CAREER DEVELOPMENT AND EMPLOYEE EMBEDDEDNESS IN THE CIVIL SERVICE IN ANAMBRA STATE

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ABSTRACT

Retaining employees in organizations has always been one of the greatest challenges for many businesses and organizations, hence, the need to look at the role career development plays in retaining employees in the civil service of Anambra State. This study specifically examined the relationship between career capabilities and employee embeddedness and the nexus between career experience and employee embeddedness in the civil service in Anambra State, Nigeria. The work was anchored on George Elton Mayo's Human Relations Theory. A survey research design was deployed for the work, with a population of 1108 civil servants working across the three senatorial zones of Anambra state. The sample size of the study was 286 arrived at by deploying the use of Krejcie and Morgan's 1970 sample size determination formula. The data collected were analyzed using simple regression analysis and hypotheses tested at a 5% level of significance, signifying a 95% confidence level. Findings revealed that a 95% relationship exists between career capabilities and employee embeddedness, while career capabilities had a 90% influence on employee embeddedness in the civil service of Anambra State. Similarly, a 97% nexus exists between career experience and employee embeddedness, while a 95% change in employee embeddedness was accounted for by
changes in the career experience of employees in civil service of Anambra State. Sequel to this, it was concluded that career development is a huge determining factor for predicting employees embeddedness. Following this, among others, it was recommended that the civil service in Anambra State needs to improve the capabilities of employees by training and developing them as it is seen that the more capable an employee is at executing his/her duties, the more the employee will be embedded to the organization.

**Keywords:** Career Development, Employee embeddedness, Civil Service, Career Capabilities and Career Experience.

**INTRODUCTION**

Career development is a vital aspect of an employee which improves the employee’s different professional and life experiences. The option for a particular career cannot be equalled with the choice of a profession as the speed of economic changes lead to a dynamic of professions and implicitly of the professionals’ careers, the trend of which is currently hard to predict (Lee & Mitchell, 2017). Despite changes in government, a motivated and competent employee working in the civil service system can reasonably expect a clear and long-term career strategy: having demonstrated exceptional performance results and the ability to create value for citizens, an employee can expect the civil service system to ensure the space for work and permanent development in career pursuit.

Appropriately structured career development systems allow firms to promote individuals who can originate, create, and implement new ideas to the highest levels of management, allowing the organisation to adapt to a quickly changing environment (Higgins & Dillon, 2017). Career development phenomena in the civil service can be analyzed in the context of systems theory which enables the integration of factors identified in the individual career development sphere, human resource development conceptions and evaluation of interaction (Patton & McMahon, 2006).

Career development has different components which according to Owyang (2012) include capability, education, experience and network. These components give rise to helping an employee develop his/her embeddedness to function effectively in an organization. Employee embeddedness, according to Mitchell, Holtom, Lee, Sablynski, and Ezrez (2011), causes workers to become part of a social web that binds them to a company or social network, lowering turnover intentions and costs. Employee embeddedness is measured by addressing individual needs and well-being, which includes linkages, fit, and sacrifices (Mitchell et al., 2011). Links connect people to groups and teams; fit aims to define how individuals best fit into the job, community, and organisation via the viewpoints of individuals; and sacrifices lend themselves to job changes or transitions.

Lee and Mitchell (2017) assert that the phenomenon of employee career development and embeddedness is considered to be a sphere of interdisciplinary research, so career-related issues and problems are examined from various individual, organisational, and societal perspectives in various contexts, using various scientific approaches. Currently, practically everyone agrees that a career includes not simply vertical advancement to higher positions, but also any changes in positions, responsibilities, and the learning that comes with gaining real work experience. Thus, while an individual’s career is their own, corporations may
actively participate in their workers' career development processes through their career development platforms (Baruch, 2014; Greenhaus & Callanan, 2016).

Career development for employees is an inextricable feature of every public service system. The civil service of Anambra State has undergone many changes, such as downsizing and rightsizing, which not only jeopardise the careers of government workers in such situations, but also jeopardise the well-being of the job holders' network of kin (Hilderbrand & Grindle, 2014). For federal officials on the government payroll, professional growth through career development is becoming increasingly important. This is to guarantee that inside the bureaucracy, the proper people are paired with the correct activities and jobs. The endeavour to improve the civil service's efficiency and effectiveness has long attracted the attention of succeeding administrations. This is because the civil service is the brains of contemporary governments, but it has been plagued by poor performance and an inability to transform government objectives and programmes into reality, particularly in Anambra State. Workers are usually overworked, underused, and undermotivated, and as a result, they perform below par to maintain effective production. The civil service in Anambra State has become so constrained in terms of career growth and employee embeddedness that it seems to be on the verge of collapsing, owing to difficulties such as civil service delivery and over-centralization, among other things.

