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Original Research Article

Career Management and Commitment of Employee in Champion Brewery, Uyo, Akwa Ibom State, Nigeria

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Abstract: The general objective of the study was to examine the influence of career management on commitment of employee in Champion Brewery, Uyo, Akwa Ibom State. The survey research design was used in this study. The choice of this design was influenced by the nature of the research problem. The target population of study include all the permanent staff of Champion Brewery Uyo, Akwa Ibom State. From the Human Resource department of Champion Brewery Plc, Uyo Akwa Ibom State, the total population of the employees working in the organization is Ninety 90 employees. The sampling technique used in the study was simple random sampling technique. This method was chosen because it gives the subjects in the population equal chance of being selected. Data used in this study were obtained from primary and secondary sources. The Primary source of Data for this study was obtained through the use of a questionnaire. Simple regression analysis was used to test the influence using the Statistical Package Social Science (SPSS version 25). The study concludes that career development significantly influenced employee commitment of Champion Brewery, Uyo, Akwa Ibom State. Also, career pathing significantly influenced employee commitment of Champion Brewery, Uyo, Akwa Ibom State. Based the on the finding, the study recommended that; Management of Champion Brewery Plc, Uyo should implement a structured learning and development framework, focusing on skill-building and leadership training. Management of Champion Brewery Plc, Uyo should develop and communicate transparent career pathways for all roles. These would reduce uncertainty, increases commitment by showing a future within the company and aids retention.

Keywords: Career Management, Career Development, Commitment, Career Pathing, Champion Brewery Plc.

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BACKGROUND TO THE STUDY

Employees are the most valuable asset for any organization, and their skills, knowledge, and abilities are among the most important aspects of the organization. Building employee commitment is not a choice any longer in business. It is in fact the only way of building a sustainable business venture in a competitive environment. Employee commitment always plays a very predominant role in achieving the vision and mission of the organisation. The employee commitment was identified as a baseline for the performance of the company. Consequently, employee commitment is considered a mutual investment between individual and the organization he works for, through his belonging and continued work in it, while accepting its organizational values and trying to achieve its goals. It also highlights high levels of individual behavior required for performance. Commitment is recognition of individual to do something, following the principles, standards towards attaining the goals or advance to the destination. Commitment shows the purposes of an organization and employees. Organization and employees can get their target goals and benefits when they make commitment. There is no option of pretext when commitment is made. Commitment refers to identification with, and involvement in one's occupation (Gupta, 2020).

According to Meyer and Allen (1991) (as cited in McMahon, 2023), employees' commitment has three main dimensions: affective, continuance, and normative commitments. Affective commitment is the employee's emotional attachment to the organization. As a result, he or she strongly identifies the goals of the organization and desires to remain a part of it. Continuance commitment is the willingness of an employee to stay in

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an organization because of personal investment in the form of nontransferable investments such as close operational relationship with coworkers, investments after retirement, career investments and acquired job skills which are unique to a particular organization, years of employment in a particular organization, taking part in the community in which the employer is located, and other benefits that make it too costly for one to leave and look for employment elsewhere. Normative commitment is a sense of moral obligation to stay with the organization. The individual commits to and remains with an organization because of feelings of obligation.

Career management practices are key strategic considerations for all organizations regardless of size, sector, market or profile. The development of the capacity and capability of the organization's managers has a fundamental impact on efficiency, effectiveness, morale and profitability of an organization (Irene and Hazel 2023). Career management benefits not only the individual employee, but also the organization. The development of employees for future positions, an organization is assured of a supply of qualified, committed employees to replace the higher-level employ. Career management helps to retain and motivate employees through the Career management process; employees are assisted in setting realistic goals and to develop the required skills and abilities for target positions (Xu and Thomas, 2021). In most firms, it is becoming increasingly evident that career management programmes are cost justified in the same terms as staffing programmes; that is each approval contributes.

Career management can be defined as the process that plans and shapes the progression of individuals within an organization in accordance with the organizational needs and objectives. A typical career management programme as part of the larger human resource system involves efforts aimed at helping employees to assess their own career strengths and weaknesses, set priorities and specific career goals, provide information on various career path and alternatives within the organization and offer employees yearly reviews of their progress towards these goals by managers who have received training in conducting such assessment (Baron and Greenberg, 2020). Various career management elements (such as career development, succession planning, career counseling, and career pathing).

