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ORGANIZATIONAL SPONSORSHIP AND CAREER SUCCESS OF MANAGERIAL STAFF IN LARGE SCALE MANUFACTURING FIRMS IN KENYA: MEDIATING ROLE OF CAREER MANAGEMENT BEHAVIOUR

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Abstract

The study examined the effect of career management behaviour in the relationship between organizational sponsorship and career success among managerial staff in large scale manufacturing firms in Kenya. A descriptive cross sectional research design was adopted. Primary data was collected using a well-designed questionnaire based on a sample of 255 managers from large 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 test. Hypotheses were tested using linear regression model. The findings indicated that career management behaviour partially mediates the relationship between organizational sponsorship career success. The results support LMX theory which advocates for organizational sponsorship for career success of employees, and impression management theory that argues for the choice and use of proper career management behaviour. The study recommends the need for organizations to enhance employees' career success by providing them with organizational sponsorship programmes and the need for employees to adopt appropriate career management behaviour that can facilitate their career success. Policy makers can benefit from these findings through advocating for and establishing clear guidelines on organizational sponsorship programmes that can foster employees' career success. The findings also provide future researchers with a useful conceptual and methodological reference that can be used in the pursuit for further studies particularly in the area of career success and as far as the mediating role of career management behaviour is concerned.

Key words: Organizational sponsorship, career management behaviour, career success

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Introduction

Changes in the business environment due to increased globalization and technological advancement has resulted into a major alteration in the traditional hierarchical organizational structures and the relationship between the business owners and staffs. This has facilitated the need for people to look for new ways of managing their careers (Sullivan & Baruch, 2009). Employees today are forced to adopt certain career management behaviour in order to promote their visibility in the organization. This is likely to prompt the responsiveness of the management to provide organizational sponsorship for them to be successful in their careers (Sturges, Conway, Guest & Liefoghe, 2005). Organizations today perceive career management as exclusively the duty of an individual employee and not the organization. In as much as the employees need to have a direct control of their careers, organizations still need to provide necessary support aimed at enhancing the staffs' career success (Arthur, Khapova & Wilderom, 2005). This can be facilitated through responding to individual initiatives to career success through provision of resource, training, mentorship 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)

Managers play a significant role in enhancing the overall performance of the organization and as such their commitment and loyalty to the organization is crucial (Lee & Bruvold, 2003). This comes as a result of experiencing career success. The

contribution of Kenya's 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 a matter of concern. Organizational sponsorship is a means through which an organization creates a competitive, valued, motivated and committed workforce (Barnet & Bradley, 2007).

Organizational sponsorship is the level of assistance provided by organizations to the employees to enable them succeed in their careers. Organizations can provide assistance in terms of offering supervisor support, training opportunities, provision of necessary resources and mentorship (Barnet & Bradley, 2007). Supervisor support is the level of assistance offered to staff by the managers through providing appropriate feedback for job performance and adopting a collaborative approach in supervision. In addition, training opportunities can be offered to enhance employee skills and competences in the job through workshops and seminars. Similarly, both financial and non-financial resources are a form of sponsorship to the employees (Bozionelos, 2006). The non-financial resources can include time to further one's studies and opportunities for growth within the organization. Organizational sponsorship also includes mentorship which refers to interactive and mutual association that exists between both the mentor and the mentee (Brockbank & Mc Gill, 2006). Mentoring is designated by the association between more informed persons and less enlightened persons. A mentor acts as a

role model and offers proper guidance when needed.

Nabi (2003) defines career management behaviour as those strategies that individuals can use to minimize the time they require to achieve their career goals. The behavioural approach argues that individuals to a large extent can control 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 them under seven most important career management behaviour such as creating opportunities, working for long hours, self-promotion, looking for assistance, networking, agreeing with the views of the supervisor and other enhancement. On the other hand, Lau and Pang (2000) divided them into three main groups namely; increasing one's chances of promotion, displaying positive and acceptable image to superior and creating external contacts. Career success can be said to be subjective or objective accomplishment throughout one's work life (Arthur, Khapova & Wilderom, 2005). Career success is conceptualized in two dimensions; objective and subjective (Gattiker & Larwood, 1986). The objective dimension of career success describes the extrinsic aspect which has been traditionally defined on the basis of pay level, the number of promotions received, rank or position held by one in the organization. The subjective dimension describes the intrinsic aspect and is based on people's evaluation of

their own accomplishments in their occupations (Gattiker & Larwood, 1988). Career satisfaction is widely used to gauge subjective career success (Heslin, 2005). The two perspectives make it necessary to include both dimensions in the study (Ng, Eby, Sorensen & Feldman, 2005).

