INFLUENCE OF CAREER MANAGEMENT PRACTICES ON EMPLOYEE ENGAGEMENT: A CASE STUDY OF CIVILIAN STAFF AT THE MINISTRY OF DEFENSE IN KENYA

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ABSTRACT

Employees are the main assets of the organization and it is important that they prioritize their tasks at the workplace if the organization is to get maximum benefit from them. Organizations on the other hand try to extract the best out of each employee and to make them deliver their best. The main objective of the study was to establish the influence of career management practices on employee engagement. The population of this study comprised of all 165 civilian staff currently deployed at Moi Air Base. A sample of the population was studied. Data were obtained through questionnaires with closed and open-ended questions. Multiple regression model and Statistical Package of Social Science (SPSS) was used to analyze the date. The study found that mentors at the ministry of defence discuss possible means of self improvement which they employees can take to improve their current position. The study recommended that organizations should make their employees aware of the job postings in order to prepare in advance as they plan to undertake career management.

Key Words: *Job posting, Career planning, Mentoring, Performance review and Employee engagement*

Introduction

According to Pattanayak (2004) career management refers to the organizational systems of career movement and growth opportunities from the point of entry of an individual in employment to the point of retirement. Armstrong (2009) conquers that career management is concerned with providing opportunities for people to progress and develop in their careers and ensuring that the organization has the flow of talent it needs. Career management has evolved from isolated tool for individual growth to a key strategic asset for far sighted organizations.

Traditionally, it had been assumed that employees wanted the same thing in career, usually direct path up the organizational ladder (Watson, 2009), a trend that is gradually changing as employees attach real importance to managed career management initiatives and the concept of employment security (Watson, 2009). Organizational development, increased production and corporate objectives are achieved when employees of an organization have a feeling of satisfaction and are committed to the organization (Pattanayak, 2004). Employees have aspirations to grow and advance in the organization and have a desire to achieve higher and this achieved through career management.

According to Torrington, Hall and Taylor (2008), career management is primarily the individuals' responsibility, although the organization should support them. The benefits accrued from successful career management are reaped by the organization; hence managers should assist their employees during career management activities (Watson, 2009). Organisations are adopting career management as an effective retention tool thus are developing programs that suit their employees and the talent they wish to retain (Torrington et. al. 2008) Career management programs also aim to teach employees how to work toward their own goals while continuing to do productive work for the organization. According to Armstrong (2009), engagement is a positive two way relationship between an employee and their organization, both parties being aware of their own and the others' needs, and the way they support each other to fulfill those needs. Engaged employees and organizations therefore go an extra mile for each other because they see the mutual benefit of investing in their relationship.

Over the years, the government of Kenya has continually revised its strategies in order to cater for career management. In the year 1995, the Government issued a circular (DPM.PA 8/8 IV (40) through the Directorate of personnel Management, encouraging civil servants to undertake certificate and diploma courses. This would enable employees get a job group up and entry for common cadre jobs higher. Later in 2008, the then Office of the Prime Minister issued a circular (MSPS.2/2/1) encouraging employees to join professional bodies for association purposes and to keep abreast with the latest occurrences in their respective fields. Members would have their annual subscriptions paid by the government. In the year 2010, the Public Service Commission of Kenya issued a circular (PSC 224/501) expanding the provision on posts that form common establishment. This was among other reasons, to address stagnation within and across cadres. It is argued that global research helps employers gauge their employee's level of engagement against the norm for their own country (ISR 2004).

Research by Hofstede, (1997) carried out in 10 countries showed that Career management was a factor in managing engagement. Organizations in these countries provided employees with opportunity to develop their abilities, learn new skills, acquire new knowledge and develop their abilities. According to Vance (2006), engaged employees are normally happy at work and actually look forward to the next working day, they have no stress which leads to poor relations or absenteeism. The employees' level of output is high and the employer benefits. ISR (2004)

indicated that every organization should identify factors that increases their employees' level of engagement or disengages them.

At Moi Air Base, records with the Civilian Administration Officer indicate that there have been numerous cases or poor working relationships between the civilian personnel and their uniformed counterparts. In the year 2011/ 2012 alone, there were 38 reported cases by various department heads of employees reporting to work late constantly or leaving their duty stations during working hours. A recent communication from the Base Commander (Part II Order S/No 22 dated 2 July 2013) ordered that all civilian employees to adhere to the official working hours. This research therefore sought to establish the influence of career management practices on employee engagement to this ministry.

General Objective
The main objective of the study was to establish the influence of career management on employee engagement.

Specific Objectives
1. Establish the influence of career planning on employee engagement.
2. Determine the influence of mentoring on employee engagement.
3. Determine the influence of job posting on employee engagement.
4. Establish the influence of performance review on employee engagement.

