



CAREER MANAGEMENT PRACTICES: THE NIGERIAN EMPLOYEES' EXPERIENCE

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Abstract

This paper focused on career management practices and its effect on organizational performance with preference to Zenith bank PLC Calabar, Nigeria. The aimed was to determine the roles played by good career management practices in organizations. The formulated hypotheses included: There is no relationship between career management and organizational performance. The population of the study was made up of two hundred and forty (240) staff of the bank covering three key areas composing of Management, Operative and casual personnel of the bank. A sample size of one hundred and fifty (150) respondents was arrived at using the Taro Yamane formula. The researcher adopted a simple random sampling technique in the process. Both primary and secondary data were utilized in the study. Descriptive research



design was applied. The research instrument was closed ended. The Pearson product moment correlation coefficient technique was used at 5% level of significance for hypotheses test. The result revealed that career management is not given significant attention in most organizations. It was concluded that, in the emerging world of today, career development practices should be given adequate attention for corporate sustainability. Career management plans, career pathing and career development programs should be aligned with employee needs.

Keyword: Career, Career Management, Employees, Organizations, Occupation, Practices, Management and Talent Management

INTRODUCTION

The basic of present day Human Resource practice verbalizes a coordinated way to deal with labor activities and organization as a corporate survival technique. Career management as a component of a bigger human asset framework must guarantee that business goals are acted and conveyed to satisfactory principles (Vos and Cambre 2016). Realizing that regardless of the dimension of the organization's funds, material assets and so on, without thought on worker's career that fills in as a spurring factor, the organization can't accomplish its goal (Ewah 2015). Consequently, career management requires activity from organization just as people so as to give most extreme advantage to both the organization and employees of the organization (Vos & Cambre 2016). Workers ought to comprehend that their boss is focused on bending over backward to instruct them with the goal that they can extend their points of view and take on new duties after some time and being employable (Armstrong and Taylor 2014). Career management is the procedure by which people gather data about qualities, interests, and aptitude qualities and shortcomings (vocation investigation), recognize a lifelong objective, and take part in career methodologies that enhances the likelihood that career objectives will be accomplished (Furman 2018).

Besides, career management is an umbrella term that envelops different individual activities that shape individuals' profession changes and experience. These exercises incorporate parts of career improvement (for example recognizing one's occupation enthusiasm, settling on a lifelong decision, and seeking after career achievement) and how one arrangement with career occasion and changes over time (e.g. work misfortune and quest for new employment), (Wang and Wanberg 2017). The career management procedure includes career investigation, improvement of occupation objectives, and utilization of career techniques to acquire career objectives. Workers give data concerning their own attributes, career

management procedures, director's help for career improvement, and measures that will enhance development of career interest (Patrick and Kumar, 2011).

As per McDaniels and Gysbers (1992: Patrick and Kumar, 2011) occupation improvement is the complete composition of mental, sociological, instructive, physical, monetary, and chance factors that join to shape the career of individual worker over the life expectancy of his career. Patrick and Kumar (2011), Greenhaus, Callanan and Godshalk (2000) proposes that career improvement is a continuous procedure by which person's advancement through a progression of stages, every one of which is portrayed by a moderately novel arrangement of issues, topics, and errand. Occupational improvement as a HR mediation program isn't tied in with advancing straight career movement upwards through a layered progressive system of expanding obligations, budgetary prizes and additional time spent at work. It is tied in with helping employees to move toward becoming change versatile, progressively secure in them and their future as the organization acclimates to changing business environmental circumstances. It is tied in with expanding employability that widens the scope of potential career jobs open to the individual and broadens the estimation of their remaining with this business (Patrick and Kumar 2011).

Armstrong and Taylor (2014) saw that the presumption supporting the act of Human Resource Management included Career Management that individuals are the association's key asset and authoritative execution generally relies upon them. In this manner, if a suitable scope of Human Resources Policies and Career the executives forms are created and actualized adequately at that point, Human Resources will have a generous effect on associations execution.

Booehe et al (2011) contend that the case for an organization Human Resource association with associations execution is situated in two contentions. The first being that the successful arrangement HR offer a standout amongst the most dominant bases of upper hand. This second contention is that successful sending of HR relies upon the utilization of a particular mix of practices or the utilization of a predictable arrangement of HR works on including profession the board.

Collin & Drutea (2003) expressed that analysts have delivered convincing proof for the caused connection between how individuals are overseen and hierarchical execution. They contend that the adequacy of HR rehearses as worker choice methods; execution evaluation, profession the board, pay the executives preparing and advancement frequently have an immediate bearing on authoritative efficiency and execution.

Booehe et al (2011) present that the aftereffect of viably overseeing HR is an upgraded capacity to draw in and hold qualified workers who are propelled to perform bringing about association execution targets of benefit, development and market esteem.

STATEMENT OF THE PROBLEM

Representative improvement has been the significant worries for associations. In this manner, numerous association have built up vocation focuses to upgrade representatives' expert development (Patrick and kumar, 2011). In any case, much still must be done (Ewah, 2015), and it requires the association to center consideration in supporting and creating laborer on recognizing, guaranteeing, and inspiring new bits of knowledge through arranged getting the hang of (preparing and retraining) (Agulanna and Awujo, 2011). An absence of vocation anticipating advancement and individual desires with association needs and openings, has revile high turnover rate of which influence both the individual and association. This has lessens the connection between low vocation arranging execution and worker development and investigates the arrangement among individual and association's profession arranging (Agulanna and Awujo, 2011).

It requires supported exertion with respect to each staff part to make an association maintainable yet there is till this issue the same number of hierarchical execution goals are not characterized and incorporated into representatives work plan, therefore supervisors should assume the liability of imparting this target to it representatives (Coblentz, 2002). All staff always add to offering structure to the vision association through the meaning of a mission and the improvement of plans. Everybody, at that point, is continually creating exercises that meet objectives and destinations of these plans, checking and assessing them, cautioning each other to changes in their condition that give openings or potentially deliver dangers and guarding against deceptive conduct yet numerous workers still don't comprehend their profession and those chances (Coblentz, 2002).

Numerous association make gigantic budgetary venture on HR to interpret by and large corporate execution goals into the real world. The focal point of Modern Human Resource Management lies at the core of corporate hierarchical technique converted into worthy benchmarks of authoritative execution destinations as benefit, development and market esteems yet at the same time this interpreted methodology and target are not very much conveyed and made reasonable to workers (Armstrong and Taylor 2014).

Accordingly when misfortunes are acquired, it prompts authoritative retrogression in conservation and lay off of staffs. This is anything but a sound circumstance for a developing economy like Nigeria because of this the association does not give open door for vocation

improvement. Ongoing examinations uncover numerous associations both in the money related and non-budgetary areas are confronting this basic circumstance (Wang and Wanberg, 2017).