2. Literature Review

Organizational sponsorship is a key factor in enhancing employees' career success since it determines the level of mentorship, supervisor support and the amount of resources that an individual is likely to gain from the organization. It is predicted that it is those employees who are able to obtain greater sponsorship from the organization that eventually obtain better career outcomes (Rosenbaum, 1984). Good approaches to career management resulting into career success require both organizations' and individuals' contributions. 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 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.

This relationship is anchored on leader-member exchange theory (LMX) that proposes a positive relationship between organization sponsorship and career success (Harris & Kirkman, 2014). 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. Those

employees who obtain such sponsorship generally have access to resources they need for their accomplishments (Bozionelos, 2008). High quality leader member exchange has been linked to career success through higher performance ratings and higher level of delegation by one's immediate supervisor, salary progression, promotion, and career satisfaction (Masterson, Lewis, Goldman & Taylor, 2000)

The support for this relationship is evident in the literature although studies relating organizational sponsorship to career success are few with many scholars linking the variable of organizational sponsorship to different variables 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. Ndegua (2016) studied the effects of organization career management on employee commitment of the staff in public universities and concluded that organization career management enhances employee commitment. Whereas kamau (2017) studied the influence of career development practices on employee retention. Although the findings were positive data was collected only from a single organization. This study is therefore intended to fill the identified gaps by testing the following hypothesis:

H₁: Organizational sponsorship has a significant positive effect on employees' 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. 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 are perceived to increase employee visibility in the organization and therefore their possibility of being chosen for sponsorship (Sturges et. al, 2005). Gould and Penley (1984) observe that people who effectively utilize career management behaviour advanced in their careers more than those who do not. Such individuals are easily recognized and identified by the managers or supervisors for career sponsorship.

This relationship is based on impression management theory (Rosenfeld, Giacalone & Riordan, 1995). It argues that individuals seek to direct and manage the way they intend to be perceived by others (Rosenfeld et al., 1995). Impression management behaviour are proposed to generate positive outcomes to individuals who use them. Consequently, individuals who create the impression that they are competent and ambitious may benefit by getting fair and better performance appraisal and positive career support from their supervisors (Wayne & Liden, 1995). The theory explains the variable of career management behaviour since most impression management behaviour that the theory addresses are in fact career management behaviour and proposes that the link between organizational

sponsorship and career success is significantly mediated by career management behaviour.

Studies carried out on organizational sponsorship and career success have simply provided a direct link among these study variables (Lewis & Arnold, 2012, Barnett & Bradley, 2012, De Vos & Sergers, 2013). Besides studies focusing on the mediating role of career management behaviour are hardly sufficient. A study that comes closer to this is Yean and Yahya (2011) study which examined the effect of career management behaviour in the relationship between

personality traits and subjective career success. In a view to fill this gap, this study examined the mediating role of career management behaviour in the relationship between organizational sponsorship and career success. The following hypotheses was therefore formulated and tested:

H₂: The relationship between organizational sponsorship and career success is mediated by career management behaviour

