

CAREER DEVELOPMENT AND ORGANIZATIONAL SUCCESS OF GOVERNMENT PARASTATALS IN RIVERS STATE

ONUKWUFOR OLUCHI VICTORIA¹

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ABSTRACT

This study examined the relationship between Career Development and Organizational Success of Government Parastatals in Rivers State, Nigeria. The study adopted a cross-sectional survey. A sample of 270 respondents was drawn from a population of 828. Thus, 270 copies of the Questionnaire were self-administered to senior level staff of the parastatals. The Spearman's Rank Order Correlation Coefficient was used to analyze the data through the aid of the Statistical Package for Social Sciences (SPSS) version 21. Results show that Career Identification, Career Planning and Career Commitment have positive association with Organizational Effectiveness and Efficiency. Moreover, it was observed that Organizational Culture has a negative moderating effect on the relationship between Career Development and Organizational Success. Based on the results, it was concluded that higher levels of Identification, Planning and Commitment can create a surge in organizational effectiveness and efficiency; whereas a centralized and formalized structure will encumber the relationship between career Identification and Organizational Success. It was recommended that standards of performance that reflect the requirements for organizational success should be jointly designed and implemented; government parastatals should monitor the career development process to ensure that it is maximized by both managers and employees, and to ascertain its contribution to the overall success of the parastatals. It was suggested that further studies should be conducted on the aviation and health sectors, and the geographical scope be extended across the Niger Delta Region.

Keywords: Career Commitment, Career Identification, Career Planning, Effectiveness, Efficiency, Organizational Success.

1.0 INTRODUCTION

Organizational success has received great attention in management studies. Miller and Friesen (1978) averred that success is very relevant because it a determinant of the extent to which organizations achieve their set objects in the presence of some limitations. Chandler (1977) drew a close analogy by submitting that success underscores the capacity of the organization to continue to survive, despite the vagaries of the turbulent and dynamic business environment. The ability of the organization to effectively and efficiently in carrying out tasks and achieve predetermined goals and objective is a hallmark of success.

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

According to Scales (2010), Career development, which is an interventionist program in the field of Human Resource, does not involve only about accelerating career vertically upwards through a structured system where organization members are in separate levels of authority, obligations, monetary benefits and more amount of time spent on the job. It also pertains to assisting workers to become more proactive to change and feel more secure as the organization changes to fit new conditions in a dynamic environment. It is also increases the chances of being employed and increases the varieties of tasks available to the employees and adds more value to the organization throughout their stay in the organization.

A good career development plan helps organizations to harvest from the internal pool of talent and enables the organization to match the skills and competencies of the employees to organizational needs. It enables managers to make intelligent decisions as regards remuneration and succession planning, to recruit, keep and encourage the workers, thereby leading to more committed and result-oriented pool of employees (Thite, 2001; Kapel & Shepherd, 2004; Kaye, 2005).

The government-run services and their employees of any country are institutions set up specifically to make public goods and services available to the people, efficiently and effectively. The public service of Nigeria is an offshoot of colonialism which was used as a platform to carry out the wish of the British colonialists as far back as the late 19th century. Since Nigeria gained independence in 1960, the public service has transformed to a powerful

force that captures and controls the country's useful resources for economic gains (Inyang, 2008). According to Kauzya (2001), the importance of the Public service is predicated by its capacity to deliver value in terms of development.

Organizations will have limited profitability or success if they do not pay sufficient attention to the workforce (Slema, 2006). Employees have feelings and goals. They strive to put in their best on a daily basis, for the overall interest of the organization, but would also want the organization to treat them fairly as human beings. Organizations, be they educational, enterprise, industrial, government, military, carrier, fitness care, or amusement focused, are made of people who play the roles of managers, leaders, followers and stewards. People plan ways of reaching goals to help organizations complete their particular goals. People always learn new skills and transmit new ideas to help change their organizations from averageness to greatness (Slema, 2006).

Owing to the competitive forces in the business environment, it is of necessity that organizations nurture a culture that promotes efficiency, effectiveness and growth. Clearly, such goals can be achieved by bringing on board a career development effort that will improve commitment and loyalty among workers, which could translate to increased job satisfaction, less employee turnover, and reduction in number of employee complaints (Wereher & Davis, 1992). According to Gibbons (1995), "career development is usually viewed as nothing more than helping increase officers through the ranks until they are able to participate to retire". Clearly, career development has transited from other similar tools of individual growth to a key strategic imperative in visionary organizations. Nowadays, organizations no longer leave career development in the hands of employees but have taken a more active role in their workers' careers through Career Development Initiatives.

