Relationship between Career Development and Organizational Commitment in the Manufacturing Sector in Delta State, Nigeria

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Abstract

This study examined the relationship between career development and organizational commitment in the manufacturing sector in Delta State, Nigeria. The study adopted a survey research design method. The study's total population consisted of all the staff (employees) in Beta Glass Plc, Ughelli, Delta State, Nigeria. The population has a total number of four hundred and fifty four (454) staff (employees). A sample size of 227 was drawn from the targeted population of 454 employees by utilizing Yamane's (1967) sample size calculation at 5% significant level while systematic sampling technique was used in selecting respondents to whom questionnaire were administered to. A structured questionnaire was used as the primary data collection instrument. Data were analyzed by means of descriptive (Mean, minimum, maximum and standard deviation) and inferential statistical techniques (Pearson correlation coefficient and multiple regression analysis). The findings of the study indicated that mentoring (T=5.43, P<0.05), advancement (T=2.97, P<0.05), training (T=2.01, p<0.05) and counseling (T=4.67, p<0.05) have a statistically positive and significant effect on organizational commitment. Based on these findings, it was recommended that Companies particularly Beta Glass Plc should initiate and implement mentoring programs that allow staff members to receive career-related guidance, education, and mentorship so they can effectively execute operations and other organizational tasks.. Also, more opportunities should be provided for staff members to develop their skills, abilities, and knowledge both inside and outside the company. Employees' ability to progress in their careers within the company should not be restricted in any way. More so, management should offer training programs to new as well as current staff. In addition to giving new hires the abilities they need for the job, this will revitalize current employees and update their talents for the modern workplace. Lastly, management should make an effort to implement counseling intervention programs that address employees' psychological and career-related concerns. Employees who are depressed and mentally worried can benefit greatly from this and get back on track.

Keywords: Career Development, Mentoring, Advancement, Training, Counseling, Organizational Commitment

INTRODUCTION

Every organization (whether non for profit or profit oriented organization) does not exist in a vacuum or in isolation rather they exist in an ever changing environment. These rapid changes have also resulted to changes in the requirements of jobs as well as changes in the work environment which might have a detrimental effect on employee level of commitment and retention towards their organization. Employee commitment and retention becomes a challenge when there are rapid changes in the requirement of their professions and their work environment. According to Wulan, Santoso, and Azmi (2024), organizations and their employees must constantly increase their effectiveness and productivity in this current globalized era, where changes occurs rapidly, instability is high, and competition is severe. Effective human resource management practices must be put in place if the management of organizations hopes to keep its most talented employees.

An organization can barely thrive without the complete commitment of its employees. According to Budi, Sudiarditha, and Wolor (2024), organizational commitment—that is, individuals' willingness to put in significant effort on behalf of the organization—is a prerequisite for both individual success and organizational effectiveness. Herman and Kurniawan (2023) argued that commitment from staff boosts output and increases a company's profitability. Kaplan and Kaplan (2018) also stated that organizational growth, development, and competing capabilities are all directly correlated with organizational commitment. Dialoke and Wabara (2017) further opined that an organization's ability to endure environmental upheavals can be attributed to the organizational commitment exhibited by its workforce. Without any form of coercion, employees' commitment to their jobs grows when they feel like they belong in the company. in the view of Solihin, Aima, and Widyastuti (2019), organizational commitment has a significant influences on employee turnover based on the premise that those who are committed tend to put in more effort on their work and organization. Individuals who demonstrate commitment to the organization have a longer chance of remaining there compared to individuals who are not committed. Consequently, in order to achieve optimal performance in advancing organizational goals, businesses must cultivate organizational commitment within their workforce (Budi et al., 2024; Igbomor, 2024a; Igbomor & Olisemenogor, 2023a). Employee commitment will increase if the organization offers career development programs that will advance their skills and abilities (Dialoke& Wabara, 2017).

As cited by Younis, Akram and Naseeb (2013) every individual is in charge of their own profession, organizations play a major role in ensuring success. Liu, Gong, Zhou, and Huang (2017) argued that most organizations have realized that in order to accomplish their goals and objectives, strategic and effective management of human capital is required instead of relying just on operations and procedures. Planning for career development is crucial for both individuals and the organization since it is impossible to make career plans without first determining the competencies of the workforce and the needs of the organization. Therefore, meeting individual requirements is necessary in order to meet the needs of the organization (Rehman, 2017). Organizations are becoming more and more focused on the skill development of their workforce. An essential component of human resource management is employee development. Because human feelings, opinions, behavior, and attitudes are greatly influenced by the scenario or context that individuals involved experience and believe, humans are very difficult to control and predict

(McLeod, 2017). According to Quagraine, Adu, Ashie, and Opoku (2019), high commitment HR strategies that emphasize employee commitment have an impact on organizational results by influencing employee abilities, perspectives, and behaviors. Ahmed, Farzeen, and Anwar (2017) went on to say that when employers offer career development opportunities, it will lead to specific employee attitudes like commitment to their employer and their field of work.

A variety of methods and strategies are available for career development, including personal development planning, career counseling, mentoring, training and development, and advancement. Employers use these methods and approaches to help their staff members advance in their careers. Employees nowadays clearly desire a profession that reflects their interests, personalities, abilities, and fits in with their surroundings; they are not comfortable with only having a job and regular benefits (Landue, Amah & Okocha, 2022).The extent to which employers meet the needs of the employees determines how committed they will be to the organization. Employee commitment is also influenced by how well management plans and executes career development initiatives within the organization (Landue et al., 2022). Workers expect management to be really interested in their professional growth. The performance and commitment of workers will improve as a result of management's reward through the provision of career development opportunities, good leadership style and organizational support (Igbomor&Olisemenogor, 2023b; Aruoren& Isiaka, 2023; Igbomor, (2024c).

Statement of the problem

From the ongoing discussion, it can be observed that the importance of organizational commitment cannot be overemphasized as it provides the mechanism through which the vision, mission, goals and objectives of an organization can be realized. Employee commitment drives the organization in the right path toward accomplishing its objectives. However, a lack of employee commitment to the organization might result in unsatisfactory business performance. If employees are not committed to their organization, they cannot perform their duties efficiently and effectively. However, one of the correlates of organizational commitment is career development. The dynamic nature of the business environment and changes in the ways/methods in which employee carry out their roles has necessitated the need for employees to develop their career in response to changes. Even though employees are responsible for developing their careers, its effectiveness and efficiency is largely determined by the organization. Organizations should provide career development opportunities for its workforce to grow and develop in response to the challenging work environment. This is because employee career development has several positive organizational outcomes like high organizational performance, productivity, effectiveness, efficiency, retention, motivation, commitment, engagement, sustainability, profitability as well as strong competitive edge. Increased career development is associated with higher levels of enthusiasm, self-worth, and personal fulfillment, as well as more committed employees.

The issue of career development and organizational commitment is a concern to management in this era of technological changes. Majority of studies done relates career development to employee/organizational performance. Very few studies have related career development to organizational commitment in Nigeria. Furthermore, the researcher, to the best of his knowledge, could not find any study that has related the dimensions of career development (employee mentoring, career advancement, employee training and career counseling) used in this study to organizational commitment in the manufacturing sector in Delta state Nigeria. Hence, this

study seek to fill this gap in literature by providing an empirical evidence showing the relationship between career development (employee mentoring, career advancement, employee training and career counseling) and organizational commitment in sector in Delta state Nigeria.

