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Effect Of Career Development On Organizational Performance A Study Of Selected Higher Institution In Anambra State Nigeria

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ABSTRACT
The study examined the effect of career development on organizational performance, a Study of selected higher institution in Anambra State Nigeria. The study was anchored on Self-concept theory of career development. As a cross-sectional survey the research design were used, a structured questionnaire instrument were developed and used for data collection by the researcher to which reflect such options as strongly agree, agree, undecided, disagree and strongly disagree, which is popularly referred as five (5) points likert scale. It was used to obtain information from the respondents. The population of the study comprised of 57, 710 students selected across the five south east states of Nigeria. A sample size of 399 students was drawn from the population, using Taro Yamane formular of which three hundred and forty-seven (347) copies of questionnaires were duly completed and returned; showing 96% response rate. Research hypotheses were tested using ANOVA regression analysis which was carried out with the aid of Statistical package for social science (SPSS) version 23. The study found that career development has significant effect on Organizational Performance. In view of the findings, the study recommended that Training should be done on collaborative decision making and problem solving, geared towards decentralization, Employees should be trained according to the present content of the environment. The reason is that training implies acquiring knowledge to fill the gap between what is known and what should be known.
Keywords: career development, organizational performance, ANOVA, Planning, and Training

INTRODUCTION
Organization development (OD) is the study of thriving organizational change and performance. One of the core values underlined in organizational development (OD) is that it provides opportunities for each organization member, as well as for the organization itself, to develop to their full potential (Ajila and Awonusi, 2004). Individual development covers activities that improve consciousness and uniqueness, develop talents and potential, build human capital and facilitate employability, improve the quality of life and contribute to the realization of dreams and aspirations Akintayo (2010).

Career development which is the lifelong process of managing employment work experience within or between organizations takes place over the course of a person's entire life. The concept involves formal and informal activities for developing others in roles such as teaching or guidance and counseling. When personal development takes place in the context of institutions, it refers to the methods, programs, tools, techniques, and assessment systems that support human development at the individual level in organizations (Tella, Ayeni & Popoola, 2017).

Many modern organizations have concluded that employee must take an active role in planning and implementing their own personal development plans for their career development. The mergers, acquisitions, and downsizing of 1980s and 1990s have led to layoffs in managerial ranks and managers' realization that they cannot depend on their employers to plan their careers for them (Agho, Mueller & Price, 2017)

In many countries, the main architecture of employment in the public service has traditionally been built around the idea that working for governments is significantly different from working for other employers and therefore requires a special employment system. Work in the civil service has traditionally offered a high level of job security, or even "jobs for 1ife'. But over the past two decades many areas of public service employment have lost this distinctiveness and have become quite similar to the general employment system (OECD. 2004, p.2)

In Nigeria's current environment where governments are facing the challenges of transforming the public services, many organizations have been attempting to create result-oriented organizational cultures where the performance of individuals and units are linked to organizational goals. The view has been that effective career management systems can help create result-oriented cultures by providing objective information that allows workers to make meaningful distinctions in performance in order to reward top performers and deal with poor performers.

Many hold "career" as an elitist concept which refers to progression up an ordered hierarchy within an organisation or profession. Early notion was that people "chose" their careers, which then unfolded in an orderly way. But the reality was that some people had a career while most people only had a job; and many did not have even that (Re'em, 2011).

Career development is the process that forms a person's work identity. It is a significant part of human development and spans over the individual's entire lifetime, beginning when the individual first becomes aware of how people make a living. For some time now this concept of career development has been fragmenting. The pace of change driven by technology and economic globalization means that organisations are constantly exposed to change. They are less willing to make long-term commitments to individuals; where they do, it is in exchange for flexibility about roles and tasks the individual will perform.

Increasingly, therefore, job security lies not in employment but in employability. Individuals who want to maintain their employability have to be willing to regularly learn new skills. So careers are now increasingly being seen not as being "chosen" but as being constructed through the series of decisions about learning and work that people make throughout their lives. Career development in this sense need not be confined to the few: it can, and must, be made accessible to all.