Objective of the Study

The specific objectives of the study include the following;

1. To determine the roles played by good career management practices in organization.
2. To ascertain measures that can be exploited by employees in organization that will promote good career management practices.
3. To ex-ray the relationship if any between career management and organizational performance.

Research Questions

To achieve the objective of the study, the following research question will be examined.

1. What are the roles played by good career management practices in organization?
2. What are those measures that can be exploited by employees that will promote good career management practices in an organization?
3. What is the relationship between career management and organizational performance?

Hypotheses of the Study

H₀₁ Career management is not given significant attention in contemporal organizations.

H₀₂ There is no relationship between career management and organizational performance. .

H₀₃ There is no alignment between employees and organization's career planning goals.

REVIEW OF RELATED LITERATURE

Conceptual Framework

The Concept of Career Management

Profession the board is the procedure by which people gather data about qualities, interests, and aptitudes, quality and shortcoming (vocation investigation) distinguish a lifelong objective, and take part in profession methodologies that expansion the likelihood that profession objectives will be achieved (Furman, 2018). Career administration is the way toward helping workers comprehend vocation openings and graph a lifelong way inside their association. Consequently, profession the board incorporates, the procedure, apparatuses, procedures and innovation that empower ability advancement, nimbleness and versatility (Watson, 2014). Profession the executives is in three stages, the initial phase in the process is vocation investigation which results in expanded information of profession openings and more

noteworthy consciousness of what aptitudes and practices are should have been created for vocation achievement. The second step of the vocation the board procedure is the advancement of profession objectives, which are profession related results that a worker wants to achieve, for example, advancement, compensation increment, or expertise securing and in conclusion, the last advance of the vocation the board procedure is the improvement and execution of a lifelong technique. A profession technique is a movement or conduct that improves the probability of vocation objectives accomplishment. Instances of such a system incorporate taking an interest in a tutoring relationship, utilizing organizing methods, self-assignment, and skill advancement (Furman, 2018). Numerous associations have upheld the utilization of vocation the executives systems for building up representatives' profession inspiration and duty because of the connection between profession the board, execution, formative conduct, and support being developed exercises (Noe, 1996 and Furman 2018).

As per London, 2010 and Furman, 2018) Suggested that hierarchical profession the executives can prompt upgraded representative advancement and increasingly fruitful vocations for workers. Numerous associations esteem talented workers and will use profession the executives techniques to hold representatives for long haul business Mohsin, Lengler, and Kumar, 2013). As per Patrick and Kumar, (2011), This idea of vocation arranging and improvement activities encouraging hierarchical proficiency and viability relies upon the capacity of the association to travel workers from a customary example of desire to one of expanded obligation regarding their own profession development and advancement. And furthermore an all around planned vocation advancement framework will empower the associations to tap their abundance of in house ability for staffing and advancement by coordinating the aptitudes, experience, and yearnings of people to the requirements of the associations. What's more, it empowers them to settle on educated choices around pay and progression intending to draw in, hold and rouse the representatives, bringing about a progressively drew in and gainful workforce. From the organization 'point of view, the inability to propel workers to design their professions can result in a lack of representatives to fill open positions, Lower worker responsibility and wrong utilization of monies allotted for preparing and advancement programs (Gupta, 2008).

Utilizing profession advancement approach bosses can mentor the representative in his individual vocation arranging, and by understanding the plans of workers can design the allotment of HR. Subsequently, the profession improvement is seen like joint exertion between the individual worker and the association. Vocation improvement portrays the deep rooted procedure of overseeing life, learning and work. It includes people arranging and settling on

choices about instruction, preparing and vocation decisions just as building up the correct abilities and learning to do this (Lyria, Naumsonge and Kararija 2017).

The most widely recognized components of profession the board programs comprise of vocation arranging, profession pathing, profession improvement.

As indicated by Towers Watson (2014) Career the executives is an incentive by representatives and bosses. For the workers, progression in profession is the most referred to reason their joint the association and absence of professional success is the most referred to reason they leave the association. While for the business they should concur that their representatives accomplish professional success, and perceive how their workers see how their can impact their vocation.

Career Planning: Vocation arranging comprises of the procedure embraced by representatives and their administrators. The worker is in charge of self-evaluation distinguishing profession intrigue and advancement needs. As a major aspect of the procedure of self-appraisal, the worker investigations his or her aptitude and experience just as his or her quality and shortcoming (Lyria, Naumsonge and Kararija 2017).

Career Pathing: This depends on the profession desires recognizing during the time spent vocation arranging, conceivable vocation ways are mapped out for representatives. Vocation way sets out an arrangement of post to which representatives can be advanced, exchanged and turned. Every representative could have a large number of profession pathing alternatives. Career pathing is educated by the vocation objective set by people amid the profession arranging stage, the vocation movement structure which shapes an integral part of the representatives' state of the administration just as the profession improvement openings accessible to workers in the association (Lyria, Naumsonge and Kararija 2017).

Career Development: According to Lyria, Naumsonge and Kararija, (2017), vocation advancement from the point of view of a business alludes to an arranged exertion to interface the person's profession needs with the business' workforce prerequisite. It could besides be viewed as a procedure for helping people plan their professions in contact with an association's business prerequisite and vital course.

In this manner, one of the associations jobs is to give preparing and improvement chances to meet the necessities for development along the vocation way. Additionally, vocation improvement can be characterized as a formal structure exercises offered by an association to its individuals to increase their mindfulness, learning or abilities influencing the heading and movement of their professions.

Profession improvement is delegate exertion with respect to a worker and the association for which the person in question attempts to redesign the representative's learning aptitudes and capacities. Effective worker advancement requires a harmony between an individual vocations need and objectives and the associations need to complete work. Profession improvement program make positive developments to hierarchical execution. It all the more very talented work power can achieve more and a chiefs gathering can achieve more as representatives gain in understanding and learning (Utomo, Poernomo and Puspitanmgtyas, 2018).

Basic vocation the board is the consistent assessment of the representatives' execution. Execution is taking care of business and creating the outcome went for. Execution the executives is deliberate procedure by which an office includes its workers as people and individuals from a gathering in improving authoritative viability in the achievement of organization mission and objectives (Aguinis, 2013). Representatives' execution the executives incorporates arranging work and setting desires, ceaselessly observing execution, building up the ability to perform and furthermore occasionally appraising execution in an outline style and remunerating great execution (Aguinis 2013).

As indicated by Richard etal (2009) authoritative execution incorporates three explicit territories of firm results (a) money related exhibition (benefit return in resource, return in speculation and so forth.) (B) item advertise execution and (C) investor return lately numerous association have endeavored to the board hierarchical execution utilizing the equalization procedure where execution is followed and estimated in different measurement, for example, monetary execution ,client administrations, social duty, worker stewardship.