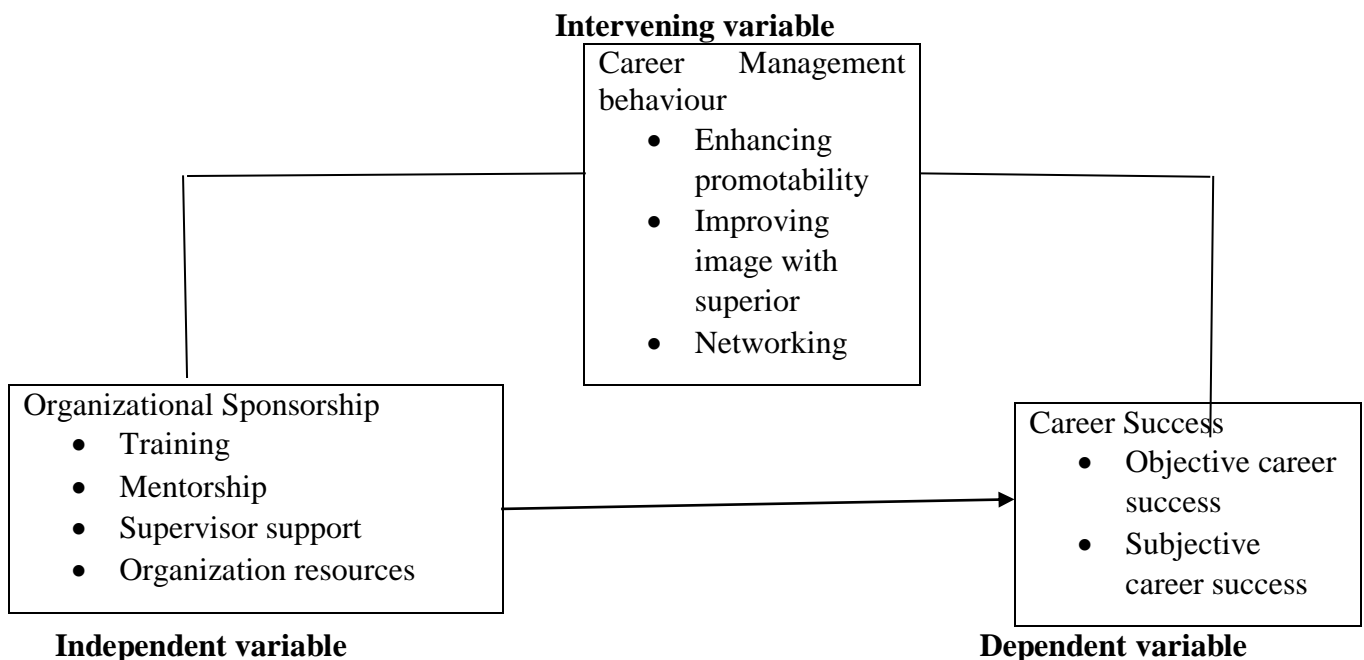


Figure 1: Conceptual Framework

3. Research Methodology

This study used descriptive cross-sectional survey. The design was deemed appropriate since the study sought to establish relationships among variables and data was collected across a large number of organizations at one point in time (Mugenda & Mugenda, 2003). The

unit of analysis was managers from the twelve sectors of large scale manufacturing firms in Kenya. A sample size of 255 managers was used. Because the population of managers in the large scale manufacturing firms in Kenya is unknown, this sample size was determined based on the proposition of Roscoe (1975)

sample size determination for unknown population that indicates that a sample larger than 30 and less than 500 is appropriate. Primary data was collected using a semi structured questionnaire.

4. Data Analysis and Findings

Out of a total of 511 firms, 51 firms participated in the study based on a sample of 255 managers from all the three levels of management. 255 questionnaires were sent to the respondents, out of which 205 questionnaires were received back. This amounted into a response rate of 79.6%. Data was analyzed using both descriptive and inferential statistics. Descriptive statistics was used to obtain a general

understanding of the information on the organization and the employees in large scale manufacturing firms in Kenya. After analysis, information was obtained about measures of central tendency and dispersion. Inferential statics involved the use of simple linear regression analysis to examine the relationship between organizational sponsorship and career success and path analysis to examine mediation of career management behaviour in the relationship between organizational sponsorship and career success. The descriptive analysis of the respondents' and firms' characteristics are presented in Table 4:1

Table 4.1: demographic characteristics of respondents and organization

Variable	Category	Frequency	Percentage
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
Gender	Male	127	62.6
	Female	76	37.4
	Total	203	100.0
Sector	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
	Wood & Furniture	9	4.4
	Motor vehicle and Accessories	9	4.4
	Paper & Board	21	10.3
	Pharmaceuticals & Medical Equip.	7	3.4
		10	4.9
		9	4.4
		12	5.9
		203	100.0
		Leather & Footwear	
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
Position in the firm	Supervisory level	53	26.1
	Middle level management	107	52.7
	Senior management	43	21.2
	Total	203	100.0
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)

5.

