



Career Management and Employee Productivity: A Study of Anambra State Local Government Councils 2011 – 2021

Okpalaibekwe, Uche N. Ph.D

**Department of Public Administration
Chukwuemeka Odumegwu Ojukwu University
Anambra State, Nigeria
okpalibekweuche@gmail.com**

ABSTRACT

Local government as the third tier of government was created to mobilize resources and facilitate development at the grassroots. Unfortunately, the Anambra State Local government system has failed in its constitutional mandate in the execution of its institutional functions. This has informed opinions which have questioned the confirmed existence of the local government as a tier of government as research pointed out the absent failure of local governments to meet up with standard performance and the consequences of such on the development involves local government. The main objective of the study is to assess the impact of career management on employee productivity in Anambra State Local Government system. Specifically the study ascertained the effect of career planning and development on the quality of employee output in Anambra State local government councils, examine the effect of career mentoring on employee motivation towards better performance in Anambra State local government councils, investigate the effect of career counseling on employee commitment to the realization of organizational goals in Anambra State local government councils and identify the challenges to career management in Anambra State local government councils. The study is anchored on the person-environment correspondence theory propounded by Pene Dawis in 1964. Data were generated from primary and secondary sources and the questionnaire was the principal instrument for data collection. The population of study consists of staff of six local government councils selected from the three senatorial zones of Anambra State. That is two local governments from each zone respectively. The sample size was determined using Krejcie and Morgan (1970) sample size determination formula. The data generated were analyzed using simple descriptive statistical tools and the hypotheses were tested using inferential statistical tools, The Ordinary Least Square and Chi-square. Findings from the study showed that career planning and development has significant effect on the quality of employee output in Anambra State local government councils. The study also found that career mentoring has significant effect on employee motivation towards better performance in Anambra State local government councils. The study concludes that career management has significant impact on employee productivity in Anambra state local government councils. The implication of the finding is that local government councils in Anambra State have the opportunity to improve the skills and competences of their employees who requires sophisticated and technical knowledge to effectively carry out their tasks. Based on the findings, we recommend that the local government council should institute career planning programmes that will enable a deeper focus on an employee's aims and aspirations from identification of the handicaps being faced by an employee in accomplishing his goals to the solutions in terms of re-skilling or reassignment.

Keywords: Career Management, Employee Productivity, Anambra State, Nigeria

INTRODUCTION

In today's globalized environment, successful organizations regardless of size need employees who have the necessary knowledge and skills to make an effective contribution that drives the organization towards achieving its target goals. In this dynamic organizational environment where people have become one of the critically important elements to gain improved productivity, organizations are faced with new challenges in managing its human resources. Instead of focusing only on financial capabilities and service quality, Dreher and Dougherty (2001) suggest that organizations should engage in competitive search for the most capable employees. These capabilities can only be achieved through the development and implementation of effective human resource practices and strategies. In line with this Armstrong (2001) points out that today's dynamic environment requires continuous professional and managerial development. One of such human resource practices is career management. Khulida and Siti (2004) noted that career management, one of the important elements in human resource management, has a great impact on organization.

Career management refers to the programmes or activities provided by organizations to support their employees' career success (Kong, Cheung & Zhang, 2010). Dessler (2013) viewed career management as the process for enabling employees to better understand and develop their career skills and interests, and to use these skills and interests more effectively. Armstrong (2006) in his submission argued that career management is concerned with providing opportunities for people to progress and develop their careers and ensuring that the organization has the flow of talent it needs.

Arguably, employees are the most valuable resource in contemporary organizations, and providing them with a long term stable career is a win-win situation for both organizations and their employees (Harlod & Amit, 2011). Hence, career management requires collaboration from both organizations as well as individuals in order to provide maximum benefit for both. The goals of most organizations are to provide their employees opportunities to develop their careers. Hiring the right human resources and having them develop simultaneously with the organization's own growth have great impact on organizational outcomes especially productivity (Dialoke, Chiavoghi, & Ukonu, 2016). This creates continuity of management and knowledge and also an environment for employees to thrive and grow. It has been frequently shown that appreciation and growth can be stronger motivators for an employee than money and can result in reduced turnover rate, improved service delivery and ultimately generates higher productivity for the company (Harlod & Amit, 2011).

