

**ORGANIZATIONAL SPONSORSHIP, CAREER MANAGEMENT  
BEHAVIOUR, PROACTIVE PERSONALITY AND CAREER  
SUCCESS OF MANAGERIAL STAFF IN LARGE  
MANUFACTURING FIRMS IN KENYA**

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REQUIREMENTS FOR THE AWARD OF THE DEGREE OF  
DOCTOR OF PHILOSOPHY IN BUSINESS ADMINISTRATION,  
SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI**

**2020**

## DECLARATION

I, the undersigned, declare that this thesis report is my original work and has not been submitted for a degree in any other university for academic purposes.

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## **DEDICATION**

I dedicate this work to my beloved husband Collince Odhiambo Gworo for his encouragement and for sharing the same belief and vision as I do that there is nothing impossible with determination and that a task once started must be successfully accomplished. In deed your unwavering support for the entire period of the study is beyond expression through words. To my beloved children, Tiffany Aysha and Brayden Junior, your patience, encouragement and your inquisitiveness on when your mum will finally be called 'daktari' has left me with no option but to complete this study. Lastly, my beloved mother, Patricia Magoha Omondi, your persistent prayers have not been in vain and to my late dad John Omondi Ogolla, may your soul rest in peace.

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## QUOTE

*“If you don’t go after what you want, you’ll never have It”*

*Anonymous*

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## **ABBREVIATIONS AND ACRONYMS**

<b>CEO:</b>	Chief Executive officer
<b>CMB:</b>	Career Management Behaviour
<b>CS:</b>	Career Success
<b>DV:</b>	Dependent Variable
<b>EFA</b>	Exploratory Factor Analysis
<b>FA:</b>	Factor Analysis
<b>GDC:</b>	Geothermal Development Company
<b>GDP:</b>	Gross Domestic Produce
<b>HR:</b>	Human Resource
<b>HRM:</b>	Human Resource Management
<b>IM:</b>	Impression Management
<b>IV:</b>	Independent Variable
<b>KAM:</b>	Kenya Association of Manufacturers
<b>KIRDI:</b>	Kenya Industrial Research and Development Institute
<b>KMO:</b>	Kaiser-Mayor-Olkin
<b>KNBS:</b>	Kenya National Bureau of Statistics
<b>LMX:</b>	Leader Member Exchange
<b>NACOSTI:</b>	National Commission for Science, Technology and Innovation
<b>NITA:</b>	National Industrial Training Act
<b>OCB:</b>	Organization Citizenship Behaviour
<b>OCS:</b>	Objective Career Success
<b>OS:</b>	Organizational Sponsorship

<b>PP:</b>	Proactive Personality
<b>SCT:</b>	Social Cognitive Theory
<b>SCCT:</b>	Social Cognitive Career Theory
<b>SCS:</b>	Subjective Career Success
<b>SD:</b>	Standard Deviation
<b>SPSS:</b>	Statistical Package for Social Sciences
<b>SS:</b>	Supervisor Support
<b>T&amp;D:</b>	Training and Development
<b>TUK:</b>	Technical University of Kenya
<b>VIF:</b>	Variance Inflation Factor

## **ABSTRACT**

Organizations today are experiencing major changes within and outside the work environment. This has led to gradual decrease in their support for employees' career advancement. Despite these changes the urge to remain competitive calls for the need to create a well-motivated, loyal and committed workforce. This can only be realized by facilitating the employees' career success. The major concern thus lies on whether organizational sponsorship leads to career success of the staff. The main aim of this study therefore was to examine the role of career management behaviour and proactive personality in the relationship between organizational sponsorship and career success of the managerial staff of large manufacturing firms in Kenya. Particularly, the study aimed at establishing the relationship between organizational sponsorship and career success, the effect of career management behaviour on the relationship between organizational sponsorship and career success, the effect of proactive personality on the relationship between organizational sponsorship and career success and the joint effect of organizational sponsorship, career management behaviour and proactive personality on career success. Consequently, hypotheses were formulated with the aim of achieving the set objectives. The study was based on three theories: LMX theory, social cognitive career theory and impression management theory. The study was guided by positivist research paradigm and descriptive cross-sectional research design. Primary data was collected from managerial staff from large scale manufacturing firms in Kenya. The study received a response rate of 79.6%. Data was analyzed using descriptive and inferential statistics. All the measurement items met reliability and validity tests. Hypotheses were tested using linear regression model. The relationships among the predictor variables were tested with subjective career success, objective career success and overall career success. The findings indicated that organizational sponsorship has a statistically significant influence on career success. Secondly, career management behaviour partially mediates the relationship between organizational sponsorship and career success. Thirdly, proactive personality moderates the relationship between organizational sponsorship and career success. Lastly, the joint effect of organizational sponsorship, career management behaviour and proactive personality was greater than the individual effect of each of the predictor variables. The study supports LMX theory which predicts the effect of organizational sponsorship on career success of employees; Social Cognitive Career Theory (SCCT) which proposes that interaction of organizational factors and personality factors leads to achievement of career success; and impression management theory which argues that the choice and use of proper career management behaviour leads to career success. The study recommends that large manufacturing firms in Kenya should enhance their employees' career success by providing them with sponsorship programmes particularly, training, mentorship, supervisor support and organizational resources. The findings also provide future researchers with a useful conceptual and methodological reference that can be used in the pursuit of further studies particularly in the area of career success and as far as the moderating role of proactive personality is concerned in different contexts other than manufacturing firms. Policy makers in Kenya may also benefit from these findings by advocating for and establishing clear guidelines for organizational sponsorship programmes such as training and development, mentorship, supervisor support, and organizational resources that seem to have a strong effect in improving employees' career success. This can have a major impact on the performance of manufacturing firms.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

The nature of jobs as well as organizations has changed, this has created challenges on how to define, describe, estimate and to achieve career success. Jobs have been subjected to many contextual changes following organizational restructuring (Frese, 2001). The emerging new concepts on career such as boundaryless career and protean career are a pointer to the changes in roles in career management from the companies to individuals (Hall, 2004). The changes have seen a major alteration in the traditional hierarchical organizational structures. Organizations today are less structured with many becoming flat (Coetzee, 2014). However, despite these changes, there is still an overarching need for organizations to provide sponsorship for the staff's career success. This is necessary not only for the benefit of the staff but for organizations as well (Barnet & Bradley, 2007). As employees succeed in their careers, they become committed and loyal to the organization.

Sullivan and Baruch (2009) contend that as organizations provide the necessary support, employees on the other hand must take up an active role in realizing their career success. They need to adopt appropriate career management behaviour which is directed towards this achievement. The strategies adopted will enable them to make good use of the sponsorship provided by their organizations to achieve their career success (Arthur, Khapova & Wilderon, 2005). Furthermore, in order to keep pace with the constant changes in the job and work context, organizations are likely to appreciate staff with proactive personality. In this respect, employees who demonstrate proactivity may benefit



through organizational sponsorship towards their career success. Besides, Proactive personality is perceived to play a major role in determining the choice of appropriate career management behaviour adopted by an individual (Lent, Brown & Hackett, 2006).

The study was guided by three theories namely: Leader- member exchange theory (LMX), social cognitive career theory (SCCT) and impression management theory (IM). LMX theory emphasizes on the differential treatment of the supervisors to their subordinates resulting in some receiving better treatment than others. Consequently, those who obtain better treatment end up achieving career success faster than those who do not (Harris & Kirkman, 2014). Social cognitive career theory predicts that individual factors and organizational factors form a complex interaction that directs ones behaviour towards achievement of career related goals (Lent, Brown & Hackett, 2006). Impression management theory, on the other hand, proposes that people always tend to influence the opinions and views that people form about them by adopting particular strategies that are in line with how they want to be perceived and what they want to achieve. These strategies form part of career management behaviour that individuals adopt in their quest for career success (Rosenfeld, Giacalone & Riordan, 1995).

The focus on the managerial staff in large manufacturing sector in Kenya is based on the fact that managers play a significant role in enhancing the overall performance of this sector and as such their commitment and loyalty to the organization is crucial (Lee & Bruvold, 2003). Managers as a matter of fact are responsible for coming up with proper decisions in their firms, the quality of the decisions that they make determine the performance of these enterprises. In order to enhance commitment and loyalty of the

managers, organizations must take the initiative of providing the necessary sponsorship for managers to succeed in their careers. As a matter of concern, the contribution of manufacturing sector to the country's GDP has been reducing over time despite the strong manufacturing base in the country (Kenya National Bureau of Statistics, 2017). The probability of lack of commitment and motivation of managerial staff in this sector is therefore an issue that requires attention. Organizational sponsorship is a means through which a firm develops a competitive, valued, motivated and committed workforce. Through provision of training and development for instance, the organization imparts required skills and competences to their employees preparing them for greater and challenging tasks from within or outside the organization (Barnet & Bradley, 2007).

Besides, managers can develop confidence in their duties and dispense quality decision on the basis of skills, competence and experience gained. As the country moves towards the achievement of vision 2030, there is high expectation on the role the sector has to play towards industrialization, managers in the sector therefore have to steer the country forward in a bid to achieve this vision (Kenya National Bureau of Statistics, 2017). Most of the staff gain sponsorship because of their proactivity. Additionally, they adopt appropriate career management behaviour which in turn facilitates their career success (Bateman & Crant, 1993). Furthermore, those with proactive personality may stand a better chance of gaining sponsorship depending on the contributions they make towards the success of the organization through their initiatives in bringing the necessary changes that enhance the achievements of the firm's objectives (Frese & Fay, 2001).

The interest in this study was drawn from the perception held by today's organizations that career management is exclusively the duty of an individual employee and not the organization (Barnet & Bradley, 2007). This in deed is a misguided notion since employees' career success is a motivating factor that propels the staff to enhance the productivity of the organization; it makes the employees to be satisfied, loyal and committed towards realization of the established company goals (De Vos & Segers, 2013). Employees feel satisfied with their careers if they perceive that their efforts towards the job is valued by their respective employers. This aspect is partly achieved through organizational sponsorship for career success (Arthur, Khapova & Wilderom, 2005). Competitive organizations will consider enhancing career success of their staff and will facilitate this by initiating and developing career development programmes within their organizations, others adopt a career plan for their staff (Litano & Major, 2016). The workforce also gains satisfaction and commitment when their career goals and plans are aligned to the goals of their respective organizations (Oduma & Were, 2012). Therefore, in as much as employees need to have a direct control of their careers, organizations still need to provide necessary support aimed at enhancing the staff's career success (Arthur, Khapova & Wilderom, 2005).

An observation can also be made that in the quest for career success employees are bound to face many challenges that call for support from the organizations (Guan, Zhou, Ye, Jiang, & Zhou, 2015). Even for proactive individuals, despite their ability to overcome obstacles and challenges that may hinder their achievement of career goals, there are situations that are beyond their control such as decision on salary increment and promotion which are never left at the discretion of an individual (Akkermans, Brenninkmeijer,

Schaufeli & Blonk, 2015). Consequently, organizations need to respond to staff's initiatives to career success through provision of resources, training, mentorship, supervisor support and generally providing conducive working environment that will enhance employees' career success without which career success will still remain a challenge to most employees (Barnet & Bradley, 2007).

### **1.1.1 Organizational Sponsorship**

Organizational sponsorship is the level of assistance provided by organizations to the employees to enable them succeed in their careers (Wesarat, Sharif & Majid, 2014). Organizational support perspective upholds that reciprocal engagement between staff and management begins when the company provides an authentic and good working environment for employees who in return feel obligated to accomplish the set objectives of the organizations (Wayne, Shore & Liden 1997). Organizational sponsorship is perceived by the staff as an aspect of value attached to them and their contributions towards the success of the organization by the employer, this perception generates positive feelings such as self-esteem and career satisfaction (Nayir, 2012). Generally, organizations can provide a wide range of support to their staff to enable them realize career success. This can be in terms of mentoring of the staff, provision of training and development opportunities within and outside the organization, offering supervisor support and provision of necessary resources whether financial or non-financial that employees can use to develop their careers (Barnet & Bradley, 2007).

Mentorship refers to socialization and reciprocal association that transforms the behaviour of the people involved (Brockbank & Mc Gill, 2006). Mentoring can be

categorized into two, formal and informal. Formal mentoring is carried out by a staff assigned by the firm. The association ranges from 6 months to 1 year. A contract is approved by the mentor and the mentee (Allen et al., 2006). The contract spells the schedules for the meetings. The formal mentoring programs are based on training, staff orientation and individual career growth, it also acts as a form of sponsorship and offers the mentee exposure in the organization (Pembbridge and Paretti, 2011). The formal mentoring defined by the organization is more related to work aspects within the organization and takes place for an agreed period of time. On the other hand, the informal aspect is not controlled by the organization but the mentee has his or her own discretion to choose his or her mentor who acts as a role model. The association relies on the agreement made by both parties and is marked with closeness (Noe, Clarke & Klein, 2014). The mentee gains the necessary guidance and support whereas the mentor gains satisfaction from the mentoring offered and acknowledgement from the company. With informal mentorship the period is not restricted and the relationship may last as long as it is deemed appropriate (Arifeen, 2010).

Mentoring is observed to be an association between a person who is more enlightened and a less experienced one. A mentor offers counseling, guidance and modeling (Hall, 2007). These relationships are initiated with the view of developing career functions. Mentorship can range from several activities offered to the mentee such as provision of challenging assignments, provision of exposure and visibility in the organization by participating in various activities, paying attention to the mentee's level of competence, giving the mentee adequate and proper information on what the job involves to informing the mentee of important issues affecting the company (Bozionelos, 2004). The process of mentoring is

beneficial to both parties; the mentor and the mentee. Apart from facilitating the transfer of knowledge and skills to the mentee, the mentor also gains career satisfaction just like the mentee (Sujatha & Seema, 2015).

Training is the process of improving the capacity of the workforce by allowing them to advance their level of education, through attending seminars and workshop and through engaging in the job itself (Armstrong & Taylor, 2014). Training imparts knowledge, skills and competences in the employees thus improving their efficiencies and effectiveness in job performance. It is regarded as an investment in human capital regardless of whether the investment is as a result of the effort by the individual or by the organization. Organizations in offering training to their employees not only enhance the staff's performance on the job but also fulfill their obligation as part of the psychological contract with their employees (Lewis & Arnold, 2012). Individuals who are offered training gain feelings of appreciation from their organization and endeavor to devote their time and effort to work towards the fulfilment of the goals and objectives of their companies. Opportunities for training are a major step as far as employees' career success is concerned. Apart from this, the skills acquired through training prepare the staff for future job openings and higher positions (Seibert, Kraimer & Heslin, 2016).

Supervisor support is the level of assistance offered to the staff by the managers or superiors regarding aspects of the job and can be geared towards enhancing an individual's achievement of career success (Nayir, 2012). Supervisors can provide assistance to the employees through offering them protection especially in cases of victimization arising from either management staff or the co-workers, providing appropriate feedback for job

performance which motivates as well as enable the employee to improve on their performance, providing practical support whenever necessary, adopting a collaborative approach in supervision through consultation with the employee in matters pertaining to job performance, providing support to accomplish tasks or meet the set deadlines, assigning their staff more responsibilities that increases their contact with influential people in the organization as well as creating visibility of the staff in the company (Wang, 2014). It also includes potential for consideration for a higher position in the organization (Ng, Eby, Sorensen & Feldman, 2005).

Organizations can as well offer financial support and non-financial support to their staff (Ng, et al., 2005). The financial support can take different forms: For instance, certain organization provide finances to their staff to further their education with a commitment on the part of the employees that they will have to work for the firm for agreed period of time on completion of their studies before seeking for other employment outside the organization, others provide paid study leaves to the staff in order for them to pursue their studies while some companies offer scholarships (Oduma & Were, 2014). Basically, the main intention of providing financial support to the employees is to help them improve on their skill and knowledge and to help them prepare for future high positions that may arise within the organization (Bozionelos, 2006). The non-financial aspects are non-monetary resources that can include time to further one's studies, this can be in form of study leaves, off duty during particular times of the day to attend to career related issues, flexibility in time to allow for skill development and opportunities for career growth within the organization. Apart from enabling employees to develop a more balanced work life, employees generally utilize these opportunities to advance in their careers, while others

derive career satisfaction from such jobs that are more flexible (Omondi & K'Obonyo, 2018).

### **1.1.2 Career Management Behaviour**

Career management behaviour are strategies that individuals can use to minimize the time they require to realize their career goals (Nabi, 2003). The behavioural approach argues that people to a large extent can define and manage their career choices and growth. Individuals thus evaluate their career needs and come up with proper career plans and strategies that eventually enhance their career success. Counsell and Popova (2000) observe that career management behaviour consist of a wide range of general strategies that are used by the employees to realize their career goals.

Gould and Penley (1984) grouped these strategies under seven most important career management behaviour such as creating opportunities, working for long hours than the normal stipulated time, self-promotion, looking for assistance on career related issues from ones' superior, networking, agreeing with the views of the supervisor, developing high work participation as deemed suitable by the superior, conforming to the demands and expectations of the supervisor and other enhancements. On the other hand, Lau and Pang (2000) divided them into three main groups namely; enhancing promotability, improving image with superior and strengthening external contacts.

Individuals can enhance their promotability through: obtaining employment skills, searching for information about new opportunities in the organization, establishing internal contacts and networks and through excellent job performance (Yean & Yahya, 2011). The continuous effort of enhancing skills, knowledge, and competence through



education and training is necessary to prepare one for relevant future career openings that may arise within and outside the organization (Nabi (2003). Individuals must align their knowledge, skills, and expertise with the demands of the job market so as to facilitate their career progression. Besides, the rapid changes in information technologies require that employees keep pace with these changes and this calls for continuous advancement in their skills and knowledge to avoid being rendered obsolete. In addition to these, failure of the employees to keep up with the changing inclination in knowledge required by the organization is likely to result into slow promotion and minimal improvement in salary advancement (Clarke, 2008). This will in turn result into dissatisfaction with career achievement. Besides, employees who perform their jobs excellently definitely have positive feedback through fair performance appraisal and higher chances of promotion or salary increment.

Establishing internal contacts results into a wider social capital base within the organization and enhances more information sharing and wide experience in handling tasks (Counsell & Popova, 2000). This is particularly necessary in handling the various challenges that arise in the work environment especially for the management positions that require more of decision making. Lau and Pang (2000) posit that establishment of internal contacts facilitates the development of good quality relationship with the employers, a part from this, these employees have access to the necessary resources and valuable information that are useful in career development, similarly, they are readily considered for organizational sponsorship opportunities.

Improving image with superior involves conveying a positive and desirable image towards superiors (Lau and Pang, 2000). This involves the following: Creating awareness of one's achievements, searching for career guidance from superiors, meeting expectations of the supervisor, proactive response to issues or problems. Orpen (1996) posits that demonstration of professionalism is significant to individuals so as to better their chances of getting promotion and positive career outcomes. By their position in the company, superiors have the capacity to make decisions on promotion on the basis of their evaluation of the staff performance hence they have an authority whether to promote an employee or not. However, managers may develop positive feelings towards the staff based on the latter's positive initiatives and enthusiasm towards the duties assigned to them (Kong, Cheung & Song, 2012). The result of these behaviour may be promotion and salary increment that could finally translate to one's achievement of career success.

Nie, Lian & Huang (2012) argue that apart from building internal contacts, employees can establish external contacts outside the organization. Lau and Pang (2000) observe that strengthening external contacts involves being part of trade associations or social organizations and liaising with job searchers and professional bodies. The tactic is important to people who are frequently searching for better career opportunities. Eddleston, Baldrige, and Veiga (2004) argue that people who develop external contacts are better placed in terms of achievement of their career prospects. Being part of social groups enable employees to widen their network and establish important associations with influential people such as; the CEO, managing directors and other employees working in other firms (Cappellen & Janssens, 2010). The outcomes of these relationships predict the probability of obtaining career opportunities and useful

information that is likely to lead to faster realization of career success. Seibert and Kraimer (2001) observe that other career management behaviour include proactive response to issues or problems.

The proposition is that people should take the initiative of managing their careers through adopting appropriate career management behaviour (Lau & Pang, 2000). Career management behaviour may demand greater amount of time, energy, and cost of investment. Individuals thus need to develop specific career management behaviour that fit their needs thus advancing their career insights and guiding them towards success. Furthermore, the behaviour enhances employee visibility in the organization and thus prompt the responsiveness of the organization towards offering them support (Sturges, Conway, Guest, & Liefoghe, 2005).

### **1.1.3 Proactive Personality**

The trait was introduced by Bateman and Crant (1993). It is defined by self-directed behaviour and tendency to control obstacles and situational forces and the ability to define and direct one's own career. Proactive personality is a trait that distinguishes individuals on the basis of the extent to which they control and manipulate their environments for their own good (whiteman & viswesvaran, 2010). Typically, people with proactive personalities are not constrained by obstacles and situations but instead fight to the end enduring to bring about the necessary changes in their environment.

It generally describes the ability to create and sustain actions that can directly change the environment (Bateman and Grant 1993). Proactive personality is a fundamental personality because it considers the possibility that people can alter the changes in their

environments instead of allowing themselves to be bent by these changes. It is built on the premise that one's behaviour can be controlled both from within and outside, and that circumstances are as much a consequence of people and vice versa. Consequently, there exist a reciprocal causal relationship between a person, environment and behavior (Bandura 1977). Therefore, people can deliberately alter their present situations to facilitate the achievement of their career objectives.

Proactive individuals usually excel in scanning the environment for opportunities and spotting these opportunities (Parker & Liao, 2016). They also develop their objectives, take necessary actions that are geared towards the achievements of the set objectives, and endure until they meet them (Bateman & Crant, 1993). Consequently, proactive individuals initiate constructive change through: striving to change the normal order of things, engaging in constant search for new ways of doing things, fixing what they don't like and correcting faulty procedures within and outside their organizations. Furthermore, these individuals are more result oriented in their actions (parker, Bindi & Strauss, 2010).

On the contrary, people who are not proactive display the opposing behaviour, such people are not able to recognize and maximize on the existing opportunities to improve on their situations (Parker, & Liao, 2016). They are less motivated to put forth effort in order to realize their objectives (Sun & Zang, 2014). They demonstrate less initiative in initiating changes and depend on other people to bring about the expected changes. These individuals lack control over their situations and are usually deterred by obstacles and circumstances of their environment hence they basically conform to their Situations (Chau, 2016).

#### **1.1.4 Career Success**

Career is regarded as a descriptive and evaluative term. The descriptive term refers to a person's occupational life course that is characterized by job changes, relocations, unemployment period, times of further development and promotions. Career as an evaluative term refers to upward mobility and climbing up the organizational ladder. The term career has further been defined as making sense of one's professional and occupational development (Arthur, Khapova & Wilderom, 2005). The term success, on the other hand, is used to describe progress as well as to evaluate desirable outcomes in an individual's personal and professional life. People have different ways of evaluating their own success. Therefore, from the foregoing, the term career success can be said to be subjective or objective accomplishment throughout one's work life (Judge, Higgins, Thoresen & Barrick, 1999).

Career success is conceptualized in two dimensions; objective and subjective (Gattiker & Larwood, 1986; Heslin, 2005; Judge, Cable, Boudreau, & Bretz, 1995; Ng et al., 2005). The objective dimension of career success describes the extrinsic aspect which has been defined traditionally on the basis of pay level, the number of promotions received, rank or position held by one in the organization and salary increment (Dries, Pepermans, & Carlier, 2008). The objective measures of career success are perceived to involve aspects that can be observed, measured and verified by an independent third party (Abele & Wiese, 2008; Arnold & Cohen, 2008). These measures are perceived to be beyond the control of an individual and can only be determined by the employer or the organization and other external factors (Nicholson & De Waal-Andrews, 2005).

The current trends in organizations such as flattening the organization structures, downsizing, and outsourcing some of the organizational operations have not only minimized the scope of some of the traditional objective measures such as; hierarchical progression through promotion but also increasingly made it difficult to define the objective measures of career success as a whole (Hall, 2002; Reitman & Schner, 2003). Furthermore, there are marked differences in the perception of status and power, systems of taxation and general societal stratification across countries which make it difficult to define fixed indicators of objective career success and compare them across different nations (Hollenbeck & McCall's, 2003). Similarly, issues have been raised regarding inadequacies of traditional measures of career success, such as pay and advancement. The fact is that there are other career outcomes apart from these which people look for in their careers. Besides, the ever-changing patterns in career has seen the emergence of other new career forms for instance; boundaryless career that has totally changed peoples' perception on what should define their career success. Individuals no longer seek for career growth within a single organization but rather a life career and satisfaction that goes beyond their professional life. This sparks the need to consider both subjective with objective career attainments (Ng et al., 2005).

The subjective dimension describes the intrinsic aspect and is based on people's evaluation of their own accomplishments in their occupations (Gattiker & Larwood, 1988). Subjective career success is generally expressed in terms of job satisfaction or career satisfaction. Although some studies (Abele & Spurk, 2009; Dries et al., 2008) have considered job satisfaction as an intrinsic measure of career success, the two constructs have been argued

to be distinct (Heslin, 2005). While Job satisfaction refers to contentment arising from aspects related to work and performance of the job, it does not reflect on career success, consequently, it might not be a true measure of SCS. Career satisfaction describes contentment covering prolonged duration. It is also characterized by wide outcomes, for example; sense of purpose and creating an equilibrium between work and life, as opposed to job satisfaction that is more or less confined to the current job, it describes positive and pleasurable feelings that one derives from his or her own career itself (Henslin & Turban, 2016). The inconsistency in the measures of intrinsic career success is demonstrated in the review carried out by Arthur et al. (2005) who considered a total of thirty-one studies. From the reviewed studies, twenty studies used career satisfaction as a measure of intrinsic career success while the remaining eleven studies used job satisfaction. These findings point to the need for researchers to firmly ascertain the measures of career success.

### **1.1.5 Large Manufacturing Firms in Kenya**

There is no uniform way on how to define a large-scale manufacturing firm and several studies have used the number of employees as the best criterion to categorize firms as either large-scale or small scale. KAM (2018) define a large manufacturing facility as one with over 100 staff. Kenyan manufacturing sector is one of the major sectors that will determine the achievement of Vision 2030, due to its contribution to wealth creation, job creation and poverty elimination (Kenya National Bureau of Statistics, 2017). In addition, it supports the country's economic development agenda through earning foreign exchange and attracting foreign direct investment (Cheruiyot, Jagongo & Owino, 2012). This calls for proper management of the firms in this sector and thus the need to focus on the managerial staff in this study.

Managerial staff refers to persons responsible for controlling or administering an organization or group of staff. In manufacturing sector, managerial staff are divided into three levels: Senior, middle and lower level management. Managers are expected to spearhead the growth and development of the manufacturing sector. Unfortunately, the sector has not been making major contributions to the country's GDP as expected given its strong manufacturing base in the country as compared to other countries like Tanzania and Uganda (Kenya National Bureau of Statistics, 2017). Moon and Choi (2017) observe that employees' career success, which is a product of the effort made by both individual and organization, determines the expected outcomes of the firms in which employees are engaged in. Organizational sponsorship programmes like training and development help in improving the skills and competences of the staff which is an added advantage as far as performance of the job is concerned (Oduma & Were, 2014). Furthermore, mentoring of talented staff prepares the organization for future replacement of those in managerial positions in case of retirement or untimely exits by the staff (Pembridge, & Paretto, 2011).

Organizational sponsorship is hence a key factor in enhancing employees' and managers' career success and in creating and sustaining a committed and productive workforce. The constant changes occurring within and outside the manufacturing industry also call for managers with proactive personalities who are able to face these challenges, to initiate and adopt appropriate measures in order to counter them (Bjorklund, Bhatli, & Laakso, 2013). There is need for those individuals who are creative and who can drive the organizations' missions, strategies and objectives to the required end amidst these changes. Because the achievement of career success requires the effort of both the organization and individuals, potential managers and management staff have to adopt proper career management



behaviour that will ensure that they make use of the sponsorship provided to facilitate their career success (Chiaburu, Baker & Pitariu, 2006).

## **1.2 Research Problem**

Organizations in the 21<sup>st</sup> century have been experiencing tremendous changes both internally and externally. As a result, there has been a significant reduction in organizational sponsorship towards employees' career success (Frese, 2001). However, there is a dire need for organizational sponsorship not only for employees' career success but also as a means of enhancing organization performance (Saleem & Amin, 2013). The complexities in the career world requires a concerted effort of both organization and staff towards realization of career success. Besides, as employees succeed in their careers, organization benefit from their loyalty and dedication in the services they offer. On the other hand, employees should be at the forefront of realizing this success through adopting appropriate CMB in order to maximize on the sponsorship provided to achieve career success (Sulvian & Baruch, 2009). It is important to further observe that proper response to change and achievement of career success requires resilience, creativity and innovativeness; these are qualities attributed to proactive personality. Campbell (2000) opines that in this 21C and in future proactive personality is a quality that will make organizations remain competitive amidst the changes in the work context. Consequently, proactive personality will positively affect organizational sponsorship and career success thereof.

The Kenyan manufacturing sector is expected to be making major contributions to the country's GDP, unfortunately, there has been a slow growth rate in this sector. According

to the Kenyan vision 2030, it is expected that manufacturing sector will advance the Kenyan economic agenda by creating more jobs to ease on unemployment, reduce poverty levels and improve the county's revenue growth rate. In order to realize this dream, managers working in this sector must remain committed and loyal in their duties as the sole decision makers in these organizations. They also have to be proactive in dealing with challenges posed by complexities within and outside the organizations (Judge & Kammeyer-Muller, 2007). This calls for the need for organizations to realign the individual career needs of managers and potential managers to those of the organizations. Through providing organizational sponsorship to managers they are able to succeed in their career. This will enhance their commitment towards success of these organizations (Saleem & Amin, 2013).

Organizational sponsorship is a key factor in enhancing employees' career success (Lewis & Arnold, 2012). Barnett and Bradley (2007) examined the relationship between organizational sponsorship and subjective career success and found support for this relationship. However, objective career success was left out. A study by Seema and Sujatha (2015) only focused on one aspect of organizational sponsorship (mentorship) on subjective career. The relationship between organizational sponsorship and objective career success is therefore yet to be examined to fully understand the effect of organizational sponsorship on career success in general. Besides, minimal effort has been made to study this relationship. Most studies have looked at organizational sponsorship in relation to other variables; Saleem and Amin (2013) focused on organizational sponsorship and performance, Ndegua (2016) studied organizational sponsorship and employee engagement while Kamau (2017) focused on organizational sponsorship and

staff retention. Every employee desire to succeed in their careers hence there is need to understand how organization can facilitate this success.

Attempts to examine mediation of the relationship between organizational sponsorship and career success have not been ascertained in the literature reviewed. However, studies by Nabi (2003); Bozionelos (2008); Lau and Pang (2000) indicate that this relationship can be mediated by career management behaviour. The authors suggest that career management behavior provides a mechanism through which individuals make use of the sponsorship to succeed in their careers. Besides, it must be observed that for the staff to realize career success, they have to be the key players even as the organization accords them the sponsorship. From the reviewed studies it is only a study by Yean and Yahya (2011) that focused on personality traits, career management behaviour and career success that is closer to this study. Although the study found support for career management behaviour as a mediator, the independent variable used in the study was proactive personality and not organizational sponsorship. This prompted the need to examine the possible mediation of career management behaviour in the relationship between organizational sponsorship and career success.

There have not been significant attempts to examine whether proactive personality can affect the relationship between organizational sponsorship and career success despite suggestions on its moderating effect (Ng, Eby, Sorensen & Feldman, 2005). Many studies on the contrary have tested the independent effect of proactive personality on career success (Seibert & Kraimer, 2001; Chau, 2016, Erdogan & Bauer, 2005). Besides, the contradicting arguments posed by scholars about proactive personality provide a clue that

it has the potential to moderate this relationship. Campbell (2000) observes that due to these changes it is perceived that organizations are likely to value people with proactive personalities through offering them organizational sponsorship to enable them to succeed in their careers. Frese and Fay (2001) on the contrary noted that when organizations perceive people with proactive personality as dysfunctional, they are less likely to offer them sponsorship. Grant and Ashford (2008) present proactive personality as constructive or destructive depending on the organization. The study tried to close this gap by empirically testing the moderating role of proactive personality in the relationship between organizational sponsorship and career success.

Empirically, there is abundant literature relating to career success, nevertheless, most of these studies have focused only on individual predictors of career success, a study by Yean and Yahya (2011) examined the effect of career strategies on personality traits and career success, Dodangoda and Arachchige (2015), Bozionelos (2004), Chau (2016), Seilbert and Kraimer (2001) explored the link between personality traits and career success, Yean and Yahya (2008) focused on career management behavior and career success whereas other studies (Seema & Sujatha, 2015; Bozionelos, 2003) have focused only on one dimension of organizational sponsorship (mentorship). The studies had significant results but the magnitude was not big as was observed from the low R squares. It is quite possible that if these variables are studied together, they could give a better view of career success that would be helpful to both organizations and researchers in this area. This study departs from the previous studies by examining the joint effect of the three predictor variables on career success in addition to focusing on all dimensions of the variables under study.

In addition, there is lack of consensus on whether it is job satisfaction or career satisfaction that should be used as an estimate of subjective career success. A review of studies on career success carried out by Arthur et al. (2005) indicated that eleven of the studies used job satisfaction as an estimate of subjective success while twenty studies used career satisfaction. Heslin (2005) points out that the two are conceptually distinct constructs. Whereas job satisfaction is concerned with a general perception of satisfaction that is derived from the aspects of the job and its performance thereof, career satisfaction arises from an individual's evaluation of his or her profession as well as personal private life. There is therefore need to firmly ascertain the measures of subjective career success.

Contextually, studies focusing on the variables dealt with in this study in manufacturing firms in Kenya has not been ascertained from the literature reviewed. Most studies have been done outside Kenya. Yean and Yahya's (2008) study involved the staff of manufacturing companies in Malaysia, Moon and Choi's (2017) study was based in Korea, Chau's (2016) study was done in China among others. Hollenbeck and McCall's (2003) observe that countries attach different values to different measures of career success. This can affect individual evaluation of their achievement of career success. Furthermore, Manufacturing sector in Kenya faces challenges of lack of competitiveness, declining performance in some of its subsectors, some of the companies in the sector have been closed down. This could be a pointer to the fact that HR component is not doing well. In order to improve on the performance of the sector there is need for staff to be committed, innovative, result oriented and satisfied with their careers so as to bring solutions to these

challenges. This can be realized through offering them organizational sponsorship to enhance their career success.

In this study, the above gaps were filled by investigating the relationship between organizational sponsorship and career success, establishing the moderating role of proactive personality and the mediating role of career management behaviour in this relationship, ascertaining the measures of subjective career success and simultaneous investigation of the three predictor of career success in the context of large manufacturing companies in Kenya. Consequently, this study attempted to answer the research question: What role do career management behaviour and proactive personality play in the relationship between organizational sponsorship and the career success of executives in large manufacturing companies in Kenya?

### **1.3 Research Objectives**

The main objective of the study was to establish the role of career management behaviour and proactive personality in the relationship between organizational sponsorship and career success of the managerial staff in large manufacturing companies in Kenya. The specific goals were to:

- i) Establish the relationship between organizational sponsorship and career success.
- ii) Determine mediation of career management behaviour in the relationship between organizational sponsorship and career success.
- iii) Examine the effect of proactive personality on the relationship between organizational sponsorship and career success.

- iv) Establish the joint effect of organizational sponsorship, career management behaviour and proactive personality on career success.

#### **1.4 Value of the Study**

The findings contribute to theory by shedding light on how organizational and individual variables can interact in the study of career success thereby providing a more balanced approach to theoretical development in this area. Similarly, the study provides direction to the inconclusive argument raised in the literature with respect to whether proactive personality is a constructive or destructive trait as far as the link between organizational sponsorship and career success is concerned by supporting the role of proactive personality in this relationship. In addition, the study provides future researchers with conceptual and methodological references as far the study of career success is concerned besides shading light on the predictors of objective and subjective career success.

The results of this study also have implications for policy makers. The study shows the need for a strong policy on organizational sponsorship directed at promoting employees' career success as well as attraction and retention of talented employees. The study highlights organizational sponsorship programmes like training and development, mentorship, supervisor support, and organization resources that seem to have a strong effect in improving employees' career success, these can form a guideline which can provide direction on areas of policy formulation.

Finally, the study provides useful information to human resource professionals and managers in establishing the role organizations should play in promoting career success of their staff in this era that career management is perceived to be the sole duty of individual

employees and the benefits that organizations are likely to accrue for themselves as a result of supporting their employees' career development. The study provides possible guidance towards resolving the dilemma that human resource managers are faced with especially in the area of recruitment and selection by providing insights on proactive personality as a trait that can be valuable in the dynamic business environment. It dispels the fear that grapple most organizations on whether to hire proactive individuals or not by generating positive findings that indicate that proactive personality does not dispel organizational sponsorship but rather attracts it.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The focus of this chapter is on the review of literature on career success, organizational sponsorship, career management behaviour and proactive personality. It presents a discussion on the theories informing the concepts under study, followed by a discussion that links the concepts under study, by reviewing literature on the relationships that exist between these variables. This is followed by a summary of knowledge gaps identified after the review and finally, the conceptual framework and the hypotheses that have been generated following the discussion.

#### **2.2 Theoretical Foundation**

The chapter had been inspired by the integration of literature from studies on career mobility that is related to career success. The perception is that successful individuals are those who occupy high economic status in the society and those who are able to achieve upward career mobility within their organizations. Turner (1960) proposes two mobility systems: competitive and sponsored systems. The former proposes that all individuals can compete for their upward career mobility through enhancing their skills, knowledge and experience therefore individuals are perceived to be in a race in pursuit of career success. The role of career management is exclusively the responsibility of a person and career success is a result of ones' own efforts.

In contrast, the latter assumes that it is only those individuals who are chosen for career sponsorship that are able to obtain upward career mobility and eventually succeed in their

careers. Consequently, managers decide on those employees to be offered sponsorship among the many staff in the company (Turner, 1960). The chosen staff will then benefit from better and a high quality relationship with their superiors through access to mentorship, supervisor support, training and development and other resources that will be at their disposals. The major difference between this and the previous one being that here, employees do not have to strive for their career success rather, they can easily achieve career success based on the sponsorship offered to them. Similarly, career management of an individual under the sponsorship mobility perspective is the responsibility of the organization and not the individual employee. Therefore, the study is guided by three theories namely: LMX theory (Dansereau, Graen and William, 1995), SCCT (Lent, Brown and Hackett, 2006) and impression management theory (Ronsenfield, Giacalone & Riordan, 1995).

### **2.2.1 Leader Member Exchange Theory**

LMX theory was developed by Dansereau, Graen and William (1995). It states that supervisors offer differential treatment to their subordinates, with some receiving better treatment than others (Harris & Kirkman, 2014). The theory thus describes a dyad relationship that is formed between a supervisor and a subordinate as opposed to the group. Each relationship is deemed to vary in terms of quality. It argues that because of the limitation of time and resources, supervisors must make decisions concerning allocation of scarce resources. It follows forth that some employees develop better quality relationships with their immediate supervisors while others develop poor quality relationships.

These relationships may be in-group or out-group. The employees in the in-group participate in decision making in addition to taking part in greater roles accorded to them by their superiors as negotiated and defined among the pairs (Rosenbaum, 1984). To a large extent the in-group members seem to be exalted to the unofficial role of a trustworthy assistant. Thus, they enjoy freedom of expressing their views with regards to matters pertaining to the organization and are very influential individuals in the organization. The subordinates usually repay by demonstrating greater commitment and loyalty to the organization (Yukl, 2010). Furthermore, these employees under in-group relationships develop extra-role behaviour and go beyond the formal prescribed duties to enhance better performance of the organization.

On the contrary, the out-group members are restricted to roles defined in their formal employment contract (Wayne & Liden, 1995). Their ability to exercise power in decision making does not go beyond the requirement noted in the contract between the staff and the company. The supervisor offers support, shows concern, and provides help as obligated but does not go a step further as compared to the former. As a result, out-group members only do what is spelt out in the contract in fulfilling their duties to the organization (Ilies, Nahrgang & Morgeson, 2007). The relationship in this case is more transactional in nature.

This theory explains the variable of organizational sponsorship. It proposes a positive link between organizational sponsorship and career success. Ng et al. (2005) argue that individual's subjective and objective career success can be influenced by developing a positive relationship with one's supervisors as observed in the association between the

superiors and in-group members. Those employees who obtain such sponsorship generally have access to resources they need for their accomplishments, greater support, development opportunities and mentorship (Bozionelos, 2004). High quality LMX is associated with higher performance ratings during performance appraisals by one's supervisor that forms the basis of promotion and salary increments and higher level of delegation of responsibilities that offer employees wider skills on job related areas. Employees thus experience career success through salary progression, promotion, and career satisfaction (Masterson, Lewis, Goldman & Taylor, 2000). Besides, employees who are offered training can benefit from improved skills that can facilitate their mobility within and outside the organization.

However, despite the positive contributions put forth by this theory in support of the association between organizational sponsorship and career success, LMX theory does not uphold the principle of justice and fairness as only a few subordinates are chosen to receive sponsorship from the supervisor. Employees who are not chosen for sponsorship suffer from discrimination due to unfair treatment offered to them in comparison to their colleagues. This in itself can lower the morale of such employees in the organization and may lead to absenteeism, lack of commitment and turnover cases in the organization (Fornes, Rocco & Wollard, 2008). Furthermore, because of the discrimination in treatment of the staff, it may cause a rift between those who receive sponsorship and the ones who do not. This may hamper teamwork and healthy working relationships in the organization.

### **2.2.2 Social Cognitive Career Theory**

The theory was proposed by Lent, Brown and Hackett (1994). It is based on Bandura's (1997) self-efficacy theory which explains the interactive relationship between people and their environment. The basic assumption made by this theory is that personal factors, environment and behaviour variables form a complex interaction that in turn directs and sustains one's behaviour in order to counter the challenges and obstacles faced in the quest for a desired outcome. The identified personal factors include: racial background, gender and proactive personality whereas environmental factors include one's culture, economic background and organizational sponsorship for career success.

