

Career Development and Employee Performance of Banks in Anambra State, Nigeria.

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Abstract: *The study x- rayed the effects of career development on employees' performance of selected banks in Anambra state. The researcher adopted survey research design, both primary and secondary sources of data collection was used. The population of the study consists of senior and junior staff of selected banks which is four hundred and thirty five (435) employees, using Taro Yamane's formula the sample size of the study was one hundred and forty eight (148). Pearson Product Moment Correlation analysis was use to analyzed the data. The findings revealed that there is a positive and significant correlation between personal development and employee competency in selected banks in Anambra state also career mentoring is positively correlated with employee commitment in selected banks in Anambra state. The researcher concluded that Career development provides employees the opportunity to participate in training for skill and capability development in order to achieve the targeted position an also improve performance and recommends that bank management should ensure that both new and old employees are properly mentored in order to acquire more skills that will enable them occupied future positions, tackle challenges and stay committed.*

Keywords: Career Development, Employee Performance, Career Mentoring, Personal Development

1.1 BACKGROUND OF THE STUDY

Career development is the ongoing acquisition or refinement of skills and knowledge, including job mastery and professional development, coupled with career planning activities (Peterson and Tracey 2009). Career development practices are key strategic considerations for all organizations regardless of size, sector, market or profile. The development of the capacity and capability of the organization's managers has a fundamental impact on efficiency, effectiveness, morale and profitability of an organization (Irene and Hazel 2016). Career development covers an employee's working life. It starts with, for example staff orientation, on-job training, experience, short courses, professional courses, post graduate degrees or diploma. According to the National Strategy for the Development of the social service workforce in Scotland (2005), employee development is the foundation on which the confidence and competence of individual staff is built, (Robbins, 2010). Career development benefits not only the individual employee, but also the organization. The development of employees for future positions, an organization is assured of a supply of qualified, committed employees to replace the higher-level employ. Career development helps to retain and motivate employees through the career development process; employees are assisted in setting realistic goals and to develop the required skills and abilities for target positions (Xu &Thomas, 2011). In most firms, it is becoming increasingly evident that career management programmes are cost justified in the same terms as staffing programmes; that is each approval contributes to improved utilization of employees and overall organizational effectiveness (Leach, 2000). Thus, the purpose of career development is to match an employee's career aspirations with opportunities and challenges available within the organization (Aplin & Gerster, 2008). There are many models of career development. The life-cycle model advocates that employees face definite development tasks over through their career and moving through career stages. The organization based model also advocates that career continues through a series of stages but both of these models suggest that career development includes employees' learning to perform certain activities. Each stage has different activities and relationships with co-workers and managers. The directional pattern model defines the shape and form of careers (Super, 2003).

Career development is not a new issue, in the recent past, individuals engage in personal career development (Hall, 2002) by getting involved in personal educational advancement and professional training; which may or may not align with their present organizational goals. On the other hand, organizations may choose to training or develop their employees in alignment to their present needs and also prepare them for future organizational needs (Humphries and Dyer, 2001 in Osibanjo, Oyewunmi and Ojo, 2014). (Kirk, Downey, Duckett, and Woody, 2000). Adeniji and Osibanjo (2012) argue that career development can "help reduce cost expended on recruiting and training new employees in organizations." In similar direction, Byars& Rue (2004) identify the following major objectives of career development: to meet the immediate and future human resource needs of the organization on a timely basis; to better inform the organization and the individual about potential career paths within the organization; and to utilize existing human resource programs to the fullest by integrating the activities that select, assign, develop, and manage individual careers with the organizations' plans. The study explores the effect of career development on employee performance.