Literature Review
Job Posting
Job posting implies that employees are made aware of internal job vacancies. Organizations should make their employees aware of the job postings in order to prepare in advance as they plan to undertake career management. Corporate online job posting systems can often be accessed through intranet sites (Epperheime, 1997). A job posting contains details about description of the job, the necessary qualifications, location and salary. When employees are aware of the internal job vacancies, their career development will be aligned to fill the vacancies, hence will undertake programs that equip them to competitively fill the posts. In cases where job posting is not done, employees will undertake courses blindly without knowledge of exactly how the course will assist them in that particular organization. Job postings are also highly useful to employees working in big enterprises and looking for a relocation or transfer.

Dessler, (2008) conquers that job posting should literally be done on bulletin boards and organization's intranet indicating the qualifications for the post, supervisor, working schedule and pay rate. They should also indicate how long the postings will be posted, and how employees go about applying for such jobs. Through job posting an organization gets to promote an awareness of the environment by providing employees with access to key information about alternative jobs in the organization, such as duties, responsibilities, required skills, travel, and

time commitment pressures (Greenhaus et.al. 1995). He further explains that this requires the organization itself to understand the behavioural requirements of different jobs and career fields so that this information can be provided to employees. The organization should communicate its mission, structure, and culture to employees who are trying to determine the presence of a fit between the organization's needs and their needs. Dessler, (2008) indicates that organizations need to keep up to date personnel records and skills bank as this helps to reveal persons who have potential for further training or have the right background for the open job. Some organizations create job posting policies that state all open positions will be posted, or they restrict posting to non exempt positions, non managerial positions or positions not covered by a succession plan.

Career Planning

A career is a pattern or sequence of work roles of an individual. Career planning is the matching of individual employee potential, that is their needs, abilities, preferences, personality and motivation with the environment which facilitates exploitation of such individual potential (Manual on training 2010). According to Dessler (2008) career planning is a deliberate process through which someone becomes aware of personal skills, interests, knowledge, motivation and other characteristics. It provides action plans to attain specific goals.

Information on career planning is provided by the organization and it means the organization reveals its specific plans to the employee which can be regarded as the general case for fast trackers. (Baba, Granrose & Bird, 1995). Some organizations go further and actually sponsor studies for those employees who are willing to prepare themselves to other positions. There should be a sequential plan of how an individual can rise along the ladder, which each step indicating what the qualifications are, and the criterion employed by the organization to fill in the open vacancies. This enables employees to also plan their progress. However, Torrington et.al, (2008) hold that career planning and managing employee career transitions is a joint responsibility of the employer and the employee. Organizations that help employees assess their career options and plan for career transitions attract increased responsiveness to market changes, lower attrition levels for valued employees and higher levels of employee engagement and productivity (Dessler 2008). According to Greenhaus et.al. (1995),indicators of career planning are whether career decisions made are compatible with individual's values, talents, interests and lifestyle preferences, and whether one can adapt to change in the environment that threaten the compatibility of career experiences with values, talents, interests and lifestyle preferences.

To develop a career plan, Linda (2002) proposes that it is important to first identify individual employee needs, abilities, motivation and preferences. Career paths can then be created by sequencing jobs that cater for employee aspirations, needs and capabilities, thus enabling employees to grow by moving up the ladder, building their experiences and enhancing professional development. Raymond (2002) asserts that formal training programmes for employees should then be determined and career information provided to the employees.

Mentoring

Mentoring has for many years been recognized as a successful tool to develop individuals (Egan & Song 2008). It has been described as a professional development exercise that aim to bring together colleagues with different levels of experience within an organization or specialty to work together to improve their job performance and prospects for advancement (Sturges 2008). Vance (2006) claimed are those aspects of a relationship that enhanced learning and preparing for advancement in an organization whereas psychosocial functions are those aspects of a relationship that enhance a sense of competence, clarity of identity, and effectiveness in a professional role. Career functions aid advancement up the hierarchy of an organization while psychosocial functions affect each individual on a personal level by building self-worth inside and outside the organization. Functions of psychosocial include role modeling, counseling, friendship and acceptance, and confirmation.

Mentoring can be undertaken by senior peers or superiors or simply a person the employee can trust. A good mentor is not there to provide the answers but to assist an individual to develop their skills at resolving career-related complications (Haynes & Ghosh, 2008). Mentored individuals are more committed to their professions and are more likely to be promoted (Renshaw, 2008). Having an effective mentor is the single most effective level for employee engagement and results in increase in productivity (Haynes & Ghosh, 2008). Mentors also benefit as they feel good about passing on their intellectual capital, and the organization perceived to be more attractive from a recruiting standpoint (Renshaw, 2008). The mentor's experience of exposure to organizational issues often results in an increased desire on the part of the mentor to influence change in the organization. Such organizations also reduced training time and costs (Sturges, 2008). These outcomes are all indicators of increased levels of engagement. Mentors use their influence to provide opportunity for the mentees to gain exposure and visibility in the organization, at the same time coach and protect their mentees.