Career development is not only beneficial for employees or individuals, but also organizations. In other words, development planning, career development in an organization is very important for the progress of the organization. In addition, an employee who joins the organization certainly wants something he wants, needs in his career improvement in addition to the need for adequate salaries, wages and other awards. The development of good career planning within an organization will certainly improve the ability of employees to work and this will have an impact on the employee's commitment to the organization (Yadewani *et al*., 2021).

Career pathing involves establishing career paths and families of jobs within a given area and allowing employees have a vision of progression as well as goals and expectations (Lyria, *et al.*, 2020). Career paths identify routes to attaining goals. Based on the career expectation identified in the process of career planning, possible career paths are mapped out for employees. Career paths set out a sequence of posts to which employees can be promoted, transferred and rotated.

Basically, employee commitment relates to individual goals in the organization and this has alignment with organizational goals where the better employee commitment to the organization will have an impact on achieving organizational goals. Employee commitment is one of the important factors in improving employee performance which is also related to the work of an organization. The performance of organizations refers to how the organization is realizing its planned goals outcome (Waheed *et al*., 2018 in Imagha *et al*., 2025)

Statement of the Problem

Every organization dreams of managing the career of its employees. This is because career management provides opportunities for the employees to develop their career and support the organization to maintain the culture and talent within the organization. Providing constructive career development opportunities to employees is one of the most cost-effective ways to retain top talent, boost employment engagement and productivity, strengthen the succession pipeline, and generate knowledge transfer.

The research problem is the potential lack of effective career management and low employee commitment in Champion Brewery, which can lead to decreased job satisfaction, high turnover rates, and reduced performance. The causes of the stated problem include inadequate career development, lack of career counselling, poor work environment, lack of career pathing and limited job security. The inevitable consequences of not providing constructive career management in an organization could lead to decline in the quality of service of the organization as a result of lack of structured planning by the employees. Furthermore, it could lead to inefficiency of the organization as a result of lack of building self-awareness. Moreover, it could lead to a weakening of the effectiveness of the organization as a result of work life imbalance and finally, it could lead to dissatisfaction as a result of lack of formal and informal training. These factors can negatively impact employee motivation, commitment, job satisfaction and overall performance, ultimately affecting the Champion Brewery success.

Based on the aforementioned, this research intends to examine the influence of career management on the employee commitment of Champion Brewery, Uyo, Akwa Ibom State.

Objectives of the Study

The general objective of the study is to examine the influence of career management on commitment of employee in Champion Brewery, Uyo, Akwa Ibom State. The specific objectives include to;

i. Examine the influence of career development on employee commitment of Champion Brewery, Uyo, Akwa Ibom State.
ii. Examine the influence of career pathing on employee commitment of Champion Brewery, Uyo, Akwa Ibom State;

Research Questions

i. What is the influence of career development on employee commitment of Champion Brewery, Uyo, Akwa Ibom State?
ii. What is the influence of career pathing on employee commitment of Champion Brewery, Uyo, Akwa Ibom State?

Research Hypotheses

H_{O1}: There is no significant influence of career development on employee commitment of Champion Brewery, Uyo, Akwa Ibom State.

H_{O2}: There is no significant influence of career pathing on employee commitment of Champion Brewery, Uyo, Akwa Ibom State.

REVIEW OF RELATED LITERATURE

Concept of Career Management

Career management is an ongoing and perpetual endeavour that encompasses several aspects of an individual's professional journey. In light of this, career management can be described as the systematic procedure through which individuals gather information pertaining to their values, interests, skill strengths, and weaknesses, establish a career objective, and employ career strategies aimed at enhancing the likelihood of attaining said career goals (Greenhaus, *et al.*, 2020). In a similar vein, it is noteworthy that a gratifying professional trajectory may engender a sense of personal contentment, whereas inadequate career management or ill-advised choices in this domain can profoundly undermine an individual's overall state of psychological well-being (Greenhaus, *et al.*, 2020). Furthermore, the dynamic nature of the environment, characterised by shifts in company strategy, organisational restructuring, mergers and acquisitions, and technological advancements, necessitates the continuous management of one's career. Consequently, individuals are compelled to reassess their career options and make adjustments to their career trajectories. According to the findings of Greenhaus, *et al.,* (2020), it is argued that good career management enables employees to make well-informed decisions that align with their abilities, ambitions, and personal principles, thereby enhancing organisational success (Adekola, 2021).