Even though employee training and development is critical and a significant amount of time and money is spent on it in the past in Anambra State civil service, the exercise was frequently ineffective, haphazard, or based on a poor assessment of organisational training needs. In other cases, government workers are deployed without respect for the skills they have learned, causing discontent among those who have been taught and overall inefficiencies in the system. As a result, the study aims to determine the relationship between career development and employee embeddedness in the Anambra State public service. Specifically, the study seeks to:

a) Relationship between career capabilities and employee embeddedness in the civil service in Anambra State.

b) Nexus between career experience and employee embeddedness in the civil service in Anambra State.

**REVIEW OF RELATED LITERATURE**

**Career**

Career is a sequence of related jobs usually pursued within a single industry or sector, for example, “a career in law” or "a career in the building trade". Nonetheless, the etymology of the term comes from the French word "carrier" (road, racecourse) which, in turn, comes from the Latin word (via) "cararia" (track for wheeled vehicles) which originated from the Latin word "carrus" which means wagon. Career refers to an occupation or profession in which one must have received special training. Holtom and Inderrienden (2016) posit that career refers to the all-purpose course or progression of one's professional achievements, which is basically one's life work from where one earns his or her livelihood.

Sullivan and Baruch (2019) describe career as an individual's work-related and other relevant experiences, both inside and outside of organizations that form a unique pattern over the individual's life span. This distinguishes both physical movements as well as the interpretation of an individual's perceptions of the career. Career is also frequently understood
to relate to the working aspects of an individual's life as in career woman. Therefore, career can be described as an occupation or a profession that usually involves special training or formal education, and is considered to be a person's life work.

**Career Development**

Career development according to Higgins and Dillon (2017) provides the main principles which regulate careers of their employees which reflect the dynamic aspects of human resource management which includes and integrates the majority of human resource management processes. It is a process for achieving specific employee and organization goals (Kirk, Downey, Duckett, & Woody, 2020). Adeniji and Osibanjo (2012) stress that it can aid reduce the cost expended on recruiting and training new employees in organizations.

Career development can be viewed from different approaches; congruence between career development, individuals’ personality, and their occupation (Parson, 2014). Career development phenomena in the civil service can be analyzed in the context of systems theory (Patton & McMahon, 2006). Such kind of analysis enables to integrate the factors identified in the individual career development sphere and the human resource development conceptions and also to evaluate their interaction.

Byar and Rue (2014) identify the following major objectives of career development:

a) To meet the immediate and future human resource needs of the organization on a timely basis.

b) To better inform the organization and the individual about potential career paths within the organization.

c) To utilize existing human resource programs to the fullest by integrating the activities that select, assign, develop, and manage individual careers with the organizations’ plans.

**Career Development Components**

If an organization lacks career development programs, it may lose talented employees. By implementing a career development program, you will not retain all your valuable talented employees, but you will decrease the risk of losing them, so this program is essential for all organizations, and the components of career development are:

a) **Capability:** Capabilities are the basic talents you’ll need to accomplish your tasks. Data, formulating strategies, project management, software management, programming, and a wide spectrum of knowledge work are examples of these. The majority of employers feel that both strategic and tactical abilities are required (Owyang, 2012).

b) **Education:** This includes both formal education (degrees, certifications, and classes) and self-education (reading, continuing classes, books, and blogs), as well as staying current on new research on the subject. Successful professions begin with education; it is essential to obtain education in order to comprehend the basic principles and overview of the relevant business. However, without prior experience, you should not overinvest in schooling. While education is vital, it is also a type of power, and how you use it is more important than the paper itself. In recent years, a bachelor's degree has become the most important need in any firm; nonetheless, education is frequently mentioned towards the bottom of resumes (Owyang, 2012).

c) **Experience:** The fourth component of career development is experience. Solid careers may have a chain of job positions that affiliate around a common career theme.
(marketing, management, software, etc.) and having a solid track record is key. For those getting ongoing in their career, this is a challenge, as most entry-level positions are seeking experience. Focus on volunteering, interning, and attending local events to get networked. In the end, this row becomes crucial as it's the majority of one's resume (Owyang, 2012).

d) Network: These are the people in your workplace that you can count on to support you when you need it or who will help you without being asked. Your business network, like all partnerships, requires regular monitoring and mentoring. Don't only show up when you need something; instead, be present to serve people and maintain long-term friendships (Owyang, 2012).

