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Career Management and Productivity in Nigerian Organizations[1]

Dr. Uzoma Francis Amaeshi

Department of Management Technology
Federal University of Technology, Owerri
Imo State, Nigeria

ABSTRACT

The purpose of this study is to measure the performance of Nigerian organization by career management and development. To achieve the aims of the study, we collected data from both primary and secondary sources. We analyzed the collected data by the use of means, variance and standard deviation and the three hypotheses formulated were tested using z-test statistical tool. The study found that human resource development is very vital to any organizations ranging from small to large scale enterprise. Based on the findings of the study, the researcher recommends that organization should make sure that the effort of employees are appraised from time to time to find out how they contribute to the achievement of organizational goals. Also educational qualification must be a pre-requisite for the recruitment, selection promotion and placement of workers.

Key words: Planning and development, Training & Development, Employee Performance, Organizational Commitment and culture, Pay & Reward

INTRODUCTION

1.1. Background of study

Organization development (OD) is the study of successful organizational change and performance. "One of the core values underlined in organizational development (OD) is that it provides opportunities for each organization member, as well as for the organization itself, to develop to their full potential" (Anho, 2011). "Personal development covers activities that improve awareness and identity, develop talents and potential, build human capital and facilitate employability, enhance the quality of life and contribute to the realization of dreams and aspirations" (Baruch, 2015).

Career development which is the lifelong process of managing employment work experience within or between organizations takes place over the course of a person's entire life. The concept involves formal and informal activities for developing others in roles such as teaching or guidance and counseling. "When personal development takes place in the context of institutions, it refers to the methods, programs, tools, techniques, and assessment systems that support human development at the individual level in organizations" (Baruch, 2015).

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"Many modern organizations have concluded that employee must take an active role in planning and implementing their own personal development plans for their career development. The mergers, acquisitions, and downsizing of 1980s and 1990s have led to layoffs in managerial ranks and managers' realization that they cannot depend on their employers to plan their careers for them. In many countries, the main architecture of employment in the public service has traditionally been built around the idea that working for governments is significantly different from working for other employers and therefore requires a special employment system" (Baruch, 2009).

"Work in the civil service has traditionally offered a high level of job security, or even "jobs for 1ife'. But over the past two decades many areas of public service employment have lost this distinctiveness and have become quite similar to the general employment system" (Peiperl and Baruch, 2007). In Nigeria's current environment where governments are facing the challenges of transforming the public services, many organizations have been attempting to create result-oriented organizational cultures where the performance of individuals and units are linked to organizational goals.

The view has been that effective career management systems can help create result-oriented cultures by providing objective information that allows workers to make meaningful distinctions in performance in order to reward top performers and deal with poor performers.
Many hold "career" as an elitist concept which refers to progression up an ordered hierarchy within an organization or profession. Early notion was that "people chose their careers which then unfolded in an orderly way" (Peiperl and Baruch, 2007).

But the reality was that some people had a career while most people only had a job; and many did not have even that. "Career development is the process that forms a person's work identity. It is a significant part of human development and spans over the individual's entire lifetime, beginning when the individual first becomes aware of how people make a living. For some time now this concept of career development has been fragmenting" (Peiperl et al, 2007).

The pace of change driven by technology and economic globalization means that organizations are constantly exposed to change. "They are less willing to make long-term commitments to individuals; where they do, it is in exchange for flexibility about roles and tasks the individual will perform. Increasingly, therefore, job security lies not in employment but in employability. Individuals who want to maintain their employability have to be willing to regularly learn new skills" (Rousseau, 2006).

So careers are now increasingly being seen not as being chosen but as being constructed through the series of decisions about learning and work that people make throughout their lives. Career development in this sense need not be confined to the few: it can, and must, be made accessible to all. Career development is not only a private good, of value to individuals; it is also a public good of value to the country as a whole. It "provides the overall effectiveness of the diverse approach to career management consisting of career planning, career pathing and career development as pivotal to the overall corporate survival strategy of the organization" (Baruch and Peiperl, 2015).

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Our focus is on career management as an integrated approach to achieving strategic organizational performance objectives of *profit growth and market value*. The study defines the career management process that plans and shapes the profession of an organization's human resources and analyze career management program as part of the larger human resource system assisting employees to improve performance, clarify career options and align employee aspiration with organizational performance objectives of Nigerian institutions.

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

1.2. Problem Statement

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

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

They keep up with their bills but do not have job satisfaction in any way. They go after other opportunities but feel inhibited due to poor career management. Again, most people who find themselves in tertiary institution work environments in Nigeria may have physical, mental, and emotional impairments that inhibit effective job performance. Some people are better suited to some careers than others due to physical and mental abilities, and limitations. The challenges of lack of skilled labour, heavy competition among institutions, technological problems, low productivity lead to a high rate of poor performance and poor product implementation while placing a serious limitation on product expansion and increase in productivity.