Performance Review

Many authors have tried to set out clear definition of performance, and the debate continues in the academic literature, especially regarding some aspects of terminology, analysis level and conceptual basis for assessment (Dessler 2008). There are however three different levels of performance within organizations, these are financial performance, business performance and organizational performance. Armstrong (2009) indicates that performance review should be rooted in the reality of individual performance. Individuals should be encouraged to assess their own performance and become active agents of change in improving their results.

The criterion for reviewing performance should balance between achievements in relation to objectives, level of knowledge and skills possessed and applied behavior in the job and day to day effectiveness (Armstrong, 2012). A balanced scorecard as documented by Kaplan and Norton, (2002) describes a methodology used for measuring success and setting goals from

financial and operational viewpoints. These measures enable leaders to manage their strategic vision and adjust if and when need be. The score card was developed as management performance measurement systems to enable organizations clarify their own vision and strategy and translate them into action. It also provides feedback on both the internal business processes and external outcomes in order to continuously improve strategic performance result.

According to Anthony and Rajan, (2000) performance of an organization is the outcome of activities of individuals and units of the organizations. Except for external influences on individual behavior and personal traits, organizations can either influence or control all factors affecting their performance of individuals and units through formal and informal means. According to Dessler, (2008) some of the formal means of controlling an organizations' activities are structure, operating manuals, standard operating procedures, charters and budgets. Greater influence on individuals can be exercised informally in the course of communication, work culture and management style. According to Performance Appraisal Handbook (2004), managing performance is the central part of the work all the managers do. These enables them not only to establish the developmental needs of individuals but also identify outstanding performance and help successful employees improve even further.

Employee Engagement

The concept of employee engagement dates many years back. Katz and Kahn, (1966) discussed the employee behaviors needed to achieve organizational effectiveness and included engaging employees in occasional innovative and cooperative behavior beyond the requirements of the role, but in line with the organizational objectives. However, it was until 1990s when practitioner interests rose and the term employee engagement came into use. Khan, (1990) defined personal engagement as harnessing of organization member' selves to their work roles. In engagement, people express themselves cognitively, physically and emotionally during role performance. The term employee engagement was coined by Gallup Consultancy in 1999 (Endres & Mancheno 2008), and claimed that the right people in the right roles with the right managers drive employees engagement (Buckingham & Coffman, 1999).

Schaufeli and Bakker, (2004) later considered engagement in the context of organizational behavior and defined it as a positive, fulfilling, work related state of mind. They argued that engaged employees were characterized by vigour, dedication and absorption in their job. Later, May, Gilson and Harter (2004) argued that engagement is experienced as enthusiasm and self-involvement with a task. They argued that it is fostered by a corresponding dispositional orientation and facilitating climate and that it manifests itself in proactive value directed behavior.

As noted by Robinson, (2006), there has been little academic and empirical research done on employee engagement. Some of the little done has defined employee engagement to sound like

organization commitment and organizational citizenship behavior or job involvement. It is paramount to differentiate these terms for clarity and in order to reap maximum benefits from each concept. Organizational commitment refers to a person's attitude and attachment towards their organization (Robinson, 2006). Engagement however is not an attitude; it is the degree to which an individual is attentive and absorbed in the performance of their roles. Organizational citizenship behavior involves voluntary and informal behaviours that can help co-workers and the organization at large whereas the focus of engagement is in one's formal role performance, rather than extra role and voluntary behavior. Job involvement is the result of cognitive judgment about the need satisfying abilities of the job. Engagement has to do with how individuals employ themselves in the performance of their jobs, and involves active use of emotions, cognitions and behaviours (May et. al.., 2004).

Research Methodology

The study adopted a descriptive research design and used questionnaires to obtain data. The population of this study comprised of 165 civilian staff of the Ministry of Defence, Moi Air Base. This research adopted the census technique as the target population was small with a total number of 165 employees. This was 100% of all staffs in every job group. Ruane (2005) suggests that for populations less than 200, a census should be done; up to 500, 50% be selected; for 1000, 10%; 100,000, 1 % and 1 million, 0.025.

Cronbach alpha was calculated using SPSS. The value of the alpha coefficient ranges from 0 to 1 and may be used to describe the reliability of factors extracted from dichotomous (that is questions with two answers) and /or multi-point formatted questionnaires or scales (i.e., rating scale: 1=poor, 5= excellent). A higher value shows a more reliable generated scale. Cooper and Schindler (2008) indicated 0.7 to be an applicable reliability coefficient. Since the alpha coefficients were all greater than 0.7, a conclusion was drawn that the instruments had an acceptance reliability coefficient and were appropriate for the study.

Data Analysis and Findings
Demographic Information

From the findings majority (58%) were males, while 42% were females. Also 40% of the respondents had been working at the ministry of defence for a period over 10 years followed by 32% who had been working for 6-10 years.

Mentoring and employee engagement

Majority (68%) strongly agreed that mentors participation in the mentoring program is recognized by the organization in performance appraisals or organizational rewards, 48% of the respondents agreed that their mentors and discuss possible means of self improvement which they can take to improve their current position; another 48% also agreed that mentor's participation in the mentoring program is recognized by the organization in performance review.