Reliability and Construct Validity

This research had a total of three broad constructs which included; organizational sponsorship, career management behaviour and career success. Each of these constructs was further subdivided into sub constructs. Four sub constructs were grouped under organizational sponsorship, three under career management behaviour and 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 dropped 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 only retaining indicators that had item to total correlation values of above 0.3 for further analysis (Hair et al., 2010).

5.1 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. These results are shown in Table 5.1.

Training and development was conceptualized to arise from participation in various seminars, participation in workshops and training on aspect of the job. The mean ranged from 3.24 (SD = 1.068) to 3.92 (SD = 0.92). Grand mean was found to be 3.56. This was an indication that the respondents to a moderate extent believed that training was an important aspect of organizational sponsorship that could enhance their career success. The Cronbach Alpha for the scale was high at 0.77. Exploratory factor analysis 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 5.1: Training and Development

Statement	Mean	SD	Factor Loading	Item-Total correlation	Alpha if Item Deleted
1. The organization often provides me with opportunities to participate in various seminars	3.27	1.062	.707	.726	.543
2. The organization often provides me with opportunities to participate in workshops.	3.57	1.098	.659	.628	.663
3. During work I am trained on the aspects of the job	3.92	.946	.509	.475	.818

Cronbach's Alpha=.770, Grand Mean=3.59
 2018

Source: Research Data,

Mentorship was measured on the basis of five items: Assignment of challenging tasks, offering exposure and visibility, 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. The mean ranged from 3.70 (SD = 1.002) to 3.97 (SD = 0.967) On average, mentorship reflected a major aspect of organizational sponsorship to a large extent having

recorded a grand mean of 3.86. 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. These results are shown in Table 5.2.

Table 5.2: Mentorship

Statement	Mean	SD	Factor loading	Item-Total correlation	Alpha if Item Deleted
1. My supervisor assigns me challenging tasks to take charge of my enthusiasm and develop my skills	3.91	0.952	.631	.628	.721
2. My supervisor gives me exposure and visibility in the organization	3.70	1.002	.641	.625	.721
3. My supervisor pays attention to my level of competence	3.97	0.967	.489	.492	.766
4. I am given clear communication on the activities of the job from my	3.90	0.917	.572	.579	.738

superiors

5. My supervisor informs me of important issues of the company	3.84	0.992	.446	.483	.769
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Cronbach's Alpha=.784, Grand Mean=3.86
 2018

Source: Research Data,

Supervisor support had a total of eight indicators. The mean ranged from of 3.27 (SD= 1.052) to 4.18 (SD = 0.819). The grand mean was 3.76, although slightly lower than that of mentorship, it depicted that supervisor supported reflected to a moderate extent the organizational sponsorship offered to the staff. Cronbach Alpha was high at 0.867. Factors loadings

ranged from 0.444 to 0.613. This was a good reflection on the reliability of the construct. Item to total correlation values of all the items ranged from 0.570 to 0.680. In addition, all factor loadings were above the 0.4 (ranged from 0.444 to 0.613). Thus all the items that were subjected to regression analysis. The results are presented in Table 5.3.

Table 5.3: Supervisor Support

Statement	Mean	SD	Factor loading	Item-Total correlation	Alpha if Item Deleted
1. I receive protection from my supervisor	3.27	1.052	.613	.570	.857
2. I receive helpful feedback for my job performance from my supervisor	3.91	0.911	.448	.582	.855
3. My Supervisor respects my views and ideas	3.70	0.965	.557	.609	.852
4. My supervisor provide me with practical support	3.65	1.067	.543	.647	.848
5. I am free to share my concerns with my supervisor	3.76	0.992	.556	.571	.856
6. My supervisor has a collaborative approach in supervision	3.83	1.007	.610	.717	.839
7. My supervisor assist me to accomplish tasks or meet the set deadlines	3.81	0.979	.565	.680	.844