Our purpose is to measure the performance of selected tertiary institutions by career management and development based on four key parts of the Human resource strategies which are Planning, Training and Development, Pay and Reward and Organizational Commitment. The motivation behind this is to understand the concept of career management and development which lead to efficient Human resource planning, succession planning, Pay and reward systems with proper understanding of the impact of different level of management in career management and development.

1.2 Statement of the Problem

This study touches those recruitment policy areas of Nigerian organizations which have their own importance but are still neglected. The problem of succession and retention of institutional knowledge when the workforce comprised of many generations is constantly shifting between organizations, and organizational levels. The career path is nowhere near as straightforward as individuals expected it to be. Uncertainty is high across all job functions, levels, and sectors. Therefore, career guidance research in

developing countries and particularly in tertiary institutions in Nigeria shows that when people are in the process of choosing careers, they fail to do self assessment that will help them learn all about their personal characteristics. Personality type, interests, aptitudes, and work-related values make all of us who we are. These personal characteristics play a significant role in career development since they influence which occupations we find satisfying, as well as the types of work environments in which we will succeed.

It is common knowledge that most people find themselves working in tertiary institutions in Nigeria just for the paycheck. They keep up with their bills but do not have job satisfaction in any way. They go after other opportunities but feel inhibited due to poor career management. Again, most people who find themselves in tertiary institution work environments in Nigeria may have physical, mental, and emotional impairments that inhibit effective job performance. Some people are better suited to some careers than others due to physical and mental abilities, and limitations. The challenges of lack of skilled labour, heavy competition among institutions, technological problems, low productivity lead to a high rate of poor performance and poor product implementation while placing a serious limitation on product expansion and increase in productivity. It is against this background that this study is being carried out to appraise career management and organizational development - a study of selected tertiary institutions in Anambra state

REVIEW OF RELATED LITERATURE

2.1 Theoretical framework

2.1.1 Self-concept Theory of Career Development

Super's Self-concept Theory of Career Development has relatively gained more currency among several other theories of career choice and development, not only in the USA but across the globe. Super (1969, 1980, 1990) submit that an individual's choice of career and development is basically a process of developing and implementing ones opinion of self. Super (1990), opines that self-concept arises from an interplay of "physical and mental growth, personal experiences, and environmental characteristics and stimulation". Although Super argue that the process of development and maturation is essentially organic, contemporary thought (Savickas, 2002) of Super's model have highlighted the need to include the influence of social and environmental factors during the development of an individual's self-concept. In extending Super's work, Savickas (2002) introduced a constructivist view and stated that "the process of career construction is essentially that of developing and implementing vocational self-concepts in work roles". At adolescence, the individual's self-concept becomes comparatively stable but passes through some modification due to socio-environmental influences. Thus, employees derive satisfaction in life or work based on how they implement their self-concepts at work or other avenues of relationship. The life stage developmental model by Super (1990) comprises: "growth, exploration, establishment, maintenance (management), and decline (disengagement)"

2.1.2 Acquired Needs Theory

McClelland, a well-known psychologist at the Harvard University, studied employee's behaviour. He used the Thematic Apperception Test (TAT) to measure employee motivation in satisfying various needs and found out that employees craved the need for achievement, the need for power and the need for affiliation (Kreitner and Kinicki, 1998). The Acquired Needs Theory focuses on the diversity of people and is rooted in culture. It assumes that needs are acquired or learned on the basis of our life experiences. When a need is strong, it will motivate the person to engage in behaviour that satisfies that need. Achievement is represented by the drive to excel, accomplish challenging tasks to achieve a standard of excellence. Achievement motivation depends on childhood, personal and occupational experience and even the type of organization. According to this theory some people have a compelling drive to succeed. They strive for personal achievement rather than for the rewards of success. They have a strong desire to do something better or more efficiently than it has been done before. Individuals high on achievement needs often make good entrepreneurs running their own business (Johns, 1996).