Further, a majority (57%) of the respondents strongly agreed that their supervisors regularly review objectives for improvement; another 43% agreed over the same statement. Also, 48% agreed that their supervisor give them opportunities to express their views and feelings concerning the objectives and guides them on how to perform their work and lastly, a majority (50%) agreed that mentors participation in the mentoring program is recognized by the organization in performance appraisals or organizational rewards.

Factor analysis for mentoring

Factor analysis was performed to identify the patterns in data and to reduce data to manageable levels (Cabrita and Bontis, 2008). This is the proportion of variance that each item has in common with other factors. For example 'My supervisor gives me an opportunity to express my views and feelings concerning the objectives and guides me on how to perform my work' has 94.6% communality or shared relationship with other factors. This value has the greatest communality with others, while 'mentor's participation in the mentoring others has the least communality with others of 78.6%.

Total Variance Explained for Mentoring

The researcher used Kaiser Normalization Criterion, which allows for the extraction of components that have an Eigen value greater than 1. The principal component analysis was used and three factors were extracted. As table 1 shows, these three factors explain 77.32% of the total variation. Factor 1 contributed the highest variation of 40.315%. The contributions decrease as one move from factor one to the other up to factor 3.

Table 1:Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.419	40.310	40.310	2.419	40.310	40.310	2.015	33.583	33.583
2	1.211	20.185	60.494	1.211	20.185	60.494	1.539	25.645	59.228
3	1.011	16.858	77.352	1.011	16.858	77.352	1.087	18.124	77.352
4	.817	13.615	90.967						
5	.507	8.456	99.423						
6	.035	.577	100.000						

Extraction Method: Principal Component Analysis.

Rotated Component Matrix for Mentoring

The initial component matrix was rotated using Varimax (Variance Maximization) with Kaiser Normalization. The above results allowed the researcher to identify what variables fall under each of the 3 major extracted factors. Each of the variables was looked at and placed to one of the five factors depending on the percentage of variability; it explained the total variability of each factor. A variable is said to belong to a factor to which it explains more variation than any other factor.

Typically, loadings of 0.5 or greater are considered very significant (Hair et al., 1987). The VARIMAX rotation was used because it centers on simplifying the columns of the factor matrix. With the VARIMAX rotational approach, there tends to be some high loadings (i.e. closer to 1) and some loadings near 0 in each column of the matrix. The logic is that interpretation is easiest when the variable-factor correlations are either closer to 1, thus indicating a clear association between the variable and the factor, or 0 indicating a clear lack of association (Hair et al., 1987).

Relationship between Mentoring and Employee Engagement

The study used table 2 to establish whether employee engagement has a linear dependence on the independent variables (mentoring). The study established a correlation value of 0.346. This depicts a very good linear dependence between dependence on the independent variables. An R-square value of 0.120 was established and adjusted to 0.116. The coefficient of determination depicts that mentoring brings about 12.0% variations in employee engagement. The coefficient of determination (R^2), further, shows a strong relationship as the value of R^2 is greater than 0.1 ($R^2 < 0.1$). Durbin Watson value of 2.169 was established illustrating lack of autocorrelation in the model residuals.

Table 2: Relationship between Mentoring and Employee Engagement

R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	Sig
.346[a]	.120	.116	.23484	2.169	.0011

Analysis of Variance (ANOVA) for Mentoring and Employee Engagement

From the ANOVA statistics in table , the processed data, which are the population parameters, had a significance level of 0.0011 which shows that the data is ideal for making a conclusion on the populations' parameter. The F calculated at 5% level of significance was 3.043. Since the F calculated is greater than the F critical (2.3719) this shows that the model is fit and there is a significant relationship between mentoring and employee engagement.

Table 3: Analysis of Variance (ANOVA) for Mentoring and Employee Engagement

	Sum of Squares	df	Mean Square	F	Sig.
Regression	6.354	4	1.271	3.043	.0011
Residual	2.427	113	.055		
Total	8.781	117			

Coefficient of Regression between mentoring and Employee engagement

The study conducted a regression analysis so as to establish the influence of mentoring on employee engagement.

Table 4: Coefficient of Regression between mentoring and Employee engagement

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.6469	0.5834		4.5367	0.021
Mentoring	0.2522	0.0737	0.2847	3.4200	0.031

The study conducted a regression analysis so as to establish the influence of mentoring on employee engagement. The regression equation $(Y = \beta 0 + \beta_1 X_1 \; \alpha)$ was:

$Y = 1.6469 + 0.2522 X_1 + 0$

Whereby: Y = Employee engagement

X_1 = Mentoring

According to the regression equation established, taking mentoring constant at zero, employee engagement will be 2.6469. The data findings analyzed also shows that taking all other independent variables at zero, a unit increase in mentoring will lead to a 0.2522 improvement in employee engagement at the ministry of defense.

