EFFECT OF CAREER MANAGEMENT ON ORGANISATIONAL PERFORMANCE (A STUDY OF UNIVERSITY OF NIGERIA TEACHING HOSPITAL, ENUGU)

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Abstract

This research work examined the effect of career management on organizational performance. The specific objective of the study includes to: ascertain the extent to which career management affects employees' retention. The sources of data used were the primary and secondary sources. The population of the study was 5,236, while the sample size of 372 was determined using Taro Yamane's formula. The major instrument of data collection was the questionnaire. The data collected were presented in tables using frequencies and percentages and analyzed using the five point Likert scale. The hypothesis was tested using the chi-square distribution formula. The finding included that career management had significant positive effect on employees' retention. The researcher concluded that it is imperative that organizations should have a progressive career development that is satisfactory to the employees as it will reduce high rate of turnover in the organization. That effective career programmes have an important role in building sustainable organizations and for offering employees a meaningful focus for their future. It was recommended that organization should ensure that they have career ladder that has growth potential that will enable employees reach their peak and cause their retention in the in the organization. Also employees should be encouraged through training and retraining to enable them make significant progress in their career.

Keywords: Effect, Career Management, Organizational Performance, Employees' Retention, UNTH.

Introduction

The history of career management dated back to 1945 at the end of the Second World War. Then, there was an increase in demand for human capital. This created the concept of organizational career which meant a lifelong working pattern in only one organization. At that time also an unwritten psychological contract between the employee and employer was introduced (Callana and Greenhaus, 2014). Individuals do not, however, undertake their careers in a vacuum, as decisions about future trajectories need to be considered within the context of the broader world (Herr, 2012).

Career management, therefore, involves the analysis, planning and action that can be taken by an individual at any stage of his career and ideally throughout it, to actively increase the chance of doing well (Forsyth, 2015). Career management has two main dimensions such as organizational career management and personal career management. Career can be a

property of individual; however it is mostly managed by and planned in organizations (Baruch, 2013). Organizational career management is different from individual career management and it includes organized activities for employees' career development and it differs from organization to organization. However, individual career management is the career management that is the responsibility of the individual (Dittmann, 2011). Based on the concept of individual career management, employees are the central actors in managing their own careers. Individual career management enhances individuals' perception of control over their careers, which in turn leads to career satisfaction. Although organizational and individual career management are a bit different, they are interdependent and complementary. Sturges (2014) asserts that an individual depends on organizations for career guidance within the organization, where as organizations depends on the knowledge and employees available with them to achieve and carry out the organization's strategy.

Career management practices are key strategic considerations for all organizations regardless of size, market or profile. The development of the capital and capability of the organization's managers has a fundamental impact on efficiency, effectiveness, morale and profitability of an organization (Robbins, 2013). High performing organizations increasingly pay close attention to the validity of their recruitment practices and are becoming equally vigilant about developing their employees' career in order to ensure they achieve optimum performance both in the present and the future.

The importance of the health institutions in career management of their workers cannot be over emphasized. This is because Nigeria is continually ranked low in health care delivery by international organizations. In 2000 for instance, WHO Report on healthcare delivery ranked Nigeria 187 out of 191 countries, eight years later human development Report 2007/2008 ranked the country 158 out of 177. While the situation in the health sector persists, Nigeria continually loses her professionals to other countries. It was reported in 1986 that more than 1500 health professionals left Nigeria to other countries. In 2008, UNDP Report revealed that 21,000 medical personnel were practicing in the United States of America and United Kingdom, while there was gross shortage of these personnel in the Nigerian healthcare sector. The reason is not farfetched. These medical personnel do not see the Nigerian health institutions as being able to manage their career.

Statement of the Problem
Every organization hopes or dreams of managing the career of its employees. This is because career management provides opportunities for the employees to develop their career and support the organization to maintain the culture and talent within the organization. Furthermore, providing constructive career development opportunities to employees is one of the most cost-effective ways to retain top talent, boost employment engagement and productivity, strengthen the succession pipeline, generate knowledge transfer and so on.