The theory presents a new perspective to understanding the procedure that people use to develop their interests, choices and attain different degrees of success in their education and occupation (Lent, Steven & Hackett, 2006). By drawing its foundation from general SCT, SCCT emphasizes on a number of cognitive-person variable such as personal effectiveness, desired outcome and goals and on how these elements relate with other characteristics of an individual's environmental features such sex, race, tribe, organizational supports and obstacles to aid in directing the path of career advancement. Lent et al. (2006) thus summed up SCCT into two categories. The first one being the cognitive-person variables such as self-efficacy that allow individuals to execute personal control to enhance their career success.

Self-efficacy is the belief and confidence in one's mastery of a particular task. SCCT proposes that one will develop interest, decide to go after, and engage in tasks they have strong self-confidence in, provided that they are endowed with the required knowledge

and can obtain support that they need to pursue these activities (Bandura, 1997). Outcome expectations describe the beliefs about the repercussions related to behaviour and decisions which individuals initiate based on actions they perform and the attempts on pursuit of the activities. For instance, individuals make decisions to perform activities that will result in positive feedbacks. Personal goals are described as people's intention to participate in specific actions for instance to achieve career success (Lent et al., 2006). The goals direct one's course of action and enable them to be persistent in the face of obstacles.

The second part is based on other elements such as, characteristics of the environment, and specific learning events marked by career interests and behavioral choices based on the premise of SCT (Bandura, 1997). Lent et al. (2006) proposed that person, environment, and behavior variables complement each other through positive linkages. According to SCCT, career success is affected both by objective and perceived environmental features. The objective features comprise of the quality of the educational experiences that one has gained and the monetary support one has access to pursue training options. This has an impact on one's career development. The environmental features include: economic background, parental upbringing and peer influences. The success of the individuals is then defined by how people comprehend and react to what is offered by their environment.

Lent et al., (2006) through this theory explains the interaction of environmental and individual factors towards career success. The theory relates to the variables of proactive personality and career success and proposes that the link between OS and CS is

significantly moderated by proactive personality. Proactive people usually identify possible opportunities and pursue them, enduring until they influence their organizations through adopting appropriate career management behaviour (Seibert & Kramer, 2001). These individuals are able to manipulate the environmental factors and overcome the obstacle to realize their goals for career success. The theory further emphasizes that the interaction between organizational sponsorship which is an environment factor and proactive personality which is an individual factor facilitate achievement of career success.

The contribution of SCCT in explaining the association between organizational sponsorship, proactive personality and career success is undoubtedly significant. However, this theory fails to address the gradual changes in motivation, the defining force that propels individuals towards the achievement of their career goals. People can grow weary over time, lose focus and the motivation to continue pursuing their career goals when faced with persistent obstacles and situations especially in situations where organizations don't recognize proactive personality as a valuable trait (Strauss, Parker, & O'Shea, 2017). In addition to this, although literature regards proactive personality as stable dispositional trait, sometimes they may change over time especially if their personality does not enhance their achievement of desired positive outcomes.

### **2.2.3 Impression Management Theory**

The theory was developed by (Ronsenfield, Giacalone & Riordan, 1995). It argues that people seek to direct and manage the way they intend to be perceived by others on the basis of the goals they intend to achieve. The theory equates individuals to actors on a

stage performing for the audience. People relate with others in a way that would depict a positive image of themselves in the minds of others in order to fulfill their physiological and Psychological needs and in order to seek approval from others (Hooghiemstra, 2000). It follows forth that individuals will adopt certain tactics that are based on the expectations of others and intended goals. The strategy chosen for impression management is determined by such factors like personal ambition, target public and situational factors where it takes place (Cole & Rozelle, 2011). Most of the literature on impression management focus on using impression management tactics adopted by individuals in order to be liked and to be seen attractive. Jones and Pittman (1982) suggest five strategies of impression management: ingratiation, Self-promotion, exemplification, intimidation and supplication.

Ingratiation involves portrayal of a likable character to the observers especially to those influential persons who are able to respond positively to such individuals (Arif, 2011). Self-promotion on the other hand, involves displaying of one's skills, capabilities and accomplishments so as to be perceived as competent (Sosik & Jung, 2003). In most cases, it is used by people to obtain immediate aims for instance getting a new job, promotions and salary increment. It is regarded as an assertive tactic of impression management. Failure of people to demonstrate the purported competence exposes them to negative feedback from the observers (Rosenfield et al., 1995). Exemplification involves actors attempting to portray a picture of dedicated, selfless, committed, or morally upright persons. Those who use this strategy try to demonstrate the spirit of heart felt selflessness and display the readiness to persevere pain and suffering especially for the sake of their



organizations. Tice and Wallace (2003) posit that such people endeavor to influence and manipulate other people's perception of them by inculcating guilt or attributions of virtue.

People may also engage in supplication to win sympathy from influential people by revealing their weakness or rating themselves below their real worth. The strategy is often used by people in lower positions in the organization. Rosenfeld et al. (1995) argue that supplication is the practice of seeming inefficient to acquire more benefits without destroying your self-image. Turnley, William, Bolino & Mark (2001) observe that people who use this tactic draw other peoples' attention to their deficiencies hoping that the values pertaining to superior-subordinate associations will force others to respond to them sympathetically.

Impression management behaviour is proposed to generate positive outcomes to individuals who use them (Singh, Vinnicombe & Kumra, 2002). Consequently, people who display positive characteristics such as being competent and ambitious may benefit by getting fair and better performance appraisal ratings and positive career support from their supervisors which can lead to career success (Wayne & Liden, 1995). The theory explains the variable of career management behaviour since most impression management behaviour that the theory addresses such as ingratiation and self-promotion are in fact career management behaviour. It proposes that association between organizational sponsorship and career success is significantly mediated by career management behaviour.

There are self-focused, manager-focused and the job-focused impression management behaviour. Impression management behaviour that is focused on oneself include: self-

promotion, manager-focused IM include; ingratiation and networking, whereas, Job-focused IM include; organization citizenship behaviour (OCB), job engagement and job commitment (Rosenfeld et al., 1995). Impression management behaviour, especially those focused on the manager and the job can result into more visibility in the organization. They depict a sign of willingness to go beyond the normally prescribed duties in the organization and display positive aspect of potentials in leadership or management. Visibility to managers is considered important because it is likely to draw their attention towards offering mentorship, challenging tasks and even more support (Vinnicombe, Singh & Sturges, 2000).

The theory can be criticized on the basis of the fact that not all impression management behaviour may result in positive outcomes, other tactics may work against their users. IM tactics are used as strategies to create a desirable image in order to achieve a desired outcome, there are high potentialities of negative perception arising from the use of these tactics (Jones & Pittman, 1982). The argument is that for every desired image that one seeks to create there is a corresponding unacceptable negative portrayal that may arise. For examples, those who use self-promotion as means to being perceived as knowledgeable on the contrary, may be viewed as egocentric instead. Therefore, despite IM frequently being used in an attempt to achieve positive career outcomes, its use may work against the users who may end up creating a negative impression instead of the intended.

### **2.3 Organizational Sponsorship and Career Success**

Organizational sponsorship is a key factor in enhancing employees' career success since it determines the level of mentorship, supervisor support, training and development

offered to an individual and the amount of resources that a person is likely to gain from the organization (Lewis & Arnold, 2012). Career satisfaction, an element of CS occurs in situations where companies offer their staff the relevant expected career support programmes (Chiaburu, Diaz & De Vos, 2013). Organizations that are committed in supporting employees' careers also gain from their efforts in that those who receive the necessary support always reciprocate through being loyal and committed to the organization and therefore work to facilitate the success of these organizations (Barnett & Bradley, 2007). Besides, through training, employees' skills and competence on the job are enhanced hence higher productivity.

From the contest mobility perspective, it is those employees who are able to obtain greater sponsorship from the organization that eventually obtain better career outcomes (Rosenbaum, 1984). These individuals are in a better position for consideration by their organization in offering mentorship services, they have access to training, supervisor sponsorship and resources that they need to achieve their career goals. As explained above in LMX theory, those who are chosen for organizational sponsorship develop a closer relationship with their supervisors who nurture their talents and abilities and support their course towards their career success (Harris & Kirkman, 2014).

The context of today's work environment has left many employees to single handedly work towards their career success, however, good approaches to career management resulting into career success require both organization and individual contributions (Savickas, 2012). Whereas individuals are expected to play a key role in managing their careers, organizations are required to support the employees in this course (De Vos &

Segers, 2013). The adoption of proper career management tactics by organizations can lead to improved job-related skills and knowledge of employees (Power, 2010). This is likely to enhance the employees' career success as well the company's competitive advantage in the dynamic business environment. These propositions have been supported by Barnett and Bradley (2007) who asserted that the importance of organizational sponsorship for an individual's career success cannot be underestimated based on the productive results obtained from the study they conducted.

The support for this relationship is evident in the literature although studies relating organizational sponsorship to career success are few (Barnett & Bradley 2007). Many scholars have linked the variable of organizational sponsorship to different variables whereas others focused only on one dimension of organizational sponsorship thus creating the need for this study, for example, Saleem and Amin (2013) focused on organizational sponsorship for career development and employee performance in Pakistan academic sector, and concluded that there was need to improve on employee performance through offering organizational sponsorship for employees' career development. However, the study was carried out in only one organization, limiting external validity and variability of the findings.

A study by Bozionelos (2004) focused on mentoring and career success, the results supported this relationship. Seema and Sujatha (2015) also studied mentoring and career success among the staff in private universities and colleges, however, the study made use of a small sample size of 50 and also adopted convenience sampling technique thus lacked proper representation of the study population and limited possibility for

generalization of the findings. In addition, the two studies only looked at one aspect of organizational sponsorship. Ndegua (2016) studied the effects of organization career management on the staff commitment in public universities and concluded that organization career management enhances staff commitment. Whereas kamau (2017) studied the influence of career development practices on staff retention at TUK and the results yielded support for this relationship. Although the findings were positive, collection of data was done from one organization only hence difficulty in the generalization of the findings to other related organizations.

#### **2.4 Organizational Sponsorship, Career Management Behaviour and Career Success**

Organizational sponsorship reflects the relevance of the sponsored-mobility model; consequently, it depicts the fact that not all employees are likely to be chosen to receive this sponsorship, supervisors choose those to be considered for sponsorship. This means that there must be a particular criterion that can be used by the organization to select individuals for sponsorship (Rosenbaum, 1984). Career management behaviour is perceived to increase employee visibility in the organization, this is because these individuals will display such characteristics as organization citizenship behaviour, commitment and loyalty to the organization. They hence become conspicuous in the company and are easily noticeable by influential people in the organization. This increases their chances of being chosen for sponsorship and consideration for positive career related outcomes like salary increment and promotion (Sturges et. al, 2005).

Gould and Penley (1984) in their study observe that effective utilization of career management behaviour enables people to advance in their careers more than those who

do not. The perception is that these individuals in using such tactics demonstrate competence in job performance and display positive image to the superiors thus are easily recognized and identified by the managers or supervisors for career sponsorship. Lau and Pang (2000) identified enhancing promotability as the career management behaviour that enables a person to create opportunities through gaining skills necessary for employment. In addition, they pointed out that creating a desirable image can portray individuals' positive attributes to their superiors thus increasing their chances for promotion and career advancement. Furthermore, the behaviour generates positive and fair performance appraisals from ones' superior.

The studies by Nabi (2003) and Bozionelos (2003, 2008) also showed that career management behaviour was among the factors leading to increased promotions and attainment of career satisfaction. The basis of the argument is that people who demonstrate high degree of specific career management behaviour like networking can benefit from maintaining career flexibility and forming helpful relationship with influential people; this may help them advance in their careers. Similarly, social capital theory proposes that a wide association between people and robust social groups such as the company's high level management, professionals and trade associations may be utilized for a number of functions such as easier acquisition of gainful information, seat and authority (Bozionelos, 2003). This in turn promotes one's career success.

Earlier empirical studies have paid little attention to the mediation hypothesis and simply explored the direct association between independent variables for example: Organizational sponsorship and career success (Barnett & Bradley, 2007), personality

traits and career success (Seibert & Kraimer, 2001; Erdogan & Bauer, 2005; Dodangoda & Arachchige, 2015; Chau, 2016). Yean and Yahya (2008) explored the link between career management and career success among employees of manufacturing companies from Malaysia, the study, however, used CMB as the independent variable. The results revealed that the choice of career management behaviour as the independent variable was not appropriate as indicated by the low R-square of 0.08. They suggested the need to study career management behaviour alongside other predictor variables.

A few studies have investigated the mediation of CMB in relation to career success; Yean and Yahya (2011) studied personality traits, career management behaviour and career satisfaction. The study was conducted among insurance agents from Northern States of Peninsular Malaysia. The results partly helped to convey the mediation of career management behaviour in the relationship. However, the study only focused on the five factors of personality. Proactive personality is considered to be different from the five factors of personality and therefore is likely to generate different results. Besides in this study, career management behaviour is seen as a mediator in the link between organizational sponsorship and career success. In addition, the study was carried out in a different set up. This study thus closes the gap by surveying how career management behaviour affect the link between organizational sponsorship and career success.

## **2.5 Organizational Sponsorship, Proactive Personality and Career Success**

There is a growing consensus that organizational sponsorship can directly lead to employee career success (Rosenbaum, 1984; Barnett & Bradley, 2007). However, the question on the moderators of this relationship has not been adequately addressed.

Suggestions have been made in the literature that demographic aspects for example; age, sex, marital status, tenure and dispositional traits could moderate this relationship (Ng, Eby, Sorensen & Feldman, 2005). This is yet to be examined and especially with particular attention to proactive personality given the dynamism in contemporary work context.

The emerging significance of proactivity on the part of employees is in line with rising levels of employee self-job control and obligations that have made job performance open to choice, supplementary job behaviors are necessary to increase the productivity of the firm (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). Contrary to the past where organizations used to select employees on the basis of their capabilities to carry out tightly stipulated job requirements, companies today and in future are interested in hiring employees who display proactive tendencies and versatile role inclination as channels to successful performance across multitasks (Campbell, 2000). The behaviour is important to the organization although not precisely defined as part of the requirements of a job. Such behaviour is related to career progression and success (Seibert and Kraimer, 2001).

Superiors are major reservoir of job linked information, skills, and experience (Janssen & Van Yperen, 2004), forming a high-quality association with immediate boss improves the exchange of information and offers a means for attaining objectives of career advancement and organizational success. It is expected that proactive staff will often look for social exchanges with their superiors to explore and master the means to escape upcoming challenges and come up with initiatives for working out difficulties (Seibert, Kraimer, & Heslin, 2016). Thus, proactive personality trait would affect how the staff



deals with, analyzes and initiates links with their superiors. Since proactive staff demonstrate high dedication to organizational goals and high levels of performance, the supervisors on the other hand, may be propelled to offer them more sponsorship (Campbell, 2000). Superiors recognize those employees who are innovative and creative and those who can perform their jobs with moderate control. Furthermore because of this extra-role behaviour, drawing insights from LMX perspective, it is logical to argue that proactive staff and their superiors would be interested in enhancing and sustaining a high-quality exchange relationship that would result into career success of the subordinate (Lam, Huang, & Snape, 2007).

Scholars have posed varied arguments about the impact of PP in the association between OS and CS. Just as Campbell (2000) supports the idea that proactive personnel may gain organization sponsorship and achieve their career success, Judge and Kammeyer-Muller (2007) propose the possibility of proactive individuals gaining organizational sponsorship and making use of the sponsorship to enhance their career success. Proactive individuals get involved in helpful extra-role behaviour for instance: Searching for ways of improving themselves through furthering their education and training, altering the status quo of the organization to enhance better performance of the company, portraying creativity by coming up with new and better ideas that can facilitate high productivity in the organization and also adopting suitable and fruitful career management behaviour necessary for their own career success (Crant, 2000). Besides Proactive people are more propelled than passive individuals to make use of environmental resources and opportunities to succeed in their career life (Fuller & Murler, 2008).

Frese and Fay (2001) observe that there are chances of proactive persons obtaining incorporative responses from the company. The suggestion is that proactive people may get involved in misleading conducts; this may be costly to the company both financially and non-financially. Furthermore, the proposed changes by proactive individuals may not be reasonable or better still some of the changes although may be appropriate for the organization, the other staff may rebel against them leading to frequent turnovers if implemented and this may be perceived negatively by the organization. Similarly, it may call for more resources than the organization is prepared to provide. Grant and Ashford (2008) on the other hand, argue that proactive personality may be acceptable or unacceptable trait depending on the organization. Proactive behaviour will be acceptable to the degree to which the company appreciates such creativity and innovativeness as part of its culture. Therefore, proactive people, based on their actions may not gain organizational sponsorship to aid in their career success particularly when their behaviour do not fit the goals and objectives of the organization (Erdogan & Bauer, 2005). This inconsistency made it necessary to explore whether it moderates the link between organizational sponsorship and career success.

Further arguments have been made that as career patterns evolve over time there are individual and organizational constraints that one has to overcome hence individual achievement of CS will depend on personal attributes and behaviour and OS. Lent et al., (2006) point out that it calls for, careful planning of one's career and the ability to impact the organization positively to gain sponsorship, an aspect that is defined by proactive personality. Furthermore, Seibert and Kraimer (2001) observe that organizational and

career life is characterized by instability and hence proactive personality is proposed to influence one's career positively.

Empirical studies reviewed have conceptualized proactive personality traits as an independent variable in the study of career success. For example, Erdogan and Bauer (2005) carried out a study on proactive personality and career success in the education sector. Although the results were positive, job satisfaction was used as a measure of career success, however, this study used career satisfaction as a measure of career success since from the reviewed literature the two terms had been termed distinct, job satisfaction was perceived to measure only job related elements of satisfaction unlike career satisfaction that measures career aspects (Heslin, 2005).

Chau (2016) study that was carried out among supervisor-subordinate association from mainland China found a constructive link between personality and career success. Despite these findings, the study used data from one organization thus bringing in the challenge in establishing external validity in addition to allowing for wider application of the results. The study also conceptualized proactive personality as the independent variable. Nevertheless, given the obstacles and challenges encountered in the pursuit of career success, this study proposes the need to use proactive personality as a moderator in the relationship between organizational sponsorship and career success. Seibert and Kraimer (2001) used longitudinal design in the study of the link between proactive personality and career success among staffs and managers of various occupations. The results were in support of the relationship. This study deviates from the previous by

conceptualizing proactive personality as the moderating variable and adopting a cross-sectional design.

## **2.6 Organizational Sponsorship, Career Management Behaviour, Proactive Personality and Career Success**

Studies on career success have mainly focused on either organizational predictors or individual related predictors of career success. While there has been significant progress in advancement of knowledge based on this area, considering both organizational and individual predictors of career success at the same time is hoped to bring a more balanced approach as far as achievement of career success is concerned. Besides, the variables used in the studies reviewed looked at the direct effect of each of the individual predictor variables to career success. Therefore, their joint effect had not been studied. Barnett and Bradley (2007) investigated effect of organizational sponsorship on career success. Seibert and Kraimer (2001); Erdogan and Bauer (2005); Chau (2016) examined the effect of proactive personality trait on employee career success. Yean and Yahya (2008) focused on the effect of career management behaviour on employee career success. The studies yielded significant results but with a small magnitude as was observed from the low R squares. There is a great possibility that when these variables are studied jointly, they could provide a better view of career success that may be of significance as far as understanding of predictors of career success is concerned.

Whereas organizational sponsorship ensures that the staff gets all that they need to achieve career success, the staff has to adopt the right behaviour towards realizing this success. Furthermore, proactive personality trait and career management behaviour are viewed to be critical in decision concerning who is to be chosen for sponsorship which

will ultimately lead to career success. Proactive individuals are likely to develop new ways and affect their work situations and surroundings in a way that create opportunities for their career self-advancement (Parker, Bindl, & Strauss, 2010). Furthermore, Lent, Stevens & Brown (2006) observe that proactive personality tends to define career management behaviour adopted by various individuals in their quest for career success. Apart from this, they are likely to gain sponsorship from the organization because Proactivity is viewed as potentiality in leadership (Bateman & Crant, 1993).

Career management behaviour has been acknowledged in the literature not only as a means of gaining sponsorship but further as a means through which individuals take advantage of the sponsorship offered to enhance their career success (Lau & Pang, 2000). People who adopt appropriate career management behaviour gain access to useful information that they can use to advance their careers, they are able to increase their chances of promotion by acquiring the necessary skills through training, (Parker & Liao, 2016). A study by Yean and yahya (2008) examined the relationship between career management behaviour and career success. Although the results were significant, the R square was low (0.08). There is therefore need to study career management behaviour alongside other variables.

Dodangoda and Arachchige (2015) studied personality and career success among employees from commercial banks in Sri- Lanka. However, the use of convenience sampling method makes generalization of the results impossible because the sample may not be descriptive of the population under study and there could be high possibilities of sampling errors. Chau (2016) studied proactive personality and career success among 360 supervisor-subordinate dyads from China. Although the findings provided support

for this relationship, the study relied on data collected from one organization thus limiting variability and reducing external validity.

Ogutu and Ougo (2016) studied career management behaviour and career success of employees from Geothermal Development Company in Kenya, the study however, focused on only one dimension of career management behaviour, personal branding. The study was also based on a single organization and therefore cannot be relied on to provide a conclusive finding as far as career success is concerned. Therefore, in order to draw a more balanced approach and to widen the scope of the existing literature in the study of career success, it was important to study the three predictors of CS at the same time.

## **2.7 Summary of Literature Review and Research Gaps**

An evaluation of written work indicates that the variables in the study had been utilized in various other studies. In spite of this, some issues related to concepts, context and methodology leaves gaps in knowledge that need to be addressed; for instance, the measures of subjective career success as well as conceptualization of the variable of career success. In addition to this, there exist contradictions on some of the relationships while other relationships are yet to be tested empirically.

Conceptual gaps include those regarding how the variables have been conceptually related in previous studies. Contextual gaps include gaps in studies done in Kenyan context or within different sectors while methodological gaps are those that unearth previous study designs, sampling, analysis and interpretation of findings. Table 2.1 has summarized the earlier studies, highlighting their findings and knowledge gaps and how the current study has addressed them.

**Table 2.1: Summary of the Knowledge Gaps**

<b>Study by</b>	<b>Study Focus</b>	<b>Methodology</b>	<b>Study Results</b>	<b>Knowledge Gap</b>	<b>The Current Study Focus</b>
Seilbert and Kraimer (2001)	Proactive personality and career success	Used longitudinal design. A sample of 180 fulltime staffs and their managers in various occupations was utilized.	Proactive personality enhances career success.	Study conceptualized proactive personality as the independent variable. Used longitudinal design.	Study conceptualized proactive personality as a moderating variable. In addition, cross sectional design was used.
Bozionelos (2004)	Dispositional traits and career success of British white collar- workers	Used descriptive survey, data was collected from 304 of British white collar workers using structured questionnaire. Hierarchical regression analysis was used.	Findings revealed that dispositional traits were associated with career success.	The study only considered disposition traits and career success. Used self- reported measures in data collection.	This study considered proactive personality, career management behaviour and organizational sponsorship.
Erdogan and Bauer (2005)	Examined PP and CS using job fit and organization fit as mediators	Used descriptive survey with a sample of 295 teachers. Data analysis technique was hierarchical regression analysis.	PP was positively related to CS.	Study was done in education sector. Study used job satisfaction as a measure of SCS.	Study was done in manufacturing sector. Study used career satisfaction as a measure of SCS.

<b>Study by</b>	<b>Study Focus</b>	<b>Methodology</b>	<b>Study Results</b>	<b>Knowledge Gap</b>	<b>The Current Study Focus</b>
Barnett and Bradley (2007)	Studied relationship between organizational sponsorship and career success	A cross-sectional survey involving Public and private sector employees (N = 90) participating in career development activities was used	The findings supported the relationship	The study focused on the direct effect of organizational sponsorship on career success.	Examined the mediator and moderator of this relationship
Yean and Yahya (2008)	Studied career management behaviour and career success	A survey design was used. Used a sample of 185 staff from manufacturing companies in Malaysia. Data analysis was done using Multiple regression	Findings indicated that only two aspects of career management behaviour were relevant to career success.	The study choice of independent variable (career management behaviour) was not appropriate as indicated by the low R-square of 0.08.	This study used organizational sponsorship as independent variable. Career management behaviour was the mediator.
Yean and Yahya (2011)	Studied Personality traits, career strategies and career satisfaction	Survey design was used. Data was collected among 531 insurance agents using structured questionnaire Analysis done using hierarchical multiple regression analysis	The results revealed that PP and career strategies determined CS	Study was focused on employees from insurance firms. Study used personality as the predictor variable.	Focused on employees from manufacturing firms. The study used proactive personality as a moderator



<b>Study by</b>	<b>Study Focus</b>	<b>Methodology</b>	<b>Study Results</b>	<b>Knowledge Gap</b>	<b>The Current Study Focus</b>
Saleem and Amin (2013)	Organizational sponsorship for career development and employee performance in Pakistan academic sector	Descriptive survey was used. Data was collected among 250 staff from the university of Faisalab. Data analysis technique used was regression analysis.	Organization sponsorship for career development was found to be important for effective employee performance.	The study was carried out in only one organization, limiting external validity and variability of the findings.	Study was based on managers from different organizations within manufacturing firms.
Dodangoda and Arachchige (2015)	Personality and career success	Used survey design of 150 staff from commercial banks in Sri-Lanka who responded to the questionnaires. Used convenience sampling technique. Data was analyzed using regression model	Personality was found related to career success.	Used convenience sampling making the results questionable. Study focused on employees from commercial banks.	Study used random sampling technique. The study focused on employees from manufacturing sector.
Ogotu and Ougo (2016)	Personal branding and Career success	Cross sectional survey was used. 278 employees from geothermal development company responded to the questionnaires. Multiple regression analysis was used for the purpose of analysis	Only self-promotion tactic was found to be relevant to CS	The study focused on one aspect of career management behaviour (self-branding) and career success.	Focused on various dimensions of career management behaviour; enhancing promotability, networking and self-promotion.

<b>Study by</b>	<b>Study Focus</b>	<b>Methodology</b>	<b>Study Results</b>	<b>Knowledge Gap</b>	<b>The Current Study Focus</b>
Chau (2016)	PP and career success	Used a two-wave survey. Used a sample of 360 supervisor-subordinate dyads from mainland China. Hierarchical regression analysis was used	Proactive personality is related to career success	Study was carried out among employees from China. Used data from one organization. This decreases external validity. The study conceptualized personality as the independent variable.	Study carried out in Kenya. Based on various companies under manufacturing sector. Proactive personality was the moderator
Ndegua (2016)	Effect of organization career management on staff commitment	Used cross sectional descriptive research. Used a sample of 385 teaching and non-teaching staff. Regression analysis used.	Career management enhances employee commitment	Study was carried out among employees from public universities in Kenya. The study conceptualized organizational sponsorship as a moderating variable.	The context was employees in large manufacturing firms in Kenya. Organizational sponsorship was the independent variable.
Kamau (2017)	Influence of career development practices on staff retention	Used descriptive research survey with a sample of 113 employees. Regression analysis was used.	Career development practices enhances employee retention	Study was carried out in a single organization - Technical University of Kenya. This limits external validity. The study focused on employees from education sector.	Study carried out across a number of organizations. The study focused on employees from manufacturing sector.

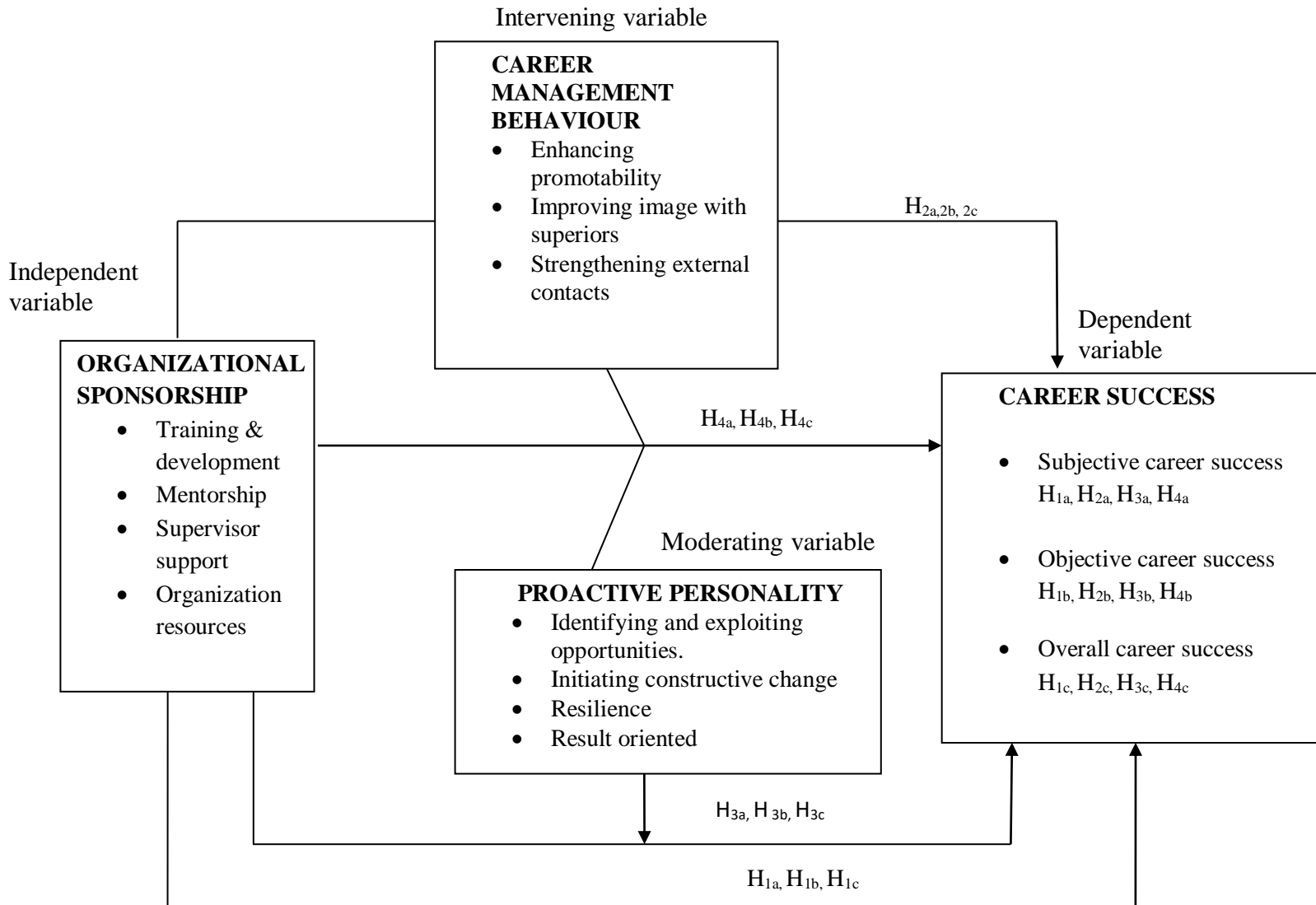
Source: Researcher (2018)

## **2.8 Conceptual Framework**

The framework conceptualizes a link between organizational sponsorship, career management behaviour, proactive personality and subjective objective and overall career success. Organizational sponsorship represents the independent variable, CMB is the mediator, proactive personality constitutes the moderating variable and subjective, objective and overall career success are the dependent variables. Consequently, the framework is a schematic relationship between organizational sponsorship and SCS, OCS and overall CS. Secondly, the mediation of career management behaviour on the relationship between organizational sponsorship and SCS, OCS and overall CS is captured in the framework. Thirdly, the moderating effect of PP on the link between organizational sponsorship and SCS, OCS and overall CS is also depicted in the framework; and shown last is the joint effect of organizational sponsorship, career management behaviour and proactive personality on SCS, OCS and overall CS.

The framework depicts a link between OS and CS as it is proposed that those employees who get the sponsorship are able to advance easily and therefore succeed in their careers as opposed to those who are unable to gain the sponsorship. Secondly, the framework captures the mediation of career management behaviour on the basis of the argument that the use of career management behaviour will provide a mechanism through which organizational sponsorship will influence peoples' career success. The tactics adopted by individuals can determine their access to sponsorship as well as their ability to succeed in their careers. Proper choice and use of appropriate career management behaviour can lead to career success. Thirdly, the framework also suggests the moderating effect of PP in the link between organizational sponsorship and CS because it is proposed that proactive

personality can attract or dispel organizational sponsorship. It is expected that people with proactive personality through organizational sponsorship are better placed in achieving career success. Lastly, the model proposes a joint effect of organizational sponsorship, career management behaviour and proactive personality on career success. The argument is that the four variables used together provide a better prediction of CS.



**Figure 2.1: Conceptual Model**

Source: Researcher (2018)

## 2.9 Conceptual Hypotheses

The study hypothesizes that organizational sponsorship influences career success. The perception is that those who obtain organizational sponsorship always find it easier to achieve career success. It is believed that this association is mediated by career management behaviour and further moderated by proactive personality since career management behaviour provide a way through which individuals take advantage of organizational sponsorship to enhance their career success while proactive personality will determine whether an individual will attract sponsorship from an organization or not. Lastly, the study hypothesizes that the joint effect of organizational sponsorship, career management behaviour and proactive personality was greater than the individual effect of the predictor variables given that these variables put together places one in a better position in advancing in their careers towards their success. The hypotheses include:

H<sub>1a</sub>: Organizational sponsorship has a significant positive effect on employees' subjective career success.

H<sub>1b</sub>: Organizational sponsorship has a significant positive effect on employees' objective career success.

H<sub>1c</sub>: Organizational sponsorship has a significant positive effect on employees' overall career success.

H<sub>2a</sub>: The relationship between organizational sponsorship and subjective career success is mediated by career management behaviour.

H<sub>2b</sub>: The relationship between organizational sponsorship and objective career success is mediated by career management behaviour.

- H<sub>2c</sub>: The relationship between organizational sponsorship and overall career success is mediated by career management behaviour.
- H<sub>3a</sub>: The strength of the relationship between organizational sponsorship and subjective career success is moderated by proactive personality.
- H<sub>3b</sub>: The strength of the relationship between organizational sponsorship and objective career success is moderated by proactive personality.
- H<sub>3c</sub>: The strength of the relationship between organizational sponsorship and overall career success is moderated by proactive personality.
- H<sub>4a</sub>: Organizational sponsorship, career management behaviour and proactive personality have a joint significant effect on subjective career success.
- H<sub>4b</sub>: Organizational sponsorship, career management behaviour and proactive personality have a joint significant effect on objective career success.
- H<sub>4c</sub>: Organizational sponsorship, career management behaviour, and proactive personality have a joint significant effect on overall career success.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter describes the research methodology that was used for the study. It specifically describes the research philosophy, research design used and the population. The section also outlines how the data was collected, how the study variables were operationalized and data analysis carried out.

#### **3.2 Research Philosophy**

Research in social sciences is dominated by two philosophical paradigms: Positivism and Phenomenology. The two paradigms represent different philosophical orientations to knowledge from their basic assumptions about reality and how research should be conducted (Cooper & Schindler, 2006). Positivist philosophy emphasizes on objectivity and deductive reasoning with an aim of falsifying the null hypothesis. Its main aim is to test theory or theoretical models and hence the positivist paradigm embraces a quantitative perspective to study phenomena (Mugenda & Mugenda, 2003). Researchers that are positivist oriented begin by looking at a wider perspective of theories relating to the variables and their underlying propositions and then empirically testing their implications with the use of large samples (Easterby-Smith, Thorpe & Lowe, 2002). The main aim for adopting this perspective is to facilitate generalization of the findings. This perspective assumes that the researcher is detached from the study and therefore is expected to have no influence at all on the study and the findings thereof. However, this philosophy has some short comings: the knowledge generated may be too abstract and



general to allow for direct specific situational application. In addition to this, Positivism tend to be inflexible since it assumes that everything can be measured and calculated.

Phenomenological approach, however, presupposes that for the purpose of objectivity, one should avoid making earlier presuppositions on theory, hypotheses and quantification. It is assumed that this will minimize the biasness from the researcher. It allows the researcher to focus on the main issues of the study. This perspective allows the researcher to understand social phenomena from the viewpoint of the object being studied (Saunders, Lewis & Thornhill, 2007). This paradigm therefore focuses on interpretation, meaning and immediate experience. It thus relies on personal experiences in generating meanings from observed phenomena. The major concern in phenomenological approach is theory development which is the key output from a study. Thus, researchers who adopt this perspective rely on first-hand information and build explanations from the scratch (Saunders et al. 2007). The major short coming of phenomenology is that it leads to conclusions that are less accurate, less credible and that can lead to misrepresentation since the data collected is qualitative in nature and the researcher may be biased towards the findings.

This study was guided by the positivist approach because it was anchored on existing research evidence and already established theories; the researcher reviewed literature from previous related studies and sought to verify hypothesized relationships. Hypotheses were developed from the literature and operationalization of the concepts under study was done to enhance clarity of measures. Data was collected through questionnaires. Standardized criteria for testing hypotheses were followed to the latter.

### **3.3 Research Design**

A research design serves as the blueprint that guides the researchers at various stages of the research process. It involves identification of the relevant units of study, sampling, data collection, data analysis and presentation of the findings (Sekaran, 2006). This study used descriptive cross-sectional survey. The design was deemed suitable since the study aimed at establishing associations among variables and data was collected across a substantial number of organizations at a certain time. A descriptive survey is concerned with the process of gathering data so as to verify the hypothesized relationship and to generate solutions to research questions with respect to the present status of the phenomena under study (Mugenda & Mugenda, 2003).

Cross sectional studies involve establishing the existence of significant links among study variables at a given time (Cooper & Schindler, 2006). This was appropriate for this study since it attempted to verify the impact of organizational sponsorship on career success as mediated and moderated by career management behaviour and proactive personality, respectively. The design also allowed the analysis, interpretation and reporting on findings and their application thereof to the entire population of study (Sekaran, 2006).

### **3.4 Population of the Study**

The population for the study was managerial staff from large manufacturing companies in Kenya. Managerial staff in this sector is grouped into three categories: Senior, middle and junior level. A list of large manufacturing firms from Kenya Association of Manufacturers (KAM) directory was used as the sampling frame. It is presented as Appendix II.

The Kenya Association of Manufacturers (KAM) directory has a list of 511 firms classified as major manufacturing companies in Kenya. The firms are categorized into twelve sectors. The number of managerial staff varies from company to company depending on their trading activities and regional spread. The choice of managerial staff from large manufacturing firms for this study was based on the fact that by virtue of their length of service, experience and position, managerial staff were likely to have benefited from the organizational sponsorship programmes offered by these organizations and also achieved some level of career success. Besides, they were deemed knowledgeable on organizational sponsorship programmes offered in their respective organizations as they partly play a role in development and implementation of such programmes. They were therefore expected to be in a position to provide the necessary and relevant information.

### **3.5 Sample Design**

A sampling design is a framework that provides plan on how a sample is selected from a population. The unit of analysis in this study was individual managers. Multi-stage cluster sampling technique was carried out as follows: from the sector, the twelve sub-sectors of manufacturing firms were picked, this was followed next by picking the firms from the various sub-sectors and finally selecting the managers who were the respondents of this study. In carrying out the sampling, all the twelve relevant sub-sectors were considered. To determine the number of firms to be used in the study, the decision was made based on Stanley and Gregory's (2001) proposition that at least 10% sample of a population is appropriate when selecting sample size in cross sectional surveys. Thus the 51 firms which is 10% of the 511 large manufacturing companies were used for this study. This number

was above the minimum of thirty hence the 10% was a sufficient prevalence of large manufacturing firms. The selection was done using systematic random sampling. The firms were assigned numbers based on the list of large manufacturing firms from the KAM directory according to the sub-sectors. A random starting point was selected and the rest of the sampling members were selected after the fixed sampling interval. The firms were picked proportionately with respect to the population of the firms from each of the twelve sectors.

To establish the number of managers to be used for the study, Roscoe's (1975) sample size determination proposition for unknown population was used because it was difficult to get the population of managers in large manufacturing companies. According to the proposition a sample larger than 30 and less than 500 is appropriate. Based on Stanley and Gregory's (2001) proposition, 20% prevalence was chosen as a basis of determining the sample size of managers given that they were the unit of analysis.

The determination of the sample size was based on three factors (Kate, 2006): the approximated percentage prevalence of the population of interest – 20% in this case as indicated above, the required confidence level and the acceptable margin of error. Daniel (1999) posits that the following formula can be used for calculating sample size required.

$$n = \frac{z^2 p (1 - p)}{d^2}$$

where:

n = required sample size

z = confidence level at 95% (standard value of 1.96)

p = estimated percentage prevalence of the population of interest – 20%

d = margin of error at 5% (standard value of 0.05)

Therefore, the sample size (n) for this study was computed as follows:

$$n = \frac{1.96^2 \times 0.2(1 - .0.2)}{0.05^2}$$

$$n = \frac{3.8416 \times 0.16}{0.0025}$$

$$n = 255$$

255 managers were the participants of this study based on the calculation above. The decision was made also in tandem with Hair et al. (1998) argument that that a sample size of 200 is critical for producing valid results. Based on the sample size, five managers were chosen from each firm. The managers from the three levels of management were selected in the ratio of 2:2:1. This was done purposely considering that the middle and senior level managers have advanced more in their careers and also benefited from organizational sponsorship, career management behaviour and proactive personality.

### **3.6 Data Collection**

Primary data was collected using a semi structured questionnaire. It was five-point Likert-type comprising of five sections. Section A addressed organization profile and personal background information of the respondents, Section B sought information on organizational sponsorship, Section C was concerned with career management behaviour, Section D focused on proactive personality and Section E was directed at career success. They comprised scales that were anchored on five points ranging from 1= not at all to 5= very large extent.

Zikmund (2003) observes that a researcher should consider respondents that are knowledgeable on the study area so as to obtain recommendable degrees of objectivity and reliability in the results obtained from the collected data. The respondents were managerial staff from major manufacturing companies in Kenya. The questionnaires were administered through mail and through drop-and-pick-later method by the researcher and three trained research assistants. The questionnaires were accompanied by an introductory letter from the university explaining the objectives and importance of the study. This was also backed up with a letter of authorization to conduct research obtained from National Commission for Science and Innovation (NACOSTI). After distribution of the questionnaires, a follow up was done through text messages, telephone calls and personal visits so as to increase the rate of response.