It is a basic assumption that every employee wishes, to be a on a career path that enables him or her ascend the organizational hierarchy (Fink, 1992). However, profession development does not entail merely climbing the corporate ladder. Rather, it is a process of making valuable contribution and looking for avenues of demonstrating excellent performance towards the actualization of corporate goals and objectives. Profession development encompasses "vertical" dimensions which include promotions and upward mobility, as well as "horizontal" motion (lateral activity transfers) within the corporation. Essentially, Career Development connects employees to their work and organizations.

Several studies have been done on Career Development Practices and other constructs. For instance, Foong-ming (2008) carried out a study on career development practices and turnover intentions, using perceived organizational support as a moderator. Grzeda (1999) did a work on Career Development and Emerging Managerial Career Patterns. Aplin and Gerster (1978) investigated the relationship between "Career Development and integration of individual and organizational needs", whereas Granrose and Portwood (1987) conducted a study to determine the fit between "individual career plans and organizational career management". However, there have not been much empirical studies carried out on the

construct of career development and organizational success particularly in the public sector in Rivers State. Herein lies the gap in the literature which is meant to be filled by the researcher. The point of departure of this study, therefore, is to investigate the correlation between career development and organizational success in public sector in Rivers State.

The Nigerian public service is characterised by layers of inefficiency and ineffectiveness (Okeke-Uzodike & Subban, 2015). This failure of the public service, which is observable in several government parastatals across the country (Rivers State inclusive), has been attributed to a myriad of factors by researchers, namely: managerial ineffectiveness and inefficiency (Tokunboh, 1990), institutional deficiencies (Mamsar, 1992), errors in identification of problems due to human resources and management incompetence (Olowu, 1999), inept recruitment procedures (Briggs, 2007), low capacity building (Inyang, 2008), improper planning and control (Adamade, 2008), lack of political resolve (El-Rufai, 2011), administrative decadence and counter-productive behaviour (Erne & Ugwu, 2011), unethical political practices, cultural, structural and institutional deficiencies (Anazodo, Okoye & Chukwuemeka, 2012), abuse of quota system during recruitment (Nwanolue & Iwuoha, 2012), and non-observance of democratic norms in parastatals (Bayo, 2012).

Many employees have occupied the same positions over the years without any advancement in careers. This creates a scenario where there is a large number of inefficient, ineffective and de-motivated workers at the junior and middle levels. Lack of career development remains a problem. However, both the theoretical and practical nexus between career development and organizational success has not be decoupled. Furthermore, it may not be wise for the government to continuously spend millions of naira on salaries and overheads without giving key attention to career development which could improve the value of the public sector. The several measures to revive a comatose public sector bordered mostly structural changes. These steps rarely make any difference because the interest on the workers was not considered in the first instance. Thus, workers in the public service have shown low levels of identification, planning and commitment to their careers. The focus of this study, therefore, is to investigate on the relationship between career development and organizational success in public sector in Rivers State.