Challenges of Career Management in Contemporal Organizations

In this segment, we audit the difficulties that people involvement in ordering and dealing with their work, concentrating on the obstacles they face and how they react to them to all the more successfully deal with this work understanding as a piece of their profession. Our characterization of the different difficulties depends on classes got from the JD-R demonstrate (Bakker and Demerouti, 2007). As indicated by this model, occupations may make individual (e.g., stress, personality change), work (e.g., profession progress concerns, basic and perceptual boundaries), and non-work requests.

1 Personal Demand

Stress and Coping Strategies

A pressure viewpoint has been received by most of specialists focusing on all types of the organization representatives. Ostracized must battle with an assortment of work job stressors and situational stressors radiating from both the association and nature (Fischlmayr&Kollinger, 2010; Kraimer and Wayne, 2004). Exiles who bargain most adequately with these stressors will in general be progressively decided in their quest for an ostracized vocation and to receive an assortment of adapting methodologies, particularly dynamic critical thinking strategies (Shaffer et al (2012).

2 Managing efficiently multicultural organizations: In worldwide associations that are occupied with creating transformational ventures with an overall extension managing social contrasts in associations requires from a solid, engaged and compelling initiative with the ability of applying the correct corporate administration practices to homogenize those distinctions around a rousing business vision that being emphatically supported by senior Management and empowered by community oriented advances might be instrumental in decreasing the wasteful aspects of having multidisciplinary groups geographically scattered with various societies working in business sectors, items and activities that could be inborn and innate to the specific nation's way of life, history and traditions(Ishan 2011). Also Identity Transformation; Here late work proposes that another individual interest confronting representatives in association work jobs is personality changes. While a lot of this work is episodic, a few creators have noticed that such changes are trying for representatives since they influence their feeling of self and their consequent frames of mind and practices toward their association (Shaffer et al 2014; Anderson & Kinner, 2005; Boies & Rothstein, 2002). In light of meetings with representatives report that exiles do encounter changes in character and these are associated with profession goals and new close to home difficulties (Shaffer, 2014).

1 Work Demand

Vocation Transition Concern; for corporate representatives, dealing with the progress from one part of the association to alternate, assignments speaks to one of the best concerns. Specifically, representatives are particularly worried about obligation and self-sufficiency at work, open doors for utilizing new learning and abilities, professional success, remuneration, and vocation open doors for their mate/accomplice in the organization(Shaffer et al 2014).Several investigations have demonstrated that representatives who see a solid association between their task and future profession and who work in associations that are supportive throughout their work life will in general be increasingly fulfilled and more likely to remain with their associations (Shaffer et al (2014)

2 Anticipating Global ability Shortage; The accentuation here is the issue of contracting, holding, preparing and spurring proficient ability in a troublesome circumstance where the effectively basic lack of human ability in some expert regions and in assorted administrative teaches because of start of the retirement with no enough substitutions of the children of post war America's workforce, and monetary development in the association. In this way, human ability is by and large increasingly basic to guarantee the intensity of an organization as long as possible. Besides point of view is the outflow of a developing pattern of cannibalization in contracting and enlisting rare expert asset that at last is locked in to work with the greater organizations.

Being in this way, a few organizations having a place with these ventures are starting to grow deliberately their particular Strategic Workforce Planning to investigate, assess and conjecture the ability that they have to build up their vital arranging. Subsequently, these organizations are building up a progressively proactive HR the board and are making the important changes in accordance with exceed expectations in the job of employing, holding, preparing and persuading proficient ability (Ishan 2011).

3 Employer Brand Management: Today's worldwide associations ought to exceed expectations in creating Employer Brand Management practices to produce multicultural working environments where a representative can feel pride and fulfillment for having a place with an association where he/she is considered, regarded and perceived (Armstrong and Taylor 2014). Along these lines, when a representative as for the most part occurs in the majority of the present organizations is considered as an insignificant ware that might be effectively supplanted, migrated, procured lastly terminated out, is anything but difficult to expect that in such working environments an anguish feeling of dampening, dynamic separation and loss of inspiration at last will have a significant and inconvenient effect over worker's efficiency, expanding the rate of worker's wearing down and influencing the entire organization's profitability as long as possible. This is the reason that legitimizes the dynamic selection of Employer Branding rehearses (Ishan, 2011).

Career Management Strategies

An Individual Perspective:

Vocation the board from an individual view is where the people settle on educated choices in regards to their work lives (Seema, Sujatha 2013; Greenhaus, J.H, Callanan, G.A., 1994). As per them, vocation the executives underscores the requirement for the general population to deal with their profession and not for them to be overseen by their vocation. Along these lines,

vocation the board is dependably a continuous procedure of critical thinking which includes gathering the data and mindfulness over oneself and nature it expanded, thus profession objectives and techniques are created, and input is acquired (Seema and Sujatha 2013). As per Seema and Sujatha (2013), this procedure causes people to manage the undertakings and issues they are looking in different phases of their vocations. As indicated by this viewpoint, people are required to take part in upgrade their different types of profession investigation with the goal that they will improve their mindfulness about themselves (values, premiums, abilities, and favored way of life) and their condition (occupations, employments, vocation ways, associations, businesses, and family imperatives). This expanded familiarity with oneself and condition would empower the people to set reasonable profession objectives that are perfect with their own characteristics which would thusly help in the advancement and usage of suitable vocation techniques or activity plans (Armstrong and Taylor 2014). The vocation methodology execution ought to most likely give criticism in regards to advance towards accomplishing the profession objective, and furthermore give extra data concerning the suitability of the procedure and the vocation objective itself. Profession evaluation is the procedure of nonstop use of vocation related input that empowers the vocation the board cycle (Jeffrey H. Greenhaus, Gerard A. Callanan and Eileen Kaplan, 1995). The vocation the board procedure includes three perspectives, for example, 1 Career investigation, 2 Development of profession objectives, and 3 Use of vocation methodologies to acquire profession objectives.

Vocation Exploration

Vocation investigation is the procedure of gathering and examination of data and issues identified with profession. The hypothesis of vocation investigation depends on the hypothesis of investigation. Exploratory conduct envelops of mental or physical exercises which give data about oneself or the earth (Jordaan, 1963). It is the obligation of the people to gather data all together that so they can turn out to be all the more exactly mindful of their own qualities, interests, and abilities, just as the chances and deterrents in their condition. This data can be utilized for the advancement of the individual and the work related ideas. Stumpf et al. (1983) recommend the accompanying profession investigation four parts:

- (1) Where one investigates (condition versus self).
- (2) How one investigates (planned versus precise)
- (3) How much one investigates (recurrence and measure of data) and
- (4) What one investigates (the focal point of the investigation). Numerous investigations demonstrate that profession investigation is connected with advancement conduct that

incorporates acknowledgment of versatility openings and support in courses and classes (Noe and Wilk, 1993; Stumpf and Hartman, 1987; Sugalski and Greenhaus, 1986).