Objectives of the Study

The overall objective of this study is to investigate the relationship between career development and organizational commitment. More specifically, the study seeks to:

1. Ascertain the relationship between employee mentoring and organizational commitment.
2. Examine the relationship between career advancement and organizational commitment.
3. Assess the relationship between employee training and organizational commitment.
4. Investigate the relationship between career counseling and organizational commitment.

Research Hypotheses

The following research hypotheses were tested.

1. **Ho:** There is no significant relationship between employee mentoring and organizational commitment

2. **Ho:** There is no significant relationship between career advancement and organizational commitment

3. **Ho:** There is no significant relationship between employee training and organizational commitment

4. **Ho:** There is no significant relationship between career counseling and organizational commitment

LITERATURE REVIEW

Concept of Career Development

The process of improving an individual's expertise and talents through education and other means so they can become more adaptable to the changing demands of the workplace is known as career development. Career development refers to the process of managing, organizing, and progressing one's career by ongoing education, skill building, and goal-setting. It is a continuous process that entails setting goals for one's career, determining one's strengths and areas for development, and taking action to reach those objectives. Seeking possibilities for growth and progression through networking, professional development events, or more education is another aspect of career development. Career development is a tactic used to enhance employees' knowledge, competencies, and skills while fostering a culture of lifelong learning (Touni, 2023). Touni (2023) further opined that career development is a sequence of actions or the continuous process of advancing one's career prospects. It's a process that includes learning new skills, advancing to more responsibility, changing careers within the same organization, or establishing one's own business (Touni, 2023).

As cited by Iyke-Ofoedu, Okafor and Ogbuagu (2023) career development is the culmination of all the psychological, sociological, educational, physical, economic, and random elements that influence a person's profession over their lifetime. Career development, according to Wulan et al. (2024), is an endeavor to enhance employees' technical, theoretical, conceptual, and moral talents in accordance with job requirements through training and education. Preparing employees for new or increased responsibilities within the organization is the goal of career development (Firman, 2021). It is typically understood to be an individual's lifelong pattern of work-related experiences (Efenji, 2023). Jiang, Mok, and Shen (2020) define career development

as a lifetime process of managing work, and mobility in order to make progress toward a preferred future that is individually decided upon and constantly changing. Typically, development is linked to enhancing the mental or emotional skills required to perform a job more effectively. Career development, according to Katharina and Dewi (2020), is the personal growth made by an individual in order to fulfill a career plan.

It is important to note that this era of technological development in which businesses evolves, have resulted to significant changes on how the employees does their job. Thus, employees and their employers must seek a way to provide avenue for employees to acquire current skills and capacities as a positive response to the evolving business environment and changes in the methods of performing tasks. Through career development, employees are able to acquire relevant skills, capacities and competence to navigate through their career path and then generate profitable business outcomes for the organization.

The basic goal of career development as a human resource activity, according to Setyawati, Woelandari, and Rianto (2022), is to enhance and increase the effectiveness of work implementation in order to successfully contribute optimally in achieving organizational goals. According to Kakui and Gachunga (2016), an organization can guarantee that there will be a pool of competent, devoted workers to take the place of higher-level staff by developing workers for future roles. In addition, organizations can train staff members and place them in roles that align with their unique professional interests, demands, and objectives by using career development practices (Kakui&Gachunga, 2016). This encourages satisfaction among employees and the best possible use of their skills.

Career development also result in favorable organizational outcomes like high organizational/employee performance, increased efficiency, engagement, retention, motivation and a strong competitive capabilities. For example, career development and higher perceived organizational performance were proposed by Allen and Helms (2014). Similarly, Ratemo, Makhamara, and Bula (2021) asserted that the ability of an organization to offer perceived organizational support is a prerequisite for advancement in career and that this ability impacts overall performance. On the other hand, Nnaji-Ihedinmah (2015) suggested that employee motivation is significantly influenced by career development strategies. Employee commitment to their employer will be impacted by how career development is handled within the organization. According to Srimulatsih (2021), a commitment to the vision, mission, and strategic goals as well as an atmosphere of mutual trust and effective empowerment will arise from effective career development.

Dimensions of Career Development

The study conducted by Mark and Nzulwa (2018), employee mentoring, career advancement, employee training and career counseling were considered as the dimensions of career development.

Employee Mentoring

A mentee is a person with less experience and knowledge in a certain profession or activity that is assisted by an expert, whereas a mentor is a person with experience and competence who is committed to offering better support and career mobility for the mentee (Oladimeji &Sowemimo, 2020). An individual in a mentoring relationship who gets career assistance, advocacy, and protection from a mentor can also be referred to as the mentee.

Employee mentoring is an occupational relationship wherein a more experienced and competent person (the mentor) helps a less experienced person (the mentee) by offering advice, support, and guidance as they navigate their career path and accomplish their goals. In addition to serving as a role model, the mentor provides insightful advice, experience, and constructive criticism to support the mentee's skill development, knowledge expansion, and career decision-making. Mentoring seeks to support the mentee's professional and personal development by giving the mentee opportunities for learning, networking, and skill development, Gary's (2023) viewed mentoring as a tool that enhances performance through several means such as information transfer, specific counsel, greater inspiration and confidence in oneself, broadening of networks, and ongoing learning. According to Kosgei (2018), mentoring is a semi-structured process in which an individual or group of individuals contributes their expertise, experience, and knowledge to help others advance in their personal and professional lives. Kosgei (2018) further explained that mentoring has a more profound impact than offering counsel or sharing personal experiences since it inspires and gives others the confidence to recognize their own strengths and accomplish their objectives. In simpler terms, mentoring gives the mentee access to the mentor's full potential as a source of inspiration for promoting both internal and interpersonal understanding.

According to Onyia, Asikhia, Egbuta, and Makinde (2019), mentoring is an established connection between a senior, more experienced individual and a junior, less knowledgeable individual. The goals of the relationship are to educate the junior employee about their job, introduce them to relationships, familiarize them with the organization and help them solve any personal or social issues that may come up at work. Mentoring programs for mentees in business organizations have been shown to enhance productivity, offer opportunities for career advancement, improve skill and knowledge, boost confidence, improve job satisfaction, increase commitment, improve wellbeing, increase motivation, develop leaders, make decisions with greater skill and understanding of product, clients; policy, and governance; foster creativity and innovation; and encourage positive risk-taking. Oladimeji and Sowemimo (2020) went on to say that mentorship is acknowledged as having a big impact on company growth. Some of the factors contributing to employees' poor performance within the organization have been identified, including insufficient knowledge exchange, lack of organizational support, inadequate orientation, and bad mentoring (Aguke&Igbomor, 2024;Aruoren&Erhuen, 2023;Igbomor, 2023).

Career Advancement

Career advancement refers to the process of progressing in one's career by moving up the organizational hierarchy, taking on more responsibilities, and gaining new skills and experiences. It involves seeking opportunities for growth, development, and promotion within one's current organization or industry. Career advancement is a continuous process that requires ongoing effort, self-assessment, and a willingness to learn and adapt to new challenges and responsibilities in order to progress and succeed in one's chosen field or profession. It is expected that employees should grow in their career based on the premise that the workplace is characterized by frequent changes in the prerequisites of professions demanding an adaptive response (Arubayi&Igbomor, 2024). Ongoing acquisition of current skills and abilities will make the employee to be relevant in their professions and to the organization they work for. Thus, career advancement is perceived as an enhancement in the current state of workers who make an effort to acquire the skills they need to improve their output.

