

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

THE EFFECT OF CAREER DEVELOPMENT PRACTICES
ON EMPLOYEE COMMITMENT AND PERFORMANCE
AT IGE POWER CO., LTD

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EMBA II - 30

EMBA 16th BATCH

NOVEMBER, 2019

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ACADEMIC YEAR (2017-2019)

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**A thesis submitted to the Board of Examiners in partial fulfillment of the
requirements for the degree of Master of Business Administration (MBA)**

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ACCEPTANCE

This is to certify that the thesis entitled “The Effect of Career Development Practices on Employee Commitment and Performance at IGE Power Co., Ltd” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

Board of Examiners

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ABSTRACT

The main purpose of this study is to analyze the effect of career development practices on employee commitment and the effect of employee commitment on employee performance of IGE Power Co., Ltd. The data are collected from 109 employees from IGE Power Co., Ltd with questionnaire which is designed with 5- point Likert. This study found that career planning and job orientation are significantly and positively effect on affective and continuance commitment respectively. Coaching practice is significantly and positively effect on normative commitment. It is observed that employee commitments effect on employee performance, all commitments are positive relationship. Among three types of organizational commitment, affective and continuance commitments are influencing factor on employee performance. Based on the results of this study, it suggests that IGE Power Co., Ltd. should focus on affective and continuance commitment by applying the career development practices especially career planning, coaching and job orientation in the company.

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TABLE OF CONTENTS

	page	
ABSTRACT	i	
ACKNOWLEDGEMENT	ii	
TABLE OF CONTENTS	iii	
LIST OF TABLES	vi	
LIST OF FIGURES	v	
CHAPTER 1	INTRODUCTION	1
	1.1 Rationale of the Study	1
	1.2 Objectives of the Study	3
	1.3 Scope and Method of the Study	3
	1.4 Organization of the Study	4
CHAPTER 2	THEORETICAL BACKGROUND	5
	2.1 Career Development Practices	5
	2.2 Employee Commitment	10
	2.3 Employee Performance	11
	2.4 Previous studies	12
	2.5 Conceptual Framework of the Study	15
CHAPTER 3	PROFILE AND HR PRACTICES OF IGE POWER CO., LTD	16
	3.1 Profile of IGE Power Co., ltd	16
	3.2 Practices Towards Employee Commitment of IGE Power Co. ltd	19
	3.3 Research Design	23
	3.4 Reliability Test	25
	3.5 Profile of the Respondents	25

CHAPTER 4	ANALYSIS ON EMPLOYEE COMMITMENT AND PERFORMANCE OF IGE POWER CO., LTD	27
4.1	Career Development Practices and their Performance	27
4.2	Employee Commitments	33
4.3	Employee Performance	35
4.4	Effect of Career Development Practices on Employee Commitment	36
4.5	Effect of Employee Commitment on Employee Performance	40
CHAPTER 5	CONCLUSION	42
5.1	Findings and Discussions	42
5.2	Suggestions and Recommendations	44
5.3	Needs for Further Research	47
REFERENCES		
APPENDIX		

LIST OF TABLES

Table No.	Descriptions	Page
Table 3.1:	Reliability Test	25
Table 3.2:	Profile of the Respondents	26
Table 4.1:	Career Planning	28
Table 4.2:	Coaching	29
Table 4.3:	Counseling	29
Table 4.4:	Mentoring	30
Table 4.5:	Training	31
Table 4.6:	Job Orientation	32
Table 4.7:	Affective Commitment	33
Table 4.8:	Continuance Commitment	34
Table 4.9:	Normative Commitment	34
Table 4.10:	Employee Performance	35
Table 4.11:	Career development practices on Affective Commitment	36
Table 4.12:	Career development practices on Continuance Commitment	38
Table 4.13:	Career development practices on Normative Commitment	39
Table 4.14:	Employee Commitment on Performance	40

LIST OF FIGURES

Figure No.	Descriptions	Page
Figure 2.1:	Conceptual Framework of the Study	15
Figure 3.1	Organization Structure of IGE Power Co., Ltd (Operation)	18
Figure 3.1	Organization Structure of IGE Power Co., Ltd (Support)	19

CHAPTER 1

INTRODUCTION

This study focuses the effect of career development practices on employee commitment and performance at IGE Power Co., Ltd. In line with (Lockwood, 2007), employees are critical to the competitiveness of the organization. Committed employees are invaluable asset to an organization. Career development is a critical human resource management function for both Public and Private Organization Armstrong, (2006).

The development of employees for future positions qualifies organizations to develop and place employees in positions compatible with their individual career interests, needs, and goals. The study is tied up the theories linking career development on employee's commitment which explain the phenomenon of career choice such as job satisfaction, guidelines for practice. The trait and factor theory by Parsons (2009) asserts that the individuals needs and values can only be fully realized when they are matched with those jobs which are relevant to such needs and values. This is supported by the ego identity theory that views the process of career development as a part of a continuing process of differentiating ego identity. There is a conciliation on relationship between career and personality in organization.

Career Development Practices mention as organizational activities directed at carrying on the pool of human resources and ensuring that the resources are employed toward the fulfillment of organizational goals. By using good practices of human resource management, internal capabilities of an organization is enhanced to deal with current as well as future challenges to be faced by an organization and also energize employee' commitment in the organization.

Employee commitment can be defined as happiness of employees with the company they work for. Happy employees work harder for the organization. Human resources are the most decisive factor for organizations in achieving their intended goals. This is because organizations cannot attain their intended goals. This is because organizations cannot attain their intended out puts without effective and competent employees. Although there are many factors that play a key role, the organization must have effective employees in order to stay financially solvent and competitive. Employees who have job satisfaction can produce positive outcome by having commitments.

Employee commitment has been defined as a mindset, which ties the individual to the organization. Employee commitment consists of affective, continuance and normative commitment. The consequences of organizational commitment in the organization to be improved job performance, intention to stay, increase in attendance, loyalty, decreases in turnover, greater creativity, more cooperation and increases commitment to the organization.

IGE Power Co., Ltd. was established in 2013 by participating in all kinds of many hydropower projects. IGE Power Co., Ltd has successfully done the feasibility study to power generation. From that time, IGE Power became one of the leading companies in power industry with well-known. Through several years in hydropower business, IGE Power Co., Ltd also improved the primary local partner for some international investment companies and construction companies.

1.1 Rationale of the study

It would be significantly more important in the years ahead to understand the commitment of individuals to an organization, as well as the organization's need to create the environment in which one would be willing to stay. The company and other policy makers can rely on the outcome of this study to address ways upon which it can improve employee commitment and performance. The commitment of employees is important because it leads to job performance, absenteeism and other behaviors. Assessing workforce attitude is a business imperative. Havill, (2010) expressed that knowing the level of employee commitment within the organization can be foundation for organizational change and ongoing success. The concept of human resource development is not restricted to deployment of available manpower for immediate.

Nowadays, with the advancement of technology and economic growth, marketplace is growing with a rapid pace which leads to significant increase in labor demand. This also increases the pressure on companies to retain their valuable resources, high skilled and talented employees.

Affective commitment, according to Meyer and Allen (1991), is influenced by the individual's needs and expectations about the organization and whether those match or not, according to their actual experience, establishing evident links to the psychological contract. Affective commitment is an employee's emotional attachment to involve in organization. In the same way, it has been shown to be associated with higher productivity and with positive work attitudes (Meyer and Allen (1984).

Continuance commitment, also called a calculative commitment, refers to the commitment based on the costs the employees associate with leaving the organization and so being more calculative and concerned with the individual's need to continue working for the organization (Meyer and Allen 1997).

Normative commitment intends on the right or moral things to do (Meyer et al. 2002). The term is similar in some aspects to affective commitment but it is influenced by society's norms about the extent to which people ought to be committed to the organization. This is based on social exchange theory, which suggests that an employee receiving a benefit under a strong normative, has the obligation to repay it in some way.

However, an extension of this model (Meyer, Allen and Smith 1993) also considers the terms occupations, profession and career commitment applied to the individual and the organization. To be successful in today's business world, IGE Power Co., Ltd needs to apply that career development practices, which are the comprehensive activities taking care of manpower requirement of an organization on a continuing basis. There is need to find out which factors of career development within the organizational context can lead to commitment among employees of IGE Power Co., Ltd so as to continually positive effect toward performance of employee. There is an important matter for IGE Power Company Limited to maintain skillful employee with their commitment to have a solid and satisfied workforce.

The aim of this study is to explore the ways to gain competitive advantage for the organization, while most of the organizations are increasingly realizing that career development is clearly the most critical element in ensuring employee commitment and job performance. In Myanmar, organizations need to be aware of the importance of career development practices for employee commitment. And also the findings of the study provide a more reliable in-depth understanding of the effect of career development practices on commitment and performance, thus helping immensely to achieve the objectives of the company.

1.2 Objectives of the Study

The objectives of the study are to determine the career development practices and its impact on employee commitment and performance of IGE Power Company Limited.

- (1) To analyze the effect of career development practices on employee commitment of IGE Power Co., Ltd.

- (2) To examine the effect of employee commitment on employee performance of IGE Power Co., Ltd

1.3 Scope and Method of the Study

For this study, quantitative research design was used .The technique that used in this research is probability sampling. This study uses structured questionnaires for the survey on the 109 employees who responded out of 150 employees selected as samples from IGE Power Co., Ltd. Primary data is collected by using the questionnaire. To achieve objectives, this study used both primary and secondary data. One set of questionnaires is used for conducting employee survey which covered career development, commitment and performance. Secondary data is collected from published thesis, text book, relevant previous master thesis papers, research papers and other related sources.

This study only considered on career development practices such as career planning, coaching, counseling, mentoring, training and job orientation and employee commitment factors such as affective, continuance and normative. There may be other practices that may affect career development. This study excluded other practices on career development and commitment.

1.4 Organization of the Study

This paper is divided into five Chapters. Chapter one is the introduction which comprises rationale, objectives, scope and method of the study and organization of the study. Chapter two is about the theoretical background of career development practices, employee commitment, performance and conceptual framework of the study. Chapter three describes IGE Power profile, human resource practices, research design, reliability test and profile of respondents. Chapter 4 reveals the analysis of career development practices, employee commitment and performance in IGE Power Co., Ltd. The last chapter, Chapter five covers the conclusion that is described by the finding and discussion, recommendation, suggestion and needs for further research.

CHAPTER 2

THEORETICAL BACKGROUND

In the highly competitive industry, employee commitment becomes the crucial factor for sustainable advantage in the market. This chapter includes the theoretical background of career development practices and describes the relationship among career development practices, employee commitment and performance.

2.1 Career Development Practices

Career development is crucial for both the individuals and for the organization because it is not possible to plan for the career without identifying the needs of organization and competencies of employees. Career development is the most effective tool for organizations through which they grow their employee's career to make them more productive on workplace. The employees have stronger commitment to their organizations when they perceived their organizations are committed towards their well-being.

There are several factors which influence on employee commitment. Career growth, opportunities, involvement in decision making, job security, training, promotion and mentoring etc., influence on employee commitment. In this study, the career development practices on employee commitment based on the career planning, coaching, counseling, mentoring, training and job orientation.

Career development practices can be designed to indicate that employers are committed to keeping employee 'knowledge, skills and abilities. Career development can help understand employees attain new capabilities. According to (Alnaqbi ,2011), career development is not simply a means of arming employees with skills they need to perform their jobs, it is often deemed to be representative of an employer's commitment to their work force. However, it is important to identify that HR practices work to develop individual knowledge and skills, as well as employee attitude and behaviors.

According to Trait and Factor Theory, sets out to match people and occupations in respect of their abilities, interests, intelligence, attitude and aptitude. The theory also states that the individual needs and values can only be fully perceived when they are matched with those jobs which are relevant to such needs and values (Parsons, 2009). A

clear understanding of himself, his abilities, aptitudes, interests, ambitions, resources, limitations and their causes, a good knowledge of the requirements and prospects in different jobs and a sound reasoning of the correlation between the above two groups of factors and selection of a good match. This theory therefore states that if an individual's personality is carefully observed, better prediction can be made about his career behavior.