Career objective defining; A vocation objective can be named as the ideal vocation related result that an individual means to accomplish. (Locke and Latham, 1990) states, objective defining hypothesis proposed that objectives impact the improvement of procedures for objective accomplishment. As indicated by Greenhaus (1987), "a profession objective is a vocation related result, (for example, advancement, compensation increment, or aptitude obtaining) that a representative wants to accomplish". Different vocation related writing has concentrated on objective as an essential determinant of profession objective achievement, fulfillment with profession advancement, and investment in exercises identified with profession objective accomplishment (for example Stevens, 1973; Sugalski and Greenhaus, 1986). The manner by which the individual is secure with their objective or inclination for a particular occupation, work in which they work is named as objective center (Stumpf et al. 1983).

Vocation Management Strategies: Career methodologies are the critical exercises of individual profession the board (Aryee et al., 1993; Gould and Penley, 1984). Gould and Penley (1984) characterized profession the executives methodologies, as "practices which might be used by a person to diminish the time required for and vulnerability encompassing the fulfillment of vital vocation goals". Profession the board procedures incorporates distinctive kinds of representative practices that incorporates organizing, endeavors to create basic aptitude, looking for vocation direction from an accomplished individual, and taking part in self-selection (Gould and Penley, 1984). There are adequate writing that draws out the significance of profession the executives methodologies that helps in advancing vocation achievement (Osnowitz, 2006).

According to Seema and Sujatha (2013) Career objectives of an individual can met through the appropriately planned exercises called the vocation procedures. Therefore, profession system includes the exercises that an individual needs to attempt to accomplish his or her vocation objectives or goals. The execution and improvement of vocation methodology exercises should help in fulfillment of individual objectives as well as to advance in his or her profession. Past looks into has recognized seven sorts of systems like (1) Creating openings, (2) Extending work association, (3) Self-designating, (4) Seeking profession direction, (5) Networking, (6) Conforming to others" suppositions, and (7) Ingratiating oneself with one"s boss (Seema, Sujatha 2013; Gould and Penley, 1984). These scientists have recognized the sort of systems that workers use to improve their vocation achievement (Seema, Sujatha 2013; Gould and Penley, 1984). Numerous creators have underlined the expanded significance for the

representatives to self-deal with their professions (Strickland, 1997 impact in pay movement (an intermediary for professional success and achievement).

Career Development Strategies

A profession improvement procedure may incorporate the accompanying exercises:

1. An arrangement of advancing from inside wherever conceivable;
2. Profession courses empowering capable individuals to move upwards or along the side in the association as their advancement and openings for work take them;
3. Self-improvement arranging as a noteworthy piece of the execution the board procedure, to build up every individual's information and abilities;
4. Frameworks and procedures to accomplish sharing and improvement of information (particularly implicit) over the firm;
5. Multidisciplinary venture groups, with a moving enrollment, to offer formative open doors for as wide a scope of representatives as could be expected under the circumstances.

Purpose of Career Management

Boohene and Asumura (2011), Career management programme are designed to achieve the following objectives.

1. Assisting Employee to Improve Their Performance

Career management programme strikes to involve employees in setting their own goals and recognizing their strength and weakness. It assists employees with the identification and facilitation of training needs and opportunities. This is mainly achieved by building a process of feed-back and discussion into the performance management system of institutions.

2. Clarifying Availability Career Options

Through career management programmes, employees are informed of career options available within the institution. It assists employees with the identification of skills and other qualities required for current and future jobs. Most career management programmes seek to focus employee career plans upon the institutions hereby, enhancing their career paths are institution. In doing this, career paths are developed that indicate mobility in different directions in the institution for employees.

3. Aligning the Aspiration Of Employees With Organizational Objectives

Career management programme seek to improve the matching of jobs with the right employees. An assessment of the skills and competencies of employees could assist in accommodating them in position which suit them better. Through the application of practices such as transfers and rotation, an institutions operational effectiveness can be improved. Career management

programme can also result in a reduction in the need to recruit capabilities are revealed through their career planning activities.

Role Players Responsible For Career Management

Career management procedures linked to a performance management system should be developed based on the following principles;

1. Employees are responsible for their own career management
2. The employees – immediate manager is responsible for familiarizing her/himself about the employees' career aspirations as well as how this can best be met.
3. The manager should keep up to date with job training and development opportunities which are likely to assist in meeting both the organizations operational objectives. The manager should also support the employees' effort to avoid her/himself to these opportunities.
4. Managers have a duty in respect of employees whose career have been hampered through no fault of their own e.g. Employee who are disabled. (Martin, Romero and Dolan 2001)

Performance Management As A Career Management Tool

Upadhaya, Munor and Blunt (2014) Performance the board is generally typically planned by Human Resources and conveyed by line administrators, in spite of the fact that line supervisor have turned out to be progressively fundamental to the targets and utilization of execution the executives. Throughout the years, it has turned into the most critical instrument in the chief's arsenal to guarantee that the general population the executives side of their activity is sufficiently tended to. In basic terms, execution the executives is the methods by which numerous organizations guarantees that supervisors do what great directors should do, guarantee individuals realize what they should do, have the right stuff to do it and complete it to a satisfactory standard (Hugh Mitchell 2002).

The general population the board part of the line supervisors' job was investigated as a feature of the Black Box work completed for the contracted organization of staff advancement by a group driven by Professor John Purcell at Beth University and Published in 2003. They discovered that the relationship an individual and their line administrator is between an individual is the most noteworthy factor affecting on the person's readiness to perform. In that capacity, they presume that, line chiefs have a challenge task to carry out in breathing life into Human Right strategies and referred to all the more so then execution the executives as one of the basic procedure forming the connection between individuals the board and authoritative execution.

In that capacity execution the board turns into an essential apparatus for dealing with the business on the off chance that it is critical in forming singular conduct and guaranteeing these are coordinated towards accomplishing the vital points of the association. As Mohrman and Morhman (1995) and Aguinis (2013) stressed "execution the board as dealing with the business", at the end of the day, it is the thing that line directors do constantly.

Because of this history of execution the executives in the course of the most recent few decades, we have seen execution the board improvement from a Human Resources strategy immovably inside the dispatch of the Human Resources office to a business procedure that is key to adjusting action to vital objectives and is as much about dealing with the business all things considered about coordinating individuals and controlling the stream of preparing or reward (Auinis 2013).

In any case, this likewise implies it isn't sufficient just to advise line administrators they need to oversee execution, they should likewise comprehend why it is vital and comprehend what it implies for them and their capacity to deal with their areas of expertise or groups better and in a way that is adjusted to the vital points of the association.