Job Posting

The study sought to establish the respondents' extent of agreement based on statement related to job posting influence on employee engagement at their organization. From the study findings, majority (50%) of the respondents agreed that vacancies are internally advertised when they arise, 48% agreed that they know the various job categories in their organisation, 48% agreed

that there is a dedicated system of internal communication, further, 43% of the respondents agreed that they are aware of the qualifications require to get a promotion, and lastly 48% agreed that when a vacancy arises, and they happen to meet the requirements, they would be considered.

Factor Analysis on Job Posting

Factor analysis was performed to identify the patterns in data and to reduce data to manageable levels (Cabrita and Bontis, 2008). This is the proportion of variance that each item has in common with other factors. For example 'Am aware of the qualifications I require to get a promotion' has 93.46% communality or shared relationship with other factors. This value has the greatest communality with others, while 'Vacancies are internally advertised when they arise' has the least communality with others of 62.4%.

Extraction Method: Principal Component Analysis

The researcher used Kaiser Normalization Criterion, which allows for the extraction of components that have an Eigen value greater than 1. The principal component analysis was used and two factors were extracted. As the table shows, these two factors explain 76.96% of the total variation. Factor 1 contributed the highest variation of 42.330%. The contributions decrease as one move from factor one to the other up to factors.

Initial Component Matrix

The initial component matrix was rotated using Varimax (Variance Maximization) with Kaiser Normalization. The above results allowed the researcher to identify what variables fall under each of the 2 major extracted factors. Each of the five (5) variables was looked at and placed to one of the 2 factors depending on the percentage of variability; it explained the total variability of each factor. A variable is said to belong to a factor to which it explains more variation than any other factor. From the table 4, the individual variables constituting the five factors extracted are summarized and identified.

Job Posting influence on Employee Engagement

The study established a correlation value of 0.322. This depicts a very good linear dependence between dependence on the independent variables. An R-square value of 0.104 was established and adjusted to 0.101. The coefficient of determination depicts that job posting brings about 10.1% variations in employee engagement. The coefficient of determination (R^2) shows a strong relationship as the value of R^2 is greater than 0.1 ($R^2 < 0.1$). Durbin Watson value of 2.239 was established illustrating lack of autocorrelation in the model residuals.

Table 4: Component Matrix for job posting

	Component	
	1	2
Vacancies are internally advertised when they arise	.786	.080
There is a dedicated system of internal communication	.802	.367
I know the various job categories in this organisation	.696	.423
Am aware of the qualifications I require to get a promotion	-.264	.930
When a vacancy arises, and I meet the requirements, I will be considered	-.548	.740

Extraction Method: Principal Component Analysis.

a 2 components extracted.

Analysis of Variance (ANOVA) for Job Posting and Employee Engagement

From the ANOVA statistics in table 5, the processed data, which are the population parameters, had a significance level of .0021 which shows that the data is ideal for making a conclusion on the populations parameter. The F calculated at 5% level of significance was 3.043. Since the F calculated is greater than the F critical (2.3719) this shows that the model is fit and there is a significant relationship between job posting and employee engagement.

Table 5: Analysis of Variance (ANOVA) for Job Posting and Employee Engagement

	Sum of Squares	**df**	**Mean Square**	**F**	**Sig.**
Regression	6.254	5	1.271	3.043	.0021
Residual	2.627	112	.055		
Total	8.881	117			

Coefficient of Regression between job posting and Employee engagement

The study conducted a regression analysis so as to establish the influence of mentoring on employee engagement.

Table 6: Coefficient of Regression Between Job Posting and Employee Engagement

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.6889	0.5834		4.5367	0.0000
Job Posting	0.3434	0.0737	0.2847	3.4200	0.0008

The study conducted a regression analysis so as to establish the influence of job posting on employee engagement at the ministry of defense. The regression equation ($Y = \beta 0 + \beta_1 X_1 \ \alpha$) was:

$Y = 2.6889 + 0.3434X_2 + 0$

Whereby: Y = employee engagement and X_2 = job posting

According to the regression equation established, taking job posting constant at zero, employee engagement will be 2.6889. The data findings analyzed also shows that taking all other independent variables at zero, a unit increase in job posting will lead to a 0.3434 improvement in employee engagement.

Career planning

The study sought to establish the respondents' extent of agreement based on statement related to career planning influence on employee engagement at the ministry of defence. From the study findings majority (62%) of the respondents strongly disagreed that they knew the next level of their career, 58% agreed that employer assist those willing to undertake career management courses, 62% strongly agreed that there are guideline on the qualifications needed to progress in ones' career, further, 70% of the respondents agreed that their job reflect their values and interest, and lastly 52% agreed that their supervisors advises them on how to plan their career and meet organization needs.

Factor analysis on the influence of career planning on employee engagement

Factor analysis was performed to identify the patterns in data and to reduce data to manageable levels (Cabrita and Bontis, 2008). This is the proportion of variance that each item has in common with other factors. For example 'My job reflects my values and interest' has 85.8% communality or shared relationship with other factors. This value has the greatest communality with others, while 'I know the next level of my career' has the least communality with others of 2.3%.