Unfortunately, many organizations in Nigeria have not been able to provide constructive career management in their organization. This is as a result of discrimination based on age, gender or race, lack of training, low need for achievement.
The inevitable consequences of not providing constructive career management in an organization could lead to decline in the quality of service of the organization as a result of

lack of structured planning by the employees. Furthermore, it could lead to inefficiency of the organization as a result of lack of building self awareness. Moreover, it could lead to a weakening of the effectiveness of the organization as a result of work life imbalance and finally, it could lead to dissatisfaction as a result of lack of formal and informal training.

Objectives of the Study
The broad objective of the study is to examine effect of career management on performance of organization. The specific objective include to:

1. Ascertain the extent to which career management of employees affect their retention.

Research Questions
Based on the objective of the study, this research question was formulated.
1. To what extent does career management of employees affect their retention?

Research Hypothesis
In line with the research question, the following hypothesis was formulated.
1. Ho: Career management has significant positive effect on employees their retention.

Review of Related Literature
Concept of Career Management
Ball (2014) asserts that career management is a combination of structured planning and the active management choice of one's own professional career. Arnold (2010) opines that career development is the way a person's career develops and progresses over time. It starts from an entry level position and goes to a senior manager. Successful career management is characterized by the activity of personal fulfillment, work/life balance, goal achievement and financial stability. Career management can be defined as "the attempts that are made to influence the career development of one or more people" and the formal activities of providing training, mentoring and careers advice. Career management is important to an organization which helps it to secure the skills and knowledge for its future and needs (Adamson, 2011).

Career management practices are effectively useful in several situations where productivity depends only on the application of knowledge rather than physical energy, and hence employee loyalty forms the important factor for long-term retention and productivity (Baron, 2013).

Meyer and Smith (2010) have proposed that career development practices were the best predictors of affective and normative commitment of employees. Perceptions of career development related employment practices such as internal mobility, training and employment security are significantly related to psychological commitment more than other factors of workplace characteristics such as participation, communication and supervisory relations (Gaertner,2010). Career development has gained its acceptance from an individual and organizational point of view (Baruch, 2016). It plays an equal role in both of them. Employees have the responsibility of assessing themselves and planning their career to meet their career needs, and the organization play the role of providing tools, resources and structure to help the employees to assess and develop themselves and create their career plans

based on the organizations needs and realities. With high organization and high line manager support employees will be highly motivated to manage their careers effectively within the organization (Sturges, 2010). This new concept of career management differs in its meanings for both the individual and the organization (Buckley, 2011), thus giving birth to two approaches to career management, individual career management and organizational career management.

Individual Career Management

Dittmann, (2010); Mihail, (2013) opine that highly educated people are capable and able to manage their own career. Individual employees who are graduates can encourage themselves to remain employable and marketable, not only for developing a career in a particular organization, but also for developing lifelong transferable skills in job market (Bridgstock, 2011).

Individual Career Management enhances individuals' perceptions of control over their careers, which in turn leads to career satisfaction (Raabe, 2012). Career satisfaction is "a person's subjective attitudes about a lifetime of work" (Foster, 2012). It represents the extent to which individuals perceive career progress as consistent with their personal career goals (Chiaburu, 2013). Career satisfaction has been regarded as a key factor for individual and organizational success (Park, 2010). Whereas people who have a sense of career satisfaction need to remain in their profession and also contribute to career growth, people who lack career satisfaction may leave their profession (Mariani, 2016).

Since career self-management is related to individuals' proactive behaviors and self-control, a study by Converse (2012) contends that proactive personality and self-control are the predictors of career success. ICM guides individuals' career development, enhances self-awareness and environmental awareness, and clarifies individuals' career goals, all of these functions lead to better career decision (Weng, 2010). People who focus on career self-management gather information, plan for solving career problems, and make a decision in their careers (Converse, 2012). They are self-directed or self-managed people who are actively involved with lifelong learning (Appelbaum, 2012). Self-directed or self-managed career attitude of employees is important to their career success.

