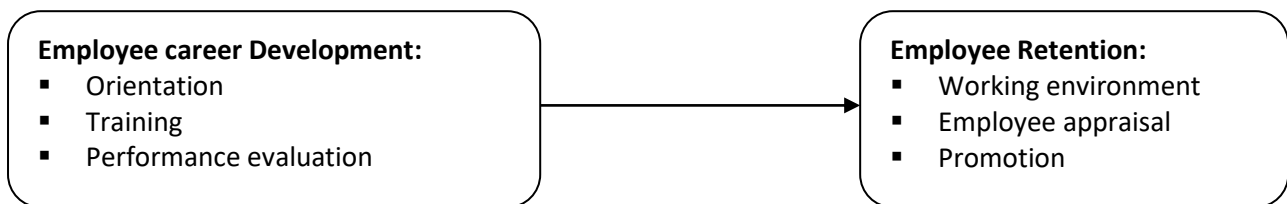
It was in the National Cereal and Produce Board (NCPB) in Nairobi that Irene and Hazel (2016) conducted a study in order to investigate the effect of career development on the productivity of employees. Their research was primarily concerned with the reward of career development and its impact on the productivity of employees at the NCPB. According to the findings of the study, there is a strong and positive relationship between career development and employee performance.

Lydia and Joyce (2018) conducted a study on the impact of career development programs on employee performance in Kenya, which they published in 2018. A case study of the National Hospital Insurance Fund demonstrates that career development programs are significant and positively correlated with employees' working rates, according to the findings. A statistically significant positive relationship existed between employee training, career counseling, employee mentoring, and career advancement on the basis of the findings of the study, which was published in Personnel Psychology in 2007. As a result, the study came to the conclusion that career development programs have an impact on employee performance and recommended that NHIF devote more resources to career development programs in order to improve their employees' performance. In its conclusion, the study recommended that a similar investigation be conducted in state corporations other than the National Hospital

Insurance Fund. Other factors that influence employee performance that were not covered by this study were also suggested by this study, and future researchers should investigate these factors in greater depth.

Kenya Airways employees were interviewed by Koech (2019) about the relationship between job satisfaction and career development. Employees who are dissatisfied with their current occupation and have no intention of quitting their jobs are more likely to pursue career development opportunities, according to research. An investigation into the effects of career progression on labor mobility was carried out in Kenya by Miringu, Ngugi, Were, and Odhiambo (2017), who conducted the research. The findings of the study revealed a negative correlation between the two variables under investigation.

According to the findings of a study conducted by Ikechukwu, Paschal, and Jane (2017), there is a positive and significant relationship between career development and the performance of the university's non-academic staff, and that career advancement is positively correlated with the motivation of the university's non-academic staff. The researcher came to the conclusion that the impact of career growth on the performance and motivation of university employees cannot be adequately stated in a single sentence and recommends that, in accordance with the university's programs and policies, management should not relent in contributing to the career growth of nonacademic staff by providing abundant opportunities for self-development, advancement, and structured learning; funding career development programs; and providing incentivization.



Independent variables

Dependent variable

Figure 2: Conceptual Framework

METHODOLOGY

The study adopted pragmatism research philosophy. Primarily based on the philosophical and methodological foundations of pragmatism approach to analyze, the study undertook cross-sectional survey research design. The unit of analysis consisted of the HR managers and all the employees of the 6 state corporations running in Mombasa County. In different terms, the unit of analysis was the people who responded to the research questions. The target population consisted of the HR managers and all the employees of the 6 state corporations running in Mombasa County. The six state corporations were well suited for this study because they appeared in the Brighter Monday Kenya 2020 annual survey as the best in 100

Companies in Kenya where they look at employee satisfaction as one of the factors which determine employee retention. The study adopted combined methods in selecting the respondents. Purposive sampling method were adopted to select the HR managers in the 6 state corporations, then simple random sampling technique were adopted in deciding on the different employees operating in the organizations. In this study a sample was decided on from the 293 employees working in the 6 state corporations in Mombasa County. Qualitative data was analyzed thematically by the use of statistics from interviews manual given to the 6 HR managers in the six selected state corporations in Mombasa County. Quantitative statistics was analyzed using descriptive and

inferential records with the useful resource of STATA software program version 16.

RESULTS AND DISCUSSIONS

Descriptive Analysis of Employee Career Development

This section presented the preliminary analysis of the study variables. The analysis was done using descriptive statistics. The study sought to establish

whether employees working in state corporations were allowed opportunities for career development. To achieve this, five point Likert scaled questions comprising of 5 items was formulated and administered to the sampled employees. For ease of interpretation, the items were again compressed into 3 responses as shown in Table 1.