It is against this background that this study is being carried out to appraise human resources development in organizational productivity and profitability.

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1.3. Objectives of the Study

The specific objectives of this study include:

1. To find out whether effective human resource development will lead to increased organizational productivity in Nigeria.

2. To determine whether the efficiency of human resources training and development will lead to organizational growth in Nigeria.

3. To ascertain whether human resource development has significant impact on organizational productivity in Nigeria.

1.4. Research questions

To address the problem of this study, the following research questions were brought to the fore:

1. To what extent can effective human resource development will lead to increased organizational productivity in Nigeria?

2. How does the efficiency of human resources training and development will lead to organizational growth in Nigeria?

3. How can human resource development have significant impact on organizational Productivity in Nigeria?

1.5. Hypotheses of the study

In order to answer the research questions, the following hypotheses were postulated:

1. Planning cannot enhance effective career development for improved organizational productivity in Nigeria.

2. Efficiency of human resources Training and development do not impact on career development for organizational growth in Nigeria.

3. Human resource development has no significant effect on organizational productivity in Nigeria.

1.6. Significance of the Study

The study throws light on human development areas to improve the efficiency of the employees of Nigerian institutions. The results of the present study if replicated in the private sector organizations as well will go a long way in reducing job dissatisfaction in Nigeria in general.

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The impeding significance of this study can be found at the ideal composition of research of how it can go as the findings could be most useful in terms of instilling awareness to HR personnel and other people involved in recruitment and selection of employees in Nigeria.

This study is significant in providing ample basis towards theory and conceptual sense of HR ways, productivity level as well as application and accepting HR practices research and development as reference tool.

The study will also attract the attention of the management of both public and private sector organizations to reduce the rate of turnover of the contractual employees. The present study will also highlight the importance of good and satisfactory HRM practices in saving the time of management and the co-workers. The findings of the study will help organizations to improve the productivity and efficiency of employee and provide a speedy start up for the new employees, save the time, reduce start-up cost, minimize the anxiety and reduce the turnover of contractual employee in a private sector organization.

The study will also help the organization to optimize the abilities of the employees and assign the responsibilities accordingly. In this way the organization will be able to achieve its objectives in a better cost-effective way by making a confident and strong workforce.

1.7. Scope of the Study

This study is limited to selected institutions in Nigeria focusing only on career management and development based on four key parts of the Human resource strategies which are Planning, Training and Development, Pay and Reward and Organizational Commitment.

1.8. Limitations of the study

Like all research studies, this study is not without some prominent limitations. First, in the present study a major limitation is the geographic sample limited to Anambra state in particular. Understanding the empirical versatility of the phenomenon requires further investigation by carrying out the study beyond this environment.

There were some limitations to this study that need to be considered. The study research materials were designed in the first half of last year and relied on design team members memory and retrospective opinions of the process. Although the process was documented using as many team members as possible, a number of the evaluators and some of the contributors to the project were not available due to death, illness or retirement and lack of contact information. We also used a retrospective documentation of the procedures as detailed project development and design planning documents were not available.

This research was carried out within a limited timeframe and budget in order to provide managers and policymakers with quite rapid evidence for decision-making. A significant limitation was our reliance on respondents who had knowledge of the entire organizational environment of the area under study. We ran the risk of audience bias with the use of an electronic questionnaire. The reliance on email contact information was challenging with the volatility of email accounts and changing positional responsibilities.

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This was rather technologically advanced for the populated respondents. Respondents were unable to respond properly because of their tight schedule. Although the research process was much more time-efficient and user friendly than surface mail options the individual responses we relied on the opinion of specific individuals and, therefore, diverse opinions within the project sites were not represented. They had poor knowledge about the variables under study and their relationship.

Again, refusal on the part of the respondents to release vital information for the study posed a serious challenge. Multiple assessments of the issues in the research with personal interviews of management and employees obviously would have provided a greater depth and observation of interchange of our research focus that would have provided richer ethnographic qualitative data. Such visits would have afforded a firsthand knowledge as to how successful or otherwise these motivational factors have been. The costs involved with this type of approach and time constraint prohibited this choice of method.

The intricacies of translation also challenged the reliability of the translated questionnaires, despite all attempts to produce a reproducible instrument that is consistent across the board. The sample included respondents from the focused organizations operating within different organizational behaviour setting.

REVIEW OF RELATED LITERATURE

2.1. Conceptual framework

In the past Human resource management (HRM), was known as personnel management, which includes all the activities performed by an organization to make sure the efficient employment of employees towards the accomplishment of individual, group, and organizational objectives.