Ego Identity Theory, Tiedeman and O'hara (1963), examined the process of career development as a part of the continuing process of differentiating ego identity. They contend that variables such as a person's early childhood experiences within his family, the psychological crises encountered at various developmental stages, the equilibrium between vocational goals, the individual needs and those of the society and the personality characteristics of an individual all have great impact on commitment.

Career development practices involves being aware of personal goals, values, organizational goals and it is learning continuously new things, applying new knowledge and taking advantage of opportunities and also taking risks in order to make the organization more effective and productive and also achieving personal and organizational goals.

2.1.1 Career Planning

Career planning practice process incorporates both the organization and the individual responsibility. Career planning is continuing process where employees explore their abilities, plan accordingly and then create work success and achieve their goals. Career planning is career development practice which involved continuous process in which an individual commitment as a result of skills, needs, motivations in the organization (Gill and Kustron, 2011). Career planning which focuses on employees needs for growth and development and the assistance to the organization can provide so that the employee has the opportunity to grow their career. In addition on growing their career, employees are also interested in developing themselves both personally and professionally. Thus, the individuals must identify their aspirations and abilities, and through assessment and counseling to understand their needs of training and development, in terms of the technical skills and education advancement needed.

2.1.2 Coaching

Many organizations work under time pressure and dealing with change is nowadays an everyday challenge. An employee ability to learn and also adapt has become

an important skill in today's organization. Therefore coaching is used in today's workplace to help employees regulate workplace changes.

Further, the organizations are more flat, there are broader management roles and lower job security which also have been contributing factors to the growth of coaching. Employee's job performance is a function of their ability, their motivation to work, and their chance to organize their ideas, knowledge and abilities in an effective way. Coaching can help in enhancing an employee performance as it provides the employee with a chance to increase their skills and motivation which eventually leads to an overall positive impact on the employee job performance.

The success or failure of an employee to accomplish their desired outcomes with coaching can be influenced by many factors. Kilburg (2012) identified three aspects that are essential to coaching effectiveness in organizations. The first two are the employee's and coach's commitment to the path of progressive development. The second is the coach's thorough understanding of the employee's characteristics and the problems and issues they bring to coaching.

This career development practice involves the process that enables supervisors providing learning and development to occur on the job as job training which enhance performance and improvement of the employee. In the workplace, leadership coaching has been revealed to be effective for increasing employee confidence in expressing their ideas. Coaching as a career development practice is a popular capacity-building tool, especially in the area of leadership development.

2.1.3 Counseling

In this today's more competitive business world, it is not only important for the organizations to get profit but it has become most important to satisfy competitive employees. Retention of employees is not easy, until an organization provides them with intrinsic/extrinsic rewards and opportunities for career improvement. This can be done through career counseling and goal setting, so that employees can realize their abilities and take correct action plans to fulfill their career goals.

Career counseling is the career development practice that consists of a greater number of transitions as a result of the changing nature of work organizations. One connection of this change is that careers counseling which is career development practice will be needed at a greater number of points during the course of the people meet more frequent employer and job changes. Employee counseling programs must cultivate strong

support systems for management as they are charged with the initial responsibility of documenting, identifying and confronting an employee's poor performance.

Workplace counseling that is valued by the employees, has the potential for savings by decreasing sickness absence, takes pressure off managers through the availability of a constructive means of dealing with difficult staff or situations. It also contributes to its reputation as a caring employer. Work place counseling will assist employees develop and implement work-life strategies that will meet their needs as well as the corporate goals. The employees will be able to recognize all aspects of modern life, work, family, self-care and the community and thus creating and implementing strategies for enhancing work-life balance (Mayor, 2001).

2.1.4 Mentoring

Career mentoring functions involve specific mentor behaviors supportive of the career progress, which directly enhance the functions directly help in his or her career, psychosocial functions are more personal aspects of a relationship that tend to enhance the sense of professional competence and identity. Mentoring might be considered at the group level also, and there is a clear need to consider mentoring from the perspective of employing organizations.

Mentoring is, in effect, concerned with the longer term acquisition of skills and abilities. Mentoring as a system of semi-structured guidance where a person shares their experience, knowledge and skill to help one to make progress in careers and lives. Mentors should be accessible and also willing to help in case one needs their help within agreed boundaries.

According to Murray (2008), mentoring is a career development practice which entails helping and supporting people to manage their own learning in order to maximize their potential, develop their skills, improve their performance and become the person they want to be in alignment with organization objectives. Mentoring is in focusing on specific tasks or objectives. Mentoring in an organization enhances staff morale, motivation and performance as well as the leadership skills of the managers.

2.1.5 Training

Training and development is the crucial factors of enlightening the employee performance in most organizations Training is the acquiring of competencies, skills and

knowledge from vocational training or being competent in a knowledge that is related to a specific useful skill.

Companies with higher levels of perceived fair access to organizational training programs will be more likely to increase the number of committed employees in their organization (Bartlett and Kang, 2004). Access to training refers to employees' perceptions of the probability of their attendance at organizational training, whether or not participation is based on objective and fair selective criteria, whether or not the application procedure is explicitly formalized and whether or not applicants are assisted by their managers (Bulut and Culha, 2010).

If employees perceive that their training would be beneficial for both themselves and the organization, and there would be chances to practice what was accepted from the training, their degree of willingness to take part in future organizational training, and the outcomes from training, are likely to be greater. Employees' expectations from organizational training would be job-related, career-related or personal. Job-related benefits think about employees' expectations that their efforts regarding training will allow promotions and improvements in their current positions. Career-related benefits will likely assist in the development of skills for a future job (Bulut and Culha, 2010).

2.1.6 Job Orientation

Most organizations prepare an employee orientation program coordinated by the human resource department (Blackwell, 1997). The human resources department is tasked with ensuring that the employees of an organization develop their personal as well as the organizational skills, knowledge and abilities. Employee orientations set out many purposes and have many meanings from both an organizational and an employee perspective. Learning about quality in an organization is the principal for both the new employee and for the organization. Employee orientation is being a good way for organizations to start teaching new employees about quality-related organizational philosophies and initiatives. Organizations should also accept that employee orientation is a starting point for this type of training. For new employees, understandings about an organization's quality purposes and efforts change over time. Orientation training is an major venue for addressing this issue. It is very possible that new employees did not find the organization's quality beliefs and efforts within their respective departments and units as described in the training program.

For the purpose of career development, most employers begin to focus attention on the orientation process somewhere between the recruiting stage and the on boarding stage. And also communication comes up with employee commitment by informing and clarifying the employees about the task to be done, the manner they are performing the task, and how to improve their performance. Communication is a vital role in altering individual's attitudes and socializing. There are different levels of hierarchy and certain principles and guideline that employees should follow in an organization. They must act in accordance with organizational policies, perform their job efficiently and communicate any work problem to their supervisors. Job orientation and continuous communication help align goals between employee and organization. So, for effective career development, orientation should be continuous process in the organization.

2.2 Employee Commitment

Employee commitment is a situation where an employee sided with a particular organization and its goals and wishes to maintain membership within the organization. Employees show commitment and engagement when they positively commit to their organization, willingly make changes, trust their organization, possess self-efficacy, and aspire to achieve improvements within the organization (Frese,2008). The results of commitment comprise improved productivity, a reduction in turnover, and amplified customer focus. Committed employees are more likely to endure with an organization even if higher paying jobs are available to them in the private sector. There are three types of employee commitment include affective commitment, continuance commitment and normative Commitment.

Affective commitment is when employees feel a strong emotional attachment to the organization, and to the work that they do. Affective commitment is the positive emotional connection and participation of employees to the organization. The employee who is affectively faithful to the organization will achieve the goals of association and want to be a part of organization for a long time. Employee who stays longer with organization has significantly higher affective commitment (Meyer, Allen and Smith, 1993). Affective commitment has strong relationship with the antecedents, correlates, effects, and cross- cultural (Allen and Meyer, 1990).

Continuance commitment, this type of commitment occurs when employees weigh up the pros and cons of leaving an organization. An employee may feel like they need to stay at the company, because the loss they will experience by leaving it is greater

than the benefit they think they might gain in a new role. According to Allen and Meyer, (1990), continuance commitment is based on two elements such as number of investments individuals make in existing organization, lack of opportunities of work. Continuance commitment depends on the charges or expenses that employees subordinate when they are leaving the organization (Meyer and Allen, 1991).

Normative Commitment, this type of commitment occurs when an employee feels a sense of obligation to the organization, even if they are unhappy in their role, or even if they want to pursue better opportunities. Normative commitment called the silent dimension of employee commitment and researchers conclude that it is inter-connected with the affective commitment (Allen and Meyer, 1990 ; Meyer and Allen, 1997). In normative commitment, individuals are committed with the organization on the basis of moral and their status which are given by the organization. The final component of commitment model is the normative commitment in which individual feels the obligation to stay within organization. When organizations offer rewards to employees in advance then employees develop normative commitment towards organization. Employees develop normative commitment towards the organization for long time.

2.3 Employee Performance

Performance is explained as the attained outcome of actions with the skills of employees who perform in some situation. Employee performance is being a mutual result of effort, ability, and perception of tasks. Good performance increases towards the achievement of organizational aims. Hence more of the struggle is required to improve the organizational performance.

According to Kotler (1988), claims that growing significance of leadership in organizations is due to changes in business environment such as change in competitive forces and the desire for more involvement of total workforce. Leadership is the most important aspect for determining the organizational performance. If employees are satisfied that organization is offering a good compensation then their motivation is enhanced and as their performance to work also increases. Management of the organization often anticipates depending on the power and responsibility of such employees and these expectations are different from organization to organization.

Today's employees are more career conscious than ever and demanding from their work in terms of fulfillment, personal growth and satisfaction. They are looking for

employment opportunities based on their interest, personality and abilities. Career Development Practices are used to improve for expected performance.

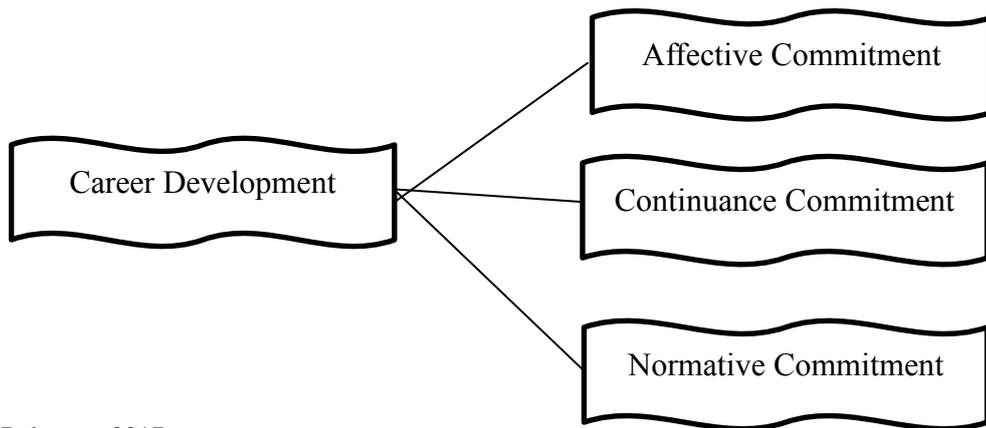
2.4 Previous Studies

To develop the conceptual framework for this study, some relating papers are reviewed. Many researchers conducted research on career development practices and forms of commitment. It is positively related to career development (Meyer and Allen, 1991). Others researchers conclude that career development practices are correlated with affective commitment, continuance commitment and normative commitment.

Career planning is career development practice which involved continuous process in which an individual commitment as a result of skills, needs, motivations in the organization (Gill and Kustron, 2011). Coaching as a primarily career development for a short-term in intervention aimed at a particular competence and commitment, Lockwood (2007). According to Jackson et al., (2012), counseling is a career development practice that consist of a greater number of transitions as a result of the changing nature of work and commitment towards organizations Mentoring practice ensures that an organization has committed employees ready to achieve the goals and objectives stipulated as mentoring engages, retains, and develops both the mentor and the mentee (Kram, K. E. (1988). Mentoring facilitates personal learning and attitude which consequently results in enhancing organization commitment and sustainable employee learning environment (Malderez, 2015). Training is important to enhance the capabilities and commitment of employees. The employees who have more on the job experience have better performance and commitment because there is the growth in both skills and competencies (Fakhar Ul Afaq, Anwar Khan). Research has also shown that employers benefit from new employee orientations in that they receive well-trained, highly motivated new employees as quickly as possible (Robinson, 1998). Successful new employee orientation programs assist new employees become familiar with organizational environment and lead commitment to the organization.