Armstrong (2014) presumed that execution is a procedure that adds to the viable administration of people and groups to accomplish elevated amounts of hierarchical execution. All things considered it sets up shared comprehension about what is to be accomplished and a way to deal with driving and creating individuals that will guarantee it is accomplished.

Brisco and Klaus (2008) state, execution the executives is the framework through which associations set work objectives, decide execution measures, allot and assess work give execution criticism, decide preparing and advancement needs and circulates remunerate.

In any case, without a doubt the twenty-first century has seen acknowledgment that the route forward to hierarchical execution and development is to make elite, high duty work framework that depend on associations with administrators based on trust understanding and shared participation with the old carrot and stick way to deal with the board since a long time ago committed to scrap store, the more prominent pre-occupation with the worker commitment and responsibility has remarked the spot of execution the executives as the focal point of correspondence among chief and person.

Sparrow (2008), contends that the ascent of Human Resources the executives added to the move towards execution the board as it include the concentration to a more extensive plan for the administration of execution, with the accentuation of transparent correspondence among supervisor and people and the advancement of trust based relationship.

Reason For Performance Management

Since the early improvement of destinations, setting and audit through the entirety of its late appearances, the hidden presumption of execution is that singular execution can be raised through an emphasis on defining and checking objectives and adjusting advancement and reward to individual, desire and potential to develop and grow new aptitudes. . Moreover execution the boards accept that by raising individual dimensions of execution, hierarchical execution will likewise improve.

The work on individuals and execution found that Human Resources practice alone don't drive hierarchical execution, however they do add to creating capable, submitted and roused people who when given the open door are bound to show optional exertion and execution over that which is adequate to satisfy the prerequisites of the activity.

Principle of Performance Management

The examination led by Armstrong and Baron (1998, 2004) and Armstrong and Taylor (2014), recognized the accompanying 10 standards of execution the executives as expressed by professionals:

1. Its about how we oversee individuals – it is anything but a framework.
2. Performance administration is the thing that administrators do: a characteristic procedure of the board.
3. A administration device that causes administrators to oversee.
4. Driven by corporate reason and qualities.
5. To get arrangements that work.
6. Only intrigued by things you can take care of and get a noticeable improvement.
7. Focus on changing conduct instead of administrative work.
8. Based on acknowledged rule yet works adaptably.
9. Focus on improvement not pay.
10. Success relies upon what the association is and should be in its execution culture.

Challenges of Career Development in Nigeria

Career Management and Its Significance to Organizational Sustainability

The centrality of vocation the executives on hierarchical execution as indicated by Richard et al (2009) incorporate the accompanying;

1. **Delivering Increase Market Value:** To contend and win today economy and be prepared to outspurt the challenge when the green shoots of recuperation rise, the true abilities of your workers must be figured it out. Workers need to willing build up their profession so that

they seek after the ability advancement that their boss need to flourish and convey increment esteem. Indeed, even in great occasions association can't bear the cost of the misfortune and botched chances made by high turnover or low confidence. In today unsure economy, organizations particularly need their worker to perform at full limit.

2. **Capacity to endure and make benefit:** The capacity to contend maybe even to endure is unthinkable without a drawn in and profitable work compel. With many desperate businesses depending on decrease in power to cut cost, it could really compare to even to powers in outstanding worker guaranteeing they remain with the organization as well as have the fundamental aptitudes to enable the association to meet its vital objectives. Association needs the correct ability on board prepared to outsprint the challenge when the economy bounces back.

3. **Building ability pool HR:** A successful vocation improvement process guarantees that associations have the correct individuals with the correct aptitudes to take care of business and meet authoritative destinations. It implies building an ability pool ready to meet present and future needs. Luckily for most organizations, the exertion doesn't require beginning starting with no outside help. Frequently it implies taking existing assets and making sense of how best to adjust the hierarchical technique. Presenting a fruitful vocation advancement program is a multi-step process. It require recognizing the abilities expected to accomplish hierarchical objectives, distinguishing the worker most appropriate to build up those capabilities at that point helping in their movement lastly discovering approaches to quantify achievement. A working profession improvement framework include representatives, chiefs and HR staff every reliant on one another for victories and each with explicit duty

4. **Skill capabilities, expanded commitment a key factor to abnormal state of efficiency, maintenance and execution.** Representative vocation objective should be adjusted to those of the association to saddle the true abilities. This include the four dimensional procedure through which worker comprehend the aptitudes they bring to the table and what they need and what greater obligation regarding model or the chance to develop. They likewise need to perceive how that is lined up with what the worker brings to the table and what it needs from them which could incorporate anything from higher maintenance to improved commitment. A compelling arrangement of worker objectives to hierarchical goal and a fruitful profession improvement process encourage vital outcome. The first is that representative can consistently create any ability as well as those skills required by the association to succeed. Second is increment commitment a key factor in guaranteeing abnormal state of efficiency, maintenance and execution.

THEORETICAL FRAMEWORK

Social Capital Theory

Seibert, Krimer, and Lider (2001); Coleman (1990) characterized social capital as any part of social structure that makes esteem and encourages the activities of the people inside that social structure. In this manner, similarly as the making of physical capital includes changes in materials to encourage generation, and human capital includes changes in a person's abilities and capacities, social capital is made when the relations among individuals change in manners that encourage instrumental activity.

Interpersonal organization scientists respect connections, or ties, as the fundamental information for investigation. A system can be characterized as the example of ties connecting a characterized set of people or social performing artists. Accordingly, every individual can be depicted as far as his or her connections with other individuals in the system. The central individual in such an examination (who is generally the individual providing the information) is alluded to as "personality," and those the individual in question is attached to are "changes" (Seibert, Krimer & Lider 2001; Knoke & Kuklinski, 1982).

The principal way to deal with the conceptualization of social capital, was the feeble tie hypothesis by (Granovetter, 1973), centers around the quality of the social tie utilized by an individual during the time spent getting a new line of work. He contended that ties among individuals from a social faction are probably going to be solid (characterized as sincerely extraordinary, visit, and including numerous sorts of connections, for example, those with companions, counselors, and collaborators). The data controlled by any one individual from the faction is probably going to be either shared rapidly or effectively repetitive with the data controlled by alternate individuals. In any case, ties that reach outside of one's social faction are probably going to be feeble (that is, not candidly in-tense, rare, and limited to one tight kind of relationship) as opposed to solid. As per Granovetter (1973), frail ties are frequently a scaffold between thickly interconnected social factions and along these lines give a wellspring of one of a kind data and assets. In reality, Granovetter (1973) found that feeble ties were almost certain than solid connections to have been the wellspring of data about employment opportunities for the example of occupation occupants he met. Consequent research has given blended help to the powerless tie theory (Bridges & Villemez, 1986; McPherson, Popielarz, & Drobnic, 1992; Murray, Rankin, and Magill, 1981).