2.2 Empirical Study

Dialoke, & Adighije (2018) determine the effect of career development on the employees' performance and ascertain the effect of career advancement on the motivation of Non-academic Staff of Michael Okpara University of Agriculture Umudike. The researcher adopted survey research design, both primary and secondary sources of data was used. The population of the study consist of all the Non-academic Staff of the university which numbered two thousand six hundred and thirty (2630) employees, using Taro Yamane's formula at a normal confidence level of 95% and error tolerance of 5%,the sample size of the study was deduce to be three hundred and forty six (346). Simple random sampling techniques were used to sample the respondent. Pearson Product Moment Correlation analysis was use to analyse the objectives with the aid of Statistical Packages for Social Sciences (SPSS) version 20. The major findings revealed that there is a positive and significant correlation between career development and the performance of the Non-academic Staff of the university, and also career advancement is positively correlated with motivation of the Nonacademic Staff of the University.

Irefin, & Mohammed (2014) examined the effect of employee commitment on organizational performance with special interest in Coca Cola Nigeria Limited. Much of the interest in analyzing employee commitment stems from concern for the behavioural consequences that are hypothesized to result from it. A five point numerically scaled Likert-Type questionnaire was constructed and administered among selected Staff of Coca Cola Nigeria Limited. The research hypotheses were tested using the Pearson Correlation Coefficient. The result shows that: the level of employee commitment of the Staff of Coca Cola Company Plc is very high; there is a fairly high relationship between employee commitment and organizational performance; there is also a very high relationship between employee commitment and employees' turnover etc.

Folorunso, Adewale, & Abodunde, (2014), examined the impact of organizational commitment dimensions on employees' performance among academic staff of Oyo State owned tertiary institutions. The researchers adopted multi-stage sampling procedure for the selection of the participants. Therefore, the total sample size is made up of 197 respondents from the pay roll list of two institutions. A structured questionnaire was used to collect information from the study's participants which were Organizational Commitment Questionnaire (OCQ) and Employees performance Questionnaire (EPQ). Both Pearson Product Moment Correlation Coefficients and Multiple Regression Analysis were used to analysis the data. Result revealed that organizational commitment dimensions jointly and independently influence employees' performance among academic staff of Oyo State owned tertiary institutions.

Oyeniyi, Adeyemi & Olaoye (2017) investigated the influence of organizational commitment on job performance among the employees in Nigerian hospitality industry. Specifically, the study examines the influence of affective commitment, continuance commitment and normative commitment on job performance among the employees in Nigerian Hospitality industry. This study made use of descriptive survey research, while a structured questionnaire and personal interview were used to collect data from seventy five (75) respondents in the selected hotels and restaurants in Osun State, Nigeria. Data were analysed with the aid of Pearson Product Moment Correlation Coefficient (PPMCC) and Linear Regression. Results revealed that affective commitment ($\beta = 0.067$; $t = 0.380$; $P > 0.05$) and continuance commitment ($\beta = 0.082$; $t = 0.546$; $P > 0.05$) have positive but insignificant influence on job performance. Results also indicate that normative commitment ($\beta = -0.080$; $t = -0.569$; $P > 0.05$)has negative but insignificant influence on job performance.

Brenyah (2019) examined Organizational Support for Career Development and Its Influence on Employee Commitment in the Ghana Police Service To validate this framework, a cross-sectional survey design was adopted. Using a multi-stage sampling technique, Morgan and Krejcie sampling determinant table was used to select two hundred and seventy-one (271) junior and senior personnel from the headquarters of the Ghana police service in Accra who completed the survey instrument. Hypotheses formulated were tested through linear and hierarchical regression analytic procedures using Statistical Package for social sciences (SPSS). Findings suggested that Organizational support for career development had significant impact on affective and normative commitment. Again, personnel perceived low organizational support

for career development. Personal characteristics such as age, gender and level of education also had moderate effects on organizational support for career development and Organizational commitment.