The participation in the study through filling the questionnaires was on a voluntary basis thus some managers chose not to participate, pointing out that it was not within their company policy, others cited their tight schedules, others were on leave while in some organizations, the human resource manager filled the questionnaires. The human resource managers in all the companies where the data was collected were responsible for distributing the questionnaires within their respective organizations and collecting them after they were filled. In this study, the researcher and the assistants approached the human resource managers and explained to them the purpose of the study and the support required from them. Particularly, the human resource managers were requested to issue the questionnaires randomly to the managers in the three levels of management in the ratio of 2:2:1 with respect to senior, middle and lower level management respectively.

### **3.7 Operationalization of Study Variables**

Operationalization of study variables is necessary to reduce the abstract nature of constructs under study into observable and measurable features (Sekaran, 2000) and to facilitate the determination of how and whether the variables for the study are related. The variables for this study included: organizational sponsorship, career management behaviour, proactive personality and career success. The independent variable was organizational sponsorship. Career management behaviour was the intervening variable while proactive personality was the moderating variable. Finally, career success was the dependent variable.

Organizational sponsorship dimensions were derived from studies by Ng et al., (2005) and Barnett and Bradley (2007). Career management behaviour was measured using the indicators developed by, Lau and Pang (2000). Proactive personality on the other hand, utilized the dimensions proposed by Bateman and Crant (1993). The dimensions of career success were adopted from studies by Parasuraman and Wormley (1990), Heslin (2005) and Seilbert and Kraimer (2001). Operationalization of the variable is presented in Table 3.1.

**Table 3.1: Operationalization of Study Variables**

<b>Variable</b>	<b>Operational Indicators</b>	<b>Operational Definitions</b>	<b>Supporting Literature</b>	<b>Measurement Scale and Questionnaire items</b>
Independent variable	Training and development	-The number of training offered through seminars -The number of training through workshops	Ng, Ebby, Sorensen and Fieldman (2005)	Interval scale-5point Likert scales
Organizational sponsorship		-The number of training on the job	Barnet and Bradley (2007).	Section B Question 8
	Mentorship	-Assignment of challenging task -Provision of exposure or visibility -Clear communication on job activities -Update on important issues in the organization		
	Supervisor support	-Protection from supervisor -Provision of feedback on job performance -Supervisors' respect on one's ideas -Provision of practical support -Assistance in meeting deadlines -More assignment of responsibility		



<b>Variable</b>	<b>Operational Indicators</b>	<b>Operational Definitions</b>	<b>Supporting Literature</b>	<b>Measurement Scale and Questionnaire items</b>
	Organization resources	-Opportunity to rise up organization ladder through organization hierarchy -Provision of financial assistance for career development -Provision of non-financial support for career advancement		
Intervening variable	Enhancing promotability	-Obtaining employment skills, -Searching for information about new opportunities in the organization, -Establishing internal contacts and networks, -Excellent job performance	Lau and Pang's (2000) Yean and Yahya (2008)	Interval scale-5point Likert scales
Career management behaviour	Improving image with superiors	-Extending hours of work -Creating awareness of my achievements -Searching for career guidance from superiors -Meeting expectations of my supervisor -Proactive response to issues or problems		Section C Question 9
	Strengthening external contacts	-Being part of professional bodies -Being part of trade association -Being part of social organizations -Liaising with job searchers		
Moderating variable	Identifying and exploiting opportunities	-Spotting opportunities before others -Frequent search for new ways to	Seilbert and Kraimer (2001)	Interval scale-5point Likert scales

<b>Variable</b>	<b>Operational Indicators</b>	<b>Operational Definitions</b>	<b>Supporting Literature</b>	<b>Measurement Scale and Questionnaire items</b>
		make life better		
Proactive Personality	Initiating constructive change	-Striving to change the status quo -Searching for new ways of doing things -Fixing what I don't like -Correcting faulty procedures	Erdogan and Bauer (2005) Bateman and Crant (1993)	Section D Question 10
	Resilience	-No obstacle can prevent me from my success -Making things happens despites all odds -Working out my ideas against opposition		
	Result oriented	-Provide solutions to difficult problems -Excited to see my ideas turn into reality		
Dependent Variable	Subjective career success	-Satisfaction with career achievement -Satisfaction with meeting career goals	Parasuraman and Wormley (1990). Heslin (2005)	Interval scale-5point Likert scales section A
Career success		-Satisfaction with progress on meeting income goals -Satisfaction in meeting goals for skill advancement -Satisfaction with help offered to colleagues	Seilbert and Kraimer (2001)	Section E Question 11

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<b>Variable</b>	<b>Operational Indicators</b>	<b>Operational Definitions</b>	<b>Supporting Literature</b>	<b>Measurement Scale and Questionnaire items</b>
	Objective career success	-Gross monthly income -Percentage increase in salary -Number of promotions received	Nicholson and De Waal-Andrews (2005)	

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Source: Researcher, 2018

### **3.8 Reliability Test**

Reliability is a measure of the extent to which the instrument used for research produces results that are consistent on consecutive uses (Mugenda & Mugenda, 2003). Cronbach's alpha coefficient was used to establish whether the variables fall within the required range of between 0 and 1 (Mugenda & Mugenda, 2003). Nunnally (1978) suggests that a value of not less than 0.7 is acceptable while Sekaran (2000) points out that values between 0.5 and 0.8 are appropriate for internal consistency. This study used values of 0.6 and above as a cut-off point for the items. The preliminary analysis carried out revealed that Cronbach's Alphas for all the variables used in this study were above 0.8. It was thus concluded that the scale was very reliable.

Item to total correlation of the indicators of the various variables under study were established using SPSS to ascertain whether the measurement scale used in the study was reliable. Bryne (2004) sets a threshold of 0.3 for item to total correlation. A few indicators that were found to have item to total correlation scores of below 0.3 were dropped before further analysis could be done. The Cronbach's Alpha was found to increase in all the cases where this was done.

**Table 3.2: Reliability Test**

<b>Part of the Questionnaire</b>	<b>Variable</b>	<b>Number of Items</b>	<b>Cronbach's Alpha</b>	<b>Remark</b>
Part B	Organizational sponsorship	19	0.887	Reliable
Part C	Career management behaviour	16	0.862	Reliable
Part D	Proactive personality	12	0.866	Reliable
Part E	Career success	10	0.848	Reliable

Source: Research Data, 2018

### **3.9 Validity Tests**

Validity is the ability of the research instrument to measure what it is supposed to measure (Cooper & Schindler, 2006). The questionnaire used satisfies face and content validity since it was developed through a review of literature in consultation with academic experts. The experts consisted of one professor and one senior lecturers of Human Resource Management from the Department of Business Administration and one senior lecturer from the Department of Management Science. It was suggested that the title covering the concepts be removed from the questionnaire to avoid pre-conceived answers from the respondents and the adjustment was done accordingly.

Secondly, a pre-test of the questionnaire through a pilot study was conducted to confirm whether the research tool was clear. The pretest included 15 managers from supervisory level, middle and senior level management in manufacturing firms that were not included in the study. They were deemed knowledgeable on issues regarding organizational sponsorship. Thereafter the questionnaire was adjusted based on the pretest recommendations. Thirdly, KMO test and Bartlett's Sphericity test were used to assess if the items were fit for factor analysis. It was observed that all the constructs used in the

research instruments had KMO values above 0.7 and all the values of chi-square in Bartlett's Sphericity test were significant at a level less than 0.05. This therefore meant that it was appropriate to conduct factor analysis.

Construct validity refers to the ability of the scale to adequately measure the construct that it is supposed to measure (Zeng et al., 2010). It was evaluated using exploratory factor analysis (EFA). The factor loadings were checked to determine whether the items loaded into the factors strongly. The recommendable factor loading by Stevens (2002) is at least 0.4. The items that failed to fulfill this requirement were disregarded from further analysis.

### **3.10 Diagnostic Tests**

Data was first cleaned and checked for completeness. It was then coded in readiness for entry into the statistical analysis software. Regression analysis requires data that is normally distributed. To test normality Shapiro-wilk Test was used. A Shapiro-wilk statistics of below 0.05 would suggest lack of normal distribution in the data. In case of non-normal data, data transformation technique was to be applied to make the data as normal as possible to allow for use of parametric statistics.

Multicollinearity is a state of high correlation among independent variables. This may make some variables insignificant. Multicollinearity was assessed using Variance Inflation Factors (VIF). VIF value of 10 is recommended as the maximum acceptable value with a minimum of 1 (Hair et al., 2006). In a situation of occurrence of multicollinearity, standardization of the data was to be carried out in order to correct the situation.

Regression analysis requires that the variance of independent variables should be similar. This is violated in case of heteroscedasticity where the variance of the independent variable differs across the data. To test for heteroscedasticity, therefore, this study used Koenker test. In this test, a P-Value  $< 0.05$  indicates that heteroscedasticity exists. Existence of heteroscedasticity was to be corrected through transformation of the data.

First order autocorrelation was tested using Durbin-Watson test which is used to ascertain whether the adjacent residuals are correlated. Lack of serial correlation was to be indicated by a Durbin-Watson statistic of around 2 while positive serial correlation was to be indicated by a value of below 2. For negative correlation the Durbin-Watson statistic would range between 2 and 4. A case of autocorrelation was to be corrected by changing the model specification to obtain non-auto correlated errors.

### **3.11 Data Analysis**

Data was analyzed using both descriptive and inferential statistics. The former was used to obtain a general understanding of the organization and the staff in large manufacturing companies in Kenya. From the analysis, information was obtained about measures of central tendency and dispersion. Inferential statics such as simple linear regression analysis, Path analysis and hierarchical regression analysis were used. This was meant to examine the nature and extent of the association among constructs and to test the hypothesized relationships.

Simple linear regression analysis was used to determine the influence of organizational sponsorship on SCS, OCS and overall CS, path analysis was used to establish the effect of career management behaviour in the relationship between organizational sponsorship

and SCS, OCS and overall CS, hierarchical regression model was used to determine the effect PP on the relationship between organizational sponsorship and SCS, OCS and overall career success and also to establish the joint effect of organizational sponsorship, career management behaviour and proactive personality on career SCS, OCS and overall career success. Table 3.3 presents a summary of statistical tests of hypotheses.



**Table 3.3: Analytical Model Used to Test Hypotheses**

<b>Objectives</b>	<b>Hypotheses</b>	<b>Analytical Model</b>	<b>Interpretation of Results</b>
To determine the influence of organizational sponsorship on career success.	<b>H<sub>1a</sub>:</b> Organizational sponsorship has a significant positive effect on SCS	Simple Linear Regression Analysis. Subjective Career Success = f(Organizational Sponsorship) $SCS = \beta_0 + \beta_1 OS + \varepsilon$ SCS = Subjective Career Success $\beta_0$ = Intercept $\beta_1$ = Coefficient of OS OS = Composite Index of Organizational Sponsorship $\varepsilon$ = Error Term	Hypothesis is supported if the P- value of the beta coefficient is less than 0.05; a significant change in the dependent variable due to the influence of independent variable confirms the relationship. The model fitness is confirmed if the F-ratio is significant (P< 0.05); the significance of the relationship among the variables is confirmed if t -statistics is significant.
	<b>H<sub>1b</sub>:</b> Organizational sponsorship has a significant positive effect on OCS	Simple Linear Regression Analysis. Objective Career Success = f(Organizational Sponsorship) $OCS = \beta_0 + \beta_1 OS + \varepsilon$ OCS = Objective Career Success $\beta_0$ = Intercept $\beta_1$ = Coefficient of OS OS = Composite Index of Organizational Sponsorship $\varepsilon$ = Error Term	

Objectives	Hypotheses	Analytical Model	Interpretation of Results
	<b>H<sub>1c</sub>:</b> Organizational sponsorship has a significant positive effect on overall CS	Simple Linear Regression Analysis. Career Success = f(Organizational Sponsorship) $CS = \beta_0 + \beta_1 OS + \varepsilon$ CS = Career Success $\beta_0$ = Intercept $\beta_1$ = Coefficient of OS OS = Composite Index of Organizational Sponsorship $\varepsilon$ = Error Term	
To establish mediation of career management behaviour in the relationship between organizational sponsorship and career success.	<b>H<sub>2a</sub>:</b> The relationship between organizational sponsorship and SCS is mediated by career management behaviour.	Path Analysis Subjective Career Success = f(Organizational Sponsorship + Career Management Behaviour) Four step procedure: Step 1: $SCS = \beta_0 + \beta_1 OS + \varepsilon$ Step 2: $CMB = \beta_0 + \beta_1 OS + \varepsilon$ Step 3: $SCS = \beta_0 + \beta_2 CMB + \varepsilon$ Step 4: $SCS = \beta_0 + \beta_1 OS + \beta_2 CMB + \varepsilon$ $\beta_0$ = Intercept $\beta_1$ = Coefficient of OS $\beta_2$ = Coefficient of CMB OS = Composite Index of Organizational Sponsorship CMB = Composite Index of Career Management Behaviour $\varepsilon$ = Error Term	Full mediation is confirmed when effect of OS is no longer significant in the presence of CMB ( $P > 0.05$ ) while partial mediation is confirmed when OS is still significant in the presence of CMB ( $P < 0.05$ ), the model fitness is confirmed if the F-ratio is significant ( $P < 0.05$ ), the significance of the relationship among the variables is confirmed if t -statistics is significant

Objectives	Hypotheses	Analytical Model	Interpretation of Results
	<p><b>H<sub>2b</sub>:</b> The relationship between organizational sponsorship and OCS is mediated by career management behaviour.</p>	<p>Path Analysis Objective Career Success =f(Organizational Sponsorship + Career Management Behaviour) Four step procedure: Step 1: <math>OCS = \beta_0 + \beta_1 OS + \varepsilon</math> Step 2: <math>CMB = \beta_0 + \beta_1 OS + \varepsilon</math> Step 3: <math>OCS = \beta_0 + \beta_2 CMB + \varepsilon</math> Step 4: <math>OCS = \beta_0 + \beta_1 OS + \beta_2 CMB + \varepsilon</math> <math>\beta_0</math> = Intercept <math>\beta_1</math> = Coefficient of OS <math>\beta_2</math> = Coefficient of CMB OS=Composite Index of Organizational Sponsorship CMB = Composite Index of Career Management Behaviour <math>\varepsilon</math> = Error Term</p>	

Objectives	Hypotheses	Analytical Model	Interpretation of Results
	<b>H<sub>2c</sub>:</b> The relationship between organizational sponsorship and career success is mediated by career management behaviour.	Path Analysis Career Success =f(Organizational Sponsorship + Career Management Behaviour) Four step procedure: Step 1: CS= $\beta_0 + \beta_1 OS + \epsilon$ Step 2: CMB= $\beta_0 + \beta_1 OS + \epsilon$ Step 3: CS = $\beta_0 + \beta_2 CMB + \epsilon$ Step 4: CS = $\beta_0 + \beta_1 OS + \beta_2 CMB + \epsilon$ $\beta_0$ = Intercept $\beta_1$ = Coefficient of OS $\beta_2$ = Coefficient of CMB OS=Composite Index of Organizational Sponsorship CMB = Composite Index of Career Management Behaviour $\epsilon$ = Error Term	
To determine the effect of proactive personality on the relationship between organizational sponsorship and career success.	<b>H<sub>3a</sub>:</b> The strength of the relationship between organizational sponsorship and SCS depends on proactive personality.	Hierarchical Regression Analysis Subjective Career Success =f(Organizational Sponsorship + Proactive Personality) Three step procedure: Step 1: SCS = $\beta_0 + \beta_1 OS + \epsilon$ Step 2: SCS = $\beta_0 + \beta_1 OS + \beta_2 PP + \epsilon$ Step 3: SCS = $\beta_0 + \beta_1 OS + \beta_2 PP + \beta_3 OS * PP + \epsilon$ SCS=Subjective Career Success $\beta_0$ = Intercept $\beta_1$ = Coefficient of OS $\beta_2$ = Coefficient of PP OS= Composite Index of Organizational Sponsorship PP = Composite Index of Proactive OS*PP = Interaction Term	Hypothesis is supported if the P- value of the beta coefficient of the interaction term is less than 0.05, the model fitness is confirmed if the F-ratio is significant (P< 0.05), the significance of the relationship among the variables is confirmed if t -statistics is significant.

Objectives	Hypotheses	Analytical Model	Interpretation of Results
	<p><b>H<sub>3b</sub>:</b> The strength of the relationship between organizational sponsorship and OCS depends on proactive personality.</p>	<p>Personality, <math>\varepsilon</math> = Error Term</p> <hr/> <p>Hierarchical Regression Analysis  Objective Career Success  =f(Organizational Sponsorship + Proactive Personality)  Three step procedure:  Step 1: <math>OCS = \beta_0 + \beta_1 OS + \varepsilon</math>  Step 2: <math>OCS = \beta_0 + \beta_1 OS + \beta_2 PP + \varepsilon</math>  Step 3: <math>OCS = \beta_0 + \beta_1 OS + \beta_2 PP + \beta_3 OS \cdot PP + \varepsilon</math>  OS = Composite Index of Organizational Sponsorship  PP = Composite Index of Proactive Personality  OS * PP = Interaction Term  Personality, <math>\varepsilon</math> = Error Term</p>	

Objectives	Hypotheses	Analytical Model	Interpretation of Results
	<p><b>H<sub>3c</sub>:</b> The strength of the relationship between organizational sponsorship and SC depends on proactive personality.</p>	<p>Hierarchical Regression Analysis            Career Success =f(Organizational Sponsorship + Proactive Personality)            Three step procedure:            Step 1: <math>CS = \beta_0 + \beta_1 OS + \varepsilon</math>            Step 2: <math>CS = \beta_0 + \beta_1 OS + \beta_2 PP + \varepsilon</math>            Step 3: <math>CS = \beta_0 + \beta_1 OS + \beta_2 PP + \beta_3 OS * PP + \varepsilon</math>            CS= Career Success  <math>\beta_0</math> = Intercept  <math>\beta_1</math> = Coefficient of OS  <math>\beta_2</math> = Coefficient of PP            OS= Composite Index of Organizational Sponsorship            PP = Composite Index of Proactive Personality  <math>\varepsilon</math> = Error Term</p>	
<p>To establish the joint effect of organizational sponsorship, career management behaviour and proactive personality on career success.</p>	<p><b>H<sub>4a</sub>:</b> The joint effect of organizational sponsorship, career management behaviour, and proactive personality is greater than the individual effects of each predictor variable on SCS</p>	<p>Hierarchical Regression Analysis            Subjective Career Success = f(Organizational Sponsorship+ Proactive Personality+ Career Management Behaviors)  <math>SCS = \beta_0 + \beta_1 OS + \beta_2 CMB + \beta_3 PP + \varepsilon</math>            SCS = Subjective Career Success  <math>\beta_0</math> = Intercept  <math>\beta_1</math> = Coefficient of OS  <math>\beta_2</math> = Coefficient of CMB  <math>\beta_3</math> = Coefficient of PP            OS = Composite Index of Organizational Sponsorship            CMB = Composite Index of Career Management Behaviour            PP= Composite Index of Proactive Personality</p>	<p>Hypothesis is supported if the P- value of the beta coefficient is less than 0.05; a significant change in dependent variable due to combined effect of predictor variables rather than independent effect of each confirms the hypothesis. The model fitness is confirmed if the F-ratio is significant (P&lt; 0.05); the significance of the relationship among the variables is confirmed if t -statistics is significant (P&lt; 0.05).</p>

Objectives	Hypotheses	Analytical Model	Interpretation of Results
		$\varepsilon = \text{Error Term}$	
	<p><b>H<sub>4b</sub></b>: The joint effect of organizational sponsorship, career management behaviour, and proactive personality is greater than the individual effects of each predictor variable on OCS</p>	<p>Hierarchical Regression Analysis  Objective Career Success =  f(Organizational Sponsorship+  Proactive Personality+ Career  Management Behaviors)  <math>OCS = \beta_0 + \beta_1 OS + \beta_2 CMB + \beta_3 PP + \varepsilon</math>  OCS = Objective Career Success  <math>\beta_0 = \text{Intercept}</math>  <math>\beta_1 = \text{Coefficient of OS}</math>  <math>\beta_2 = \text{Coefficient of CMB}</math>  <math>\beta_3 = \text{Coefficient of PP}</math>  OS = Composite Index of  Organizational Sponsorship  CMB = Composite Index of Career  Management Behaviour  PP= Composite Index of Proactive  Personality  <math>\varepsilon = \text{Error Term}</math></p>	

Objectives	Hypotheses	Analytical Model	Interpretation of Results
	<p><b>H<sub>4c</sub>:</b> The joint effect of organizational sponsorship, career management behaviour, and proactive personality is greater than the individual effects of each predictor variable on CS</p>	<p>Hierarchical Regression Analysis            Career Success = f(Organizational Sponsorship+ Proactive Personality+ Career Management Behaviors)  <math>CS = \beta_0 + \beta_1 OS + \beta_2 CMB + \beta_3 PP + \varepsilon</math>            CS = Career Success  <math>\beta_0</math> = Intercept  <math>\beta_1</math> = Coefficient of OS  <math>\beta_2</math> = Coefficient of CMB  <math>\beta_3</math> = Coefficient of PP            OS = Composite Index of Organizational Sponsorship            CMB = Composite Index of Career Management Behaviour            PP= Composite Index of Proactive Personality  <math>\varepsilon</math> = Error Term</p>	

Source: Researcher, 2018



## **CHAPTER FOUR**

### **DATA ANALYSIS, FINDINGS AND DISCUSSION**

#### **4.1 Introduction**

This chapter presents the results and findings of the study with respect to the research objectives and hypotheses. It consists of two parts. The first part is concerned with preliminary research findings describing the nature of study attributes by offering response rate, preparation of data for analysis through; data cleaning and screening, it also presents results of the cross-sectional analyses for the data collected. A descriptive statistic of frequencies and percentages, means and standard deviations of the study variables is presented. The second part present results on normality test, multicollinearity, homoscedasticity, autocorrelation, linearity test and reliability and validity tests. The analysis is based on all sections of the questionnaire.

The broad aim of the study was to determine the role of career management behaviour and proactive personality in the relationship between organizational sponsorship and career success of the managerial staff in large manufacturing companies in Kenya. The specific goals were first to establish the link between organizational sponsorship and career success. Secondly, to establish the effect of career management behaviour in the relationship between OS and CS. Thirdly, to establish the effect of proactive personality in the link between OS and CS and lastly, to establish the joint effect of organizational sponsorship, career management behaviour and proactive personality on career success. This research was conducted among the executives of large manufacturing companies in Kenya. The study considered only managerial staff in line with argument posed by Zikmund (2003) that a researcher should consider respondents that are knowledgeable in

the study area so as to obtain recommendable degrees of objectivity and reliability in the results obtained from the collected data.

#### **4.2 Response Rate**

The study was based on managerial staff in large manufacturing companies in Kenya. 51 companies from a total 511, were involved in the study. A sample of 255 managers from all the three levels of management was used. Thus 255 questionnaires were sent to the respondents, out of which 205 questionnaires were returned. However, 2 of the questionnaires were incomplete leaving a total of 203 usable questionnaires. Various reasons were provided for the lack of response for the remaining 52 questionnaires ranging from lack of organization policy on survey, tight schedules hence lack of time, total refusal by the respondents and for other organizations, only the human resource manager had the responsibility of filling the questionnaires. This amounted into a response rate of 79.6%. Considering that all the sub sectors in manufacturing firms as well as both genders were represented in the study, there was no issue of misrepresentation.

The response rate was regarded as representative and adequate compared to previous studies carried out in major manufacturing companies. Kidombo, K'Obonyo and Gakuu (2012) had 64%, Magutu, Aduda and Nyaoga, (2015) had 75%, Busienei, K'Obonyo and Ogutu, (2013) achieved 69.4% while Njoroge, Ongeti, Kinuu and Kasomi (2016) had 58.7%. Despite the lack of consensus among scholars on the response rate that is statistically significant, Saunders et al. (2007) maintains that the acceptable response rates are best determined by the features of the questionnaire adopted. In the case of

delivered and collected questionnaires, scholars perceive a response rate of 30% to 50% as reasonable and acceptable for use. Scholars further argue that low response rate can be a hindrance to obtaining better results (Rogelberg & Stanton, 2007). In a review of studies on response rate conducted by Baruch and Holtom (2008), the average response rate for individual data was found to be 52.7% while that of organization collected-data was 35.7%. Thus, the response rate for this study was considered adequate especially given the fact that the respondents were managers considering their time demand.

#### **4.3 Data Cleaning and Screening**

Zikmund (2003) observes that the data collected has to be of good quality in order to produce good results. Based on Tabachnic and Fidell (1996) procedure, the outliers were checked by reviewing all the individual variables under study. Outliers refer to extreme data points that may adversely affect statistical tests results, particularly on the indices of model fit, parameters estimate and standard errors (West et al., 1995). Scatter plot graph was used in the detection of the presence of outliers. There were no significant outliers, apparently due to the large sample size. A total of 205 questionnaires were received back, two questionnaires were found to be incomplete and therefore were disregarded from the analyses. The remaining 203 were the ones used for analysis.

#### **4.4 Analysis of Demographic Statistics**

The descriptive analysis carried out included that of the individual respondents that focused on gender, duration in the current organization, the respondents' position and the length of time the respondents had occupied their current positions in the firm. The demographic analysis of the organization was done; this included the size of the company

based on the quantity of staff and the sector that the firm belonged to. The results of these were presented using frequencies and percentages.

The second part of the descriptive statistics was concerned with the constructs under study, this involved the descriptive analysis based on the sub-constructs which included: organizational sponsorship and its sub-constructs, career management behaviour and its sub-variables, proactive personality and its sub-constructs and career success with its sub-variables. The results were presented using means, standard deviation, skewness and kurtosis.

#### **4.4.1 Gender of the Respondents**

Diversity in an organization in terms of gender can have a significant impact in the organization both in its operation, work culture and performance. In Kenya the government appreciates the need for gender balance in the organization through the gender rule policy. The rule maintains that the minimum percentage for either gender in the organization should not be less than 30%. This rule governs not only employment but also the management of the organization. In this study gender was perceived as the mix of men and women in the organization (Marimuthu & Kolandaisamy, 2009). The respondents were thus requested to indicate their gender. The results presented in Table 4.1 show that 62.4% of the respondents were men while 37.6% were female this was slightly above the 30% requirement of the gender rule. The results show that the manufacturing sector observes the gender rule as required by the Kenyan constitution that states that at least a third of the workforce should be from feminine gender. The results also show that most management positions are occupied with men as opposed to women.

**Table 4.1: Gender of the Respondents**

<b>Variable</b>	<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
Gender	Male	127	62.6
	Female	76	37.4
	Total	203	100.0

Source: Research data, 2018

#### **4.4.2 Length of Time in the Current Organization**

The length of service of the respondents can be associated with experience and knowledge acquired over time. Besides, it could establish the knowledge of the respondents regarding organizational sponsorship programmes available within their companies as well as assurance of whether they have benefited from these practices and the possibility of having achieved career success. Generally, those employees with a longer length of service within an organization develop better and proper understanding of the culture and practices of the organization (Zikmund, 2003). Career being a lifelong process, these employees are deemed to have experienced to a certain extent career success. The results indicate that 39.1% had less than 5 years in their current organization, majority of the managers accounting for 41.4% had stayed in their current organization from 5 to 10 years and another 12.3% had stayed for a period ranging from 11 years to 15 years. The least percentage was 6.4% which accounted for those managers who had stayed for a period above 15 years in their current organization. The results show minimal mobility across organizations as over 60% of the staff have been in the organization for more than 5 years. This also means that the data collected was reliable and valid. The managers' responses on the length of service in their current organization are presented in Table 4.2.

**Table 4.2: Length of Time in the Current Organization**

<b>Variable</b>	<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
Length of time in years	Less than 5	81	39.9
	5-10	84	41.4
	11-15	25	12.3
	Above 15	13	6.4
	Total	203	100.0

Source: Research data, 2018

#### 4.4.3 Position in the Firm

The managers in manufacturing firms are divided into three different levels: Supervisory level, middle level and senior management level. From the results in Table 4.3, 26.1% of the respondents belonged to the supervisory level, the highest number of managers that was 52.7% belonged to middle level management and the least respondents were from the senior level management that represented 21.2% of the total sample. The results show that all levels were represented hence it is possible to generalize the findings across manufacturing sector. It also ascertains the validity and reliability of the data collected since the targeted respondents were all managers of various levels.

**Table 4.3: Position in the Firm**

<b>Variable</b>	<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
Position in the firm	Supervisory level	53	26.1
	Middle level management	107	52.7
	Senior management	43	21.2
	Total	203	100.0

Source: Research data, 2018

#### 4.4.4 Length of Service in Current Position

The results in Table 4.4 indicate that 11.8% of the respondents had worked for their respective firms in the current position for less than 1 year. Those who had worked for a period 1-3 years accounted for the majority with 50.3% while about 24.1% had worked for 4-5 years and 13.8% had worked for more than 5 years. This is an indication that organizations only facilitated minimal vertical career mobility of their staff given that the least percentage of the respondents were those who had worked in their current position for only less than 1 year. This offers a further reflection that the data gathered was credible, valid and good to be analyzed to examine the intended objectives.

**Table 4.4: Length of Service in Current Position**

Variable	Category	Frequency	Percentage
Length of service in current position in years	Less than 1	24	11.8
	1-3	102	50.3
	4-5	49	24.1
	More than 5	28	13.8
	Total	203	100.0

Source: Research data, 2018

#### 4.4.5 Organizational Demographic Characteristics

The analyses in Table 4.5 show that 7.9% of large manufacturing firms had approximately 100 staff. 48.2% had between 101 and 500 employees and 36.0% had 501 to 1000 employees. 7.9% of the firms had more than 1000 employees. The results relate to an earlier study by Kidombo (2007) where company size was measured by the number of employees. The findings show that a large percentage of the respondent were drawn from large organizations as observed from the number of employees ranging from 101 and

1000, this depicts appropriateness and validity of the data collected since it was perceived that large manufacturing firms were best placed in terms of provision of organizational sponsorship programmes given a larger possession of the resources as opposed to smaller firms.

**Table 4.5: Size of the Organization**

<b>Variable</b>	<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
Size of organization (No. of employees)	Less than 100	16	7.9
	100-500	98	48.2
	501-100	73	36.0
	Over 100	16	7.9
	Total	203	100.0

Source: Research data, 2018

#### **4.4.6 Distribution of Firms by Sector**

The classification of large manufacturing companies is according to the twelve key subsectors of the economy. As can be observed from Table 4.6, the sectors involved in the study ranged from building and construction to leather and footwear.



**Table 4.6: Distribution of Firms by Sector**

<b>Variable</b>	<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Sector</b>	Building & Construction	20	9.9
	Chemical & Allied	34	16.7
	Electrical & Electronics	10	4.9
	Food & Beverages	52	25.6
	Textiles & Apparel	10	4.9
	Timber, Wood & Furniture	9	4.4
	Motor vehicle and Accessories	9	4.4
	Paper & Board	21	10.3
	Pharmaceuticals & Medical Equip.	7	3.4
	Plastic & Rubber	10	4.9
	Metal & Allied	9	4.4
	Leather & Footwear	12	5.9
	<b>Total</b>	<b>203</b>	<b>100.0</b>

Source: Research data, 2018

All the subsectors of large manufacturing companies were included in the study and this was an indication of equal considerations of all the sub-sectors. Food and beverage had a large representation (25.6%) followed by chemical and allied (16.7%), paper and board had 10.3%, building and construction had 9.9%, leather and footwear had 5.7%, energy, electrical and electronics and textiles and apparel had an equal percentage of 4.9, plastics and rubber, timber wood and furniture, motor vehicle and accessories, metal and allied had an equal percentage of 4.4, pharmaceutical and medical equipment (3.4%). The results

corroborate with those of the previous studies (Kidombo 2007; Magutu, 2013, Ambula, 2015) in which food and beverage had the largest representation.

#### **4.5 Organizational Sponsorship**

The analysis of the respondents rating on the variable of organizational sponsorship was based on the items of the four sub-constructs namely: training and development, mentorship, supervisor support and organization resources.

##### **4.5.1 Training and Development**

Training and development (T&D) was conceptualized to arise from participation in various seminars, workshops and training on aspect of the job. Consequently, participants indicated the level of their participation in training based on a Likert scale. Training on the aspect of the job was practiced to a large extent given a mean of 3.92 (SD = 0.946, the respondents also seemed to be provided with opportunities to participate in workshops to a large extent given a mean of 3.57 (SD =1.098), however, there seemed to be moderate provision of opportunities for participation in seminars for the respondents (mean = 3.27, SD = 1.062). The grand mean was found to be 3.56. This was an indication that the respondents to a large extent received training opportunities which is an important aspect of organizational sponsorship that could enhance their career success. Table 4.7 provides these results.

**Table 4.7: Training and Development**

<b>Statement</b>	<b>Mean</b>	<b>SD</b>
1. The organization often provides me with opportunities to participate in various seminars	3.27	1.062
2. The organization often provides me with opportunities to participate in workshops.	3.57	1.098
3. During work I am trained on the aspects of the job	3.92	.946
Grand Mean=3.59	Source: Research Data, 2018	

#### **4.5.2 Mentorship**

Mentorship was measured on the basis of five items: giving of demanding tasks, offering exposure, supervisor paying attention to the mentees' level of competence, supervisor giving clear communication on the job activities and supervisor providing information on important issues of the company. Based a scale of 1 to 5, respondents indicated the mentorship gained. All the items on mentorship were observed to be received to a large extent. Supervisor paying attention to the mentees' level of competence had a mean of 3.97 (SD = 0.967), the second one was assignment of challenging tasks which had a mean of 3.91 (SD = 0.952), the third one was supervisor giving clear communication on the job activities with a mean of 3.90 (SD = 0.917). Supervisor providing information on important issues of the company had a mean of 3.84 (SD = 0.992) and lastly, supervisor offering exposure and visibility had a mean of 3.70 (SD= 1.002). On average, mentorship reflected a major aspect of organizational sponsorship having recorded a grand mean of 3.86. The results of these analyses are presented in Table 4.8.

**Table 4.8: Mentorship**

<b>Statement</b>	<b>Mean</b>	<b>SD</b>
1. My supervisor assigns me challenging tasks to take charge of my enthusiasm and develop my skills	3.91	0.952
2. My supervisor gives me exposure and visibility in the organization	3.70	1.002
3. My supervisor pays attention to my level of competence	3.97	0.967
4. I am given clear communication on the activities of the job from my superiors	3.90	0.917
5. My supervisor informs me of important issues of the company	3.84	0.992

Grand Mean=3.86

Source: Research Data, 2018

### 4.5.3 Supervisor Support

Supervisor support (SS) had a total of eight indicators. Likewise, the respondents indicated the level to which each of them reflected on the organizational sponsorship received on a scale ranging from 1 to 5. The results from Table 4.9 indicate that the responses ranged from a mean of 3.27 to 4.18. Apart from “I receive protection from my supervisor” which was rated moderate with a mean of 3.27 (SD= 1.052). The remaining items were received to a large extent by the staff. “I am assigned more responsibilities that increases my contact with influential people in the organization” had a mean of 4.18 (SD = 0.819). “My supervisor respects my views and ideas had a mean of 3.70 (SD = 0.965), my supervisor provides me with practical support had a mean of 3.65 (SD = 1.067), I am free to share my concerns with my supervisor had a mean of 3.76 (SD = 0.992), my supervisor respects my views and ideas had a mean of 3.70 (SD = 0.965), my supervisor has a collaborative approach to supervision had a mean of 3.83 (SD = 1.007) and lastly my supervisor assists me to accomplish tasks or meet the set deadlines had a mean of 3.81 (SD = 0.979)”. The grand mean was 3.76, although slightly lower than that

of mentorship, it depicted that supervisor support reflected to a large extent the organizational sponsorship offered to the staff.

**Table 4.9: Supervisor Support**

<b>Statement</b>	<b>Mean</b>	<b>SD</b>
1. I receive protection from my supervisor	3.27	1.052
2. I receive helpful feedback for my job performance from my supervisor	3.91	0.911
3. My Supervisor respects my views and ideas	3.70	0.965
4. My supervisor provide me with practical support	3.65	1.067
5. I am free to share my concerns with my supervisor	3.76	0.992
6. My supervisor has a collaborative approach in supervision	3.83	1.007
7. My supervisor assist me to accomplish tasks or meet the set deadlines	3.81	0.979
8. I am assigned more responsibilities that increases my contact with influential people in the organization	4.18	0.819

Grand Mean=3.76

Source: Research Data, 2018

#### **4.5.4 Organization Resources**

Organizational resources used three items as indicators: Chance to rise up organizational ladder, financial support and non-financial support. Participants described the degree to which their companies provide them with these resources. The scale ranged from 1 representing “not at all” to 5 representing “to a very large extent.” From the analysis in Table 4.10, “My organization offers me a chance to rise up the organization ladder” had mean of 3.90 (SD = 1.029), this implied that to a large extent promotion or upward mobility was the organizations’ priority as one of the main ways of enhancing the staff’s objective career success. “my organization provides me with financial support that enables me achieve my career success” and “my organization provides me with non-financial resources such as time that allow me achieve my career success” had the same

mean of 3.14 but slightly different standard deviation (SD =1.108, 1.061 respectively), thus the provision of financial and non-financial resource was basically moderate. It thus depicted the idea that the staff did not rely on organization to a larger extent to facilitate their acquisition of skill to enhance their employability and promotability, they would rather finance themselves or create their own time for skill advancement. The grand mean was found to be 3.48. This was much lower than the other means for the organizational sponsorship a further indication that even though the organization resources reflected on the respondents, organizational sponsorship; it was to a moderate extent. There is need for the organization to provide finances and non-financial resources such as time to enable their staff to access learning opportunities to enhance their skills for better career prospects.

**Table 4.10: Organization Resources**

Statement	Mean	SD
1. My organization offers me a chance to rise up the organization ladder	3.90	1.029
2. My organization provides me with financial support that enables me achieve my career success	3.14	1.108
3. My organization provides me with non-financial resources such as time that allow me achieve my career success	3.41	1.061
Grand Mean=3.48	Source: Research Data, 2018	

The overall analysis of organizational sponsorship shows that mentorship with a mean of 3.86 (SD= 0.708), supervisor support with a mean of 3.76 (SD = 0.703) and training and development with a mean of 3.59 (SD = 0.858) were provided to a large extent, however, organization resources with a mean of 3.42 (SD = 0.881) was provided to a moderate extent. The low mean for organization resources suggested that most of the staff do not

depend on their organization to provide them with resource to advance in their careers. On the other hand, mentorship was very important for the staff's career success as inferred from the high mean obtained. The grand mean for organizational sponsorship was 3.72 suggesting that the respondent received sponsorship from the organizations to a large extent. The results also show that the data was normally distributed as can be established through the skewness and kurtosis values that fell between -1 and +1 (Burns & Burns, 2008). Table 4.11 presents the discussed findings.

**Table 4.11: Organization Sponsorship**

<b>Construct</b>	<b>Mean</b>	<b>SD</b>	<b>Skewness</b>	<b>Kurtosis</b>
Training and Development	3.59	.858	-.397	-.432
Mentorship	3.86	.708	-.664	.634
Supervisor Support	3.76	.703	-.629	.469
Organization Resources	3.42	.881	-.384	-.443
Grand Mean= 3.72, SD=.685			Source: Research data, 2018	

#### **4.6 Career Management Behaviour**

The respondents rating on career management behaviour was based on three sub-constructs each obtaining varied means. These include: Enhancing promotability, improving image with superior and establishing external contacts.

##### **4.6.1 Enhancing Promotability**

Enhancing promotability was measured using three items based on a five-point Likert scale with 1 being “not at all”, and 5 being “very great extent”. The analyses in Table 4.12 show that the respondents used the tactics of enhancing promotability to a large extent. “I engage in building internal contacts and networks” had a mean of 3.82 (SD = 0.955), “I persistently acquire marketable skills and I frequently seek information about openings in

my company” had equal mean of 3.65. However, their standard deviation was slightly different (SD = 0.966 and 1.053 respectively). The grand mean was 3.70 indicating that most of the respondents engaged in activities that enhanced their promotability to a large extent.

**Table 4.12: Enhancing Promotability**

<b>Statement</b>	<b>Mean</b>	<b>SD</b>
1. I persistently acquire marketable skills	3.65	.966
2. I frequently seek information about openings in my company	3.65	1.053
3. I engage in building internal contacts and networks	3.82	.955

Grand Mean=3.70

Source: Research Data, 2018

#### **4.6.2 Improving Image with Superior**

This sub-construct had 9 items: “performing job effectively, working for longer hours, making my boss aware of my accomplishments, informing my superior whenever I obtain new experience or academic qualification, letting my boss know about my talents and qualification, staying at work till late as required by my superior, promptness in responding to issues, seeking career guidance, striving to meet expectations”. The results in Table 4.13 show that performing job effectively obtained a mean of 4.23 (SD = 0.912). This finding corroborates with the forms of organizational sponsorship such as training on the aspects of the job which had the highest mean under training, provision of helpful feedback on job performance and provision of a chance to rise up the career ladder each with the highest mean under their respective constructs. Training imparts and improves the skills, competence, attitudes and behaviour of the employees consequently resulting into effective performance whereas giving appropriate feedback to the staff enables them asses and



evaluate their shortcomings and this definitely leads to improved performance. Effective performance in many cases is rewarded by upward mobility in the organization.

All the items under this construct were used to a large extent. As observed from Table 4.13, conforming to the expectations of supervisors had a mean of 4.21 (SD = 0.895) while working for long hours to meet set deadlines had mean of 4.20 (SD = 0.745). Staying at work till late as required by my superior obtained a mean of 4.16 (SD = 0.925), promptness in responding to issues had a mean of 4.13 (SD = 0.888), seeking career guidance had a mean of 3.89 (SD = 1.028), making my boss aware of my accomplishments obtained a mean of 3.81 (SD = 1.002), letting my boss know about my talents and qualification had a mean of 3.62 (SD = 1.076), the least mean obtained was that of informing my superior whenever I obtain new experience or academic qualification which had a mean of 3.50 (SD = 1.083). The overall mean for improving image with superior was moderately high 3.97. This implies that managers make use of this tactic to a large extent to increase their visibility in the organization as well as in enhancing their career success.