According to Dessler (2023), career management may be defined as the systematic approach that facilitates employees in gaining a deeper understanding of their professional talents and interests and subsequently using these skills and interests in a more efficient manner. According to Armstrong (2006), career management encompasses the provision of chances for individuals to advance and enhance their careers while also ensuring that the organisation maintains a steady supply of talented individuals. According to Okwiet (2024), the rationale for career management is predominantly centred around the individual employee and their pursuit of personal goals rather than solely focusing on the organisational objectives (Dialoke, *et al.,* 2022). According to Lyria, *et al.,* (2023), career management may be evaluated based on the presence of organisational policies pertaining to employee development and advancement. Career management plays a crucial role in establishing career routes across all units of an organisation. It encompasses several elements, such as succession planning, career mentors, career centres, counselling facilities, and retirement preparation programmes. Additionally, it involves the implementation of procedures to guarantee effective performance management and feedback processes inside the organisation.

Dimensions of Career Management

Career Development

Career development involves concerted efforts directed towards assessing a workers' potentials identifying likely career paths for that employee and designing and implementing "various forms of training and experience to prepare that person for more advanced job". When a firm takes on career development as a human resource function, such activity is called career guidance, which is composed of three sub-processes or steps: forecasting, planning and counseling. The first step is to identify the usual path of promotion (career ladder) within the organization. The second step is to estimate when and where job opening will occur and to identify liking candidates for these openings. Forecasting is an integral part of manpower planning. The likely candidates are assessed to determine their existing skills and these skills are compared with those required for the job. Training may then be planned to correct any skill deficiencies that are identified through this comparison (Peterson and Tracey, 2020).

Career development has both personal and organizational dimensions. In organizational level, it is a planned programme designed to match individual and organizational needs. Examples of such programmes include – recruitment policy that encourages a full exchange of information between the applicant and the company prior to hiring; a promotion policy that considers the needs and objective of both the

organization and the employee. A personal level career development allows for the changes in individuals as their work roles overlap with their social and family development. At this level, the employee and his family and their needs must be reckoned with by employers if they are to be successful in developing and hanging onto good employees. Workers want management to show interest in their career development, which would lead to increased productivity and greater commitment to organizational goals.

Career Pathing

Career pathing is a strategic human resource development practice which is commonly used to help employees apprehend the professional trajectories available to them within an organisation (Amdany, 2017). According to Rothwell, *et al*., (2022), employees with more formalised career paths are able to actively equip themselves with the new and scarce skills needed in today's economy. They further state that employees are more engaged in their own success, as career pathing gives employees higher autonomy and control over their careers. When employees map and outline a course within an organisation specific to their career aspirations, this is referred to as career pathing (Agrawal and Tambe, 2016). A career path contains an employee's desired career destination, and the required steps, development and experience expected in order to advance to the next level (Black, *et al.*, 2017). By doing this, employees are provided with opportunities pertaining to cross-functional, lateral and vertical career moves which are linked to their interests, education and skills (Saaiman, 2022). Through this process transparency within the business is enhanced and employees become aware of education, training, competencies and skills needed to progress their careers (Stevenson, 2019). Hein (2022) contends that career pathing gears individuals toward growing professionally, earning more money and staying relevant in a constantly changing and dynamic workplace. Additionally, Cavendish (2021) highlights that sound career pathing offers individual's job stability as well as gives them a sense of purpose and belonging in the workplace. Career pathing promotes transparency in the workplace as it provides visibility of growth opportunities and gives individuals a sense of direction in terms of goals and expectations within the organisation.

Concept of Employee Commitment

Meyer and Allen (2021) explain that employee commitment is a psychological state that shows an employee's relationship with the organization and this relationship has implications for the decision to continue wanting to stay or not in the organization. Furthermore, Pujiwati (2016) explained that employee commitment is the loyalty given by employees to the organization where they work. This form of commitment can have an impact on both parties by realizing their goals simultaneously. Employee commitment is considered as the relative strength of employees in identifying their involvement in the organization (Agyeiwaah, *et al.,* 2021). Employee commitment is a form of identification, loyalty and involvement expressed by employees towards the organization or unit. Commitment is the level of trust and acceptance of employees towards organizational goals and has a desire to remain in the organization (Mathis and Jackson, 2018). Moreover. Employee commitment is related to individual goals in the organization and this has alignment with organizational goals where the better employee commitment to the organization will have an impact on achieving organizational goals.

