



Career Management and Organizational Performance Of Teaching Hospitals in South East, Nigeria

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ABSTRACTS

The study examined the effect of career management on organizational performance of teaching hospitals in South East Nigeria. The objectives of the study were basically to; determine the effect of career planning on organizational performance; identify the effect of training on organizational performance; establish the effect of reward on organizational performance; investigate the effect of organizational commitment on organizational performance; and investigate the effect of motivation on organizational performance. The study was anchored on acquired needs theory. The study adopted survey research design and questionnaire was employed as the instrument of data collection. The population of the study comprised 19,176 teaching hospital staff across the five South East States of Nigeria and a sample size of 3346 students was drawn using Borg and Gall formular. The data generated were analyzed using multiple regression analysis with the aid of Statistical Package for Social Sciences (SPSS) version 23. Findings from the study showed that career planning, training, reward, organizational commitment and motivation had significant positive effect on organizational performance. The study concludes that career management has significant positive effect on organizational performance of teaching hospitals in South East Nigeria. In view of the findings, the study recommended that seminars/ workshop should be regularly organized by management in order to update the employees' knowledge. The study also recommended that management should provide effective incentive plan to their employees from time to time to boost their morale for enhanced productivity and performance.

Keywords: Career Management, Career Planning, Training, Reward, Organizational Commitment, Motivation, Organizational Performance

INTRODUCTION

Career management is the ongoing acquisition or refinement of skills and knowledge, including job mastery and professional development, coupled with career planning activities. Teaching hospitals are also important for their contribution to the overall wellbeing of the populace. Therefore, career management of employees in this particular field is vital for the overall performance of medical units (Peterson & Tracey 2019). Career management practices are key strategic considerations for all organizations regardless of size, sector, market or profile. The development of the capacity and capability of the organization's managers has a fundamental impact on efficiency, effectiveness, morale and profitability of an organization (Irene & Hazel 2016). Career management benefits not only the individual employee, but also the organization. The development of employees for future positions, an organization is assured of a supply of qualified, committed employees to replace the higher-level employ. Career management helps to retain and motivate employees through the Career management process; employees are assisted in setting realistic goals and to develop the required skills and abilities for target positions (Xu & Thomas, 2011). In most firms, it is becoming increasingly evident that career management programmes are cost justified in the same terms as staffing programmes; that is each approval contributes

to improved utilization of employees and overall organizational effectiveness (Leach, 2010). Thus, the purpose of Career management is to match an employee's career aspirations with opportunities and challenges available within the organization (Aplin & Gerster, 2018). There are many models of Career management. The life-cycle model advocates that employees face definite development tasks over through their career and moving through career stages. The organization based model also advocates that career continues through a series of stages but both of these models suggest that Career management includes employees' learning to perform certain activities. Each stage has different activities and relationships with co-workers and managers. The directional pattern model defines the shape and form of careers (Super, 2013).

Career management is not a new issue, in the recent past, individuals engaged in personal Career management (Hall, 2012) by getting involved in personal educational advancement and professional training; which may or may not align with their present goals. On the other hand, organizations may choose to training or develop their employees in alignment to their present needs and also prepare them for future organizational needs (Humphries & Dyer, 2011; Kirk, Downey, Duckett & Woody, 2010). Adeniji and Osibanjo (2012) argue that Career management can help reduce cost expended on recruiting and training new employees in organizations. In similar direction, Byars and Rue (2014) identify the following major objectives of Career management: to meet the immediate and future human resource needs of the organization on a timely basis; to better inform the organization and the individual about potential career paths within the organization; and to utilize existing human resource programs to the fullest by integrating the activities that select, assign, develop, and manage individual careers with the organizations' plans.

It is essential for individuals to make career choices based on their interests and passion. This decision which is usually a personal affair at the outset, translates to be the firm's concern as it seeks to utilize the competences of employees to achieve organizational objectives. As individuals aspire to advance in their career, so are firm's eager to achieve success in their chosen endeavours. The career advancement of the employee is largely dependent on his relative usefulness and contributions to the organization's effectiveness and growth. The development of the individual's career serves as a win-win situation as it benefits both the employee and the firm. It is a responsibility that is shared among the employees, management and organization. The employee owns his career management and employability, management supports the employee's growth and links development to organizational needs while the organization provides the tools and resources to facilitate learning and maximize performance.