Maria-Dolores .Kwon, & Wong, (2017) examined the impact of Employees' Commitment on Organizational Performance in Eravurpatru Divisional Secretariat in the district of Batticaloa, Sri Lanka. The three commitments (Affective, Normative, Continuous) have been taken as independent variables and Organizational Performance as the dependent variable. Both descriptive and explanatory research methodologies were adopted in this study. A five point Likert-Type scaled questionnaire was constructed and administered among selected Staff of Eravurpatru Divisional Secretariat. The results of the study indicate that the Employees' Commitment (Affective, Normative, Continuous) are significantly related to Organizational Performance in Eravurpatru Divisional Secretariat.

Dinku (2018) determine the effects of employee commitment on performance of organization based on a case study of Arjo Didessa Sugar Factory. The research is a cross-sectional study. 261 employees and four management members were selected as sample of the study. Standardized questionnaires were distributed, filled, and collected. Statistical package for social sciences (SPSS) was used to process and analyze the data collected from the respondents through correlation; and regression analyses were performed to determine the association between dependent and independent variables. Additionally, employees' commitments were found to have effects on the organizational performance in the study area. Based on the regression results, employees' commitments models have effects on performances for the organization at Arjo Didessa Sugar Factory. Thus, recommendations have been provided to increase commitment by designing motivational package, and establishing sustainable regular training program in the company

Ikoro & Nwosu (2017) investigated the effects of strategic planning on organizational performance with Nigerian Bottling Company Enugu, as a case in hand; the aim is to know whether strategic planning has effect on the overall performance of the organization. The methodology that was used for the study is survey design and the target population was 180 members of staff of Nigerian Bottling Company Enugu while the sample size was 124 which were determined using Taro Yamen's formula. The result of the analysis indicates that there is relationship between effective strategic planning and organizational performance and also that lack of accountability.

Adetayo. (2018). examined the impact of strategic planning on organizational performance using a study of selected manufacturing organizations in Lagos, Nigeria. It appraises the effect of the concepts on the Nigerian manufacturing industry, using Unilever Nigeria Plc. and May & Baker Nigeria Plc. as case studies. A sample size of one hundred and seventy-one (171) respondents was used in this study, which was determined using Yards formula. The correlation and regression analysis were adapted for this study. The findings reveal that there is a positive relationship between the use of strategic planning and organizational performance in today's corporate environment.

METHODOLOGY

3.1. Research Design

We adopted the descriptive survey design using the primary data collection method. With the aid of a structured close ended questionnaire on a five point Likert scale as the instrument for data collection, we distributed the copies of the questionnaire to respondents in the selected study area (Saunders, Lewis, & Thornhill, 2007). First an exploratory qualitative study was conducted. In-depth interviews and group discussions were conducted, in which open questions were used to identify the research variables.

3.2. Area of the study

Anambra is a state in southeastern Nigeria and state was created on 27th August 1991. Anambra state has a common boundary with Enugu state and Delta state. The capital and seat of Anambra is Awka, while the commercial hub of the state is Onitsha and industrial city of the state is Nnewi. Anambra state occupies about 45,917 square kilometers with a population as 4,177,828 according to 2006 population census**.** Anambra state consists of 21 local government areas, with three senatorial districts such as Anambra North, Anambra South and Anambra Central. The selected institutions for this study include

Nnamdi Azikiwe University, Chukwuemeka Odumegwu Ojukwu University formerly Anambra State University and Nwafor Orizu College of Education Nsugbe, all in Anambra State, Nigeria.

3.3. Population of the Study

The population for the study is the students of Chukwuemka Odumegwu Ojukwu University (Uli Campus, Igbariam Campus and University Teaching Hospital Amaku), Nnamdi Azikwe University (University Main Campus and Nnamdi Azikiwe University Teaching Hospital; Nnewi) and Nwafor Orizu College of Education, Nsugbe.The total number of students of Nnamdi Azikiwe University is twenty-nine thousand, nine hundred and eighty-one (28981), (NAU Student Affairs Unit, 2017) while that of Chukwuemeka Odumegwu Ojukwu University is thirteen thousand, two hundred and fifty(13250), (COOU, Student Affairs Unit,2017) and Nwafor Orizu College of Education Nsugbe is fifteen thousand, four hundred and seventy-nine (15,479), (NOCEN, Student Affairs Unit,2017) making it a total number of 57, 710 students.