Rehman, S. (2017) has analyzed about Impact of career development on organizational commitment. In this paper, the researcher studied that the relationship between career development practices and three types of organizational commitment namely affective commitment, continuance commitment, and normative commitment in the telecom sector of Pakistan. Conceptual framework of this study is shown in below.

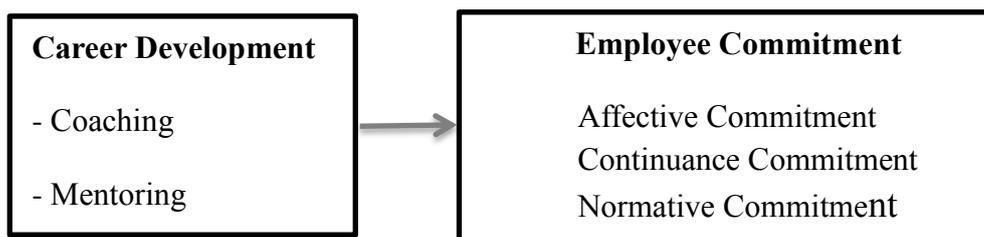
Figure (Figure of Rehman, 2017)



Source: Rehman , 2017

Daddie, A. and Ebikeseye, B. (2017), also analyzed the relationship between Impact of career development such as Training, career growth , mentorship on staff commitment in Enugu Electricity Distribution Company .This study explored that the organizations should begin to identify career development beyond just a onetime event .They should see it as a continuous process and a strategic activity of the human resource department that can ensure the attainment of both the economic and psycho-social need of the employees with the profit and sustainability goals of the organization. Simiyu, B. K., and Mbithi M. (2019), also analyzed the influence of career development such as membership and coaching on employee commitment in Masinde Muliro University of Science and Technology in their thesis. In this paper, the researchers explored the relationship between career development and employee commitment was statistically significant. Increased career development would develop employee skills and increase their interest in their job, hence more committed to their job deliveries. The study recommended that employees should be involved in making work related decisions, this makes employees feel part of the organization and also gives them a chance to place achievable targets, which makes them committed towards achieving them. Conceptual framework from this study is shown in below.

Figure (Figure of Simiyu and Mbithi , 2019)

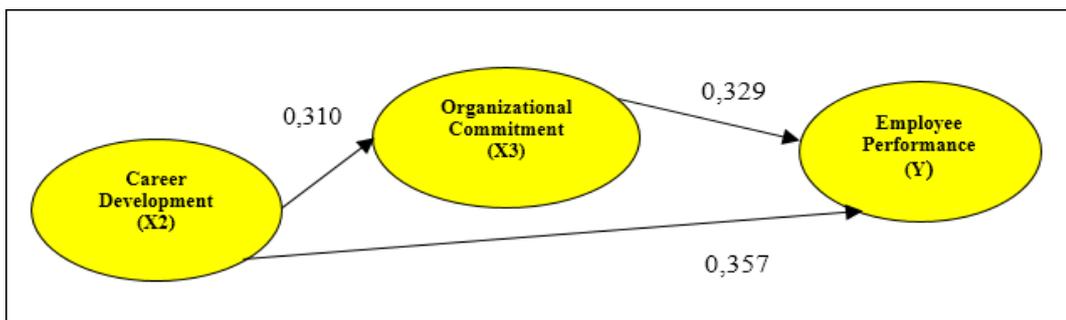


Source: Simiyu and Mbithi , 2019

Allen and Meyer (1990) explains that commitment to an organization is a psychological state, and that it has three distinct components that affect how employees feel about the organization that they work for. Commitment occurs when individuals identify with and extend effort towards organizational performance and goals. Commitment of employees is an important issue because it may be used to predict employee's performance, absenteeism and other behavior. Employee commitment is vital role because the high level of the commitment leads to organizational outcomes. Employee commitment can benefit in organization can improve performance, reduced turnover by resulting in sustained productivity. Employee Commitment organization is positively related to such desirable outcomes as motivation and attendance and is negatively related to outcome as turnover. A committed employee is perceived to protection of company' goal and esteem by giving effort to work in the time of turbulent. So, it is evident that employee commitment is an important factor for sustained productivity.

Isbandi, T. Rivai, A. and Suharto (2018), from Indonesia have analyzed the the effect of Organizational Culture and Career Development to Employee Performance through Organization Commitment on Directorate of Export of Agriculture and Forestry Products Ministry of Trade. The analysis revealed that the variables of organizational culture and career development affect the performance of employees. Conceptual framework from this study is shown in below.

Figure (Figure of Isbandi, Rivai and Suharto , 2018)

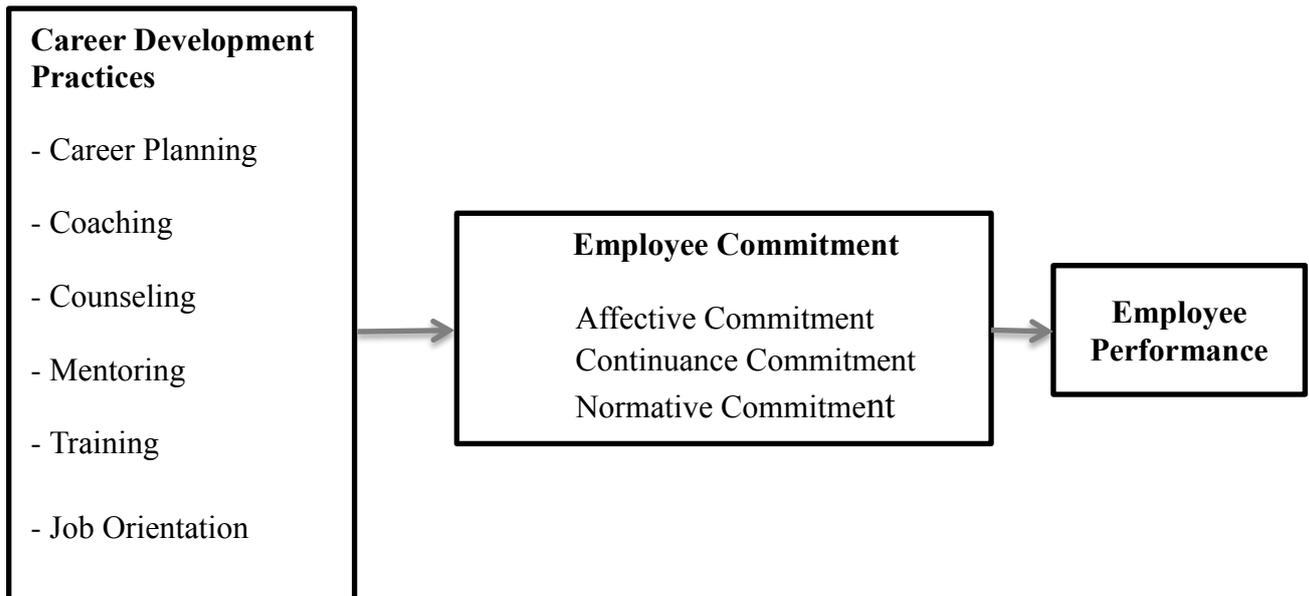


Source: Isbandi, Rivai and Suharto ,2018

2.5 Conceptual Framework of the Study

Three-component model of Allen and Meyer (1990) can be applied to analyze the employee commitment of IGE Power Company Limited. Based on the theoretical background of previous studies, the conceptual framework of this study is as shown in Figure 2.1.

Figure 2.1 Conceptual Framework of the Study



Source: Own Compilation (2019)

As shown in conceptual framework, Firstly, career development practices such as career planning, coaching, counseling, mentoring, training and job orientation need to be analyzed. Then identify the employee's affective commitment, continuance commitment and normative commitment to organization. This study mainly intends to examine the career development practices on employee commitment and employee performance in IGE Power Co., Ltd.

To achieve this objective, an examination on the effect of career development practices on employee commitment in the company is carried out. The effect of employee commitment on performance in IGE Power Co., Ltd is also studied. There are a lot of career development practices that could effect on employee commitment. In this study, six career development practices are used as independent variables and employee commitments as dependent variables. It also analyzes whether the employee commitment effect on employee performance in IGE Power Co., Ltd where employee performance is used as dependent variable and employee commitments as independent variables.

CHAPTER 3

PROFILE AND CAREER PRACTICES OF IGE POWER CO., LTD

Career Development Practices are very important in IGE Power Co., Ltd. This chapter presents the profile, background of IGE Group and IGE Power Company limited, career development practices, research design, profile of the respondents from the IGE Power Company limited.

3.1 Profile of IGE Power Co., ltd

IGE Group of Companies have successfully established a new IGE Power Company in 2013 according to the policies and encouragement of the government .To deliver value to projects through cost and planning optimization and effective risk management. With Twenty years experiences in trading, engineering and services, the advancement of technology and economic growth, marketplace is growing with a rapid pace which leads to significant increase in labor demand. This also increases the pressure on companies to retain their valuable resources, high skilled and talented employees. This also increases the pressure on companies to retain their valuable resources, high skilled and talented employees.

IGE is one of the leading Myanmar conglomerate with businesses in the trading and construction companies in Myanmar. Our company was started in 1994 as sole proprietor ship and started with the distribution and trading of construction materials, such as cement, deformed bars etc. Then range of businesses are extended from construction materials to supply of equipment, spare parts and others in the field of Agriculture, Energy, Power, Construction, Timber, Hotel, Bank and Telecommunication and Manufacturing industries by means of bidding tenders and proposal to the main contractor of Major Projects. And then we entered construction field since 2002 such as infrastructure, road, bridge building and hydropower construction. Bigger market share is taking by IGE both Energy and Power sectors by having efficient employee not only for the supply of spare parts and equipment but also for arranging projects in the form of turnkey ,installation ,supervision and commissioning. IGE also make investment in business sectors such as Power, Energy, Car Industry, Mining, Hotel, Banking and Telecom.

Nowadays, the electricity becomes the basic need among all infrastructural needs for the country's growth in economy. Thus, power industry also becomes the primary driver of economic and social development in Myanmar. Since the opening years of 21st century, management of IGE group of companies noticed that power sector becomes a sustainable industry. For this reason, IGE executed hydropower generation in 2005 which is the most potential source for Power Industry.

3.1.1 Vision, Mission and Values of IGE Power Co., Ltd

Hydropower generation and Power supply is the vital role in people's everyday lives. IGE Power Co., Ltd's vision, mission and values express where is IGE Power Co., Ltd and affect both in transforming people's lives and empowering societies to grow.

Vision

- To fulfill the nation's major requirement of Power Sector in Myanmar.
- To promote the Power development programs, power generation services, construction of dams and reservoirs, civil works, energy related services, construction, renovation and trading businesses with the joint efforts of the government and the public in order to meet the international standards.
- To enhance and develop the construction industry in the Hydropower and Infrastructure Projects by cooperating with all local and International Partner.
- To enhance and develop the Public sector.
- To be the most admired and responsible integrated Power and Infrastructure Construction Company with international footprint, delivering sustainable value to all stakeholders.

Mission

- To be the most commended and responsible integrated Power and Infrastructure Construction Company with international footprint, delivering sustainable value to all stakeholders.
- With a well-explained direction in place, the path to realizing our Vision is based on fundamental drivers, instrumental in achieving our goals. Our mission:
- To be a main developer for Power Development in Myanmar.

Values

To be the most professional and principled corporation in Myanmar by connecting to the highest standards of governance and transparency, developing our most valuable

asset – our people, delivering tangible results in high-growth sectors of the economy, and giving back to society via carefully developed CSR programs.

3.1.2 Organization Structure of IGE Power Co., Ltd

In this organization structure, management team consists of a Chief Executive Officer(CEO),General Manager(GM) and Chief Operation Officer(COO).There are 4 business lines which is led by Department Head as there are several projects under each Business Line as shown in Figure (3.1) and (3.2).