According to Scales (2010), Career management, which is an interventionist program in the field of Human Resource, does not involve only accelerating career vertically upwards through a structured system where organization members are in separate levels of authority, obligations, monetary benefits and more amount of time spent on the job. It also pertains to assisting workers to become more proactive to change and feel more secure as the organization changes to fit new conditions in a dynamic environment. Organizations will have limited profitability or success if they do not pay sufficient attention to the workforce (Slema, 2016). Employees have feelings and goals. They strive to put in their best on a daily basis, for the overall interest of the organization, but would also want the organization to treat them fairly as human beings. Organizations, be they educational, enterprise, industrial, government, military, carrier, fitness care, or amusement focused, are made of people who play the roles of managers, leaders, followers and stewards. People plan ways of reaching goals to help organizations complete their particular goals. People always learn new skills and transmit new ideas to help change their organizations from averageness to greatness (Slema, 2016).

According to Gibbons (2015), "Career management is usually viewed as nothing more than helping increase officers through the ranks until they are able to participate to retire". Clearly, Career management has transited from other similar tools of individual growth to a key strategic imperative in visionary organizations. Nowadays, organizations no longer leave Career management in the hands of employees, but have taken a more active role in their workers' careers through Career management initiatives. The study explores the effect of Career management on employee performance with reference to teaching hospitals in South East

Statement of the Problem

Employees are the key factors toward the success of organizations. The employees are critical to the viability and the competitiveness of the organization. They are assets, and play major role towards ensuring that organizations achieve their set objectives. Equipping employees through personal development and career mentoring is imperative in order to improve both employee and organization performance. Career management is of great importance to both the individual employee and the organization. This is so because there is interaction between the organization for which they work and the development of the organization through the employees' career. An employee develops his/her career through a continuous acquisition of managerial or professional skills and experience which may bring about rewards and promotion. An organization uses many activities, techniques and programmes that map out its employees' career (Greenhaus & Callanan, 2014), which plays an important role in maintaining the balance between an individual's need (job security, development and promotion) and the organization's need (employee's loyalty, trust, commitment).

The career path is nowhere as straightforward as individuals expect it to be. Uncertainty is high across all job functions, levels, and sectors. Therefore, career guidance research in developing countries and particularly in teaching hospitals in South East 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 management 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 teaching hospitals in South East 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 teaching hospitals in South East work environments in Nigeria may have physical, mental, and emotional instability 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, and 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 evaluate the effect of Career management on organizational Performance of teaching hospitals in South East, Nigeria.

Research Questions

The following research questions guided this study.

1. How does career planning influence organizational performance in teaching hospitals in South East Nigeria?
2. In which way does training influence organizational performance in teaching hospitals in South East Nigeria?
3. What is the effect of reward on organizational performance of teaching hospitals in South East Nigeria?
4. How does organizational commitment influence organizational Performance in teaching hospitals in South East Nigeria?
5. How does motivation influence organizational Performance in teaching hospitals in South East Nigeria?

Hypotheses

This study is guided by the following hypotheses:

1. Career Planning has no significant positive effect on organizational performance in teaching hospitals in South East Nigeria
2. Training has no significant positive effect on organizational performance in teaching hospitals in South East Nigeria
3. Reward has no significant positive effect on organizational performance in teaching hospitals in South East, Nigeria
4. Organizational commitment has no significant positive effect on organizational Performance in teaching hospitals in South East, Nigeria
5. Motivation has no significant positive effect on organizational performance in teaching hospitals in South East, Nigeria

REVIEW OF RELATED LITERATURE

Conceptual Framework

Career Management

Career management is perceived as joint effort between the individual employee and the organization. Career management describes the lifelong process of managing life, learning and work. It involves individuals planning and making decisions about education, training and career choices as well as developing the right skills and knowledge to do this (Arthur, 2015). Greenhaus et al, (2015) sought to investigate the relationship between talent management and succession planning processes. The study, which was carried out using descriptive and inferential statistics revealed that talent management and succession planning within government organizations met the requirements and therefore impacted on talent absorption, talent retention and talent development which gave the organizations a competitive edge. Career management is the lifelong process of managing learning, work, leisure, and transitions in order to move toward a personally determined and evolving preferred future (Armstrong, 2009). Career management is defined as “an ongoing, formalized effort by an organisation that focuses on developing and enriching the organisation’s human resources in the light of both the employees’ and the organisation’s needs” (Byars & Rue, 2014). McDougall and Vaughn (2017) argue that “Career management involves aligning individual subjective and more objective career aspects of an organisation to find a match between individual and organisational needs, personal characteristics and career roles.” This author views career management as a mutual role, based on the needs and circumstances of both individuals and organisations. Development involves preparing employees for higher responsibilities in future.