Nnamdi Azikiwe University has few campuses but the researcher made use of the university main Campus and Nnamdi Azikiwe University Teaching Hospital Nnewi as part of the size for the study. Also, the three campuses under Chukwuemeka Odumegwu Ojukwu University which are Igbariam Campus, Uli Campus and University Teaching Hospital Amaku were all taken into consideration. The main Campus of Nwafor Orizu College of Education Nsugbe was equally included in the study. Anambra state has a total of eight higher Education Institutions

3.4 Sample size determination

According to Kerlinger (1973) simple random sampling is the method of drawing a portion of population or universe so that each member of the population has an equal chance of being selected. The population size of the study is fifty-seven thousand seven hundred and ten (57,710) students

For the fact that it is practically impossible to conveniently handle all the respondents of the selected institution in Anambra state, the researcher applied the statistical formula devised by Taro Yamane (1964), which states:

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

Where

n= Sample size of the study

N = Population

1 = Constant value

e = Error margin assumed to be (5%)

Applying this formula, we have

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

$$n = \frac{57710}{1+57710(5\%)^2}$$

$$n = \frac{57710}{1+57710(0.0025)}$$

$$n = \frac{57710}{1+105.58}$$

$$n = \frac{57710}{144.28}$$

Sample size = 399

3.5 Sources of Data

In this study we used both primary and secondary data.

3.6. Method of Data Analysis

The completed transcripts were analyzed using the Statistical Package for Social Science (SPSS) version 16.0 computer programme to determine recurring themes. Quotes gathered from the interviewees during case studies have been used to give meaning to the results. The technique of analysis was both theoretical and statistical in nature. With regard to theory, it was purely descriptive, comparative and analytical. The statistical data was generated through a well structured 5-point Likert scale questionnaire and analyzed with aid of analysis of variance (ANOVA) and the student t-test to test the hypotheses.

DATA PRESENTATION AND ANALYSIS

In this section, the data generated from the population of the sampled were presented, analyzed and interpreted. Three hundred and sixty-nine (369) questionnaire were administered, However, three hundred and forty-seven (347) questionnaire were retrieved 93.2% was the percentage rate of returned questionnaire. Therefore the analysis and interpretation of data were based on the returned questionnaires.. The method used was the percentage tables. And ANOVA regressions were used for the hypothesis testing. The first section covers the demographic features of the respondents. The second section analyzed the data relevant to research questions.

4.1 Demographic Characteristics of the Respondents

In this section, the demographic features of the respondents such as gender, marital status, age bracket, educational qualification and are presented and analyzed. A total of three hundred and sixty-nine respondents were sampled and the results are presented in the table below.

4.1.1 Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	270	49.5	77.8	77.8
	Female	77	14.1	22.2	100.0
	Total	347	63.7	100.0	

Source: SPSS, Version, *2021*

The above table reveals that the 77% of the respondents which represents ninety (270) persons were male respondents, while seventy (70) respondents which represent 22.2% were female respondents. By implication, male respondents were more than female respondents by 48% in our selected population sample for this study. The implication of this is to enable us to know the number of female and male that successfully returned their questionnaire.

4.1.2 Statues

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MARRIED	122	22.4	35.2	35.2
	SINGLE	225	41.3	64.8	100.0
	Total	347	63.7	100.0	

Source: SPSS, Version, *2021*

In the table above, out of the three hundred and forty-seven (347) respondents, one hundred and twenty-two (122) of the respondents, representing 35.2% are married while two hundred and twenty-five (225) respondents which represent 64.8percent are single. It is therefore glaring that the majority of the respondents are single as at the time of this study. Thus marital status table help us to know the number of single, married, and divorce respondents that answered the distributed questionnaires.