According to Weng and Hu in (Dialoke& Paschal, 2017) four factors—promotion speed, compensation growth, professional ability development, and career goal progress—can be used to measure employee career advancement. According to this multifaceted conceptualization, career advancement is influenced by both the organization's and the employees' own efforts to develop new skills and move closer to their individual career goals, as well as by the organization's efforts to recognize and reward these efforts with promotions and salary increases (Dialoke& Paschal, 2017). Reaching advancement milestones can result in more pay, more job satisfaction, and more respect and recognition inside the organization. It can provide access to fresh and interesting possibilities, such as managerial or leadership positions, or specialized jobs that fit a person's interests and abilities.

Employee Training

Training is the process of giving individuals the knowledge, abilities, and competences they need to perform better in a particular job or function. Training programs are made to make sure employees possess the skills they need to do their jobs well, boost productivity, and improve employee capabilities. Technical skills, soft skills, compliance training, and leadership development are just a few of the many topics that can be covered in training. Employee training is defined by Karim, Choudhury, and Latif (2019) as initiatives that give staff members access to knowledge, new abilities, or chances for professional growth.

Training programs that work best are tailored to each learner, taking into consideration their learning preferences, job requirements, and existing skill level. Different methods can be used to give training, including e-learning platforms, workshops, seminars, mentoring programs, and on-the-job training. Organizations may boost employee engagement and happiness, increase workforce commitment and performance, and ultimately propel corporate success with a knowledgeable and competent workforce by investing in training. According to Nzimakwe and Utete (2024), employee training is linked to the need for workers at all levels to perform better in their current roles, get the skills and knowledge necessary for new positions, and advance their careers in a changing work environment.

Career Counseling

Counseling means giving a professional guidance and assistance to address their psychological or personal issues. Through counseling, people can express their opinions, have their voices heard and acquire fresh insights into their circumstances and past experiences. The main objectives of counseling are to promote decision-making, encourage behavioral change, increase individuals' capacity, help them create coping mechanisms, and strengthen their bonds with one another. According to Pickerell (2011) in order to enhance career engagement and advancement, counselors can assist employees in continuing to work in a way that makes use of their skills, talents, and qualities. However, Roy (2011) contended that in order for individuals to overcome their problems, they need expert supervision and therapy. Roy (2011) went on to say that if these issues persist, the person may continue to feel tense and unsettled, which may hinder their ability to perform and remain committed.

Career counseling is an organized/professional relationship that enables varied individuals and groups to achieve their goals in mental health, wellness, education, and employment. Kathukya, Mwangi, and Machogu (2022) posit that career counseling is a career

development initiative in which career counselors offer career education to employees with the goal of assisting them in understanding their motivations, communicating their objectives, taking action, navigating career transitions, and learning how they can contribute to the overall effectiveness of the organization.In order to assist individuals in defining their career goals, creating a plan for their future, and successfully navigating the labor market, career counselors offer advice, resources, and assistance (Savickas, 2015). Career counselors assist individuals find possible career choices that match their interests and strengths through one-on-one meetings, assessments, and exploration activities. Addressing a range of career-related problems and obstacles, including job transitions, skill development, work-life balance, and job dissatisfaction is another aspect of career counseling. Professional counselors assist individuals in setting objectives, creating plans of action, and investigating various career paths.

Organizational Commitment

The term "organization" is used so frequently that its meaning occasionally becomes obscure. An organization is a group of individuals (resources) who collaborate to achieve shared goals, objectives, and purposes. It can be viewed as a social structure that includes every type of formal human contact. An organization is also known as a structure or an entity made up of individuals formally united in a shared purpose to achieve predetermined goals and objectives. On the contrary, an employee's level of enthusiasm for completing the task allocated to them at work or within an organization is referred to as their level of commitment (Igbomor & Olisemenogor, 2023a). It is the sense of obligation an employee has for the aims, purposes, vision, and mission of the organization for which they are employed. If an employee is deeply committed to the organization, they will show a high degree of loyalty (Oyeniyi, Adeyemi, & Olaoye, 2017; Igbomor, 2024b). High levels of employee satisfaction encourage work commitment, which in turn produces positive corporate results like higher output, more profitability, and higher rates of employee retention.

Organizational commitment is defined by Alrowwad, Almajali, Masadeh, Obeidat, and Aqqad (2020) as anything that is more than just a desire to follow a specific path of action or a favorable attitude toward the organization that motivates one to operate in a way that benefits that organization. Organizational commitment is defined by Singh and Gupta (2015) as the attachment, identification, or allegiance to the organization. Put in another perspective, employees' loyalty and contribution to the organization increases as their level of commitment increases (Oyeniyi, et, al, 2017; Igbomor & Ogbuma, 2024). Several positive outcomes are linked to organizational commitment. Organizational commitment predicts work aspects such as job insecurity, work efficiency, employee engagement and satisfaction, turnover, and corporate citizenship behavior. It has also been shown that a number of factors, such as leadership distribution, self-determination, work instability, difficult jobs, and employability, are related to an employee's sense of organizational commitment. According to Alrowwad et al. (2020), organizational commitment often benefits society by reducing occupational mobility and increasing national productivity and/or work quality. Organizational commitment, according to Ismail and Sukkar (2020), is an emotional response that can range from extremely low to extremely high and is measured by people's behaviors, beliefs, and attitudes. Organizational commitment is the psychological viewpoint of an employee on their relationship to the organization they work for. Organizational commitment is important when determining whether an employee will put in a lot

of effort and stay with the organization longer in order to achieve its goal. According to Robbins and Judge (2017), an employee's organizational commitment is determined by how much they identify with a specific organization, its objectives, and their desire to stay a member of the company. Robbins and Judge (2017) further stated that committed employees are more likely to stay with their employer even in the event of dissatisfaction since they feel a feeling of loyalty or commitment to it. The hallmark of organizational commitment according to Adrianto and Riyanto (2020) is emotional attachment to the organization and confidence in its principles.

Mentoring and Organizational Commitment

Mentoring and organizational commitment are crucial elements that can significantly influence an individual's success and longevity within a company. These two concepts are closely linked, as effective mentoring can enhance an individual's dedication to their organization. Mentoring positively affects organizational commitment in various ways. For starters, having a mentor can help individuals feel more connected to their workplace (Çetin, Kızıl& Zengin, 2013). The mentor acts as a bridge between the mentee and the broader organization, assisting them in navigating the company culture and fostering relationships with colleagues. This sense of belonging can boost the mentee's commitment, making them feel like a valued team member.

Moreover, mentoring can aid individuals in developing their skills and advancing their careers, which can lead to greater job satisfaction and commitment (Onyia, Asikhia, Makinde &Egbuta, 2019). When employees recognize that their organization is invested in their growth, they are more inclined to reciprocate that commitment by remaining with the company and delivering their best performance. Additionally, mentoring relationships can offer emotional support and encouragement during tough times, helping individuals navigate the ups and downs of their careers (Mark &Nzulwa, 2018). Having a mentor who believes in them and motivates them to reach their full potential can enhance individuals' confidence and drive, resulting in a stronger commitment to their organization.