Career management strategies are crucial to managing individuals' successful careers (Kahnweiler, 2016). Firstly, career self-management training programs should be designed to assist employees to play more effective role in their careers (Demarr, 2015). Secondly, Human Resour professionals could be the leaders for individual career management. In practice, HR professionals are the key actors for promoting employees' career self-management (Kahnweiler, 2013). HR professionals usually assist other employees to manage their careers (Kahnweiler, 2013). Therefore, HR professionals should act effectively in their own career self-management so as they can show credibility with other employees and managers (Kahnweiler, 2013). If HR professionals are ineffective in their own career self-management, those employees may not trust them (Kahnweiler, 2013).

The concept of career self-management is crucial to individuals who work for temporary jobs (Skilton & Bravo, 2010). In the project-based careers, individuals are responsible themselves

for career management (e.g. developing skills, and seeking opportunities to work in other organizations) while they are working for temporary projects (Skilton & Bravo, 2008). The concept of career self-management is very applicable to project-based workers (Patrickson, 2016)

Organizational Career Management

Lent and Brown (2006) posit that organizational support for career development (OSCD),is also called "organizational career management" or "organizational sponsorship" and as the programs, processes and assistance that the organizations provide to support and enhance their employee's career success (Orpen, 2009). Career management from an organization view point is more of supportive and enables role rather than "command and control" as it was considered in past (Baruch, 2016). Pazy, (2010) states that career management is "usually referred to the policies and practices deliberately designed by the organizations in order to enhance the career effectiveness of their employees. Baruch and Peiperl (2011), opines that organizational career management is concerned with the organization carrying out activities relevant to the career development of its employees. Crawshaw (2016) notes that the important key characteristics of organizational career management that it is largely planned and managed by the organizations.

Concept of Organizational Performance

There are a variety of definitions attributed to the concept of performance due to its subjective nature. Didier, (2012), posits that performance consists of "achieving the goals that were given to you in convergence of enterprise orientations". He is of the opinion that performance is a comparison between the outcome and the objective. Folan (2017) highlights three priorities or objectives of governance of performance: firstly, performance should be analyzed by each entity within the limits of the environment in which they decide to operate. For example, a company's performance needs to be analyzed in the markets in which it operates and not those that are not relevant to its operations.

Secondly, performance is always linked to one or several objectives set by the entity whose performance is analyzed. Therefore, a company measures its performance against objectives and targets established and accepted internally rather than on those used by external bodies. Thirdly, performance is reduced to the relevant and recognizable features (Dorenbosch, 2015). Thus, Folan (2016) opines that performance is influenced by the environment, the objectives to be achieved and the relevant and recognizable features. Folan (2016) uses several definitions for the concept of performance as it should be analyzed and quantified from several points of view (Fleisher, 2013). Neely, Adams & Kennerley (2012) believe that performance should consider quantifying the efficiency and effectiveness of actions.

This quantification can be expressed both qualitatively and quantitatively. The implication of this definition is that performance is closely related to efficiency and effectiveness. Franks and Broyles (2009) argue that performance is "something that a person leaves behind and which exists outside the said purpose". Griffith and Wellman (2010) points out that "performance should be defined as the sum of the effects of work, because they provide the strongest relationship with the organization's strategic objectives, the customer's satisfaction and the economic contributions". Thus, performance must take into account both inputs (the effort put

in) and outputs (the result of the effort put in). This definition equates performance with the "sum of the effects of work". Performance is achieved when all efforts are focused towards achieving the set objectives and meeting customer's satisfaction.

Heckerman (2011) states that: "Performance in the enterprise is what contributes to improving cost-value couple and not just what helps to reduce the cost or increase the value". The first stage of the "translation" of the cost value couple in concrete "pilotable" elements is to describe in global terms how the enterprise creates and will create value. To design the value of tomorrow is to define a strategy. The first stage is therefore to translate the cost-value couple in strategic objectives. A company is efficient if it has the ability to create economic value added (Hibon & Evgeniou, 2015). Bates and Holton (2009) define the concept of performance as "a multidimensional abstract concept whose measurement depends on a variety of factors". Performance may refer to enterprise "organizational performance" and an activity of a department, a manager or a performer.

Methodology
Research Design
The research design adopted by the researcher was the descriptive survey research design because it is cost effective in terms of both small and large population. Odo (2002), posits that survey method is one in which a group of people or items are studied by collecting data and analyzing from some people or items considered to be representative of the entire group.