4.1.3 Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	WAEC/NECO	114	20.9	32.9	32.9
	OND	63	11.6	18.2	51.0
	HND/BSC	113	20.7	32.6	83.6
	MSC	35	6.4	10.1	93.7
	PHD	22	4.0	6.3	100.0
	Total	347	63.7	100.0	

Source: SPSS, Version, 2021

The table above indicates that one hundred and fourteen (114) respondents which representing 32.9% maintain to acquired either WAEC/NECO. However, 18.2% of the respondents which represents Sixty-three (63) obtained Ordinary National Diploma (OND). However One hundred and thirteen which represent 32.6 percent either have HND/BSC. The respondents that have M.Sc are numbered 35 which represent 10.1%, while those with PHD are 22 which represent 6.3%. This as the one of demographic item helps us to identify the education qualification of the respondent

4.1.4 AGE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	15-25	179	32.8	51.6	51.6
	26-35	84	15.4	24.2	75.8
	36-45	36	6.6	10.4	86.2
	46-ABOVE	48	8.8	13.8	100.0
	Total	347	63.7	100.0	

Source: SPSS, Version, 2021

Table 4.3 above depicted the age bracket of the respondents. The distribution shows that 51.6% of the respondents are between the age brackets of 15 to 25 years while 84 respondents representing 24.2% are within the age bracket of 26 - 35 years. On the same note, 10% of the respondents are within the age bracket of 31 - 45 years while the remaining respondents representing 13.8% are within the age bracket of 45 years and above.

4.2 Test of Hypotheses

Hypotheses Three

H0: Career management has no significance effect on organizational development

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2839.200	2	1419.600	2.807	.088
Within Groups	8597.600	345	505.741		
Total	11436.800	347			

Source: ***Field Survey, 2021***

From the regression result, we discover that in the F-statistics column the value for Career management is 2.807, while its probability is 0.88 since its probability is greater than 0.05% desired level of significance, we reject the null hypothesis and accept alternative hypothesis, which states career management has significance effect on organizational development.

Career development is not only a private good, of value to individuals; it is also a public good of value to the country as a whole. It provides the overall effectiveness of the diverse approach to career management consisting of career planning, career path and career development as pivotal to the overall corporate survival strategy of the organization. Our focus is on career management as an integrated approach to achieving strategic organizational performance objectives of *profit growth and market value*. The study defines the career management process that plans and shapes the profession of an organization human resources and analyze career management program as part of the larger human resource system assisting employees improve performance, clarify career options and align employee aspiration with organizational performance objectives of tertiary institutions.

5.1 CONCLUSION

Career management as a larger part of an organization seeks to align the aspiration of employees with organizational performance objectives. The research provided a structural study of career management as an integrated approach to achieving strategic organizational performance objectives of profit, growth and market value. Career management process plans and shapes the profession of an organization, and analyze career management program as part of the larger human resource system assisting employees improve performance clarify career options and align employee aspiration with organizational performance objectives. It is obvious today that employees are no longer satisfied with having just a job and the usual fringe benefits. They want a career that expresses their interests, personality, abilities and harmonies with their total situation. Their loyalty to the organization depends upon the degree to which their employees satisfy their wants. Workers commitment is a function of how effective management is able to design and implement good career development programme in the organization. Employees want management to show interest in their career development. Managements reward in this regard will increased workers productivity and greater commitment to the organizational goals. Understanding the trend of collective bargaining and making it suit the aim of the organization, is the premise underlying the career development approach to management.

A career is not just a job, but revolves around a process, an attitude, behaviour and a situation in a person's work life to achieve set career goals. Although career is the property of individuals, but for the employed, it is organizations that should plan and manage employee careers. Career management requires initiative from both organizations as well as individuals in order to provide maximum benefit for both. In the emerging world of the present and the future, the practices of career development are being challenged to find new paradigms and new scientific bases. With proper career planning and career management, an individual expects to reap the result of such investment by attaining career development.

Based on the findings of this study, the following are recommended:

- Training should be done on collaborative decision making and problem solving, geared towards decentralization

- management should live up to its responsibility by motivating its employees through pay satisfaction, effective pension plan, training and development, effective performance appraisal and other factors that have a significant effect on employee job performance, if they want to become a leader and wax stronger in a global competitive environment especially in Africa.
- Management should do well to adopt on the spot praise as a medium for recognition and appreciation for hard work for promptness equal effectiveness.

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