Burt's (1992) auxiliary openings way to deal with social capital spotlights not on the attributes of conscience's immediate ties, however on the example of relations among the modifies in sense of self's informal community. An auxiliary opening is said to exist between two changes who are not associated with one another. As indicated by auxiliary gaps hypothesis, it

is profitable for self image to be associated with many adjusts who are themselves detached to alternate changes in inner self's system. As indicated by Burt's hypothesis (1992, 1997), systems wealthy in basic openings give an individual three essential advantages: progressively one of a kind and convenient access to data, more noteworthy haggling influence and along these lines power over assets and results, and more prominent perceivability and profession openings all through the social framework. Burt (1992) investigated feeble tie hypothesis, calling attention to that the basic opening idea gets at the crossing over property of ties more straightforwardly than the frail tie idea and accordingly gives a "more grounded establishment for hypothesis and a clearer manage for exact research" (1992: 28). Beginning experimental proof has been steady of auxiliary openings hypothesis yet has likewise given various limit conditions restricting the scope of the hypothesis' application (Burt, 1992, 1997; Podolny& Baron, 1997; Sparrowe and Popielarz, 1995). To date, the job of the proposed illustrative procedures access to in-arrangement, dealing control, and referral-have not been observationally inspected.

The third major hypothetical way to deal with the conceptualization of social capital is social re-sources hypothesis (e.g., Lin, Ensel, and Vaughn, 1981). Social assets hypothesis centers around the idea of the assets inserted inside a net-work. Lin and coauthors (1981a) contended that it isn't the shortcoming of a tie essentially that passes on favorable position (nor, by expansion, is it the crossing over property of powerless ties), however the way that such binds are bound to contact somebody with the sort of asset required for inner self to satisfy his or her instrumental targets.

A, modify who has qualities or controls assets helpful for the accomplishment of the sense of self's objectives can be viewed as a social asset. For instance, adjusts who give profession advancement exhortation and backing are the pertinent social asset while thinking about a sense of self's quest for instrumental vocation objectives. Lin's exploration demonstrated that tie quality was adversely identified with the word related esteem of the adjust reached (that is, powerless ties achieve higher-status modifies) and that the change's word related notoriety was thusly emphatically identified with the distinction of the activity verified by conscience (Lin et al., 1981a, 1981b; see additionally De Graaf& Flap, 1988; Marsden & Hurlbert, 1988).

Model of Social Capital Theory and Career Success

The model of social capital and vocation achievement tried in the present examination. As indicated by the model, two proportions of informal community structure, powerless ties and basic gaps, are identified with two types of social assets, the quantity of contacts in different

capacities and the quantity of contacts at higher authoritative dimensions. Social re-sources impacts on profession achievement are thus intervened by three kinds of system benefits: access to data, access to assets, and vocation sponsorship. Vocation achievement is surveyed as far as mongrel lease pay, the quantity of advancements got over the whole profession, and profession fulfillment. We inspected the system of vocation create mental connections kept up by conscience inside his or her association so as to catch the social assets applicable for the instrumental target of profession achievement. Keeping up consistency with past research on interpersonal organizations and advancements (Burt, 1992, 1997; Podolny& Baron, 1997), we concentrated on intra-hierarchical ties since contacts inside a representative's own association were the ones we expected would give the sorts of advantages talked about in social capital speculations (data, assets, and sponsorship) and would along these lines impact her or his prosperity inside the association. We conceptualized social assets as formative contacts in different capacities and at higher authoritative dimensions in light of the fact that, inside formal associations, utilitarian or specialized strength and various leveled level are probably going to force striking social limits between association individuals (Burt, 1992; Ibarra, 1993). These hierarchical personality bunches are probably going to shape their own cooperation inner circles dependent on shared interests, values, preparing, socialization, or perspectives (Ibarra, 1995; Kanter, 1977; Lincoln and Miller, 1979). Create mental contacts who are individuals from social character bunches other than self images are probably going to give exceptional data, assets, and impact helpful to conscience.

Social Exchange Theory

As per Homans (1961) the prevailing accentuation of social trade hypothesis was the individual conduct of on-screen characters in cooperation with each other. In this manner, his essential point was to clarify basic procedures of social conduct (control, similarity, status, authority, and equity) starting from the earliest stage. Besides he trusted that there was nothing that rises in social gatherings that can't be clarified by recommendations about people as people, together with the given condition that they happen to interface. Homans (1961) characterized social trade as the trading of movement, substantial or impalpable, and pretty much fulfilling or expensive, between no less than two people. As indicated by this definition, Reinforcement standards got from the sort of behaviorism famous in the mid sixties (e.g., crafted by B. F. Skinner) were utilized by him to clarify the diligence of trade relations between the association and the representatives.

This hypothesis clarified social conduct and the types of social association created by social connection by indicating how association conduct fortified representatives conduct (in a two gathering connection among association and workers), and how workers conduct strengthened association execution consequently. Along these lines, this was the unequivocal reason for proceeded with social collaboration between the two gatherings (Cook and Rice 2002). Subsequently esteem is controlled by the on-screen character's history of support and hence likewise taken as a given at section into a trade connection (Cook and Rice 2002; Homans 1961).

Concurring to Homans (1961) the essential focal point of this hypothesis was the social conduct that risen because of the social procedures of common support (and its absence). Relations could likewise end based on the disappointment of support subsequently influencing the execution of the organization (Cook and Rice (2002). Homans (1961), explain the key suggestions that encircled the investigation of social conduct as far as remunerations and disciplines. As indicated by Cook and Rice (2002); Homans (1961), behaviour that is compensated as a rule proceeds (up to the furthest reaches of decreasing negligible utility). The primary recommendation, the achievement suggestion, expresses that conduct that creates positive results is probably going to be rehashed. The second suggestion, the boost recommendation, expresses that conduct that has been remunerated on such events in the past will be performed in comparable circumstances. The offer, the third suggestion, indicates that the more profitable the aftereffect of an activity is to a performer, the almost certain that activity is to be performed.

The fourth suggestion, the hardship satiation recommendation, qualifies the improvement suggestion presenting the general perfect of reducing peripheral utility: the more frequently an employee has as of late gotten a specific reward for an activity, the less significant is an extra unit of that compensate. At last, the fifth suggestion determines when people will respond candidly to various reward circumstances. Individuals will end up furious and forceful when they don't get what they foresee.

Blau (1986) saw social trade as a procedure of focal importance in public activity and as fundamental the relations between gatherings just as between people. He concentrated fundamentally on the equal trade of extraneous advantages and the types of affiliation and rising social structures that this sort of social collaboration made

Social trade, he contends, "includes the rule that one individual helps another out, and keeping in mind that there is a general desire for some future return, its accurate nature is certainly not stipulated ahead of time" (Blau, 1986).