Conceptual Framework

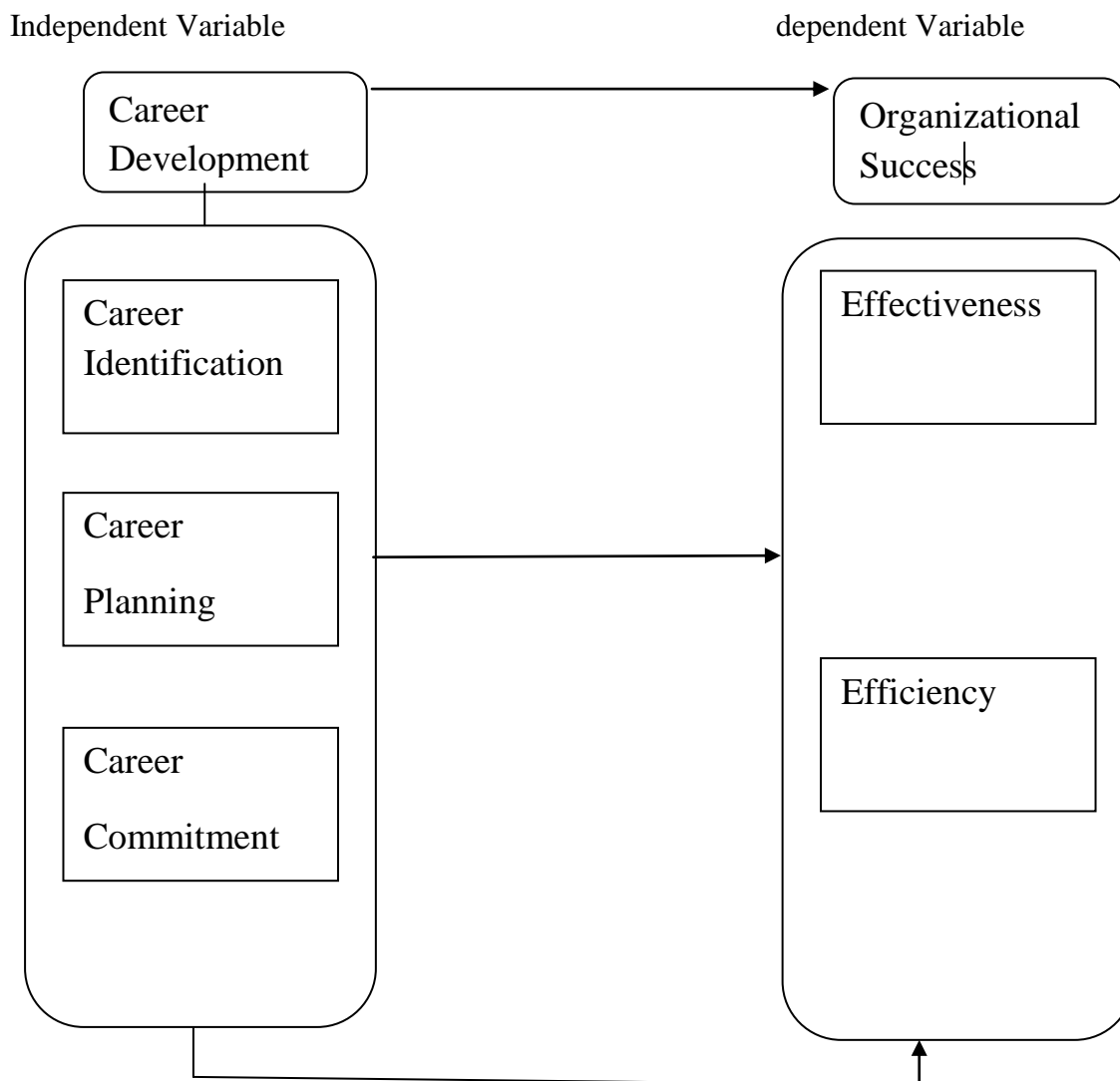


Figure 1.1: Source: Researchers' conceptualization from review of literature, 2016. Conceptual framework of the study: Dimensions of Career Development adopted from Gould (1979), Colarelli and Bishop (1990), and King (1999). Measures of Organizational Success adapted from Poister (2003).

The Independent Variable (Career Development) is on the left side of the model while the dependent variable (Organizational Success) is on the right hand side. The moderating variable is located in the middle. The three dimensions of the independent variable were adopted from Gould (1979), Colarelli and Bishop (1990), and King (1999), which include: Career Identification, Career Planning and Career Commitment.

The measures of the dependent variable (organizational success) were adopted from Poister (2003), which include: organizational efficiency and effectiveness.

1.1 Aim of the Study

The overall drive for this study is to examine the relationship between career development and organizational success of government parastatals in Rivers State.

1.2 Research Hypotheses

The following hypotheses are hereby formulated for the study;

Hypothesis 1: There is no significant relationship between career identification and effectiveness.

Hypothesis 2: There is no significant relationship between career identification and efficiency.

Hypothesis 3: There is no significant relationship between career planning and effectiveness.

Hypothesis 4: There is no significant relationship between career planning and efficiency.

Hypothesis 5: There is no significant relationship between career commitment and effectiveness.

Hypothesis 6: There is no significant relationship between career commitment and efficiency.

2.0 Literature Review

Self-concept Theory of Career Development

Super's Self-concept Theory of Career Development has relatively gained more currency among several other theories of career choice and development, not only in the USA but across the globe. Super (1969, 1980, 1990) submit that an individual's choice of career and development is basically a process of developing and implementing ones opinion of self. Super (1990), opines that self-concept arises from an interplay of "physical and mental growth, personal experiences, and environmental characteristics and stimulation". Although Super argue that the process of development and maturation is essentially organic, contemporary thought (e.g., Herr, 1997; Savickas, 2002) of Super's model have highlighted the need to include the influence of social and environmental factors during the development of an individual's self-concept. In extending Super's work, Savickas (2002) introduced a constructivist view and stated that "the process of career construction is essentially that of developing and implementing vocational self-concepts in work roles". At adolescence, the individual's self-concept becomes comparatively stable but passes through some modification due to socio-environmental influences. Thus, employees derive satisfaction in life or work based on how they implement their self-concepts at work or other avenues of relationship. The life stage developmental model by Super (1990) comprises: "growth, exploration, establishment, maintenance (management), and decline (disengagement)".