"A firm's HRM working concentrates upon the people side of administration. It is made of usages which help the company to deal efficiently with its people throughout the different steps of the employment cycle, as well as pre-hire, recruitment, and post-hire practices. The pre-hire step includes planning tactics. Organizations must take this decision about the types of job initiation that will survive in the future period and focus on the required qualifications for performing these jobs" (Greenhaus, Callanan & Godshalk, 2015). The selection criteria techniques concerned include recruiting applicants by choosing those who are seen to be the most competent.

In the post-hire phase, organizations make HRM policies for efficiently managing persons once they are recruited. These techniques are formed to enhance the performance and contentment levels of employees by giving them the required knowledge and capabilities to perform their job assignments and by developing such occasions that will boost their energy, guide and help the employees' in their efforts to meet organizational goals. "Career development is perceived like joint effort between the individual employee and the organization"(Herriot and Pemberton, 2016).

"Career development 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 et al, 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

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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".

These studies gave useful insights as to the relationship between career development and talent management. Though the study did not discuss that aspect in depth, it was evident that the existence of one depends on the other. That study therefore acted as a "good base for further exploration of the relationship between career development and organization performance in the companies under investigation. Companies with formal succession plan for the top managerial post enjoy a higher return of investment than those that do not have" (Hall et al, 2016).

"There are several elements of career management including career development and planning which focuses on planning of employee growth and progression; Career planning seeks to provide guidance and encourage employees to fulfill their potentials and ensure better use of human resources through more satisfied and productive employees. Career planning facilitates expansion and growth of the enterprise. The employees required to fill job vacancies in future can be identified and developed in time"(Schein, 2008). A planned programme of career progress provides a higher level talent from within the organization.

"It also helps in the optimum utilization of the managerial resources. By meeting their growth aspiration, it ensures satisfactory employees performance. If the organization is to survive and prosper in an ever-changing environment, and its human resources must be continuously developed. In fact, career planning has now become an essential prerequisite of effective human resource management, productivity improvement and organizational growth" (Akhtar et al ,2010) "Organizational career management practices includes; performance appraisal as a basis of career planning ,career centers, career counseling by the human resource department, formal mentoring ,career workshops, retirement preparation programmes, succession planning, formal education as a part of career development and lateral moves to create cross functional experience" (Akhtar et al ,2010)

2.2. Theoretical framework

Various theories have been propounded on job satisfaction. Adeniji, (2011) among other theories in her work identified "interactive theories of job satisfaction, Herzberg's two-factor theory and job characteristics model". Interactive theories of job satisfaction measured employee and condition he/ she find self. The theory is a combination of Cornell Integrative Model and Locke's Value-Percept theory. Cornell Model viewed job satisfaction as a function of steadiness between what individual puts into job role (e.g. training, experience, time and effort), and role outcomes, that is what is received (e.g. pay, status, working conditions). Meaning, there is a connection between input invested and output received.

Locke's Value-Percept Theory is of the view that the value an employee attaches to job or derives from job determines the rate of satisfaction derived from it. Herzberg's two-factor theory identified both motivating and hygiene factors.

These factors are intrinsic in nature and are employee's responsibilities, achievement and job itself. The hygiene factors are the extrinsic factors and can lead to job dissatisfaction. They are

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company policies, working conditions and pay. Herzberg believed that for organization to get the best of employee, it should focus on the motivating factors. The last model is the four drive motivation model by Nohria, Groysberg and Lee (2008).

The model states that "employee motivation is influenced by complex system of managerial and organizational factors". The drivers are naturally built into humans, and the level to which they are satisfied will significantly impact the emotions of employees, thereby influencing their behaviour to work. The four drivers are treated independent of each other and cannot be substituted or placed in order of hierarchy. It consists of drivers that motivate employees, levers that managers can pull to motivate and strategies to boost motivation.

The drivers are the drive to acquire, drive to bond, drive to comprehend and drive to defend. Human being is naturally driven by the ability to acquire scarce resources; which ultimately boosts the sense of well-being. The drive to bond is associated with the strong positive emotion which brings a sense of belonging. When this is met, employees feel proud to belong to the organization which also motivates them to work.

The drive to comprehend describes the desire to make meaningful contribution to the organization. That is, employees are motivated by jobs that challenge their reasoning, aid their growth and improve on their learning. Lastly is the drive to defend. It describes the desire of employees to fight for what they believe in. It is the desire to be a part of an institution that promotes justice, possess clear goals and intentions and allows people to express their ideas and opinions.

When this desire is met, employees are secured and confident of the organization; which ultimately motivates employees to do more. In addition, the manager's levers are the reward systems, culture, job design and performance management and resource allocation processes which ultimately boost the sense of well-being. The drive to bond is associated with the strong positive emotion which brings a sense of belonging. When this is met, employees feel proud to belong to the organization which also motivates them to work.