Development according to Ezeuwa (2019) can be seen as the use of human resources to quantitatively change man’s physical and biological environments to his benefits or ever seen as involving the introduction of new ideas into the social structure and causing alterations on the patterns of the organization and social structure. To develop staff, (Daniels, 2013) simply refers to make them grow with the organization so that they can be fitted for available higher positions within their capacity. Development deals with improving human relations and interpersonal skill (Iwuoha, 2019). Career management covers an employee’s working life. It starts with staff orientation, on-job training, experience, short courses, professional courses, post graduate degrees or diplomas. According to the National Strategy for the Development of the social service workforce in Scotland (2015), employee development is the foundation on which the confidence and competence of individual staff is built (Robbins, 2017). Employees are major assets of any organisation, they play an active role towards organizational success that cannot be underestimated. Equipping these unique assets through effective training becomes imperative in order to maximize the job performance. Career management is often used to close the gap between current performances and expected future performance. Many employees in different organizations have trained but they have remained stagnant with little evidence of career advancement.

Organizational Performance

Jones and George (2019) define organizational performance as the measure of how a manager utilizes the resources of the organization efficiently and effectively to accomplish the goals of the organization as well as satisfy its stakeholders. When managers are dedicated and skillful in carrying out specific roles, it helps to make things happen. Managers influence performance by defining objectives, recognizing and minimizing obstacles to the achievement of these objectives, and effectively planning, organizing, leading and controlling all available resources to attain high levels of performance (Duening & Ivancevich, 2013). Duening and Ivancevich (2013) define Productivity as the relationship between real inputs and real outputs; a measure of how well resources are combined and utilized to produce a result desired by management. Although many indices of workplace Performance disregard the goals of the Organization, Moses (2019) believes it is also very important. This is because in a focal year, an Organization might want to invest in expensive technology that can enhance Productivity in the future. The Profit of the particular year might be negligible yet the Organization may have fulfilled its objectives.

Organizational Performance comprises the actual output or results of an organization as measured against its intended outputs. Organizational performance encompasses three specific areas of firm outcomes: financial performance, product market performance and shareholders returns. The notion of organizational performance is affiliated to the endurance and success of an organization. In recent years, many organizations have attempted to manage organizational performance using the balance score card methodology where performance is tracked and measured in multiple dimensions such as financial performance (shareholders return, customer service, social responsibility, corporate citizenship etc).

Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). According to Richard et al. (2009), organizational performance encompasses three specific areas of firm outcomes: financial performance (profits, return on assets, return on investment, etc.); product market performance (sales, market share, etc.); and shareholder return (total shareholder return, economic value added, etc). Organizational performance is the ultimate dependent variable of interest for researchers concerned with just about any area of management (Devinney et al., 2010). This broad construct is essential in allowing researchers and managers to evaluate firms over time and compare them to rivals. In short, organizational performance is the most important criterion in evaluating organizations, their actions, and environments.

Theoretical Framework

This study is anchored on acquired needs theory. McClelland, a well-known psychologist at the Harvard University, studied employees' 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 & 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).

Career is the process that is directly related to personal and organisational goals and creates an accumulation of experiences emerging from the tasks, jobs, positions of the person or from the transitions such as promotions, transfers that the person goes through in these positions. According to this, most of the successes and failures related to the job experiences gained over time constitute the career of the person and at the same time provide the development in the career of the person. All experiences gained during this phase of development interact with each other. Career generates the qualities of the person and the relationship outside these qualities. It is a process that indicated the relationship between a person's and the organization and rise and falls of this relationship.

Empirical Review

Dialoke and Adighije (2018) determine the effect of Career management 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 management 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.

Brenyah (2019) examined Organizational Support for Career management 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 management had significant impact on affective and normative commitment. Again, personnel perceived low organizational support for Career management . Personal characteristics such as age, gender and level of education also had moderate effects on organizational support for Career management and Organizational commitment. It was concluded that the government should develop and maintain highly skilled personnel by providing them with more Career management options and supports as this will greatly impact on their willingness to stay with their organization and also reflect in their job performance.

Lyria, Namusonge and Karanja (2017) examined the effect of career management on organizational performance of firms listed in the Nairobi Securities Exchange. In this study, succession planning and job rotation were employed as the independent variable while profit and growth (proxy for organizational performance) was employed as the dependent variable. The study adopted descriptive and correlation survey research designs. A total of 224 top managers of listed companies in the NSE were sampled for the study. Descriptive statistics and regression analysis was employed in analyzing the data. The study found a strong and positive relationship between career management and organization performance of all listed companies. Organizational performance was positively correlated with career management.