**Table 4.13: Improving Image with Superior**

<b>Statement</b>	<b>Mean</b>	<b>SD</b>
1.I perform my job effectively	4.23	.912
2.I work for longer hours to meet deadlines set	4.20	.745
3.I frequently alert my boss of my success	3.81	1.002
4.I seek career guidance from my boss	3.89	1.028
5.I do conform to expectations of supervisors	4.21	.895
6.I inform my superiors about my experience or education	3.50	1.083
7.I let my boss know about my talents or qualifications	3.62	1.076
8.Whenever my supervisor requires, I willingly stay at work till late	4.16	.925
9. I am prompt in responding to issues and problems that arise in the organization	4.13	.888
Grand Mean=3.97		

Source: Research Data, 2018

**4.6.3 Strengthening Contacts**

Strengthening external contact was measured on the basis of four items: strengthening external links by joining professional organizations, trade unions, social organizations, and by maintaining contacts with job search firms. Based on a scale of 1 to 5, participants described the level to which they establish external contacts. Table 4.14 show that to a large extent the staff seemed to strengthen their external contacts by joining social organizations (mean = 3.54, SD = 1.095), whereas strengthening external contacts by joining professional bodies with a mean of 3.45 (SD = 1.195) and by maintaining contacts with job search firms with a mean of 3.37 (SD = 1.184) were used to a moderate extent. This expresses a bit of contentment in the current positions and the organization probably because the companies fulfil most of the staff's psychological contract and is also a sign of general satisfaction with one's career. "I strengthen my external contacts by joining trade associations" had a moderate mean of 3.18 (SD = 1.243) which could be

attributed to the fact that the respondents being part and parcel of management, their activities in trade union is minimal as they are expected to advocate for the rights of the business owners. On average, establishing external contacts recorded the least grand mean of 3.39 an indication that it was the least career management behaviour adopted by the staff in aid of their CS.

**Table 4.14: Strengthening Contacts**

<b>Statement</b>	<b>Mean</b>	<b>SD</b>
1. I strengthen my external contacts by joining professional bodies	3.45	1.195
2. I strengthen my external contacts by joining trade associations	3.18	1.243
3. I strengthen my external contacts by joining social organizations	3.54	1.095
4. I strengthen my external contacts by maintaining contacts with job search firms	3.37	1.184

Grand Mean=3.39

Source: Research Data, 2018

The overall analysis of career management behaviour show that improving image with superior with a mean of 3.97 (SD = 0.585) and enhancing promotability with a mean of 3.70 (SD = 0.777) were used to a large extent by the respondents while strengthening external contacts with a mean of 3.39 (SD = 0.926) was used to a moderate extent. The grand mean for career management behaviour was (3.78), this was an indication that most managers adopt CMB in pursuit of their career success. The results in Table 4.15 also show a normal distribution of data because all the skewness and kurtosis values fall between -1 and +1(Burns & Burns, 2008).

**Table 4.15: Career Management Behaviour**

<b>Construct</b>	<b>Mean</b>	<b>SD</b>	<b>Skewness</b>	<b>Kurtosis</b>
Enhancing Promotability	3.70	.777	-.562	.265
Improving Image	3.97	.585	-.561	.358
Strengthening External Contacts	3.39	.926	-.428	-.498
Grand Mean= 3.78, SD=.584			Source: Research data, 2018	

#### **4.7 Proactive Personality**

Proactive personality was conceptualized under four sub-constructs namely; Identifying opportunities, initiating constructive change, resilience, and result oriented. The respondents indicated their rating of the various sub-construct based on each items of the sub-constructs.

##### **4.7.1 Identifying Opportunities**

Two items were used to measure identifying opportunities. The respondents rated the degree to which their behaviour reflected on the items based on a defined range from 1 to 5. As observed in Table 4.16, “I frequently search for new ways to make my work life better” had a mean of 4.21 (SD = 0.820) indicating that the staff adopted it to a large extent, while “I spot opportunities before others can” had a mean of 3.46 (SD = 0.956) which was moderate. The grand mean was 3.84 which indicated that to a large extent the staff was on the lookout for opportunities to improve their careers.

**Table 4.16: Identifying Opportunities**

<b>Statement</b>	<b>Mean</b>	<b>SD</b>
1. I spot opportunities before others can	3.46	.956
2. I frequently search for new ways to make my work life better	4.21	.820
Grand Mean=3.84		Source: Research Data, 2018

### 4.7.2 Initiating Constructive Change

Initiating constructive change had five indicators. The results indicate that all the items in the sub-constructs were utilized to a large extent. “I am always searching for new ways of doing things,” had a mean of 4.17 while the next two which included “I always strive to change the status quo and I always correct faulty procedures in the organization” shared the same mean of 3.95 with SD of 0.897 and 0.924 respectively. “I always fix what I don’t like” had a mean of 3.92 (SD = 0.872) and “I am always a powerful force for constructive change” obtained a mean 3.91 (SD = 0.886). The grand mean obtained was 3.98. This was an indication that the managers in manufacturing firms readily initiate and adapt to the changes affecting their organization.

**Table 4.17: Initiating Constructive Change**

Statement	Mean	SD
1. I always strive to change the status quo	3.95	.897
2. I am always searching for new ways of doing things	4.17	.827
3. I always fix what I don’t like	3.92	.872
4. I always correct faulty procedures in the organization	3.95	.924
5. I am always a powerful force for a constructive change	3.91	.886
Grand Mean=3.98		

Source: Research Data, 2018

### 4.7.3 Resilience

The respondents’ rating on resilience as a sub-construct of personality based on three items were as follows: “No obstacle can prevent me from my success” had a mean of 3.65 (SD = 1.059), “I make things happens despite all odds” obtained a mean of 3.61 (SD = 0.754) and “I work out my ideas against opposition” had a mean of 3.52 (SD = 0.966) which reflected the probability of managers being cautious especially in controversial matters of the

organization. The grand mean of 3.59 was an indication that to a large extent most of the staff was resilient.

**Table 4.18: Resilience**

<b>Statement</b>	<b>Mean</b>	<b>SD</b>
1. I work out my ideas against opposition	3.52	.966
2. No obstacle can prevent me from my success	3.65	1.054
3. I make things happens despites all odds	3.61	1.059
Grand Mean=3.59	Source: Research Data, 2018	

#### **4.7.4 Result oriented**

The last sub-construct of proactive personality, result oriented, was measured using two indicators and the respondents rated themselves on the same based on a Likert scale. The results in Table 4.22 show that “I am excited at seeing my ideas turn into reality” obtained a mean of 4.28 (SD = 0.875) while “I try to provide solutions to difficult problems in the organization” followed closely with a mean of 3.98 (SD = 0.930). Overall, the grand mean was 4.13 depicting that to a large extent, managers in manufacturing firms were result oriented.

**Table 4.19: Result Oriented**

<b>Statement</b>	<b>Mean</b>	<b>SD</b>
1.I try to provide solutions to difficult problems in the organization	3.98	.930
2. I am excited at seeing my ideas turn into reality	4.28	.875
Grand Mean=4.13	Source: Research Data, 2018	

The overall analysis of proactive personality based on the 5 sub-constructs was as follows: The results indicate that most managers were proactive to a large extent. “Result oriented” had a mean of 4.13 (SD = 0.779), “initiating constructive change” obtained a mean of 3.98 (SD = 0.646), “identifying opportunities” had a mean of 3.84 (D = 0.757)

and “resilience” obtained a mean of 3.59 (SD = 0.856). The grand mean was 3.88. The results presented in Table 4.20 also show that the data was fairly normally distributed except for identifying opportunities and result oriented constructs.

**Table 4.20: Proactive Personality**

<b>Construct</b>	<b>Mean</b>	<b>SD</b>	<b>Skewness</b>	<b>Kurtosis</b>
Identifying Opportunities	3.84	.757	-.811	1.038
Initiating Constructive Change	3.98	.646	-.779	.506
Resilience	3.59	.856	-.533	.084
Results Oriented	4.13	.779	-1.132	1.725
Grand Mean= 3.88, SD=.589		Source: Research data, 2018		

#### **4.8 Career Success**

Career success was measured on the basis of two sub-constructs: Objective career success and subjective career success.

##### **4.8.1 Subjective Career Success**

The subjective career success was measured using a Likert scale on career satisfaction that was based on 6 items developed by Lau and Pang (1960). The results indicated that the staff was satisfied to a large extent with the help offered to colleagues (mean = 4.19, SD = 0.782). Similarly, to a large extent, the staff felt part and parcel of the team and the organization (mean of 4.11, SD =.851), this could possibly explain the willingness of the staff to help their colleagues. Satisfaction with efforts towards meeting goals for developing new skills had a mean of 3.68 (SD = 1.035), expressing the fact that management staff value enhancing their human capital probably for purposes of career advancement. Satisfaction with progress towards meeting career goals had a mean of 3.67 (SD = 1.093) while contentment with the achievement made in career had a mean of 3.46

(SD = 1.135). Lastly, contentment with efforts towards meeting income goals had a mean of 3.24 (SD = 1.220). This suggested moderate satisfaction with the efforts made towards realizing income goals. Based on the analysis in Table 4.21, the overall mean was 3.72 which pointed to the fact that to a large extent most managers in manufacturing firms experienced subjective career success.

**Table 4.21: Subjective Career Success**

<b>Statement</b>	<b>Mean</b>	<b>SD</b>
1. I am contented with the achievement I have made in my career.	3.46	1.135
2. I am satisfied with my progress in meeting my career goals.	3.67	1.093
3. I am contented with my effort to reach my income goals.	3.24	1.220
4. I am satisfied with my efforts achieve my goals for gaining new skills	3.68	1.035
5. I feel part and parcel of the team and organization where I work	4.11	.851
6. I am satisfied with the help I offer to colleagues in the organization	4.19	.782

Grand Mean=3.72

Source: Research Data, 2018

#### **4.8.2 Objective Career Success**

Objective career success was measured on a scale ranging from 1 to 5. Based on the analysis in Table 4.22, “promotions received in the last 10 years in the current organization” had a mean 2.58 (SD = 1.189) and “Percentage increase in salary in the last 10 years” had a mean of 2.49 (SD = 1.041). This indicated minimal level of promotion and salary increment since the two items were rated moderately by the respondents. “The gross monthly income” had a mean of 2.23 (SD = 1.090), this shows that the salary ranges for most of the employees lied between 150001 to 250000 and lastly there were minimal



number of promotions received before joining the current organization given a mean of 1.77 (SD = 0.934). The grand mean was 2.27. This was a big contrast compared to that of subjective career success which had a mean of (3.72). It depicted the fact that managers in manufacturing firms experience objective career success to a very little extent. There is therefore need for these organizations to improve on the objective career success of their staff through salary increments and to devise proper ways of enhancing staff promotions.

**Table 4.22: Objective Career Success**

<b>Statement</b>	<b>Mean</b>	<b>SD</b>
1. Promotions received in the last 10 years in the current organization	2.58	1.189
2. Number of promotions received before joining the current organization	1.77	.934
3. Gross monthly income	2.23	1.090
4. Percentage increase in salary in the last 10 years	2.49	1.041
Grand Mean=2.27	Source: Research Data, 2018	

The overall analysis as presented in Table 4.23 indicate that subjective career success had a mean of 3.72 (SD = 0.777) while objective career success had a mean of 2.27 (SD = 0.824). Whereas the grand mean was moderate (3.14), it was observed that most of the respondent expressed achievement of the SCS to a large extent as opposed to the OCS which seemed to have been achieved to a very little extent. In addition, the results show that the data for SCS was normally distributed while that of objective aspect was not.

**Table 4.23: Career Success**

<b>Construct</b>	<b>Mean</b>	<b>SD</b>	<b>Skewness</b>	<b>Kurtosis</b>
Subjective career success	3.72	.777	-.458	-.267
Objective career success	2.27	.824	1.060	-.216
Grand Mean= 3.14, SD=.681	Source: Research data, 2018			

#### 4.9 KMO and Bartlett's Test

Before assessing the factor loadings, Kaiser Meyer-Olkin Measures of sampling adequacy and P-values for Bartlett's Test of Sphericity were evaluated to check the factorability of the items. For every EFA, it was found that manifest variables had KMO measures of sampling adequacy way higher than the threshold of 0.65 (Kaiser, 1974). From the results presented in Table 4.24, the KMO value for organizational sponsorship was 0.918, that of career management behaviour was 0.858, proactive personality had a KMO value of 0.857 and lastly career success had a KMO value of 0.833. All p-values in Bartlett's test of Sphericity were also found to be less than the significance level of 0.05 (Bartlett, 1954). This indicated that the data was fit for factor analysis.

**Table 4.24: Results of KMO and Bartlett's Test**

<b>Construct</b>	<b>KMO Measure</b>	<b>Approx. Chi-Square</b>	<b>Df</b>	<b>Sig</b>
Organizational sponsorship	.918	1763.638	171	.000
Career Management behaviours	.858	1104.912	120	.000
Proactive personality	.857	913.458	66	.000
Career Success	.833	841.290	44	.000

Source: Research Data, 2018

#### 4.10 Reliability and Construct Validity

This research had a total of four broad constructs which included organizational sponsorship, career management behaviour, proactive personality and career success. Each of these constructs was further subdivided into sub-constructs. In total, the study had 13 sub-constructs. Four were grouped under organizational sponsorship, three under career management behaviour, four under proactive personality and the remaining two

under career success. To evaluate construct unidimensionality, the indicators of each sub-construct were subjected to reliability and validity tests.

Factor loadings for all the items of each construct in the study were then assessed. Items that were found to have factor loadings below 0.4 were removed from further analysis. In addition, the reliability and internal consistency of the items representing each construct was estimated. This was done by obtaining item to total correlation scores for each item for all the constructs in the study. The measurement scale for each construct was further refined by retaining only indicators that had item to total correlation values of above 0.3 for further analysis (Hair et al., 2010).

#### **4.10.1 Organizational Sponsorship**

Organizational sponsorship had four sub constructs: training and development, mentorship, supervisor support and organizational resources. Each of the sub-constructs was tested for reliability and validity. Training was measured using three items: “The organization often provides me with opportunities to participate in various seminars, the organization often provides me with opportunities to participate in workshops and during work I am trained on the aspects of the job.” Table 4.25 show that the Cronbach Alpha for the scale was high at 0.77. EFA using principal component analysis with Varimax rotation revealed that all the factor loadings were above the acceptable threshold of 0.4 (they ranged from 0.509 to 0.707). Item to total correlations scores ranged from 0.475 to 0.726, this was also high above the accepted range. Therefore, all the items under training and development were retained for further analysis since reliability and construct validity was confirmed.

**Table 4.25: Training and Development**

<b>Statement</b>	<b>Factor loading</b>	<b>Item-Total correlation</b>	<b>Alpha if Item Deleted</b>
1. The organization often provides me with opportunities to participate in various seminars	.707	.726	.543
2. The organization often provides me with opportunities to participate in workshops.	.659	.628	.663
3. During work I am trained on the aspects of the job	.509	.475	.818
Cronbach's Alpha=.770		Source: Research Data, 2018	

Mentorship was measured on the basis of five items: “giving of demanding tasks, offering exposure, supervisor paying attention to the mentees’ level of competence, supervisor giving clear communication on the job activities and supervisor providing information on important issues of the company.” Table 4.26 show that the factor loadings were generally good and above the minimum acceptable value of 0.4 given the fact that they ranged from 0.446 to 0.641 and all item to total correlation values were above the required threshold of 0.3, indicating convergent validity. The Cronbach’s Alpha for the scale was high at 0.784, a confirmation of high reliability of the construct.

**Table 4.26: Mentorship**

<b>Statement</b>	<b>Factor loading</b>	<b>Item-Total correlation</b>	<b>Alpha if Item Deleted</b>
1. My supervisor assigns me challenging tasks to take charge of my enthusiasm and develop my skills	.631	.628	.721
2. My supervisor gives me exposure and visibility in the organization	.641	.625	.721
3. My supervisor pays attention to my level of competence	.489	.492	.766
4. I am given clear communication on the activities of the job from my superiors	.572	.579	.738
5. My supervisor informs me of important issues of the company	.446	.483	.769

Cronbach's Alpha=.784

Source: Research Data, 2018

Supervisor support (SS) had a total of eight indicators. Cronbach Alpha was high at 0.867. Table 4.27 shows that factors loadings ranged from 0.444 to 0.613. This was a good reflection on the reliability of the construct. Item to total correlation of all the elements ranged from 0.570 to 0.680. In addition, all factor loadings were above 0.4 (the range was from 0.444 to 0.613). Thus, all the items were maintained for analysis later.

**Table 4.27: Supervisor Support**

<b>Statement</b>	<b>Factor loading</b>	<b>Item-Total correlation</b>	<b>Alpha if Item Deleted</b>
1. I receive protection from my supervisor	.613	.570	.857
2. I receive helpful feedback for my job performance from my supervisor	.448	.582	.855
3. My Supervisor respects my views and ideas	.557	.609	.852
4. My supervisor provide me with practical support	.543	.647	.848
5. I am free to share my concerns with my supervisor	.556	.571	.856
6. My supervisor has a collaborative approach in supervision	.610	.717	.839
7. My supervisor assist me to accomplish tasks or meet the set deadlines	.565	.680	.844
8. I am assigned more responsibilities that increases my contact with influential people in the organization	.444	.585	.855
Cronbach's Alpha=.867		Source: Research Data, 2018	

Organizational resources used three items as indicators: “Chance to rise up organizational ladder, financial support and non-financial support.” The Cronbach Alpha for the scale was high at 0.730. All the factor loadings were above the acceptable threshold of 0.4 (they ranged from 0.492 to 0.713). Item to total correlations scores ranged from 0.496 to 0.628. Therefore, on the basis of the analyses in Table 4.28, all the items under organization resources were retained for further analysis since reliability and construct validity was confirmed.

**Table 4.28: Organization Resources**

<b>Statement</b>	<b>Factor loading</b>	<b>Item-Total Correlation</b>	<b>Alpha if Item Deleted</b>
1. My organization offers me a chance to rise up the organization ladder	.492	.568	.712
2. My organization provides me with financial support that enables me achieve my career success	.713	.496	.683
3. My organization provides me with non-financial resources such as time that allow me achieve my career success	.530	.628	.761

Cronbach's Alpha=.730 Source: Research Data, 2018

#### 4.10.2 Career Management Behaviour

Career management behaviour had three sub-constructs: Enhancing promotability, improving image with superior and strengthening external contacts. Each of the sub-constructs was reviewed for reliability and validity before analysis. The factor loadings, Cronbach's Alpha and item to total correlation were then checked to ensure validity and reliability of the indicators under this construct. Table 4.29 shows that the loadings ranged from 0.552 to 0.597. The Cronbach's Alpha was 0.685. Item to total correlations of 0.3 and above was achieved for all the items in the scale. It ranged from 0.453 to 0.533. All the items were therefore retained for further analysis.

**Table 4.29: Enhancing Promotability**

<b>Statement</b>	<b>Factor loading</b>	<b>Item-Total Correlation</b>	<b>Alpha if Item Deleted</b>
1. I persistently acquire marketable skills	.552	.533	.548
2. I frequently seek information about openings in my company	.575	.453	.656
3. I engage in building internal contacts and networks	.597	.514	.573

Cronbach's Alpha=.685 Source: Research Data, 2018

Improving image with superior had 9 items: “performing job effectively, working for longer hours, making my boss aware of my accomplishments, informing my superior whenever I obtain new experience or academic qualification, letting my boss know about my talents and qualification, staying at work till late as required by my superior, promptness in responding to issues, seeking career guidance, striving to meet expectations”. The loadings ranged from 0.519 to 0.684. Cronbach’s Alpha was 0.791 which is higher than 0.7. All the 9 items had item to total correlations of above 0.3. These ranged from 0.398 to 0.552. Based on these analyses in Table 4.30, reliability and validity of all the indicators for this construct was ascertained. On that note, all the nine items were considered for further analysis.

**Table 4.30: Improving Image with Superior**

<b>Statement</b>	<b>Factor loadings</b>	<b>Item-Total Correlation</b>	<b>Alpha if Item Deleted</b>
1.I perform my job effectively	.632	.448	.775
2.I work for longer hours to meet deadlines set	.578	.398	.781
3.I frequently alert my boss of my success	.542	.552	.560
4.I seek career guidance from my boss	.607	.449	.775
5.I do conform to expectations of supervisors	.668	.495	.769
6.I inform my superiors about my experience or education	.684	.483	.771
7.I let my boss know about my talents or qualifications	.653	.486	.770
8.Whenever my supervisor requires, I willingly stay at work till late	.519	.524	.765
9. I am prompt in responding to issues and problems that arise in the organization	.570	.483	.770

Cronbach’s Alpha=.791

Source: Research Data, 2018



Strengthening contacts was measured using four items. As indicated in Table 4.31, the factor loadings ranged from 0.506 to 0.637 and all item to total correlation values were way high above the required threshold of 0.3 with a range between 0.547 to 0.690 thus the achievement of convergent validity. The Cronbach's Alpha for the scale was high at 0.792, a confirmation of high reliability of the construct.

**Table 4.31: Strengthening Contacts**

<b>Statement</b>	<b>Factor loadings</b>	<b>Item-Total Correlation</b>	<b>Alpha if Item Deleted</b>
1. I strengthen my external contacts by joining professional bodies	.637	.600	.742
2. I strengthen my external contacts by joining trade associations	.536	.690	.693
3. I strengthen my external contacts by joining social organizations	.506	.573	.755
4. I strengthen my external contacts by maintaining contacts with job search firms	5.95	.547	.767
Cronbach's Alpha=.792		Source: Research Data, 2018	

#### **4.10.3 Proactive Personality**

Proactive personality was conceptualized under three sub-constructs namely: Identifying opportunities, initiating constructive change, resilience, and result oriented. The items under these sub-constructs were all tested for reliability and validity. Two items were used to measure identifying opportunities based on a scale ranging from 1 to 5. From the analysis in Table 4.32, although the alpha coefficient was 0.615, the items loaded highly on the construct with values of 0.526 and 0.541. The item to total correlation was also above the required level of 0.3 thus the items were considered for further analysis. It was not possible to obtain the alpha if item deleted because there were only two items in this sub-construct.

**Table 4.32: Identifying Opportunities**

<b>Statement</b>	<b>Factor loading</b>	<b>Item-Total Correlation</b>	<b>Alpha if Item Deleted</b>
1. I spot opportunities before others can	.526	.449	-
2. I frequently search for new ways to make my work life better	.541	.449	-
Cronbach's Alpha=.615		Source: Research Data, 2018	

Initiating constructive change had five indicators. Based on the findings in Table 4.33, the Cronbach's Alpha of 0.784 was above the minimum acceptable value. In addition to this, the loading of the factors for all the items used in the sub-construct ranged from 0.472 to 0.590 whereas item to total correlation ranged from 0.433 to 0.649 thus the validity and reliability of these sub-constructs were ascertained.

**Table 4.33: Initiating Constructive Change**

<b>Statement</b>	<b>Factor Loading</b>	<b>Item-Total Correlation</b>	<b>Alpha if Item Deleted</b>
1. I always strive to change the status quo	.590	.649	.712
2. I am always searching for new ways of doing things	.472	.433	.782
3. I always fix what I don't like	.482	.561	.743
4. I always correct faulty procedures in the organization	.541	.614	.724
5. I am always a powerful force for a constructive change	.533	.541	.749
Cronbach's Alpha=.784		Source: Research Data, 2018	

Resilience as a sub-construct of personality was measured based on three items. All the items used were valid and reliable as indicated in Table 4.34 which shows that the alpha coefficient was 0.781 and the factor loadings for all the items was above 6. This was in addition to item to total correlation which ranged from 0.552 to 0.654.

**Table 4.34: Resilience**

<b>Statement</b>	<b>Factor Loading</b>	<b>Item-Total Correlation</b>	<b>Alpha if Item Deleted</b>
1. I work out my ideas against opposition	.610	.552	.772
2. No obstacle can prevent me from my success	.785	.654	.662
3. I make things happens despites all odds	.754	.653	.664
Cronbach's Alpha=.781		Source: Research Data, 2018	

The last sub-construct of proactive personality, result oriented, was measured using two indicators. On the basis of the analysis in Table 4.35, the items used in this sub-contract were all reliable and valid. This can be seen from the high alpha value of 0.792 and the factor loadings of 0.496 and 0.554 in addition to item to total correlation which were above the minimum acceptable values. The two items had the same item to total correlation of 0.489. Again, it was not possible to obtain the alpha if item was deleted given that there were only two items involved.

**Table 4.35: Result Oriented**

<b>Statement</b>	<b>Factor loading</b>	<b>Item-Total Correlation</b>	<b>Alpha if Item Deleted</b>
1.I try to provide solutions to difficult problems in the organization	.554	.489	-
2. I am excited at seeing my ideas turn into reality	.496	.489	-
Cronbach's Alpha=.792		Source: Research Data, 2018	

#### **4.10.4 Career Success**

Career success was operationalized as OCS and SCS. The SCS was measured using a Likert scale on career satisfaction that was based on 6 items developed by Lau and Pang (1960). The results in Table 4.36 show that the alpha coefficient was relatively high

(0.848) thus this scale was highly reliable. The factor loadings ranged from 0.347 to 0.748 while the item to total correlation was also above the limit of 0.3. They ranged from 0.437 to 0.781 hence the test for validity was met by all the indicators used. This created the necessity for including all the items in further analysis.

**Table 4.36: Subjective Career Success**

<b>Statement</b>	<b>Factor loading</b>	<b>Item-Total Correlation</b>	<b>Alpha if Item Deleted</b>
1. I am contented with the achievement I have made in my career.	.748	.781	.791
2. I am satisfied with my progress in meeting my career goals.	.708	.752	.798
3. I am contented with my effort to reach my income goals.	.538	.607	.831
4. I am satisfied with my efforts achieve my goals for gaining new skills	.697	.728	.804
5. I feel part and parcel of the team and organization where I work	.347	.437	.855
6. I am satisfied with the help I offer to colleagues in the organization	.503	.499	.846

Cronbach's Alpha=.848

Source: Research Data, 2018

Objective career success was measured on a scale ranging from 1 to 5. Based on the analysis in Table 4.37, the scale was reliable given the alpha value of 0.775. The items used for measuring this sub-construct were also valid. For instance, the factor loadings for all the items were between 0.525 and 0.696 which was relatively high, this was also ascertained through item to total correlation of the items which ranged from 0.497 to 0.701 that was again relatively high. Thus, all the items were retained for analysis.

**Table 4.37: Objective Career Success**

<b>Statement</b>	<b>Factor loading</b>	<b>Item-Total Correlation</b>	<b>Alpha if Item Deleted</b>
1. Promotions received in the last 10 years in the current organization	.526	.532	.750
2. Number of promotions received before joining the current organization	.525	.497	.760
3. Gross monthly income	.696	.701	.652
4. Percentage increase in salary in the last 10 years	.649	.599	.709
Cronbach's Alpha=.775		Source: Research Data, 2018	

#### **4.11 Test of Normality**

Kolmogorov-Smirnov and Shapiro-Wilk tests were conducted to check on the normality of the data. In this test, all distribution scores were entered in the SPSS package and results were examined. As suggested by Tabachnick and Fidell (2001) a Shapiro-wilk statistics of below 0.05 mean that the data is not normally distributed. Based on the observation made from the result presented in Table 4.26, the data was normally distributed with all the variables attaining a Shapiro Wilk value greater than 0.05. The Shapiro wilk values for the construct ranged from 0.068 to 0.143. Shapiro Wilk values were used to assess normality because the test has a better statistical power compared to Kolmogrov-Smirnov test.

**Table 4.38: Test of Normality**

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistics	Df	Sig.	Statistics	df	Sig.
Career success	.061	203	.060	.988	203	.100
Subjective career	.091	203	.025	.969	203	.068
Objective career	.149	203	.076	.916	203	.143
Organizational sponsorship	.075	203	.058	.982	203	.071
Career management behaviour	.080	203	.053	.975	203	.095
Proactive personality	.124	203	.047	.962	203	.075

Source: Research Data, 2018

#### 4.12 Linearity Test

Linearity test is used to establish whether the relationship between independent variable and dependent variable is linear or not. For regression analysis, there should be a linear relationship between IV and DV. If the value of significant deviation from linearity is greater than 0.05 then the relationship between IV and DV is linear while if the deviation from linearity is less than 0.05 then the relationship is not linear. Based on the analysis in Table 4.39, all the relationships among the IVs and DVs were linear.

**Table 4.39: Linearity Test****Subjective Career Success**

<b>Variables</b>	<b>Deviation from Linearity</b>	<b>Significance Level</b>
Subjective career success and organizational sponsorship	0.061	P>0.05
Subjective career success and career management behaviour	0.090	P>0.05
Subjective career success and proactive personality	0.918	P>0.05

**Objective Career Success**

<b>Variables</b>	<b>Deviation from Linearity</b>	<b>Significance Level</b>
Objective career success and organizational sponsorship	0.346	P>0.05
Objective career success and career management behaviour	0.800	P>0.05
Objective career success and proactive personality	0.712	P>0.05

**Overall Career success**

<b>Variables</b>	<b>Deviation from Linearity</b>	<b>Significance Level</b>
Overall career success and organizational sponsorship	0.070	P>0.05
Overall career success and career management behaviour	0.158	P>0.05
Overall career success and proactive personality	0.880	P>0.05

Source: Research Data, 2018

**4.13 Multicollinearity Test**

Multicollinearity is a situation where the independent variables are highly correlated (Ombaka, 2014). Multicollinearity increases the standard errors of the coefficients thus making some variables statistically not significant instead of being significant. In this study multicollinearity was evaluated using VIF and tolerance values. Hair et al. (2006) posit that

in evaluating multicollinearity, VIF value should not be greater than 10 and less than 1, whereas tolerance value of less than 0.20 depicts a serious collinearity problem (O'Brien, 2007). The results in Table 4.40 indicate that all the VIF values were greater than 1 and less than 10 while the tolerance values were above 0.20. This was a sign of lack of multicollinearity among the variables under study.

**Table 4.40: Multicollinearity Test**

Model	Collinearity Test	
	Tolerance	VIF
Organization Sponsorship, Career Management Behaviour vs Subjective, Objective and Overall Career Success	1.000 0.465	1.000 2.152
Organization Sponsorship, Proactive Personality vs Subjective, Objective and Overall Career Success	1.000 0.670	1.000 1.492
Organization Sponsorship, Career Management Behaviour, Proactive Personality vs Subjective, Objective and Overall Career Success	1.000 0.460 0.333 0.481	1.000 2.176 3.002 2.081

Source: Research Data, 2018

#### 4.14 Heteroscedasticity Test

Heteroscedasticity is a situation where the variance of independent variable (IV) is different across the data unlike the case of Homoscedasticity that expresses a situation whereby the dependent variable portrays similar variance that cuts across the values for the IV (Ghasemi & Zahediasl, 2012). Heteroscedasticity was evaluated using Koenker test. In this test, a p-Value > 0.05 indicate that the data meets the requirement of homoscedasticity. From the results presented in Table 4.41, all the p values were above 0.05 thus the data was not heteroscedastic.



**Table 4.41: Heteroscedasticity Test****Subjective Career Success**

<b>Model</b>	<b>Koenker Test</b>	
	<b>LM</b>	<b>Sig.</b>
Organization Sponsorship & Subjective Career Success	1.580	0.209
Organization Sponsorship, Career Management Behaviour & Subjective Career Success	2.179	0.336
Organization Sponsorship, Proactive Personality & Subjective Career Success	0.840	0.657
Organization Sponsorship, Career Management Behaviour, Proactive Personality & Subjective Career Success	1.482	0.687

**Objective Career Success**

<b>Model</b>	<b>Koenker Test</b>	
	<b>LM</b>	<b>Sig.</b>
Organization Sponsorship & Objective Career Success	3.691	0.055
Organization Sponsorship, Career Management Behaviour & Objective Career Success	2.770	0.250
Organization Sponsorship, Proactive Personality & Objective Career Success	2.306	0.316
Organization Sponsorship, Career Management Behaviour, Proactive Personality & Objective Career Success	2.285	0.515

**Overall Career Success**

<b>Model</b>	<b>Koenker Test</b>	
	<b>LM</b>	<b>Sig.</b>
Organization Sponsorship & Career Success	0.697	0.404
Organization Sponsorship, Career Management Behaviour & Career Success	0.867	0.648
Organization Sponsorship, Proactive Personality & Career Success	0.329	0.848
Organization Sponsorship, Career Management Behaviour, Proactive Personality & Career Success	1.893	0.595

Source: Research Data, 2018

#### 4.15 Autocorrelation Test

Autocorrelation was tested using Durbin Watson Test. This was done on all the regression models to check if the variables were autocorrelated. Table 4.42 show that Durbin-Watson values which ranged from  $d = 1.567$  to  $d = 1.792$ , fell between the required values of  $1.5 < d < 2.5$ . Therefore, it was assumed that auto-correlation was absent in the data.

**Table 4.42: Autocorrelation Test**

##### **Subjective Career Success**

<b>Model</b>	<b>Durbin Watson Test</b>
Organization Sponsorship & Subjective Career Success	1.782
Organization Sponsorship, Career Management Behaviour & Subjective Career Success	1.780
Organization Sponsorship, Proactive Personality & Subjective Career Success	1.792
Organization Sponsorship, Career Management Behaviour, Proactive Personality & Subjective Career Success	1.789

##### **Objective Career Success**

<b>Model</b>	<b>Durbin Watson Test</b>
Organization Sponsorship & Objective Career Success	1.599
Organization Sponsorship, Career Management Behaviour & Objective Career Success	1.567
Organization Sponsorship, Proactive Personality & Objective Career Success	1.595
Organization Sponsorship, Career Management Behaviour, Proactive Personality & Objective Career Success	1.579

**Overall Career Success**

<b>Model</b>	<b>Durbin Watson Test</b>
Organization Sponsorship & Career Success	1.662
Organization Sponsorship, Career Management Behaviour & Career Success	1.611
Organization Sponsorship, Proactive Personality & Career Success	1.646
Organization Sponsorship, Career Management Behaviour, Proactive Personality & Career Success	1.628

Source: Research Data, 2018

## **CHAPTER FIVE**

### **TEST OF HYPOTHESES, INTERPRETATIONS AND DISCUSSIONS**

#### **5.1 Introduction**

The main aim of the study was to find out the role of career management behaviour and proactive personality in the link between organizational sponsorship and career success of the managerial staff in large manufacturing companies in Kenya. For the research questions to be answered, a conceptual framework and a set of hypotheses were developed. The proposed framework integrated four constructs: Organizational sponsorship, career management behaviour, proactive personality and career success. Reliability and Validity of the measures of the constructs were tested and confirmed in chapter four. Descriptive statistics are also presented in the same chapter.

This chapter hence draws from the research results presented in the previous chapter. It further provides the results of the tests of hypotheses, discussion and the interpretation of relationships among the variables. On the basis of the set objectives, the following corresponding hypotheses were tested: Relationship between organizational sponsorship and subjective, objective and overall career success, the role of career management behaviour in the link between organizational sponsorship and subjective, objective and overall career success, the effect of proactive personality on the link between organizational sponsorship and subjective, objective and overall career success and the joint effect of organizational sponsorship, career management behaviour and proactive personality on subjective, objective and overall career success.

A composite index for each of the study variables was computed as the sum of all the responses with respect to each variable divided by the total number of measurement items of each variable. Organizational sponsorship was measured as a composite index of “training and development, mentorship, supervisor support and organization resources.” Career management behaviour was measured as a composite index of “enhancing promotability, strengthening external contacts and improving image with the superior.” A composite index for proactive personality was computed from “identifying opportunities, initiating constructive change, resilience and result oriented.” Career success was measured both as composite index of “SCS and OCS” and separately with respect to the two dimensions of career success.

The researcher considered the two dimensions of career success separately and jointly and thus tested the hypothesized relationship with respect to: subjective, objective and overall career success (SCS and OCS). Separate statistical tests were performed for overall career success and for each of the dimensions. This emanated from the fact that the measures of the two dimensions of career success were different. For instance, the measures of subjective career success are perceptual in nature while those of objective career success are objective in nature. The literature reviewed also suggested that the predictors of objective career success were not necessary the same as those of subjective aspect (Ng et al., 2005). Hypotheses were tested one at a time beginning with subjective career success followed by objective career success and finally overall career success. The correlation coefficient was tested for significance using t- statistics which was necessary because the SPSS does not automatically compute significance level of the correlation coefficient. Additional analysis was also carried out to ascertain the beta

contributions of the sub-variables to the dimension of career success with respect to hypotheses one and four.

## **5.2 Tests of Hypotheses with Subjective Career Success as Dependent Variable**

The section presents the results of the tests of hypotheses guided by the previously set objectives of the study.

### **5.2.1 Organizational Sponsorship and Subjective Career Success**

Objective one of this study was to establish the effect of organizational sponsorship on subjective career success. The hypothesis formulated for testing was:

H<sub>1a</sub>: Organizational sponsorship has a significant positive effect on employees' subjective career success

This hypothesis was tested at two levels; the first level involved regressing subjective career success on organizational sponsorship. In the second level, subjective career success was regressed on the sub-constructs of the subjective career success: Training and development, mentorship, supervisor support and organization resources.

In the first case, the effect of organizational sponsorship on subjective career success was tested using simple linear regression analysis. This was done by regressing subjective career success on the composite index of organizational sponsorship. The results in Table 5.1 show that there is a strong relationship between the two variables (OS and SCS) as reflected in coefficient of correlation which was statistically significant ( $R=0.601$ ,  $t=10.66$ ,  $P<0.05$ ). The results of the analysis showed that 35.8% of variance in subjective career success was explained by organizational sponsorship ( $R^2=0.361$ , adjusted  $R^2=0.358$ ). The remaining 64.2% was attributed to factors not considered in the study. This implies that

organizational sponsorship has a significant influence on subjective career success. The overall model was statistically significant given that the P value for the F ratio was less than 0.05 ( $F=113.356$ ,  $P<0.05$ ). This is an indication of the fitness of the model. Thus, the use of regression is justified. The beta coefficient indicates that the influence of organizational sponsorship on SCS was statistically significant ( $\beta=0.681$ ,  $t=10.655$ ,  $p<0.05$ ). This suggests that one-unit change in organizational sponsorship is associated with 0.681 change in SCS. The results provide evidence that organizational sponsorship influences subjective career success. The hypothesis was thus supported.

**Table 5.1: Regression Results for the Effect of Organizational Sponsorship on Subjective Career Success**

**Model Summary**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.601	.361	.358	.62279

**Analysis of Variance**

<b>Model</b>		<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	44.034	1	44.034	113.526	.000
	Residual	77.963	201	.388		
	Total	121.996	202			

**Beta Coefficients**

<b>Model</b>		<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>T</b>	<b>Sig.</b>
		<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
1	(Constant)	1.191	.242		4.930	.000
	Organizational sponsorship	.681	.064	.601	10.655	.000

- a. Dependent Variable: Subjective career
- b. Predictors: (Constant), Organizational sponsorship

Based on the findings, the effect of organizational sponsorship on SCS can expressed as follows:

$$SCS = 1.191 + 0.681OS + \varepsilon$$

Where:

SCS = Career Success

OS = Composite Index of Organizational Sponsorship



$\varepsilon$  = Error Term

The second level involved the analysis of beta contributions of the individual sub-constructs of organizational sponsorship to subjective career success. Based on multiple regression analysis the relationship between each of the sub-variables: Training and development, mentorship, supervisor support and organization resources and subjective career success were assessed. The analysis in Table 5.2 indicate that the beta contributions of training and development ( $\beta=0.154$ ,  $t=1.912$ ,  $P>0.05$ ) and supervisor support ( $\beta=0.103$ ,  $t=1.177$ ,  $P>0.05$ ) were positive but insignificant, which indicates that the staff do not rely on training and supervisor support to achieve their SCS; whereas mentorship ( $\beta=0.332$ ,  $t=3.592$ ,  $P<0.05$ ) and organization resources ( $\beta=0.131$ ,  $t=1.948$ ,  $P<0.05$ ) contributed positively and significantly to subjective career success.

**Table 5.2: Regression Results for the Effect of the Individual Sub-constructs of Organizational Sponsorship on Subjective Career Success**

Model	Unstandardized Coefficients		Standardize d Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	6.663	1.540		4.327	.000
1 Training & Development	.279	.146	.154	1.912	.057
Mentorship	.437	.121	.332	3.596	.000
Supervisor Support	.086	.073	.103	1.177	.241
Organization Resource	.158	.081	.131	1.948	.050

a. Dependent Variable: Subjective Career Success

Based on the findings, the effect of OS can be expressed as follows:

$$SCS = 6.663 + 0.332 M + 0.131 OR + \varepsilon$$

Where: SCS=Subjective Career Success

M=Mentorship

OR=Organization Resources

$\varepsilon$  = Error Term

### **5.2.2 Organizational Sponsorship, Career Management Behaviour and Subjective Career Success**

The second objective was set to determine mediation of career management behaviour in the relationship between organizational sponsorship and SCS. The following hypothesis was tested to establish the relationship.

H<sub>2a</sub>: Relationship between organizational sponsorship and subjective career success is mediated by career management behaviour

Hypothesis two was tested using the Baron and Kenny's (1986) mediation model. This model involves four steps: First, the dependent variable (SCS) is regressed on independent variable (OS) to determine the size and direction of the relationship. If the effect is insignificant, there is no mediation. In the second step, the mediating variable (career management behaviour) is regressed on the independent variable (OS) and the beta examined for its size, direction and significance. If the coefficient is statistically insignificant, career management behaviour is not a mediator of organizational sponsorship and subjective career success. In the third step, SCS is regressed on career management behaviour; this should also be statistically significant. To infer mediation, the beta is examined to determine its significance. In the fourth step, subjective career success is regressed on organizational sponsorship when controlling for the effect of career management behaviour.

For there to be full mediation, steps 1, 2 and 3 must be significant while in step 4, the effect of IV on the DV loses significance in the presence of a mediator. In the case of partial mediation, in the fourth step the IV remains significant in the presence of the mediator. The summarized regression results are presented in Table 5.3.

### **Step One: The Effect of Organizational Sponsorship on Subjective Career Success**

In step one, subjective career success was regressed on organizational sponsorship in order to establish whether organizational sponsorship was a significant predictor of subjective career success. The strong relationship between organizational sponsorship and subjective career success was reflected in coefficient of correlation that was statistically significant ( $R=0.601$ ,  $t=10.66$ ,  $P<0.05$ ). Results in Table 5.3 reveal that 35.8% of variance in SCS was explained by organizational sponsorship the remaining 64.2% was attributed to other factors which were not part of the study ( $R^2=0.361$ , adjusted  $R^2=0.358$ ). The overall model was statistically significant given that the P value for the F ratio was less than 0.05 ( $F=113.356$ ,  $P<0.05$ ). The beta coefficients indicate that the influence of organizational sponsorship on SCS was statistically significant ( $\beta=0.681$ ,  $t=4.930$ ,  $P<0.05$ ) thus confirming step one in testing for mediation.