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2.3. Empirical review

Sonnenfeld (2008) investigated the relationship between organizational career management and performance, results of the study indicated that there was significant and positive relationship between organization career management and the individual performance.

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Questionnaires were the main data collection instrument and the sample comprised insurance sales people. They found that people who experience more organizational support have a higher employability orientation. (Arthur, Hall and Lawrence, 2013) studied the relationship between organizational career management and perceived career support. They defined perceived career support as the "employee's belief that the organization cares about his or her career needs and goals".

They found that "promotional opportunities and informal organizational career management activities, namely informal career discussions with a manager, participation in challenging job assignments and mentoring relationship(s) with senior colleagues, are positively related to perceived career support". However, "reward that inspires employees may not be the same for everybody" (Spector, 2013). Arthur et al, (2014) argue that once pay surpasses a subsistence level, intrinsic factors are stronger motivators and staff motivation requires intrinsic rewards such as satisfaction at doing a good job and sense of doing something meaningful.

There are diverse findings in the literature to determine which type of reward is more useful in increasing employees' performance. According to Nohria et al, (2008), financial rewards is not the most motivating features as it occasionally shows some de-motivating effects among high level employees. Although Herriot et al, (2016) found that financial reward/compensation is not the most motivating feature and that financial incentives have de-motivating effect among employees, Hall et al, (2016) insists that financial incentives are indeed very effective in motivating employee.

In corroborating with the view of view Hall et al, (2016), Herriot et at al,(2016) lend their own support to the finding when they found in their own study that financial "incentives (pay satisfaction dimensions) have significant effect on employee's performance. However, good as these findings appear, it is vital to note that in applying financial and non-financial rewards to employees, the company must as a matter of necessity recognize that different motivators are suitable for different staff and that different staff will express differing inherent levels of motivation in setting their personal targets and striving to accomplish them" (Akhtar et al, 2010). In the word of Arthur et al, (2015), rewards can be either intrinsic or extrinsic.

"Intrinsic reward are 'psychological rewards' that are inherent in the job itself and which the individual enjoys as a result of successfully completing a task or attaining his goals and examples are opportunity to use one's ability, a sense of challenge and achievement, receiving appreciation, positive recognition, and being treated in a caring and considerate manner. While extrinsic rewards are those that are external to the task or the job, such as pay, work condition, fringe benefits, security, promotion, contract of service, the work environment and conditions of work" (Arthur et al, 2015).

"Such tangible rewards are often determined at the organizational level, and may be largely outside the control of individual managers" (Morrison et al, 2007). What is imperative is that an employee is satisfactorily compensated for his efforts and such practice actually stimulates him for better performance (Spector, 2013).

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Summary of empirical review

SN	Author and Year	Objective	Scope/Area of Study	Methodology	Major Findings
1	Sev, Alabar, Avanenge, Emakwu and Ugba (2016)	To investigate the motivational factors as determinants of employee commitment and performance enhancement	Brewery companies in Nigeria	Multiple Regression test was used	The study findings revealed that motivational factors such as Intrinsic, extrinsic and social motivation have a good relationship with employee commitment and performance enhancement in profit oriented firms.
2	Okwudili (2015)	To examine the effect of non-monetary reward on productivity of employees	government parastatals in Abia State, Nigeria	Pearson correlation coefficient analysis	The study concluded that higher productivity and efficiency of employees in government parastatals are possible with the effective exploitation of human resource through non-monetary rewards implementation.
3	Kida, Mahmed and Nahu (2015)	To investigate how financial and nonfinancial incentives can be used as tools for motivating employees of libraries	Tertiary institutions in Borno State, Nigeria.	Theoretical paper	The result of the study showed that employees perform better when they are motivated or expect to be rewarded later either intrinsically or extrinsically.
4	Abu-Abdissamad (2013)	To examine the effects of nonfinancial rewards in Nigeria public and private organizations	in Nigeria public and private organizations	Theoretical paper	The study revealed that workers are not happy that most of the fringe benefits which use to be a source of encouragement and motivation to them has all disappeared.
5	Ashraf and Mohammad (2014)	The Role of the Incentives and Reward System in Enhancing Employee's Performance	Jordanian Travel and Tourism Institutions	descriptive analysis	The main findings indicate that there is an adequate level of incentives provided to employees.
6	Suleiman (2013)	To ascertain the causes of poor attitude to work.	Private and public organization	308 respondents	It was gathered that workers were not being giving opportunities for