Concept of Career Development

Career development is a planned range of organizational activities geared towards achieving a balance between the career needs of employees and the organization's workplace requirements (Leibowitz, Farren & Kaye, 1986; Lips-Wiersma & Hall, 2007). Career development is at the instance of the organization as well as the individual employee who decides to adapt to the changing work environment (Lips-Wiersma & Hall, 2007). In most

cases, employees may leave the organization in the absence of support, challenging work and prospect for personal growth. For this reason, organizations have to create an enabling environment and provide needed infrastructure to guarantee unabated development of employees' career.

Career Identification

Identification is the feeling of oneness or belongingness an employee has with a group (e.g. work team) or social phenomenon (e.g. career) (Ashforth & Mael, 1989). The social groups or phenomena employees identify with shape their self-concept (Hogg & Terry, 2001). Identification is a platform for the fulfilment of various forms of employee needs such as physiological, security, social, self-improvement and higher order needs (Pratt, 1998). The self-improvement need is the fundamental driver of the identification mechanism.

Identification with one's career is known as career identification (Scott, 1997; Scott et al., 1999). Career identification is the extent to which workers identify themselves with the career, including its features (Bartels, 2006). In this instance, the individual employee possesses a feeling of oneness with the chosen career. Employees identify with their careers when they: (i) understand their career and its characteristics, (ii) have a positive feeling towards the career, (iii) develop increasing interest in the career, and (iv) are inclined to learn and improve on their current stock of career knowledge. Many studies (e.g. in Apker & Fox, 2002; Riketta, 2005) have shown that employees exhibit higher levels of identification to their careers than the organization.

Career Planning

In a bid to improve individual and organizational effectiveness, employee career needs and aspirations are identified. Thereafter, programs are developed and implemented to meet these needs. Antoniu (2010) states that "The career planning process involves both the organization and the individual responsibility. Thus, the individuals must identify their aspirations and abilities, and through assessment and counseling to understand their needs of training and development; the organization needs to identify its needs and opportunities, to plan its employees and to ensure its staff the necessary information and appropriate training for career development". Essentially, the skills, interests, and aspirations of employees are identified; opportunities within the organization are recognized and evaluated; career goals and targets are set; and strategies are crafted and executed to achieve the goals and objectives.

According to Hall and Associates (1986), career planning is a "deliberate process for becoming aware of self, opportunities, constraints, choices and consequences, as well as identifying career related goals, and programming for work, education, and related developmental experience to provide the direction, timing and sequence of steps to attain a specific career goal". Likewise, Leibowitz, Farren and Kaye (1986) state that "career planning as a process by which individuals determine their skills, interests, and values". Employees chose career plans that match their individual competencies, aspirations, values, beliefs and interests, and engage in ways that will enable the career objectives to be actualized.

Career Commitment

Salancik (1977) stated that “Commitment is what makes us like what we do and continue doing it, even when the payoffs are not obvious”. Career commitment is the extent to which an employee is motivated to work in a selected career mode (Hall, 1971). It is the individual employee’s disposition towards a chosen career. Career committed employees strive to achieve their preferred goals no matter the conditions at work or how they are treated by their co-workers or supervisors. Employees get committed to their careers because of expected positive future outcomes, status, achievement and power (Özdevcioğlu & Aktaş, 2007). The behavioural virtues of career committed workers are: greater intention to stay in the career, higher investment propensity, willingness to learn and be trained. Hence, they have greater levels of career satisfaction, career success and performance (Cheng & Ho, 2001). This underscores the reason why employers provide information and support for workers. According to Granrose and Portwood (1987), such information or support, when provided, further increases career focus and strengthens the cohesion between employees and the organization, thereby improving commitment.

Organizational Success

Success is a measure of the extent to which organizations achieve their stated objectives. Organizations set goals, draw plans and execute the plans by carrying out critical activities to actualize the objectives. Miller and Friesen (1978), define organizational success as “the degree to which the firms are able to achieve their objectives subject to the constraints of long run viability”. Daley (1986) submit that organizations are successful if they are effective, responsive to the public and their employees are satisfied with the job. Successful organizations are high performing, productive, efficient and effective, and whose outcomes (such as growth, profitability, Return on Investment, Market Share, improved product quality, job satisfaction) are in agreement with expectations. However, mere achievement of the aforementioned desirable outcomes is not enough to depict success for contemporary organizations. In this direction, Tavakoli (2015) remarked that “Today’s most successful companies align strategic business objectives with the professional, personal, and social goals of their employees. They create an environment where employees feel valued, appreciated, and eager to help achieve the corporate vision”.