Çetin et al (2013) looked into how mentorship affected the job satisfaction and organizational commitment of academicians working in accounting and finance in Turkey. To achieve this, a survey method was applied, and questionnaires were distributed to academicians in accounting and finance at Turkish public and private universities in order to evaluate the relationships between the variables. 90 responses to the questionnaire were obtained from the respondents. Regression analysis and correlation analysis were used with SPSS 13.0 to evaluate the data. The study's conclusions showed that mentoring significantly improves work satisfaction and organizational commitment.

The relationship between mentoring dimensions and academic staff organizational commitment particularly among private universities in South-West Nigeria was investigated by Onyiaet al (2019). The study made use of in-depth interviews with professors and younger lecturers from six specific private universities in South-West Nigeria, as well as a survey of 315 academic staff members. The hypothesis was examined by correlation analysis, and it was found to be true. The results showed a significant weak positive association between employee commitment and the mentoring aspects. The qualitative results showed that employees' organizational commitment is greatly enhanced by mentoring.

In the Transportation Agency of DKI Jakarta Provincial Government Indonesia, Budi, et al (2024) determined and analyzed the impact of career development and workload on organizational commitment, with job satisfaction serving as a mediating variable. the researchers employed quantitative research methods, distributing questionnaires to 152 respondents in order to obtain data from the respondents. Partial least squares structural equation modeling (PLS-SEM) was used to analyze the data through the use of the SmartPLS 3.0 application.The findings demonstrated that there is only indirect mediation between the variables, and that neither workload nor career development significantly influence organizational commitment. However, there is a large indirect association that is mediated by job satisfaction between career development and organizational commitment and between organizational commitment and workload.

Advancement and Organizational Commitment

Career advancement and organizational commitment are crucial factors that significantly impact an individual's success and satisfaction within a workplace. The connection between these two elements is reciprocal (Weng, McElroy, Morrow, and Liu, 2010). Opportunities for career advancement can enhance an individual's commitment to the organization. When employees recognize that there are clear paths for growth and development available, they tend to feel more motivated to work diligently, remain with the organization, and put forth their best efforts (Weng et al., 2010). The potential for career progression can also boost job satisfaction and engagement, resulting in higher levels of commitment.

Weng, et al (2010) investigated the connection between workers' commitment to the organization and their career advancement (growth). The study used a survey research methodology. 1200 surveys totaling were sent to 176 employers located in 9 Chinese cities. Eighty percent (80%) of the questionnaire were returned. That is, 961 of were valid. Correlation and regression analysis were both used in the study to analyze the participant data. The results indicated that three of the four aspects of career advancement were positively correlated with normative commitment and continuance commitment, and that all the four dimensions were positively associated with affective commitment. Organizational commitment was impacted by only three of the eighteen two-way interactions between the career advancement (growth) components; this suggests that the career growth factors have an additive rather than a multiplicative effect on commitment. The findings center on the management of organizational commitment through career advancement.

In Calabar, Cross River State, Nigeria, Agba, Nkpoyen, and Ushie (2010) investigated the connection between employee commitment and career growth (advancement) in industrial companies. In this study, a survey research approach was used. 530 respondents were selected from Niger Mills PLC, Calabar, and Cross River State Newspaper Corporation, Calabar, Nigeria, using stratified random selection and purposive techniques. With the use of a standardized questionnaire, data was collected. the study used the Pearson Product Moment Correlation (r) to evaluate the hypotheses. The results showed career advancement, career counseling, and career oppotunities all had a big impact on employees' commitment.

The impact of career development and remuneration on organizational commitment, as well as the consequences on employee turnover intention, were investigated by Solihin et al (2019) at PT SerasiAutoraya Head Office Indonesia. 320 employees of the PT SerasiAutoraya Head Office made up the population of this study, which employed a quantitative research methodology.

Simple random sampling was used to choose the samples. Questionnaires were used as data gathering tools. Using the Smart PLS 3.0 software, a structural equation model (SEM) was used to analyze the data. This study shows that, both partially and concurrently, career development and salary have a considerable favorable impact on an organizational commitment. Also, career development and salary have a little impact on the desire to leave. On turnover intention, organizational commitment has a big impact. Furthermore, it is noteworthy that turnover intention is significantly impacted negatively by salary, career development, and organizational commitment altogether. Furthermore, organizational commitment functions as a mediating variable between the variables of compensation and career development and turnover intention.

Training and Organizational Commitment

Training is essential for improving an employee's skills, knowledge, and overall capabilities. When organizations invest in training programs, it shows their dedication to the professional growth of their employees. Employees who have access to training opportunities often feel appreciated and acknowledged, which can enhance their job satisfaction and engagement (Cherotich, Matata &Ibua, 2019). This increased satisfaction can, in turn, strengthen their commitment to the organization. Those who undergo training tend to feel more competent and confident in their roles, resulting in better job performance and productivity. As they gain new skills and knowledge, they become more adept at tackling challenges and contributing to the organization's success. This ongoing growth can cultivate a strong sense of loyalty, as employees recognize the organization's investment in their career development (Mark &Nzulwa, 2018).

Moreover, training helps employees align their personal goals with the organization's objectives. By equipping them with the right tools and resources, training programs can foster a collective sense of purpose and direction. When employees understand how their personal growth connects with the organization's aims, they are more likely to feel a sense of belonging and commitment (Ritah, Muhammad, Augustine & Living, 2024). A strong commitment can lead to greater job satisfaction, reduced turnover rates, and enhanced employee engagement.

Ritahet al (2024) investigated on how training affected foreign academic staff members' commitment to their jobs in a selected private universities in the Kampala Metropolitan Area of Uganda. A total of 208 academic staff members from abroad completed the survey. The results of the hierarchical multiple regression analysis showed that employee commitment was positively and significantly impacted by training. Consequently, it was discovered that training procedures have a major impact on the commitment of foreign faculty members working at Uganda's private universities. Therefore, enhancing these training procedures within a company is likely to boost foreign academic staff commitment.

Cherotich et al (2019) studied how organizational commitment at coast-region public colleges was affected by employee training. The specific aims were to determine the impact of social support and training accessibility on organizational commitment. For the study, a descriptive research approach was adopted. The non-academic workforce of the three universities in Kenya's coastal region made up the population. Purposive and stratified random sampling were utilized to select a sample from the population. A well-structured questionnaire was used to gather data. The data was analyzed using SPSS. The study hypothesis was tested using Pearson correlation coefficient and regression analysis. Tables, charts, and graphs were used to portray the data in a descriptive manner. The study's conclusions showed a substantial positive link between the

dependent variable and all of the dependent variables, with the exception of support for learning. The dependent variable changed significantly in response to changes in the independent factors, as demonstrated by regression analysis. Thus, the study came to the conclusion that organizational commitment at Kenya's coast region's public universities was determined by employee training.

A study on Career Development and Organizational Commitment in Pharmaceutical Organization in the United Kingdom was conducted by Younis et al (2013). In the study, the researchers used a survey approach and a sample of 220 employees was selected. The researcher was able to retrieve 102 questionnaires, or 42.7 percent, out of the total 220 questionnaires that were given out. The data from the survey was analyzed using SPSS for correlation and regression analysis. The study's findings demonstrated that all aspects of career development—pay and reward, training and development, and succession planning—have a favorable and substantial impact on organizational commitment.