Armstrong & Taylor (2014), Posited that employees will respond their commitment to the association on the off chance that they see that the association has treated them well. To guarantee elite the association need to present spurred measure for representatives, for example, advancement, Remuneration, Health and Safety, Good working condition, an Appraisal framework to help check their execution and make a for preparing and retraining to improve their expertise. With this representatives can feel profession fulfillment and will need to put forth a strong effort.

Criticism of Social Exchange Theory

Indeed, even with advantage appreciate by workers and the association through the relationship made by the two gatherings Spector and Fox (2010), have come to scrutinize this hypothesis by abridge 10 negative work conduct develops that still influence this hypothesis. Animosity, tormenting, CWB, deviance, psychological mistreatment, incivility, mobbing, retaliation, revenge, and viciousness, they classified these 10 ideas along six measurements. Their summary confirms certain applied contrasts for negative work environment practices. For example, the role of expectations changes. In any case, the Spector and Fox(2010) scientific classification additionally features a few similitude.

These develops may target individuals, despite the fact that countering does as such by implication. Everything except three (hostility, abnormality, and countering) don't focus on the association. Everything except two (psychological mistreatment and incivility) may incorporate physical activities.

Cropanzano, Anthony, Daniels and Hall (2017); Pearson et al. (2005) arrange a comparable arrangement of practices in an unexpected way. As indicated by them the sundry negative builds are considered to be unsafe to the association or potentially its representatives. In light of on this commonality, Pearson et al. (2005) allude to these different builds as parts of CWB. Thusly, the expression "CWB" may portray a general portrayal of practices that look to thwart or damage the advancement of the association and people related with the association (Gruys & Sackett, 2003; Martinko et al., 2002; Spector and Fox, 2010). Pearson et al. (2005) sort out this arrangement of develops in two different ways.

To start with, they see the barely characterized builds as settled inside more extensively characterized ones. In such manner, CWB is the most broad thus it subsumes degenerate conduct. Working environment abnormality, thus, subsumes savagery, animosity, and incivility. Second, Pearson et al. (2005) additionally consider the force suggested by the distinctive builds.

So far this examination is moored on the social trade hypothesis since accentuations is on the relationship that exit between the association and its workers and furthermore factors that spur them so as to accomplish elite in the association.

METHODOLOGY

The paper explored a descriptive design with an interpretivist philosophy on grounds that human phenomenon are rational. A case study approach was also adopted to keep the topic within manageable stratum. Both primary and secondary data were utilized in the research. Primary data were sourced from Zenith Bank Calabar branches through a survey of three notable branches. While secondary data were obtained from scholarly articles in both print and online versions, etc. The population of the study was made up of approximately two hundred and forty (240) permanent staff of Zenith bank Nig. Plc. consisting of the Management, Operative and Casual staff of the bank in the three branches. A sample of one hundred and fifty (150) staff were drawn from the population of the study through the use of Taro Yamane formula and a simple random sampling technique was adopted in the administration of Closed-ended questionnaire instrument developed by the researchers in sourcing for primary data. Similarly, the correlation technique was adopted as a statistical tool used to analyze the primary data in the research.

FINDINGS

Test of Hypotheses

In this section, the hypotheses that were formulated as stated earlier were tested using product moment coefficient of correlation (r) at 5% (0.05) level of significant.

$$r = \frac{n(\sum XY) - (\sum X)(\sum Y)}{\sqrt{[(n\sum X^2) - (\sum X)^2]} \sqrt{[(n\sum Y^2) - (\sum Y)^2]}}$$

Where r	=	Co-efficient of variation – 1 < r < 1
x	=	independent variables
y	=	dependent variable
∑	=	summation
n	=	number of variables

Having established the correlation coefficient relationship, it will be computed in order to t – ratio statistics which is a test of significant relationship and impact between the dependent variable (X) and the independent variable (Y).

T – Ratio calculated is expected as

$$t = \frac{r\sqrt{n-2}}{1-r^2}$$

While the t – ratio critical value is obtained at (n – 2) degree of freedom at 0.05 level of significance.

Reject the null hypothesis when the calculated (t) greater than the critical or tabulated (t). Otherwise reject the alternative and accept the null hypothesis (Ho).

Statement of Hypothesis one

H_0 career management is not given significant attention in contemporal organization.

The hypothesis tested was verified by analyzing research question 1, table 2 in the research instrument which state that: **career management is given significant attention in Zenith Bank PLC, employees in zenith bank Nig. PLC are given opportunities for career development in**

Table 1. Test of Hypothesis one

S/NO	X	Y	XY	X ²	Y ²
1	20	4	80	400	16
2	82	3	246	6724	9
3	18	2	36	324	4
4	22	1	22	484	1
Σ	142	10	384	7932	30
	ΣX	ΣY	ΣXY	ΣX ²	ΣY ²

$$r = \frac{n(\sum XY) - (\sum X)(\sum Y)}{\sqrt{[(n\sum X^2) - (\sum X)^2]} \sqrt{[(n\sum Y^2) - (\sum Y)^2]}}$$

$$r = \frac{4(384) - (142)(10)}{\sqrt{[4(7932) - (142)^2]} \sqrt{[4(30) - (10)^2]}}$$

$$r = \frac{1536 - 1420}{\sqrt{31728 - 20164} \sqrt{120 - 100}}$$

$$r = \frac{116}{\sqrt{11564} \sqrt{20}}$$

$$r = \frac{116}{(107.54)(4.47)}$$

$$r = 0.24$$

Computation of t – ratio is expressed as

$$t = \frac{r}{1 - r^2} \times \frac{n - 2}{1}$$

$$t = \frac{0.24}{1 - 0.24^2} \times \frac{4 - 2}{1}$$

$$t = \frac{0.24}{1 - 0.06} \times \frac{2}{1}$$

$$t = \frac{0.24}{0.94} \times \frac{2}{1}$$

$$t = 0.24 \times 2.13$$

$$t = 0.51 \text{ calculated}$$

t – critical

n – 2 degree of freedom

4 – 2 = 2df @ 0.05

t – Critical = 2.92

Result

The result shows that the calculated t – ratio value (0.51) is less than the critical t – ration value (2.92) at 0.05 level of significance with 2 degree of freedom therefore the null hypothesis (Ho) is accepted while the alternative hypothesis (Hi) is rejected. These implies that career management is not given significant attention in an organization

Statement of Hypothesis two

H₀₂ There is no relationship between career management and organizational performance

The hypothesis tested was verified by analyzing research question 4, table 5 which state that: **career management has significant impact on organizational performance in zenith Nig. PLC and growth, profit and market value are key indicators of organizational performance in Zenith Bank Nig. PLC.**