**Table 5.3: The Effect of Organizational Sponsorship on Subjective Career Success****Model Summary**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.601	.361	.358	.62279

**Analysis of Variance**

<b>Model</b>		<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	44.034	1	44.034	113.526	.000
	Residual	77.963	201	.388		
	Total	121.996	202			

**Beta Coefficients**

<b>Model</b>		<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>T</b>	<b>Sig.</b>
		<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
1	(Constant)	1.191	.242		4.930	.000
	Organizational sponsorship	.681	.064	.601	10.655	.000

a. Dependent Variable: Subjective career

b. Predictors: (Constant), Organizational sponsorship

**Step Two: The Effect of Organizational Sponsorship on Career Management Behaviour**

This step involved regressing career management behaviour on organizational sponsorship.

The findings are presented in Table 5.4. The results in step two show that organizational sponsorship explained 53.3% of variation in career management behaviour ( $R^2=0.535$ , adjusted  $R^2=0.533$ ). The F ratio indicate that the model was significant thus justifying the use of regression analysis ( $F=231.55$ ,  $p<0.05$ ). Furthermore, R statistics indicates that organizational sponsorship has a statistically significant positive relationship with CMB

( $R=0.732$ ,  $t=15.22$ ,  $P<0.05$ ). The beta coefficients ( $\beta=0.623$ ,  $t=15.217$ ,  $p<0.05$ ) was statistically significant, suggesting that for every unit change in organizational sponsorship, career management behaviour changed by 0.623. These results show that employees seeking for organizational sponsorship need to invest their energies in career management behaviour that can earn them sponsorship from their respective organizations. The second step in testing for mediation was confirmed.

**Table 5.4: The Effect of Organizational Sponsorship on Management Behaviour**

<b>Model Summary</b>					
<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>	
1	.732	.535	.533	.39891	

<b>Analysis of Variance</b>						
<b>Model</b>		<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
	Regression	36.847	1	36.847	231.551	.000
1	Residual	31.986	201	.159		
	Total	68.833	202			

<b>Beta Coefficients</b>						
<b>Model</b>		<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>T</b>	<b>Sig.</b>
		<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
1	(Constant)	1.459	.155		9.425	.000
	Organizational sponsorship	.623	.041	.732	15.217	.000

a. Dependent Variable: Career management behaviour

b. Predictors: (Constant), Organizational sponsorship

### Step Three: The Effect of Career management Behaviour on Subjective Career Success

The third step assessed the relationship between career management behaviour and subjective career success. The findings are presented in Table 5.5. As shown in the Table, 37.8% of variance in SCS is explained by career management behaviour ( $R^2=0.381$ , adjusted  $R^2 0.378$ ). The significance of the model was observed from the significant F ratio ( $F= 123.715$ ,  $p<0.05$ ). R statistics also revealed a significant positive association between career management behaviour and SCS ( $R=0.617$ ,  $t=11.12$ ,  $P<0.05$ ). The beta coefficient ( $\beta=0.822$ ,  $t=11.123$ ,  $p<0.05$ ) was statistically significant too. It implies that a unit change in career management behaviour is associated with 0.822 increase in SCS. These results indicate that employees who make good use of appropriate career management behaviour are likely to succeed in their careers. The third step in testing for mediation was thus confirmed.

**Table 5.5: The Effect of Career management Behaviour on Subjective Career Success**

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.617	.381	.378	.61295

#### Analysis of Variance

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	46.480	1	46.480	123.715	.000
1	Residual	75.516	201	.376		
	Total	121.996	202			

### Beta Coefficients

Model		Unstandardized		Standardized	T	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	.621	.282		2.201	.029
1	Career management behaviour	.822	.074	.617	11.123	.000

a. Dependent Variable: Subjective career

b. Predictors: (Constant), Career management behaviour

### Step 4: Effect of Organizational Sponsorship and Career Management Behaviour on Subjective Career Success

In the fourth step, subjective career success was regressed on organizational sponsorship and career management behaviour. From the results presented in Table 5.6, the coefficient of correlation ( $R=0.655$ ,  $t=12.29$ ,  $P<0.05$ ) shows a significant positive relationship between the variables (OS and CMB) and SCS. Introduction of career management behaviour in the organizational sponsorship and subjective career success model increased the variance explained in SCS by 6.8%. Adjusted R square improved from 0.358 to 0.423. The F statistics ( $F=75.096$ ,  $P<0.05$ ) indicates that the overall model was significant thus justifying the use of regression analysis. The model also depicted a decrease in the standard error of estimate from 0.62279 in step 1 to 0.59029 in step 4. This shows that the introduction of CMB helped in improving the model further. Career management behaviour and organizational sponsorship hence positively and significantly predicted SCS, ( $\beta=0.382$ ,  $t=4.878$ ,  $p<0.05$ ) and ( $\beta=0.321$ ,  $t=4.095$ ,  $p<0.05$ ) respectively. This was an indication that a unit change in career management behaviour resulted into 0.382 change in SCS while a unit change in OS resulted into 0.321 change in subjective career success. The better coefficients for organizational sponsorship being significant in this step indicated

that career management behaviour partially mediates the link between organizational sponsorship and SCS given that the results from step one to three were also significant and therefore mediation could not be ruled out completely. The results partially support the hypothesis that the link between organizational sponsorship and SCS is mediated by career management behaviour.

**Table 5.6: Effect of Organizational Sponsorship and Career Management Behaviour on Subjective Career Success**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.601	.361	.358	.62279	.361	113.526	1	201	.000
2	.655	.429	.423	.59023	.068	23.792	1	200	.000

**Analysis of Variance**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	44.034	1	44.034	113.526	.000
	Residual	77.963	201	.388		
	Total	121.996	202			
2	Regression	52.322	2	26.161	75.096	.000
	Residual	69.674	200	.348		
	Total	121.996	202			



### Beta coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.191	.242		4.930	.000
	Organizational sponsorship	.681	.064	.601	10.655	.000
2	(Constant)	.449	.275		1.631	.104
	Organizational sponsorship	.364	.089	.321	4.095	.000
	Career management behaviour	.509	.104	.382	4.878	.000

a. Dependent Variable: Subjective career

b. Predictors: (Constant), Organizational sponsorship

c. Predictors: (Constant), Organizational sponsorship, Career management behaviour

On the basis of these analyses, the findings can be presented in the equation:

$$SCS = 1.191 + 0.321OS + 0.382CMB + \varepsilon$$

Where:

SCS=Subjective Career Success

OS=Composite Index of Organizational Sponsorship

CMB = Composite Index of Career Management Behaviour

$\varepsilon$  = Error Term

### 5.2.3 Organizational Sponsorship, Proactive Personality and Subjective Career Success

The third objective aimed at establishing the moderating effect of proactive personality on the link between organizational sponsorship and subjective career success. The moderating effect is tested in terms of change in effect of IV on DV when a moderator is introduced in

the regression equation. To establish the moderating effect, the following hypothesis was formulated for testing.

H<sub>3a</sub>: The strength of the relationship between organizational sponsorship and subjective career success is moderated by proactive personality

This hypothesis was tested using hierarchical regression analysis. The variables were first standardized or their means adjusted to make the interpretations easier and to avoid multicollinearity. Thereafter an interaction term was created by multiplying the proposed moderator (proactive personality) and the independent variable (organizational sponsorship). The independent variable, the proposed moderator term and the interaction term were then entered into a regression model with SCS as the DV. Model 1 contained the independent variable (organizational sponsorship). Model 2 had the independent variable and the proposed moderator while model 3 had the independent variable, the proposed moderator and the interaction between OS and PP. Regression results are presented in Table 5.7.

### **Step One: The Effect of Organizational Sponsorship on Subjective Career Success**

In step one, subjective career success was regressed on organizational sponsorship. The results indicated that organizational sponsorship accounted for 35.8% of variance in subjective career success ( $R^2=0.361$ , adjusted  $R^2=0.358$ ). The overall model was statistically significant ( $F=113.526$ ,  $P<0.05$ ). Further, the beta coefficient was statistically significant ( $\beta=0.681$ ,  $t=10.655$ ,  $p<0.05$ ). This implies that a unit change in organizational sponsorship is associated with 0.681 change in SCS. The results in the first step were significant. The coefficient of correlation  $R$  was 0.601 ( $t=10.66$ ,  $P<0.05$ ). This shows that OS has a significant positive relationship with SCS.

### **Step Two: The Effect of Organizational Sponsorship, Proactive Personality and Subjective Career Success**

In step 2, the introduction of the moderator (proactive personality) significantly improves the influence of organizational sponsorship and subjective career success. Organizational sponsorship and proactive personality explain 45.6% of variance in subjective career success ( $R^2=0.461$ , adjusted  $R^2=0.456$ ). The  $R^2$  changed by 0.100, expressing 10% increment in the variance explained by proactive personality. The F ratio and F change was statistically significant indicating model fit ( $F=85.495$ , F change= $37.084$ ,  $P<0.05$ ). Similarly, the beta coefficient was significant ( $\beta=0.346$ ,  $t=6.090$ ,  $P<0.05$ ). This implies that a unit change in proactive personality results in 0.346 change in subjective career success. The coefficient of correlation indicates that the variables have a significant positive relationship ( $R=0.679$ ,  $t=13.11$ ,  $P<0.05$ ). The results in this step demonstrate that individuals who are proactive can easily achieve subjective career success when offered organizational sponsorship.

### **Step Three: The Effect of Organizational Sponsorship, Proactive Personality and Interaction Term on Subjective Career Success**

In step 3, the interaction term was introduced in the model. The results presented in Table 5.7 show that adjusted  $R^2$  changed from 45.6% ( $R^2=0.461$ , adjusted  $R^2=0.456$ ) to 47.2% ( $R^2=0.480$ , adjusted  $R^2=0.472$ ). It was clear that the interaction term (organization sponsorship\*proactive personality) contributed a further 1.9% of the total variance in subjective career success beyond the contributions of organization sponsorship and proactive personality, the effect of the interaction was significant ( $F=61.150$ , F change= $7.18$ ,  $P<0.05$ ). The beta coefficient was also statistically significant ( $\beta=0.269$ ,  $t=2.679$ ,  $P<0.05$ ) when the interaction term was included in the regression model. Implying

that a unit change in organizational sponsorship\*proactive personality results into 0.269 change in subjective career success. There was a general decline in the standard error of estimate from 0.62279 in model 1 to 0.56479 in model 3, similarly the F change gradually decreased from 113.526 to 7.178 whereas the adjusted R square kept improving from 0.358 in model 1 to 0.456 in model 2 and lastly to 0.472 in model 3. This was an indication that interaction between OS and PP resulted into improved predictive power of the model. The coefficient of correlation shows a significant positive relationship between OS\*PP and SCS (R=0.693, t=13.62, P<0.05). The results showed that PP moderates the relationship between OS and SCS, the beta contribution of the interactive term being positive and significant. Therefore, the hypothesis was supported: PP moderates the relationship between organizational sponsorship and subjective career success.

**Table 5.7: Regression Results for the Moderating Effect of Proactive Personality on the Relationship between Organizational Sponsorship and Subjective Career Success**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.601	.361	.358	.62279	.361	113.526	1	201	.000
2	.679	.461	.456	.57344	.100	37.084	1	200	.000
3	.693	.480	.472	.56479	.019	7.178	1	199	.008

**Analysis of Variance**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	44.034	1	44.034	113.526	.000
	Residual	77.963	201	.388		
	Total	121.996	202			
2	Regression	56.228	2	28.114	85.495	.000
	Residual	65.768	200	.329		
	Total	121.996	202			
3	Regression	58.518	3	19.506	61.150	.000
	Residual	63.478	199	.319		
	Total	121.996	202			

### Beta coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.726	.044		85.234	.000		
	Organizational sponsorship	.681	.064	.601	10.655	.000	1.000	1.000
2	(Constant)	3.201	.095		33.641	.000		
	Organizational sponsorship	.523	.064	.461	8.123	.000	.837	1.195
	Proactive personality	.661	.109	.346	6.090	.000	.837	1.195
3	(Constant)	3.046	.110		27.662	.000		
	Organizational sponsorship	.238	.124	.210	1.919	.056	.219	4.563
	Proactive personality	.802	.119	.419	6.731	.000	.674	1.484
	OS*PP	.386	.144	.269	2.679	.008	.259	3.860

a. Dependent Variable: Subjective career

b. Predictor variables: (Constant), organizational sponsorship

c. Predictor variables: (Constant), organizational sponsorship, Proactive personality

d. Predictor variables:(Constant), organizational sponsorship, Proactive personality, OS\*PP

OS: Organizational sponsorship

PP: Proactive Personality

Based on this analysis the results can be presented in the equation:

$$SCS = 3.726 + 0.210OS + 0.419PP + 0.269OS*PP + \varepsilon$$

Where:

SCS=Subjective Career Success

OS= Composite Index of Organizational Sponsorship

PP = Composite Index of Proactive Personality

OS\*PP = Composite index for Organizational sponsorship\*Proactive

Personality

$\varepsilon$  = Error Term

#### **5.2.4 Organizational Sponsorship, Career Management Behaviour, Proactive Personality and Subjective Career Success**

The last objective was set to establish the joint effect of organizational sponsorship, career management behaviour and proactive personality on subjective career success.

Consequently, the hypothesis formulated and tested was:

H<sub>4a</sub>: The joint effect of organizational sponsorship, career management behaviour, and proactive personality is greater than the individual effects of each predictor variables on subjective career success

This hypothesis was tested at two levels; the first level involved regressing subjective career success on the predictor variables and the second level SCS was regressed on the sub-constructs of predictor variables using multiple regression analysis. Specifically, subjective career success was regressed on: Training and development, mentorship, supervisor support, organization resources (organizational sponsorship); enhancing promotability, improving image with superior, strengthening external contacts (CMB); identifying opportunities, constructive change, resilience and result oriented (proactive personality).

Hierarchical regression analysis was performed with study variables being entered into the analysis in a sequence of groups. In the first step, subjective career success was regressed on organizational sponsorship. In step two, career management behaviour was added into

the equation. Lastly, in step three, proactive personality, was added to assess their joint effect on SCS. Table 5.8 presents the results of this analysis.

The analysis show that organizational sponsorship explained 35.8% of variance in subjective career success ( $R^2=0.361$ , adjusted  $R^2=0.358$ ). The remaining 64.2% was related to factors other than those dealt with in the study. The overall model was statistically significant ( $F=113.526$ ,  $P<0.05$ ). The coefficient of correlation ( $R=0.601$ ,  $t=10.66$ ,  $P<0.05$ ) indicated a significant positive relationship between organizational sponsorship and subjective career success. Equally, the beta coefficients show that the influence of organizational sponsorship on SCS is statistically significant ( $\beta=0.681$ ,  $t=10.655$ ,  $p<0.05$ ). This is an indication that a unit change in organizational sponsorship is associated with 0.681 change in subjective career success.

In the second model, career management behaviour was introduced in the model. The results indicate that 42.3% of variance in subjective career success was explained by organizational sponsorship and career management behaviour. 57.7% of variance in SCS was not explained by the two variables (CMB and OS) and therefore was attributed to other factors not included in the regression model ( $R^2=0.429$ , adjusted  $R^2=0.423$ ,  $F=75.096$ ,  $P<0.05$ ). Adjusted  $R^2$  changed from 0.358 ( $R^2=0.361$ , adjusted  $R^2=0.358$ ) in step one to 0.423 in step two ( $R^2=0.429$ , adjusted  $R^2=0.423$ ) suggesting that introduction of career management behaviour resulted in the increase of the variance in SCS by 6.8%. The correlation coefficient indicates a positive significant relationship between the two variables (OS and CMB) and SCS ( $R=0.655$ ,  $t=12.28$ ,  $P<0.05$ ). The overall model was statistically significant indicating the suitability of regression analysis ( $F=75.096$ ,  $P<0.05$ ).



In addition to this, the beta coefficient was significant ( $\beta=0.382$ ,  $t=4.878$ ,  $P<0.05$ ) implying that one-unit change in career management behaviour is associated with 0.386 change in subjective career success.

Model 3 consisted of the three predictor variables: organizational sponsorship, career management behaviour and proactive personality. The results indicate that 51.4% of variance in SCS was explained by the predictor variables. However, 48.6% of variance in subjective career success was due to other factors not included in the study ( $R^2=0.521$ , adjusted  $R^2=0.514$ ). The overall model was statistically significant ( $F=72.235$ ,  $P<0.05$ ) and the F change statistics was also significant ( $F$  change= $38.415$ ,  $p<0.05$ ). This provided a basis for the use of regression analysis. The results also indicate a decrease in the standard error of estimates from 0.62279 in model 1 to 0.54173 in the third model indicating an improvement in the predictive ability of the model when the three variables were used together. The coefficient of correlation ( $R=0.722$ ,  $t=14.81$ ,  $P<0.05$ ) implies a strong significant positive relationship between the variables (OS, CMB and PP) and subjective career success.

The foregoing results suggest that the joint effect of organizational sponsorship, career management behaviour and proactive personality had a greater effect on subjective career success as compared to individual effects of the predictor variables. It was evident from the regression models that 51.4% of variance in SCS was explained by the three variables: organizational sponsorship, career management behaviour and proactive personality (adjusted  $R^2=0.514$ ). The introduction of career management behaviour in the second step resulted in a change in  $R^2$  by 6.8% and the introduction of proactive personality resulted in

a change in  $R^2$  by 9.2%. The three variables were found to uniquely and significantly contribute to subjective career success. In model 3, it was only the beta coefficients for organizational sponsorship ( $\beta=0.274$ ,  $t=3.792$ ,  $P<0.05$ ) and proactive personality ( $\beta=0.438$ ,  $t=6.198$ ,  $P<0.05$ ) that were significant. Career management behaviour had a positive but insignificant beta ( $\beta=0.102$ ,  $t=1.202$ ,  $P>0.05$ ). The fourth hypothesis on the effect of organizational sponsorship, career management behaviour and proactive personality on SCS was supported. The results indicate that those individuals with proactive personality and appropriate career management behaviour when offered organizational sponsorship are able to achieve subjective career success.

**Table 5.8: Regression Results for the Effect of Organizational Sponsorship, Career Management Behaviour, Proactive Personalities and Subjective Career Success**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.601	.361	.358	.62279	.361	113.526	1	201	.000
2	.655	.429	.423	.59023	.068	23.792	1	200	.000
3	.722	.521	.514	.54173	.092	38.415	1	199	.000

**Analysis of Variance**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	44.034	1	44.034	113.526	.000
	Residual	77.963	201	.388		
	Total	121.996	202			
2	Regression	52.322	2	26.161	75.096	.000
	Residual	69.674	200	.348		
	Total	121.996	202			
3	Regression	63.596	3	21.199	72.235	.000
	Residual	58.400	199	.293		
	Total	121.996	202			

a. Dependent Variable: Subjective career

b. Predictors: (Constant), Organizational sponsorship

c. Predictors: (Constant), Organizational sponsorship, Career management behaviour

d. Predictors: (Constant), Organizational sponsorship, Career management behaviour, Proactive personality

### Beta Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.191	.242		4.930	.000
	Organizational sponsorship	.681	.064	.601	10.655	.000
2	(Constant)	.449	.275		1.631	.104
	Organizational sponsorship	.364	.089	.321	4.095	.000
	Career management behaviour	.509	.104	.382	4.878	.000
3	(Constant)	-.193	.273		-.707	.481
	Organizational sponsorship	.311	.082	.274	3.792	.000
	Career management behaviours	.136	.113	.102	1.202	.231
	Proactive personality	.579	.093	.438	6.198	.000

a. Dependent Variable: Subjective career

b. Predictors: (Constant), Organizational sponsorship

c. Predictors: (Constant), Organizational sponsorship, Career management behaviour

d. Predictors: (Constant), Organizational sponsorship, Career management behaviour, Proactive personality

These results can be substituted in the equation:

$$SCS = 1.191 + 0.274OS + 0.102CMB + 0.438PP + \varepsilon$$

Where:

SCS = Subjective Career Success

OS = Composite Index of Organizational Sponsorship

CMB = Composite Index of Career Management Behaviour

PP= Composite Index of Proactive Personality

$\varepsilon$  = Error Term

The second level of analysis was done to ascertain contributions of the sub-constructs of the independent variables on SCS. The results in Table 5.9 show that training and development ( $\beta=0.052$ ,  $t=0.686$ ,  $P>0.05$ ), mentorship ( $\beta=0.153$ ,  $t=1.757$ ,  $P>0.05$ ), supervisor support ( $\beta=0.037$ ,  $t=0.470$ ,  $P>0.05$ ) as part of organizational sponsorship when used together with other sub-variables had positive but non-significant contribution to SCS. Enhancing promotability ( $\beta=0.012$ ,  $t=0.416$ ,  $P>0.05$ ) had a positive but non-significant contribution to SCS, hence its use as CMB has a very little impact on individual's achievement of SCS and the same case applies to identifying opportunities ( $\beta=0.007$ ,  $t=0.099$ ,  $P>0.05$ ) as well as proactive behaviour.

The beta contribution for improving image with superior was both negative and insignificant ( $\beta=-0.116$ ,  $t=1.544$ ,  $P>0.05$ ). The results show that improving image with superior does not contribute at all to SCS but on the contrary has a negative implication on the achievement of subjective career success and thus should not be used by individuals in the quest for better career prospects. However, organization resources had a significant positive beta contribution ( $\beta=0.129$ ,  $t=2.145$ ,  $P<0.05$ ) implying that the staff is able to make good use of the resources provided to them to facilitate their SCS. Strengthening external contacts ( $\beta=0.212$ ,  $t=3.151$ ,  $P<0.05$ ) was shown to be one of the best CMB that people can adopt to achieve their career prospects. The results also suggest positive proactive traits that are significant for achievement of subjective career success such as

resilience ( $\beta=0.274$ ,  $t=4.674$ ,  $P<0.05$ ), result oriented ( $\beta=0.153$ ,  $t=2.099$ ,  $P<0.05$ ) and initiating constructive change ( $\beta=0.157$ ,  $t=1.985$ ,  $P<0.05$ ) that had positive and significant contribution to SCS.

**Table 5.9: Regression Results for the Effect of the Individual Sub-constructs of Independent Variables on Subjective Career Success**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.862	1.704		.506	.614
Training & Development	.093	.136	.052	.686	.493
Mentorship	.202	.115	.153	1.757	.080
Supervisor Support	.031	.065	.037	.470	.639
Organization Resources	.157	.073	.129	2.145	.033
Enhancing Promotability	.023	.158	.012	.146	.884
1 Improving Image	-.103	.067	-.116	-1.544	.124
Strengthening Contacts	.267	.085	.212	3.151	.002
Identifying Opportunities	.021	.213	.007	.099	.921
Constructive Change	.227	.115	.157	1.985	.049
Resilience	.497	.106	.274	4.674	.000
Result Oriented	.459	.219	.153	2.099	.037

a. Dependent Variable: Subjective Career Success

### **5.3 Tests of Hypotheses with Objective Career Success as the Dependent Variable**

The section presents the results of the tests of hypotheses as guided by the four objectives of the study using the objective career success as the dependent variable.

#### **5.3.1 Organizational Sponsorship and Objective Career Success**

Objective one was to determine the effect of organizational sponsorship on objective career success consequently; the following hypothesis was formulated for testing:

H<sub>1b</sub>: Organizational sponsorship has a significant positive effect on employees' objective career success

This hypothesis was tested at two levels; firstly, by regressing objective career success (OCS) on organizational sponsorship (OS) and secondly, by regressing OCS on sub-constructs of OS: Training and development, mentorship, supervisor support and organization resources.

The effect of organizational sponsorship on objective career success was tested using simple linear regression analysis. Based on the results in Table 5.10, 10.8% of variance in OCS was explained by organizational sponsorship while the remaining 89.2% was attributed to factors other than the ones used in the study ( $R^2=0.112$ , adjusted  $R^2=0.108$ ). The overall model was statistically significant ( $F=25.450$ ,  $P<0.05$ ). The correlation coefficient also indicated a moderate but significant correlation between organizational sponsorship and objective career success ( $R=0.335$ ,  $t=5.040$ ,  $p<0.05$ ). The results show that organizational sponsorship is a weaker predictor of OCS compared to SCS. The beta coefficient was statistically significant indicating that organizational sponsorship had a positive effect on OCS ( $\beta=0.403$ ,  $t=5.045$ ,  $p<0.05$ ). It suggested that a unit change in organizational sponsorship is associated with 0.403 change in objective career success.

This is again lower than the beta contribution of organizational sponsorship to subjective career success. The results thus provide evidence that organizational sponsorship influences objective career success hence the hypothesis; organizational sponsorship has a significant positive effect on objective career success was supported.

**Table 5.10: Regression Results for the Effect of Organizational Sponsorship on Objective Career Success**

**Model Summary**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.335	.112	.108	.77870

**Analysis of Variance**

<b>Model</b>		<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	15.432	1	15.432	25.450	.000 <sup>b</sup>
	Residual	121.883	201	.606		
	Total	137.315	202			

**Beta Coefficients**

<b>Model</b>		<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>T</b>	<b>Sig.</b>
		<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
1	(Constant)	.768	.302		2.541	.012
	Organizational sponsorship	.403	.080	.335	5.045	.000

a. Dependent Variable: Objective career

b. Predictors: (Constant), Organizational sponsorship

On the basis of the findings, the effect of organizational sponsorship on OCS can expressed as follows:



$$\text{OCS} = 0.768 + 0.403\text{OS} + \varepsilon$$

Where:

OCS = Objective Career Success

OS = Composite Index of Organizational Sponsorship

$\varepsilon$  = Error Term

Additional analysis done based on the contributions of each sub-constructs to objective career success. The results in Table 5.11 indicate that although all the beta contributions were positive, only that of supervisor support was significant ( $\beta=0.242$ ,  $t=2.314$ ,  $P<0.05$ ). The remaining sub-constructs had insignificant beta coefficients: training and development ( $\beta=0.079$ ,  $t=0.819$ ,  $P>0.05$ ), mentorship ( $\beta=0.019$ ,  $t=0.170$ ,  $P>0.05$ ), and organization resources ( $\beta=0.049$ ,  $t=0.611$ ,  $P>0.05$ ). The results suggest the need for management to put more emphasis on supervisor support to facilitate the staff's achievement of objective career success. This was contrasted with subjective career success where it was mentorship and organization resources whose better contributions were significant.

**Table 5.11: Regression Results for the Effect of the Individual Sub-constructs of Organizational sponsorship on Objective Career Success**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.836	1.324		2.143	.033
1 Training & Development	.103	.125	.079	.819	.414
Mentorship	.018	.104	.019	.170	.865
Supervisor Support	.145	.063	.242	2.314	.022
Organization Resources	.043	.070	.049	.611	.542

#### A. Dependent Variable: Objective Career Success

Based on the findings the results can be expressed in the equation:

$$\text{OCS} = 2.836 + 0.242\text{SS} + \varepsilon$$

Where: OCS=Objective Career Success

SS=Supervisor Support

$\varepsilon$  = Error Term

### **5.3.2 Organizational Sponsorship, Career Management Behaviour and Objective Career Success**

The second objective was set to determine the mediation of career management behaviour in the link between organizational sponsorship and OCS. The following hypothesis was tested to establish the relationship.

H<sub>2b</sub>: The relationship between organizational sponsorship and objective career success is mediated by career management behaviour

Hypothesis 2 was tested using the Baron and Kenny's (1986) mediation model based on the proposed four steps. The summarized regression results are presented in Tables 5.12, 5.13, 5.14, and 5.15.

#### **Step One: Effect of Organizational Sponsorship on Objective Career Success**

In step one, objective career success was regressed on organizational sponsorship in order to establish whether organizational sponsorship was a significant predictor of OCS. It was observed in Table 5.12 that 10.8% of variance in objective career success is explained by organizational sponsorship ( $R^2=0.112$ , adjusted  $R^2=0.108$ ), the remaining 89.2% of variance that was not explained suggested the presence of some factors associated with

OCS other than the ones used in the study. The overall model was statistically significant suggesting regression model fit ( $F=25.450$ ,  $P<0.05$ ). The coefficient of correlation  $R$  was  $0.335$  ( $t=5.04$ ,  $P<0.05$ ) indicating that organizational sponsorship has a significant positive relationship with objective career success. The beta coefficient indicates that the influence of organizational sponsorship on objective career success is statistically significant ( $\beta=0.403$ ,  $t=5.045$ ,  $p<0.05$ ). This implies that a unit change in objective career success is associated with  $0.403$  change in objective career success. Step one in testing for mediation was therefore confirmed to be significant.

**Table 5.12: Effect of Organizational Sponsorship on Objective Career Success**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.335	.112	.108	.77870

**Analysis of Variance**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	15.432	1	15.432	25.450	.000 <sup>b</sup>
	Residual	121.883	201	.606		
	Total	137.315	202			

**Beta Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.768	.302		2.541	.012
	Organization sponsorship	.403	.080	.335	5.045	.000

a. Dependent Variable: Objective career

b. Predictors: (Constant), Organizational sponsorship

### **Step Two: Effect of Organizational Sponsorship on Career Management Behaviour**

Step 2 involved regressing career management behaviour on organizational sponsorship. The results presented in Table 5.13 show that organizational sponsorship explains 53.3% of variation in career management behaviour ( $R^2=0.535$ , adjusted  $R^2=0.533$ ). The F ratio suggests that the model is statistically significant and thus justifying the use of regression analysis ( $F=231.551$ ,  $P<0.05$ ). The coefficient of correlation suggests a statistically significant positive relationship between OS and CMB ( $R=0.732$ ,  $t=15.22$ ,  $P<0.05$ ). The beta coefficient was also statistically significant ( $\beta=0.623$ ,  $t=15.217$ ,  $p<0.05$ ). It implies that a unit change in OS results into 0.623 change in CMB. These results suggest that organizational sponsorship has a significant positive effect on career management behaviour. It shows that individuals who are offered organizational sponsorship are likely to demonstrate CMB that may elicit more sponsorship from the organization. The second step in testing for mediation was confirmed.

**Table 5.13: Effect of Organizational Sponsorship on Career Management Behaviour****Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.732	.535	.533	.39891

**Analysis of Variance**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	36.847	1	36.847	231.551	.000
	Residual	31.986	201	.159		
	Total	68.833	202			

**Beta Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.459	.155		9.425	.000
	Organization sponsorship	.623	.041	.732	15.217	.000

- a. Dependent Variable: Career management behaviour  
b. Predictors: (Constant), Organizational sponsorship

**Step Three: Effect of Career Management Behaviour on Objective Career Success**

The third step assessed the link between career management behaviour and objective career success. The results displayed in table 5.14 indicate that 10.1% of variance in objective career success was explained by career management behaviour ( $R^2=0.106$ , adjusted  $R^2=0.101$ ). It was observed that career management behaviour had a less predictive ability with respect to OCS as compared to that of SCS where the variance explained was 37.8%. The F ratio was statistically significant, implying a model fit ( $F=23.817$ ,  $P<0.05$ ). Furthermore, its correlation with objective career success ( $R=0.325$ ,

$t=4.873$ ,  $P<0.05$ ) was considerably low but statistically significant in comparison to that of SCS ( $R=0.617$ ,  $t=11.12$ ,  $P<0.05$ ), the beta contribution to objective career success was approximately half of its contribution to subjective career success ( $\beta=0.460$ ,  $t=4.880$ ,  $p<0.05$ ). Despite the differences observed, the results show that career management behaviour had a significant positive effect on OCS ( $\beta=0.460$ ,  $t=4.880$ ,  $p<0.05$ ). The beta coefficient of CMB indicates that a unit change in career management behaviour results into 0.460 change in objective career success. These results are a sign that employees who make good use appropriate career management behaviour are likely to succeed in their careers. The third step in testing for mediation was confirmed.

**Table 5.14: Effect of Career Management Behaviour on Objective Career Success****Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.325	.106	.101	.78153

**Analysis of Variance**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	14.547	1	14.547	23.817	.000 <sup>b</sup>
	Residual	122.767	201	.611		
	Total	137.315	202			

**Beta Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.531	.360		1.477	.141
	Career management behaviour	.460	.094	.325	4.880	.000

a. Dependent Variable: Objective career success

b. Predictors: (Constant), Career management behaviour

**Step 4: Effect of Organizational Sponsorship and Career Management Behaviour on Objective Career Success**

In the fourth step, objective career success was regressed on organizational sponsorship and career management behaviour, first by introducing organizational sponsorship followed by career management behaviour. The results for the fourth step are presented in Table 5.15. Introduction of career management behaviour in the organizational sponsorship and objective career success model increased the variance explained in OCS by 1.4% as observed from the change in adjusted  $R^2$  from the previous results ( $R^2=0.112$ , adjusted  $R^2=0.108$ ) to the current ( $R^2=0.126$ , adjusted  $R^2=0.117$ ). The F ratio revealed that the model

was significant thus providing a justification for the use of regression analysis ( $F=25.450$ ,  $P<0.05$ ). The coefficient of correlation ( $R=0.355$ ,  $t=5.384$ ,  $P<0.05$ ) shows a significant positive relationship between the two variables (OS and CMB) and objective career success. In this fourth step, although the beta coefficient for career management behaviour was positive but insignificant ( $\beta=0.173$ ,  $t=1.780$ ,  $p>0.05$ ), that of organizational sponsorship remained positive and significant ( $\beta=0.209$ ,  $t=2.155$ ,  $p<0.05$ ). The findings therefore meant that CMB partially mediates the relationship between OS and OCS. The hypothesis was thus supported.

**Table 5.15: Effect of Organizational Sponsorship and Career Management Behaviour on Objective Career Success**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.335	.112	.108	.77870	.112	25.450	1	201	.000
2	.355	.126	.117	.77454	.014	3.169	1	200	.077

**Analysis of Variance**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	15.432	1	15.432	25.450	.000 <sup>b</sup>
	Residual	121.883	201	.606		
	Total	137.315	202			
2	Regression	17.333	2	8.667	14.447	.000 <sup>c</sup>
	Residual	119.981	200	.600		
	Total	137.315	202			



### Beta Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.768	.302		2.541	.012
	Organizational sponsorship	.403	.080	.335	5.045	.000
2	(Constant)	.412	.361		1.142	.255
	Organizational sponsorship	.251	.117	.209	2.155	.032
	Career management Behaviours	.244	.137	.173	1.780	.077

a. Dependent Variable: Objective career

b. Predictors: (Constant), Organizational sponsorship

c. Predictors: (Constant), Organizational sponsorship, Career management behaviours  
 These resulted can be substituted in the equation;

$$OCS = 0.768 + 0.209OS + 0.173CMB + \varepsilon$$

Where:

OCS=Objective Career Success

OS=Composite Index of Organizational Sponsorship

CMB = Composite Index of Career Management Behaviour

$\varepsilon$  = Error Term

### 5.3.3 Organizational Sponsorship, Proactive Personality and Objective Career Success

The third objective was to establish the moderating effect of proactive personality (pp) on the link between organizational sponsorship and objective career success. To establish the moderating effect, the following hypothesis was formulated for testing.

H<sub>3b</sub>: The strength of the relationship between organizational sponsorship and objective career success is moderated by proactive personality

The moderating effect was evaluated using hierarchical regression analysis. To test this hypothesis, the variables were first standardized to make the interpretations easier and to avoid multicollinearity. Thereafter, an interaction term was created by multiplying the proactive personality and organization sponsorship. The variables were then entered into a regression model and regressed hierarchically in three models or steps. The first step involved testing the influence of organizational sponsorship on objective career success. The second step involved testing the effect of both organizational sponsorship and proactive personality on objective career success. In the third step, the product of standardized values for organizational sponsorship and proactive personality which was the interaction term was introduced and tested for its significance on objective career success. Moderation is established if the effect of interaction in the third step is significant. The results of these analyses are presented in Table 5.16.

### **Step One: The Influence of Organizational Sponsorship on Objective Career Success**

In step one, objective career success was regressed on organizational sponsorship. The results in Table 5.16 indicate that organizational sponsorship accounted for 10.8% of variance in OCS ( $R^2=0.112$ , adjusted  $R^2=0.108$ ). The overall model was significant suggesting the fitness of the model ( $F=25.450$ ,  $P<0.05$ ). The beta coefficient was statistically significant too ( $\beta=0.403$ ,  $t=9.296$ ,  $p<0.05$ ). This implies that a unit change in organizational sponsorship is associated with 0.403 change in OCS. The coefficient of correlation indicated that organizational sponsorship has a significant positive link with

objective career success ( $R=0.335$ ,  $t=5.04$ ,  $P<0.05$ ). The results in the first step were significant.

### **Step Two: The Effect of Organizational Sponsorship, Proactive Personality and Objective Career Success**

The introduction of the moderator, proactive personality, significantly improves the influence of organizational sponsorship and objective career success. Organizational sponsorship and proactive personality explain 11.5% of variance in objective career success ( $R^2 = 0.124$ , adjusted  $R^2 = 0.115$ ). The  $R^2$  increased by 1.1% thus this was the percentage contribution of PP. The F change ( $F=2.567$ ,  $P>0.05$ ) and the beta coefficient was not significant ( $\beta=0.116$ ,  $t=1.602$ ,  $P>0.05$ ), however the overall model was significant ( $F=14.108$ ,  $p<0.05$ ). These results contrasts with those of step two on the effects of proactive personality in the link between organizational sponsorship and subjective career success, where proactive personality contributed 10% of the variance explained in subjective career success and its beta contribution was also positive and significant. This indicate that although proactive personality contributes to the overall significance of the model its independent contribution is non-significant as far as objective career success is concerned. Besides the coefficient of correlation indicate that proactive personality has a strong relationship with subject aspect ( $R=0.679$ ,  $t=13.112$ ,  $P<0.05$ ) as opposed to objective aspect ( $R=0.352$ ,  $t=5.332$ ,  $P<0.05$ ). However, the coefficient of correlation is still significant. This is a pointer to the fact that even though individuals may be proactive in nature their achievement of objective career success is not tied to their proactive personality, it further points to the fact that objective career success measures' are beyond

the control of an individual and that there are constraints that can inhibit one's achievement of objective career success.

### **Step Three: The Effect of Organizational Sponsorship, Proactive Personality and Interaction Term on Objective Career Success**

In the third step, the interaction term was introduced in the model. The results reveal that the adjusted  $R^2$  changed from 11.5% ( $R^2=0.124$ , adjusted  $R^2=0.115$ ) to 14.3% ( $R^2=0.155$ , adjusted  $R^2=0.143$ ). The introduction of interaction term contributed an additional 3.2% of the total variance explained in employee subjective career success beyond the contributions of organization sponsorship and proactive personality, generally, the model was considered to be significant ( $F=12.195$ ,  $P<0.05$ ), implying a model fit. The correlation coefficient ( $R=0.394$ ,  $t=6.077$ ,  $P<0.05$ ) indicated a significant positive relationship between OS\*PP and OCS. It was also noted that the standard error of estimate decreased in the progressive steps from 0.77870 to 0.76346 in the last step implying that the introduction of OS\*PP helped improve the model. The beta coefficients ( $\beta= 0.350$ ,  $t=2.731$ ,  $P<0.05$ ) and the F change ( $F=7.459$ ,  $p<0.05$ ) were also statistically significant in step three. The beta coefficient OS\*PP indicated that a unit change in OS\*PP was associated with 0.350 change in objective career success. It was therefore concluded that proactive personality moderated the association between organizational sponsorship and objective career success. This implied that given organizational sponsorship proactive individuals will succeed in their objective career success. Therefore, the hypothesis was supported.

To contrast, the contribution of the interaction term to objective and subjective career success, the contribution of the interaction between organizational sponsorship and

proactive personality was higher in objective ( $\beta=0.532$ ,  $t=2.731$ ,  $P<0.05$ ) as compared to that of subjective career success ( $\beta=0.386$ ,  $t=2.279$ ,  $P<0.05$ ). This explains the possibility that large manufacturing firms value individuals with proactive personality and thus provide them with the necessary sponsorship that results in their achievement of objective career success.

**Table 5.16: Regression Results for the Moderating Effect of Proactive Personality on the Relationship between Organizational Sponsorship and Objective Career Success**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.335	.112	.108	.77870	.112	25.450	1	201	.000
2	.352	.124	.115	.77569	.011	2.567	1	200	.111
3	.394	.155	.143	.76346	.032	7.459	1	199	.007

**Analysis of Variance**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	15.432	1	15.432	25.450	.000 <sup>b</sup>
	Residual	121.883	201	.606		
	Total	137.315	202			
2	Regression	16.977	2	8.488	14.108	.000 <sup>c</sup>
	Residual	120.338	200	.602		
	Total	137.315	202			
3	Regression	21.324	3	7.108	12.195	.000 <sup>d</sup>
	Residual	115.990	199	.583		
	Total	137.315	202			

### Beta Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.268	.055		41.500	.000	
	organizational sponsorship	.403	.080	.335	5.045	.000	1.000
2	(Constant)	2.081	.129		16.172	.000	
	organizational sponsorship	.347	.087	.288	3.985	.000	.837
	Proactive personality	.235	.147	.116	1.602	.111	.837
3	(Constant)	1.868	.149		12.550	.000	
	organizational sponsorship	-.046	.167	-.038	-.274	.784	.219
	Proactive personality	.430	.161	.212	2.666	.008	.674
	OS*PP	.532	.195	.350	2.731	.007	.259

- a. Dependent Variable: Objective career
  - b. Predictors: (Constant), organizational sponsorship
  - c. Predictors: (Constant), organizational sponsorship, Proactive personality
  - d. Predictors: (Constant), organizational sponsorship, Proactive personality, OS\*PP
- OS: Organizational sponsorship  
PP: Proactive personality

These findings can be substituted in the equation:

$$OCS = 2.268 + 0.403OS + 0.116PP + 0.350OS*PP + \epsilon$$

Where:

OCS= Objective Career Success

OS= Composite Index of Organizational Sponsorship

PP = Composite Index of Proactive Personality

OS\*PP = Composite index for Organizational sponsorship\*Proactive

Personality

$\varepsilon$  = Error Term

#### **5.3.4 Organizational Sponsorship, Career Management Behaviour, Proactive Personality and Objective Career Success**

Objective four of this study states that organizational sponsorship, career management behaviour and proactive personality jointly influence objective career success. Consequently, the following hypothesis was generated and tested:

H<sub>4b</sub>: Organizational sponsorship, career management behaviour, and proactive personality have a significant joint effect on objective career success.