Figure (3.1) IGE Power Company Limited Organizational Structure

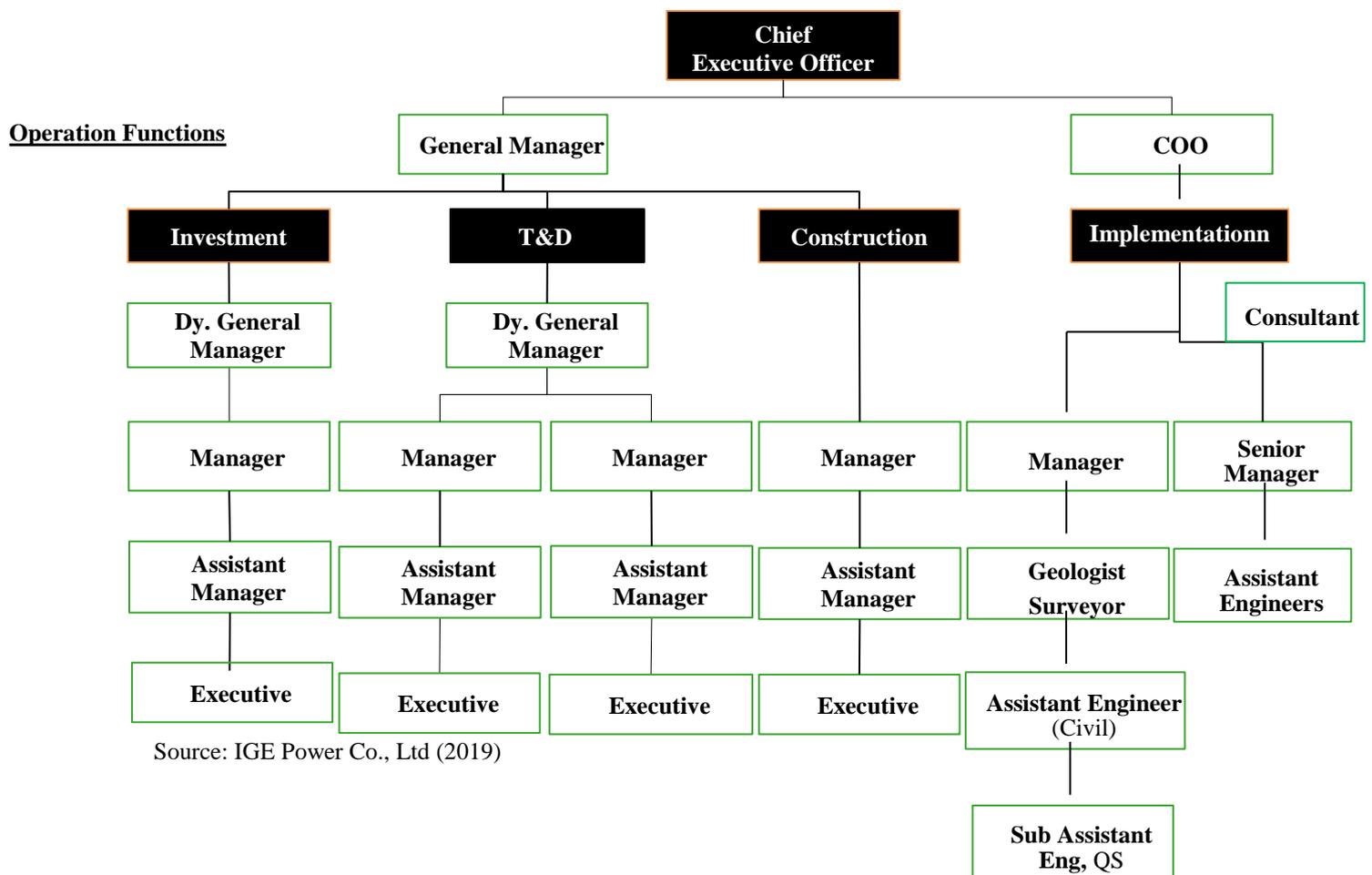
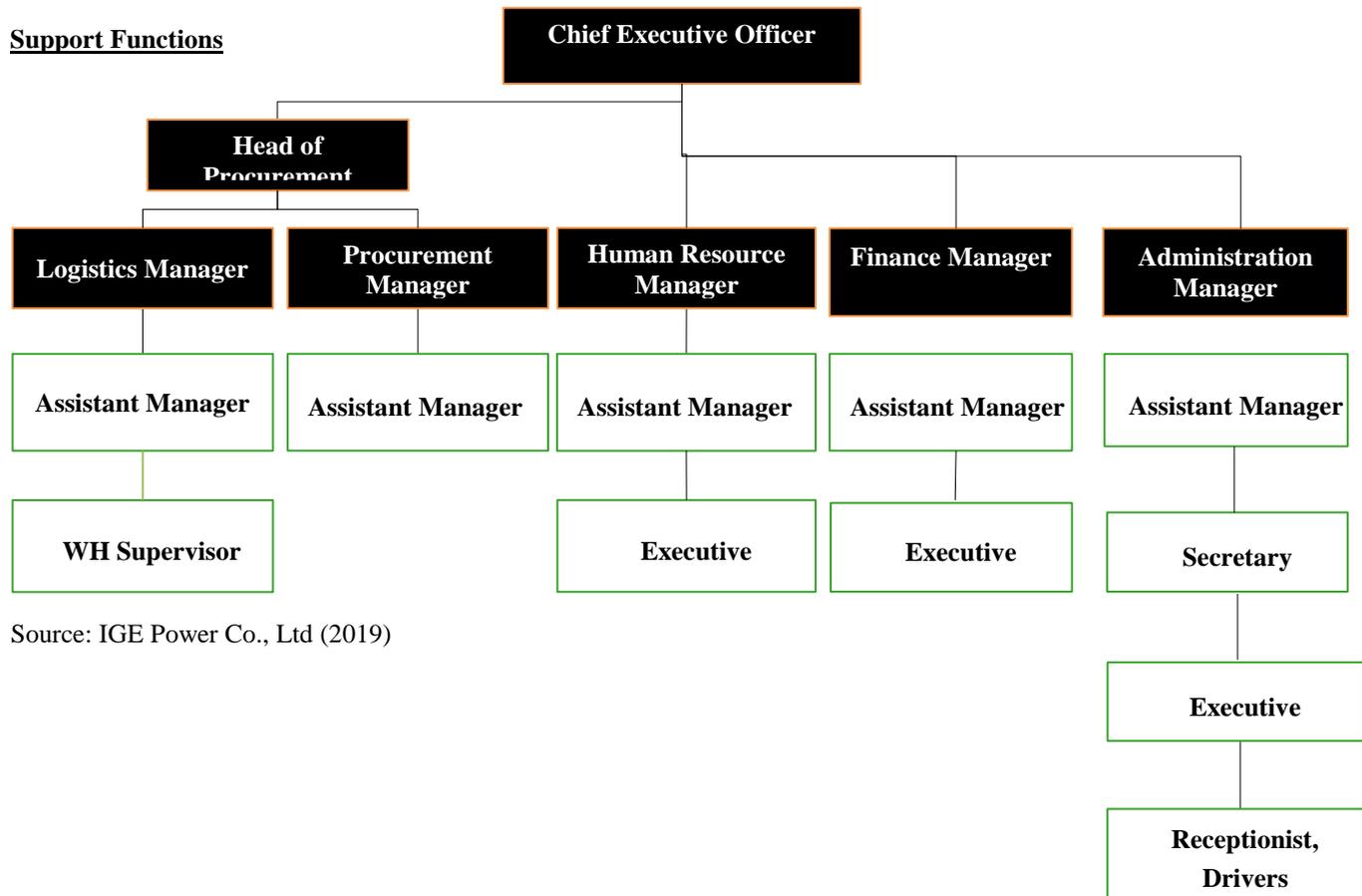


Figure (3.2) IGE Power Company Limited Organizational Structure



As shown in figure (3.1) and (3.2), under operation functions, there are four departments which include investment department, transmission and distribution department, construction department and implementation department which provide hydropower generation, transmission, distribution, installation of power supply ,engineering consultancy services to clients over in Myanmar. Under supporting functions, there are four departments such as procurement department, human resource department, finance department and administration department. In this organization structure, information flow is fast and wide range of information flow different form can be obtained.

3.2 Practices Towards Employee Commitment of IGE Power Co., Ltd

This paper present the effective of career development practices towards employee commitment of IGE Power Company Limited with the six practices such as Career Planning, Coaching, Counseling, Mentoring, Training and Job orientation. IGE

Power analyzed its needs for long-term investment and improving of the company and applying career development practices on each of mentioned categories.

3.2.1 Career Planning

Strategic business unit board discuss with employees about their options for growth and development and how they see their career in IGE Power Co., Ltd. And also asking these questions: What professional job or career growth goals does the employee hope to achieve within three years? What would the employee like to attain this year? Opportunities offer the employees to consider as options to accomplish these goals. Strategic business unit board set up the career plan of managers and above and below managers for career growth separately. HR department is assigned to give recommendations on what the employee can do to ensure that they are making progress on their career path. And also provide so that the employees can accomplish professional job as well as personal goals will help the employee improve great performance in their current job and share all of the additional available options for training to improve skill and ability

3.2.2 Coaching

Coaching supports many learning steps which lead to more employees to learn compared to traditional learning methods. IGE Power Company limited designates their senior leaders and middle managers to coach their team members to extend higher levels of performance, increased job satisfaction, personal growth, and career development. When the employee is willing to increase their effort to meet goals and objectives, the manager needs to provide constructive feedback. If a manager notices a new or improved behavior in a staff it is important for the manager to praise such a behavior. The coaching sessions use the staff qualitative and quantitative data and are recorded. Monthly reviews are made making any needed adjustments in the goals and checking on the progress of the process. If a staff would like more support, they can arrange additional meetings with their team leader.

3.2.3 Counseling

Majority of employees were in favor regarding mentoring, counseling and coaching programs as they will undergo these activities they would be able to know and also discuss regarding their careers to enhance. IGE Power establishes a clear policy on

counseling at the workplace with a view of understanding that each employee has unique needs. This policy states the implementation plan, the role of management and the professional profiles of the counselors. The policy put into consideration the cultural values and preferences of the employees in the organization. Counseling programs give strong support for management as they are charged with the initial responsibility of documenting, identifying and confronting an employee's poor performance.

3.2.4 Mentoring

Mentoring is a valuable resource for learning and coping with major organizational changes. It leads value to everyone included in this relationship, that is, mentees, mentors and the organization. A mentor provides counseling, guidance, instructions, modeling, sponsorship and professional networking. IGE Power implements mentoring program with each employee and respective manager. In mentoring program, mentors guide mentees to discover career development pathway, career growth and other professional. Career mentoring improves relationship and visibility between mentors and mentees by providing professional guidance for career advancement and development. It helps increase employee commitment and performance directly or indirectly. Career mentoring gives positive effect to employee's attitude, behavior, collaboration and empowerment.

3.2.5 Training

IGE Power is continuously hiring skilled people from wide market and thus provides trainings to cope with global challenges. In order to meet these challenges, is seeking to reach its targeted profit level by ensuring proper training and development of employees. IGE Power offers the training and development courses with the relevant jobs by focusing on long-term business plans. Specific training prepares based on the requirements from respective departmental area is seen as a useful means of coping with changes fostered by technological innovation; market competition, organizational structuring and increasing employee performance. There are a lot of trainings in IGE Power as shown in Table (3.1).