8. I am assigned more responsibilities that increases my contact with influential people in the organization	4.18	0.819	.444	.585	.855
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Cronbach's Alpha=.867, Grand Mean=3.76
 2018

Source: Research Data,

Organizational resources used three items as indicators: Chance to rise up organizational ladder, financial support and non-financial support. The mean ranged from 3.14 (SD =1.108) to 3.90 (SD = 1.029). The grand mean was found to be 3.48. This was much lower than the other means for organizational sponsorship a further indication that even though the organization resources reflected on the respondents' organizational sponsorship, it was to moderate extent. The Cronbach

Alpha for the scale was high at 0.73. Exploratory factor analysis using principal component analysis with Varimax rotation revealed that all the factor loadings were above the acceptable threshold of 0.4 (they ranged from 0.492 to 0.713). Item to total correlations scores ranged from 0.496 to 0.628. Therefore, all the items under organization resources were retained for further analysis since reliability and construct validity was confirmed. These results are shown in Table 5.4.

Table 5.4: Organization Resources

Statement	Mean	SD	Factor loading	Item-Total Correlation	Alpha if Item Deleted
1. My organization offers me a chance to rise up the organization ladder	3.90	1.029	.492	.568	.712
2. My organization provides me with financial support that enables me achieve my career success	3.14	1.108	.713	.496	.683
3. My organization provides me with non-financial resources such as time that allow me achieve my career success	3.41	1.061	.530	.628	.761

Cronbach's Alpha=.730, Grand Mean=3.48
 2018

Source: Research Data,

5.2 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 were reviewed for reliability and validity before analysis and their means and standard deviation was also established and compared.

Enhancing promotability was measured using three items. The mean ranged from 3.65 (SD = 0.966) to 3.82 (SD = 0.053). The grand mean was 3.70 indicating that most of the respondents engaged in activities that enhance their promotability to a moderate extent. The factor loadings, Chronbach's alpha and item to total correlation was then checked to ensure

validity and reliability of the indicators under this construct. 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. The results are presented Table 5.5.

Table 5.5: Enhancing Promotability

Statement	Mean	SD	Factor loading	Item-Total Correlation	Alpha if Item Deleted
1. I persistently acquire marketable skills	3.65	.966	.552	.533	.548
2. I frequently seek information about openings in my company	3.65	1.053	.575	.453	.656
3. I engage in building internal contacts and networks	3.82	.955	.597	.514	.573

Cronbach's Alpha=.685, Grand Mean=3.70
 2018

Source: Research Data,

Improving image with superior had 9 items. The mean ranged from 3.62 (SD = 1.076) to 4.23 (SD = 0.912). The overall mean for improving image with superior was moderately high 3.97. This implies that managers make use of this tactic to a moderately high extent to increase their visibility in the organization in view of sponsorship as well as in enhancing their career success. 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. This ranged from 0.398 to 0.552. Based on these analyses, 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 5.6 presents the results of these analyses.

Table 5.6: Improving Image with Superior

Statement	Mean	SD	Factor loadings	Item-Total Correlation	Alpha if Item Deleted
1.I perform my job effectively	4.23	.912	.632	.448	.775
2.I work for longer hours to meet deadlines set	4.20	.745	.578	.398	.781

3.I frequently make my boss aware of my accomplishments	3.81	1.002	.542	.552	.560
4.I seek career guidance from supervisors	3.89	1.028	.607	.449	.775
5.I do conform to expectations of supervisors	4.21	.895	.668	.495	.769
6.I inform my superiors about my experience or education	3.50	1.083	.684	.483	.771
7.I let my boss know about my talents or qualifications	3.62	1.076	.653	.486	.770
8.Whenever my supervisor requires, I willingly stay at work till late	4.16	.925	.519	.524	.765
9. I am prompt in responding to issues and problems that arise in the organization	4.13	.888	.570	.483	.770

Cronbach's Alpha=.791, Grand Mean=3.97
 2018

Source: Research Data,

Strengthening external contact was measured on the basis of four items. The mean ranged from 3.18 (SD = 1.243) to 3.54 (SD = 1.095). On average, establishing external contacts recorded the least grand mean of 3.39 a depiction that it was the least career management behaviour adopted by the respondents to enhance their career success. 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. These results are shown in Table 5.7.