This hypothesis was tested at two levels; in level one, OCS was regressed on the predictor variables: OS, CMB and PP; in level two, using multiple regression analysis, objective career success was regressed on the sub-variables of IVs: Training and development, mentorship, supervisor support, organization resources (organizational sponsorship); enhancing promotability, improving image with superior, strengthening external contacts (CMB); identifying opportunities, initiating constructive change, resilience and result oriented (proactive personality).

In the first level of analysis, hierarchical regression analysis was performed with study variables being entered into the analysis in a sequence. In the first step, objective career success was regressed on organizational sponsorship. Career management behaviour was added into the equation. Lastly, in step three, proactive personality, was added into the equation to assess its effect on objective career success. From the results of the analysis in Table 5.17, organizational sponsorship explained 10.8% of the variance in objective career

success while the remaining 89.2% was due to other factors not considered in the study ( $R^2 = 0.112$ , adjusted  $R^2 = 0.108$ ). The overall model was statistically significant thus justifying the use of regression analysis ( $F=25.450$ ,  $P<0.05$ ). The correlation coefficient ( $R=0.335$ ,  $t=5.04$ ,  $P<0.05$ ) implies a statistically significant positive relationship between organizational sponsorship and objective career success. Equally, the beta coefficient indicates that the influence of organizational sponsorship on objective career success is statistically significant ( $\beta= 0.403$ ,  $t=5.045$ ,  $p<0.05$ ). This is an indication that a unit change in organizational sponsorship is associated with 0.403 change in objective career success.

In the second model, when career management behaviour was introduced in the model, adjusted  $R^2$  changed from 0.108 in step one ( $R^2 = 0.112$ , adjusted  $R^2 = 0.108$ ) to 0.117 in step two ( $R^2 = 0.126$  adjusted  $R^2 = 0.117$ ). The R square change was 1.4% ( $R^2 = 0.014$ ) suggesting that career management behaviour had a marginal effect on objective career success. This was an indication that 11.7% of variation in objective career success was explained by organizational sponsorship and career management behaviour whereas the remaining 88.3% was attributed to factors other than the ones dealt with. The coefficient of correlation ( $R = 0.355$ ,  $t=5.356$ ,  $P<0.05$ ) indicate that OS and CMB are significantly positively related to OCS. The overall model was statistically significant ( $F=14.447$ ,  $P<0.05$ ) and so was the beta coefficient ( $\beta= 0.173$ ,  $t=1.780$ ,  $P>0.05$ ).

In Model 3, proactive personality was introduced into the regression model. The adjusted R square changed from 0.117 ( $R^2=0.126$  adjusted  $R^2=0.117$ ) to 0.121 ( $R^2=0.134$  adjusted  $R^2=0.121$ ). These results indicate that 12.1% of variance in objective career success was explained by the predictor variables (OS, CMB and PP) used together. However, 87.9% of



variance in objective career success was considered to arise from factors that were not part of the study. The correlation coefficient indicated a significant positive link between the variables (OS, CMB, and PP) and objective career success ( $R=0.366$ ,  $t=5.535$ ,  $P<0.05$ ). The overall model was statistically significant ( $F=10.260$ ,  $P<0.05$ ). This implies that regression analysis was suitable for testing this relationship.

The cumulative increment in the variance of objective career success as a result of the joint effect of the predictors implied that the combined effect of organizational sponsorship, career management behaviour and proactive personality had a significant effect in predicting employees' objective career success. The introduction of career management behaviour resulted in a change in  $R^2$  by 1.4% and the introduction of proactive personality resulted in a change in  $R^2$  by 0.8%. However, only the beta coefficient of organizational sponsorship ( $\beta=0.195$ ,  $t=2.009$ ,  $P<0.05$ ) was significant. The other predictor variables had insignificant better coefficients; career management behaviour ( $\beta=0.092$ ,  $t=0.801$ ,  $P>0.05$ ) and proactive personality ( $\beta=0.127$ ,  $t=1.332$ ,  $P>0.05$ ). The fourth hypothesis was therefore supported because the addition of the other two variables; career management behaviour and proactive personality resulted into a positive increment in the variance of objective career success.

These results are contrasted to the previous results on the joint effect of the variables to SCS where the percentage contribution to the variance explained by career management behaviour and proactive personality were higher (R square change 9.2% and 6.8% respectively) as compared to that made in OCS (R square change was 1.4% and 0.8% respectively). The results therefore indicate that the three variables combined are better

predictors of Subjective aspect as opposed to objective aspect. The beta contribution of proactive personality to subjective career success was significant unlike in the case objective one.

**Table 5.17: Regression Results for the Joint Effect of Organizational Sponsorship, Career Management Behaviour, Proactive Personalities on Objective Career Success**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.335	.112	.108	.77870	.112	25.450	1	201	.000
2	.355	.126	.117	.77454	.014	3.169	1	200	.077
3	.366	.134	.121	.77304	.008	1.775	1	199	.184

**Analysis of Variance**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	15.432	1	15.432	25.450	.000
	Residual	121.883	201	.606		
	Total	137.315	202			
2	Regression	17.333	2	8.667	14.447	.000
	Residual	119.981	200	.600		
	Total	137.315	202			
3	Regression	18.394	3	6.131	10.260	.000
	Residual	118.921	199	.598		
	Total	137.315	202			

### Beta Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.768	.302		2.541	.012
	Organizational sponsorship	.403	.080	.335	5.045	.000
2	(Constant)	.412	.361		1.142	.255
	Organizational sponsorship	.251	.117	.209	2.155	.032
	Career management behaviour	.244	.137	.173	1.780	.077
	(Constant)	.215	.389		.553	.581
3	Organizational sponsorship	.235	.117	.195	2.009	.046
	Career management behaviour	.129	.161	.092	.801	.424
	Proactive personality	.178	.133	.127	1.332	.184

a. Dependent Variable: Objective career

b. Predictors: (Constant), Organizational sponsorship

c. Predictors: (Constant), Organizational sponsorship, Career management behaviour

d. Predictors: (Constant), Organizational sponsorship, Career management behaviour, Proactive personality

The results can be presented in the equation:

$$OCS = 0.768 + 0.195OS + 0.092CMB + 0.127PP + \varepsilon$$

Where:

OCS = Objective Career Success

OS = Composite Index of Organizational Sponsorship

CMB = Composite Index of Career Management Behaviour

PP= Composite Index of Proactive Personality

$\varepsilon$  = Error Term

In the second level of analysis, the contribution of the sub-constructs of the IVs on objective career success presented in Table 5.18 show that organization resources ( $\beta=0.052$ ,  $t=0.643$ ,  $P>0.05$ ), enhancing promotability ( $\beta=0.097$ ,  $t=0.903$ ,  $P>0.05$ ), identifying opportunities ( $\beta=0.118$ ,  $t=0.099$ ,  $P>0.05$ ), strengthening contacts ( $\beta=0.166$ ,  $t=1.836$ ,  $P>0.05$ ) and initiating constructive change ( $\beta=0.043$ ,  $t=0.403$ ,  $P>0.05$ ) had positive but insignificant beta contributions to objective career success while the beta contributions of improving image with superior ( $\beta=-0.139$ ,  $t=-1.365$ ,  $P>0.05$ ), training and development ( $\beta=-0.006$ ,  $t=-0.055$ ,  $P>0.05$ ), mentorship ( $\beta=-0.071$ ,  $t=-0.599$ ,  $P>0.05$ ) and result oriented ( $\beta=-0.076$ ,  $t=-0.771$ ,  $P>0.05$ ) were both negative and insignificant. Only supervisor support ( $\beta=0.219$ ,  $t=2.059$ ,  $P<0.05$ ) and resilience ( $\beta=0.156$ ,  $t=1.969$ ,  $P<0.05$ ) contributed significantly and positively to objective career success. The results show that training and development, mentorship, result oriented when used together with other sub-constructs do not contribute significantly to OCS. Particularly improving image with superior as a CMB seems to work against its users and should not be used by individuals in the quest for better career prospects.

**Table 5.18: Regression Results for the Effect of the Individual Sub-constructs of Predictor Variables on Objective Career Success**

Model	Unstandardized		Standardized	T	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	1.875	1.663		1.127	.261
Training & Development	-.007	.133	-.006	-.055	.956
Mentorship	-.067	.112	-.071	-.599	.550
Supervisor Support	.131	.064	.219	2.059	.041
Organization Resources	.046	.071	.052	.643	.521
1 Enhancing Promotability	.140	.155	.097	.903	.368
Improving Image	-.089	.065	-.139	-1.365	.174
Strengthening Contacts	.151	.083	.166	1.826	.069
Identifying Opportunities	.262	.207	.118	1.264	.208
Constructive Change	.045	.112	.043	.403	.688
Resilience	.204	.104	.156	1.969	.050
Result Oriented	-.165	.213	-.076	-.771	.442

a. Dependent Variable: Objective career success

#### 5.4 Tests of Hypotheses with Overall Career Success as the Dependent Variable

The section presents the results of the tests of hypotheses based on the four objectives of the study. The overall career success is a composite index of both subjective and objective career success.

##### 5.4.1 Organizational Sponsorship and Career Success

The first objective was to establish the effect of organizational sponsorship on overall career success. The following hypothesis was formulated for testing:

H<sub>1c</sub>: Organizational sponsorship has a significant positive effect on employees' career success

To test this hypothesis, two levels of analysis were done. The first level involved regressing career success on organizational sponsorship while the second level involved regressing career success on the sub-variable of organizational sponsorship: Training and development, mentorship, supervisor support and organization resources.

In level one of the analysis, the effect of organizational sponsorship on overall career success was tested using simple linear regression analysis. This was done by regressing the composite index of career success on the composite index of organizational sponsorship. Based on Table 5.19, 32.6% of variance in career success was explained by organizational sponsorship ( $R^2 = 0.329$ , adjusted  $R^2=0.326$ ). However, 67.4% of variation in career success that was not explained is attributed to some factors other than the ones considered in the study. The overall model was statistically significant indicating the fitness of the model ( $F=98.533$ ,  $P<0.05$ ). The coefficient of correlation indicated a significant positive association between organizational sponsorship and overall career success ( $R=0.574$ ,  $t=9.935$ ,  $P<0.05$ ). The beta coefficient indicates that the influence of organizational sponsorship on career success is statistically significant ( $\beta=0.570$ ,  $t=9.926$ ,  $P<0.05$ ). This suggests that one unit change in organizational sponsorship is associated with 0.570 change in career success which is comparatively higher than that of objective dimension ( $\beta=0.403$ ,  $t=5.045$ ,  $P<0.05$ ) but lower than that of subjective aspect ( $\beta=0.681$ ,  $t=10.655$ ,  $P<0.05$ ). The results thus provide evidence that organizational sponsorship influences career success. The hypothesis was thus supported.

**Table 5.19: Regression Results for the Effect of Organizational Sponsorship on Career Success**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.574	.329	.326	.55940

**Analysis of Variance**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	30.834	1	30.834	98.533	.000
	Residual	62.899	201	.313		
	Total	93.732	202			

**Beta Coefficients**

Model		Unstandardized Coefficients		T	Sig.
		B	Std. Error		
1	(Constant)	1.022	.217	4.708	.000
	Organizational sponsorship	.570	.057	9.926	.000

- a. Dependent Variable: Career success
- b. Predictors: (Constant), Organizational sponsorship

Based on these analyses, the results can be presented in the equation:

$$CS = 1.022 + 0.570OS + \varepsilon$$

Where:

CS = Career Success

OS = Composite Index of Organizational Sponsorship

$\varepsilon$  = Error Term

In the second level of analysis, multiple regression analysis was used to examine the effect of each of the sub-variables; training and development, mentorship, supervisor support and

organization resources on career success. The analysis in Table 5.20 indicate that the beta contributions of training and development ( $\beta=0.143$ ,  $t=1.720$ ,  $P>0.05$ ) and organization resources ( $\beta=0.113$ ,  $t=1.627$ ,  $P>0.05$ ) were positive but insignificant whereas mentorship ( $\beta=0.235$ ,  $t=2.461$ ,  $P<0.05$ ) and supervisor support ( $\beta=0.189$ ,  $t=2.081$ ,  $P<0.05$ ) contributed positively and significantly to career success. The results highlight the need for organization to emphasis more on mentorship and supervisor support to enhance the staff's achievement of career success.

**Table 5.20: Regression Results for the Effect of the Individual Sub-constructs of Organizational Sponsorship on Career Success**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
	(Constant)	9.499	2.342			
1	Training & Development	.382	.222	.143	1.720	.087
	Mentorship	.455	.185	.235	2.461	.015
	Supervisor Support	.231	.111	.189	2.081	.039
	Organization Resource	.201	.124	.113	1.627	.105

a. Dependent Variable: Career success

These results can be presented in the equation:

$$CS = 9.499 + 0.235 M + 0.189 SS + \varepsilon$$

Where: CS= Career Success

M=Mentorship

SS=Supervisor Support

$\varepsilon$  = Error Term



#### **5.4.2 Organizational Sponsorship, Career Management Behaviour and Career Success**

The second objective was to determine the mediation of career management behaviour in the link between organizational sponsorship and career success. The following hypothesis was tested to establish the relationship.

H<sub>2c</sub>: The relationship between organizational sponsorship and career success is mediated by career management behaviour

Hypothesis 2 was tested using the Baron and Kenny (1986) mediation model. The summarized regression results are presented in Tables 5.21, 5.22, 5.23 and 5.24.

##### **Step One: Effect of Organizational Sponsorship on Career Success**

In step one, career success was regressed on organizational sponsorship in order to establish whether organizational sponsorship was a significant predictor of career success. Results in Table 5.21 reveal that 32.6% of variance in career success was explained by organizational sponsorship ( $R^2=0.329$ , adjusted  $R^2=0.326$ ). However, the remaining 67.4% that was not explained suggested the existence of other factors related to career success not included in the study. The overall model was statistically significant, implying model fit ( $F=98.533$ ,  $P<0.05$ ). The correlation coefficient indicates significant positive association between organizational sponsorship and career success ( $R=0.574$ ,  $t=9.935$ ,  $P<0.05$ ). The beta coefficient indicates that the influence of organizational sponsorship on career success is statistically significant ( $\beta=0.570$ ,  $t=9.926$ ,  $p<0.05$ ) thus confirming step one in testing for mediation.

**Table 5.21: Effect of Organizational Sponsorship on Career Success****Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.574	.329	.326	.55940

**Analysis of Variance**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	30.834	1	30.834	98.533	.000
	Residual	62.899	201	.313		
	Total	93.732	202			

**Beta Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.022	.217		4.708	.000
	Organizational sponsorship	.570	.057	.574	9.926	.000

a. Dependent Variable: Career success

b. Predictors: (Constant), Organizational sponsorship

**Step Two: Effect of Organizational Sponsorship on Career Management Behaviour**

This step involved regressing career management behaviour on organizational sponsorship. The results in Table 5.22 show that organizational sponsorship explains 53.3% of variation in career management behaviour ( $R^2=0.535$ , adjusted  $R^2=0.533$ ). The model being significant as indicated by the F ratio justified the use of regression analysis ( $F=231.551$ ,  $p<0.05$ ). The correlation coefficient indicated a significant positive relationship between OS and CMB ( $R=0.732$ ,  $t=15.22$ ,  $P<0.05$ ). The beta coefficient was statistically significant ( $\beta=0.623$ ,  $t=15.217$ ,  $p<0.05$ ). It implied that a unit change in OS was associated with 0.623

change in CMB. These results indicate further that provision of organizational sponsorship initiates the use of CMB in order to sustain the sponsorship for better career prospects. The second step in testing for mediation was confirmed.

**Table 5.22: Effect of Organizational Sponsorship on Career Management Behaviour**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.732	.535	.533	.39891

**Analysis of Variance**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	36.847	1	36.847	231.551	.000
	Residual	31.986	201	.159		
	Total	68.833	202			

**Beta Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.459	.155		9.425	.000
	Organizational sponsorship	.623	.041	.732	15.217	.000

- a. Dependent Variable: Career management behaviour
- b. Predictors: (Constant), Organizational sponsorship

**Step Three: Effect of Career Management Behaviour on Career Success**

The third step assessed the link between CMB and CS. The results in Table 5.23 indicate that 33.3% of variance in career success was explained by career management behaviour ( $R^2=0.337$ , adjusted  $R^2=0.333$ ). Its contribution to the variance of career success (33.3%)

was thus higher than that of objective career success (10.1%) but slightly lower than that of subjective career success (37.8%). The F ratio was statistically significant implying a model fit ( $F=101.943$ ,  $p<0.05$ ). The correlation coefficient indicates a significant positive relationship between CMB and career success ( $R=0.580$ ,  $t=10.099$ ,  $P<0.05$ ). The beta coefficient was statistically significant ( $\beta=0.677$ ,  $t=10.097$ ,  $p<0.05$ ), suggesting that a unit change in career management behaviour is associated with 0.677 change in career success. As expected, beta contribution of CMB to overall career success was also higher than that of objective career success but lower than that of subjective career success. The third step in testing for mediation was confirmed.

**Table 5.23: Effect of Career Management Behaviour on Career Success****Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.580	.337	.333	.55624

**Analysis of Variance**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	31.542	1	31.542	101.943	.000
	Residual	62.191	201	.309		
	Total	93.732	202			

**Beta Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.585	.256		2.285	.023
	Career management behaviour	.677	.067	.580	10.097	.000

- a. Dependent Variable: Career success  
b. Predictors: (Constant), Career management behaviours

**Step 4: Effect of Organizational Sponsorship and Career Management Behaviour on Overall Career Success**

In the fourth step, career success was regressed against organizational sponsorship and career management behaviour, first by introducing organizational sponsorship in the model followed by career management behaviour. These results are presented in Table 5.24. The introduction of career management behaviour in organizational sponsorship and career success model increased the variance explained by 5.5%, ( $R^2=0.384$ , adjusted  $R^2=0.378$ ), the model being significant implied a model fit ( $F=62.433$ ,  $p<0.05$ ). The correlation

coefficient indicated a significant positive relationship between the two variables (CMB and OS) and career success ( $R=0.620$ ,  $t=11.20$ ,  $P<0.05$ ). Just like in the case of subjective and objective aspects, the results in steps one to three were significant and therefore mediation could not be ruled out completely, in this fourth step, the beta coefficient for organizational sponsorship remained significant ( $\beta=0.321$ ,  $t=3.943$ ,  $p<0.05$ ). The beta coefficient suggested that a unit change in organizational sponsorship is associated with 0.321 change in career success. It was therefore concluded that career management behaviour partially mediates the link between organizational sponsorship and overall career success hence supporting the hypothesis.

**Table 5.24: Effect of Organizational Sponsorship and Career Management Behaviour on Overall Career Success**

<b>Model Summary</b>									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.574	.329	.326	.55940	.329	98.533	1	201	.000
2	.620	.384	.378	.53715	.055	18.000	1	200	.000

<b>Analysis of Variance</b>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	30.834	1	30.834	98.533	.000
	Residual	62.899	201	.313		
	Total	93.732	202			
2	Regression	36.027	2	18.014	62.433	.000
	Residual	57.705	200	.289		
	Total	93.732	202			

### Beta Coefficients

Model		Unstandardized		Standardized	T	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	1.022	.217		4.708	.000
	Organizational sponsorship	.570	.057	.574	9.926	.000
2	(Constant)	.434	.250		1.734	.084
	Organizational sponsorship	.319	.081	.321	3.943	.000
	Career management behaviour	.403	.095	.345	4.243	.000

a. Dependent Variable: Career success

b. Predictors: (Constant), Organizational sponsorship

c. Predictors: (Constant), Organizational sponsorship, Career management behaviour

The relationship is expressed in the equation:

$$CS = 1.022 + 0.321OS + 0.345CMB + \varepsilon$$

Where:

CS=Career success

OS=Composite Index of Organizational Sponsorship

CMB = Composite Index of Career Management Behaviour

$\varepsilon$  = Error Term

### 5.4.3 Organizational Sponsorship, Proactive Personality and Career Success

The third objective was to establish the moderating effect of proactive in the link between organizational sponsorship and career success. The hypothesis formulated to be tested was:

H<sub>3c</sub>: The relationship between organizational sponsorship and overall career success is moderated by proactive personality.

The moderating effect was evaluated using hierarchical regression model. This was done using three steps. The first step involved testing the influence of organizational sponsorship on career success. The second step involved testing the effect of both organizational sponsorship and proactive personality on career success. In the third step, the product of standardized values for organizational sponsorship and proactive personality which was the interaction term was introduced and tested for its significance on career success. Moderation is established if the effect of interaction in the third step is significant. Regression results are presented in Table 5.25.

#### **Step One: Effect of Organizational Sponsorship on Career Success**

In step one, career success was regressed on organizational sponsorship. The results in Table 5.25 indicate that organizational sponsorship accounted for 32.6% of variance in career success ( $R^2=0.329$ , adjusted  $R^2=0.326$ ). The overall model was significant ( $F=98.533$ ,  $P<0.05$ ) thus justifying the use of regression model. The correlation coefficient indicated a significant positive link between organizational sponsorship and career success ( $R=0.574$ ,  $t=9.935$ ,  $P<0.05$ ). Further, the beta coefficient was statistically significant ( $\beta=0.570$ ,  $t=9.296$ ,  $p<0.05$ ). This implies that a unit change in organizational sponsorship is associated with 0.570 change in career success. The results in the first step were significant.



### **Step Two: Effect of Organizational Sponsorship, Proactive Personality and Career Success**

The introduction of the moderator, proactive personality, significantly improves the influence of organizational sponsorship on career success. Organizational sponsorship and proactive personality explain 39.5% of the variance in overall career success ( $R^2 = 0.401$ , adjusted  $R^2=0.395$ ). The  $R^2$  increased by 7.2% thus this was the percentage contribution of proactive personality. The F change was statistically significant ( $F=66.848$ ,  $F$  change= $23.925$ ,  $P<0.05$ ), implying a model fit. The correlation coefficient indicated a significant positive association between the two variables (OS and PP) and career success ( $R=0.633$ ,  $t=11.60$ ,  $P<0.05$ ). The beta coefficient of proactive personality was statistically significant ( $\beta=0.293$ ,  $t=4.891$ ,  $P<0.05$ ). The results thus show positive and significant contribution of proactive personality to overall career success as had been observed under subjective career success.

### **Step Three: Effect of Organizational Sponsorship, Proactive Personality and Interaction Term on Career Success**

In step 3, the interaction term was introduced in the model. The results in Table 5.25 show that adjusted  $R^2$  changed from 39.5% in step 2 to 42.4% in step 3. It was clear that the interaction term (OS\*PP) contributed an additional 3.2% of the total variance explained in employee career success beyond the contributions of organizational sponsorship and proactive personality ( $R^2=0.433$ , adjusted  $R^2=0.424$ ). Apart from the F change for the interaction term being significant ( $F$  change = $11.362$ ,  $P<0.05$ ), the general model was observed to be significant ( $F=50.662$ ,  $P<0.05$ ). This justifies the use of regression model. Additionally, it was observed that the standard error of estimate declined from 0.55940 in model one to 0.51677 in model three indicating a gradual improvement in the model with

the inclusion of the interaction term. The correlation coefficient showed a significant positive relationship between OS\*PP and career success ( $R=0.658$ ,  $t=12.289$ ,  $P<0.05$ ). The beta coefficient for OS\*PP was statistically significant ( $\beta= 0.353$ ,  $t=3.371$ ,  $P<0.05$ ). It was therefore concluded that proactive personality moderates the link between organizational sponsorship and career success. Therefore, the hypothesis was supported.

**Table 5.25: Regression Results for the Moderating Effect of Proactive Personality on the Relationship between Organizational Sponsorship and Career Success**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.574	.329	.326	.55940	.329	98.533	1	201	.000
2	.633	.401	.395	.52999	.072	23.925	1	200	.000
3	.658	.433	.424	.51677	.032	11.362	1	199	.001

**Analysis of Variance**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	30.834	1	30.834	98.533	.000
	Residual	62.899	201	.313		
	Total	93.732	202			
2	Regression	37.554	2	18.777	66.848	.000
	Residual	56.178	200	.281		
	Total	93.732	202			
3	Regression	40.589	3	13.530	50.662	.000
	Residual	53.144	199	.267		
	Total	93.732	202			

a. Dependent Variable: Career success

b. Predictors: (Constant), organizational sponsorship

- c. Predictors: (Constant), organizational sponsorship, Proactive personality
- d. Predictors: (Constant), organizational sponsorship, Proactive personality, Interaction term

**Beta Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
		1	(Constant)	3.143			.039	
1	organization sponsorship	.570	.057	.574	9.926	.000	1.000	1.000
2	(Constant)	2.753	.088		31.307	.000		
2	organization sponsorship	.452	.059	.455	7.607	.000	.837	1.195
	Proactive personality	.491	.100	.293	4.891	.000	.837	1.195
3	(Constant)	2.575	.101		25.556	.000		
3	organization sponsorship	.124	.113	.125	1.097	.274	.219	4.563
	Proactive personality	.653	.109	.389	5.989	.000	.674	1.484
	OS*PP	.445	.132	.353	3.371	.001	.259	3.860

- a. Dependent Variable: Career success
- b. Predictors: (Constant), organizational sponsorship
- c. Predictors: (Constant), organizational sponsorship, Proactive personality
- d. Predictors: (Constant), organizational sponsorship, Proactive personality, OS\*PP

On the basis of the analysis, the results can be presented in the equation:

$$CS = 3.143 + 0.125OS + 0.389PP + 0.353OS*PP + \epsilon$$

Where:

CS= Career Success

OS= Composite Index of Organizational Sponsorship

PP = Composite Index of Proactive Personality

OS\*PP = Composite index for Organizational sponsorship\*Proactive  
Personality

$\epsilon$  = Error Term

#### **5.4.4 Organizational Sponsorship, Career Management Behaviour, Proactive Personality and Career Success**

Objective four of this study states that organizational sponsorship, career management behaviour and proactive personality jointly influence career success. In this case, the hypothesis to be tested was:

H<sub>4c</sub>: Organizational sponsorship, career management behaviour, and proactive personality have a significant joint effect on career success

This hypothesis was tested at two levels; level one involved regressing career success on the predictor variables: OS, CMB and PP while level two involved regressing career success on the sub-variables of IVs: Training and development, mentorship, supervisor support, organization resources (organizational sponsorship); enhancing promotability, improving image with superior, strengthening external contacts (CMB); identifying opportunities, constructive change, resilience and result oriented (proactive personality).

Hierarchical regression analysis was performed in level one with study variables being entered into the analysis in a sequence of groups. In the first step, organizational sponsorship was entered into the model, in step two, career management behaviour was

added into the equation and lastly, in step three, proactive personality was added into the equation.

The results presented in Table 5.26 show that organizational sponsorship explained 32.6% of variance in career success ( $R^2=0.329$ , adjusted  $R^2=0.326$ ). The remaining 67.4% was attributed to factors other than the ones studied. The overall model was statistically significant ( $F=98.533$ ,  $P<0.05$ ). The correlation coefficient indicates a significant positive relationship between organizational sponsorship and career success ( $R=0.574$ ,  $t=9.935$ ,  $P<0.05$ ). Equally, the beta coefficient indicates that the influence of organizational sponsorship on career success is statistically significant ( $\beta=0.5701$ ,  $t=9.926$ ,  $p<0.05$ ). This is an indication that a unit change in organizational sponsorship is associated with 0.5701 positive change in career success.

In the second model, when career management behaviour was introduced in the model, adjusted R square changed from 0.326 ( $R^2=0.329$ , adjusted  $R^2=0.326$ ) in model 1 to 0.378 ( $R^2=0.385$ , adjusted  $R^2=0.378$ ,) in model 2. This was an indication that 37.8% of variation in career success was explained by organizational sponsorship and career management behaviour. The remaining 62.2% of variation in career success was attributed to factors other than the ones dealt with in the regression model. The  $R^2$  change was 5.5% and this was the contribution of career management behaviour to the variance of career success. The overall model was statistically significant ( $F=62.433$ ,  $P<0.05$ ), implying a model fit. The coefficient of correlation indicated a significant positive relationship between the two variables (OS and CMB) and careers success ( $R=0.620$ ,  $t=11.20$ ,  $P<0.05$ ). In addition to

this, the beta coefficient was significant ( $\beta=0.345$ ,  $t=4.243$ ,  $P<0.05$ ) implying that one unit change in CMB is associated with 0.345 change in career success.

Model 3 had organizational sponsorship, career management behaviour and proactive personality after the addition of proactive personality in the equation. The results indicate that 43.9% of variance in career success was explained by the three predictor variables ( $R^2=0.447$ , adjusted  $R^2=0.439$ ). However, 56.1% of variance in career success was not explained by the variables. The overall model was statistically significant ( $F=53.658$ ,  $P<0.05$ ), indicating model fit thus the justification for the use of regression analysis. The coefficient of correlation indicated a significant positive association of the three variables (OS, CMB and PP) with career success ( $R=0.669$ ,  $t=12.754$ ,  $P<0.05$ ).

The results reflected an improvement in the prediction of career success from 32.6% to 37.8% and finally to 43.9%. The introduction of career management behaviour resulted in a change in  $R^2$  by 5.5% and the introduction of proactive personality resulted in a change in  $R^2$  by 6.3%. The beta coefficients for organizational sponsorship ( $\beta=0.282$ ,  $t=3.632$ ,  $P<0.05$ ) and proactive personality were significant ( $\beta=0.362$ ,  $t=4.755$ ,  $P<0.05$ ) whereas that of career management behaviour was positive but insignificant ( $\beta=0.114$ ,  $t=1.251$ ,  $P>0.05$ ). As observed, the three variables combined gave a better prediction of overall career success just like in the case of subjective aspect. The fourth hypothesis on the joint effect of organizational sponsorship, career management behaviour and proactive personality on career success was supported.

**Table 5.26: Regression Results for the Joint Effect of Organizational Sponsorship, Career Management Behaviour, Proactive Personalities on Career Success**

<b>Model Summary</b>									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.574	.329	.326	.559400	.329	98.533	1	201	.000
2	.620	.384	.378	.537146	.055	18.000	1	200	.000
3	.669	.447	.439	.510282	.063	22.613	1	199	.000

<b>Analysis of Variance</b>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	30.83380	1	30.83380	98.533	.000
	Residual	62.89861	201	.31293		
	Total	93.73241	202			
2	Regression	36.02721	2	18.01360	62.433	.000
	Residual	57.70521	200	.28853		
	Total	93.73241	202			
3	Regression	41.91529	3	13.97176	53.658	.000
	Residual	51.81712	199	.26039		
	Total	93.73241	202			

a. Dependent Variable: Career success

b. Predictors: (Constant), Organizational sponsorship

c. Predictors: (Constant), Organizational sponsorship, Career management behaviour

e. Predictors (Constants), Organizational sponsorship, Career management behaviour, Proactive personality

**Beta coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.0220	.2171		4.708	.000
	Organizational sponsorship	.5701	.0574	.574	9.926	.000
2	(Constant)	.4341	.2503		1.734	.084
	Organizational sponsorship	.3190	.0809	.321	3.943	.000
	Career management behaviour	.4029	.0950	.345	4.243	.000
3	(Constant)	-.0295	.2570		-.115	.909
	Organizational sponsorship	.2807	.0773	.282	3.632	.000
	Career management behaviour	.1333	.1066	.114	1.251	.212
	Proactive personality	.4183	.0880	.362	4.755	.000

- a. Dependent Variable: Career success
- b. Predictors: (Constant), Organizational sponsorship
- c. Predictors: (Constant), Organizational sponsorship, Career management behaviour
- d. Predictors: (Constant), Organizational sponsorship, Career management behaviour, Proactive personality

On the basis of the analysis, the findings can be presented in the equation:

$$CS = 1.0220 + 0.282OS + 0.114CMB + 0.362PP$$

Where: CS = Career Success

OS = Composite Index of Organizational Sponsorship



CMB = Composite Index of Career Management Behaviour

PP= Composite Index of Proactive Personality

$\varepsilon$  = Error Term

The second level of analysis was done to ascertain contributions of the sub-constructs of the independent variables on career success using multiple regression analysis. The results in Table 5.27 show that training and development ( $\beta=0.032$ ,  $t=0.402$ ,  $P>0.05$ ), mentorship ( $\beta=0.070$ ,  $t=0.746$ ,  $P>0.05$ ), supervisor support ( $\beta=0.133$ ,  $t=1.578$ ,  $P>0.05$ ), organization resources ( $\beta=0.114$ ,  $t=1.764$ ,  $P>0.05$ ), enhancing promotability ( $\beta=0.055$ ,  $t=0.654$ ,  $P>0.05$ ), identifying opportunities ( $\beta=0.063$ ,  $t=0.848$ ,  $P>0.05$ ), initiating constructive change ( $\beta=0.128$ ,  $t=1.513$ ,  $P>0.05$ ) and result oriented ( $\beta=0.067$ ,  $t=0.857$ ,  $P>0.05$ ) had a positive but insignificant contribution to career success. The beta contribution of improving image with superior was both negative and insignificant ( $\beta=-0.147$ ,  $t=-1.831$ ,  $P>0.05$ ). Again, this was an indication that this strategy was not relevant to the users when it comes to realizing their career prospects. It was only strengthening external contacts ( $\beta=0.226$ ,  $t=3.139$ ,  $P>0.05$ ) and resilience ( $\beta=0.263$ ,  $t=4.198$ ,  $P<0.05$ ) that had positive and significant contributions to career success. This delineates the fact that positive achievement of career success can be realized through developing good social and professional networks and being resilient.

**Table 5.27: Regression Results for the Effect of the Individual Sub-constructs of Predictor Variables on Career Success**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
	(Constant)	2.737	2.678			
1	Training & Development	.086	.214	.032	.402	.688
	Mentorship	.135	.180	.070	.746	.456
	Supervisor Support	.161	.102	.133	1.578	.116
	Organization Resources	.203	.115	.114	1.764	.079
	Enhancing Promotability	.163	.249	.055	.654	.514
	Improving Image	-.191	.105	-.147	-1.831	.069
	Strengthening Contacts	.418	.133	.226	3.139	.002
	Identifying Opportunities	.283	.334	.063	.848	.397
	Constructive Change	.272	.180	.128	1.513	.132
	Resilience	.701	.167	.263	4.198	.000
	Result Oriented	.294	.343	.067	.857	.393

A. Dependent Variable: Career Success

## 5.6 Discussion of Research Findings

This discussion proceeds from the findings of the current study. The findings are compared with those of the previous studies. The discussion is based on the hypotheses that were formulated earlier in the preceding chapters and thereafter tested empirically.

### 5.6.1 Organizational Sponsorship and Career Success

The first objective of this study sought to establish the effect of organizational sponsorship on career success. It was hypothesized that organizational sponsorship had a significant

and positive effect on career success. The findings of this study supported this assertion. From the results it was observed that organizational sponsorship accounted for 35.8% (adjusted  $R^2=0.358$ ) of the variation in subjective career success. The beta contribution of organizational sponsorship to subjective was significant ( $\beta=0.681$ ,  $t=10.655$ ,  $P<0.05$ ). Organizational sponsorship explained 10.8% of variance in objective career success (adjusted  $R^2=0.108$ ) and again the beta coefficient was statistically significant ( $\beta=0.403$ ,  $t=5.045$ ,  $p<0.05$ ). For overall career success, organizational sponsorship explained 32.6% of the variance (adjusted  $R^2=0.326$ ). The beta coefficient was also statistically significant ( $\beta=0.570$ ,  $t=9.926$ ,  $p<0.05$ ). It was therefore noted that organizational sponsorship was a better predictor of subjective career success than objective career success. The higher contribution of organizational sponsorship to subjective aspect is attributed to the fact that organizational sponsorship affects work attitudes and perceptions of the staff. It gives them a signal that they are valued and that they have potentials for career success and this makes them experience high levels of career satisfaction.

The result of this empirical investigation is in support of the previous studies. Barnett & Bradley (2007) studied the link between organizational sponsorship and career success. The results of their study indicated that organizational sponsorship had a direct link with career success as observed in this study. Similarly, the study lends support to the empirical findings with regards to organizational sponsorship that yielded positive outcomes although the variable of organizational sponsorship was directly linked to other dependent variables such as employee performance, employee commitment and job engagement. Saleem and Amin (2013) examined the link between organizational sponsorship and employee performance. Their findings indicate that organizational sponsorship has a

significant effect on employee performance. Ndegua (2016) focused on the link between organizational sponsorship and staff commitment and found support for the relationship. Kamau's (2017) study which was based on the relationship between organizational sponsorship and job engagement also yielded positive finding in support of the relationship. The study hence is adding to the literature on organizational sponsorship and career success.

The results are also in line with the LMX theory which provides support for this relationship (Harris & Kirkman, 2014). Leader member exchange theory advocates for sponsored mobility perspective of career success thereby emphasizing on the need to enhance employees' career success through providing sponsorship for them (Barnet & Bradley, 2007). It Predicts that those employees who are sponsored in the quest for career success often succeed faster than those who are not (Turner, 1960). Its major assumption is that supervisors and subordinates will develop associations which tend to vary in terms of quality. This results into ingroup and outgroup relationship. Those in the ingroup relations enjoy high quality relationship and preferential treatment in this case organizational sponsorship. The results of the analysis of the relationship between organizational sponsorship and career success were positive. Besides the results of the analysis of the individual sub-constructs of organizational sponsorship shows that mentorship and supervisor support, which are built on quality association, had positive significant contribution to career success. The study therefore provides empirical backing on this proposition advanced by this theory. Besides the results obtained from this study is an emphasis on the role that quality relationship between the superior and the subordinate plays as far as employees' subjective career success is concerned. This is indicated in the

fact that organizational sponsorship contributes more to subjective aspect as compared to objective dimension. The feeling of career satisfaction generated in the staff is as a result of this exchange relationship.

This is one of the studies that compares the effect of organizational sponsorship on the two categories of career success distinctly and also in combination. The varied contribution of organizational sponsorship to the two dimensions of career success with the high contribution being that of subjective career success exemplifies the fact that there is a possibility that the predictors of subjective career success are not necessarily the same as those of objective career success. Apart from this, the study highlights important organizational sponsorship practices that organizations can adopt to enhance employees career success, the results on individual analysis of the dimensions of organizational sponsorship; training and development, supervisor support, mentorship and organization resources show that the individual contributions of these dimensions to subjective, objective and overall career success were variedly significant. Particularly organization resources and mentorship for subjective career success, supervisor support for objective career success and mentorship and supervisor support for overall career success.

### **5.6.2 Organizational Sponsorship, Career Management Behaviour and Career Success**

Career management behaviour was hypothesized to mediate the relationship between organizational sponsorship and career success. The results indicated that career management behaviour partially mediates all the relationship between organizational sponsorship and subjective, objective and overall career success. The findings therefore supported the hypothesis that career management behaviour mediates the relationship

between organizational sponsorship and career success. The choice of appropriate career management behaviour especially those that signal organization citizenship behaviour enhances the chances of the staff being considered for sponsorship (Wayne & Liden, 1995). Those who use career management behaviour project positive self-image such as hard work, commitment and loyalty to the organization. These characteristics are valued by most organizations and therefore the individuals that possess these qualities are recognized by the management and considered for better career outcomes such as promotion and salary increment. In addition to this, those who adopt appropriate career management behaviour are able to make good use of the sponsorship offered to them to facilitate their career success (Nabi, 2003).

The study helps advance the literature as far as mediating hypothesis is concerned in the study of career success, empirical studies have paid little attention to this and instead have merely concentrated in examining direct relationship between DV and IV. Barnett and Bradley (2007) focused on the direct link between organizational sponsorship and career success. Yean and Yahya (2008) studied the relationship between career management behaviour and career success. Although these studies yielded positive results, it was deemed appropriate to study the mechanism through which organizational sponsorship would enhance career success of the staff and this was achieved through the use career management behaviour as a mediator in the relationship.

These findings are also consistent with theoretical proposition that was made by Gould and Penley (1984) about adoption and effective use of career management behaviour in pursuit of career success. These results offer empirical justification of this proposition.

Lau and Pang (2000) proposed three main dimensions of career management behaviour that would positively result in career success of people, these include: enhancing promotability, improving image with superior and establishing external network. These findings thus provide a basis and empirical support to the three main dimensions of career management behaviour. Apart from this, the three main dimensions of career management behaviour used in this study are more comprehensive and inclusive as opposed to the ones that had previously been studied. For instance, a study by Ogutu and Ougo (2016) that examined the link between career management behaviour and career success only looked at one aspect of career management behaviour; personal branding. This study hence advances the literature on career management behaviour by focusing on the three key beneficial career management behaviour and their respective dimensions that can enhance a person's career success.

The findings also lend support to the theory of impression management in which this relationship is anchored (Rosenfeld, Giacalone & Riordan, 1995). The theory predicts that people tend to adopt certain strategies or behaviour that are consistent with how they want to be perceived and the goals they intend to achieve. The results of this study are in line with this assumption since career management behaviour partially mediates the link between organizational sponsorship and career success (Cole, Amy, Elizabeth & Rozelle, 2011). Adoption of appropriate career management behaviour enhances individual achievement of career success. Besides, career management behaviour is perceived to enhance individuals' visibility in the organization. This is critical for facilitating their chances for sponsorship and also their career success. Vinnicombe, Singh and Sturges (2000) posits that effective users of career management behaviour are usually conspicuous

in the organization. They draw attention to the management through their positive behaviour and therefore are considered for greater responsibilities, promotion and salary increment. They also benefit from fair performance appraisals by their immediate supervisors.

### **5.6.3 Organizational Sponsorship, Proactive Personality and Career Success**

The fourth hypothesis predicted that the effect of organizational sponsorship on career success is moderated by proactive personality. Regression results indicated that proactive personality moderates the relationships between organizational sponsorship and career success. When organizational sponsorship\*proactive personality was entered in the regression model of organizational sponsorship and career success, it was observed that both the F change and the beta coefficient for organizational sponsorship\*proactive personality were significant.