Local government as the third tier of government, closer to the people and instituted to mobilize resources at the grass root has performed abysmally in the execution of its constitutional functions, This has informed opinions that have continued to question the continued existence of the local government as a tier of government.

The local government reforms and generally the public service reforms have not been able to correct the ills of the system especially in the area of employee productivity. Thus, the local government council has come to be associated with an abandonment of professionalism and bureaucratic ethics and the acts of corruption, partiality, dejected and denounced behaviours like moonlighting absenteeism, lateness to work...and all spices leading to inefficiency, ineffectiveness and other unprofessional acts which has become the norm in system (Osawe, 2014; Arowolo, 2012). In the Nigerian local government system, poor career planning and development is identified as a significant factor that affects the performance of local government employees. This has triggered a counter reaction evidenced in the saddening scenario where employee productivity is compromised. In Anambra state, the situation has been virtually the same. Millions of Naira has always been voted and expended on career management in the local government system. Since career planning and development is a very expensive venture, any organization embarking on it must clearly see the need to do so. The rationale for embarking on career management programmes by the local government should not be seen as to fulfill all righteousness, but strictly carried out properly in other to maximize the gains of the exercise. This is because when career management is not adequately emphasized in the local government system it leads to monumental waste of resources human, financial, time and otherwise (Suyanto, Ketut & Nengah 2018)

Statement of the Problem

Employees are major assets to any organization. They play active role towards the organization's success that cannot be underestimated. Equipping these unique assets through effective career management system becomes imperative in order to maximize the quality of job productivity and expected future performance (Aseka, 2012). Several strategic changes have taken place in organizations which have greatly affected productivity of the organization (Purcell, Kinnie, Hutchinson, Rayton and Swart, 2003). Some of the changes occur at macro level with implications for careers. These changes include more technology intensive workplaces and innovations especially in local government administration which makes the skills and knowledge of employees obsolete requiring career development to fit in the new technologies and innovations. This has called for a change in the way organizations handle career management.

Also, the local government system in Anambra State has placed the responsibility of career development and advancement on the employees. The participatory approach to the management of employees and their careers to make sure they can respond to the different career demands in a competent and flexible way has been de-emphasized. This has resulted in high number of employees without requisite skills to keep abreast of latest development in relation to public administration. Hence, Barcu and Peiperi (2000) has suggested that organizations should adjust their existing career management systems to be more in line with the contemporary views on organizations and careers, and not completely place all the responsibility on one of the parties. These changes will affect the level of commitment among employees towards an organization hence their productivity and choice to continue working with the organization.

Furthermore, the productivity of local government employees in Anambra state has become a major source of concern to government and stakeholders. The prevailing situation at the local government in Anambra State has been one of low work performance and poor quality of output. Prominent among the problems witnessed is the issue of low level of commitment and efficiency, lack of requisite skills and competences, inadequate career development opportunities, nepotism in employee recruitment process, general laxity amongst local government workers who believe that government work is nobody's work, and absenteeism. Another critical problem in the local government councils in Anambra State is the inability to indentify employees that deserve career development and how to appropriately train them to bring the required competences to bear in local government administration. Also there is no clear funding for effective career planning, development, mentoring and counseling. Most of the employees in the Anambra local government councils have not undergone any form of training at all and the management is not doing anything about it.

Empirical evidence on the relationship between career management and employee productivity revealed mixed empirical findings indicating the needs for more research efforts. Also, most of the recent empirical studies were done in environment outside Nigeria which revealed a knowledge gap within the Nigerian context. The few recent studies within Nigeria did not cover the local government councils particularly the local government councils in Anambra State thereby revealing a knowledge gap. It is on the basis of this gap that the study assessed career management and employee productivity in Anambra State local government councils, from 2009- 2019.