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			s in Bauchi State of Nigeria		training and development as expected. Job insecurity was another prominent finding from the analysis of data.
7	Ajila and Abiola (2004)	To empirically examine the influence of rewards on workers performance in an organization.	Central Bank of Nigeria, Abuja	Used Pearson Product Moment Correlation	The result shows that extrinsic rewards given to workers in an organization has a significant influence on the workers performance.
8	Ejumudo (2004)	To investigate the relationship between pay reward system management and staff performance	Delta State Civil Service	Sample drawn from target population constituted by civil servants	The findings of the study indicates that the incongruence of the pay reward system of the Delta State civil service and the central guiding principle of fairness, cost of living and moderation, the in-grained culture of poor performance and dysfunctional employee mode of entry have negatively impacted on the performance of the staff.
9	Mbah, Mgbemena and Ejike, (2015)	The objective of this study is to examine the effect of effective reward management on the performance of civil servants in Anambra State.	Anambra State Civil Service	Pearson correlation coefficient and multiple regression analysis	Findings from the study shows that pay reward and some non-financial rewards of employee recognition, conducive work environment and staff development are positively and significantly related to employee performance in civil service.
10	Muhsen (2004)	To identify the most effective factors that help attaining job satisfaction and effective performance.	the UNRWA in Amman		The study found that the percentage of job satisfaction was relatively low since it reached 58.82%.
11	Sajuyigbe, Olaoye and	To examined the impact of reward on	Ibadan, Oyo State, Nigeria.	multiple regression	Result showed that reward dimensions jointly predict employees'

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	Adeyemi, (2013)	employees' performance.			performance, which accounted for 71% variance of performance.
12	Ayesha, Amna, Tahleel and Hina (2015)	To investigate Impact of compensation and reward system on the performance.	banking sector of Pakistan	ANOVA used	The research shows that the most significant variable in the research is reward and compensation.
13	Ibrahim A. M., Mayendesif una T., Buteeme S. and Lubega M. (2013)	To examine the link between elements of reward management and performance of Busoga University.	Busoga University	Pearson's product moment correlation coefficient and hierarchical regression methods.	Results show a statistically significant link between both monetary and non – monetary rewards types and performance of Busoga University.
14	Oluleye (2011)	To assesse Reward economics and organisation in Guinness Nigeria Plc,	Benin City, Nigeria.	chi-square analysis	The study revealed that organizational effectiveness can be achieved to a great extent with solid reward structure and that corporate reward policy influences individual employees' behaviour.
15	Muogbo (2013)	To investigate the Impact of Employee Motivation on Organisational Performance	manufacturi ng firms in Anambra State.	Spearman Rank Correlation Coefficient	The study reveals that extrinsic motivation given to workers in an organization has a significant influence on the workers performance.
16	Osibanjo, Pavithra & Adeniji (2014)	To investigative the effect of Compensation Management and Organisational Commitment in Developing Economies.	*Indian manufacturi ng companies*	*Structural model with standardized parameter estimates*	It *showed that benefits have direct link with job stability; similarly, training and salary package have strong link with organisational commitment.*
17	Nnaji-Ihedinmah and Egbunike (2015)	To determine whether a relationship exists between rewards system and employee performance.	Commercial banks in Awka Metropolis	statistics, regression technique and two-way ANOVA.	The empirical results indicated the presence of a relationship between rewards and employee performance and that there is a significant difference on the effects of intrinsic and extrinsic

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					rewards on employee performance.
18	Adeoye (2014)	To investigate the relationship between compensation management, motivation and organisational performance	insurance industry in Nigeria.	Analysis of variance (ANOVA), Chi-Square (χ2) analysis, regression 184	The findings revealed that there is a relationship between compensation management, employees' motivation and organisational effectiveness in the insurance industry that operates within the private sector of the Nigerian economy.
19	Oni-Ojo, Salau, Dirisu, and Waribo (2015)	To examine the effect of Incentives and Job Satisfaction	Nigerian Manufacturing Industries	descriptive statistics and regression	The findings revealed that financial rewards encourage workers externally; while nonfinancial rewards can satisfy employees internally by making them feel like a valued part of an organization.
20	Bello and Adebajo (2014)	The study examines the place of reward systems on employee's performance in Lagos state.	Lagos state.	Descriptive research design	The findings revealed that there is a significant relationship between employee's performance and salary package, employee job allowances and performance and in-service training and employee's performance.

2.4. Summary/ gap in literature

Review of various studies has revealed the importance of career management / development and it is also taking part to a certain extend in employees' development. The system is facing a lot of problems which are barriers to creating a strong career management/ development system and it is not wrong to say that career management/ development is still at the exploration stage.

In Nigeria generally, organizational commitment when succession planning, training & development, pay and reward are zero call for serious research efforts. Thus employees having no succession planning, training & development and pay & reward will have severe impact on the organizational commitment of the employees.