Organizational Effectiveness

Organizational effectiveness, as a concept, has gained relevance in organizational theory. Some scholars (e.g. Cameron & Whetton, 1983; Glunk & Wilderom, 1996) have called it “The Ultimate Dependent Variable in organizational research”. However, it is a concept that defies unified perspective or definition. Taylor (1911) viewed organizational effectiveness as technical efficiency. As organizations continue to change, this notion about effectiveness as synonymous to technical efficiency was discarded, giving way to broader theoretical conceptualizations. Currently, there are five principal models of organizational effectiveness, namely: (i) the goal model (Etzioni, 1964; Price, 1972), (ii) the system resource logic (Yutchman & Seashore, 1967), (iii) The internal process paradigm (Bennis,

1966; Nadler & Tusman, 1980), (iv) The multiple constituency model (Conolly, Colon & Deutsch, 1980), and (v) the Competing Values Approach (Quinn & Rohrbaugh, 1981, 1983).

Organizational Efficiency

Efficiency is the degree to which organizations produce outputs in relation to inputs, and how easily the inputs are converted to outputs (Low, 2000). Organizations are effective when there is an improvement in administrative processes as well as the culture, structure and the general well-being of the workers. According to Lovell, (1993) and Cooper, et al. (1999), efficiency could also be classified into technical efficiency, allocative efficiency, cost efficiency (i.e. technical plus allocative efficiencies) and revenue efficiency. “Technical efficiency for a given firm is defined as the ratio of the input usage of a fully efficient firm producing the same output vector to the input usage of the firm under consideration. Cost efficiency for a given firm is defined as the ratio of the costs of a fully efficient firm (i.e., a firm operating on the efficient cost frontier) with the same output quantities and input prices to the given firm’s actual costs”. Cost efficiency is achieved through the adoption of excellent technology (technical efficiency) and the use or allocation of inputs in an optimal manner (allocative efficiency). “Revenue efficiency is defined as the ratio of the revenues of a given firm to the revenues of a fully efficient firm producing the same output vector with the same output prices. Firms can be revenue inefficient because they produce less than fully efficient firms using the same quantity of inputs (output technical inefficiency) or because they choose to produce an inefficient combination of outputs (output allocative inefficiency)”. Efficiency of a firm have to incorporate both cost and revenue variables so as to maximize profit. Six areas that negatively affect efficiency are (i) decrease in processing speed, (ii) defects in service or production, (iii) idle time, (iv) equipment breakdown, (v) adjustments during work-in-progress and (vi) reduction in yield. Organizations becomes more efficient when they produce more outputs using less inputs. However, it should be noted that efficiency is not just about meeting internal requirements for optimization of resources but also involves flexibility in processes, timeliness in delivery and improvement in quality of products and services (Yamashina, 1995).

Career Development and Organizational Success

A study conducted by Conger (2002) concluded that organizations which engage in career development tend to succeed in terms of “productivity, competitiveness, affirmative action and succession planning”. Further, Purcell, Kinnie, Hutchinson, Rayton, and Swart (2003) concluded that organizations perform at great pace when career growth opportunities are provided for employees. Empirical studies (e.g. in Avey, Nimnicht & Pigeon, 2010) show that career development practices make employees to be more optimistic at the workplace, thus increases their level of effectiveness. Also, several other studies assert that concerted career development initiatives and efforts by organizations and employees lead to career success (Hedge, Borman, & Bourne, 2006). It is expected that such success in career translates to organizational success.

3.0 METHODOLOGY

3.1 Research Design

The research design adopted for this study is a correlational and quasi-experimental design which involves a cross-sectional survey. This design is in conformity with the *hypotheco-deductive* logic, a positivist approach that seeks to draw inference based on observable features from the sample frame. The choice of this design was made because important aspects of variables of interest concerning public organizations are to be profiled. Also, the researcher does not have adequate control of the variables that could influence the study. Moreover, data are to be collected once at a particular period of time in order to provide answers to the research questions (Sekaran, 2003).

3.2 Population of the Study

The population of the study consists of all the management staff of government parastatals in Rivers State. For purpose of convenience, four (4) government parastatals in Rivers State were selected based on their perceived level of social impact. Below is the total number of management staff of each of the selected parastatals as provided by the personnel departments of the parastatals

Table 3.1: Showing government parastatals and number of senior level employees

S/N	Government Parastatals	No of Senior Employees
1.	Niger Delta Development Commission (HQ)	228
2.	Nigerian National Petroleum Company (Port Harcourt Refinery)	234
3.	Nigerian Ports Authority	221
4.	Nigerian Airports Authority	145
	TOTAL	828

Researcher's desk, 2016

It is quite difficult to study the overall target population, most especially when the population is large. Sampling procedure therefore is the techniques used to select the sample size from the population of the study. Hence, all the management staff of the selected public service in Rivers State constitutes the accessible population for this study.