Table (3.1) Training List

Sr. No.	Nature of Training	Category	Times	No. of days	Trainer	Remark
A	Awareness Related Training					
1	ISO awareness and Internal Audit training	All Staff	2	3 days	External	Essential
2	ISO Internal Audit Training	Audit team	4	2 days	Internal	Essential
3	Fire Safety Training	All Staff	4	1 day	External	Essential
4	First Aid training	Selected staff	2	3 days	External	Essential
5	Business Plan Presentation	AM and above	2	½ day	Internal	Essential
6	Legal awareness for business	All HODs	2	3 days	External	Optional
7	Competency awareness training	AM and above	4	1 day	Internal	Essential
B	Skills and Functional Related Training					
1	Essential Leadership	Selected leader	4	5 days	External	Essential
2	Project Management	Engineers	2	3 months	Internal	Optional
3	Presentation Skills	Managers and AM	4	1 day	External	IFC
4	MS Excel / and ERP Training	Finance, IT,HR	4	5 days	External	Essential
5	Document Control	Selected staff	4	2 days	External	Optional
6	Departmental request training	All Staff	2	2 days	Internal	Optional
7	External Seminar/workshop/Conference	Selected staff	2	2 days	External	Essential
8	IFRS Training	Selected staff	1	3 months		Essential
C	Behavioural Training					
1	Ethic	All Staff	2	2 days	External	Optional
2	Train the Trainer	All Lines Mgrs	2	1 day	External	Optional

Source: Own Compilation (2019)

In Table (3.1), there are title of awareness related training, skills and functional related training and behavioral training. Under awareness related training including ISO internal audit, fire safety, first aid, business plan presentation, legal awareness and competency awareness training for mostly all staff. Regarding with skills and functional related training choose the selected staff based on job requirements. Under behavioural training compose of ethic, train the trainer for all staff and all lines managers.

3.2.6 Job Orientation

IGE Power Company Limited provides one week orientation training for every new employee. The company used to give job orientation by monthly. It is ensure that progressing of acknowledgement of each departmental function in IGE Power Company Limited. It improves the experiences for employee career development, training and development, coaching and mentoring, key employee identification, succession planning, performance management and overall organizational development. After finishing of this training, new employee gets knowledge on different department functions, process, responsibilities and purposes. It promotes that team work program also provides communication make employee more active, trust and commit to organization.

3.3 Research Design

This section deals with the type of research design, the population and sampling design, data collection method and data analysis methods. The research design of the study was descriptive. In this research, primary and secondary data are used to collect. Questionnaire is used from Allen and Meyer (1990) in this research together information from employees.

Descriptive research design requires some understanding of the nature of the problem which in this case was the identifying factors that is affecting personal factors, social factors and organizational factors. The objective of this type of design is to appear whether relationship exists between the variables and to describe the state of the variables.

3.3.1 Population and Sampling

The population is the largest set of observation while the smaller set is called the sample. The sample is one of the part of a larger population. It is the process by which we choose the sample from the larger population for collecting and analyzing the data. The purpose of sampling is to specify one part of the whole population. For the purpose of the study, the target population comprised of management, line managers and staff of IGE Power Co., ltd. The populations were 150 full time employees of IGE Power Co., ltd. The required sample size is 109 (n) is calculated by Roasoft of 95% confidence level with the total population of 150 (N) and the margin of error 5%.

3.3.2 Data Collection Method

First section explains the demographic factors such as gender, age, education , experience and position. Second section consists of 30 statements regarding of career development practices used to measure six dimensions are career planning, coaching, counseling, mentoring, training and job orientation. Third section includes of 15 statements of organizational commitment including three dimensions such as affective commitment, continuous commitment and normative commitment. The final section consists of 7 statements for employee performance. All responses were occupied on Likert scale of 5 starting from strongly disagree to strongly agree. Representation of these measures was as under:1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5=Strongly Agree.

3.3.3 Research Procedure

The variables and related data are analyzed using descriptive, differential and multi linear regressions statistical techniques. The questionnaires was distributed to the respondents and later collected from the respondents which answered in the questionnaires one by one.

Data were analyzed using frequencies and percentage tables. Other statistical programs like the Statistical Package for Service Solution (SPSS) was used to analyze and interpret the data collected from respondents. The likert scale questions were encoded before entry into the computer. The qualitative aspects of the data were summarized in the form of text for easy description and analysis. Therefore, qualitative and quantitative techniques were engaged to present, describe and interpret data collection and to draw adequate conclusion on the findings.

In Descriptive design, the hypothesis is also formulated and tested and generalizations of findings are arrived a through inductive-deductive reasoning. Descriptive design also employs methods of randomization so that error may be estimated when inferring population characteristics from observations of samples and the variables and procedures are described (Cooper and Schindler, 2013).

3.3.4 Data Analysis Method

To facilitate analysis of the data each variables in the questionnaire was assigned a numerical representation and responses from each respondent were coded using a defined coding scheme to facilitate in data analysis. Descriptive analysis in terms of frequency

and percentage were used to analyze to collect data. To achieve the objective of the study, the influence of independent and dependent were also analyzed with multiple regression by using SPSS software.

3.4 Reliability Test

The reliability test is very important before the analysis as it is conducted in order to ensure consistent measurement through different items in the questionnaires. According to Sekaran (2003), it is posted that the reliability measurement suggests stability and consistency of the mechanism. Consequently, this method indicates reliability by examining the internal consistency of the research questionnaires which are posed in Likert scale. The results of reliability test are shown in Table (3.2).

Table (3.2) Reliability Test

Particulars	Cronbach's Alpha	No of Items
Career Planning	0.694	5
Coaching	0.670	5
Counseling	0.718	5
Mentoring	0.627	5
Training	0.715	5
Job Orientation	0.628	5
Affective Commitment	0.825	5
Continuance Commitment	0.666	5
Normative Commitment	0.667	5
Employee Performance	0.660	7

Source: Survey Data (2019)

According to Table (3.2), all of the Cronbach's Alpha value is more than 0.6 that means the questions of career development practices, employee commitment and performance are reliability.

3.5 Profile of the Respondents

In order to analyze the employees' commitment and performance based on career development practices, demographic characteristics, such as age, gender, education level, experience and position are collected. The frequency and percentage of the profile of respondents are presented based on findings which are shown in Table (3.3)

Table (3.3) Profile of the Respondents

Sr No.	Particular	Respondents	Percent (%)
	Total	109	100.0
1.	Gender: Male Female	36 64	41 59
2.	Age: 21- 30 years 31-40 years 41- 50 years >50 years	35 40 29 5	32 37 27 4
3.	Education Level: Bachelor Degree Master Degree Others	86 8 15	79 7 14
4.	Current Position in service: 1-5 years 5-10 years 10-15 years >15 years	37 43 20 9	34 39 18 8
5.	Occupation Level: Management Non- Management	27 82	25 75

Source: Survey Data (2019)

As shown in table (3.3), there are total 150 employees of which 109 staffs are working in Yangon Office at IGE Power Company limited. Among the 109 respondents, most of the employees are females because they represent 59 percent of total respondents, which male representing the remaining 41 percent. 79 Percent of the respondents are Bachelor degree and they contribute the largest portion. Master degree holders take 7 percent of the respondents. These data can be reliable because the respondents can represent all employees who include all education levels. Generally, the more education level, the more employees perceive about the company support.

In this study, occupational levels of the employees are observed. Management level represents 25 percent. Non- Management level represents 75 percent. Thus, IGE Power Company focuses those major groups to get more commitment to the organization and employee retention.

CHAPTER 4

ANALYSIS ON EMPLOYEE COMMITMENT AND PERFORMANCE OF IGE POWER CO., LTD

This chapter presents the descriptive and analytical research. In the descriptive section, standard deviation and mean scores are presented based on the findings. In the analytical section, analysis on impact of Employee commitment on Job Performance is included. In this study, firstly the influence of development practices on employee commitment and secondly, the effect of organizational commitment and employee performance are included. These findings are consistent with the literature which demonstrates HR activities considerations heavily impact the relative importance of employee performance.

4.1 Career Development Practices and their Performance

Career Development Practices such as career planning, coaching, counseling, mentoring, training and job orientation. In order to examine the career development practices of employees at IGE Power Company Limited, the questionnaire with 5- point Likert scale are used and mean scores are calculated based on survey result. The career development factors of employees working at IGE Power Company are measured by survey questionnaires which consist of 5 items per practice. The survey results based on 109 respondents are presented in the following tables.

4.1.1 Career Planning

The first career development practice on employee commitment is career planning. Career planning makes where employees explore their abilities, and then create work success and achieve their goals. The respondents were asked five questions concerning with career planning practice of the employees. The individual and overall mean scores for each statement are presented in Table (4.1).

Table (4.1) Career Planning

Sr. No	Particulars	Mean	Std. Deviation
1	Discussing career plans before decision are taken	3.61	.990
2	Helping the skills and ability to success	3.91	.764
3	Having career growth policy for staff	3.82	.884
4	Important career planning for career development	4.16	.626
5	Having a dedicated officer for staff.	4.28	.718
	Overall Mean	3.95	

Source: Survey Data (2019)

The results in the table above reveal that all the employees are satisfied with career planning because all the mean scores are higher than neutral score 3, while comparing with all the statements of career planning, organization has a dedicated officer responsible for career planning for staff is the most influential statement with the highest mean score of 4.28. The second highest mean score 4.16 presents that employees accepted career planning is important for them. According to overall mean scores, the above mentioned facts can moderate influence on job commitment of employees. From the findings the study can deduce that the respondents agree that IGE Power Co., Ltd' put in place relevant practice of having a dedicated officer for career planning that it is identical with the employees' needs and wants. Thus, the company continues to emphasize career planning policy for its staff that matters pertaining to career plans to improve skills and abilities to success.

4.1.2 Coaching

The second career development practice on employee commitment is coaching. Coaching makes enhancing of employee commitment and performance as it provides the employee increase skill and motivation which leads on the employee job performance. The respondents were asked five questions concerning with coaching practice of the employees based on the survey results are shown in Table (4.2).

Table (4.2) Coaching

Sr. No	Particulars	Mean	Std. Deviation
1	Recognizing and willing to meet employees' interest	3.84	.580
2	Adoption formal discussion among employees	3.64	.800
3	Good opportunities for career path	3.87	.904
4	Advising to improve skills and ability	4.03	.855
5	Important coaching for career development	4.32	.591
	Overall Mean	3.94	

Source: Survey Data (2019)

According to the Table (4.2), most employees are satisfied the coaching practice provided by IGE Power Company Limited. As the result of above table show that adopting formal discussion among its employees as shown by a mean of 4.32. The respondents further revealed that the company advises the alternatives to improve skills and ability as depicted by a mean of 4.03. The study found that the respondents agree that IGE Power Co., Ltd' put in place relevant practice that management advises the alternatives about career development among employees. The manager and the coach keep the right commitment in place to ensure the employees meet their goals. An effective coaching program can be of an immense assistance to help increase productivity and commitment of staff in an organization.

4.1.3 Counseling

The third career development practice on employee commitment is counseling. The respondents were asked five questions concerning with counseling practice of the employees based on the survey results are shown in Table (4.3).

Table (4.3) Counseling

Sr. No	Particulars	Mean	Std. Deviation
1	Preparing career forecast	3.94	.582
2	Incentives for career achievement	3.85	.692
3	Linkage between educational and career development	3.97	.585
4	Guidance to staff for rights and obligation	3.97	.517
5	Important counseling for career development	4.29	.643
	Overall Mean	4.00	

Source: Survey Data (2019)

According to the Table (4.3), counseling gives importance to staff for career development by means of 4.29. Career counseling is a fundamental human resource policy in the company, there is provision of guidance to staff on career related rights and obligation in the staff hand book and the company has linkage with educational institution for employee career development by a great extent as represented by means of 3.97 respectively. The company prepares career forecast for each staff and gives incentives to staff for career achievement at moderate extent as presented by a mean of 3.94 and 3.85 respectively. The study also found that IGE Power Co., Ltd provides guidance to staff on career related rights and obligation in the staff hand book and career forecast to staff. The company also gives incentives to staff for career achievement on quarterly performance and others as bonus. The company has linkages with educational institution for employee career development.

4.1.4 Mentoring

The fourth career development practice on employee commitment is mentoring. The respondents were asked five questions concerning with mentoring practice of the employees based on the survey results are shown in Table (4.4).