Counseling and Organizational Commitment

Counseling, whether offered by external professionals or through employee assistance programs within an organization, is vital for supporting employees' mental health and overall well-being. This support can significantly enhance employees' commitment to the organization (Mark &Nzulwa, 2018). Counseling creates a safe and confidential environment where employees can openly discuss their personal and professional challenges, stressors, and concerns. By tackling these issues, employees can boost their emotional resilience, develop better coping strategies, and improve their mental health. This assistance enables employees to manage work-related stress more effectively, make better decisions, and strengthen their relationships with colleagues.

Oputa (2021) investigated how workplace counseling influences call center workers' productivity, job commitment and retention and the mediating effects of gender, qualification, course of study, age, and organizational tenure in the relationships in Nigeria's telecoms sector. The study used a descriptive survey to collect baseline data. To get baseline data for the study, 361 respondents were chosen by stratified selection from three telecom companies. The data were examined using multiple regression analysis and covariance analysis. The findings demonstrated that workplace counseling improved the dedication, output, and retention of call center employees.

The goals of Wulan et al (2024) study were to: (1) examine the importance of career development's impact on job satisfaction; (2) examine the importance of career development's impact on organizational commitment; and (3) examine the importance of job satisfaction's impact on organizational commitment in Indonesia. The research approach used in the study was causal associative. A total of 95 participants were chosen for the study and questionnaires were used to collect the data. Partial Least Squares (PLS) SEM analysis was performed in the investigation. PLS-SEM examination. It was concluded that Career Development significantly and favorably affects Organizational Commitment. Additionally, job satisfaction is positively and significantly impacted by career development. Lastly, there is a noteworthy and favorable correlation between Job Satisfaction and Personnel Organizational Commitment.
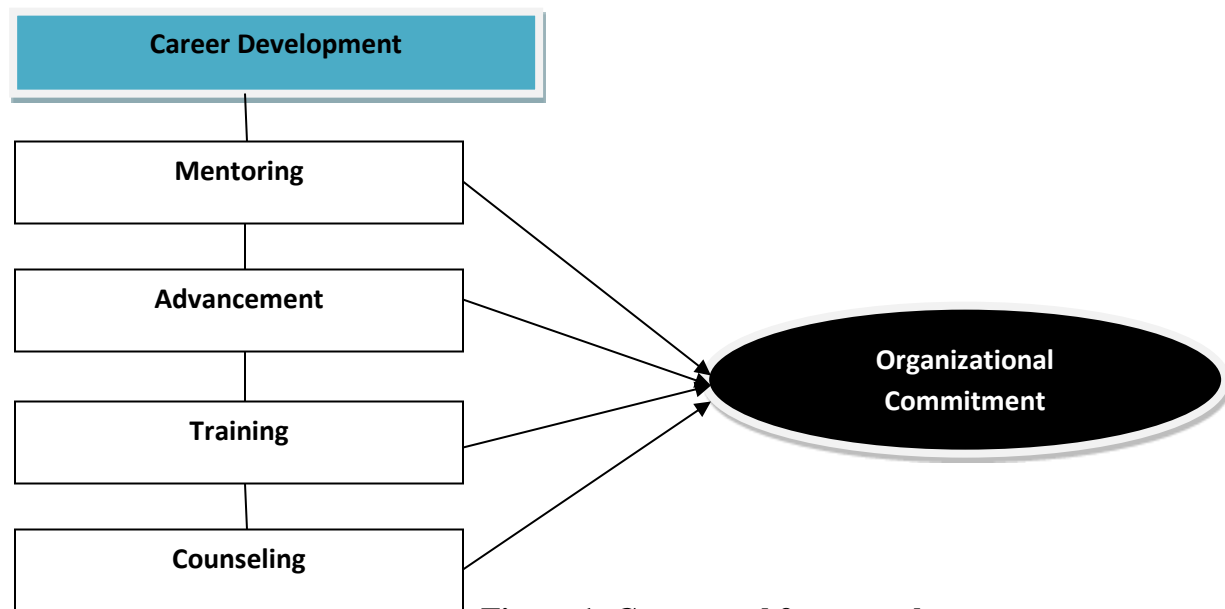
Figure 1: Conceptual framework
Source: Authors conception
METHODOLOGY

Research Design

Research design provides the bearing for the research work. It is define research design as the framework that indicates the type of information that is needed for the research, the source of such information and method of its collection. To examine the relationship between career development and organizational commitment, the study adopted a survey research design. The reason for this design was to enable the researcher gather information from the respondents using a self-administered questionnaire.

Population Design

Population refers to the totality of the entire element from which the researcher draws his/her sample. The population of this research work consisted of all the staff (employees) in Beta Glass Plc, Ughelli Delta State, Nigeria. The population has a total number of four hundred and fifty four (454) staff (employees).

Sample of the Study

A sample is a subset of the population from which the researcher uses in making its judgment. Thus, a sample will be used in the study due to the large nature of the population. A sample size of 227 was drawn from the targeted population of 454 employees at Beta Glass Plc., Ughelli by utilizing Yamane's (1967) calculation of the sample size at 5% significant level. Systematic sampling technique was used in selecting respondents to whom questionnaire were administered to.

Method of Data Collection

The instrument that was used in this research work is the questionnaire. The research instrument was administered by the researcher to the respondents at the company's premises. The items were also explained to the respondents for clarity. Two hundred and twenty seven (227) copies of questionnaire were administered to respondent out of which two hundred and one (201)

were complete and valid. However, some copies were not returned.. Career development was measured by the career development measurement scale developed by Mark and Nzulwa (2018) with four dimensions (mentoring, advancement, training, counseling) consisting of 24 items (6 items for each dimension) on a 5 point Likert scale ranging from (5) strongly agreed to (1) strongly disagreed. However, the scale was modified to 20 items on a 5 point likert scale ranging from (5) strongly agreed to (1) strongly disagreed. Organizational commitment was measured by organizational commitment questionnaire (OCQ) developed by Mowday, Steer and Porter (1979) to measure employees commitment which comprise of 15 items with a 7 point likert scale. However, the scale was modified to 5 items on a 5 point likert scale ranging from (5) strongly agreed to (1) strongly disagreed.

Reliability of Instrument

Reliability is the degree of stability of the measure of variance or research instrument. The Cronbach alpha test was used which actually, was aimed at determining the stability and constituency of the research instrument (questionnaire) and the result shown that the constructed instrument measured what it was designed to measure. The result of the Cronbach alpha is presented Table 1.

Table 1: Reliability Result

	Cronbach's Alpha
Mentoring	0.75
Advancement	0.69
Training	0.57
Counseling	0.66
Organizational Commitment	0.83

Source: Researcher's Field Survey, 2025

Method of Data Analysis

Data that were obtained from the respondents was analyzed by means of descriptive (Cronbach Alpha, Mean and standard deviation) and inferential (Pearson correlation and multiple regression analysis) statistical techniques. While Pearson correlation was used to analyze and establish the relationship between career development and organization commitment, multiple regression analysis was used to assess the effect of the independent variable (career development) on the dependent variable (organizational commitment).