Influence of Career Development on Commitment of Employees

According to Srimulatsih (2021) stated that career development is a continuous work process that is given to individuals who usually work in organizations. Career development is not only beneficial for employees or individuals, but also organizations. In other words, development planning, career development in an organization is very important for the progress of the organization. In addition, an employee who joins the organization certainly wants something he wants, needs in his career improvement in addition to the need for adequate salaries, wages and other awards. The development of good career planning within an organization will certainly improve the ability of employees to work and this will have an impact on the employee's commitment to the organization (Yadewani and Wijaya 2021).

Career development is an approach taken by organizations to ensure that people with the right qualifications and experience are available when needed, as it can benefit both the individual and the organization. Human resource development needs to be done, because it reduces the company's dependence on hiring new employees. Furthermore, career development is an improvement for individuals who work in organizations to achieve the desired career. Dubrin (2022) also stated that career development is an activity that helps employees plan their future careers, their future in a particular organization so that both the employee and the organization can develop optimally. For employees who have worked for a long time, work is considered not only as a source of income but also something that makes an individual satisfied with other demands such as respect from others, competition with authority and higher positions. According to Srimulatsih (2021), effective career development will result in an environment of mutual trust, effective empowerment and commitment to the vision, mission and strategic goals. In addition, career development is one of the efforts that must be made so that existing plans can produce satisfactory work performance (Hameed and Waheed 2021).

Career Pathing and Commitment of Employee

According to Keller (2019), the commitment of employee is a critical challenge which all organisations are faced with. Amdany (2019) asserts that a

predominant cause of staff turnover is the lack of commitment to career opportunities and career pathing. This contributes to turnover by means of decreased commitment and motivation among employees. Avery (2022) further states that internal career pathing and coaching programme can enhance performance, build commitment, promote equity within the organisation, capture qualified talent and ultimately decrease turnover. Sapling (2021) explains that career pathing opens channels of communication between employer and employee, whilst helping the organisation synchronise with the employees' career goals and requirements to retain them. Successful career pathing creates a higher quality workforce who regularly learning new skills, and therefore has a positive impact on business profitability and productivity. Ginac (2018) draws attention to the fact that on average "only 7% of employees take positions within their current organisations to advance in their careers". Without clear internal career pathing employees are prone to leave and companies end up with less engaged, less diverse and less creative workforces.

According to Saaiman (2022), a well thought out and considered career path is an essential contributor in relation to employee commitment and retention. Amdany (2019) concurs with Saaiman (2022) and states that career planning has been established to reduce employee turnover intentions and absenteeism. Career pathing is a critical factor to consider when the organisation seeks to retain employees. Biswakarma (2024) indicates that career pathing is associated with a variety of beneficial workplace outcomes, including greater organisational commitment and retention. Career pathing strengthens employees' identification with their organisation and provides structure for the exploration of provisional selves that employees might adopt in the future. These identity functions in turn facilitate performance, retention and a positive work attitude. A career path gives individuals opportunities for growth and implies an organisational investment in the employee's career advancement, therefore enhancing morale and loyalty to the company. Having sound career pathing strategies in place cultivates a culture of mutual commitment on both the organisation and employees' part (Black *et al.,* 2017). Career pathing can be applied as an effective tool and instrument to measure, develop, retain, and motivate existing staff, as well as attract the right calibre of new talent. Avery (2022) states that a successful internal career coaching programme using career pathing initiatives are useful in easing the burden of high turnover by engaging and motivating staff throughout the organisation. Today's generation of employees crave for new challenges and learning opportunities.

Career Management and Commitment of Employee

Career Management and Employee Commitment have been recognised as an important management practice in the retention and satisfaction of talented employees. In today's highly competitive and complex business environment, retaining and satisfying highly skilled employees has become one of the major priorities of organisations. Employees with high satisfaction are proven to be assets to organisations and are necessary for the survival of every business. Management should keep its employees satisfied by implementing Career Management and Employee Commitment practices in the organisation. The capability to maintain highly satisfied employees is the key differentiator between those organisations that make profit and those that do not.