1.2 Statement of the Problem

Employees are the key factors toward the success of organization. The employees are critical to the viability and the competitiveness of the organization. They are assets and play major role towards ensuring that organization achieve their set objectives. Equipping employees through personal development and career mentoring is imperative in order to improve both employee and organization performance. Career development is of great importance to both the individual employee and the organization. This is so because there is interaction between the organization for which he/she works and the development of the organization through the employee's career. An employee develops his/her career through a continuous acquisition of managerial or professional skills and experience which may bring about rewards and promotion. An organisation uses many activities, techniques and programmes that map out their employees' career (Greenhaus and Callanan, 1994), which plays an important role in maintaining the balance between an individual's need (job security, development and promotion) and the organization's need (employee's loyalty, trust, commitment). It has been observed that there is poor service delivery and low productivity in banks, this was as a result of lack of proper mentoring and self development. Employees lack the necessary skills and knowledge to deliver quality services, improve performance and ensure that organization maintains competitive advantage over its rivals. The poor service delivery and decrease in employee performance has led to decline in customers' satisfaction. It was at this backdrop that the study explore

1.3 Objectives of the Study

The broad objective of the study is to examine the effect of career development on employee performance. Specifically the study seeks:

1. To examine the relationship between personal development and employee competence in selected banks in Anambra State.
2. To examine relationship between career mentoring and employee commitment in selected banks in Anambra State.

1.4 Research Questions

The following research questions will be answered in the study

1. What is the relationship between personal development and employee competence in selected banks in Anambra State?
2. What is the relationship between career mentoring and employee commitment in selected banks in Anambra State?

1.5 Research Hypotheses

1. There is a relationship between personal development and employee competence in selected banks in Anambra State
2. There is a relationship between career mentoring and employee commitment in selected banks in Anambra State.

REVIEW OF RELATED LITERATURE

2.1 Conceptual Review

2.1.1 Career Development

Career Development is the process by which employees strategically explore, plan, and create their future at work by designing a personal learning plan to achieve their potential and fulfill the organization's mission requirements Bett (2015). Career Development is also a means to sustain a vital and effective workforce through strategic succession planning. Career Development involves continual learning, seeking opportunities, taking risks, and finding ways to contribute to the organization in a productive and motivated manner. career development is defined as "an ongoing, formalized effort by an organization that focuses on developing and enriching the organization's human resources in light of both the employees' and the organization's needs" (Byars and Rue, 2004). The concept of career development can be regarded as a platform that aids employees look beyond their present jobs and prepare for brighter future positions within organizations and sometimes outside the organizations. This process enables organizations to have adequate, required, and formidable human resources for their growth and relevance in the industry. Career development is part of human resource management practices which is known as the process by which managers encourage and motivate employees to be accountable for their own careers, provide continuous support, like feedback on individual performance and disclose information about the organization, career opportunities, positions and vacancies that might be of interest to the employees (Zandy, Leibowitz & Beverly, 1986). It is really needed in succeeding the career path of employees. According to Maimunah (2015), career development that consists of training, coaching, mentoring, counseling and promotion would motivate employees to perform well and showing their actual capability in achieving the organizational goals. Besides, a proper practice of career development by the Human Resources specialist would attract and maintain talented workers who are able to demonstrate effective and efficient tasks implementation. Career development is a system that is regulated, formalized and is a planning effort

in achieving a balance between the needs of individual career and conditions of employment of an organization (Leibowitz et al., 1986).

2.1.2 Personal Development

This is the process of improving oneself through such activities as enhancing employment skills, increasing consciousness and building wealth which also leads to self development (Notoatmodjo 2009). It is the conscious pursuit of personal growth by expanding self awareness, knowledge and improving personal skills.