Model Specification

The study was guided by the model below:

OCOM = f (MENT, ADVA, TRAI,COUN)

$OCOM = \partial o + \partial_1 MENT + \partial_2 ADVA + \partial_3 TRAI + \partial_4 COUN + E_1$---   model (i)

Where OCOM = Organizational commitment

MENT = Mentoring

ADVA= Advancement

TRAI= Training

COUN= Counseling

∂o, ∂_1, ∂_2, ∂_3, ∂_4 = the estimated regression coefficients

E_1 = Error terms

PRESENTATION OF RESULT AND DISCUSSION

Analysis of Demographic Data

The demographic data of the study respondents with respect to gender, age, marital status, educational background and length of service were analyzed in Table 2 as shown below. The result on gender showed that 137(68%) of the respondents are male, while 64(32%) are female. With regards to age, the result showed 41(20.4%) of the respondents falls within the age bracket of 25-35years, 65(32.3%) are within the age bracket of 36 – 45years, 57(23.8%) are within the age bracket of 46 – 55years and 38(19%) are within the age bracket 56 – 65years. On marital status, 162(81%) of the respondents are married while 38(19%) are single. furthermore, regarding educational background; 31(15.4%) are holders of OND/NCE, 145(72.2%) are HND/B.Sc holders while 25(12.4%) hold MBA/M.Sc degree. Finally, regarding length of service, 91(45.2%) of the respondents have worked in the company within 1 – 10 years, 76(37.8%) have worked in the company within 11 – 20 years while 34(17%) have worked in the company within 21 – 30 years.

Table 2: Demographic Data

Variables	Parameters	Frequency (F)	Rate
Respondent gender	Male	137	68%
	Female	64	32%
	Total	**201**	**100%**
Respondents Age	25 – 35	41	20.4%
	36 – 45	65	32.3%
	46 – 55	57	28.3%
	56 – 65	38	19%
	Total	**201**	**100%**
Marital status	Single	162	81%
	Married	38	19%
	Divorced	0	0%
	Total	**201**	**100%**
Educational Background	OND/NCE	31	15.4%
	HND/B.Sc	145	72.2%
	MBA/Msc	25	12.4%
	Total	**201**	**100%**
Length of service	1 – 10 years	91	45.2%
	11 – 20 years	76	37.8%
	21 – 30 years	34	17%
	Total	**201**	**100%**

Source: Researcher's Field Survey, 2025

Analysis of Data Related to Research Questions

The descriptive statistics of mean rating was adapted to analyzed data relating to the research questions in order to give answers to the formulated questions of the study. As a rule: a

benchmark of 3.0 was set and where the mean for any item is lesser than 3.0, such item is termed as less accepted by majority. But if higher than 3.0 it is judged as fully accepted by majority and judged to be the opinion of the participants.

Research Question One: what is the relationship between mentoring and organisational commitment?

It is observed from Table 3 below that all the measures of mentoring regarding ways mentoring (MENT) as a dimension of career development is related to organizational commitment were fully accepted by majority of the respondents. This is based on the mean rating above 3.0 (4.37, 4.40, 4.39, 4.14, 4.30 are all greater than 3.0) in all the items respectively. This indicates that there is some level of relationship between mentoring (MENT) and organisational commitment.

Table 3: Analysis of Data on relationship between mentoring and Organisational commitment

	SA		A		U		D		SD		Total				
MENTORING	Frq	%	Frq	%	Frq	%	Frq	%	Frq	%	Count	Min	Max	Mean	Std. Dev
I am aware that there is employee mentoring policy in this organization	113	56.2%	52	25.9%	34	16.9%	2	1.0%	0	0.0%	201	2	5	4.37	.80
Coaches and mentors are always around when needed	104	51.7%	74	36.8%	22	10.9%	1	0.5%	0	0.0%	201	2	5	4.40	.70
Coaches and mentors have guided me to discover career solutions on my own	109	54.2%	61	30.3%	31	15.4%	0	0.0%	0	0.0%	201	3	5	4.39	.74
Mentorship has helped me with tips on career growth and introduced me to other professionals	53	26.4%	124	61.7%	23	11.4%	1	0.5%	0	0.0%	201	2	5	4.14	.62
I have been involved in mentorship programs that guide me on career development activities	106	52.7%	61	30.3%	28	13.9%	0	0.0%	6	3.0%	201	1	5	4.30	.92

Source: Researcher's Field Survey, 2025

Research Question Two: what is the relationship between advancement and organisational commitment?

Table 4 showed that result of the analyzed data obtained in relation to examining the link between advancement (ADVA) and organisational commitment. From the table all the items were fully accepted by majority of the respondents with a mean scores of (4.26, 4.29, 4.17, 4.05, 4.57 are all greater than 3.0). This indicates that the respondent affirm that a relationship exists between advancement (ADVA) organisational commitment based on the respondents responses regarding the questionnaire.

Table 4: Analysis of Data on how advancement is related to Organisational commitment

ADVANCEMENT	SA		A		U		D		SD		Total				
	Frq	%	Frq	%	Frq	%	Frq	%	Frq	%	Count	Min	Max	Mean	Std. Dev
The chance for me to advance my career in this organization is very high	102	50.7%	67	33.3%	19	9.5%	9	4.5%	4	2.0%	201	1	5	4.26	.95
My company provides me with the opportunity to improve my skills	113	56.2%	59	29.4%	12	6.0%	8	4.0%	9	4.5%	201	1	5	4.29	1.05
There are chances for me to learn new things and do things different from time to time in this organization	98	48.8%	59	29.4%	31	15.4%	6	3.0%	7	3.5%	201	1	5	4.17	1.03
We are provided with opportunities to grow and learn after training.	71	35.3%	81	40.3%	42	20.9%	3	1.5%	4	2.0%	201	1	5	4.05	.90
This organization offer good opportunities for promotion of employees after the training.	127	63.2%	64	31.8%	8	4.0%	1	0.5%	1	0.5%	201	1	5	4.57	.65

Source: Researcher's Field Survey, 2025

Research Question Three: what is the relationship between training and organisational commitment?

Items in Table 5 were used to assess ways training (TRAI) as a dimension of career development is linked to organizational commitment. Based on the analyzed data, all the items showed a mean above 3.0 (4.76, 4.58, 4.76, 4.12, 4.58 are all greater than 3.0). This indicates full acceptance of the measures by majority of the respondents. This means that employees training (TRAI) is related to organizational commitment based on the mean score of all the items in Table 5.

Table 5: Analysis of Data on how training is related to Organisational commitment

TRAINING	SA		A		U		D		SD		Total				
	Frq	%	Frq	%	Frq	%	Frq	%	Frq	%	Count	Min	Max	Mean	Std. Dev
I am aware that there are training programs in the organization which helps to enhance my performance and commitment	177	88.1%	0	0.0%	24	11.9%	0	0.0%	0	0.0%	201	3	5	4.76	.65
I am able to access training programs which are in the organization	170	84.6%	1	0.5%	18	9.0%	1	0.5%	11	5.5%	201	1	5	4.58	1.06
The induction training I received when I joined the organization provided me with an excellent opportunity to learn	177	88.1%	10	5.0%	9	4.5%	0	0.0%	5	2.5%	201	1	5	4.76	.76
This organization has set up a committee that conducts and reviews training needs assessment for high employee performance and commitment	38	18.9%	149	74.1%	14	7.0%	0	0.0%	0	0.0%	201	3	5	4.12	.50
The job rotation I have gone through when performing my duties has enabled me enhance my performance	151	75.1%	34	16.9%	7	3.5%	0	0.0%	9	4.5%	201	1	5	4.58	.92

Source: Researcher's Field Survey, 2025

Research Question Four: what is the relationship between counseling and organisational commitment?