Table (4.4) Mentoring

Sr. No	Particulars	Mean	Std. Deviation
1	Assignments preparation for a higher position	4.03	.499
2	Strategic suggestion to accomplish work objectives	4.15	.427
3	Experiences exchange for job problems	4.07	.485
4	Help of employee's empowerment	4.06	.414
5	Important mentoring for career development	4.30	.631
	Overall Mean	4.12	

Source: Survey Data (2019)

The results of the findings reveal that mentoring is very important factor among career development as represented by means of 4.30. Management provides junior employee with specific guidance for achieving career goals, to accomplish work objectives to a great extent as shown by a mean of 4.15. And also management exchanges experiences with junior employees to improve job problems in the workplace, helps to have empowerment and gives junior employee's assignments that prepare them for a higher position and to a moderate extent as represented by means 4.07, 4.06 and 4.03 respectively. From the findings it is evident that IGE Power Co., Ltd suggests specific

strategies to accomplish work objectives and exchanges experiences with junior employees to improve job problems in the workplace. The study also found that the company helps the employees to have empowerment.

4.1.5 Training

The fifth career development practice on employee commitment is training. Training is very important for employees in order to improve their capacity and satisfaction at their job. IGE Power Company provides training as one of the HRM practices for all levels of employees and the perception of the employees based on the survey results are shown in Table (4.5).

Table (4.5) Training

Sr. No	Particulars	Mean	Std. Deviation
1	Being relevant to the work	3.69	.988
2	Increasing skills, ability and knowledge	3.93	.790
3	Well-planned and importance training	3.86	.844
4	Providing the excellent quality	4.27	.603
5	Important training program for career development	4.28	.837
	Overall Mean	4.00	

Source: Survey Data (2019)

According to the Table (4.5), there is adequate emphasis to training program, excellent quality through training, increase skill, ability and knowledge for employees, staff training is well-planned and given adequate importance and also gives the training program is relevant to the work to a great extent as shown by means of 4.28, 4.27, 3.93 and 3.86 respectively. The respondents also revealed that training need analysis is conducted before preparing on any training program at moderate extent as depicted by a mean of 3.69. The study can deduce that IGE Power Co., Ltd provides the excellent quality of training programs. The study also found that staff training is well-planned and given adequate importance in the company for increasing skills, ability and knowledge for staff. The company emphasizes training program need to relevant of respective work to their areas of operation and translates into increased output.

4.1.6 Job Orientation

The sixth career development practice on employee commitment is job orientation. The respondents were asked five questions concerning with job orientation practice of the employees. In this study to find out the effect of job orientation in IGE Power Company Limited, based on the survey results are shown in Table (4.6)

Table (4.6) Job Orientation

Sr. No	Particulars	Mean	Std. Deviation
1	Continuous process	3.95	.614
2	Encourage to overcome the problems	3.65	.927
3	Realization for responsibilities and commit	3.89	.762
4	Understand the departmental functions and company' goal	4.06	.628
5	Important job orientation for career development	4.49	.618
	Overall Mean	4.00	

Source: Survey Data (2019)

According to the Table (4.6), job orientation is very important factor for new staff to understand about the company's quality purposes and efforts change over time. Job orientation gives importance to staff for career development by means of 4.49. Job orientation provides new employee gets knowledge on different department functions, process and company' goal, practicing of ongoing process in the organization, realizing the responsibilities and commit to the organization at moderate extent as presented by a mean of 4.06, 3.95 and 3.89 respectively. The result also revealed that communication with each other how to overcome the problems has a little extent as presented by a mean of 3.65. should be a continuous process make employee to realize responsibilities and commit understand. From the findings the study can deduce that IGE Power Co., Ltd provides job orientation for new employees to understand the departmental functions and company' goal .The study also found that the respondents realize the responsibilities and make commit to the company from orientation. The company emphasizes job orientation by providing effectiveness of communication with each other how to overcome the problems. New employees can't absorb everything at once, so be careful not to overwhelm them. To help employees be sure information presented during orientation, provide as much written material as possible.

4.2 Employee Commitments

This section analyses employee commitment of IGE Power Company Limited. According to Three-Component-Model theory, there are three commitment such as affective, continuance and normative commitment. The analysis on each type of commitment is separately discussed with survey results with mean and standard deviation.

Table (4.7) Affective Commitment

Sr. No	Particulars	Mean	Std. Deviation
1	Really feel organization's problems are their own	3.39	1.089
2	Feels like a "part of family" at this organization	4.02	.745
3	Happy to spend the rest of career	3.64	1.151
4	Feeling sense of belonging to the organization	3.99	.726
5	Great deal of personal meaning	4.11	.750
	Overall Mean	3.83	

Source: Survey Data (2019)

According to the Table (4.7), it reveals that almost all the selected respondents have affective commitment to their organization as all the mean values are greater than 3. It would be very hard for most employees to leave their department right away even if they wanted to a very great extent as represented by a mean of 4.11. Most of the respondents felt that their department has a great deal of personal meaning for them. Moreover, the respondents feel perception part of the family at this organization and sense of belonging to their organization, spend the rest of career in this organization happily extent as represented by means of 4.02, 3.99 and 3.64 respectively. It was also revealed that most employees feel as if their department's problems are their own, to a little extent as shown by a mean of 3.39. In this study, most respondents' perception that there is difficult to leave their department because their department has a great deal of personal meaning for them. The study also found that the respondents feel like a part of the family and a sense of belonging to this organization.

Table (4.8) Continuance Commitment

Sr. No	Particulars	Mean	Std. Deviation
1	Few options to consider leaving	3.08	1.090
2	Staying in organization as necessity	4.00	.770
3	Very hard to leave this organization right now	3.65	.956
4	Not match the overall benefits with another organization	3.88	.634
5	Deciding to leave department now	3.62	.998
	Overall Mean	3.65	

Source: Survey Data (2019)

The respondents results from table (4.8), above show that the respondents staying with their organization is a matter of necessity, they might consider working elsewhere but may not match overall benefits for leaving their department to a great extent as by means of 4.00 and 3.88 respectively. Asked whether too much of their life would be disrupted if they decided to leave their department now and also whether they would be very hard for them to leave their organization right now to response by means of 3.62 and 3.65 respectively. The respondents also revealed that they greatly feel that they have too few options to consider leaving their departments by a mean of 3.08. The study found that most respondents consider to stay with organization is a matter of necessity for them because may not the overall benefits with another organization. The study also found that the respondents contend that they have too few options to consider leaving their department. It is clear that most employees just go to work because they have no other alternative.

Table (4.9) Normative Commitment

Sr. No	Particulars	Mean	Std. Deviation
1	Owing a great deal to the organization	3.83	.788
2	Not leaving organization	4.03	.630
3	Organization deserves loyalty	3.95	.832
4	Feeling any obligation to remain	4.06	.642
5	Feeling guilty, now quitting the organization	3.87	.721
	Overall Mean	3.95	

Source: Survey Data (2019)

The results of the findings reveal that most respondents were in agreement that they would not leave their organization right now because they have a sense of obligation

to the people in it, feel to remain any obligation with their current employer was represented by means of 4.06 and 4.03 respectively. On whether they would feel guilty if they quit their organization now, they owe a great deal to their organization and this organization deserves their as shown by means of 3.87, 3.83 and 3.95. The study found that the respondents' perception that they feel any obligation to remain with current employer. The study also found that they are not leaving the organization now because the company deserves their loyalty.

4.3 Employee Performance

This section analyses employee performance of IGE Power Co., Ltd. Employee performance is measured by 7 questions covering the time effort, relationship with others, performance targets and reliability. The results are shown in Table (4.10). The analysis on each type of commitment is separately discussed with survey results with mean and standard deviation.

Table (4.10) Employee performance

Sr. No	Particulars	Mean	Std. Deviation
1	Do assignments for achieving goals	3.95	.686
2	Achieving departmental targets with colleagues	3.81	.918
3	Making better performance with co-workers	4.00	.782
4	Solving problems whatever facing any situation	3.80	.791
5	Receiving feedback clearly from manager and co-workers	3.81	.776
6	Maintaining good communication among co-workers	4.22	.699
7	Working overtime to complete tasks	4.17	.764
	Overall Mean	3.97	

Source: Survey Data (2019)

According to the Table (4.10), it reveals that the employees maintain good communication among co-workers to a very great extent as indicated by a mean of 4.22. The respondents also accept that overtime if necessary to complete their work, co-operation with their co-workers make their performance better as represented by means of 4.17 and 4.00 respectively. It was also revealed that they can solve the problems whatever facing any situation to a little extent by mean of 3.8. The study revealed that the respondents have good communication among co-workers. They can work overtime to complete tasks and do assignments for achieving goals. The study also found that they

will be more improved performance with co-workers. The company emphasizes that the employees to improve performance within the job for solving the problems whatever facing any situation.

4.4 Effect of Career Development Practices on Employee Commitment

In this study, linear regression is used to test the relationship between career development practices (career planning, coaching, counseling, mentoring, training and job orientation) and dependent variables (affective, continuance and normative commitments). In this research, linear regression model is used to find out the relationship between career planning, coaching, counseling, mentoring, training and job orientation by surveying 109 employees from IGE Power Co., Ltd.

4.4.1 Effect of Career Development Practices on Affective Commitment

This section analyses the effect of career development practices such as career planning, coaching, counseling, mentoring, training and job orientation on Affective Commitment of the employees in IGE Power Company Limited. The results of survey are shown in Table (4.11).

Table (4.11) Career Development Practices on Affective Commitment

Model	Un-standardized Coefficient		β	T	Sig	VIF
	B	Std Error				
(Constant)	-1.700	.904		-1.881	.063	
Career Planning	.512***	.098	.396	5.205	.000	1.336
Coaching	.191	.126	.136	1.512	.134	1.870
Counseling	-.102	.315	-.061	-.324	.746	8.136
Mentoring	.115	.414	.052	.278	.781	8.028
Training	.085	.085	.068	1.005	.317	1.066
Job orientation	.586***	.130	.383	4.523	.000	1.655
R value			.748			
R Square			.559			
Adjusted R Square			.533			
Durbin Watson			2.290			
F value			21.548***			

Source: Survey Data (2019)

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

According to Table (4.11), the specified model could explain very well about the variation of the affective commitment of employees from IGE Power Company Limited

since the both values of R square and Adjusted R square are around 55 percent. The value of F test, the overall significance of the model, is highly significant at 1 percent level.

All of the six variables, career planning and job orientation have positive effect on the affective commitment and the expected positive sign in coefficient with highly significant at 1% level. It means that 1 unit of fulfilling career planning and job orientation can lead to 0.512, 0.586 units increase in affective commitment respectively.

According to the result of the standardized coefficient of these variables, both the career planning and job orientation variables have the greatest contribution to the effect on affective commitment at IGE Power when the variance explained by other variables is controlled for. Career planning has positive effect on affective commitment that the company makes the discussion career plans for staff before decision are taken on what is appropriate for both parties. Then, the company sets up career plans based on occupational levels separately. It improves the skills and ability that employee need to success in their plan as well as career growth. The company also assigns a dedicated officer is responsible for career planning for staff is strongly effect on affective commitment. It can provide by the company is identical with the employees' needs and wants.

Job orientation is also significant on affective commitment by applying the company being a continuous process. The company also makes orientation for employee to realize responsibilities and commit. Thus, job orientation encourages for communication with each other how to overcome the problems and helps to understand the departmental functions and company' goal. All of these facts effect on affective commitment towards the company.

In summary, the results show that most factors have significant value and the main determination of affective commitment of the employees to be the job orientation. Most employees who have affective commitment mainly focus on career planning and job orientation while they work at IGE Power Company Limited.

4.4.2 Effect of Career Development Practices on Continuance Commitment

This section analyses the effect of career development practices such as career planning, coaching, counseling, mentoring, training and job orientation on Continuance Commitment of the employees in IGE Power Company Limited. The results of survey are shown in Table (4.12).