Table 7, the researcher used Kaiser Normalization Criterion, which allows for the extraction of components that have an Eigen value greater than 1. The principal component analysis was used and two (2) factors were extracted. As the table shows, these five factors explain 68.598% of the total variation. Factor 1 contributed the highest variation of 39.825%. The contributions decrease as one move from factor one to the other up to factor 5.

Table 7: Total Variance Explained for Career Planning

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.991	39.825	39.825	1.991	39.825	39.825
2	1.439	28.773	68.598	1.439	28.773	68.598
3	.999	19.989	88.587			
4	.299	5.986	94.572			
5	.271	5.428	100.000			

Extraction Method: Principal Component Analysis.

The initial component matrix was rotated using Varimax (Variance Maximization) with Kaiser Normalization. The above results allowed the researcher to identify what variables fall under each of the 2 major extracted factors. Each of the five (5) variables was looked at and placed to one of the five factors depending on the percentage of variability; it explained the total variability of each factor. A variable is said to belong to a factor to which it explains more variation than any other factor. From the above table, the individual variables constituting the two factors extracted are summarized and identified.

From the findings the study established a correlation value of 0.354. This depicts a very good linear dependence between dependence on the independent variables. An R-square value of 0.125 was established and adjusted to 0.118. The coefficient of determination depicts that career planning brings about 11.8% variations in employee engagement. The coefficient of determination (R^2), however, shows a strong relationship as the value of R^2 is greater than 0.1 ($R^2 < 0.1$). Durbin Watson value of 2.669 was established illustrating lack of autocorrelation in the model residuals.

Analysis of Variance (ANOVA) for career planning and employee engagement

From the ANOVA statistics in table 8, the processed data, which are the population parameters, had a significance level of .024 which shows that the data is ideal for making a conclusion on the populations parameter. The F calculated at 5% level of significance was 3.143. Since the F calculated is greater than the F critical (2.3719) this shows that the model is fit and there is a significant relationship between job posting and employee engagement.

Table 8: Analysis of variance (ANOVA) for career planning and employee engagement

	Sum of Squares	df	Mean Square	F	Sig.
Regression	6.354	3	1.291	3.143	.024
Residual	2.827	114	.058		
Total	9.481	117			

Coefficient of regression between career planning and Employee engagement

The study conducted a regression analysis so as to establish the influence of career planning on employee engagement.

Table 9: Coefficient of Regression between career planning and operational budgeting

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.6469	0.5834		4.5357	0.012
Career Planning	0.3702	0.0737	0.2747	3.4600	0.026

The study conducted a regression analysis so as to establish the influence of career planning on employee engagement. The regression equation ($Y = \beta 0 + \beta_1 X_1 \ \alpha$) was:

$Y = 2.6469 + 0.3702 X_3 + 0$

Whereby: Y = Employee engagement and X_3 = career planning

According to the regression equation established, taking career planning constant at zero, employee engagement as a result of career planning will be 2.6469. The data findings analyzed also shows that taking all other independent variables at zero, a unit increase in career planning will lead to a 0.3702 improvement in employee engagement at the ministry of defense.

Performance review

The study sought to establish the respondents' extent of agreement based on statement related to performance review and influence on employee engagement at the ministry of defence. From the study findings, 48% of the respondents agreed that discussion and review of their performance is

a continuous process not one which occurs only during formal performance evaluation; another 48% also agreed that individual training needs are captured during performance review. Lastly a majority 57% strongly agreed that they receive detailed feedback about their performance from their supervisor.

Factor analysis for performance review

Factor analysis was performed to identify the patterns in data and to reduce data to manageable levels (Cabrita and Bontis, 2008). This is the proportion of variance that each item has in common with other factors. For example 'I receive detailed feedback about my performance from my supervisor' has 80.7% communality or shared relationship with other factors. This value has the greatest communality with others, while 'Discussion and review of my performance is a continuous process not one which occurs only during my formal performance evaluation' has the least communality with others of 7.2%.

Table 10 the researcher used Kaiser Normalization Criterion, which allows for the extraction of components that have an Eigen value greater than 1. The principal component analysis was used and one factor was extracted. As the table shows, this factor explains 56.041% of the total variation. Factor 1 contributed the highest variation of 56.041%. The contributions decrease as one move from factor one to the other up to factor 3.

Table 10: Total Variance Explained for performance review

	Initial Eigen values			Extraction Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.681	56.041	56.041	1.681	56.041	56.041
2	.970	32.318	88.359			
3	.349	11.641	100.000			

Extraction Method: Principal Component Analysis.

The initial component matrix was rotated using Varimax (Variance Maximization) with Kaiser Normalization. The above results allowed the researcher to identify what variables fall under each of the 3 major extracted factors. Each of the three (3) variables was looked at and placed to one of the three factors depending on the percentage of variability; it explained the total variability of each factor. A variable is said to belong to a factor to which it explains more variation than any other factor. From the above table, the individual variables constituting the five factors extracted are summarized and identified.