Organisations effectively use Career Management and Employee Commitment practices to ensure employees' satisfaction at the work place which is essential for achieving organisational objectives. Satisfied employees, who focus their efforts on achieving organizational goals and objectives, are a key advantage in the modern competitive world. The effect of Career Management and Employee Commitment practices on business performance has been studied by many experts. They found out the similar conclusion: "The more satisfied the employees are, the better operating results they achieve for their organisation."

Theoretical Framework

The study is guided by Alderfer's ERG theory,

Alderfer's ERG Theory

Alderfer's ERG theory contends that there are three basic needs which employees seek to fulfil: existence (E), relatedness (R) and growth (G). The ERG theory allows for different levels of needs to be pursued simultaneously, unlike Maslow's hierarchy (Edmonson, 2018). Furthermore, the ERG model includes a frustration-regression principle which explains that if higher level needs remain unfulfilled, an individual may regress to lower-level needs that appear easier to satisfy. According to Chathuranga (2023), existence needs refer to the need for basic material existence, such as physiological health and safety needs. Relatedness indicates an individual's need for interpersonal connections, social status and recognition. The growth element of the theory highlights an individual's need for personal and professional development, including creative and meaningful work. Saaiman (2022) asserts that satisfying employees' growth needs is positively related to employee retention. If an employees' growth needs are frustrated due to lack of a career trajectory within a company and deficiency of resources, there is a resultant increased risk of low morale, productivity and subsequently turnover.

Empirical Review

Srimulatsih (2021) examined the influence of career development has an effect on employee commitment. This research is important for the sustainability of a company. This study adopted a quantitative analysis using simple regression analysis. The population of this study was 43 employees that are

working at one of Oil Palm Plantation Company in Riau, Indonesia. Sampling frame was the list of employees working in all levels of management. Quota sampling was applied in carrying out to conduct the study. Collecting data in this study using questionnaires conducted by distributing questionnaires to the respondents. The data analysis tool (Statistical Package for Social Sciences (SPSS Version. 21.0) was used to analyze quantitative data and results. Finding indicated that there was the influence of career development on employee commitment. It also indicated that career development contributed to the increase in employee commitment. The better the career development program in one organization occur, the better the commitment of employee for that organization.

Onesmus and Nyangau, (2020) examined the role of career management strategies on employees' performance in milling industries in Kenya. A case of Unga Group Limited. With the following Specific Objectives of the Study; to dertemine the role of career planning programs on employees' performance, to find out the role of career development program on employees' performance, to examine the role of career counselling programs on employees' performance and finally to determine the role of career development goals and expectations for diverse workforce on employees' performance. The study population was 2100 employees of Unga Group Limited with a total of 210 employees as sample size. Descriptive survey design was used in this study. Primary and secondary data was used. While self-administered questionnaire and interview guide were used to collect primary data, the study reviewed the previous evaluation reports to seek the secondary data on performance. Based on the findings majority of the respondents indicated that career management strategies has a significant role on employees' performance. The findings also show that career planning programs, career development program, career counselling programs on employees' career development goals and expectations for diverse workforce has a significant role on employees' performance. Therefore, the research recommends that the organization top management should adopt a culture that promotes career management. The organization should regularly conduct career planning programs, career development program, career counselling programs on employees' career development goals and expectations for diverse workforce so as to impact of the knowledge on how career management should be managed.

Ebieme *et al*., (2024) conducted a study to examine the influence of self-awareness on business educators' job performance in federal universities in south-south Nigeria. Self-awareness was decomposed into self-confidence, realistic self-assessment and self-depreciating sense of humor. Survey research design was adopted for the study. Population of the study was made up of 92 Business Educators in the five Federal Universities in South-South, Nigeria. The entire population was used as the sample owing to its small nature. Both primary and secondary sources of data were employed for the study. Purposive sampling technique was adopted while the research instrument was a structure questionnaire. Descriptive and Inferential statistics were used in analyzing the study. Findings revealed that self-confidence had a moderated correlation value of R-0.489 with a standardized coefficient β=0.538. Realistic self-assessment showed a standardized coefficient of β=0.737 while self-depreciating sense of humor had a standardized coefficient of β=0.961. From the findings, it was concluded that self-awareness has a positive significant influence on business educators' in south-south, Nigeria. As recommendations, management of higher institutions should create more awareness about the importance of self-confidence to their business educators. Also, business educators should be encouraged to by managements of higher institutions to always have a realistic self-assessment. Management of universities in south-south Nigeria should endeavor to assess sense of humor when conducting the yearly appraisal via the employees' appraisal forms.