Harlod and Amit (2011) examined career management, employee development and performance in Indian information technology organizations. The study aimed to investigate relationship between career planning, performance and employee growth and explores the alignment between individual and organization's career planning. 100 employees from five Indian IT companies were sampled for the study. Descriptive statistics and principal component analysis was employed in analyzing the data. It was found that Career guidance, leadership roles, network building, developing new skills, taking up special assignments and receiving productive feedback from the boss play the most important role in making the career path easier and also aids in the performance and employee growth. Will to seek information, introspecting past experience, experimenting new work roles, and discussing career interest with superiors and colleagues play a moderate role in career planning and performance of the employees.

METHODOLOGY

The study adopted survey research design. The area of study consists of the five States in the South-East geopolitical zone of Nigeria: Abia, Anambra, Ebonyi, Enugu and Imo states. The study was directed at the teaching hospital in each of the states. The study made use of primary sources of data. The population for the study comprised 19,176 staff of five selected teaching hospitals in South-East Nigeria. Borg and Gall (1973) formular was employed to get a sample size of 3683. Questionnaire was employed as the instrument of data collection. Descriptive statistics and multiple regression analysis was employed in analyzing the data.

A model was design to verify relationship between career management and organizational performance of hospitality industry in South East. This approach is to modify the model by specifying a multiple regression equation made up of organizational performance as a function of the career management. As a result, the model is specified below,

$$ORP = f (CP, TRA, RED, OGC, MOT)$$

Where

ORP = Organizational performance

CP = Career planning

TRA= Training

RED= Reward

OGC= Organizational commitment

MOT= Motivation

f=Functional Notation

The above equation can be put in an econometric form as;

$$ORP = b_0 + b_1 CP + b_2 TRA + b_3 RED + b_4 OGC + b_5 MOT + \mu$$

Where;

- b₀ = Autonomous or intercept
- b₁ = Coefficient of parameter CP
- b₂ = Coefficient of parameter TRA
- b₃ = Coefficient of parameter RED
- b₄ = Coefficient of parameter OGC
- b₅ = Coefficient of parameter MOT
- μ = Stochastic variable or error term

RESULTS

Descriptive Analysis

This section presents the descriptive statistics of career management and organizational performance. The aim of the analysis is to examine the career management and organizational performance - a study of selected teaching hospitals in South East. The analysis of the individual characteristics of these variables is presented in the table below:

Table 1 Descriptive Characteristic of the Variables

	Mean	Std. Deviation	N
ORP	2.4755	1.52867	3347
CP	2.3256	1.24488	3347
TRA	2.8473	1.31125	3347
RED	3.4352	1.13445	3347
OGC	2.4986	1.38400	3347
MOT	2.8329	1.23568	3347

Source: Author's Compilation from SPSS Version 21.0

This table presents the summary of statistics used in the analysis. It provides information about the mean and standard deviation of the variables used in the study. The mean value for Planning is 2.3256 while the standard deviation is 1.24488. Training and Reward recorded a mean value of 2.8473 and 3.4352 with a standard deviation of 1.31125 and 1.13445 respectively. Organizational Commitment and Motivation have mean value of 2.4986 and 2.8329 with standard deviation of 1.38400 and 1.23568 respectively.

Multiple Regression Analysis

Multiple regression result was employed to test the effect of independent or explanatory variables on the dependent variables. The result of the multiple regression analysis is presented in the tables below.

Table 2 Summary of the Regression Result

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	.698 ^a	.487	.479	1.10305	.487	64.704	5	341	.000	1.920

a. Predictors: (Constant), MOT, CP, TRA, RED, OGC

b. Dependent Variable: ORP

Table 2 shows that R² which measures the strength of the effect of independent variable on the dependent variable have the value of 69%. This implies that 21% of the variation in organizational performance is

explained by variations in planning, training, reward, organizational commitment and motivation. This was supported by adjusted R^2 of 48%. In order to check for autocorrelation in the model, Durbin-Watson statistics was employed. Durbin-Watson statistics of 1.920 in table s shows that the variables in the model are not auto correlated and that the model is reliable for predications.