2.1.3 Career mentoring

Mentoring leverages strategic knowledge and skill throughout the organization by sharing and spreading acquired learning and know-how. It allows the learner to acquire new skills, abilities and knowledge that enhance his competences and help in career development (Jeevan & Pooham 2015). Akinbobola, (2013), cited in Anekwe, (2019) assert that mentoring relationship involves exchange of wisdom, learning and development of skills and knowledge about the organization for the protégé's career growth. career mentoring primarily operates at the individual level as it enables individualized experiences that support protégés' career progress (e.g., Alfes et al., 2013). However, the effectiveness of mentoring is contingent upon how employees evaluate their mentoring experience (Eby, Butts, Durley, & Ragins, 2010). For example, mentoring effectiveness suffers when employees doubt whether they can meet their mentor's expectations (Ensher & Murphy, 2011). Employees' career mentoring perceptions are not only shaped by their idiosyncratic mentoring experiences but also by observing their supervisor's mentoring behaviors toward others in the group, such that career mentoring may operate at both the individual and the group level (Nielsen & Daniels, 2012).

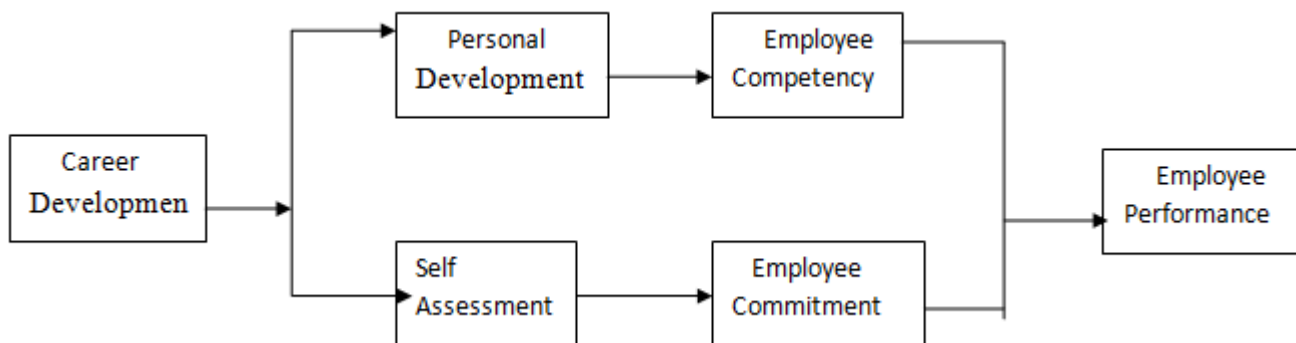
2.1.4 Employee Competency

Employee competencies are an increasing factor of a successful enterprise in today's business world. Employee competencies are considered to be a valuable and very important issue in the organization. Competency is said to add the competitive advantage because by ensuring a company has the most competent employees, they do not face problems as various difficulties in demanding situations. Competency is a combination of tacit and explicit knowledge, behavior and skills that gives someone the potential for effectiveness in task performance" (Draganidis and Mentzas, 2006). Jackson, Schuler and Werner (2012): "competency is a measurable pattern of knowledge, skills, abilities, behaviors and other characteristics that an individual needs to perform work roles or occupational functions successfully". It is important to realize that the way a company utilizes the competencies of employees can make a company a strong competitor and give a competitive advantage (Draganidis and Mentzas 2006).

2.1.5 Employee Commitment

Commitment is specific type of psychological bond between an individual and a target (Klein, Molloy, Brinsfield 2012). This perceived bond is a socially constructed psychological state, differentiated from other bonds in that the individual does not psychologically merge with the target but does make a conscious choice to care about and dedicate him/herself to the target. Akintayo (2010) states that employee commitment is the degree to which an employee feels devoted to their organization. Ongori (2007) describes it as an affective response to the whole organization and the degree of attachment or loyalty employees feel towards the organization. According to him, organizational commitment is in fact the acceptance of organizational values by the staff and their active involvement in organizational affairs.