Imagha *et al*., (2021) carried out a study to access the relationship between career management practices and organizational citizenship behaviour amongst non-teaching staff of the Federal University, Otueke. Anchored on the Social Exchange theory, the study adopted the survey research design as its approach. Although the population for the study was one thousand, one hundred and fifteen (1,115) non-teaching staff of the university, the Taro Yamene's formulae was used in determining the sample size which was given as 294. Sources of data was from both primary and secondary sources. Secondary source was from textbooks, journals and internets while primary source was from the research instrument. A modified Likert scale questionnaire was the research instrument. Convenience sampling technique was used in administering the research instrument and they were personally administered by the researchers. Pearson product moment correlation statistical tool was used in analysing the hypotheses of the study. Findings revealed that career counselling, succession planning is significantly related to organization citizenship behavior amongst non-teaching staff in federal university, Otueke, Bayelsa State. In conclusion, achieving a high level of positive organisational citizenship behaviour in an organisation depends on the type of assistance organisations offer individual workers in their career management effort. It was recommended that there is need to further deepen the level of organisational citizenship behaviour of non-teaching staff of the Federal University, Otueke by adding career-counselling and succession planning unit with trained counsellors to their human resource management functions.

Manjoo, *et al.,* (2023) examined the influence career pathing practice on staff retention with specific

attention given to a call centre organisation. The study adopted a quantitative research approach and tapped into correlational research design. A pre-coded closed-ended questionnaire using a 5-point Likert scale was sent to the sample (234) identified from the target population of 586 call centre staff of the selected organisation situated in Durban and Port Elizabeth in South Africa. Both inferential and descriptive statistics were used to analyse the collected data. Linear regression analysis was used to test the hypothesis. The prime finding of this study indicated that career pathing practice has a significant impact on employee retention. The findings also indicated that ineffective career pathing processes are highly likely to influence an employee's decision to seek alternate work opportunities. The findings revealed that career pathing was not fully implemented in a manner that satisfy employees. Thus, for organisations to arrest the outflow of employees, it is vital that managers devise strategies which are geared towards promoting career pathing practice.

Katharina (2020) examined the effect of career development on employee performance through job satisfaction as a mediating variable. The study was conducted at Inna Sindhu Beach Hotel & Resort with a total sample of 61 employees and all taken for the census. The data collection method is to use a questionnaire as a research instrument. Data analysis techniques used are path analysis (path analysis) and multiple tests. The results showed that all hypotheses were accepted. Career development has a positive and significant effect on job satisfaction, career development has a positive and significant effect on employee performance, job satisfaction has a positive and significant effect on employee performance and job satisfaction mediates the effect of career development on employee performance at Inna Sindhu Beach Hotel & Resort. The management of Inna Sindhu Beach Hotel & Resort is expected to better manage the career development system in the company so that employees are satisfied with their careers, also, the company is required to provide salaries by workload and employee responsibilities as well as increase the provision of training and employee development to increase employee performance.

Adenike *et al.,* (2024) analysed the relationship between career management and job satisfaction among college Workers in Ekiti State. A descriptive survey research design was adopted through the questionnaire. Staff of College of Health Science and Technology, Ijero Ekiti constituted the study population. The sample size was 148 which were selected using Yamane sampling formular. Primary data used for the study were gathered through structured questionnaire. Data gathered were analyzed using the Pearson product-moment correlation and Analysis of Variance (ANOVA). The result showed that there is positive and significant relationship between career management job satisfactions. Thus, the study concluded that career management is positively and significantly related to job satisfaction with special reference to College workers in Ekiti State.