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RESEARCH METHODOLOGY

3.1   Preamble

In this section, we present the procedures for conducting the research. These include the research design, the study area, data collection method, and data analysis technique.

3.2. Research Design

We adopted the descriptive survey design using the primary data collection method. With the aid of a structured close ended questionnaire on a five point Likert scale as the instrument for data collection, we distributed the copies of the questionnaire to respondents in the selected study area. (Arthur et al, 2015).

In-depth interviews and group discussions were conducted, in which open questions were used to identify the research variables. Starting with a pilot study this research was conducted using a combination of qualitative and quantitative data collection methods. The main study was undertaken using the survey within case study approach. Both questionnaire and interview techniques were used to examine the key research issues. Field studies and interviews during the case study provided richer data than can be gained from survey research.

Our approach therefore explored causal effects of the variables more closely (Peiperl et al, 2007). For the measurement of variables, we acquired the data through questionnaires. 200 copies of the questionnaire were distributed within the area of the study, out of which 186 were duly filled by the respondent for the analysis towards the accomplishment of results for this research. In this respect hypothetical framework was studied to figure out the gap in the study.

3.3. Area of the study

The study area is Nigeria, focusing on selected respondents from the six geo-political zones namely south-east, south-west, south-south, north- east, north- west and north- central.

3.3. Sources of data

3.4. Population of the study

The study mostly interviewed senior managers in the selected institutions. The objective was to gain a senior managerial perspective on the application of market-type career management systems, performance measurement processes and equity perceptions of performance-pay schemes in the context of the study.

3.5. Determination of sample size

Three tertiary institutions in Anambra state were selected. The focus of the study was on respondents of none over-lapping in the institutions selected through stratified random sampling. Five firms out of the total number of two hundred and one (201) firms were selected. The focus of the study was on manufacturing/productive firms and the firms were selected through **stratified**

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random sampling. The manufacturing firms grouped into six non over-lapping groups and five firms were selected from each group. This procedure led to thirty(30) respondents selected randomly.

3.6   Method of Data Collection

In this study we used both primary and secondary data.

a. Primary Data

Primary source of data was through the in-depth interview, with audiotape recording where permission was granted. Furthermore, field-note was taken. Since, some data were sensitive, the privacy, confidentiality of respondents was protected throughout the processes of qualitative data collection. The location for the in-depth interview was the workplace of the respondents.

b. Secondary Data

Secondary source of data came from published articles from journals, government publications, and financial statements of the selected tertiary institutions as well as related studies on career management. These secondary data were useful because they helped the researcher to analyze and interpret results easily.

In order to assure trustworthiness of data, the sources and methods were triangulated by interviewing workers. Interviews were recorded and immediately transcribed. Data were manually analyzed using data compilation matrices per respondent group, describing the data per study question. Quality of data collection was assured through providing confidentiality and through the interviewers – experienced researchers – who developed the research and conducted the interviews. The results of this qualitative study were used to design a cross-sectional and descriptive survey for the workers.

The survey consisted of interviews using copies of a questionnaire with two components:
A scoring table on the parameters of the independent variables to be tested thereby addressing all the study questions. The parameters scored were derived from the qualitative study.
Closed questions to identify the extent of career management activities were issued. The selection of variables was based on commonly used HRM tools and the results of the qualitative study – for example: *productivity, job quality and job accomplishment, supervision and performance appraisal.* Data were not disaggregated due to the small number of staff employed. Even if these numbers were greater, triangulation would not be useful, as it is likely that there is variation in the HR policies and activities of the different employers.

3.7.   Method of Data Analysis

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

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structured 5-point Likert scale questionnaire and analyzed with aid of analysis of variance (ANOVA) and the student t-test to test the hypotheses.

3.8.   Validity & Reliability of Instrument

To ensure reliability and validity of the survey measures, some of the measurement scales were based on instruments for which reliability and validity had already been tested in other studies such as the Likert scales. Reliability was also tested using Cronbach's Alpha which provided an estimate of the internal consistency of the questionnaire by ensuring that our instrument measures the same constructs over repeated measures. This was to enable us avoid the problem of splitting the test into halves due to multiple ratings. Some of the questions were replicated from prior studies to ensure content validity while face validity was assessed through the pilot survey itself.

The quality of data collection was assured by guaranteeing anonymity of the interviewees, training and supervision of interviewers by an experienced researcher and by pre-testing the questionnaire. These mechanisms aimed, among other considerations, to avoid bias and socially acceptable answers.