Table (4.12) Career Development Practices on Continuance Commitment

Model	Un-standardized Coefficient		β	T	Sig	VIF
	B	Std Error				
(Constant)	-.932	.919		-1.014	.313	
Career Planning	.349***	.100	.319	3.488	.001	1.336
Coaching	.235	.129	.197	1.826	.071	1.870
Counseling	-.512	.321	-.360	-1.597	.113	8.136
Mentoring	.694	.421	.369	1.649	.102	8.028
Training	.105	.086	.099	1.217	.226	1.066
Job orientation	.261**	.132	.202	1.984	.050	1.655
R value				.603		
R Square				.363		
Adjusted R Square				.326		
Durbin Watson				2.234		
F value				9.701***		

Source: Survey Data (2019)

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

According to Table (4.12), the specified model could explain very well about the variation of the continuance commitment of employees from IGE Power Company Limited since the value of R square and Adjusted R square are around 37 percent. The value of F test, the overall significance of the model, is highly significant at 1 percent level. This specified model can be said valid.

All of the six variables, career planning and job orientation have positive effect on the continuance commitment and the expected positive sign in coefficient with highly significant at 1% level. It means that 1 unit of fulfilling career planning and job orientation can lead to 0.349, 0.261 units increase in continuance commitment respectively.

According to the result of the standardized coefficient of these variables, both the career planning and job orientation variables have the greatest contribution to the effect on continuance commitment at IGE Power when the variance explained by other variables is controlled for. IGE Power Co., Ltd applies that career planning policy that governs career growth for staff. The perception of staff regarding with career planning is very important to their career development as they get more growth and abilities.

Job orientation is also important for career development. IGE Power Co., Ltd makes Job orientation to help the new employee for getting knowledge on different department functions. There is a continuous process for employees which improve good communication for departmental operation. Thus, employees accept that job orientation is

important for career development. These of facts are directly influence on continuance commitment.

In summary, the results show that most factors have significant value and the main determination of continuance commitment of the employees to be the career planning. Most employees who have continuance commitment mainly focus on career planning and job orientation while they work at IGE Power Company Limited.

4.4.3 Effect of Career Development Practices on Normative Commitment

This section analyses the effect of career development practices such as career planning, coaching, counseling, mentoring, training and job orientation on Normative Commitment of the employees in IGE Power Company Limited. The results of survey are shown in Table (4.13).

Table (4.13) Career Development Practices on Normative Commitment

Model	Un-standardized Coefficient		β	T	Sig	VIF
	B	Std Error				
(Constant)	3.868	.853		4.533	.000	
Career Planning	.125	.093	.142	1.350	.180	1.336
Coaching	.271**	.119	.283	2.273	.025	1.870
Counseling	.127	.298	.111	.426	.671	8.136
Mentoring	-.455	.390	-.301	-1.165	.247	8.028
Training	.055	.080	.065	.686	.494	1.066
Job orientation	-.083	.122	-.080	-.678	.499	1.655
R value			.391			
R Square			.153			
Adjusted R Square			.103			
Durbin Watson			1.786			
F value			3.063***			

Source: Survey Data (2019)

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

According to Table (4.13), the value of F test, the overall significance of the model, is highly significant at 1 percent level. This specified model can be said valid. Coaching has largest value (β) .283 is the greatest contribution among six explanatory variables to the effect on employees who have normative commitment when the variance explained by other variables is controlled for.

All of the six variables, coaching has positive effect on the normative commitment and the expected positive sign in coefficient with highly significant at 5% level. It means

that 1 unit of fulfilling coaching can lead to 0.271 increases in normative commitment. It is found that coaching directly influence the normative commitment.

IGE Power Co., Ltd applies that coaching practices makes formal discussion about career development among employees. Company also recognizes employees' interest /goals. There is willing to meet employees' interest. IGE Power Co., Ltd used to advise the alternatives to improve skills and ability and guidance good opportunities for career path. Therefore, Coaching is very important for employees aim to their career development as they get more willingness for meeting goals and constructive feedback from superiors. All of these facts lead to effect on continuance commitment towards the organization.

In summary, the results show that most factors have significant value and the main determination of normative commitment of the employees to be the coaching. Most employees who have normative commitment mainly focus on coaching while they work at IGE Power Company Limited.

4.5 Effect of Employee Commitment on Employee Performance

This section analyses the effect of employee commitment (affective commitment, continuance commitment, normative commitment) on performance in IGE Power Company Limited. The results of survey are shown in Table (4.14).

Table (4.14) Employee Commitment on Performance

Model	Un-standardized Coefficient		β	T	Sig	VIF
	B	Std Error				
(Constant)	1.687	.296		5.692	.000	
Affective Commitment	.211***	.059	.332	3.598	.000	1.717
Continuance Commitment	.297***	.069	.394	4.325	.000	1.678
Normative Commitment	.098	.069	.104	1.422	.158	1.090
R value			.693			
R Square			.480			
Adjusted R Square			.465			
Durbin Watson			1.778			
F value			32.331***			

Source: Survey Data (2019)

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

According to Table (4.14), the specified model could explain very well about the variation of the employees' performance from IGE Power Company Limited since the

value of R square and Adjusted R square are around 50 percent. The value of F test, the overall significance of the model, is highly significant at 1 percent level.

In Table (4.14), affective commitment and continuance commitment have the positive sign in coefficient with significant at 1 % level. It means that 1 unit of affective and continuance commitment can lead to 0.211, 0.297 increases in employee performance respectively.

Greater affective and continuance commitments lead to greater employee performance. The increases of affective commitment and continuance commitment have the positive effects on employee's job performance. Respondents' perceptions toward the affective commitment is good because employees feel organization's problems are their own, feel like a part of family at this organization, spend the rest of career happily in the organization. Most employees from IGE Power Co., Ltd. also feel a sense of belonging to the organization and personal meaning effect on performance of the organization. Likewise, Employees' perceptions toward the continuance commitment is good as there is a few options to consider for leaving and more employees are intend to stay in organization as necessity. They stated that it is very hard to leave this organization right now because they assumed that they could not get the same benefits from another organization. Thus it is expressed that there are too much disruption for deciding to leave department now.

According to the study, if employees have greater commitment, their performance could be improved. IGE Power Company Limited provides on career development practices such as career planning, coaching, counseling, mentoring, training and job orientation actually improve commitment and organizational performance.

CHAPTER 5

CONCLUSION

This chapter presents the discussion, conclusion and recommendations based on the findings and interpretations of the survey. And also provides suggestions for further study needs on the employee commitment and performance.

5.1 Findings and Discussions

For Power Industry, the market is highly dependent on the advancement of technology and economic growth. Consequently, the market presents opportunities for growth for both the power companies and their employees. However, the employee commitment is low, the companies face hardness to compete and low performance in the market.

Accordingly, this research has been undertaken to assess the major issues associated with the commitment of the employees to the organization. It analyzed the effectiveness of career development practices on employee commitment and performance of the IGE Power Company Limited, six career development practices of IGE Power Company Limited by collecting structured questionnaires from 109 employees. The regression analysis is used in seeking to determine the effect of career development practices and organizational commitment on employee performance.

According to the survey results, mentorship has helped the employee to have empowerment because mentoring partnerships can be mutually beneficial on both of professional and personal levels. Mentors can progress leadership skills and gain a personal sense of satisfaction from knowing that they've helped the employees. As a result, they give more commitment to IGE Power Co., Ltd, mentoring factor gets high mean score. Moreover, IGE Power Company gives empowerment in terms of mentoring system at the workplace also effects on the employee commitment. The findings suggest that the more mentoring for employees, the more employee commitment will be achieved.

As per survey result, it is clear that training an impact on the employee performance and training factor also gets high mean score. In training practice, employees are most satisfied with the training types they received. The findings also suggest that

employees have more positive thinking and productive because of positive training. As a result, they give more commitment to IGE Power Co., Ltd.

Regarding the survey result, job orientation is important factor among career development practices toward helping new employee gets knowledge on knew job functions, process, responsibilities and purposes. IGE Power Co., Ltd is a method to familiarize new employees with particular aspects of their new job, including pay and benefit programs, working hours, company' rules and objectives. The findings suggest that the more job orientation for employees, the more employee commitment will be improved.

As per survey data, counseling is also influent factor on employees' commitment and performance of the organization. IGE Power Co., Ltd practices that the valued method by helping the employees to reduce sickness absence, takes pressure off managers through the availability of a constructive means of dealing with difficult situations. The findings suggest that the more counseling for employees, the more employee commitment will be achieved.

As per survey data, career planning is a well-planned practice to reduce leaving of employees and explore the hidden potential of an employee. IGE Power Co., Ltd serves in discovering the skilled full employees and determining their career in the company. On the other hand, it gives employee can accomplish career growth goals as well as personal goals will help the employees develop great performance in their current job. The findings suggest that the more career planning for employees, the more employee performance will be improved.

Based on analysis of the survey result, coaching is also important factor of career development practices. IGE Power Co., Ltd provides through coaching practice to increase employees' effort to meet goals and objectives as well as constructive feedback. The findings suggest that the more coaching for employees, the more employee performance will be achieved.

According to the survey findings regarding personality traits, most of employees have employee commitment such as affective commitment, continuance commitment and normative commitment can be moderately influence towards employee performance on IGE Power Co., Ltd. Concerning with Continuance commitment, many employees have the continuance commitment which significantly influence because employees feel that right now, staying with the organization is a matter of necessity. Moreover, they also feel that another organization may not match the overall benefits they have here.

According to the findings, among the six independent practices (career planning, coaching, counseling, mentoring, training, job orientation) career planning and job orientation have the greatest contribution on employees who have affective commitment to the organization. The increases of coaching, mentoring, training practices have the positive effects on affective commitment of the employees to the organization.

Among the six independent practices (career planning, coaching, counseling, mentoring, training, job orientation) career planning and job orientation have the greatest contribution to the effect on employees who have continuance commitment of the employees. . The increases of coaching, mentoring, training practices have the positive effects on continuance commitment of the employees to the organization.

According to the six independent practices (career planning, coaching, counseling, mentoring, training, job orientation) coaching practices have the greatest contribution to the effect on employees who have normative commitment of the employees. The impact of internal and external coaching that can help reduce stress in the workplace. The increases of career planning, counseling, training practices have the positive effects on normative commitment of the employees to the organization.

By analyzing all practices, it can be concluded that career planning has the greatest influence on continuance and affective commitment has the highest effect on employee performance.

5.2 Suggestions and Recommendations

According to the findings results, IGE Power Co., Ltd should emphasize on appropriate career development practices from time to time in order to adequately address employees' requirements. Moreover, the company should also make sure that their performance evaluation system procedures are done objectively and fairly. Employee career development needs to be evolved in the form of socialization of career development on employees through the activities. This is important as an employee motivation in the work. Organizational commitment also needs to be developed. Employees with a high organizational commitment to the organization need to be admired both in the form of awards and in other forms. This will allow other employees to engage in increasing their organizational commitment to the workplace.

As per survey result, management should develop formal system of assessment for training need and evaluating the effectiveness of the training. This could be finished

through ongoing training of both a formal and informal nature that specifically addresses these topics, or by weaving them through existing training and development initiatives within the organization. In fact the impact of training on employees' performance should be reviewed not only by the end of each training course but regularly at workplace to determine. Moreover, regularly assessment for training, needed for up-to-date is also needed due to rapid pace of technology. IGE Power Co., Ltd should also increase opportunities for career growth in order to develop skills and knowledge of employees.

With respect of coaching and mentoring, management should emphasize on the work balance for employees to be convenience with their family responsibility and duty hour. The coaching and mentoring way of supervisor is very important in affective commitment. So thus, the supervisor should monitor on their subordinate performance and help the changes in workplace. And also, supervisor should tread fair and square on their subordinate and give constructive feedback on the results of their subordinate. In fact, the employees feel will be happy working under those supervisors and will have affective commitment on organization. And also management should analyze feedback and perception from employees. This way of communication makes the employees to be improved skills and abilities as well as to accomplish work objectives.

Regarding with continuance commitment, management should apply reward system to the employees as the appreciation and recognition that effect to the employees' commitment. Thus, management should analyze on employees' performance carefully without personal feeling. Employees also should be provided necessary requirements regarding with doing job complete properly. This way should be done more coaching and mentorship by managers. If the performance of employees is lower than before and notice employee dissatisfaction at work. This can prevent on potential leaving of employees to other job. Thus, IGE Power Co., Ltd should consider the sustainable plan for employee convenience and career development program for employee to have continuance commitment in strongly.