Sources of Data
Data for this study was obtained from two broad sources, the primary and secondary sources.

Population of the Study
Population may be defined as all the conceivable elements that make up a group. The researcher studied all the members of staff of University of Nigeria Teaching Hospital (UNTH) Enugu. The breakdown of the population is as follows.

Table 3.1 Distribution of Population

S/No	Strata/Dept.	Population
1	Doctors	1253
2	Nurses	2792
3	Pharmacists	57
4	Medical Laboratory Scientists	52
5	Admin. Staff	1028
6	Accountants	54
	Total	**5236**

Source: Personnel Audit UNTH, 2020

Therefore, the population of the study is 5,236

Sample Size Determination

By sample size, we mean the number of workers that can be used for generalization of the entire population. Taro Yamane's formula was used to determine the sample size. Yamane (1964), opines that the sample size of a definite population, is given by

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

Where

n   =   Sample size

N   =   Population of the study

1   =   Mathematical constant

e   =   Error limit

In this study, N = 5,236, while the error limit (e) = 0.05 (5%). Substituting in the above formula, we have

$$n = \frac{5,236}{1+5,236\,(0.05)^2}$$

$$n = \frac{5,236}{1+5,236\,x0.0025}$$

$$n = \frac{5,236}{1+13.09}$$

$$= \frac{5,236}{14.09}$$

$$= 371.61$$

Approximately equal to 372
Therefore, the sample size = 372
To get the sample size of different cadre, we adopted the Kumar's formula. Kumar (1976) asserts that the stratified sampling is given by

nh   = $\frac{n\,(Nh)}{N}$

Where nh   =   Sample size of each cadre
       N   =   total population
       Nh   =   population of each cadre
       n   =   total sample size

For Doctors, we have
nh   = $\frac{372 \times 1253}{5,236}$ = 89.02
Approximately equal to 89
For Nurses, we have
nh   = $\frac{372 \times 2792}{5,236}$ = 198.36
Approximately equal to 198
For Pharmacy, we have
nh   = $\frac{372 \times 57}{5,236}$ = 4.05
Approximately equal to 4
For laboratory, we have

nh $= \frac{372 \times 52}{5,236} = 3.69$

Approximately equal to 4

For Admin. Dept. we have

nh $= \frac{372 \times 1028}{5,236} = 73.04$

Approximately equal to 73

For Accounts dept., we have

nh $= \frac{372 \times 54}{5,236} = 3.84$

Approximately equal to 4

To confirm 89 + 198 + 4 + 4 + 73 + 4 = 372

Methods of Data Presentation and Analysis

The data for the study was presented in table, using frequencies and percentages. The data was analyzed using five point Likert style where:

SA = Strongly Agree
A = Agree
U = Undecided
D = Disagree
SD = Strongly Disagree

The hypotheses were tested, using the chi-square statistical tool and the formula is shown below.

$X^2 = \sum \frac{(oi - ei)^2}{ei}$

Where

χ^2 = Chi – square
$\sum$ = summation sign
oi = observed frequency
ei = Expected frequency

Decision Rule:

Reject the null hypothesis and accept the alternate hypothesis if the calculated value is greater than the critical value. Otherwise reject the alternate hypothesis.

Data Presentation and Analysis

The data presented in this section were obtained with the aid of the questionnaire. The distribution and return of questionnaire is as follows:

TABLE 4.1: Distribution and Return of Questionnaire

Strata/Dept.	Number of Questionnaire Distributed	Number of Questionnaire Returned	% Returned	Number of Questionnaire Lost	% of Valid Questionnaire	% Returned
Doctors	89	80	22	9	22	22
Nurses	198	179	48	19	48	48
Pharmacy	4	3	1	1	1	1
Laboratory	4	3	1	1	1	1
Admin.	73	70	19	3	19	19
Accounts	4	3	1	1	1	1
Total	**372**	**338**	**92**	**34**	**92**	**92**

Source: Field Survey, 2020.