Muthumbi, and Kamau, (2021) examined the effect of career development on employee performance in Deloitte Limited, Kenya. The study adopted a descriptive survey research design by using quantitative research methods. The target population of this study comprised of 500 employees working at Deloitte Limited, Kenya. Out of this, 116 respondents formed the sample size and were selected using stratified random sampling technique. Data collection was carried out using structured questionnaires. The data was analyzed using descriptive and inferential statistics with the help of the Statistical Package for Social Sciences (SPSS). Descriptive statistics included percentages, means and standard deviations represented by way of tables and figures. Inferential statistics included correlation and regression analysis to measure the relationship between the study variables. The study established that career development had a positive and significant effect on employee performance. The results indicated that career development was positively and significantly associated with employee performance. Several aspects of career development were identified as key, that is, training programs, career guidance & mentorship and mobility programs. The study established that career development had a positive and significant effect on employee performance. It recommended that professional services firms should shift more effort on the aspects related to career development. The firms should specifically enhance training programs, career guidance & mentorship and mobility programs.

METHODOLOGY

The survey research design is use in this study. The choice of this design was influenced by the nature of the research problem. The target population of study include all the permanent staff of Champion Brewery Uyo, Akwa Ibom State. From the Human Resource department of Champion Brewery Plc, Uyo Akwa Ibom State, the total population of the employees working in the organization is Ninety 90 employees. The break-down of the population under study is as follows (Human Resource Department of Champion Brewery Plc, Uyo, 2025):

Table 1: Population of Employees in Champion Brewery Plc, Uyo, Akwa Ibom State

Employees of Champion Brewery Plc	Number of Employees	Percent
Marketing department	32	35.5
Information and Communication Technology	13	14.4
Production department	21	23.3
Human Resources department	14	15.5

Finance/Accounting Department	10	11.1
Total	**90**	**100**

Source: Human Resource Department of Champion Brewery Plc, Uyo Akwa Ibom State

In determining the sample size, the researcher used the Taro Yamane formula for sample size determination. This formula is given as:

$$n = \frac{N}{1+N(e)2}$$

Where: n = sample size
N = total number of employees
e = allowable level of error

Thus:

$$n = \frac{90}{1+90(0.05)2}$$

$$\frac{90}{1+90(0.0025)}$$

$$\frac{90}{1+0.225}$$

$$\frac{90}{1.225}$$

n = 73

Given the sample size of 73, a pro – rata computation would be used to determine the number of questionnaire to be distributed to the various departments under study Champion Brewery, Uyo, Akwa Ibom State. The sampling technique used in the study was simple random sampling technique. This method was chosen because it gives the subjects in the population equal chance of being selected. Data used in this study were obtained from primary and secondary sources. The Primary source of Data for this study was obtained through the use of a questionnaire. The questionnaire was a modified Likert scale rating ranging from strongly agree to strongly disagree was adopted. These are;

Strongly Agree (SA)	5
Agree (A)	4
Disagree (D)	3
Strongly Disagree (SD)	2
Undecided	1

Specification of Model

Simple regression analysis was used to test the influence using the Statistical Package Social Science (SPSS version 25).

$y = X_i + X_{ii} + X_{iii} + \varepsilon$

Simple Linear Regression Model Specification for Objective One

$Y = \beta_0 + \beta_1 X_1 + \varepsilon$ …….. (1)
Whereby Y = dependent variable (Commitment),
β_0 = Beta Coefficient
X_1= , Career Development
β1, = coefficients of determination
ε = error term.

Simple Linear Regression Model Specification for Objective Two

$Y = \beta_0 + \beta_2 X_2 + \varepsilon$ …….. (2)
Whereby Y = dependent variable (Commitment),
β_0 = Beta Coefficient
X_1= , Career Pathing
β1, = coefficients of determination
ε = error term.

Presentation of Data

Table 2: Number of copies of questionnaire administered and returned

Departments	**No. of Administered**	**No. of returned**	**% return**
Marketing department	25	20	0.80
Information and Communication Technology	10	9	0.90
Production department	18	15	0.83
Human Resources department	12	10	0.83
Finance/Accounting Department	**8**	**8**	**0.100**
Total	**73**	**62**	**0.86**

Source: Researcher's Compilation (2025)

From the table 2, out of 73 questionnaires administered, 62 questionnaires representing 0.86% were successfully returned in usable form.

TESTING OF HYPOTHESES

H_{O1}: There is no significant influence of career development on employee commitment of Champion Brewery, Uyo, Akwa Ibom State.