Therefore, the information from the human resource department shows that the total accessible population of all the management staff of the selected public service in Rivers State is eight hundred and twenty eight (828). Since the entire population could not be studied as a result of certain constraints stated in the limitation of the study, the Taro-Yamen's (1967) sample size determination formula shall be used to determine the sample size to be used for this study.

The Taro-Yamen's formula is statistically stated as;

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

Where n = sample size sought

N = population size

e = level of significance

In applying the above formula, we have:

$$N = 828$$

$$e = 0.05$$

$$\begin{aligned} \text{Thus } n &= \frac{828}{1 + 828(0.05)^2} = \frac{828}{1 + 2.07} = \frac{828}{3.07} \\ &= 269.7 \approx 270 \end{aligned}$$

A total of two hundred and seventy (270) copies of questionnaire were administered to the management staff of the government establishments in Rivers State using simple random sampling technique.

However, based on the sample size that has been determined, the two hundred and seventy (270) copies of questionnaire were administered to the government parastatals based on simple proportion as shown below:

Table 3.2: Showing government parastatals, number of senior level employees and copies of questionnaire administered to individual parastatals

S/N	Name of Parastatal	No of Senior Employees	Copies of questionnaire administered
1.	Niger Delta Development Commission (HQ)	228	74
2.	Nigerian National Petroleum Company (Port Harcourt Refinery)	234	76
3.	Nigerian Ports Authority	221	72
4.	Nigerian Airports Authority	145	48
	TOTAL	828	270

Researcher's desk, 2016

3.3 Data Collection Method

The study adopted a structured questionnaire as the instrument for primary data collection. A total of 270 copies of the questionnaire were administered to all the respondents. The researcher personally administered copies of questionnaire. The questionnaire is meant to elicit responses about the perception of the managers on the study variables in order to achieve the objectives of the study.

In addition, secondary data were sourced from literature materials such as internet and newspaper publications, text books and journals. The materials discussed issues related to the research problems.

3.4 Data Analysis Techniques

The data analysis technique used for this study in testing the hypotheses is the Spearman's Rank Order Correlation Coefficient. The Statistical Package for Social Sciences (SPSS) was used in running the test. The outcome of the tests served as a guide to the researcher in drawing worthwhile conclusions. The formula for the Spearman's Rank Order Correlation Coefficient is given as:

$$r_s = 1 - \frac{6\sum d^2}{N(N^2 - 1)}$$

Where: $\sum d^2$ = sum of the squared differences in the ranking of the subject on the two variables.

N = is number of subjects being ranked;

4.0 Results and Discussion

HYPOTHESES TESTING AND INTERPRETATION OF RESULTS

This section tests the stated hypotheses using Spearman's Rank Order Correlation Coefficient via the Statistical Package for Social Sciences (SPSS) version 21. This was done after conducting prior statistical analyses of normality, linearity and homoscedasticity to know if the data could be further analyzed parametrically or non-parametrically. Moreover, the data are ordinal in nature and the analysis involves the determination of correlation between two variables (Tabachnick & Fidell, 2001; Pallant, 2013). In order to determine the moderating role of Organizational Structure on the two variables, the Pearson's partial correlation tool was utilized.

Hypothesis 1: There is no significant relationship between career identification and effectiveness.

This hypothesis was tested by correlating career identification, as a measure of Career Development, with Effectiveness dimension of Organizational Success. Table 4.1 shows the results obtained:

Table 4.1: The Correlation between Career Identification and Organizational Effectiveness

		Career Identification	Organizational Effectiveness
Spearman's rho	Correlation Coefficient	1.000	.821**
	Sig. (2-tailed)	.	.000
	N	166	166
	Correlation Coefficient	.821**	1.000
	Sig. (2-tailed)	.000	.
	N	166	166

** . Correlation is significant at the 0.01 level (2-tailed).

As stated above, the Statistical Package for Social Sciences (SPSS) version 21 was used to examine the correlation between Career Identification and Organizational Effectiveness using Spearman's Rank Correlation Coefficient (rho). The analysis showed a large positive correlation between the two variables, $r = .821$, $n = 166$, $p < .001$. Thus, the null hypothesis, which states that there is no significant relationship between career identification and organizational effectiveness is rejected.

Hypothesis 2: There is no significant relationship between career identification and efficiency.

Spearman's Rank Correlation Coefficient was used to determine the relationship between career identification as a dimension of Career Development and efficiency measure of Organizational success of the government parastatals. The table 4.2 shows the result obtained.