The findings in this study therefore support the hypothesis. The results provide an empirical evidence for the theoretical propositions that the dynamic working environment calls for people with proactive personality who are creative, resilient and can quickly adapt to the changing environment and that organizations today are likely to value proactive individuals with extra role behaviour and not those who confine themselves to traditionally rigidly defined duties. Campbell (2000) proposed that proactive personality is likely to be a positive trait amidst the dynamics witnessed in the business world. Fuller and Murler (2008) further added that proactive people are likely to experience career success than those who are non-proactive. This study hence provides an empirical support to these theoretical propositions. Furthermore, the confirmation from the



empirical study that proactive personality moderates the link between organizational sponsorship and career success, points out to direction that can further be explored in an effort to resolve the controversy evident in the literature regarding the role of proactive personality in the organization.

The conclusion from the findings is that proactivity may not be in itself undesirable but is a trait that can earn individuals the necessary prospects for career success that they desire especially when used properly. Organizations on the other hand can benefit from such proactive individuals through nurturing their potentials for innovation and their abilities to enhance the success of the organizations especially in the modern times where there is need for organization to keep pace with changes in the work environment so as to maintain a competitive edge over their competitors (Bjorklund, Bhatli & Laakso, 2013).

Most importantly, the findings of this study bring to light the moderating role of proactive personality. The literature reviewed in this study paid negligible attention to the use of proactive personality as a moderator; rather they considered it as an independent variable. Among other studies, Seibert and Kraimer (2001) studied the relationship between proactive personality and career success. Although the findings were positive, proactive personality was directly linked to career success. Chau (2016) also examined the relationship between proactive personality and career success and obtained positive findings. In the pursuit of career success individuals are likely to encounter both individual and organizational constraints that may be stumbling blocks to their career prospects. The interaction between organizational sponsorship and proactive personality can facilitate the achievement of career success amidst such constraints.

SCCT predicts that individual variables such as personality and environmental factors such as organizational sponsorship form a complex interaction that propels an individual to achieve the expected career related goals (Lent, et. al., 2006). The results of this study support this assumption. The findings indicate that the interaction of proactive personality and organizational sponsorship contributes to achievement of both subjective and objective career success. This means that proactive individuals are able to influence their environment positively and to work out their career success despite the obstacles and the challenges they may encountered.

#### **5.6.4. Organizational Sponsorship, Career Management Behaviour, Proactive Personality and Career Success**

The fifth hypothesis predicted that the joint effect of organizational sponsorship, career management behaviour and proactive personality would be greater than that of each individual variable. The hypothesis was supported. The three variables; organizational sponsorship, career management behaviour and proactive personality explained 51.4% of variance in subjective career success (adjusted  $R^2 = 0.514$ ), 12.1% of variance in objective career success (adjusted  $R^2 = 0.121$ ) and 43.9% of variance in overall career success (adjusted  $R^2 = 0.439$ ).

The findings indicate that the joint effect of the three predictors of career success was greater for subjective as compared to the objective career success. They explained more than three times the variance in subjective career success. This implies that a combination of organizational and personal factors would predict subjective career success of an individual to a greater extent as opposed to the objective career success (Power, 2010). The

results advance the proposition in the literature that a combination of organizational variables and individual variables are better predictors of subjective career success as opposed to objective career success. The argument made is that organizational variables and personal attributes are proximal determinants of one's affective reactions to work and career. Personal attributes are associated with perceptual variables such as subjective career success while organizational sponsorship influence work and career attitudes. It generates positive feeling towards work and career thus employees are likely to exhibit high career satisfaction (Ng, et. al., 2005). The findings hence validate these propositions. Furthermore, the findings could be a pointer to the fact that the measures of objective are beyond the control of an individual unlike the subjective career success measures and that they are distinct from those of subjective career success.

The positive findings in this study advance knowledge by offering a more balanced approach to the study of career success by combining both individual and organizational predictors of career success at the same time. Previous studies had focused only on either individual or organizational predictors of career success. Among other studies reviewed, Yean and Yahya (2011) focused on proactive personality, career management behaviour and career success, the findings indicated that CMB partially mediates the link between proactive personality and career success. Dodangoda and Arachchige (2015) studied the link between personality and career success and obtained support for this relationship. Barnett & Bradley (2007) focused on the link between organizational sponsorship and career success with positive findings. In addition to this, the study considered all the dimensions of the variables in the study as opposed to previous study carried out by Ogutu and Ougo (2016) who considered only one dimension of career management behaviour.

## **CHAPTER SIX**

### **SUMMARY, CONCLUSIONS, IMPLICATIONS AND RECOMMENDATIONS**

#### **6.1 Introduction**

This chapter presents the summary of the findings, the conclusions and contributions that the study makes. The first section deals with the summary of the findings followed by a discussion based on contribution of the study to the existing body of knowledge, theory, policy and practice. This is followed by conclusions, limitations of the study and the suggestions for future research.

#### **6.2 Summary of Findings**

The major aim of this study was to establish the role of career management behaviour and proactive personality in the relationship between organizational sponsorship and career success of managerial staff in large manufacturing companies in Kenya. Specifically, the study was set to determine the link between organizational sponsorship and career success, the effect of career management behaviour in the relationship between organizational sponsorship and career success, the effect of proactive personality in the relationship between organizational sponsorship and career success and lastly the joint effect of organizational sponsorship, career management behaviour and proactive personality on career success. The four hypotheses were tested with respect to subjective, objective and overall career success (a combination of both SCS and OCS). This was done because the two dimensions of career success were regarded as distinct and were likely to produce different results as observed, at the same time, it was interesting to find out the contributions of the predictors of career success to a combination of both subjective and

objective career success (overall CS). The summary on the results of the hypothesis tested are presented in Table 6.1.

The first objective of this study was to establish the relationship between organizational sponsorship and career success. It was hypothesized that organizational sponsorship has a significant positive effect on employees' career success. Simple linear regression analysis was used to test this hypothesis. Findings indicated that organizational sponsorship has a positive significant effect on subjective, objective and overall career success. However, it was observed that organizational sponsorship (independent variable) explained more of the variance in the subjective career success (35.8%) than in both objective career success (10.8%) and in overall career success (32.6%). The same was observed in the beta contributions of organizational sponsorship to subjective, objective and overall career success ( $\beta=0.681$ ,  $P<0.05$ ;  $\beta=0.403$ ,  $P<0.05$ ,  $\beta=0.570$ ,  $P<0.05$  respectively). The contribution of organizational sponsorship to subjective career success was higher compared to its contribution to objective career success. The implication of these findings is that organizational sponsorship is perceived by the staff as a sign of the organization's belief in their potentials in career advancement hence their higher perception of career satisfaction. The hypothesis was thus supported.

Additional analysis of the relationship of the individual sub-constructs of organizational sponsorship to the two dimension of career success yielded different results. For subjective career success, it was only mentorship and organizational resources that had significant and positive beta contributions whereas for the objective career success, it was only supervisor support that contributed positively to the staff's achievement of objective career

success. The comparison made against overall career success show that only mentorship and supervisor support as part of organizational sponsorship enhanced the achievement of overall career success of the staff.

The second objective of this study was to establish the mediation by career management behaviour in the relationship between organizational sponsorship and career success. It was predicted that career management behaviour would mediate the link between organizational sponsorship and career success. Path analysis was used to test this hypothesis. Based on the results obtained career management behaviour partially mediated the link between organizational sponsorship and subjective, objective and overall career success. This suggested that the use of appropriate career management behaviour increases employees' abilities to achieve career success. This in turn increases their chances of being considered for promotions or salary increment. The hypothesis was supported.

The third objective was to assess the moderating effect of proactive personality in the relationship between organizational sponsorship and career success. It was hypothesized that proactive personality had a significant moderating effect on the link between organizational sponsorship and career success. Hierarchical linear regression analysis was used to test this hypothesis. Findings showed that proactive personality moderated the link between organizational sponsorship and subjective and objective career success as well as overall career success. The wider implication of these findings is that the dynamic business environment puts demand on employers to appreciate the employees with proactive personalities in order to cope with competition and other changes in the environment.

The last objective was to investigate the joint effect of organizational sponsorship, career management behaviour and proactive personality on career success. It was hypothesized that the joint effect of organizational sponsorship, career management behaviour, and proactive personality was greater than the effect of each predictor variables on career success. Hierarchical regression analysis was used to test this hypothesis. Findings indicate that the joint effect of the predictors was significant and explained 51.4% of variance in subjective career success, 12.1% of variance in objective career success and 43.9% of variance in overall career success. This was a clear indication that personal attributes and behaviour combined with organizational factors had a greater effect on subjective career success as opposed to objective career success. It was further concluded that the joint effect of organizational sponsorship, career management behaviour and proactive personality is greater than the effect of each individual predictor variable.

The results also indicate that the beta contribution of organizational sponsorship was significant in all the tests whereas that of career management behaviour was insignificant in all cases involving the joint effect of all the predictor variables on subjective, objective and overall career success. The beta contribution of proactive personality was only insignificant in the case of objective career success. Additionally, the analysis of the joint effect of each of the sub-construct on career success revealed that for the achievement of subjective career success a combination of organization resources, strengthening external contacts, initiating constructive change and resilience had significant positive impact on staff's subjective career success while for objective career success, it was only supervisor support and resilience that had significant positive beta contributions and for the overall

career success only resilience and strengthening external contacts yielded positive significant findings.

Lastly, the findings show varied aspects of organizational sponsorship practices that are necessary for the achievement of the various dimensions of career success; for subjective career success, the emphasis should be on provision of organization resources and mentorship while for objective career success, the emphasis should be on supervisor support. On the other hand, for overall achievement of career success, the organization needs to emphasis on mentorship and supervisor support. In addition to this, the results show strengthening external contacts as an important career management behaviour that can facilitate the achievement of career success whereas improving image with superiors seems not to contribute at all to career success. Among the proactive behaviour, resilience seems to contribute significantly to one's career success.



**Table 6.1: Summary of Hypotheses Results**

<b>Objectives</b>	<b>Hypotheses</b>	<b>Results</b>	<b>Interpretation of Results</b>
To determine the influence of organizational sponsorship on career success	<b>H<sub>1a</sub>:</b> Organizational sponsorship has a significant positive effect on SCS	<b>R</b> = 0.601, <b>t</b> =10.66, <b>P</b> <0.05, <b>R<sup>2</sup></b> =0.361, <b>Adjusted R<sup>2</sup></b> =0.358 <b>F</b> =113.526 <b>P</b> < 0.05 <b>β</b> = 0.681, <b>t</b> =10.655, <b>P</b> <0.05	Hypothesis is supported, OS has a significant and positive effect on SCS
	<b>H<sub>1b</sub>:</b> Organizational sponsorship has a significant positive effect on OCS	<b>R</b> = 0.335, <b>t</b> =5.040, <b>P</b> < 0.05 <b>R<sup>2</sup></b> =0.112, <b>Adjusted R<sup>2</sup></b> =0.108 <b>F</b> =24.450, <b>P</b> < 0.05 <b>β</b> = 0.403, <b>t</b> =5.045, <b>P</b> <0.05	Hypothesis is supported, OS has a significant and positive effect on OCS
	<b>H<sub>1c</sub>:</b> Organizational sponsorship has a significant positive effect on overall CS	<b>R</b> = 0.574, <b>t</b> =9.935, <b>P</b> < 0.05 <b>R<sup>2</sup></b> =0.329, <b>Adjusted R<sup>2</sup></b> =0.326 <b>F</b> =98.533, <b>P</b> < 0.05 <b>β</b> = 0.570, <b>t</b> =9.926, <b>P</b> <0.05	Hypothesis is supported, OS has a significant and positive effect on overall CS
To establish the effect of career management behaviour in the relationship between organizational sponsorship and career success	<b>H<sub>2a</sub>:</b> The relationship between organizational sponsorship and SCS is mediated by career management behaviour	<b>R</b> = 0.655, <b>t</b> =12.29, <b>P</b> <0.05 <b>R<sup>2</sup></b> =0.429, <b>Adjusted R<sup>2</sup></b> =0.423 <b>F</b> =75.096 <b>P</b> < 0.05 <b>β</b> =0.321, <b>t</b> =4.095, <b>P</b> <0.05	Hypothesis is supported, CMB partially mediates the link between OS and SCS
	<b>H<sub>2b</sub>:</b> The relationship between organizational sponsorship and OCS is mediated by career management behaviour	<b>R</b> =0.355, <b>t</b> =5.384, <b>P</b> <0.05 <b>R<sup>2</sup></b> =0.126, <b>Adjusted R<sup>2</sup></b> =0.117 <b>F</b> =14.447, <b>P</b> < 0.05 <b>β</b> = 0.209, <b>t</b> =2.155, <b>P</b> <0.05	Hypothesis is supported, career management behaviour partially mediates the link between organizational sponsorship and OCS
	<b>H<sub>2c</sub>:</b> The relationship between organizational	<b>R</b> =0.620, <b>t</b> =1.20, <b>P</b> < 0.05 <b>R<sup>2</sup></b> =0.384, <b>Adjusted R<sup>2</sup></b> =0.378	Hypothesis is supported, career management behaviour partially mediates

<b>Objectives</b>	<b>Hypotheses</b>	<b>Results</b>	<b>Interpretation of Results</b>
	sponsorship and overall career success is mediated by career management behaviour	<b>F</b> =62.433, <b>P</b> < 0.05 <b>β</b> = 0.321, <b>t</b> =3.943, <b>P</b> <0.05	the link between organizational sponsorship and overall CS
To determine the effect of proactive personality on the relationship between organizational sponsorship and career success	<b>H<sub>3a</sub></b> : The strength of the relationship between organizational sponsorship and subjective career success depends on proactive personality	<b>R</b> = 0.693, <b>t</b> =13.62, <b>P</b> <0.05 <b>R</b> <sup>2</sup> =0.480, <b>Adjusted R</b> <sup>2</sup> =0.472 <b>F</b> =61.50 <b>P</b> < 0.05 <b>β</b> = 0.269, <b>t</b> =2.679, <b>P</b> <0.05	Hypothesis is supported, proactive personality significantly moderates the link between OS and SCS
	<b>H<sub>3b</sub></b> : The strength of the relationship between organizational sponsorship and OCS depends on proactive personality	<b>R</b> = 0.394, <b>t</b> =6.077, <b>P</b> < 0.05 <b>R</b> <sup>2</sup> =0.155, <b>Adjusted R</b> <sup>2</sup> =0.143 <b>F</b> =12.195, <b>P</b> < 0.05 <b>β</b> = 0.350, <b>t</b> =2.731, <b>P</b> <0.05	Hypothesis is supported, proactive personality significantly moderates the link between organizational sponsorship and OCS
	<b>H<sub>3c</sub></b> : The strength of the relationship between organizational sponsorship and overall CS depends on proactive personality	<b>R</b> = 0.658, <b>t</b> =12.289, <b>P</b> <0.05 <b>R</b> <sup>2</sup> =0.433, <b>Adjusted R</b> <sup>2</sup> =0.424 <b>F</b> =50.662 <b>P</b> < 0.05 <b>β</b> = 0.353, <b>t</b> =3.371, <b>P</b> <0.05	Hypothesis is supported, proactive personality significantly moderates the link between organizational sponsorship and overall CS
To establish the joint effect of organizational sponsorship, career management behaviour and proactive personality on career success	<b>H<sub>4a</sub></b> : The joint effect of organizational sponsorship, career management behaviour, and proactive personality is greater	<b>R</b> = 0.772, <b>t</b> =14.81, <b>P</b> <0.05 <b>R</b> <sup>2</sup> =0.521, <b>Adjusted R</b> <sup>2</sup> =0.514 <b>F</b> =72.235 <b>P</b> < 0.05 <b>OS-β</b> =0.274, <b>t</b> =3.972, <b>P</b> <0.05 <b>PP-β</b> =0.438, <b>t</b> =6.198, <b>P</b> <0.05 <b>CMB-β</b> =0.102, <b>t</b> =1.202, <b>P</b> >0.05	Hypothesis is supported, the joint effect of organizational sponsorship, career management behaviour and proactive personality is greater than the individual effects of each predictor variable on SCS

Objectives	Hypotheses	Results	Interpretation of Results
	than the individual effects of each predictor variables on subjective career success		
	<b>H<sub>4b</sub></b> : The joint effect of organizational sponsorship, career management behaviour, and proactive personality is greater than the individual effects of each predictor variable on objective career success	<b>R</b> = 0.366, <b>t</b> =5.535, <b>p</b> < 0.05 <b>R</b> <sup>2</sup> =0.134, <b>Adjusted R</b> <sup>2</sup> =0.121 <b>F</b> =10.260, <b>p</b> < 0.05 <b>OS-β</b> = 0.195, <b>t</b> =2.009, <b>P</b> <0.05 <b>PP-β</b> =0.127, <b>t</b> =1.332, <b>P</b> >0.05 <b>CMB-β</b> = 0.092, <b>t</b> =0.801, <b>P</b> >0.05	Hypothesis is supported, the joint effect of organizational sponsorship, career management behaviour and proactive personality is greater than the individual effects of each predictor variable on OCS
	<b>H<sub>4c</sub></b> : The joint effect of organizational sponsorship, career management behaviour, and proactive personality is greater than the individual effect of each predictor variable on overall career success	<b>R</b> = 0.669, <b>t</b> =12.754, <b>P</b> < 0.05 <b>R</b> <sup>2</sup> =0.447, <b>Adjusted R</b> <sup>2</sup> =0.439 <b>F</b> =53.658, <b>p</b> < 0.05 <b>OS-β</b> = 0.282, <b>t</b> =3.632, <b>P</b> < 0.05 <b>PP-β</b> = 0.362, <b>t</b> =4.755, <b>P</b> < 0.05 <b>CMB-β</b> = 0.114, <b>t</b> =1.251, <b>P</b> > 0.05	Hypothesis is supported, the joint effect of organizational sponsorship, career management behaviour and proactive personality is greater than the individual effects of each predictor variable on overall CS

Source: Researcher (2018)

### **6.3 Conclusions**

On the basis of the findings, the study concludes that organizational sponsorship has a significant positive effect on career success. Organizational sponsorship programmes that have been found to have positive effect on career success include; training and development, supervisor support, mentorship and organization resources. The results further indicate that organizational sponsorship predicts more of subjective career success than objective career success as it influences work attitude and perceptions of staff. This leads to high level of career satisfaction among the staff.

Secondly, the study concludes that the relationship between organizational sponsorship and career success is partially mediated by career management behaviour. It is observed that career management behaviour provides the mechanism through which organizational sponsorship affects career success. This therefore means that one needs to adopt suitable career management behaviour that can facilitate their career success as they benefit from the sponsorship provided by the organization.

Thirdly, the relationship between organizational sponsorship and career success is moderated by proactive personality. This relationship is observed to be stronger if the staff who is receiving the sponsorship has proactive personality because such individuals by their nature can positively influence their organizations and also work towards their career goals. Lastly, the study concluded that a combination of organizational sponsorship, career management behaviour and proactive personality are good predictors for subjective career success as opposed to objective aspect because they are more related to perceptual variable such as subjective career success than the objective career success.

## **6.4 Implications of the Findings**

It is expected that scientific research should help to expand the literature at hand by filling in the identified gaps (Varadarajan, 2003). The findings from this study contribute to the knowledge base in the areas of organizational sponsorship, career management behaviour, proactive personality and career success. Each of these areas has important theoretical and managerial implications.

### **6.4.1 Contributions to Knowledge**

The first contribution to knowledge is that it establishes clearly that organizational sponsorship has a positive effect on career success. Besides, it brings to light different aspects of organizational sponsorship namely; training and development, mentorship, supervisor support and organization resources that have got a major impact on the employees' career success that prior studies had not focused on. Similarly, it establishes clearly that the two dimensions of career success are distinct in nature and that the predictors of subjective career success are not necessarily the same as those of objective career success.

The study contributes to existing literature on the mediating role of career management behaviour. Previous studies had paid negligible attention to mediation in the study of career success, however, a study carried out by Yean and Yahya (2011) found that career management mediated the link between proactive personality and career success. Sturges et. al., (2005) had proposed in the literature that career management behaviour could be a determining factor on whether an individual could be chosen for organizational

sponsorship and hence succeed in their careers. The study hence provides empirical support for this proposition.

The other contribution to knowledge in this study is the finding that proactive personality moderates the link between organizational sponsorship and career success. The study thus shows that proactive personality is a moderator in the study with career success as the dependent variable, something that had been ignored by the previous studies that had conceptualized it as an independent variable. Apart from this, to a larger extent it helps to provide direction on the unresolved argument in the existing theoretical literature on whether proactive personality is a desirable or undesirable trait with respect to organizational sponsorship and career success.

The study further, contributes to knowledge by explaining that organizational and individual related predictors such as organizational sponsorship, career management behaviour and proactive personality are more related to perceptual variables such as subjective aspect as opposed to objective aspect: A proposition that was made by Ng, et al. (2005). Besides the study depicts that these variables used together give a better prediction of subjective, objective and overall career success than they do individually.

Finally, this study supports Heslin's (2005) view that subjective career success is best measured through career satisfaction and not satisfaction with work and that the two concepts (career satisfaction and job satisfaction) are distinct. The positive significant findings by using career satisfaction as a measure of subjective career success further provide direction that can be explored in future to resolve the controversy that was witnessed in the literature review carried out by Arthur et al. (2005) which indicated that

eleven of the studies used job satisfaction as a measure of subjective career success while twenty studies used career satisfaction. This study shows that career satisfaction is a better measure of subjective career success.

#### **6.4.2 Contribution to Theory**

This study was built on three theories: LMX, SCCT and impression management theory. The main theory for this study was LMX theory. The key proposition of LMX theory is that supervisors develop relationship with their subordinate and that the quality of these associations tends to vary. Thus, a supervisor can have a very high-quality relationship with other subordinates that belong to the ingroup and at the same time have a poor one with others that belong to the out-group relationship. This in turn defines the level of organizational sponsorship offered to the respective subordinates. The theory predicts that the staff that belong to the in-group benefit from organizational sponsorship that enhances their achievement of career success.

The study findings suggest that organizational sponsorship has a significant influence on career success thus providing empirical support for this theory. The results of the analysis of individual sub-constructs of organizational sponsorship indicate that mentorship and supervisor support had a significant positive contribution to career success. Mentorship and supervisor support are built on quality relationship that exists between the staff and their superiors. On the basis of the associations formed, the staff benefits from career guidance, learns job related skills from the supervisors and through the challenging tasks assigned to them and obtains necessary information on job openings. Besides, the staff that is singled out and offered organizational sponsorship in terms of training, supervisor

support, mentorship and organizational resources definitely achieves career success whether subjective or objective. These individuals generally feel satisfied in their careers. The feeling of satisfaction arises from the perception that their organizations value their contribution and reciprocates this through providing them with sponsorship in addition to opportunities for promotion and salary growth.

The study findings are also in agreement with social cognitive career theory which predicts a complex interaction of environmental factors (organizational sponsorship) and individual factors (proactive personality) that directs one's course towards career success. The results on the moderating effect of proactive personality on the relationship between organizational sponsorship and career success were found to be positive and significant. The results indicated that an interaction between proactive personality and organizational sponsorship contributed to positive achievement of career success. Proactive individuals due to their nature and behaviour are able to control and influence their environment positively in light of their career goals. The result show that the interaction of proactive personality and organizational sponsorship leads to greater achievement of career success. Besides, when the three variables: organizational sponsorship, career management behaviour and proactive personality are applied together to explain career success their joint effect is greater than their individual effects. Further, extending the view that proactive individuals are able not only to influence their environment positively but are also able to adopt appropriate career management behaviour that yield positive outcomes such as career success.



The study is also an empirical affirmation of impression management theory. The prediction that individuals will adopt certain tactics that are based on their intended goals is supported by this study (Wayne & Liden, 1995). The findings on the mediating effect of career management behaviour were positive and significant. Career management behaviour was found to provide a mechanism through which organizational sponsorship affects career success. People carefully choose those career management behaviour that can facilitate their achievement of career related goals. As observed from this study, employees make use of the training offered to improve on their job skills and competences as a precursor to effective job performance hence enhancing their chances of promotion and salary increment. They also seek career guidance from their supervisors and mentors in addition to establishing both internal and external contacts as strategies for gaining useful information on career opportunities or job openings. This is a positive contribution to this theory as far as mediation in the study of career success is concerned.

#### **6.4.3 Contribution to Practice**

This study has implications for managerial practice particularly in recruitment and selection of managerial staff. Hiring firms might consider individuals with proactive personalities who can better fit and are proactive in bringing the necessary acceptable changes to the organization while at the same time being capable of achieving career success to the benefit of the organization through their commitment in their jobs.

The second managerial implication is the initiation of appropriate organizational sponsorship programmes that can facilitate the staff's career success. Four of such practices have been identified in the study as beneficial for positive career outcomes:

training, supervisor support, mentorship and organizational resources. In this era where most organizations perceive career development as the responsibility of the individual staff, firms can take advantage of the situation to offer these practices to their employees not only to enhance their individual career success but also to capitalize on these practices to make their employees more competent, more loyal and committed to the organization and hence maintain a competitive edge over the others within the industry.

#### **6.4.4 Contribution to Policy**

The results of this study are important for policy decisions. The policy makers are likely to benefit by understanding how organizational sponsorship can impact on the career success of employees. This is important since individual's career success generally leads to organizational success. People who are successful in their career tend to be contented and demonstrate a lot of commitment to the organization. Besides providing sponsorship to the staff, they help to create organizational citizenship behaviour where employees feel obliged to reciprocate the good gesture offered to them with another. Furthermore, organizational sponsorship programmes such as training imparts on the skills, knowledge and competencies of the staff. Whereas the employees gain opportunities for career growth towards their career success, the organization benefits from having skilled and competent staff that can be effective and efficient in their jobs. There is a move towards realization of vision 2030 in Kenya. As an essential sector in the economy, the role of manufacturing industry is paramount. It is therefore necessary that important strategies should be initiated to enhance its productivity. The performance of managers in this sector is a primary concern given their crucial task of decision making. The growth and productivity of the sector will be affected by the quality of the decisions made by

managers. It is important to facilitate the career success of managers and potential managers in this sector by providing them with the necessary sponsorship in terms of training, mentorship, supervisor support and resources that they need. This will facilitate their commitment towards the achievement of the vision 2030.

Policy makers in Kenya can also benefit from these findings through advocating for and establishing clear guidelines on organizational sponsorship programmes like training and development, mentorship, supervisor support and organizational resources that seem to have a strong effect in improving employees' career success. It could provide a basis to policy makers to reinforce the National Industrial Training Act (NITA, cap 237) that advocates for the need for training of staff working in industries. Training not only facilitates better performance in the organization but it also enhances employees career success by enabling them acquire the necessary knowledge and skills that prepares them for greater roles and prospects from within and outside the organization.

## **6.5 Recommendations**

This study has established that offering organizational sponsorship leads to the staff's career success and that this link is mediated by career management behaviour and moderated by proactive personality. Consequently, the researcher recommends the following:

Manufacturing firms should enhance their managers' career success by providing them with organizational sponsorship programmes. The identified beneficial programmes include: Training, mentorship, supervisor support and financial and non-financial resources. In doing so they are likely to cultivate the spirit of loyalty, commitment and

efficiency in decision making by the managerial staff. The success of individual staff will definitely lead to the success of the organization as a whole.

To the individual employees, there is need to adopt appropriate career management behaviour such as increasing one's chances of promotion, displaying positive image to the superior and building strong external contacts. Effective use of the identified career management behaviour will facilitate their chances of gaining organizational sponsorship in this era where most employers believe that career management of the staff is no longer their responsibility. Employees with appropriate career management behaviour are likely to achieve career success through fair performance appraisal, promotion and salary increment.

The fact that proactive personality successfully moderates the link between organizational sponsorship and career success is an added advantage to organizations that are looking forward to hiring productive and successful employees. It supports the fact that being proactive may not necessarily be a disadvantage to the organization but could be a force that would not only benefit the employee in their career prospects but would work for the betterment of the organization more so in the work environments that are marked with a greater degree of change.

## **6.6 Limitations of the Study**

This study identified a few shortcomings that future researchers need to consider. The use of cross-sectional survey design may not accurately measure the causal effects on the observed relationships between study variables and therefore may not depict the exact association that exist between organizational sponsorship, career management behaviour,

proactive personality and career success of managers in large manufacturing companies in Kenya. This is because these relationship needs to be studied over a period of time. Longitudinal study would have been appropriate though this was not possible because of the limited time.

Further, career success was measured using perceptual data only; secondary data would have added more value by verifying the information given by the respondents. This was not possible since most organizations were reluctant to provide their secondary data. The prevailing fear was on the leakage of information to their competitors. For measuring objective career success, secondary data would have been very necessary to provide more valid results on the association between the variables.

The geographical spread of large manufacturing firms was another limitation. These firms are spread across the country, this had an impact on time used for distribution and collection of the questionnaires. Besides other firms identified for the purpose of research were unwilling to participate and therefore the researcher had to identify additional organizations under large manufacturing companies that were more willing to get involved in order to replace them so as to enhance the response rate.

The study was undertaken among managerial staff in manufacturing sector only. Measures of objective career success for instance; salary may differ across different sectors and professions. The variation may be in terms of the perceived prestige attached to the profession or job groups and grades. These findings hence must be used with caution because they may not be applicable to other sectors like education sector and so on.

## **6.7 Suggestions for Further Research**

The results of this study are beneficial to future researchers in the following ways: The study, although focused on career success in general as dependent variable, it analyzed the hypothesized relationship of the variables with the two dimensions of career success, each yielding different results. It was clear that a combination of organizational variables and personal/individual variables were not good predictors of objective career success. Future studies should consider choosing suitable predictors of objective career success.

This study used cross-sectional research design, there is need to use longitudinal research design to assess the link between organizational sponsorship and career success and also organizational sponsorship, career management behaviour, proactive personality and career success. The causal link between organizational sponsorship and career success requires time, career success is not a one-time of experience but a life-long experience. Besides, employees have to be in an organization for a given period of time to benefit from sponsorship. Similarly, career management behaviour is developed over time and adjusted accordingly in a way that is beneficial to the users.

Career success was assessed using perceptual data, the assumption was that the respondents were honest in giving their responses. This assumption may or may not have been true. Future research may benefit from using multiple sources of data and especially secondary data when measuring objective career success in order to supplement the primary data.

The current study was carried out among managerial staff in manufacturing sector. Future studies can focus on other sectors and on other professionals. It would be interesting to

find out what employees in other sectors and professions perceive as career satisfaction and also what they value as far as objective career success is concerned. Furthermore, it would be important to find out whether proactive personality is considered an important trait across other professions and sectors when it comes to organizational sponsorship.

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## APPENDICES

### Appendix I: Questionnaire

Dear Respondent,

The objective of this questionnaire is to collect data from the manufacturing firms in Kenya. The data will be used to establish the influence of career management behaviour, proactive personality and organizational sponsorship on career success of managerial staff. The collected data will be used for purposes of academics only and will be regarded as confidential. Your participation in the study is highly appreciated.

#### SECTION A: ORGANIZATIONAL AND PERSONAL DETAILS

1. Name of your organization \_\_\_\_\_
  
2. Kindly indicate the size of your company based on number of permanent employees (for HR managers)? (Please **TICK** as appropriate)
  - a. Less than 100 employees           [    ]
  - b. From 101 to 500 employees       [    ]
  - c. From 501 to 1000 employees      [    ]
  - d. More than 1000 employees        [    ]

3. Gender: **TICK** one of the brackets Male [    ] Female [    ]

4. In which sector is your firm? **TICK** as appropriate

4.1	Building, Construction and Mining		4.7	Motor Vehicle and Accessories	
4.2	Chemical and Allied		4.8	Paper and Board Energy	
4.3	Electricals and Electronics		4.9	Pharmaceutical and Medical Equipment	
4.4	Food and Beverage		4.10	Plastics and Rubber	
4.5	Textiles and Apparel		4.11	Metal and Allied Timber,	
4.6	Wood and Furniture		4.12	Leather and Footwear	

5. Kindly indicate how long you have worked in the current organization by **TICKING** as appropriate.

- a. Less than 5 years [ ]
  - b. From 5 to 10 years [ ]
  - c. From 11 to 15 years [ ]
  - d. More than 15 years [ ]
6. Please indicate your position in the firm by **TICKING** as appropriate
- a. Senior management [ ]
  - b. Middle Management [ ]
  - c. Supervisory level [ ]
7. Please indicate the length of time in your current position in the organization by **TICKING** appropriately
- a. Less than one year [ ]
  - b. From 1 to 3 years [ ]
  - c. From 4 to 5 years [ ]
  - d. More than 5 years [ ]

**SECTION B: ORGANIZATIONAL SPONSORSHIP**

Please indicate how the following statements describe your organizational sponsorship by **TICKING** appropriately based on the following

**Key:**

**1-Not at all; 2-Little extent; 3- Moderate extent; 4- Large extent; 5-Very large extent.**

	<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>8.0</b>	<b>Training and Development</b>					
8.0.1	The organization often provides me with opportunities to participate in various seminars					
8.0.2	The organization often provides me with opportunities to participate in workshops.					
8.0.3	I have been trained through practice on the aspects of the job					
<b>8.1</b>	<b>Mentorship</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
8.1.1	I am often assigned challenging tasks to take charge of my enthusiasm and develop my skills					

8.1.2	I get exposure and visibility in the organization by participating in various activities					
8.1.3	My superior pays attention to my level of competence					
8.1.4	I am given clear communication on the activities of my job by my superiors					
8.1.5	My superior informs me of important issues affecting the company					
<b>8.2</b>	<b>Supervisor Support</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
8.2.1	I receive protection from my superior whenever need arises.					
8.2.2	I receive helpful feedback on my job performance from my superior					
8.2.3	My Superior respects my views and ideas					
8.2.4	My superior provides me with practical support					
8.2.5	I am free to share my concerns with my supervisor					
8.2.6	My superior has a collaborative approach to supervision					
8.2.7	My superior supports me to accomplish tasks or meet the set deadlines					
8.2.8	I am assigned more responsibilities that increase my contact with influential people in the organization					
<b>8.3</b>	<b>Organization Resources</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
8.3.1	My organization offers me a chance to rise up the organization ladder					
8.3.2	My organization provides me with financial support that enables me achieve my career goals					
8.3.3	My organization provides me with non-financial resources such as time that allow/ allowed me succeed in my career					

### **SECTION C: CAREER MANAGEMENT BEHAVIOUR**

Please show the level to which the statements below reflect your career management behaviour by **TICKING** appropriately based on the following.

**Key:**

**1-Not at all; 2-Little extent; 3- Moderate extent; 4- Large extent; 5-Very large extent**

	<b>Statement</b>					
<b>9.0</b>	<b>Enhancing Promotability</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
9.0.1	I persistently acquire marketable skills					
9.0.2	I frequently seek information about openings in my Company					
9.0.3	I engage in building internal contacts and networks					
<b>9.1</b>	<b>Improving Image with Superior</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
9.1.1	I perform my job effectively					
9.1.2	I am always ready to work longer hours to meet deadlines set					
9.1.3	I frequently make my boss aware of my accomplishments					
9.1.4	I seek career guidance from supervisors					
9.1.5	I always strive to meet the expectations of my supervisors					
9.1.6	I inform my superiors whenever I obtain new experience or academic qualification					
9.1.7	I let my boss know about my talents or qualifications					
9.1.8	Whenever my supervisor requires, I willingly stay at work till late					
9.2.9	I am prompt in responding to issues and problems that arise in the organization					
<b>9.2</b>	<b>Strengthening External Contacts</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
9.2.1	I strengthen my external contacts by joining professional bodies					
9.2.3	I strengthen my external contacts by joining trade associations					
9.2.4	I strengthen my external contacts by joining social organizations					
9.2.5	I strengthen my external contacts by maintaining contacts with job search firms					



## SECTION D: PROACTIVE PERSONALITY

Please indicate the degree to which these statements describe your personality by **TICKING** appropriately based on the key provided.

**Key:**

**1-Not at all; 2-Little extent; 3- Moderate extent; 4- Large extent; 5-Very large extent.**

	Statement					
<b>10.0</b>	<b>Identifying and exploiting opportunities</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
10.0.1	I often spot opportunities before others do					
10.0.2	I frequently search for new ways to make my work life better					
<b>10.1</b>	<b>Initiating constructive change</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
10.1.1	I always strive to change the status quo for the better					
10.1.2	I frequently search for new ways of doing things					
10.1.3	I always make effort to fix what I don't like					
10.1.4	I always advocate for correction of faulty procedures in the organization					
10.1.5	I frequently engage in constructive change					
<b>10.2</b>	<b>Resilience</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
10.2.1	I work out my ideas despite any opposition					
10.2.2	No obstacle can prevent me from striving to succeed					
10.2.3	I always make things happen despite all odds					
<b>10.3</b>	<b>Result oriented</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
10.3.1	I try to provide solutions to difficult problems in the organization					
10.3.2	I am always excited at seeing my ideas turn into reality					

## SECTION E: CAREER SUCCESS

Please indicate the extent to which the statements below demonstrate your perception of your career success by **TICKING** appropriately based on the following key.

**Key:**

**1-Not at all; 2-Little extent; 3- Moderate extent; 4- Large extent; 5-Very large extent.**

	<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>11.0</b>	<b>Subjective Career Success</b>					
11.0.1	I am contented with the achievement I have made in my career					
11.0.2	I am satisfied with my progress in meeting my career goals					
11.0.3	I am contented with my effort towards meeting my income goals					
11.0.4	I am satisfied with my efforts towards meeting my goals for developing new skills					
11.0.5	I feel part and parcel of the team and organization where I work					
11.0.6	I am satisfied with the help I offer to colleagues in the organization					

**11. 1. Objective Career Success**

11.1.1. How many promotions have you had in the last 10 years in your current organization? **TICK** as appropriate.

- a. None [ ]
- b. One [ ]
- c. Two [ ]
- d. Three [ ]
- e. Four and above [ ]

11.1.2. Please indicate the number of promotions that you had received before you joined your current employer/organization.

- a. One [ ]
- b. Two [ ]
- c. Three [ ]
- d. Four [ ]
- e. Five and above [ ]

11.1.3. Please indicate your gross monthly income by **TICKING** as appropriate.

- a. Less than kshs. 50,000 [ ]
- b. Kshs.50,001 to Ksh.150,000 [ ]
- c. Kshs.150,001 to Ksh.250,000 [ ]
- d. Kshs. 250,001 to Ksh.350,000 [ ]
- e. Ksh.350,001 and above [ ]

11.1.4. Please indicate the percentage increase in your gross (or consolidated pay) salary in the last 10 years

- a. None [ ]
- b. 10% to 30% [ ]
- c. 31% to 50% [ ]
- d. 51% to 70% [ ]
- e. 71% and above [ ]

12. Please put down any comment with respect to the subject of this study.

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Thank you.