Table 4.1, shows that out of a total of 89 copies of questionnaire distributed to the doctors that 9 copies were lost, while 80 copies representing 22% were returned. While 198 copies of questionnaire distributed to the nurses that 19 copies were lost, while 179 copies representing 48% were returned. Out of 4 copies of questionnaire distributed to the pharmacy dept., 1 copy was lost while 3 copies representing 1% were returned. Out of a total of 4 copies of questionnaire distributed to the laboratory dept., 1 copy was lost, while 3 copies representing 1% of the total copies were returned. Out of 73 copies of questionnaire distributed to the Administration dept., 3 copies were lost while 70 copies representing 19% of the total copies were returned. Out of 4 copies of questionnaire distributed to the accounts dept., 1 copy was lost while 3 copies representing 1% of the total copies were returned. Therefore the total number of valid questionnaire is 338 copies representing 92% of the total copies of questionnaire distributed.

Table 4.6: Distribution of Respondents on whether their organization has career development programme that is satisfactory to the employees.

RESPONSES	FREQUENCY	PERCENTAGE
Strongly agree	188	56
Agree	105	31
Undecided	20	6
Disagree	15	4
Strongly disagree	10	3
Total	**338**	**100**

Source: Field Survey, 2020

Table 4.6, shows that 188 respondents, representing 56% strongly agree that their organization adopts structured planning in delivering their services, 105 respondents representing 31% agree, 20 respondents representing 6% were undecided, 15 respondents representing 4% disagree while 10 respondents representing 3% strongly disagree. This indicates that more people strongly agree that their organizational adopts structured planning in delivering their services.

Test of Hypothesis

The Pearson Fisher chi-square formula was adopted in the test of hypotheses. The chi-square formula is stated thus,

$$\chi^2 = \sum \frac{(oi-ei)^2}{ei}$$

Where

χ^2	=	Chi-square
$\sum$	=	Summation sign
Oi	=	Observed frequency
ei	=	Expected frequency

Table 4.7: Distribution of Respondents on whether their organization has career development programme that is satisfactory to the employees.

RESPONSES	FREQUENCY	PERCENTAGE
Strongly agree	192	57
Agree	101	30
Undecided	20	6
Disagree	15	4
Strongly disagree	10	3
Total	**338**	**100**

Source: Field Survey, 2020.

Constructing the test statistics, we have

Response	Oi	Ei	(oi-ei)	(oi-ei)²	(Oi-ei)²/ei
Strongly agree	192	67.60	124.40	15475.36	228.93
Agree	101	67.60	33.40	1115.56	16.50
Undecided	20	67.60	-47.60	2265.76	33.52
Disagree	15	67.60	-52.60	2766.76	40.93
Strongly disagree	10	67.60	-57.60	3317.76	49.08
Total	**338**				**368.96**

The calculated value = 368.96. The degree of freedom, n-1 = 5-1 = 4 degree of freedom. The level of significance is = 0.05. The critical value at 4degree of freedom and 0.05 level of significance is 9.49. The calculated chi-square (χ^2_{cal} = 368.96 >χ^2_{tab} (9.49).

Decision Rule: Reject the null hypothesis and accept the alternate hypothesis if the calculated value is greater than the critical value. Otherwise reject the alternate hypothesis.

Decision: Since the calculated value (368.96) > the critical value (9.49), the researcher accepted the alternate hypothesis which states that Career management has significant positive effect on employees' retention.

Discussion of Findings

Discussion of finding on that Career management had significant positive effect on employees' retention. The statement was confirmed to be true in the test of hypothesis one and review of related literature. (χ^2_{cal} = 368.96 > χ^2_{tab} = 9.49) In the empirical review, Amele (2016), studied Career management has significant positive effect on employees' retention.

Summary of Finding, Conclusion and Recommendations

The researchers found out that:

1. Career management had significant positive effect on employees' retention (χ^2_{cal} = 368.96 > χ^2_{tab} (9.49).

Conclusion

It is imperative that organizations should have a progressive career development that is satisfactory to the employees as it will reduce high rate of turnover in the organization.
Effective career programmes have an important role in building sustainable organizations and for offering employees a meaningful focus for their future.

Recommendations

Based on the finding, this recommendation was made.
It was recommended that organization should ensure that they have career ladder that has growth potential that will enable employees reach their peak and cause their retention in the in the organization. Also employees should be encouraged through training and retraining to enable them make significant progress in their career.

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