Benefits of Career Development

The benefits of career development are not far-fetched according to (Guru, 2015):

i. Fosters open communication within the organization: This supports open communication at all levels of the business, including top managers and middle-level managers, as well as employees and supervisors. It is critical to understand that open communication is at the heart of any business or organization.

ii. Offer employees and the managers with beneficial assistance with regard to career decisions: Moreover, they acquire an opportunity to evaluate their skills and competencies and discover their objectives and plans.

iii. Encourages better use of employee skills: It benefits the organization by helping managers to understand their abilities and competencies so that they may apply them to a position or vocation where they can achieve greater outcomes.

iv. Provides feedback: This is required in order to assess the effectiveness of a certain policy and the organization's actions. This, in turn, aids managers in providing performance feedback to their staff. Organizations must understand their critical assets' career expectations and requirements from their company in order to retain them and prepare them for top-level roles in the future, which is achieved through the use of career development plans.

Employee Embeddedness

The term "employee embeddedness" refers to a set of factors that impact employee retention (Mitchell, Holtom, Lee, Sablenski & Erez, 2011). It differs from turnover in that it focuses on all of the reasons that keep a person on the job rather than the psychological process that leads to resignation. Work embeddedness is defined by three main components (links, fit, and sacrifice), each of which is relevant both on and off the job, according to the researchers who first established the idea. As a result, employee embeddedness is divided into six dimensions: linkages, fit, and sacrifice between the employee and the business, as well as links, fit, and sacrifice between the employee and the community.

Employee embeddedness talks about anything that retains employees in the organisation because of the possible cost savings associated with employee retention. This is presumably why, during the last several decades, staff retention has gotten a lot of attention (Arachie, Nzewi, Chiekezie & Nwakoby, 2022). Employee embedding demonstrates employees’ decisions to participate extensively and directly, and it shifts scholarly focus away from dissatisfaction-induced departure. Job embeddedness is a retention construct, and as such, it becomes an important aspect of organisational studies, because the notion of employee
embeddedness arose from a desire to learn why employees stay to increase retention probabilities (Arachie, Agbaeze, Nzewi, & Agbasi, 2021).

Civil Service
Idonor and Ovuakporie (2010) define civil service as "all of the personnel and departments in government who are not directly engaged in the development and judgement of laws, but who deal with the rules and execution of those laws daily." As a result, the scope of a State's civil workers as part of the civil service differs from nation to country. In Nigeria, every individual who works for the government at any level is referred to as a civil servant. Employees in Nigerian government departments other than the military make up the Nigerian civil service. The majority of staff are Nigerian ministry career civil servants who advance based on credentials and seniority. The head of the service, on the other hand, has been putting in place measures to make the ministries more efficient and responsive to the public (Federal Government of Nigeria, 2014). As a result, the Nigerian Civil Service has its origins in British colonial-era organisations.

Theoretical Framework
This work is based on George Elton Mayo's Human Relations Theory, which was published in 1933. Elton Mayo was a Psychologist, Sociologist, and Organization Theorist from Australia who is often regarded as the "Father of Human Relations Theory." In 1933, he produced his most important works. Mayo is well-known as the founder of the Human Relations Movement, as well as for his research, which includes the Hawthorne Studies and his 1933 book "The Human Problems of an Industrialized Civilization." In the 1930s, under the direction of Hawthorne, he performed a study that proved the importance of groups in influencing people's work behaviour. As advocated by traditional public administration schools, the idea of human relations gives precedence to the human factor above the elements of institutions. It is a conceptual theory in the field of public administration that views the organisation as largely a social system, elevating human behaviour as the primary focus of research. Employees are considered as human beings in human relations theory, rather than a meagre human complement of machines or hands for labour. It is based on the simple idea that "a human problem demands a human solution," and that better-off employees are the key to a successful institute. Those who backed this hypothesis indicated that attempts were being made in a public institute to overcome the issues of human data with non-human data. The institute's four most essential elements are highlighted in this hypothesis. These are (a) the organisation should be viewed as a social system; (b) employees are human beings with all human characteristics; (c) informal elements play an important role in the overall organisational output; and (d) the organisation should have social ethics rather than individual ethics.