## Appendix II: Large Scale Manufacturing Firms

<b>Building, Construction and Mining sector (15)</b>	
<b>Company</b>	<b>Company</b>
Athi River Mining	Mombasa Cement Ltd
Kenbro Industries Ltd	International Energy
Bamburi Cement Ltd	Technik Ltd
Kenya Builders & Concrete	Orbit Enterprises Ltd
Central Glass Industries	Karsan Murji & Co. Ltd
Malindi Salt Works	Saj Ceramics Ltd
East African Portland Cement	Kemu Salt Packers Production
Manson Hart Kenya	Homa Line Company

<b>Chemical and Allied Sector (60)</b>	
<b>Company</b>	<b>company</b>
Anffi Kenya Ltd	Pyrethrum Board of Kenya
Match Masters Ltd	Pan Africa Chemicals Ltd
Basco Products Ltd	Strategic Industries Ltd
Metoxide Africa	Desbro Kenya Ltd
Bayer East Africa Ltd	Soilex prosolve
Milly Glass Works Ltd	Eastern Chemicals Industries
Belersdorf East Africa Ltd	Supa Brite Ltd
Murphy Chemicals Ltd	Elex Products Ltd
Blue King Products Ltd	Superfoam Ltd
Odex Chemicals Ltd	Eveready Batteries East Africa Ltd
BOC Kenya Ltd	Syngenta E.A. Ltd
Orbit Chemicals Industries Ltd	Galaxy Paints and Coating Co.
Buyline Industries Ltd	Synresins Ltd
Osho Chemicals Industries Ltd	Grand Paints Ltd
Carbacid (CO <sub>2</sub> ) Ltd	Tata Chemicals
Webuye Chemical and Solvents (E.A.) Ltd	Haco Tiger Brands (E.A.) Ltd
Polychem E.A.	Tri-Clover Industries (K) Ltd
Continental Products Ltd	Henkel Kenya Ltd

Procter & Gamble E. A. Ltd	Interconsumer Products Ltd
Cooper K-Brands Ltd	Twiga Chemical Industries
Nairobi Crown Gases Ltd	Johnson Diversey E.A. Ltd
PZ Cussons E.A. Ltd	Unilever E. and Southern Africa
Crown Paints (Kenya) Ltd	Kapi Ltd
Reckitt Benckiser (E.A.) Ltd	Vitafoam Products Ltd
Colgate palmolive	Kel Chemicals Ltd
Revolution Stores Ltd	Maroo Polymers Ltd
Magadi Soda	Ken Nat Ink & Chemicals
Rumoth Group of Co. Ltd	Sara Lee
Sadolin Paints (E.A.)	Tropikal Brand

<b>Energy, Electricals and Electronics (32)</b>	
<b>Company</b>	<b>Company</b>
Amedo Centre Kenya Ltd	PCTL Automation Ltd
Meltex International	Power Technics Ltd
Assa Abloy E.A. Ltd	Holman Brothers (E.A.) Ltd
Module Engineering Systems	Manufacturers and Supplies (K) Ltd
Aucma Digital Technology Africa Ltd	Ibera Africa Power (E.A.) Ltd
Mustek E.A. Ltd	Reliable Electricals Engineers (Ltd)
Avery E.A. Ltd	International Energy Technik
Nationwide Electrical Industries	Socabelec (E.A.) Ltd
Baumann Engineering Ltd	Karani Biofuel
Optimum Lubricants	Sollatex Electronics (Kenya) Ltd
Centurion Systems Ltd	Kenwest Cables Ltd
Digitech E.A.	Specialized Power Systems Ltd
Pentagon Agencies	Kenya Petroleum Refineries
East Africa Cables Ltd	Synergy – Pro
Libya Oil Kenya Ltd	Kenya Power Ltd
Marshall Fowler Engineers	Virtual City Ltd

<b>Food and Beverages (135)</b>	
<b>Company</b>	<b>Company</b>
Africa Spirits Ltd	Wrigley Co. (E.A.) Ltd
New Kenya Co-operative Cremaries	Kuguru Food Complex
Bidco Oil Refineries	C. Dormans
Kenya Tea Growers Association	British American Tobacco
Agriner Agricultural Development	Europack Industries
Kenya Tea Packers Ltd	Eastern Produce Kenya
Agro Chemical & Food Ltd	Fresh Produce Exporters Association of Kenya
Kenya Wine Agencies Ltd	Kenya Seed Company
Alliance One Tobacco Kenya	Deepa Industries
Keroche Industries Ltd	Pristine International
Al-Mahra Industries Ltd	Kambu Distillers
Kevian Kenya Ltd	Trust Flour Mills
Alpha Fine Foods Ltd	Kenchic
Kibos Sugar and Allied Industries	T.S.S. Green Millers
Alpine Coolers Ltd	Kenlab Supplies
Kisii Bottlers Ltd	Lari Diaries Alliance
Koba Waters Ltd	Kenya Meat Commission
Arkay Industries Ltd	Kenya Sweets Ltd
Kwality Candies & Sweets Ltd	Pembe Flour Mills Ltd
Belfast Millers Ltd	Farmers Choice Ltd
London Distillers (K) Ltd	Premier Flour Mills Ltd
The Breakfast Cereal Co. (K) Ltd	Frigoken Ltd
Mafuko Industries Ltd	Premier Food Industries Ltd
Broadways Bakery Ltd	Gil Oil Co. Ltd
Manji Food Industries Ltd	Proctor & Allan (E.A.) Ltd
Brookside Dairy Ltd	Glaciers Products
Mastermind Tobacco (K) L	Promasidor Kenya Ltd
Bunda Cakes & Feeds Ltd	Global Fresh Ltd
Melvin Marsh International	Pwani Oil Products ltd
Buzeki Dairy Ltd	Global Tea & Commodities (K) Ltd
Menegai Oil Refineries Ltd	Rafiki Millers Ltd

Czarnikow Sugar E.A.	Gold Crown Foods (EPZ) Ltd
Milly Fruit Processors Ltd	Razco Ltd
Cadbury Kenya Ltd	Gonas Best Ltd
Mini Bakeries (Nbi) Ltd	Re-Suns Spices Ltd
Candy Kenya Ltd	Happy Cow Ltd
Miritini Kenya Ltd	Rift - Valley Bottlers Ltd
Capwell Industries Ltd	Highlands Cannery Ltd
Mombasa Maize Millers	Sigma Supplies Ltd
Centrofood Industries Ltd	Highlands Minerals Water Co. Ltd
Mount Kenya Bottlers Ltd	Spectre International Ltd
Chai Trading Co. Ltd	Insta Products (EPZ) Ltd
Mumias Sugar Co. Ltd	Spice World Ltd
Chemelil Sugar Co. Ltd	Jambo Biscuits (K) Ltd
Mzuri Sweets Ltd	Sunny processors Ltd
Chirag Kenya Ltd	James Finlay Kenya Ltd
Nairobi Bottlers Ltd	Trufoods Ltd
Valuepack Foods	Kenblest Ltd
Kenafric Industries Ltd	Unga Group Ltd
Coca-Cola East & Central Ltd	Kabianga Dairy Ltd
NAS Airport Services Ltd	UDV Kenya
Del Monte Kenya Ltd	Kamili Packers Ltd
NesFoods Industries Ltd	Coastal Bottlers Ltd
Diamond Industries Ltd	Nairobi Flour Mills Ltd
Nestle Foods Kenya Ltd	Valley Confectionery Ltd
E.A. Breweries Ltd	Jetlak Foods Ltd
Nicola Farms Ltd	W.E. Tilley (Muthaiga) Ltd
E.A. Sea Food Ltd	Kensalt Ltd
Njoro Canning Factory (Kenya)	Wanainchi Marine Products (K) Ltd
Eldoret Grains Ltd	Kenya Breweries
Palmhouse Diaries Ltd	West Kenya Sugar Co. Ltd
Equator Bottlers Ltd	Pearl Industries Ltd
Patco Industries Ltd	Excel Chemicals Ltd
Erdermann Co. (K) Ltd	United Millers Ltd

Usafi Services Ltd	Kapa Oil Refineries Ltd
Karirana Estate Ltd	Kenya Nut Co. Ltd
Aquamist Ltd	

<b>Leather and Footwear (5)</b>	
<b>Company</b>	<b>Company</b>
Alpharama Ltd	Bata Shoe Co. (Kenya) Ltd
C & P Shoe Industries Ltd	Leather Industries of Kenya Ltd
Sandstorm Africa Ltd	

<b>Metal and Allied Sector (56)</b>	
<b>Company</b>	<b>Company</b>
Africa Marine & General Engineering Co.	East Africa Foundry Works (K) Ltd
Orbit Engineering Ltd	Steel Makers Ltd
Allied East Africa Ltd	Elite Tools
Rolmil Kenya Ltd	Steel Wool (Africa) Ltd
Alloy Steel Casting Ltd	Farm Engineering Industries Ltd
Sheffield Steel Systems Ltd	Tarmal Wire Products Ltd
Apex Steel Ltd	Friendship Container Manufacturers Ltd
Soni Technical Services Ltd	Tononoka Steel Ltd
ASL Limited - Steel Division	General Aluminum Fabricators Ltd
Specialized Engineering Co. (E.A.) Ltd	Viking Industries Ltd
ASP Co. Ltd	Greif East Africa Ltd
Standard Rolling Mills Ltd	Warren Enterprises Ltd
Athi River Steel Plant	Heavy Engineering Ltd
Hobra Manufacturing Ltd	Welding Alloys Ltd
Booth Extrusions Ltd	Metal Crowns Ltd
Insteel Ltd	Wire Products Ltd
Brollo Kenya Ltd	Nail & Steel Products Ltd
Kaluworks Ltd	Narcol Aluminium Rolling Mills
City Engineering Works (K) Ltd	Nampak Kenya Ltd
Kens Metal Industries	Ndume Ltd
Cook 'N' Lite Ltd	Napro Industries Ltd



Kenya General Industries Ltd	Southern Engineering
Corrugated Sheets Ltd	Devki Steel Mills Ltd
Khetshi Dharamshi & Co. Ltd	Mabati Rolling Mills Ltd
Crystal Industries Ltd	Doshi Enterprises Ltd
Kitchen King Ltd	Mecol Ltd
Davis & Shirliff Ltd	East Africa Spectre Ltd
Laminate Tube Industries	Steel Structures Ltd

<b>Motor Vehicle and Accessories (22)</b>	
<b>Company</b>	<b>Company</b>
Associated Battery Manufacturers EA Ltd	Banbros Ltd Associated Vehicle Assemble
Labh Singh Harnam Singh Ltd	Bhachu Industries Ltd
Auto Ancillaries Ltd	Pipe Manufacturers Ltd
Theevan Enterprises Ltd	Kenya Grange Vehicle Industries Ltd
Autofine Filters and Seals Ltd	Sohansons Ltd
Megh Cushion Industries Ltd	Kenya Vehicle Manufactures Ltd
Auto Springs Manufacturers Ltd	Chui Auto Spring Industries Ltd
Mann Manufacturing Co. Ltd	General Motors E.A. Ltd
Unifilters Kenya Ltd	Toyota Kenya Ltd
Mutsimoto Co. Ltd	Impala Glass Industries Ltd
Varsani Brakenlinings Ltd	

<b>Paper and Board (50)</b>	
<b>Company</b>	<b>Company</b>
Allpack Industries Ltd	Elite Offset Ltd
Kenafric Diaries Manufacturers Ltd	Printwell Industries Ltd
Andika Industries Ltd	Ellams Products Ltd
Kenya Litho Ltd	Punchlines Ltd
Bags and Balers Manufacturers (k) Ltd	English Press Limited
Kenya Stationers Ltd	Ramco Printing Works Ltd
Brand Printers Ltd	Flora Printers Ltd
Kim - Fay E.A. Ltd	Regal Press Kenya Ltd
Carton Manufacturers Ltd	General Printers Ltd

Kul Graphics Ltd	Tetra Pak Ltd
Cartubox Industries (E.A.) Ltd	Graphics and Allied Ltd
L.A.B. International Kenya Ltd	The Rodwell Press Ltd
Cempack Solutions Ltd	Guaca Stationers Ltd
Label Converters	Uneeco Paper Products Ltd
Chandaria Industries Ltd	Icons Printers Ltd
Modern Lithographic (K) Ltd	Autolitho Ltd
Colour Labels Ltd	Interlables Africa Ltd
Nation Media Group Ltd - Printing Plant	Bag and Envelope Converters
Colour Packaging Ltd	Paper House of Kenya Ltd
National Printing Press Ltd	Jomo Kenyatta Foundation
Colour Print Ltd	Kartasi Industries Ltd
Packaging Manufacturers Ltd	Associated Paper & Stationery
D.L. Patel Press Ltd	Phonexi Matches Ltd
Paperbags Ltd	E.A. Packaging Industries Ltd
Dodhia Packaging Ltd	Printpak Multi Packaging Ltd

<b>Pharmaceutical and Medical Equipment (21)</b>	
<b>Company</b>	<b>Company</b>
African Cotton Industries Ltd	Dawa Ltd
Manhar Brothers (k) Ltd	Pharm Access Africa Ltd
Alpha Medical Manufacturers	Elys Chemical Industries Ltd
Medivet Products Ltd	Pharmaceutical Manufacturing Co.
Beta Healthcare Ltd	Glaxo Smithkline Kenya Ltd
Novelty Manufacturing Ltd	Revital Healthcare (EPZ) Ltd
Cosmos Ltd	KAM industries
Osschemie (k) Ltd	Universal Co. Ltd
KAM Pharmacy	Bulk Medicals
Laboratory & Allied Ltd	Regal Pharmaceuticals Ltd.
Biodeal Laboratories Ltd	

<b>Plastics and Rubber (58)</b>	
<b>Company</b>	<b>Company</b>

ACME Containers Ltd	Spring box Kenya Ltd
Packaging Masters Ltd	Kenpoly Manufacturers
Afro Plastics (k) Ltd	Sumaria Industries
Plastic Electricons	Kentainers Ltd
Betatrad (K) Ltd	Super Manufacturers
Plastic & Rubber Industries	Kenya Suitcase Manufacturers Ltd
Bobmil Industries Ltd	Techpak Industries Ltd
Prolly Propelin Bags Ltd	L.G. Harris & Co. Ltd
Cables and Plastics Ltd	Treadsetters Tyres Ltd
Polyblend Ltd	Laneeb Plastic Kenya Ltd
Complast Industries Ltd	Umoja Rubber Products Ltd
Raffia Bags (K) Ltd	Metro Plastics Kenya Ltd
Dune Packaging Ltd	Uni - Plastics Ltd
Rubber Products Ltd	Polythene Bags Ltd
Elgitread (Kenya) Ltd	Vyatu Ltd
Safepak Ltd	Nairobi Plastics Ltd
Elgon Kenya Ltd	Wonderpac Industries Ltd
Silpack Industries Ltd	Doshi Ironmongers
Eslon Plastics of Kenya Ltd	Zaverchand Punja Ltd
Sanpac Africa Ltd	Packaging Industries Ltd
Five Star Industries Ltd	Pollyflex Industries
General Plastics Ltd	Polythene Industries
Signode Packaging Systems Ltd	Prosel Ltd
Hi-Plast Ltd	Premier Industries
Sameer Africa Ltd	Haco Tiger Brands
Jamlam Industries Ltd	Pyramid Packaging
Solvochem E.A. Ltd	King Plastics Industries
Kamba Manufacturing (1986) Ltd	Kingsway Tyres
Shiv Enterprises ( E ) Ltd	Ombi Rubber Rollers Ltd

<b>Textiles and Apparels (37)</b>	
<b>Company</b>	<b>Company</b>
Alltex EPZ Ltd	Sunflag Textile & Knitwear Mills Ltd

Ngecha Industries Ltd	Kenya Shirts Manufacturing Co. Ltd
Alpha Knits Ltd	Tarpo Industries Ltd
Rivatex (E.A.) Ltd	Kenya Trading (EPZ) Ltd
Apex Apparels (EPZ) Ltd	Teita Estate Ltd Nairobi Kikoy Co. Ltd
Rupa Mills Ltd	Thika Cloth Mills Ltd
Ashton Apparel EPZ Ltd	Le Stud Ltd
Senior Best Garments Kenya (EPZ)	Unified Aryan (EPZ) Ltd
Bedi Investments Ltd	Leena Apparels Ltd
Shin - Ace Garments Kenya (EPZ) Ltd	Vajas Manufacturers Ltd
Fantex (K) Ltd	Lifeworks Shukrani Ltd
Spin Knit Ltd	Wildlife Works (EPZ) Ltd
Kamyn Industries Ltd	Mega Spin Ltd
Spinners & Spinners Ltd	World of Kikoys
Knit Garment (EPZ) Ltd	Midco Textiles (EA) Ltd
Simba Apparels EPZ Ltd	Straightline Enterprises
Squaredeal Uniform Centre Ltd	Ken - Knit (Kenya) Ltd
Karivondo Filaments Ltd	Summit Fibres Ltd
Mombasa Apparel (EPZ) Ltd	

<b>Timber, Wood and Furniture (20)</b>	
<b>Company</b>	<b>Company</b>
Comply Industries Ltd	Newline Ltd
Rosewood Furniture Manufacturers	Timsales Ltd
Economic Housing Group Ltd	PG Bison Ltd
Shah Timber Mart Ltd	Taws Ltd
Fine Wood Works Ltd	Rai Plywoods (Kenya) Ltd
Shamco Industries Ltd	Twiga Stationers
Kenya Wood Ltd	Furniture International Ltd
Statpack Industries	Timber Treatment International Ltd
Woodtex Kenya Ltd	Uneeco Paper Products
Tetra Pack Ltd	Woodmakers Kenya

Source: Kenya Association of Manufacturers Directory (2018)

## Appendix III: Introductory Letter from the University of Nairobi



### UNIVERSITY OF NAIROBI COLLEGE OF HUMANITIES & SOCIAL SCIENCES SCHOOL OF BUSINESS

Telephone: 4184160-5 Ext 215  
Telegrams: "Varsity" Nairobi  
Telex: 22095 Varsity

P.O. Box 30197  
Nairobi, KENYA

14<sup>th</sup> May, 2018

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

**INTRODUCTORY LETTER FOR RESEARCH  
OMONDI ANJELINE AKINYI – REGISTRATION NO. D80/97668/2015**

The above named is a registered PhD candidate at the University of Nairobi, School of Business. She is conducting research on "*Organizational Sponsorship, Career Management Behaviours, Proactive Personality and Career Success of Managerial Staff in Large Scale Manufacturing Firms in Kenya*".

The purpose of this letter is to kindly request you to assist and facilitate the student with necessary data which forms an integral part of the research project. The information and data required is needed for academic purposes only and will be treated in **Strict-Confidence**.

Your co-operation will be highly appreciated.

Thank you.

  
**Prof. Mary Kinoti**  
Associate Dean, Graduate Business Studies  
School Of Business



MK/m

**Appendix IV: Letter of Authorization from National Commission for Science,  
Technology and Innovation**



**NATIONAL COMMISSION FOR SCIENCE,  
TECHNOLOGY AND INNOVATION**

Telephone: +254-20-2213471,  
2241349,3310571,2219420  
Fax: +254-20-318245,318249  
Email: dg@nacosti.go.ke  
Website : www.nacosti.go.ke  
When replying please quote

NACOSTI, Upper Kabete  
Off Waiyaki Way  
P.O. Box 30623-00100  
NAIROBI-KENYA

Ref. No. **NACOSTI/P/18/17966/23018**

Date: **13<sup>th</sup> June, 2018**

Anjeline Akinyi Omondi  
University of Nairobi  
P.O. Box 30197-00100  
**NAIROBI.**

**RE: RESEARCH AUTHORIZATION**

Following your application for authority to carry out research on "*Organizational sponsorship, career management behaviours, proactive personality and career success of managerial staff in large scale manufacturing firms in Kenya*" I am pleased to inform you that you have been authorized to undertake research in **all Counties** for the period ending **8<sup>th</sup> June, 2019.**

You are advised to report to **the County Commissioners and the County Directors of Education, all Counties** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a **copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.

  
**BONIFACE WANYAMA**  
**FOR: DIRECTOR-GENERAL/CEO**

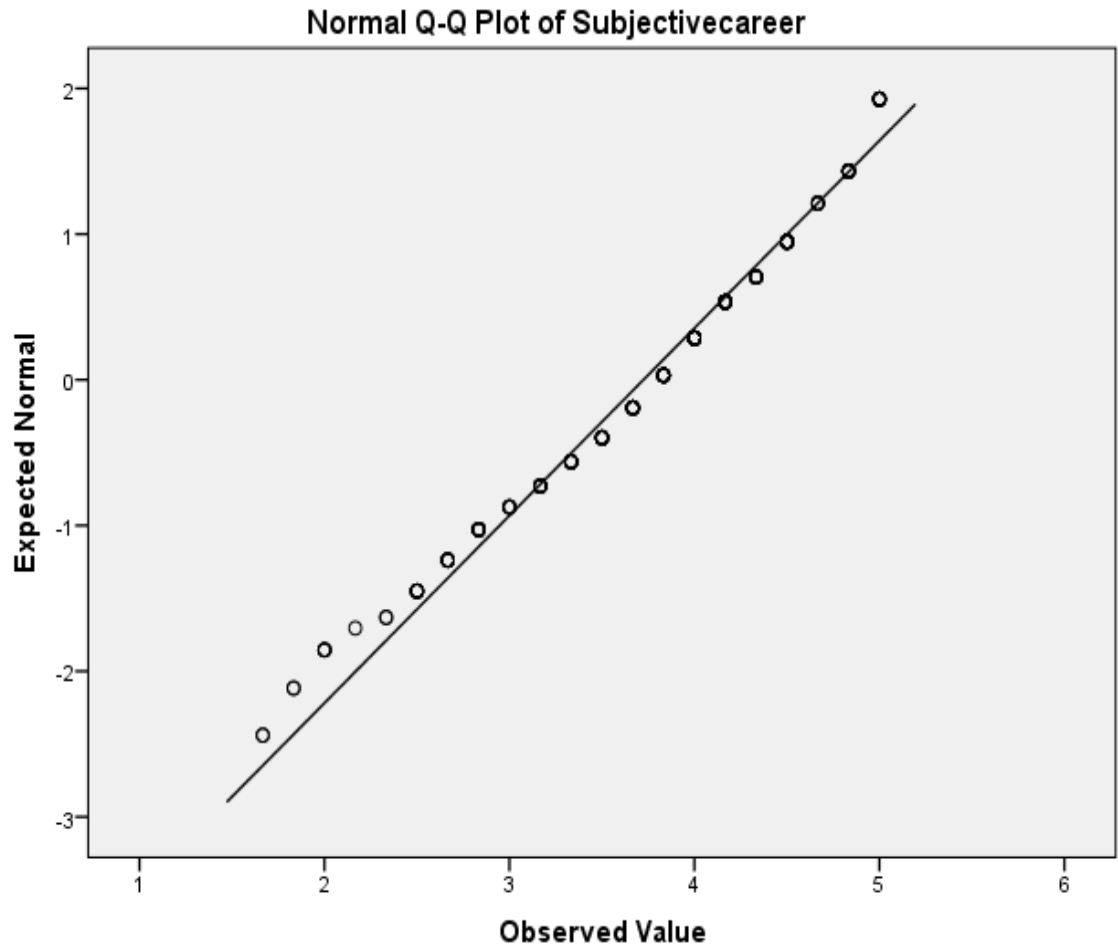
Copy to:

The County Commissioners  
All Counties.

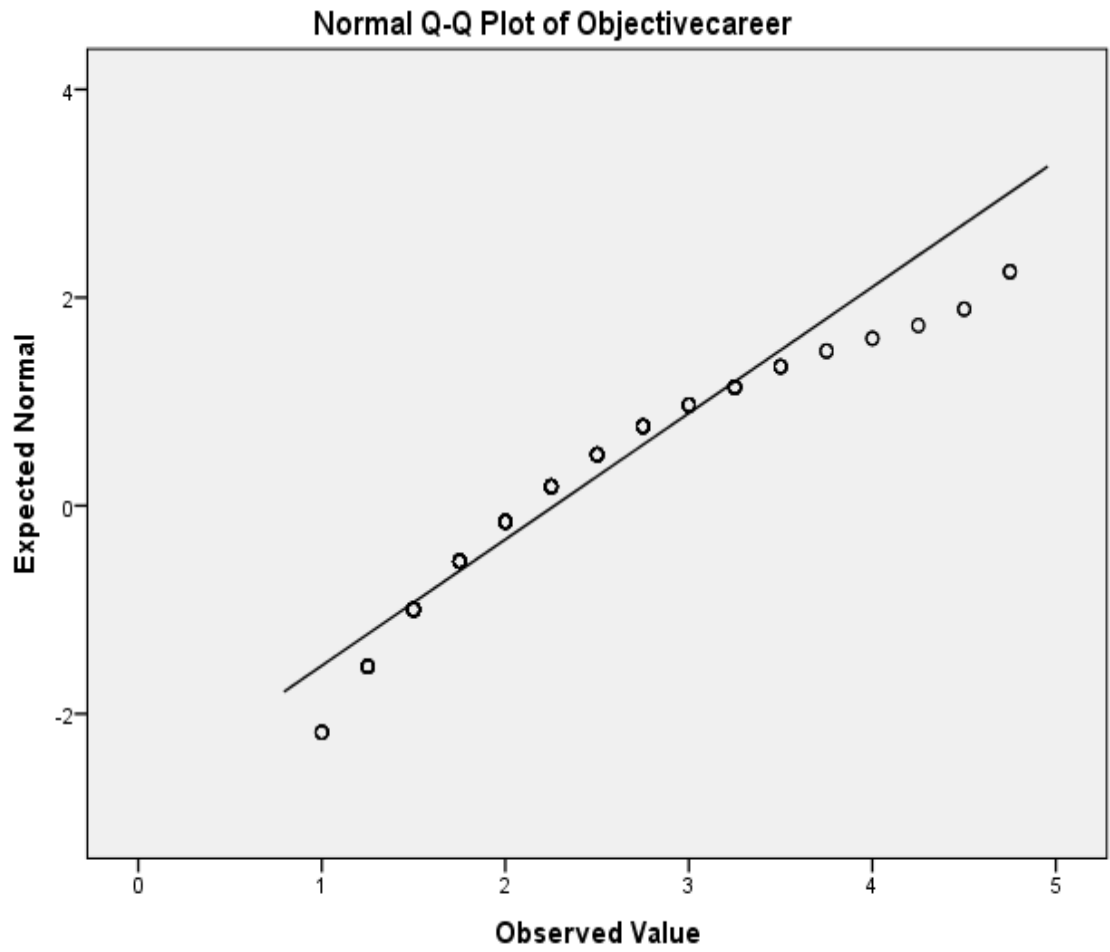
The County Directors of Education  
All Counties.

*National Commission for Science, Technology and Innovation is ISO9001:2008 Certified*

**Appendix V: Normal Q-Q Plot of Subjective Career Success**

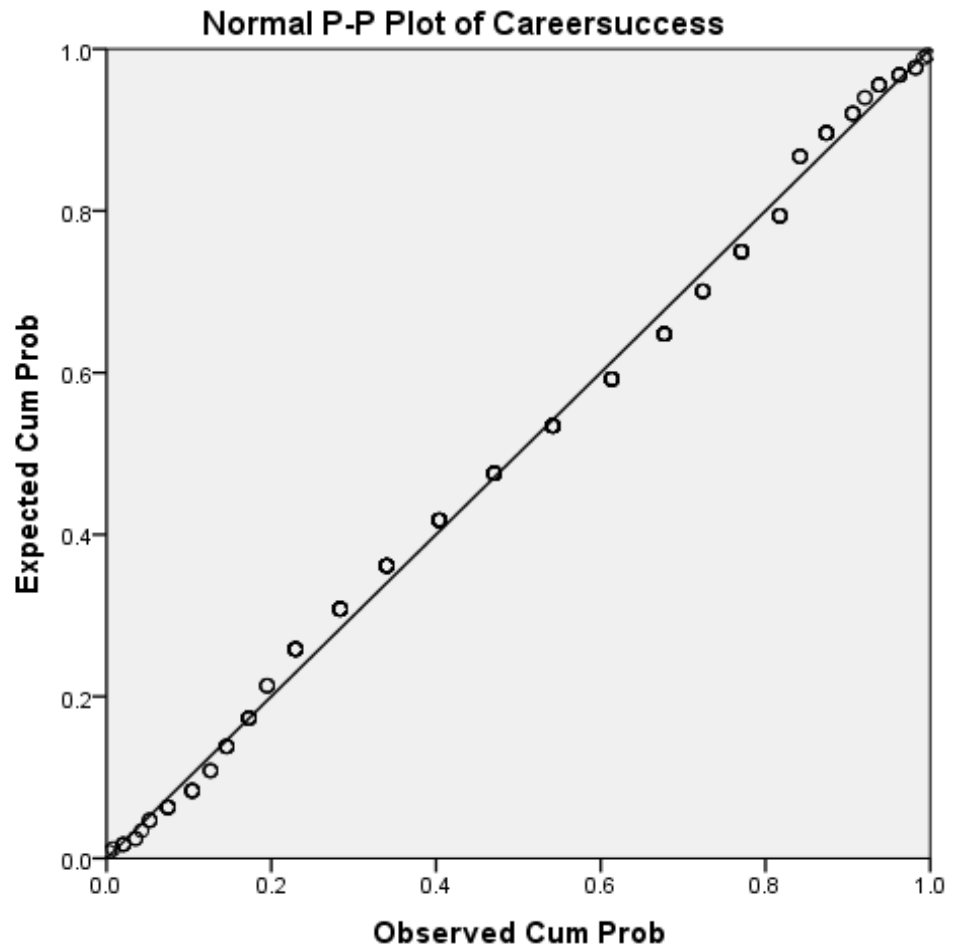


**Appendix VI: Normal Q-Q Plot of Objective Career Success**

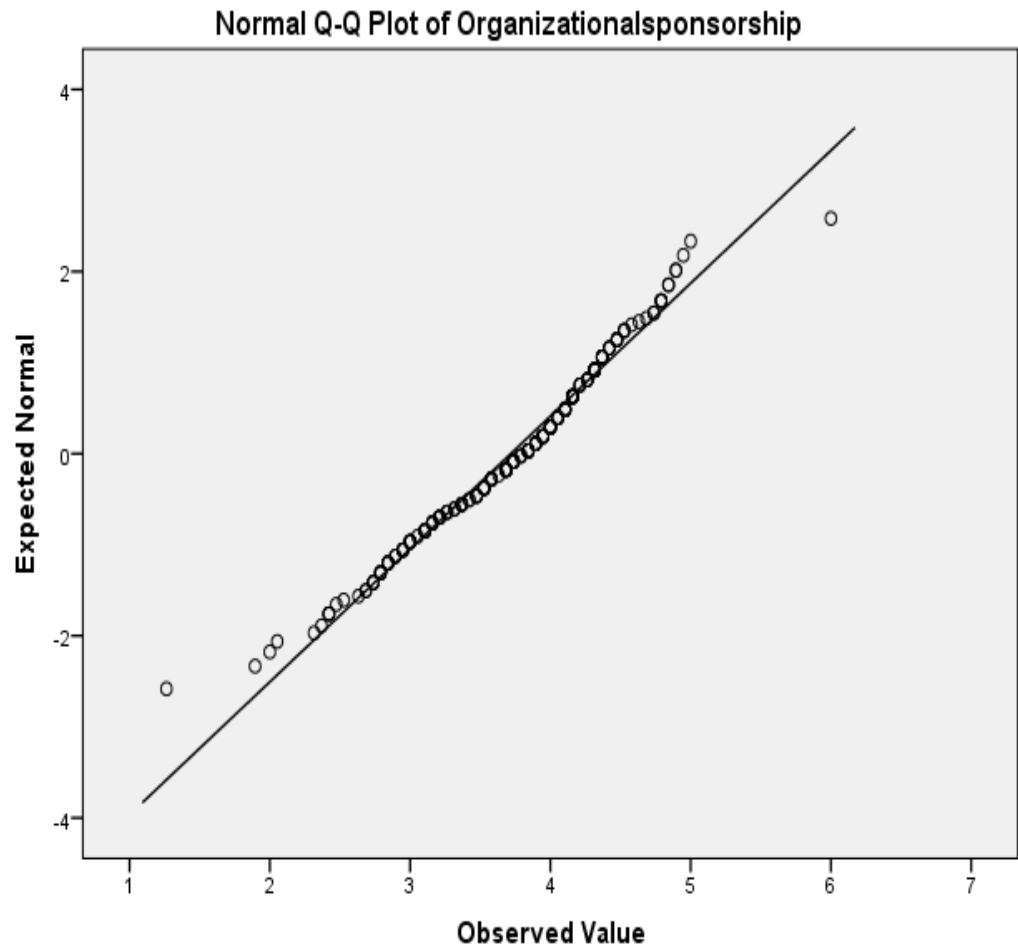




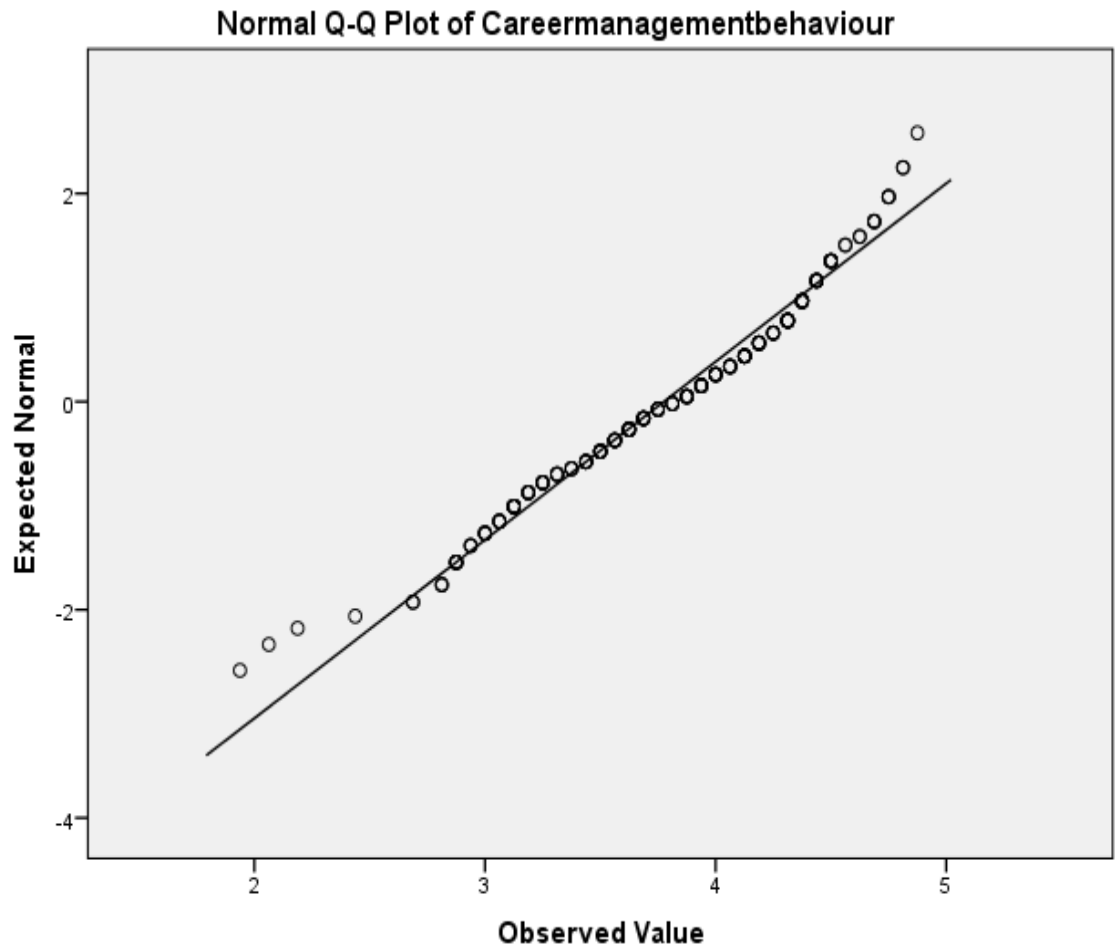
**Appendix VII: Normal Q-Q Plot of Career Success**



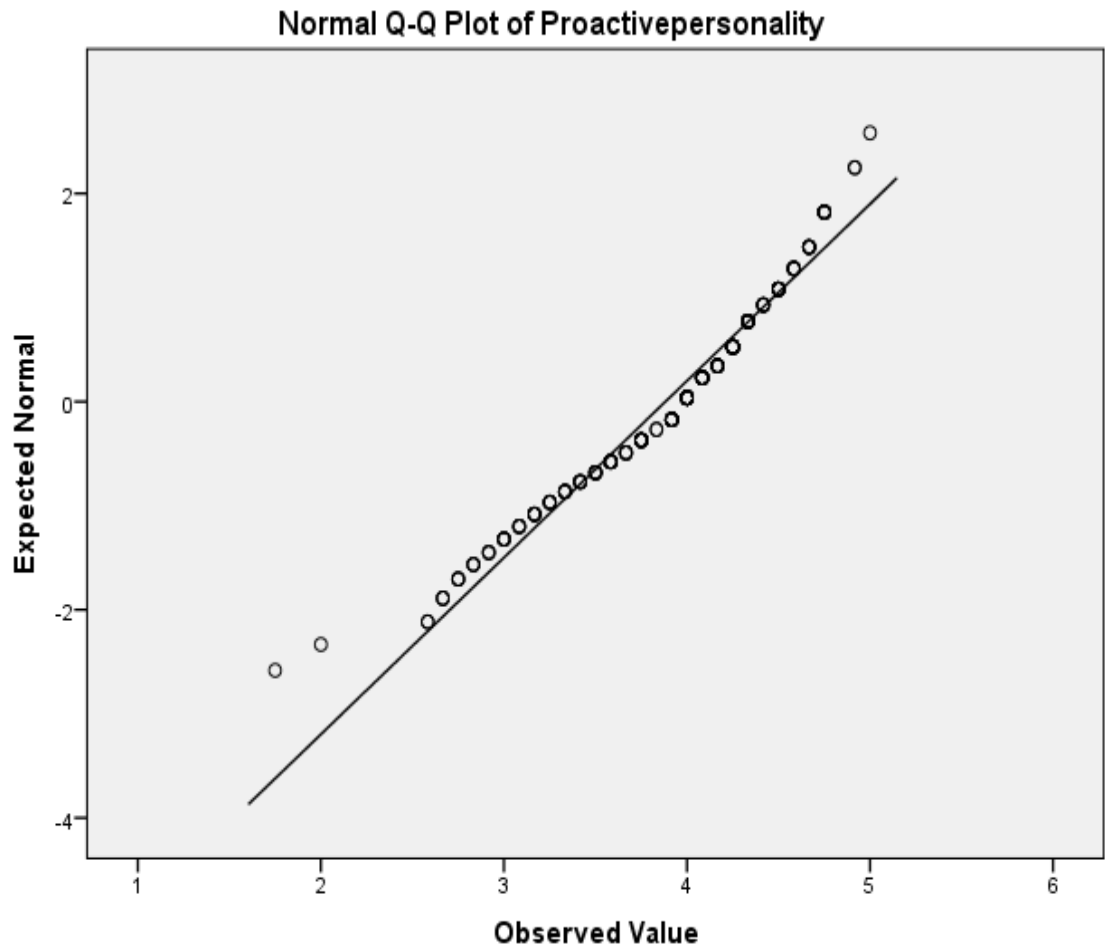
### Appendix VIII: Normal Q-Q Plot of Organizational Sponsorship



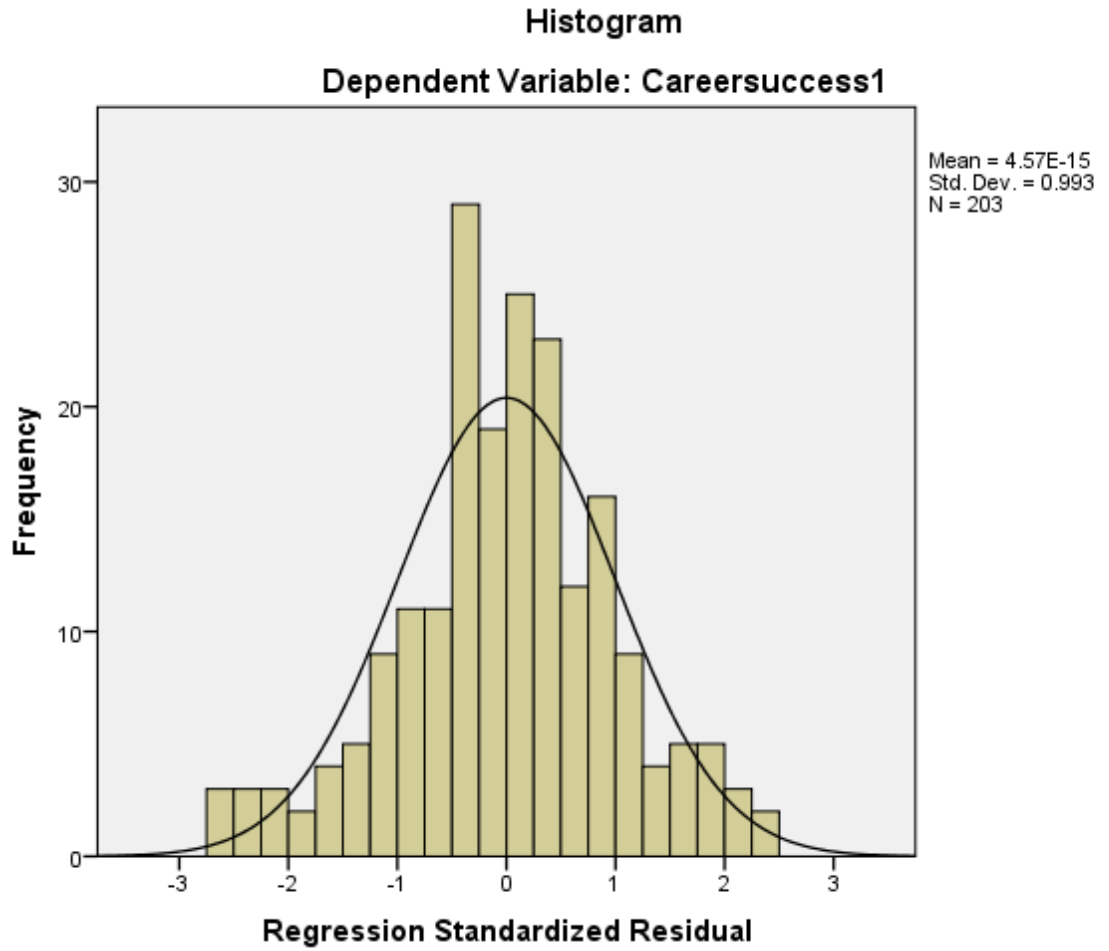
## Appendix IX: Normal Q-Q Plot of Career Management Behaviour



**Appendix X: Normal Q-Q Plot of Proactive Personality**

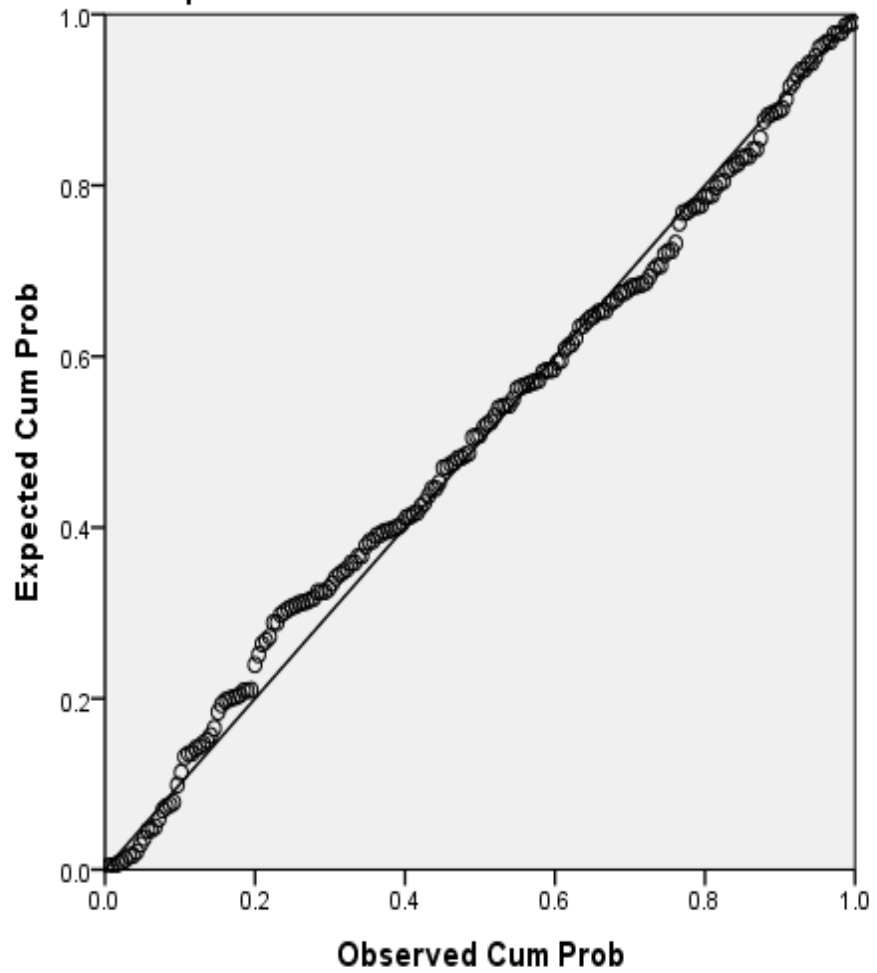


## Appendix XI: Histogram on Normality



**Appendix XII: Normal P-P Plot of Regression Standardized Residuals**

**Normal P-P Plot of Regression Standardized Residual**  
**Dependent Variable: Careersuccess1**



**Appendix XIII: Scatter Plot for Career Success**