Table 3: ANOVA Result

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	393.637	5	78.727	64.704	.000 ^b
	Residual	414.905	3341	1.217		
	Total	808.542	3346			

a. Dependent Variable: ORP

b. Predictors: (Constant), MOT, CP, TRA, RED, OGC

The f-statistics value of 64.704 in table 4 with f-statistics probability of 0.000 shows that the independent variables has significant effect on dependent variables such as planning, training, reward, organizational commitment and motivation can collectively explain the variations in organizational performance.

Table 4 Coefficients of the Model

		Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.311	.121		8.632	.060	-.990	.020
	CP	.074	.059	.083	2.051	.002	.430	.623
	TRA	.159	.053	.194	2.014	.000	.491	.711
	RED	.091	.054	.128	2.112	.001	-.014	.219
	OGC	.110	.052	.140	3.004	.000	-.031	.200
	MOT	.079	.087	.114	3.564	.000	-.315	-.065

a. Dependent Variable: ORP

Source: Author's Compilation from SPSS Version 21.0

T-statistics and probability value from the regression result are the effect of individual independent or explanatory variables on the dependent variables. The summary of the result is presented in the table below. Table 4 shows the coefficient of the individual variables and their probability values. Career planning variables have regression t-value of 0.074with a probability value of .1.051. This implies that career planning have a significant positive effect on organizational performance. Training has a regression t-test of 2.014 with a probability value of 0.000 implying that training variables has a positive and insignificant effect on organizational performance. On a similar note, reward variable have a t-test value of 2.112 and a probability value of 0001. This shows that reward has a positive and significant effect on organizational performance.

Furthermore, organizational commitment has a regression coefficient of 3.004 with a probability value of 0.000. This implies that organizational has a positive and significant effect on organizational performance. Lastly, motivation has the value of T-test as 3.564 with a probability value of 0.000. This implies that motivation has a positive and significant effect on organizational performance.

DISCUSSION OF FINDINGS

The study examined the effect of career management on organizational performance and the following became evident. The study found that planning had insignificant positive effect on organizational performance of teaching hospitals in South East Nigeria. The implication of these findings is that, for planning to be functional to achieve their aim and purposes, the planning need to satisfy the expected needs of the individual, and must be seen to be fair or equitably satisfying to the employee. This further agreed with the findings of Iyida (2015), who found that increase in planning enhances the productivity of

workers. The findings also corroborate with the findings of Olatunji and Sarat (2014) that planning is a pertinent determinant to Organizational Performance in Nigeria.

The study found that training had a significant positive effect on organizational performance of teaching hospitals in South East Nigeria. Training of employees enhances the performance of every organization. For instance training is needed mostly when there is reduction in sales, low employee morale, low patronage from consumers as well as turnover. In order to embrace the future, funds should be made available to human resource departments in order to carryout effective training of its workforce. Employees can be trained inside the organization without necessary sending them outside. This is called on the job training which includes job rotation and job enlargements. The finding is in line with the study of Aamir, Syad, Abdul, Quasim and Shahzad (2019) that training play an important role in boosting Organizational Performance and enhance over all organization performance. This also agrees with the study of Hatice (2012) that Training can significantly influence the performance of individual employee positively.

The study also found that reward had significant positive effect on organizational performance of teaching hospitals in South East Nigeria. This implies that improved training and development would translate to increased staff turnover, reduced cost of maintenance and equipment breakdown and lower compliants. It creates a less need for supervisor thereby enhancing employees output. Salah (2016) corroborates this finding by stating that, well reward and Organizational Performance are seen as the bedrock of any organization and institution. This means that, reward programs and carefully set development plans enhances skills and knowledge of employees which results in significant efficiency in workers productivity.

The study further found that Organization commitment had a significant positive effect on organizational performance of teaching hospitals in South East Nigeria. This implies that Organization commitment provide motivation and propel employees to behave in ways that would lead to enhanced productivity. Alfandi and Alkawsawneh (2014) found that enriched Organization commitment is a significant factor that encourages employees as well as increase their zeal at work which results in enhanced Organization commitment and performance. The Organization commitment may include multiple benefits and perks other than financial gains. Employees with high job satisfaction tend to exert higher levels of performance, productivity, commitment and retention rates

Finally, the study found that Motivation has a significant positive effect on Organizational Performance in organizational performance of teaching hospitals in South East Nigeria. This implies that Organization commitment provide motivation and propel employees to behave in ways that would lead to enhanced productivity. Alfandi and Alkawsawneh (2014) found that enriched Organization commitment is a significant factor that encourages employees as well as increase their zeal at work which results in enhanced Organization commitment and performance.

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.

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