Table 5.7: Strengthening Contacts

Statement	Mean	SD	Factor loading	Item-Total Correlation	Alpha if Item Deleted
1. I strengthen my external contacts by joining professional bodies	3.45	1.195	.637	.600	.742
2. I strengthen my external contacts by joining trade associations	3.18	1.243	.536	.690	.693
3. I strengthen my external contacts by joining social	3.54	1.095	.506	.573	.755

organizations						
4. I strengthen my external contacts by maintaining contacts with job search firms	3.37	1.184	5.95	.547	.767	

Cronbach's Alpha=.792, Grand Mean=3.39
 2018

Source: Research Data,

5.3 Career Success

Career success was operationalized as objective and 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 mean ranged from 3.24 (SD = 1.220) to 4.19 (SD = 0.782). The overall mean was 3.72 which pointed to the fact that managers in manufacturing firms rated their career satisfaction as moderately

high. The alpha coefficient was relatively high (0.848) thus this scale was highly reliable. The factor loading 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. It was therefore deemed appropriate to include all the items in further analysis. Table 5.8 presents the results of these analyses.

Table 5.8: Subjective Career Success

Statement	Mean	SD	Factor loading	Item-Total Correlation	Alpha if Deleted
1. I am contented with the achievement I have made in my career.	3.46	1.135	.748	.781	.791
2. I am satisfied with my progress towards meeting my career goals.	3.67	1.093	.708	.752	.798
3. I am contented with my effort towards meeting my income goals.	3.24	1.220	.538	.607	.831
4. I am satisfied with my efforts towards meeting my goals for developing new skills	3.68	1.035	.697	.728	.804
5. I feel part and parcel of the team and organization where I work	4.11	.851	.347	.437	.855
6. I am satisfied with the help I offer to colleagues in the organization	4.19	.782	.503	.499	.846

Cronbach's Alpha=.848, Grand Mean=3.72
 2018

Source: Research Data,

Objective career success was measured on a scale ranging from 1 to 5, respondents were asked to indicate their responses on the 4 items relating to objective career success. The mean ranged from 1.77 (SD = 0.934) to 2.58 (SD = 1.189). The grand mean was 2.27. This was a big contrast

compared to that of subjective career success was moderately high (3.72). It depicted the fact that the managers in manufacturing firms experience objective career success to a little extent. Despite the low mean the scale was reliable given the alpha value of 0.775. The items used for

measuring this construct were also valid. For instance, the factor loading for all the items ranged 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 a gain relatively high. Thus for the purpose of further analysis all the items were retained. Table 5.9 presents the results of the analyses.

Table 5.9: Objective Career Success

Statement	Mean	SD	Factor loading	Item-Total Correlation	Alpha if Item Deleted
1. Promotions received in the last 10 years in the current organization	2.58	1.189	.526	.532	.750
2. Number of promotions received before joining the current organization	1.77	.934	.525	.497	.760
3. Gross monthly income	2.23	1.090	.696	.701	.652
4. Percentage increase in salary in the last 10 years	2.49	1.041	.649	.599	.709

Cronbach's Alpha=.775, Grand Mean=2.27
 2018

Source: Research Data,

6. Test of Hypotheses, Interpretations and Discussion

The hypothesis was tested using Baron and Kenny (1986) mediation model. In model 1, career success was regressed on organizational sponsorship in order to establish whether organizational sponsorship was a significant predictor of career success. Results in Table 6.1 show that 32.6% of variance in career success was explained by organizational sponsorship(OS) ($R^2 = 0.329$, adjusted $R^2 = 0.326$, $F=98.533$, $P<0.05$). However, organizational sponsorship did not explain 67.4% of variation in career success, suggesting that there are other factors associated with career success which were not included in the study. The overall model was statistically significant, implying model fit. The beta coefficient indicates that the influence of organizational sponsorship on career success is statistically significant ($\beta=0.570$, $t=9.926$, $p<0.05$). It implies that a unit change in organizational sponsorship

is associated with 0.570 change in career success thus confirming step one in testing for mediation. The findings also support the first hypothesis that organizational sponsorship has a significant effect on employees' career success(CS).