2.2 Conceptual Framework



Source: Researcher framework 2020

2.3 Theoretical Framework

The study is anchored on trait and factor theory propounded by Parsons (2009). It proposed the trait and factor theory to explain the process of vocational choice. Parson's theory is predicated on the assumption that individuals differ as well as occupations, thus bringing in to limelight the old adage of individual differences. The theory sets out to match people and occupations in respect of their abilities, interests, intelligence, attitude and aptitude. The theory also asserts that the individuals needs and values can only be fully realized when they are matched with those jobs which are relevant to such needs and values (Parsons, 2009 in Ahmed 2015). To explain his views further, Parsons proposed the following as basic steps through which an individual goes in his attempt to choose a career: A clear understanding of himself, his abilities, aptitudes, intersects, ambitions, resources, limitations and their Causes, a good knowledge of the requirement and Prospects in different jobs; and a sound reasoning of the relationship between the above two groups of factors and selection of a good match. This theory therefore states that if an individual's personality is carefully observed, better prediction can be made about his career behavior. The study also adopted Theory of Work Adjustment (Dawis, 2005); Theory of Work Adjustment (TWA) also known as person environment correspondence theory argues that career development can be achieved when an individual searches for organizations (environment) that align with perceived requirement; while the organizations (environment) also seek for individuals that possess expected requirement of the organization. However, mutual agreement should be established among the parties involved (Dawis, 2005).

2.4 Empirical Review

Irene and Hazel (2016). Studied the effects of career development on employee performance in the Public Sector. The study adopted a descriptive survey. The population for this study was the employees of National Cereals & Produce Board head office in Nairobi. There were a total of 200 employees in National Cereals & Produce Board head office in Nairobi. Sampling frame was the list of employees working in all levels of management. Stratified random sampling was applied to select 100 respondents as the sample size. Data was collected using structured questionnaires. Data collected was tabulated and analysed using SPSS version 20 software. The study revealed that on job training influences the performance of an employee by expansion of key competencies, job specification, leads to motivation, reduces intimidation, provides additional skills knowledge and capabilities and employees are able to network. The study revealed that career mentoring affects employee performance by: counselling and supports learners and helps them to develop their own approach and solutions to problems.

Oduma and Were (2014), carried out a study on the Influence of Career Development on Employee Performance in the Public University. The study adopted a descriptive research design. The target population was the employees of Kenyatta University; this included both the teaching and Non-teaching Staff which is 4874 employees. Through stratified random sampling a sample of 487 employees was selected. The study collected both primary and secondary data. Primary data was gathered using semi-structured questionnaire. Descriptive analysis was used; this included the use of weighted means, standard deviation, relative frequencies and percentages. The study established that training, job orientation, career advancement and mentoring had a positive influence on employee performance in the public university in Kenya.

Osibanjo, Oyewunmi, Ojo (2014). Studied Career Development as a Determinant of Organizational Growth. A sample was drawn from First City Monument Bank (FCMB) with two hundred and sixty five respondents. SPSS was used to analyze demographic characteristics of the respondents, while AMOS 21 was adopted for the Structural Equation modeling of the survey model. The results revealed that all the tested independent variables such as reward, recognition, skills, promotion had positive impact on organizational growth, while experience had negative impact. Management should employ better strategies in retaining their experienced employees, which tends to effect on the organizational growth.

Dialoke and Nkech (2017) investigated the effects of career growth on employees' performance with reference to the Non-academic Staff of Michael Okpara University of Agriculture Umudike in Abia State, Nigeria. Survey research design was employed. The population of the study consist of all the Non-academic Staff of the university which numbered two thousand six hundred and thirty (2630) employees, using Taro Yamane's formula the sample size of three hundred and forty six (346) was determined. Pearson Product Moment Correlation analysis was use to test the hypotheses. The findings revealed that there is a positive and significant correlation between career development and the performance of the Non-academic Staff of the university, it recommends that in harmony with the programmes and policies of the university, management should not relent in contributing to the career growth of the Non-academic Staff by providing abundant opportunities for self-development, advancement, structured learning; funding career development programmes, and providing incentives to those who endeavor career development as these are sine qua non in maintaining and sustaining outstanding administrative.