Review of Related Literature

Conceptual Review

Career Management

Career management is defined as the process by which individuals collect information about values, interests, and skill strengths and weaknesses, identify a career goal, and engage in career strategies that increase the probability that career goals will be achieved (Greenhaus, Callanan & Godshalk, 2000). Eby, Allen and Brinley (2005) defined career management as "the process by which individuals develop insight into themselves and their environment, formulate career goals and strategies, and acquire feedback regarding career progress". Similarly, Grobler et al. (2006) defined career management as "the process of designing and implementing goals, plans and strategies that enable HR professionals and managers to satisfy workforce needs and allow individuals to achieve their career objectives".

Mayo (1991) provided a definition of career management as the “design and implementation of organizational processes that enable the careers to be planned and managed in a way that optimizes both the needs of the organization and the preferences and capabilities of individuals. Mayo’s (1991) definition contains two main points regarding career management. The first is that the idea focuses on the organization’s role in planning and managing employees’ career. The second stresses on the organizations’ need and individuals’ preferences and capabilities.

Career management is concerned with the provision of opportunities for people to develop their abilities and their careers in order to ensure that the organization has the flow of talent it needs and to satisfy their own aspirations (Chew and Girardi, 2008). It is concerned with how careers progress the ways in which people move through their careers either upwards when they are promoted, or by enlarging or enriching their roles to take on greater responsibilities or make more use of their skills and abilities. It is based on an understanding of career dynamics and the integration of the needs of the organization with the needs of the individual employees.

Career management should include actions from three sources: the employee, the organization, and the employee’s immediate manager (Byars and Rue, 2000). Each of these stakeholders in career management has a clear role if the career management practices are to be meaningful in an organization. For instance, employees have the responsibility of preparing their own career plans, as career planning is not something one person can do for another. The organization’s responsibilities include making sure that there is a smooth delivery of necessary career related information and advice concerning possible career paths to carry out their career plans. The immediate manager’s responsibility, on the other hand, is to show an employee how to go about the process and help the employee evaluate the action taken (Byars and Rue, 2000). Organizational career management covers various activities, programs, and policies employed by the management team or employer to support individual career planning and strategies for their employees (Lyria, Namusonge & Karanja, 2017).

Employee Productivity

Productivity measures how efficiently resources are employed, It is defined as the ratio of a specific measure of output to a specific measure of input per unit of labour and is measured as total output divided by the members of units of labour employed to produce that output Productivity is the relationship between the output generated by a production or service system and the input provided to create this output. This productivity is defined as the efficient use of resources labor, capital, land, material, materials, energy, and information–in the production of various goods and service (Prokopenko, 2007). Productivity has been defined as the measure of how well resources are brought together in organization and utilization for accomplishment of a set result. It is reaching the highest level of performance with the least expenditure of resources (Mali, 1978). Williams (2000) says that productivity is the relationship between output of goods and services and input of resources, human and non-human, used in the production process. In order words, productivity is the ratio of output to input. The higher the numerical value of this ratio, the greater the productivity. Thus, productivity can be applied at any level, whether for individuals, for work unit, for the organization.

Productivity is maximization of utilizing the resources, human force and schemes scientifically to decrease expenses and increase employees, managers and consumers' satisfaction. Other definitions consider human force productivity as appropriate maximized utilization of human force towards goals of the organization with the lowest time and minimum expense. According to the National Productivity Organization in Iran, productivity is an intellectual attitude towards work and life. This is similar to a culture that its purpose is to make activities more intelligent for a better and excellent life. Productivity is achieving maximum possible profit from the labor force, power, talent and human force skill, land, machine, money, equipments of time, place, etc to enhance welfare of the society so that increasing of it is considered by the clear-sighted in politics, management and economy as a necessity towards enhancement of humans' living standard and society (Darvish, 2008).