Table 4.2: The Correlation between Career Identification and Organizational Efficiency

		Career Identification	Organizational Efficiency
Spearman's rho	Correlation Coefficient	1.000	.732**
	Sig. (2-tailed)	.	.000
	N	166	166
	Correlation Coefficient	.732**	1.000
	Sig. (2-tailed)	.000	.
	N	166	166

** . Correlation is significant at the 0.01 level (2-tailed).

Table 4.2 reveals that there is a high positive relationship between the two variables, $r = .732$, $n = 166$, $P < .001$. This result shows that Career Identification accounts for 73.2% variance on Efficiency of government parastatals. Therefore, the null hypothesis that there is no significant relationship between Career Identification and Organizational Efficiency was rejected.

Hypothesis 3: There is no significant relationship between career planning and effectiveness.

Table 4.3: The Correlation between Career Planning and Organizational Effectiveness

		Career Planning	Organizational Effectiveness
Spearman's rho	Correlation Coefficient	1.000	.459**
	Sig. (2-tailed)	.	.000
	N	166	166
	Correlation Coefficient	.459**	1.000
	Sig. (2-tailed)	.000	.
	N	166	166

** . Correlation is significant at the 0.01 level (2-tailed).

Spearman's Rank Order Correlation Coefficient was used to ascertain the relationship between the two variables. It can be deduced from table 4.3 that there is a significant relationship between the two variables, $r = .459$, $n = 166$, $p < 0.01$. Thus, the null hypothesis which states that there is no significant relationship between career planning and effectiveness is rejected, while its alternative is accepted.

Hypothesis 4: There is no significant relationship between career planning and efficiency.

Table 4.4: the correlation between career planning and organizational efficiency

		Career Planning	Organizational Efficiency
Spearman's rho	Correlation Coefficient	1.000	.730**
	Sig. (2-tailed)	.	.000
	N	166	166
Spearman's rho	Correlation Coefficient	.730**	1.000
	Sig. (2-tailed)	.000	.
	N	166	166

** . Correlation is significant at the 0.01 level (2-tailed).

The relationship between career planning and Organizational Efficiency was investigated using Spearman's Rank Order Correlation Coefficient. The outcome in table 4.4 showed that there was a significant relationship between the two variables, $r = .730$, $n = 166$, $p < 0.01$. Based on the result the null hypothesis (H_{04}) was rejected, while the alternative hypothesis which states that, there is significant relationship between career planning and Organizational Efficiency is accepted.

Hypothesis 5: There is no significant relationship between career commitment and organizational effectiveness.

Table 4.5: The Correlation between career commitment and Organizational Effectiveness

		Career Commitment	Organizational Effectiveness
Spearman's rho	Correlation Coefficient	1.000	.761**
	Sig. (2-tailed)	.	.000
	N	166	166
Spearman's rho	Correlation Coefficient	.761**	1.000
	Sig. (2-tailed)	.000	.
	N	166	166

** . Correlation is significant at the 0.01 level (2-tailed).

The relationship between career commitment and Organizational Effectiveness was investigated using Spearman's Rank Order Correlation Coefficient. The outcome in table 4.5 showed that there was a significant relationship between the two variables, $r = .761$, $n = 166$,

$p < 0.01$. Based on the result the null hypothesis **5** was rejected, while the alternative hypothesis which states that, there is significant relationship between career commitment and Organizational Effectiveness is accepted.

Hypothesis 6: There is no significant relationship between career commitment and efficiency.

Table 4.6: The Correlation between career commitment and Organizational Efficiency

		Career Commitment	Organizational Efficiency
Career Commitment	Correlation Coefficient	1.000	.532**
	Sig. (2-tailed)	.	.000
	N	166	166
Spearman's rho	Correlation Coefficient	.532**	1.000
	Sig. (2-tailed)	.000	.
	N	166	166

** . Correlation is significant at the 0.01 level (2-tailed).

The relationship between career commitment and Organizational Efficiency was investigated using Spearman's Rank Order Correlation Coefficient. The outcome in table 4.6 showed that there was a significant relationship between the two variables, $r = .761$, $n = 166$, $p < 0.01$. Based on the result, the null hypothesis **6** was rejected, while the alternative hypothesis which states that, there is a significant relationship between career commitment and Organizational Efficiency is accepted.

Findings and Discussion

Career Development is considered as a cardinal condition for success of business organizations. This can also be said of government parastatals. The above findings show that parastatals that wish to continually achieve success have to sustain career development. The analyses revealed that there exists a positive relationship between the dimensions of Career Development (Career Identification, Career Planning Career Commitment) and the measures of Organizational Success (Effectiveness and Efficiency) of government parastatals in Rivers State, Nigeria.

Based on the results, the following are the findings:

- i. High levels of career identification will lead to increase in effectiveness of government parastatals in Rivers State.
- ii. Government parastatals in Rivers State tend to be more efficient as more and more workers identify with their careers in the organizations.