Table 1: Employee career development

EMPLOYEE CAREER DEVELOPMENT	Disagreed	Neutral	Agreed
The manager understands and supports my career aspirations	6(4.1%)	50(34.2%)	90(61.7%)
I am pleased with the career advancement opportunities available to me	4(2.8%)	18(12.3)	124(84.9)
My organization conducts employee orientation to new employees and to any employee being transferred to a new department	0(0.0%)	5(3.4%)	141(96.6%)
My organization conducts performance evaluation to all employees with an aim of ensuring that all employees understand all their responsibilities	1(0.1%)	7(4.8%)	138(94.5%)
The company offers sufficient training to handle the systems and processes that need to get my work done	13(8.9%)	29(19.9%)	104(71.2%)
There is assistance from management to help match their personal goals and the available opportunities in the organization.	13(8.9%)	27(18.5%)	108(72.6%)
The organization has opportunities that align with my career goals.	6(4.1%)	8(5.5%)	132(90.4%)
I am satisfied that I have the opportunity to put my experience and talent in my daily duties	1(0.7%)	19(13.0%)	126(86.3%)
The firm recognizes completion of training as incentives for successful outcomes	0(0.0%)	4(2.7%)	142(97.3%)

As shown in table 1, majority of the respondents 90(61.7%) felt that managers in state corporations understands and supports their career aspirations. 50(34.2 %) of the respondents neither agreed nor disagreed to the statement that managers in state corporations understand and support their career aspirations. A very small percentage 5(4.1%) felt that managers in state corporations do not understand and support their career aspirations.

On whether employees are satisfied with the available opportunities for career advancement, the results indicated that majority (84.9%) are indeed satisfied with the existing opportunities for career advancement and a very small percentage 4(2.8%)

of the respondents indicated that they were not pleased with the existing opportunities for career advancement.

The study also sought to determine the respondent's perception about orientation of staff who are either newly employed or transferred to a new department. From the results of the analysis, majority of the respondents 141(96.6%) felt that state corporations indeed conduct orientation of new employees. A very small percentage 5(3.4%) neither agreed or disagreed to the statement.

On whether the organizations conduct performance evaluation, majority 138(94.5%) felt that, employees are actually appraised to ensure that

they understand their job responsibilities. A very small proportion of those interviewed either disagreed 1(0.7) either disagreed or were neutral 7(4.8%). On whether the company offers sufficient training to handle the systems and processes, majority of the respondents 104(71.2%) felt that the company indeed offer sufficient training to handle the systems and processes. Only a small percentage 13(8.9%) of the respondents felt that the state corporations do not offer sufficient training to handle systems and processes.

On whether the management support the employees to match their personal goals with available opportunities in the organization, majority of the respondents 108(72.6%) there is indeed assistance from management to help match their personal goals and the available opportunities in the organization. Only a few of the respondents 13(8.9%).

The results also indicated that majority of the respondents 132(90.4%) agreed that the organizations have opportunities that align with their career goals. 8(5.5%) of the respondents neither agreed nor disagreed with the statement that the organization has opportunities that align with their career goals. A small percentage 6(4.1%) of all the interviewed disagreed with the statement

that the organization has opportunities that align with their career aspirations.

The study also sought to establish the levels of satisfaction on the opportunities to align the experience and talents with daily routines in the organizations. The results indicated that, majority of the respondents 126(86.3%) were indeed satisfied with existence of opportunities to put their experience and talent in their daily duties. 19(13%) of all those interviewed.

The results further indicated that majority of the respondents 142(97.3%) agreed that the firm recognizes completion of training as incentives for successful outcomes. Only a small proportion 4(2.7%) of all those interviewed neither agreed or disagreed with the statement that the firm recognizes completion of training as incentives for successful outcomes.

Diagnostic Test

The classical linear regression model is based on a number of assumptions. These assumptions are; normality, linearity, non-multicollinearity, independency and Homoscedasticity. It was necessary to test assumptions to ensure that data meets all the basic assumptions (Nimon, Zientek, & Henson, 2012). The results were presented in table 2.