For normative commitment, IGE Power Co., Ltd should create the effective training program for employees to attend in locally as well as oversea often. Yearly salary increment, incentive and strategic bonus system will be enhanced more loyalty and obligation of employees toward organization.

Furthermore, as per result of career development practices on three commitments, career planning is the highest influencing factor. IGE Power Co., Ltd should emphasize on career path in working environment and continue to apply the system for choosing

dedicated officer responsible for career planning for staff. And also management should create more chances for employees to learn new things and improve skills. So, employees will feel that management emphasize their professional as well as personal development. Management should concentrate the career plan for helping to improve skill and ability for employees need to success in their plan. It makes employee to have high commitment on organization.

Regarding have to relatively between employee commitment and employee performance, continuance commitment is the highest effect on employee performance. Therefore, IGE Power Co., Ltd should focus on continuance commitment and keep making employees feel proud to work at IGE Power Co., Ltd, feel that right now, staying with the organization is a matter of necessity for them and another organization may not give the overall benefits they have here. So, management should keep on maintaining the employee market to get updated news as to set the preventive action to lose skilled full employees. Affective commitment is the less effect of employee performance. Thus, management should set up the strategy in consideration of employee feel like a “part of family” at this organization. It will make the employee who is affectively faithful to the organization will achieve the goals of organization for a long time.

In conclusion, the data from current research specify that in order to obtain employee commitment on employee performance to the organization, management ought to create specific strategies. This study found that career planning practices affected employee commitment at since majority of the respondents indicated that the company has a policy that governs career growth for its staff. It was also established that the greatest coaching practice was used by the company in developing staff for future positions by adopting formal discussions about career development among its employees. It was established that effective training program to be aware about training for motivation of the employees. It was further established that strategic HR policies and initiatives promote employee communication at all levels and that the employees work closely with colleagues to improve performance within the job for the benefit of the organization. It would be the effect of career development hinders organizations from reaping benefits such as increased efficiency, higher earning per employee, higher performance, lower absenteeism, higher levels of customer satisfaction, higher productivity, and lower turnover rates. Creating the ownership emotions among employees with the help of development of career and commitment may promote loyalty

and innovation in their employees, and give the organization a competitive edge among the other organizations.

5.3 Needs for Further Research

This study only focuses on the career development practices of IGE Power Co., Ltd although other practices could be used in other companies. The study examines the effect of career development practices on employees' commitment and performance. This study does not cover the whole power industry due to collect the data based on 109 employees from IGE Power Co., Ltd. Therefore, it is suggested that future studies need to collect data from more employees and should be studied other career development practices are affecting on organizational commitment and employees' performance in Power Industry in Myanmar. Further research in this area could be carried out on the important practices by looking at how they directly effect of employees' commitment and performance of the power company.

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APPENDIX I

Questionnaires Survey

This questionnaire is a part of executive MBA program from Yangon University of Economics. This is designed for the study of career development practices on employee commitment and the relationship between employee commitment and performance. This survey is anonymous and it is also granted that your specific data will not be sold or shared with public. Your private data is fully secured and only for the purpose of MBA Thesis.

There are ten parts of questionnaires which consists of 52 questions. Part one is demographic factor of respondents, two is analyzing of career development practices, three is employee commitment and four is employee performance. Please help me to finish all questions.

Part 1-Demographic Data

1) What is your gender?

- a. Male b. Female

2) In which of the following age brackets do you belong?

- a. 21-30 years b. 31-40 years c. 41-50 years d. Above 50 years

3) What is your education level (state the highest level?)

- a. Bachelor Degree b. Master Degree c. Others, please

specify.....

4) How many years have you worked in your current position?

- a. 1-5 years b. 5-10 years c. 10-15 years d. More than 15 years

5) What is your occupation level ?

- a. Management b. Non-Management

Part II-Survey questionnaires for Employee Commitment

For each of the following thirty statements, check the box that most closely agrees with how you feel. Consider your answer in the context of your current job, past work experience and attitudes.

The boxes are;

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

Career Planning

No.	Particulars	1	2	3	4	5
1	Discussing career plans before decision are taken appropriately					
2	Helping the skills and ability for employee need to success					
3	Having a policy that governs career growth for staff					
4	Career Planning is important for career development					
5	Having a dedicated officer responsible for staff.					

Coaching

No.	Particulars	1	2	3	4	5
1	Recognizing employees' interest and is willing to meet interest					
2	Having adopted formal discussion among employees					
3	Being guidance good opportunities for career path					
4	Advising the alternatives to improve skills and ability					
5	Coaching is important for career development					

Counseling

No.	Particulars	1	2	3	4	5
1	Preparing career forecast for each employee					
2	Giving incentives to staff for career achievement					
3	Having linkage with educational institution for employee career development					
4	Providing guidance to staff rights and obligation in hand book					
5	Counseling is important for career development					

Mentoring

No.	Particulars	1	2	3	4	5
1	Giving assignments for preparing them for a higher position					
2	Suggesting specific strategies to accomplish work objectives					
3	Having exchange experiences to improve job problems in the workplace					
4	Helping the employees to have empowerment					
5	Mentoring is important for career development					

Training

No.	Particulars	1	2	3	4	5
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1	Being relevant to the work					
2	Having increased skills, ability and knowledge					
3	Staff training is well-planned and being importance					
4	Providing the excellent quality of training programs					
5	Training program is important for career development					

Job Orientation

No.	Particulars	1	2	3	4	5
1	Being a continuous process					
2	Encouraging to communicate how to overcome the problems					
3	Making employee to realize responsibilities and commit					
4	Helping to understand the departmental functions and company' goal					
5	Job orientation is important for career development					

Part III-Questionnaires for Commitment of Employees

Please judge how far you agree with following statements which are regarding with your opinion and make a tick of appropriate rating scale for all questions in the section. Use the following scale to select the number.

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

Affective Commitment

No.	Particulars	1	2	3	4	5
1	Feeling really as if this department's problems are their own					
2	Feeling like a "part of family" at this organization					
3	Being happy to spend the rest of career in this organization					
4	Feeling sense of belonging to the organization					
5	Have a great deal of personal meaning to them					

Continuance Commitment

No.	Particulars	1	2	3	4	5
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1	Having too few options to consider leaving this department					
2	Right now, staying with organization is a matter of necessity					
3	Being very hard to leave this organization right now, even if					
4	Not having match the overall benefits in another organization					
5	Disrupting too much of life, deciding to leave department now					

Normative Commitment

No.	Particulars	1	2	3	4	5
1	Owing a great deal to the organization					
2	Right now, not leaving organization, having a sense obligation					
3	Organization deserves loyalty					
4	Feeling any obligation to remain with current employer					
5	Feeling guilty, now quitting the organization					

Part IV-Questionnaires for Job Performance of Employees

Please judge how far you agree with following statements which are regarding with your opinion and make a tick of appropriate rating scale for all questions in the section. Use the following scale to select the number.

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

Employee Performance

No.	Particulars	1	2	3	4	5
1	Having able to do assignments for achieving goals					
2	Achieving departmental targets with colleagues					
3	Making better performance with co-workers					
4	Solving problems whatever facing any situation					
5	Receiving feedback from manager and co-workers clearly					
6	Maintaining good communication among co-workers					
7	Working overtime to complete tasks					

APPENDIXE -2

Multiple Linear Regressions

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.748 ^a	.559	.533	.47786	.559	21.548	6	102	.000	2.290

a. Dependent Variable; Affective Organizational Commitment Mean

b. Predictors: (Constant), Career Planning Mean, Coaching Mean, Counseling Mean, Mentoring Mean, Training Mean, Job Orientation Mean

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.522	6	4.920	21.548	.000 ^a
	Residual	23.292	102	.228		
	Total	52.814	108			

a. Dependent Variable; Affective Organizational Commitment Mean

b. Predictors: (Constant), Career Planning Mean, Coaching Mean, Counseling Mean, Mentoring Mean, Training Mean, Job Orientation Mean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	-1.700	.904		-1.881	.063	-3.493	.093		
	Career Planning	.512	.098	.396	5.205	.000	.317	.707	.749	1.336
	Coaching	.191	.126	.136	1.512	.134	-.060	.442	.535	1.870
	Counseling	-.102	.315	-.061	-.324	.746	-.728	.523	.123	8.136
	Mentoring	.115	.414	.052	.278	.781	-.705	.936	.125	8.028
	Training	.085	.085	.068	1.005	.317	-.083	.253	.938	1.066
	Job Orientation	.586	.130	.383	4.523	.000	.329	.843	.604	1.655

Dependent Variable: Affective Organizational Commitment Mean

Multiple Linear Regressions

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.603 ^a	.363	.326	.48595	.363	9.701	6	102	.000	2.234

a. Predictors: (Constant), Career Planning Mean, Coaching Mean, Counseling Mean, Mentoring Mean, Training Mean, Job Orientation Mean

b. Dependent Variable: Continuance Organizational Commitment Mean

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.745	6	2.291	9.701	.000 ^a
	Residual	24.087	102	.236		
	Total	37.832	108			

a. Dependent Variable; Continuance Organizational Commitment Mean

b. Predictors: (Constant), Career Planning Mean, Coaching Mean, Counseling Mean, Mentoring Mean, Training Mean, Job Orientation Mean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	-.932	.919		-1.014	.313	-2.755	.891		
	Career Planning	.349	.100	.319	3.488	.001	.150	.547	.749	1.336
	Coaching	.235	.129	.197	1.826	.071	-.020	.490	.535	1.870
	Counseling	-.512	.321	-.360	-1.597	.113	-1.148	.124	.123	8.136
	Mentoring	.694	.421	.369	1.649	.102	-.141	1.528	.125	8.028
	Training	.105	.086	.099	1.217	.226	-.066	.275	.938	1.066
	Job Orientation	.261	.132	.202	1.984	.050	.000	.523	.604	1.655

a. Dependent Variable; Continuance Organizational Commitment Mean

Multiple Linear Regressions

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.391 ^a	.153	.103	.45107	.153	3.063	6	102	.009	1.786

a. Predictors: (Constant), Career Planning Mean, Coaching Mean, Counseling Mean, Mentoring Mean, Training Mean, Job Orientation Mean

b. Dependent Variable: Normative Organizational Commitment Mean

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.739	6	.623	3.063	.009 ^a
	Residual	20.753	102	.203		
	Total	24.492	108			

a. Dependent Variable; Normative Organizational Commitment Mean

b. Predictors: (Constant), Career Planning Mean, Coaching Mean, Counseling Mean, Mentoring Mean, Training Mean, Job Orientation Mean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	3.868	.853		4.533	.000	2.175	5.560		
	Career Planning	.125	.093	.142	1.350	.180	-.059	.309	.749	1.336
	Coaching	.271	.119	.283	2.273	.025	.035	.508	.535	1.870
	Counseling	.127	.298	.111	.426	.671	-.464	.717	.123	8.136
	Mentoring	-.455	.390	-.301	-1.165	.247	-1.229	.320	.125	8.028
	Training	.055	.080	.065	.686	.494	-.104	.213	.938	1.066
	Job Orientation	-.083	.122	-.080	-.678	.499	-.326	.160	.604	1.655

a. Dependent Variable; Normative Organizational Commitment Mean

Multiple Linear Regressions

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.693 ^a	.480	.465	.32576	.480	32.331	3	105	.000	1.778

a. Predictors: (Constant), Affective Organizational Commitment Mean, Continuance Organizational Commitment Mean, Normative Organizational Commitment Mean

b. Dependent Variable: Employee Performance Mean

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.293	3	3.431	32.331	.000 ^a
	Residual	11.142	105	.106		
	Total	21.435	108			

a. Dependent Variable; Employee Performance Mean

b. Predictors: (Constant), Affective Organizational Commitment Mean, Continuance Organizational Commitment Mean, Normative Organizational Commitment Mean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	1.687	.296		5.692	.000	1.099	2.274		
	Affective Commitment	.211	.059	.332	3.598	.000	.095	.328	.583	1.717
	Continuance Commitment	.297	.069	.394	4.325	.000	.161	.433	.596	1.678
	Normative Commitment	.098	.069	.104	1.422	.158	-.039	.234	.918	1.090

a. Dependent Variable; Employee Performance Mean