Table 111: Component matrix for performance review

	Component 1
Discussion and review of my performance is a continuous process not one which occurs only during my formal performance evaluation	-.269
Individual training needs are captured during performance review	.896
I receive detailed feedback about my performance from my supervisor	.898

Extraction Method: Principal Component Analysis.

a 1 components extracted.

Performance Review and Employee Engagement

The study sought to establish whether employee engagement has a linear dependence on the independent variables. The study established a correlation value of 0.343. This depicts a very good linear dependence between dependence on the independent variables. An R-square value of 0.118 was established and adjusted to 0.117. The coefficient of determination depicts that performance review brings about 11.7% variations in employee engagement. The coefficient of determination (R^2), however, shows a strong relationship as the value of R^2 is greater than 0.1 ($R^2 < 0.1$). Durbin Watson value of 2.190 was established illustrating lack of autocorrelation in the model residuals.

Table 12: Performance Review and Employee Engagement

R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	Sig
.343[a]	.118	.117	.23994	2.190	.000a

Analysis of Variance (ANOVA) for Performance Review and Employee Engagement

From the ANOVA statistics in table 26, the processed data, which are the population parameters, had a significance level of .0011 which shows that the data is ideal for making a conclusion on the populations' parameter. The F calculated at 5% level of significance was 3.241. Since the F calculated is greater than the F critical (2.3719) this shows that the model is fit and there is a significant relationship between performance review and employee engagement.

Table 13: Analysis of Variance (ANOVA) for Performance and Employee Engagement

	Sum of Squares	df	Mean Square	F	Sig.
Regression	6.354	5	1.271	3.241	.0011
Residual	2.427	112	.055		
Total	8.781	117			

Coefficient of regression between performance review and employee engagement

The study conducted a regression analysis so as to establish the influence of performance review on employee engagement.

Table 14: Coefficient of Regression between staff Participation and Employee Engagement

	Unstandardized coefficients		Standardized coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.6009	0.5934		4.5367	0.0000
Performance Review	0.3702	0.0787	0.2847	3.4200	0.0003

The study conducted a regression analysis so as to establish the influence of performance review on employee engagement at the ministry of defense. The regression equation ($Y = \beta_0 + \beta_1 X_1 \ \alpha$) was:

$Y = 2.6009 + 0.3702 X_3 + 0$

Whereby: Y = Employee engagement at the ministry of defense

X_3 = performance review

According to the regression equation established, taking performance review constant at zero, employee engagement will be 2.6009. The data findings analyzed also shows that taking all other factors at zero, a unit increase in performance review will lead to a 0.2872 improvement in employee engagement at the ministry of defense.

Engagement

The study sought to establish the respondents' extent of agreement based on statement related to performance review and influence on employee engagement at the ministry of defence. From the study findings, 48% they know what is expected of them at my work, 39% strongly agreed that they have the materials and equipment to do their work right, 46% agreed that they have the opportunity to do what they do best every day at work, 41% strongly agreed that they have received recognition or praise for doing good work in the last seven days, 56% agreed that their supervisor seem to care about them as a person. Also 48% of the respondents agreed that at work, their opinions seem to count and also agreed that the purpose of their organization makes them feel their job is important and lastly 57% strongly agreed that in the last year, they have had opportunities to learn and grow.

Factor Analysis for Engagement

Factor analysis was performed to identify the patterns in data and to reduce data to manageable levels (Cabrita and Bontis, 2008). This is the proportion of variance that each item has in common with other factors. For example 'There is someone at work who encourages my development' has 96.7% communality or shared relationship with other factors. This value has the greatest communality with others, while 'I have a best friend at work' has the least communality with others of 64.6%.

Total Variance Explained for Engagement

The researcher used Kaiser Normalization Criterion, which allows for the extraction of components that have an Eigen value greater than 1. The principal component analysis was used and four (4) factors were extracted. As the table shows, these four factors explain 82.977% of the total variation. Factor 1 contributed the highest variation of 35.591%. The contributions decrease as one move from factor one to the other up to factor 12.

Component Matrix for Engagement

The initial component matrix was rotated using Varimax (Variance Maximization) with Kaiser Normalization. The results allowed the researcher to identify what variables fall under each of the 4 major extracted factors. Each of the four (4) variables was looked at and placed to one of the four factors depending on the percentage of variability; it explained the total variability of each factor. A variable is said to belong to a factor to which it explains more variation than any other factor.

The Effect of Independent Variables on Dependent Variable

From the results, the model shows a goodness of fit as indicated by the coefficient of determination r^2 with value of .425. This implies that independent variables mentoring, job posting, career planning and performance review explain 42.5% of the variations in employee engagement at the Ministry of defence. 57.5% of variations are brought about by factors not

captured in the objectives. Durbin Watson value of 2.220 was established illustrating lack of auto correlation in the model residuals.