Table 2: Classical linear regression Assumptions

Tests	N	Results	Interpretation
Normality (Shapiro Wilks Test)	146	• Career Development: P-Value = 0.390 > 0.05	Threshold of the assumption is met
Linearity (ANOVA Test)	146	• Career Development: P-Value = 0.074 > 0.05	Assumption Violated.
Independency (Durbin Watson test)	146	• Career Development: P-Value = 0.077 > 0.05	Threshold of the assumption is met
Homoscedasticity (Levene Test)	146	• Career Development: P-Value = 0.112 > 0.05	Threshold of the assumption is met
Multicollinearity (VIF, Tolerance test)	146	• Career Development: VIF=3.046 < 10	Threshold of the assumption is met

As shown in table 2, the data violated the linearity assumption, that is, ANOVAs test p-value > 0.05. Test of independency was assessed using the Durbin Watson test. The results indicated that there

was no autocorrelation since p-value > 0.05. Homoscedasticity test on the other hand was determined using the levene's test. The results showed that p-value > 0.05, thus, the assumption of

Homoscedasticity/constant variance of errors was satisfied. In terms of multicollinearity which test on the existence of high correlation between the independent variable. The results showed that variance inflation factor values were less than 10 and tolerance values greater than 0.1. Thus, there was no high correlation between the independent variables. Since one of the assumptions for classical linear regression was violated, the study adopts nonlinear models to test the hypotheses. analysis could be done.

Hypothesis Testing

To determine the relationship between employee career development and employee retention in state corporations, the following hypotheses were tested at 5% level of significance. The dependent variable was employee retention categorized as “low” and “high”. This was achieved by consolidating all responses on employee retention and a retention test score computed. The questionnaire had nine items measuring employee retention on a five point likert scale. As per this study, retention test score ranging from 9 to 27 implied that employee retention is high. Scores above 27 implied that employee retention is low. Preliminary test of hypotheses was done using the chi square test of significance. Chi square is usually appropriate when determining existence of relationship between categorical variables. In this study, all the variables are categorical. The chi square statistics were obtained by running cross tabulations in SPSS version 25. However, it is worth noting that, correlation does not necessarily mean causality. For this reason, logistic regression was used to determine the cause and effect relationship among the study variables. Logistic regression is used when the dependent variable is binary in nature. As earlier stated in this section, the nine items measured on 5 point likert scale related to access to employee retention were collapsed into binary outcome using the compute function in SPSS. Results of the test based on the research hypotheses are as follows:

Hypothesis:

H₀: There is no significant relationship between employee career development and employee retention among state corporations in Mombasa County.

This was achieved by cross-tabulating responses on employee career development and those on employee. The results gave a pearson’s chi-square results, $\chi^2 = 11.202$, $n = 146$, $p = 0.000$ show that the relationship between significant relationship between employee career development and employee retention knowledge is significant. Thus, we reject the null hypothesis at $p = 0.05$ and conclude that employee career development and employee retention are significantly associated. The findings were in agreement with those of Hamed, Mohd Ezani and Syed (2018) who established that training and career development are associated with employee retention in telecommunication firms in Yemen.

CONCLUSION AND RECOMMENDATIONS

Establishment of the association between employee career development and employee retention in state corporations was the first study objective. The results of the analysis indicated that employee career development is significantly associated with employee retention. Consequently, null hypothesis was rejected. Employees who were exposed to opportunities for career development were 0,542 times less likely to exit the organisation when compared to those in parastatals which never offered their employees opportunities to advance their career. Results were significant at 5%.

The findings indicated that career development is significantly associated with employee retention. Employees who are exposed to opportunities for career development were 0,542 times less likely to exit the organisation when compared to those in parastatals which never offered their employees opportunities to advance their career. The study also established that employee compensation is a key and significant factor influencing employee retention in state corporations. Employees who are well compensated were 0.467 times less likely to

exit the organization when compared to those who were not well compensated.

In order to ensure employee retention, the public sector should fund some of the courses undertaken by its employees by compensating the full or partial cost of the course. The public sector should also offer equal opportunities to all its employees to further their studies and after an employee acquires extra knowledge, the organization should align their new knowledge with the available relevant responsibilities in the organization.

The management in the public sector need to understand the career aspiration of its employees so as to be able to guide them appropriately by

considering the available opportunities in the organization and by doing so, employees will be motivated to acquire the relevant skills so as to achieve their career goals in the same organization.

Areas for Further Research

The current study was cross-sectional in nature. Future study should thus concentrate on longitudinal techniques that allow for data collection at many points. Cross-sectional research is less likely to give further insights into the dynamic features of talent management practices, leadership style and employee retention. Future research should include other entities other than state corporations.

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