Saud, Asri, Tulus, Mugi (2017) studied the influence of career development on employee performance in public sector in Indonesia. The population of 250 civil servants in 15 regional branches of Ministry of Finance of Indonesia, and using structural

equation analysis with SmartPLS 2.0 program, the findings reveal that career development has positive direct influence on perceived organizational support, motivation, and affective commitment. However, career development has no direct influence on performance. The indirect examination shows that mediating variables are perceived to have significant influence in strengthening that relationship. These findings theoretically imply that career development may be dependent on the extent to which organization is capable of providing perceived organizational support and motivation in promoting affective commitment and performance.

Ahmed, Mohamed and Diriye (2015) examined the effect of career development on employee commitment and engagement at Nairobi County Government. A descriptive survey research design was adopted. The target population of this study was 443 employees at Nairobi County government (Nairobi County Government Registry, 2015). Questionnaire was instrument for data collection. Descriptive statistics was used to analyze the data. The study found that career development practices (career planning, coaching, counseling and mentoring) greatly affected employee commitment and engagement at Nairobi County Government. The study concludes that that the County government has a policy that governs career development for its staff, has put in place coaching practice in developing staff for future positions as an organization. Career counseling which is also a fundamental human resource policy is applied to a greater extent in the County.

Khadijetou and Muindi (2016) conducted a research work on influence of career development programs on employee retention in international nongovernmental organizations in Kenya. Descriptive survey was used. The target population of this study was all the 92 International NGOs in Nairobi Kenya registered with the National. Since the population is small, the study used a census survey. A structured questionnaire facilitated the gathering of primary data. The study utilized purposive sampling technique in selecting one Human Resource manager from each organization. The collected data was analyzed using quantitative data analysis methods. The study found that career development programs affect employee retention. Also it was established that organizational Career planning is a fundamental human resource policy in INGOs. The study concluded that Career counseling is a fundamental human resource policy in INGOs.

2.5 Summary of the Literature

Irene and Hazel (2016). found that on job training influences the performance of an employee by expansion of key competencies, job specification, leads to motivation, reduces intimidation, provides additional skills knowledge and capabilities and employees are able to network. Oduma and Were (2014) study revealed that training, job orientation, career advancement and mentoring had a positive influence on employee performance in the public university in Kenya. Osibanjo, Oyewunmi, Ojo (2014) results revealed that all the tested independent variables such as reward, recognition, skills, promotion had positive impact on organizational growth. Dialoke and Nkech (2017) findings revealed that there is a positive and significant correlation between career development and the performance of the Non-academic Staff of the university. Saud, Asri, Tulus, Mugi (2017) findings reveal that career development has positive direct influence on perceived organizational support, motivation, and affective commitment. Ahmed, Mohamed and Diriye (2015) found that career development practices (career planning, coaching, counseling and mentoring) greatly affected employee commitment and engagement at Nairobi County Government. Khadijetou and Muindi (2016) found that career development programs affect employee retention. In view of the above reviewed relevant literature, the researcher observed that most of the studies focused on public sector except the work done by Osibanjo, Oyewunmi, Ojo (2014) they carried out a study in first city monument bank (FCMB). it was also personal development and self assessment as an indicators of career development have not been established by any scholar. Thus, creating a gap in knowledge which this study intends to fill. This study therefore bridges this gap by examining how Personal development and Career mentoring relates to different dimensions of employee performance within the context of the financial institution (Banks) in Anambra State, Nigeria.

3.1 Methodology

The study adopted survey design. The total population of the study is four hundred and thirty five employees selected from three banks in Anambra state, Nigeria. These banks include first bank plc, united bank of Africa (UBA) and Access bank. The sample of one hundred and forty eight was adopted using Taro Yamani formula. In order to ensure that the instrument measure what it was designed for, content and construct validity was used to validate the instrument. Cronbach alpha was used to test for the reliability of the instrument at 5% level of significant. Preason product moment correlation coefficient was employed in analyzing the data.