Table 2. Test of Hypothesis two

S/NO	X	Y	XY	X ²	Y ²
1	74	4	296	5476	16
2	22	3	66	484	9
3	26	2	52	676	4
4	20	1	20	400	1
Σ	142	10	434	7036	30
	ΣX	ΣY	ΣXY	ΣX ²	ΣY ²

$$r = \frac{n(\sum XY) - (\sum X)(\sum Y)}{\sqrt{[(n\sum X^2) - (\sum X)^2]} \sqrt{[(n\sum Y^2) - (\sum Y)^2]}}$$

$$r = \frac{4(434) - (142)(10)}{\sqrt{[4(7036) - (142)^2]} \sqrt{[4(30) - (10)^2]}}$$

$$r = \frac{1736 - 1420}{\sqrt{28144 - 20164} \sqrt{120 - 100}}$$

$$r = \frac{316}{\sqrt{7980} \sqrt{20}}$$

$$r = \frac{316}{(89.33)(4.47)}$$

$$r = 0.79$$

Computation of t – ratio is expressed as

$$t = \frac{r}{1 - r^2} \frac{n - 2}{1}$$

$$t = 0.79 \frac{4 - 2}{1 - 0.79^2}$$

$$t = 0.79 \frac{2}{1 - 0.62}$$

$$t = 0.79 \frac{2}{0.38}$$

$$t = 0.69 \times 5.26$$

$$t = 3.63 \text{ calculated}$$

t – critical

n – 2 degree of freedom

4 – 2 = 2df @ 0.05

t – Critical = 2.92

Result

The result shows that the calculated t – ratio value (3.63) is greater than the critical t – ration value (2.92) at 0.05 level of significance with 2 degree of freedom therefore the null hypothesis (H_0) is rejected while the alternative hypothesis (H_1) is accepted. These implies that there is a strong relationship between career management and organizational performance.

Statement of Hypothesis three

H_0 There is no alignment between employees and organization's career planning goals.

The hypothesis tested was verified by analyzing research question 9, table 10 in the research instrument which states that: **Employees development is a joint and ongoing effort on the part of an employee and the organization and performance and talent management are consider as an important tool on employee's development.**

Table 3. Test of Hypothesis three

S/NO	X	Y	XY	X ²	Y ²
1	73	4	292	5329	16
2	16	3	48	256	9
3	28	2	56	784	4
4	25	1	25	625	1
Σ	142	10	421	6994	30
	ΣX	ΣY	ΣXY	ΣX ²	ΣY ²

$$r = \frac{n(\sum XY) - (\sum X)(\sum Y)}{\sqrt{[(n\sum X^2) - (\sum X)^2]} \sqrt{[(n\sum Y^2) - (\sum Y)^2]}}$$

$$r = \frac{4(421) - (142)(10)}{\sqrt{[4(6994) - (142)^2]} \sqrt{[4(30) - (10)^2]}}$$

$$r = \frac{1684 - 1420}{\sqrt{27976 - 20164} \sqrt{120 - 100}}$$

$$r = \frac{264}{\sqrt{7812} \sqrt{20}}$$

$$r = \frac{264}{(88.39)(4.47)}$$

$$r = \frac{264}{395.10}$$

$$r = 0.67$$

Computation of t – ratio is expressed as

$$t = \frac{r}{1 - r^2} \times \frac{n - 2}{1}$$

$$t = \frac{0.67}{1 - 0.67^2} \times \frac{4 - 2}{1}$$

$$t = \frac{0.67}{1 - 0.45} \times \frac{2}{1}$$

$$t = \frac{0.67}{0.55} \times \frac{2}{1}$$

$$t = 0.67 \times 3.64$$

$$t = 2.44 \text{ calculated}$$

t – critical

n – 2 degree of freedom

4 – 2 = 2df @ 0.05

t – Critical = 2.92

Result

The result shows that the calculated t – ratio value (2.44) is less than the critical t – ration value (2.92) at 0.05 level of significance with 2 degree of freedom therefore the null hypothesis (Ho) is accepted while the alternative hypothesis (Hi) is rejected. These implies that there is no alignment between employees and organization's career planning goals.

DISCUSSION OF FINDINGS

The research reveals that career management is not given significant attention in Zenith bank Nig. Plc. Calabar branches. These signifies that the career management process of career planning, career pathing and career development are clearly not defined and implemented. Zenith bank Nig. Plc, did not defines the career management process that plans and shapes the profession of the organization human resource and analyze career management program as part of the longer human resource system assisting employees improve performance, clarify career options and align employee aspirations with organizational performance objectives.

Career management in Zenith bank Nig. Plc, did not clarifies available career options. Employees are not informed of career options available within the organization. It did not assists employees with the identification of skills and other qualities required for current and future jobs within the organization. Zenith bank Nig. Plc did not seek to focus on employee's career plans upon the organization thereby not enhancing their commitment to the organization. Thus, if this was done the career path will have developed which indicates mobility in different directions on the organization for the employees.

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According to the research so far it shows that employer in Zenith bank Nig. Plc, did not consider employees career growth and development to that of the organization by focusing on career progression in terms of what individual are required to know and be able to do to carry out work to progress up the 'career ladder' (the sequence of jobs at increasing levels of responsibility that constitutes a career) are not defined. Thus, this would have help them to plan their own development, although support and guidance provided by their managers, HR specialists and, if they exist, management development advisers or mentors. The provision of additional experience and training will have being arranged as appropriate, and would be important to clarify what individual employees need to do for themselves if they want to progress within the organization to achieve their career goal.

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.

The research provided an overall effectiveness of the diverse approach to career management consisting of career planning, career pathing and career development as pivotal to the overall corporate survival strategy of the organization.

Finally the study found that individual factors contributed maximally to employee's career growth, followed by managerial factor, organizational processes, organizational culture and least factor was opportunities for career growth. The strongest individual factor that influences career growth was found to be meeting career goal, followed by new work roles, special assignments, develop new skills and leveraging past experiences.

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.

- a) Management should provide resources that will enhance employee career development. Such resources include: career workshops, career centres, career guidance, counselling, coaching and mentoring.
- b) Organization's should try and maintain their employees to reduce the high rate of turnover, because it affect greatly on career development and organizational performance.
- c) Career management plans, career pathing and career development programs should be aligned with employee needs aspiration and corporate survival strategy.
- d) The management should monitor the career development process to ensure that it is maximized by both managers and employees, and to ascertain its contribution to the overall success of the organization.

- e) Top management and Directors should always encourage employees to be dedicated to their career goals.
- f) The management should introduce some degree of flexibility and autonomy so that employees can have greater participation in decision making as it relates to career development.
- g) Training should be done on collaborative decision making and problem solving, geared towards decentralization.

The journey to understanding career paths of employees' is endless. The academic community is employed to vent into other aspects of career management practices that the researchers are unable to explore as a result of want of time and resources.

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