From Table 6, it is observed that all measures of counseling (COUN) which were put forward to investigate if counseling is related to organizational commitment were accepted by majority of the

respondents. This evidenced in greater mean rating score above 3.0 (4.12, 4.28, 4.23, 4.06, 4.23 are all greater than 3.0) in all the items respectively. This indicates that a link exists between counseling (COUN) and organizational commitment

Table 6: Data Analysis on Relationship Between counseling and Organisational Performance

COUNSELING	SA		A		U		D		SD		Total				
	Frq	%	Frq	%	Frq	%	Frq	%	Frq	%	Count	Min	Max	Mean	Std. Dev
I am aware that there is career counseling policy in this organization.	38	18.9%	149	74.1%	14	7.0%	0	0.0%	0	0.0%	201	3	5	4.12	.50
I have benefited from career counseling program put in place in this organization	110	54.7%	56	27.9%	23	11.4%	5	2.5%	7	3.5%	201	1	5	4.28	1.00
There are experienced and seasoned counselors that provide counseling and support to me when facing challenging task	103	51.2%	52	25.9%	38	18.9%	5	2.5%	3	1.5%	201	1	5	4.23	.94
Career counseling carried out in this organization has given me a sense of direction in my career path	32	15.9%	149	74.1%	20	10.0%	0	0.0%	0	0.0%	201	3	5	4.06	.51
Career counseling service has played an important role and a vital part in my career aspect in this organization.	108	53.7%	54	26.9%	25	12.4%	5	2.5%	9	4.5%	201	1	5	4.23	1.06

Source: Researcher's Field Survey, 2025

Items in Table 7 were used to examine the performance commitment of the selected organization. From the Table, it is evident that all the measures of organizational commitment were affirmed by majority of the respondents. This is based on the mean rating above 3.0 (4.43, 4.60, 4.56, 4.38, 4.14 are all greater than 3.0) in all the items respectively. This indicates a very high degree of organizational commitment among the employees of Beta Glass Plc.

Table 7:   Measuring Organisational commitment

ORGANIZATIONAL COMMITMENT	SA		A		U		D		SD		Total				
	Frq	%	Frq	%	Frq	%	Frq	%	Frq	%	Count	Min	Max	Mean	Std. Dev
I really feel as if this organizations problems are my own	123	61.2%	61	30.3%	4	2.0%	7	3.5%	6	3.0%	201	1	5	4.43	.93
This organization has a great deal of personal meaning for me	149	74.1%	24	11.9%	27	13.4%	1	0.5%	0	0.0%	201	2	5	4.60	.74
I am willing to put in a great deal of effort in order to help my organization to be successful.	125	62.2%	64	31.8%	11	5.5%	1	0.5%	0	0.0%	201	2	5	4.56	.62
I am proud to tell others that I am part of this organization	110	54.7%	60	29.9%	30	14.9%	0	0.0%	1	0.5%	201	1	5	4.38	.77
One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice another organization may not match the overall benefit I have here	53	26.4%	125	62.2%	22	10.9%	1	0.5%	0	0.0%	201	2	5	4.14	.61

Source: Researcher's Field Survey, 2025

Test of Hypotheses

In this session, Pearson correlation and multiple regression analysis were used to test the stated hypotheses

Decision rule: IF the Sig. (p-value) is less than 0.05 (p-value<0.05), we reject the null hypothesis, and accept the alternate hypothesis. That is, there is significant effect of independent variables on the dependent variable.

The correlation matrix between the dimensions of career development (mentoring (MENT), advancement (ADVA), training (TRAI) and counseling (COUN) and organizational commitment is presented in Table 8. with respect to the relationship between mentoring (MENT) and organizational commitment (OCOM), a correlation coefficient of 0.594 was obtained. Also, a correlation coefficient of 0.595 was obtained on the relationship between advancement (ADVA) and organizational commitment (OCOM). Furthermore, with respect to the relationship between training (TRAI) and organizational commitment (OCOM), a correlation coefficient of 0.477 was

also obtained. Finally, a correlation coefficient of 0.607 between counseling (COUN) and organizational commitment (OCOM) was obtained. This is an indication that a positive relationship exist between all the dimensions of career development and organizational commitment. In addition, all the p-values shown in Table 8 are less than 0.05 which indicates a significant relationship between the independent variable (career development proxied by mentoring, advancement, training and counseling) and the dependent variable (organizational commitment). Hence, the null hypotheses stating that there is no significant linkage between all the dimensions of career development and organizational commitment is rejected and the alternate hypotheses that there is a positive significant relationship between the dimensions of career development and organizational commitment is accepted.

Table 8: Correlation Matrix

	MENT	ADVA	TRAI	COUNS	OCOM
MENT Pearson Correlation Sig. (2-tailed) N	1 201				
ADVA Pearson Correlation Sig. (2-tailed) N	0.558** 0.000 201	1 201			
TRAI Pearson Correlation Sig. (2-tailed) N	0.091 0.198 201	0.218** 0.002 201	1 201		
COUN Pearson Correlation Sig. (2-tailed) N	0.476** 0.000 201	0.677** 0.000 201	0.161* 0.022 201	1 201	
OCOM Pearson Correlation Sig. (2-tailed) N	0.594** 0.000 201	0.595** 0.000 201	0.477** 0.005 201	0.607** 0.000 201	1 201

** Correlation is significant at the 0.01 level (2-tailed)

*. Correlation is significant at the 0.05 level (2-tailed).

Keys

OCOM = Organizational commitment

MENT = Mentoring

ADVA= Advancement
TRAI = Training
COUN= Counseling

Table 9 presents the result of the variance inflator factor (VIF) of the independent variables. Variance inflator factor is a test carried out in order to determine whether multicollinearity exists among the independent variables used in a study. On the other hand, multicollinearity refers to the presence of a high degree of relationship between the independent variables (mentoring, advancement, training and counseling). The result of the VIF as shown in Table 9 indicates that there is no multicollinearity among the independent variables used in this study as the mean value of all the independent variables did not exceed the bench mark (1.65<10).

Table 9: Variance inflator factor

Independent Variable	VIF	I/VIF
Mentoring (MENT)	1.49	0.669
Advancement (ADVA)	2.18	0.459
Training (TRAI)	1.05	0.950
Counseling (COUN)	1.89	0.528
Mean VIF	**1.65**	

Source: Researcher's Field Survey, 2025

Table 10 presents the multiple regression analysis between career development dimensions and organizational commitment. Multiple regression analysis was employed in this study in order to determine the joint effects of the dimensions of the independent variables (mentoring, advancement, training and counseling) on the dependent variable. Based on the result shown in Table 10, a regression coefficient of 0.329, and a t-value of 5.43 with p-value of 0.000<0.05 was obtained between mentoring and organizational commitment. This is a clear indication that the independent variable (mentoring) has a positive and significant effect on the dependent variable (organizational commitment). Also, a regression coefficient of 0.218, and a t-value of 2.97 with p-value of 0.003<0.05 was obtained between advancement and organizational commitment as shown in Table 10. Judging from the coefficient, t-value and p-value obtained between advancement and organizational commitment, we can say that advancement as an independent variable has a positive and significant effect on the dependent variable (organizational commitment). Furthermore, the linkage between training and organizational commitment as presented in Table 10 gave a regression coefficient of 0.102. In addition, a t-value of 2.01 with a p-value of 0.046<0.05 was also found. This denotes that training as an aspect of career development (independent variable) has a positive and significant effect on organizational commitment (dependent variable). Finally, a regression coefficient of 0.320 and a t-value of 4.67 with p-value of 0.000<0.05 was also found between counseling and organizational commitment as seen in Table 10. Hence, the independent variable (counseling) has a positive and significant effect on the dependent variable (organizational commitment).