4.1 Data Presentation and Analysis

.What is the relationship between personal development and employee competence

Table 4.1: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
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Q1. Employees attend seminars, workshops, training and conferences in order to improve themselves.	142	1.00	5.00	2.9762	1.64522
Q2. Adequate employee development will enable employees to deliver quality services	142	1.00	5.00	2.6190	1.75238
Q3 Banks organized on the job training to improve employees competency and knowledge	142	1.00	5.00	2.2619	1.30775
Q4 Personal development helps an employee to discover his or her competency for better output.	142	1.00	5.00	2.2619	1.30775
Valid N (listwise)	142				

Source: Data analysis from SPSS 20

Table4. 1 presented the mean as well as the standard deviation of items of personal development and employee competency. The questionnaire items were designed to indicate if personal development has relationship with employee competence. what is the relationship between Career mentoring and employee commitment

Table 4.2:Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Q5. Career mentoring gives an employee hope of achievement of targets.	142	1.00	5.00	3.1905	2.01504
Q6 Career mentoring creates an avenue through which an employee to attain higher level in the organization	142	1.0	5.00	2.6497	.63677
Q7 Mentoring an employee by a higher colleague guarantee promotion and target achievement	142	1.00	5.00	3.6648	2.56976
Q8 Achievement of targets required an employee to be mentored by senior personnel	142	1.00	5.00	3.7576	.56564
Valid N (listwise)	142				

Source: Data analysis from SPSS 20.0

Table4. 2 presented the mean as well as the standard deviation of items of Career mentoring and employee commitment. The questionnaire items were designed to indicate if Career mentoring has relationship with employee commitment.

4.1.2 Test of Hypothesis 1

There is a relationship between personal development and employee competence in selected banks in Anambra State.

Table 4.3 Correlation between personal development and employee competence.

Correlations

		Personal Development	Employee Competence
Personal Development	Pearson Correlation	1	.511
	Sig. (2-tailed)		.000
	N	142	142
Employee Competence	Pearson Correlation	.511	1
	Sig. (2-tailed)	.132	
	N	142	142

Result Summary

Table 4.3 above indicated a significant positive relationship through the r coefficient of 0.511, n=142 and p value of 0.132 (p<0.5). We therefore, accept the alternate hypothesis and conclude that there is significant positive relationship between personal development and employee competence of selected banks in Anambra State.

4.1.3 Test of Hypothesis 2

There is a relationship between career mentoring and employee commitment in selected banks in Anambra State.

Table 4.3.2 Correlation between career mentoring and employee commitment.

Correlations

		Career Mentoring	Employee Commitment
Career Mentoring	Pearson Correlation	1	.719*
	Sig. (2-tailed)		.019
	N	142	142
Employee Commitment	Pearson Correlation	.719*	1
	Sig. (2-tailed)	.019	
	N	142	142

Result Summary

Table 4.3.2 revealed a significant relationship between career mentoring and employee commitment with r= 0.719, n= 142 and p=0.19 (P<0.5). Thus, we conclude that there is significant positive relationship between career mentoring and employee commitment of selected banks in Anambra State.

5.1 Summary of the findings

1. The findings revealed that there is a significant positive relationship between personal development and employee competence of selected banks in Anambra State.
2. It was also found that there is a significant positive relationship between career mentoring and employee commitment of selected banks in Anambra state, Nigeria.

5.2 Conclusion and Recommendations

Career development will give a lot of advantages to the company because it can develop employee competence needed by the organization and increase their performance, bond, and retention. Career development provides employees the opportunity to participate in training for skill and capability development in order to achieve the targeted position an also improve employee performance. Bank management should organize trainings, workshops, conferences and seminars for the employees; this will help

to increase employee loyalty, skills and competence making them more willing to work harder for the success of the institution. Bank management should ensure that both new and old employees are properly mentored in order to acquire more skills that will enable them occupied future positions, tackle challenges and stay committed.

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