Pre-testing was not entirely rigorous, resulting in inconsistent interpretation of two career management variables: "training" and "organizational commitment". "Training" is especially problematic, as it is unclear to what extent training, for which workers often receive an allowance, is perceived as income generation or as an opportunity to upgrade knowledge and skills. Organizational commitment is a wide concept: for instance, some workers perceive "reporting" or "leadership style" as career development, whereas others do not consider these as effective management activities that can lead to career development. Some caution is therefore needed in interpreting the results relating to these two variables.

4. Data Analysis

A total of thirty (30) copies of the research questionnaire were distributed, out of which thirty (30) were completed and returned. Thus, the number of questionnaires used for the purpose of analysis is thirty (30) and this however, conforms to the same size needed for this research exercise.

Table 4.1: Summary of data collected using five-point likert's scale

	Questionnaires	SA	A	Un	D	SD	Tot	
1	Human resources development is a vital issue which must not be neglected in an organization.	12 (60)	13 (53)	2 (6)	1 (2)	2 (2)	30 (122)	4.1
2	The success of any organization depends on how effective the Human Resource Development has been managed.	8 (60)	12 (48)	4 (12)	5 (10)	1 (1)	30 (111)	3.7
3	The productivity can be enhanced in order to reduce poor performance in an organization.	9 (45)	12 (48)	4 (12)	5 (10)	-	30 (115)	3.8
4	Ineffective utilization of human resources results in poor performance in an organization.	10 (50)	11 (44)	5 (15)	3 (6)	1 (1)	30 (116)	3.9

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5	Human Resources Development lead to accomplishment of company's objectives.	13 (65)	9 (36)	1 (3)	4 (8)	3 (3)	30 (115)	3.8
6	Human Resource Training and Development leads to organizational growth.	6 (30)	11 (44)	6 (18)	6 (12)	1 (1)	30 (105)	3.5
7	Inadequate training of employee has an adverse effect on the organization.	4 (45)	9 (36)	5 (15)	1 (2)	6 (6)	30 (104)	3.5
8	Lack of adequate skilled workers leads to poor performance and a decline in organizational growth.	9 (45)	11 (44)	4 (12)	1 (2)	5 (5)	30 (108)	3.6
9	Human Resource Development has a significant impact on organizational productivity.	11 (55)	7 (28)	5 (15)	6 (6)	4 (4)	30 (108)	3.6
10	Human resources development leads to high productivity of adequately managed in an organization.	3 (15)	12 (48)	5 (15)	5 (10)	5 (5)	30 (93)	3.1
11	Poor performance of workers is as a result of inadequate orientation by the company/organization.	9 (45)	9 (36)	8 (24)	3 (6)	1 (1)	30 (112)	3.7
12	Adequate training and development of employees result in high rate of performance which in return leads to organizational growth.	7 (35)	11 (44)	5 (15)	4 (8)	3 (3)	30 (110)	3.7
13	Inadequate human resource development has a negative impact on the organizational productivity.	8 (40)	11 (44)	7 (21)	1 (2)	3 (3)	30 (110)	3.7
14	A decrease in organizational productivity is as a result of unplanned human resource development by the company.	8 (40)	7 (28)	7 (21)	4 (8)	4 (4)	30 (101)	3.4
15	An increase in organizational productivity is as a result of effective human resources development in a company.	2 (10)	10 (40)	5 (15)	7 (14)	6 (6)	30 (75)	2.5

Source: field Survey, 2018

H0; The Effective human resources development does not enhance productivity in order to reduce poor performance in an organization.

In testing this hypothesis, questions 1 to5 contained in table 4.1 was be used.

Mean of population (u) = $\frac{3 \times 30 \times 5}{5}$ = 90

Mean of sample (x) = $\sum \frac{x}{n}$ = $\frac{579}{5}$ = 116

Standard deviation (α)= $\sum \sqrt{\frac{(x-x)^2}{n}}$ = $\frac{63}{5\sqrt{}}$ = 3.5

Z= $\frac{x-u}{} = \frac{116-90}{}$ = $\frac{26}{}$ = **16.6**

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$$\frac{SD}{\sqrt{n}} \quad \frac{3.5}{\sqrt{5}} \quad 1.57$$

Decision Rule: Accept null hypothesis if the estimate value is less than the table value. Otherwise, reject null hypothesis and accept the alternative.

Decision: Since the Z – table value is less than the estimated value (1.96 < 16.6), the null hypothesis is rejected and accept the alternative hypothesis (H1) which stated that the Effective human resources development enhances productivity in order to reduce poor performance in an organization.

Hypothesis Two (null)

H0: The efficiency of human resources training and development does not result in organizational growth.

In testing this hypothesis, questions 6 to10 contained in table 4.1 was used.