Organizations were positioned to regard employees as human beings with worries and want, rather than as property or machines, thanks to theoretical insights into human interactions. Frederick Winslow Taylor's Scientific Management or top-down method (Parker & Ritson, 2005) and Elton Mayo's bottom-up approach (the father of the human relations movement) were the most influential (Scott & Davis, 2007). Taylor used a scientific method or a top-down approach to address productivity lags that resulted from three factors: (a) it did not allow employees to provide their opinions based on their expertise, (b) it did not value employees' merit or reward job performance, and (c) it supported the belief that only
management's thoughts mattered (Hoopes, 2003). In contrast to Taylor's top-down strategy, Elton Mayo sparked a new phenomenon, the bottom-up approach, in an effort to strengthen employer-employee interactions (Parker & Ritson, 2005; Scott & Davis, 2007; Tidd, Bessant, & Pavitt, 2005).

**Empirical Studies**

Arachie, Agbaeze, Nzewi, and Agbasi (2021) investigated the link between job crafting (JC) and professors' embeddedness in their positions in Nigeria's southeast area. The research used a survey research design. The study's population included 8,051 academic employees from six randomly chosen public institutions in the region, with a sample size of 367. Data were collected from both primary and secondary sources and analysed using regression analysis. The findings revealed that task crafting has a statistically significant positive relationship with employee job fit (r = 0.949, R² = 0.900, F = 2699.473, p-value 0.05), that relational crafting has a statistically significant positive influence on employee links (r = 0.982, R² = 0.964, F = 8112.281, p-value 0.05), and that cognitive crafting and sacrifice have a statistically significant positive relationship (r = 0.962, R² = 0.926, F = 3729.900, p-value < 0.05).

Korankye (2020) determined the mediating role of work engagement, career management and career satisfaction among small and medium enterprises in Ghana, using an online survey, a questionnaire was sent randomly to 460 employees within SMEs in Accra Metropolis out of which 400 responded to the questionnaire sent to them. Regression analysis was used for data analysis and findings indicated that organizational career management has an impact on employees' Career satisfaction and work engagement. It further showed that work engagement mediates the relationships between the independent variables and the dependent variable among employees in SMEs in Accra Metropolis.

Robianto, Masdupi and Syahrizal (2019) examined the influence of career growth, salary, work environment, and satisfaction on job engagement among Bukittinggi City Government employees. The research was an explanation study. Employees of the City Government of Bukittinggi made up the study's population, with 200 people being sampled. A questionnaire was provided to respondents as the research tool. SEM AMOS was used to analyse the data. The findings revealed that career growth, salary, work environment, and satisfaction had a favourable and substantial impact on job engagement among Bukittinggi City Government employees.

Job satisfaction and job embeddedness as determinants of manufacturing employee departure intentions were investigated by Angie (2017). The Andrews and Withey work satisfaction questionnaire, Crossley, Bennett, Jex, and Burnfield's global evaluation of job embeddedness, and Mobley, Horner, and Hollingsworth's intent to remain scale were all completed by 63 full-time manufacturing employees in the Southeastern United States. The model was able to strongly predict employee turnover intention, according to the findings of the multiple regression analysis, F(2, 95) = 71.822, p.001, R ² =.705. Employee work satisfaction (t = - .703, p.001) and job embeddedness (t = -.501, p.001) were both statistically significant predictors of turnover intent.

**METHODOLOGY**

The work adopted a survey research design as a result of the nature of the work which collected data from sampled respondents. The work was carried out in Anambra State. The population of the study consisted of civil servants working across the three senatorial zones of
the state, totalling 1108. The sample size of the study was 286 arrived at by deploying the use of Krejcie and Morgan's 1970 sample size determination formula, after which Bowley's allocation formula was adopted in sharing the instrument of data collection, which was a structured questionnaire. The questionnaire was subjected to both reliability and validity tests, which returned positive results and thus, deployed for the study. A total of 286 copies of the questionnaire were distributed, with the help of two research assistants, out of which 248 copies were returned, but 240 were analyzed because 8 copies returned were unusable as a result of mutilation and incomplete response. The data collected were analyzed using simple regression analysis and hypotheses tested at a 5% level of significance, signifying a 95% confidence level.