- iii. An improvement in career planning leads to higher levels of effectiveness of government parastatals in Rivers State.
- iv. Career planning enhances the degree of efficiency of government parastatals in rivers state
- v. Higher levels of commitment to career facilitate the pace of achieving objectives.
- vi. Goals of parastatals in Rivers State are easily achieved with minimal resources when workers show increased commitment to their careers.

The first finding indicates that High levels of career identification will lead to increase in effectiveness of government parastatals in Rivers State. This finding resonates with the work of Dutton, Dukerich and Harquail (1994), who found that identification signifies positive group membership which supports organizational goals. In this sense, higher levels of career identification lead to more cooperation with other organizational members and influences employees' willingness to strive for organizational goals.

The second finding reveals that government parastatals in Rivers State tend to be more efficient as more and more workers identify with their careers in the organizations. This finding is supported by the conclusion made by Ashforth and Mael (1989), and Pratt (1998), that when greater levels of identification by employees leads to favorable consequences at the organizational level. Moreover, Patrick and Kumar (2011) submit that "Employee development programs make positive contributions to organizational performance. A more highly-skilled workforce can accomplish more and a supervisor's group can accomplish more as employees gain in experience and knowledge".

Third, an improvement in career planning leads to higher levels of effectiveness of government parastatals in Rivers State. Public and private organizations all over the world practice career planning programs (Walker, 1978) in order to increase career effectiveness. Hall (1976) argues that employee career effectiveness is sympathetic to both organizational commitment and effectiveness. Further, Atkinson (2002), and Barnett and Bradley (2007) submitted that Career management is a key factor for accomplishing both personal goals and organizational goals. This is plausible especially when viewed against that background that career planning ensures the long-term availability of skilled and competent employees to reach business goals (Appelbaum, Ayre & Shapiro, 2002; De Vos, Dewettinck & Buyens, 2008).

Fourth, career planning enhances the degree of efficiency of government parastatals in Rivers state. Lam, Dyke and Duxbury (2011) opined that many companies have come to realize that developing people is central to organizational efficiency. In the same breath, Antoniu (2010) submits that an effective career planning ensures that employees use their skills and knowledge fully which leads to optimal performance, increased job satisfaction and higher levels of organizational efficiency. Another reason for this finding could be that career planning makes employees to have a sense of job security which motivates them to be more

committed, thereby translating to favourable organizational outcomes such as improved effectiveness.

Fifth, higher levels of commitment to career facilitate the pace of achieving objectives. According to Chang (1999), employees who show strong commitment to their careers tend to be more motivated to put in their best when their expectations are met by the organization. Such posture gives rise to improved organizational effectiveness. Another possible explanation to this finding could be deduced from the work of Aryee, Chay and Chew (1994) who found that “Career commitment showed a significant positive relation with skill development”. Thus, with the attendant skills development, employees may be in a better standing to deliver superior value that translate to organizational effectiveness.

The sixth finding suggests that government parastatals achieve their goals using minimal input whenever they show strong commitment to their careers. Danish, Shahid, Aslam, Afzal and Ali (2015) conducted a study in the education sector of Pakistan and found that employees who are always interested in the overall performance of their careers also contribute to the effectiveness of their organizations because “they think and work for the development of organization”. Moreover, Darden, Hampton and Howell (1989) that observed that career-committed employees with high transferable skills tend to hold more positive attitude towards their jobs thereby raising their commitment to their organizations. Thus, it is plausible that increase in commitment in such a circumstance may have a spillover effect on organizational efficiency.

5.0 Recommendation

Consequently, the following recommendations are hereby made:

- (i) Standards of performance that reflect the requirements for organizational success should be jointly designed and implemented by the staff and management of the government parastatals.
- (ii) The government parastatals should monitor the career development process to ensure that it is maximized by both managers and employees, and to ascertain its contribution to the overall success of the parastatals.
- (iii) Chief Executives and Directors of parastatals should always encourage employees to be dedicated to their career goals.
- (iv) Government parastatals should introduce some degree of flexibility and autonomy so that employees can have greater participation in decision making as it relates to career development.
- (v) Training should be done on collaborative decision making and problem solving, geared towards decentralization.
- (vi) Government parastatals should provide resources that will enhance employee career development. Such resources include: career workshops, career centers, career guidance, counselling, coaching and mentoring.

Contribution to Knowledge

This study thoroughly investigated the relationship between career development and organizational success in government parastatals in a developing country such as Nigeria, and more specifically in Rivers State. Similar studies have been conducted in other climes and the findings are varied. Though the findings of the study are supported by previous studies, one specific difference between this study and similar ones is the inclusion of organizational structure as a moderating variable in this particular setting. The study enriches the stock of knowledge on career development and organizational success.

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