Mean of population (u) = $\frac{3 \times 30 \times 5}{5}$ = 90

Mean of sample (x) = $\sum \frac{x}{n}$ = $\frac{518}{5}$ = 104

Standard deviation (α)=$\sum \sqrt{\frac{(x-x)^2}{n}}$ = $\frac{154}{\sqrt{5}}$ = 5.5

Z= $\frac{x-u}{SD}$ = $\frac{104-90}{}$ = $\frac{14}{}$ = **5.69**

$$\frac{SD}{\sqrt{n}} \quad \frac{5.5}{\sqrt{5}} \quad 2.46$$

Decision Rule: Accept null hypothesis if the estimated value is less than the Z-table value, otherwise, reject null hypothesis and uphold the alternative hypothesis (H1).

Decision: Since the estimated value is greater than the Z-table value (5.69 > 1.98), we reject the null hypothesis and accept the alternative hypothesis (H1) which stated that the efficiency of human resources training and development results in organizational growth.

Hypothesis Three (null)

H0: Human resource development has no significant impact on organizational productivity.
In testing this hypothesis, questions 11 to15 contained in table 4.1 was used.

Mean of population (u) = $\frac{3 \times 30 \times 4}{4}$ = 90

Mean of sample (x) = $\sum \frac{x}{n}$ = $\frac{428}{4}$ = 107

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Standard deviation (α)=$\sum \sqrt{\dfrac{(x-x)^2}{n}}$ = $\dfrac{74}{\sqrt{4}}$ = 4.3

Z= $\dfrac{x-u}{SD}$ = $\dfrac{107-90}{4.3}$ = $\dfrac{17}{2.15}$ = 7.**9**

$\dfrac{SD}{\sqrt{n}}$ $\dfrac{4.3}{\sqrt{4}}$ 2.15

Decision Rule: Accept null hypothesis if the estimated value is less than the Z-table value. Otherwise, reject null hypothesis and accept the alternative.

Decision: Since the estimated value is greater than the Z-table value (7.9 > 1.98), we reject the null hypothesis and accept the alternative hypothesis (H1) which stated that Human resource development has significant impact on organizational productivity.

The findings from this study are as follows:

1) The human resources development is very vital to any organization ranging from small to large scale enterprise since it is well known that no business can exist entirely without human being.

2) It shows that one of the major functions of human resource development is the engagement of people to work in order to achieve sales growth and profitability.

3) The method of training and development as gathered from the interview contract by the researcher are just by reason of the problems. The company has for instance, the company train less of its employee through role play because of lack of fund to engage in such training.

4) From the data gathered, we discovered that the use of qualified staff in the company under study brings about increase in productivity.

This means that human resources employed in any organization whether profit or none profit oriented, small or large scale should be able to manipulate other resources of the company to see to their full efficient utilization so that productivity will positively affected. Considering all that has been discussed, the review of related literature and research findings obtained in this study, it has been established beyond every reasonable doubt that human resources development, motivational tools, training etc. make workers to be more effective to their various job.

Though the analysis of the subject matter centers on private enterprises, the need for the study is in recognition of the fact that in all aspects of human endeavours, is it private or public companies. It is no longer necessary to lay undue emphasis on what effective human resources development can do to any organization that imbibes the practice.

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RECOMMENDATIONS

As a result of the various finding emanating from the study, the following recommendations which the research work is hereby suggested:

1) The management having seen human resource exercise as a vital aspect in organization, should be encouraged to finance it, seeing that the company is one that makes use of highly trained personnel, lack of funds as a problem should not be allowed to hinder effective implementations development.

2) Educational qualifications, more especially of technical qualifications should be a pre-requisite for recruitment, dilution, placement, promotion appraisal and lay off of workers. This means that the company under study should adjust their work/responsibility by engaging more qualified staff so as to help utilize other resources well for their effective productivity.

3) Organizations ought to inculcate the habit of attending seminars, and conference. These are avenues where new skills are developed and discovered. It not only helps to train and develop the worker but also offers powerful labour force that help to the organizational growth in sales and profitability.

4) Human resources training and development should be adopted in our business concern in a big way because these employees even when they are the right people at the job need to be updated and modifies considering our dynamic environment.

Areas for further study

There is importance of career management / development and it is also taking part to a certain extent in employees' development. The system is facing a lot of problems which are barriers to creating a strong career management/ development system and it is not wrong to say that career management/ development is still at the exploration stage in Nigeria.

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About the Author

Dr. Uzoma Francis Amaeshi

Federal University of Technology
Owerri, Imo State, Nigeria

Dr. Uzoma Francis Amaeshi is a senior lecturer in the department of Project Management Technology, Federal University of Technology, Owerri, Imo State, Nigeria. His doctoral work is in Management with areas of research interest that include: Human Resources Management; Organizational Development and Entrepreneurship development.

Dr. Amaeshi can be contacted at uzor1958@gmail.com.