Table 10: Regression coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	6.688	1.389		4.816	.000	3.949	9.426
	MENTORING	.305	.056	0.329	5.425	.000	.194	.415
	ADVANCEMENT	.121	.041	0.218	2.969	.003	.041	.201
	TRAINING	.071	.035	0.102	2.006	.046	.001	.140
	COUNSELING	.223	.048	0.320	4.674	.000	.129	.316

a. Dependent Variable: ORGANIZATIONAL COMMITMENT

Table11 presents the model summary of the effect of career development dimensions on organizational commitment. The R-value of 0.719[a] indicates a very high degree of relationship between mentoring, advancement, training, counseling (independent variables) and organizational commitment (dependent variable). Also, the coefficient of determination (R square) value of 0.516, Adjusted R-square (Adj R^2) value of 0.506, model fit F(4, 196) = 52.315, and a significant value of 0.000 which is less than 0.05, shows that the four dimensions of career development (mentoring, advancement, training and counseling) account for 51.6% variation in organizational commitment.

Table 11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	0.719[a]	0.516	0.506	1.34614	.516	52.315	4	196	.000

a. Predictors: (Constant), COUNSELING, TRAIN, MENTORING, ADVANCEMENT

The F-value which is used to ascertain the significance of a regression model is presented in Table 12. From the ANOVA table, where F- calculated value of 52.315 greater than F-critical value of 0.719[a] and a p-value of 0.000[b] which is less than 0.05 showed that a significant relationship exists between the independent variables (mentoring, advancement, training and counseling) and the dependent variable (organizational commitment). Based on the calculated F-value and the significant value that was obtained in Table 12, it can be concluded that the regression model is significant. In other words, the effect of the independent variable on the dependent variable is significant.

Table 12: Anova

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	379.197	4	94.799	52.315	.000[b]
	Residual	355.172	196	1.812		
	Total	734.368	200			

a. Dependent Variable: ORGANIZATIONAL COMMITMENT
b. Predictors: (Constant): MENTORING, ADVANCEMENT, COUNSELING, TRAINING.

Discussion of findings

This study explored the relationship between career development (mentoring, advancement, training and counseling) and organizational commitment of employees in Beta Glass Plc Ughelli Delta state, Nigeria. A survey was carried out in order to obtained primary data from the study respondents to test the hypotheses that were formulated by the researcher. However, the data obtained from the respondents were analyzed and it was discovered that employee mentoring/mentoring (MENT) as a dimension of career development has a positive and significant effect on organizational (OCOM) commitment based on the t-value of 5.43 and a p-value of 0.000<0.05 significant level. This implies that when organizations (particularly Beta Glass Plc Ughelli) offers its employees support, advice as well as good guidance as they navigate their career path to achieve their goals, the result in the long run is increased organizational commitment. This is because employees usually face some challenges while navigating through their career path which has the capacity to negatively affect their level of commitment towards their organization. This account for the reason while employee mentoring is essential in enhancing their commitment level through the provision of good advice, experience as well as constructive criticism to support the employees skill development, increase their knowledge, and career decision-making skills. Through mentoring, the employees are able to grow in their career and able to make good decisions regarding their profession. This finding is in line with the findings of Çetin et al (2013) and Onyia et al (2019) who concluded that mentoring significantly and positively improves the level of employee's commitment towards their organizations.

Also, the result of the analysis indicated that advancement/career advancement (dimension of career development) has a positive and significant effect on organizational commitment. This was based on a t-value of 2.97 with p-value of 0.003<0.05 that was obtained between advancement and organizational commitment. The implication is that when employees in the organization (Beta Glass Plc Ughelli in specific) grow and develop in their careers, it increases their commitment level towards their organization. This is because career advancement involves adapting to new challenges and responsibilities in order to progress and succeed in one's chosen field or profession. So when employees are able to acquire new skills needed to succeed and remain relevant in this ever changing business environment, they will be more likely to exhibit a very high level or organizational commitment. On the other hand, if the employees are unable to grow and succeed in their careers, because of little or no opportunities for career growth and development in their organization, they will not be motivated to perform their duties. Thus job dissatisfaction and low

level of organizational commitment become inevitable. Employees are more happy and committed to their employers when they have the required skills set they need to carry out their duties. This result is consistent with the result of Weng et al (2010), Agba et al (2010) and Budi et al (2024) who posited that career advancement has a big impact on employees' level of commitment towards their organizations.

Furthermore training/employee training was also found to have a positive and significant effect on organizational commitment with a t-value of 2.01 and a p-value of 0.046<0.05. This means that initiatives/programmes that offer employees access to new knowledge, new abilities and opportunities for personal career growth has the capability to enhance employees' commitment to their organization. Organizations can boost employee work engagement level, happiness, increased employees commitment and performance, and achieve high corporate/organizational success with a knowledgeable and competent workforce through training programmes. This finding is supported by the finding of Cherotich et al (2019) and Ritah et al (2024) who stated that organizational commitment is determined by employee training.

Finally, the finding of this study also unveiled that counseling/employee counseling has a positive and substantial effect on organizational commitment based on the -value of 4.67 and a p-value of 0.000<0.05 that was obtained from the analysis. This simply denotes that employees battling with psychological or personal issues may be demoralized, unmotivated, lack concentration and a low commitment level. But when employees benefit from an expert supervision and therapist, their commitment level increases. This means that counseling help the employees in overcoming obstacles or challenges in their profession. This finding is in line with the finding of Oputa (2021) who found that counseling improves the commitment, performance, and retention employees.

Conclusion and Recommendations

This study aimed at investigating the relationship between career development and organizational commitment of employees in the manufacturing sector (Beta Glass Plc, Ughelli, Delta State in particular). To achieve the objectives of the study, related literatures were reviewed and data were collected and analyzed. The study then concluded based on its finding that provision of mentoring (employee mentoring programs), advancement opportunities, training (employee training), as well as counseling (employee counseling) for employees enhances employee commitment towards the organization.

Based on the outcome of the study, it is recommended that companies particularly Beta Glass Plc should initiate and implement mentoring programs that allow staff members to receive career-related guidance, education, and mentorship so they can effectively execute operations and other organizational tasks. More opportunities should be provided for staff members to develop their skills, abilities, and knowledge both inside and outside the company. Employees' ability to progress in their careers within the company should not be restricted in any way. For the purpose of developing their careers, management should offer training programs to new as well as current staff. In addition to giving new hires the abilities they need for the job, this will revitalize current employees and update their talents for the modern workplace. Employees typically encounter difficulties as they progress in their careers. Therefore, management should make an effort to implement counseling intervention programs that address employees' psychological and career-

related concerns. Employees who are depressed and mentally worried can benefit greatly from this and get back on track.

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