Linear Regression Analysis was used to analysis the data in order to determine the influence between the variables using Statistical Package Social Science (SPSS version 25).

Table 3: Result of Linear Regression Analysis showing the influence of career development on employee commitment of Champion Brewery, Uyo, Akwa Ibom State

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.639[a]	.519	.412	.68868
a. Predictors: (Constant), Career_Dev				

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.301	1	1.301	0.742	.001[b]
	Residual	65.926	61	.474		
	Total	67.226	62			
a. Dependent Variable: Commit						
b. Predictors: (Constant), Career_Dev						

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.548	.174		14.605	.000
	Career_Dev	.723	.065	.639	1.656	.001
a. Dependent Variable: Commit						

The R-squared value of 0.519 indicates that about 51.9% variation in employee commitment of Champion Brewery, Uyo, Akwa Ibom State is accounted for by the independent variable (career development) of this study. In order to test the hypothesis, the researcher relied on the p-value of the F-statistic. The result shows the p-value of 0.001 which implies that the independent variable has a significant effect on the dependent variable. Therefore, the null hypothesis which states that career development does not significantly affect employee commitment of Champion Brewery, Uyo, Akwa Ibom State, is rejected.

The value of Unstandardized Coefficient Beta of career development is 0.723; which implies that every career development will result in 72.3 % unit increases in employee commitment of Champion Brewery, Uyo, Akwa Ibom State.

Hypothesis Two

H_{O2}: There is no significant influence of career pathing on employee commitment of Champion Brewery, Uyo, Akwa Ibom State.

Table 3: Result of Linear Regression Analysis showing the influence of career pathing on employee commitment of Champion Brewery, Uyo, Akwa Ibom State

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.430[a]	.185	.179	.62796
a. Predictors: (Constant), Career_Path				

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.413	1	12.413	31.479	.000[b]
	Residual	54.813	61	.394		
	Total	67.226	62			
a. Dependent Variable: Commit						
b. Predictors: (Constant), Career_Path						

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.454	.249		5.832	.000
	Career_Path	.458	.082	.430	5.611	.000
a. Dependent Variable: Commit						

The R-squared value of 0.185 indicates that about 18.5% variation in employee commitment of Champion Brewery, Uyo, Akwa Ibom State is accounted for by the independent variable (career pathing) of this study. In order to test the hypothesis, the researcher relied on the p-value of the F-statistic. The result shows the p-value of 0.0000 which implies that the independent variable has a significant positive effect on the variable (employee commitment of Champion Brewery, Uyo, Akwa Ibom State). Therefore, the null hypothesis which states that career pathing does not significantly affect employee commitment of Champion Brewery, Uyo, Akwa Ibom State, is rejected.

The value of Unstandardized Coefficient Beta of career pathing is 0.458; which implies that every career pathing will result in 45.8 % unit increases in employee commitment of Champion Brewery, Uyo, Akwa Ibom State.

CONCLUSION / RECOMMENDATIONS

Every organization dreams of managing the career of its employees. This is because career management provides opportunities for the employees to develop their career and support the organization to maintain the culture and talent within the organization. The general objective of the study is to examine the influence of career management on commitment of employee in Champion Brewery, Uyo, Akwa Ibom State. The survey research design is use in this study. The choice of this design was influenced by the nature of the research problem. The target population of study include all the permanent staff of Champion Brewery Uyo, Akwa Ibom State. From the Human Resource department of Champion Brewery Plc, Uyo Akwa Ibom State, the total population of the employees working in the organization is Ninety 90 employees. The sampling technique used in the study was simple random sampling technique. This method was chosen because it gives the subjects in the population equal chance of being selected. Data used in this study were obtained from primary and secondary sources. The Primary source of Data for this study was obtained through the use of a questionnaire. The study concludes that career development significantly influenced employee commitment of Champion Brewery, Uyo, Akwa Ibom State. Also, career pathing significantly influenced employee commitment of Champion Brewery, Uyo, Akwa Ibom State.

Based the on the finding, the study recommended as follows;

i. Management of Champion Brewery Plc, Uyo should implement a structured learning and development framework, focusing on skill-building and leadership training.
ii. Management of Champion Brewery Plc, Uyo should develop and communicate transparent career pathways for all roles. These would reduce uncertainty, increases commitment by showing a future within the company and aids retention.

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