Table 15: Analysis of Variance between the independent variables and the dependent variable

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.227	4	1.557	2.398	.044(a)
	Residual	28.831	113	.649		
	Total	25.059	117			

The significance value is .044 which is less that 0.05 thus the model is statistically significant in predicting independent variables (mentoring, job posting, career planning and performance review) this shows that the overall model was significant.

Table 16: Coefficient of Determination between Independent variables and dependent variable

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	**Std. Error**	**Beta**		
(Constant)	1.448	.560		2.584	.012
Career Planning	.191	.058	.113	3.329	.021
Mentoring	.466	.123	.312	3.779	.002
Job Posting	.063	.116	.052	2.544	.013
Performance Review	.233	.077	.222	3.016	.004

The study conducted a multiple regression analysis so as to determine the relationship between career management practices and employee engagement.

The regression equation $(Y = \beta0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \alpha)$ was:

$Y = 1.448 + 0.191X_1 + 0.466X_2 + 0.063X_3 + 0.233X_4 + 0.00$

Whereby Y = employee Engagement, X1 = Career Planning; X_2 = Mentoring; X3 = Job Posting and X_4 = Performance Review

According to the regression equation established, taking all career management practices (mentoring, job posting, career planning and performance review) constant at zero, employee

engagement at the ministry of defence as a result of these independent factors will be 1.448. The data findings analyzed also shows that taking all other independent variables at zero, a unit increase in career planning will lead to a 0.191 improvement in employee engagement. A unit increase in Mentoring will lead to a 0.466 improvement in employee engagement; a unit increase in job posting will lead to a 0.063 improvement in employee engagement while a unit increase in performance review will lead to a 0.233 improvement in effect on employee engagement.

This therefore implies that all the four variables have a positive relationship with mentoring contributing more in effect on employee engagement, while career planning contributes the least in effect on employee engagement at the ministry of defence. Further, the results show that the relationship between the factors under study and employee engagement at the ministry is statistically significant. The P values are less than 0.05 at 95% level of confidence.

Discussion

The study found that mentors at the ministry of defence discuss possible means of self improvement which they employees can take to improve their current position. Renshaw (2008) argue that mentored individuals are more committed to their professions and are more likely to be promoted. Also the study revealed that supervisors regularly review objectives for improvement and give employees' opportunities to express their views and feelings concerning the objectives and guide them on how to perform their work. This finding agree with Haynes & Ghosh (2008) observations that having an effective mentor is the single most effective level for employee engagement and results in increase in productivity.

The study revealed that employees at the ministry of defence know the next level of their career. The employers assist those willing to undertake career management courses and also the study revealed that there are guideline on the qualifications needed to progress in ones' career. Raymond (2002) asserts that formal training programmes for employees should then be determined and career information provided to the employees. Dessler (2008) suggests that organizations that help employees assess their career options and plan for career transitions attract increased responsiveness to market changes, lower attrition levels for valued employees and higher levels of employee engagement and productivity. This implies that career planning enables employees to plan their progress.

The study found that in the ministry of defence vacancies are internally advertised when they arise, and employees know the various job categories in available. The study found that employees are aware of the qualifications required to get a promotion. According to Epperheime (1997) job posting implies that employees are made aware of internal job vacancies. Organizations should make their employees aware of the job postings in order to prepare in advance as they plan to undertake career management. This implies that when employees are aware of the internal job vacancies, their career development will be aligned to fill the vacancies, hence will undertake programs that equip them to competitively fill the posts.

The study found that at the ministry of defence discussion and review of staff performance is a continuous process which does not occur only during formal performance evaluation. Also the study showed that individual training needs are captured during performance review and employees receive detailed feedback about their performance from their supervisor. Armstrong (2009) indicates that performance review should be rooted in the reality of individual performance.   This implies that individuals should be encouraged to assess their own performance and become active agents of change in improving their results.

Conclusionsn and Recommendations

The study concludes that mentors at the ministry of defence discusses possible means of self improvement which they employees can take to improve their current position the study concludes that mentor's participation in the mentoring program is recognized in performance review. Supervisors regularly review objectives for improvement and give employees' opportunities to express their views and feelings concerning the objectives and guide them on how to perform their work.

The study also concludes that employees at the ministry of defence know the next level of their career. The employers assist those willing to undertake career management courses and also the study concludes that there are guideline on the qualifications needed to progress in ones' career, and lastly supervisors advises employees on how to plan their career and meet organization needs. The study further concludes that in the ministry of defence vacancies are internally advertised when they arise, and employees know the various job categories in available. The study concludes that employees are aware of the qualifications required to get a promotion. Lastly the study concludes that staffs at the ministry of defence know what is expected of them, they have the materials and equipment to do their work right, they have the opportunity to do what they do best every day at work, they have received recognition or praise for doing good work in the last seven days, their supervisor seem to care about them as a person. Also the study concludes that staff opinions seem to count and also the purpose of their organization makes them feel their job is important.

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