DATA PRESENTATION AND ANALYSIS

Table 1
Responses for Career Capabilities and Employee Embeddedness in the Civil Service in Anambra State

<table>
<thead>
<tr>
<th>S/N</th>
<th>Questionnaire Items</th>
<th>SA (5)</th>
<th>A (4)</th>
<th>UD (3)</th>
<th>D (2)</th>
<th>SD (1)</th>
<th>Mean</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Career Capabilities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>I can do so many things in my organization.</td>
<td>80</td>
<td>98</td>
<td>2</td>
<td>40</td>
<td>20</td>
<td>3.74</td>
<td>Accept</td>
</tr>
<tr>
<td>2</td>
<td>I perform many tasks in my firm.</td>
<td>50</td>
<td>80</td>
<td>-</td>
<td>70</td>
<td>40</td>
<td>3.13</td>
<td>Accept</td>
</tr>
<tr>
<td>3</td>
<td>I do not shy away from responsibilities in my organization.</td>
<td>91</td>
<td>88</td>
<td>31</td>
<td>30</td>
<td>60</td>
<td>3.75</td>
<td>Accept</td>
</tr>
<tr>
<td>4</td>
<td>I am familiar with a lot of things in my carrier path.</td>
<td>10</td>
<td>98</td>
<td>15</td>
<td>56</td>
<td>61</td>
<td>2.75</td>
<td>Reject</td>
</tr>
<tr>
<td></td>
<td><strong>Employee Embeddedness</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>I will not leave my firm anytime soon.</td>
<td>67</td>
<td>50</td>
<td>21</td>
<td>62</td>
<td>40</td>
<td>3.17</td>
<td>Accept</td>
</tr>
<tr>
<td>6</td>
<td>I like my duty in my firm.</td>
<td>50</td>
<td>81</td>
<td>11</td>
<td>70</td>
<td>28</td>
<td>3.23</td>
<td>Accept</td>
</tr>
<tr>
<td>7</td>
<td>My potential is fully utilized in my organization, therefore, I am not quitting.</td>
<td>20</td>
<td>56</td>
<td>7</td>
<td>87</td>
<td>70</td>
<td>2.45</td>
<td>Reject</td>
</tr>
<tr>
<td>8</td>
<td>I see myself retiring in my firm.</td>
<td>49</td>
<td>20</td>
<td>34</td>
<td>80</td>
<td>57</td>
<td>2.68</td>
<td>Reject</td>
</tr>
</tbody>
</table>

Source: Field Survey, 2022

Keys: SA: Strongly Agree; A: Agree; UD: Undecided; D: Disagree and SD: Strongly Disagree

Table 1 shows the responses of respondents regarding career capabilities and employee embeddedness in the civil service in Anambra State. The analysis here is done with mean statistics, with a threshold of acceptance of 3, meaning that any questionnaire item with a mean of 3 and above should be accepted, while any below it should be rejected. From the Table, it is shown that 1, 2, 3, 5 and 6 are accepted by virtue of their mean being 3 and above while questionnaire items 4, 7 and 8 are rejected, for the same reason of having means less than 3.

Table 2
Responses for Career Experience and Employee Embeddedness in the Civil Service in Anambra State

<table>
<thead>
<tr>
<th>S/N</th>
<th>Questionnaire Items</th>
<th>SA (5)</th>
<th>A (4)</th>
<th>UD (3)</th>
<th>D (2)</th>
<th>SD (1)</th>
<th>Mean</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Career Experience</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>I have a lot of experience in my job.</td>
<td>74</td>
<td>67</td>
<td>-</td>
<td>69</td>
<td>30</td>
<td>3.36</td>
<td>Accept</td>
</tr>
<tr>
<td>2</td>
<td>I have stayed for over 5 years in my firm.</td>
<td>50</td>
<td>70</td>
<td>-</td>
<td>40</td>
<td>80</td>
<td>2.88</td>
<td>Reject</td>
</tr>
<tr>
<td>3</td>
<td>My job is easy for me because I have been here for a long time.</td>
<td>49</td>
<td>79</td>
<td>2</td>
<td>50</td>
<td>60</td>
<td>3.03</td>
<td>Accept</td>
</tr>
<tr>
<td>4</td>
<td>Nothing confuses me again in my organization.</td>
<td>39</td>
<td>100</td>
<td>13</td>
<td>48</td>
<td>40</td>
<td>3.21</td>
<td>Accept</td>
</tr>
<tr>
<td></td>
<td><strong>Employee Embeddedness</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Mary, Phina, & Anene, P.No. 82-93
I would not leave my firm anytime soon because of the experience I have on the job.