Model 2 involved regressing career management behaviour on organizational sponsorship. The results in Table 6.1 show that organizational sponsorship explains 53.3% of variation in career management behaviour ($R^2 = 0.535$, adjusted $R^2 = 0.533$, $F= 231.551$, $p<0.05$). The model being significant as indicated by the F ratio justified the use of regression. The beta coefficient was statistically significant ($\beta=0.623$, $t=15.217$, $p<0.05$). It implied that a unit change in organizational sponsorship was associated with 0.623 change in career management behaviour. The second step in testing for mediation was confirmed.

The third model assessed the relationship between career management behaviours(CMB) and career success. The

results in Table 6.1 indicate that 33.3% of variance in career success was explained by career management behaviour ($R^2 = 0.337$, adjusted $R^2 = 0.333$). The F ratio was statistically significant implying a model fit ($F=101.943$, $p<0.05$). The beta coefficient was statistically significant ($\beta=0.677$, $t=10.097$, $p<0.05$), suggesting that a unit change in CMB was associated with 0.677 in CS.

In model four, career success was regressed against organizational sponsorship and career management behaviours hierarchically. 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 $R^2 = 0.378$, $F=62.443$, $p<0.05$) the model being significant implied a model fit. The beta coefficient for organizational sponsorship remained statistically significant ($\beta=0.319$, $t=3.943$, $p<0.05$). It suggested that a unit change in OS was associated with 0.319 change in CS. It was therefore concluded that career management behaviours partially mediate the relationship between organizational sponsorship and overall career success hence the second hypothesis was supported.

Table: 6.1: Effect of Organizational Sponsorship and Career Management Behaviour on Career Success

Model	R^2	Adjusted R^2	df1	df2	F	Sig.	B	t	Sig.
1	.329	.326	1	201	98.53	.000	.570	9.926	.000
2	.535	.533	1	201	231.55	.000	.623	15.22	.000
3	.337	.333	1	201	101.94	.000	.677	10.97	.000
4	.384	.378	1	200	62.43	.000	.319	9.43	.000

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

The findings support 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 organizational citizenship behaviour enhances the chances of the staff being considered for sponsorship. 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.

This 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

independent variable and dependent variable. 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 dimensions of 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 focused on the relationship between career management behaviour and career success only looked at one aspect of career management behaviour; personal branding. This study adds to 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. The proposition put forward by this theory with regards to this relationship is that people who make good use of career management behaviour obtain positive outcomes such as career success. 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 et. al., (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. The results also support leader member exchange theory (LMX) in which the relationship between organizational sponsorship and career success is anchored. 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. Its main argument is that those employees who are sponsored in the quest for career success often succeed faster than those who are not. This study identifies organizational sponsorship programmes that are effective in facilitating employees' career success such as training mentorship,

supervisor support and organization resources.

7. Conclusion and Implications

This study has established that offering organizational sponsorship leads to the staff's career success and that this relationship is mediated by career management behaviour. Consequently, the researcher recommends that 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. Secondly, for employees, there is need to adopt appropriate career management behaviour such as enhancing promotability, improving image with superior and strengthening 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. On theoretical implications, the study contributes to existing literature on the mediating role of career management behaviour that previous studies had paid negligible attention to in the study of career success. In addition to this, the study provides support for the use career satisfaction and not job satisfaction as a measure of subjective career success based on the significant positive findings obtained by

using career satisfaction as a measures of subjective career success.

8. Suggestions for Further Research

This study used cross-sectional research design, future research should employ longitudinal research design to assess the relationship between organizational sponsorship and career success and also organizational sponsorship, career management behaviour and career success. The causal relationship between organizational sponsorship and career success requires time, career success is not a one-time off 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 are developed over time and adjusted accordingly in a way that is beneficial to the users. In addition to this, career success was assessed using perceptual data only, Future research may benefit from using multiple sources of data and especially secondary data when measuring objective career success.

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