I like what I do in my firm.

My experiences are fully utilized in my organization, therefore, I will not leave anytime soon.

I see myself retiring in my firm.

Table 2 reveals respondents' responses on career experience and employee embeddedness in the civil service in Anambra State. With a benchmark of 3, using the mean from the analysis, the researchers either rejected or accepted questionnaire items. From the Table, questionnaire items 1, 3, 4 and 6 are all accepted, while questionnaire items 2, 5, 7 and 8 are all rejected for the reason of having mean statistics that is less than 3.

**Test of Hypotheses**

**Hypothesis One**

Career capabilities has a statistically significant relationship with employee embeddedness in the civil service in Anambra State

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.949a</td>
<td>.900</td>
<td>900</td>
<td>1.726</td>
</tr>
</tbody>
</table>

A. Predictors: (Constant), CARCAP

Table 3 shows the model summary for hypothesis one which states that career capabilities has a statistically significant relationship with employee embeddedness in the civil service in Anambra State. The correlation coefficient as represented by R shows that a 95% relationship exists between the two variables, while the coefficient of determination as represented by R Square indicates that career capabilities have a 90% influence on employee embeddedness in the civil service of Anambra State.

**Hypothesis Two**

Career experience has a statistically significant nexus with employee embeddedness in the civil service in Anambra State.

Table 4 indicates the ANOVA for hypothesis one, with F and Sig (p-value) being the determinants of the acceptance or rejection of the null or alternate hypothesis. With a significance level of 0.05, which is compared with the sig of .000, given that the p-value is lesser than the level of significance, the alternate hypothesis is accepted and it is stated that career capabilities has a statistically significant relationship with employee embeddedness in the civil service in Anambra State.
Table 5

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.974a</td>
<td>.950</td>
<td>.949</td>
<td>1.203</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), CAREXP

Source: Field Survey, 2022

Table 5 shows the model summary for hypothesis two which states that career experience has a statistically significant nexus with employee embeddedness in the civil service in Anambra State. R signifying correlation coefficient reveals that a 97% nexus exists between the variables, while R Square shows that a 95% change in employee embeddedness is accounted for by changes in the career experience of employees in civil service of Anambra State.

Table 6

ANOVA Hypothesis Two

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>6485.102</td>
<td>1</td>
<td>6485.102</td>
<td>4483.770</td>
<td>.000b</td>
</tr>
<tr>
<td>Residual</td>
<td>344.231</td>
<td>238</td>
<td>1.446</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>6829.333</td>
<td>239</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: EMBEB
b. Predictors: (Constant), CAREXP

Source: Field Survey, 2022

Table 6 shows the ANOVA for hypothesis two. The object of analysis here is also F and Sig, which will determine the acceptance or rejection of the null or alternate hypothesis. Comparing the significance level of 0.05 with the sig of .000, the alternate hypothesis is accepted which leads to the statement that Career experience has a statistically significant nexus with employee embeddedness in the civil service in Anambra State.

CONCLUSION

Career development is like a road map through which employees follow to ascend to higher levels in their chosen careers. Showing employees a clear career path and helping them in the journey of making choices and decisions play a significant role in determining employees that would stay and those that will not. Hence, the study concludes that career development is a huge determining factor for predicting employees that would stay back and those who will be embedded in the firm and find it difficult to leave.

Recommendation

Following the findings and the conclusion thereof, the study recommends that:

a) The civil service in Anambra State needs to improve the capabilities of employees by training and developing them as it is seen that the more capable an employee is at executing his/her duties, the more the employee will be embedded in the organization.

b) The civil service in the state needs to do more to keep workers in the service as it will go a long way in giving employees the requisite experience needed to carry out their duties effectively and efficiently and by so doing, make them entangled in the organization that leaving becomes more difficult.

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