Mathis and Jackson (2000) defined productivity as a measure of the quantity and quality of work done considering the cost of the resource it took to do the work. Steers (1991) in Qadoos, Ayesha, Tayyab, Toqeer and Hafiz (2015) is of the opinion that it is useful from a managerial standpoint to consider

several forms of counter-productive behavior that are known to result from prolonged stress. Productivity refers to the real output per unit of labor. It is a powerful driver of international capital flows. Productivity levels seem to be the highest in United States as compared to the euro area, because of higher employment rates in U.S. (Skoczylas & Tissot, 2005). Meneze (2006) defined productivity as the employee's ability to produce work or goods and services according to the expected standards set by the employers, or beyond the expected standards. Productivity is calculated by comparing total amount of output to the total amount of input used to produce this output (Bojke, 2012).

Productivity is defined by Amah (2006) as the measure of how efficiently and effectively resources (inputs) are brought together and utilized for the production of goods and services (out puts) of the quality needed by society in the long term. This implies that productivity is a combination of performance and economic use of resources. High productivity indicates that resources are efficiently and effectively utilized and waste is minimized in the organization. Productivity balances the efforts between different economic, social, technical and environmental objectives (Amah, 2006). High productivity provides more profit for investors and promotes the development of the enterprise. Productivity measurement indicates areas for possible improvements and shows how well improvement efforts are faring. It helps in the analysis of efficiency and effectiveness. Chase and Aquilano (2015), note that productivity is measured in terms of outputs per labour hour. However this measurement does not ensure that the firm will make money (for example when extra output is not sold but accumulates as inventory). To test whether productivity has increased, the following questions should be asked: "Has the action taken increased output or has it decreased inventory?" "Has the action taken decreased operational expense?" This would then lead to a new definition which is: Productivity is all the actions that bring a company closer to its goals output (Bojke et al., 2012).

Empirical Review

Suyanto, Ketut and Nengah (2018) investigated the effect of career development and leadership on employee performance with work motivation as intervening variables on Cv. Blue Waters Bali. A total of 52 employees of Cv. Blue Waters Bali were sampled for the study. The data generated were analyzed using Structural Equation Modeling (SEM) based on Partial Least Square. The result indicates that career development and leadership has positive and significant effect on employee performance.

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Ade, Abdul and Suharto (2018) examined the influence of career development and motivation to employee performance through organizational commitment educational Diniyah and Pondok Pesantren office of ministry of South Jakarta. In this study career development, organizational commitment and motivation were employed as the independent variables while employee performances were employed as the dependent variable. 163 respondents were sampled for the study. Path analysis and regression analysis were employed in analyzing the data. The study found that career development and motivation has significant effect on employee performance. Also organizational commitment was found to affects the performance of employees partially.

Mark and Nzulwa (2018) examined the effect of career development programs on employee performance in National Hospital Insurance Fund, Kenya. The study aimed to examine the effect of employee training, career counseling, career advancement and coaching/mentoring on employee performance. 120 employees of National Hospital Insurance Fund headquarters Nairobi were sampled for the study. Descriptive statistics, correlation analysis and regression analysis were employed in analyzing the data. The result showed that employee training and coaching/mentoring has significant positive effect on employee performance. While career counseling and career advancement has negative and insignificant effect on employee performance in National Hospital Insurance Fund, Kenya.

Mwashila (2017) examined the influence of career development on academic staff performance in Kenyan public universities in coast region. 577 staff of three public universities were sampled for the study. Career planning, career advancement and mentoring were employed as the explanatory variable while staff performance was employed as the dependent variable. The data generated through questionnaire were analyzed using Pearson's Product Moment Correlation. The study found out that career planning, career advancement and mentoring have a significant influence on academic staff performance in the sampled public universities.

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Mohd and Khulida (2017) carried out a research on perceived career development practice and performance of employees. The purpose of this study is to examine the influence of career development practice on performance among the employees in Malaysian local authority. 300 employees were sampled for the study. Descriptive analysis and analysis of regression using structural equation modeling (SEM) technique were employed in analyzing the data. The result indicates that career development practice impact on employees' performance in Malaysian local authority.

Kakui and Gachunga (2016) examined the effects of career development on employee performance in National Cereals and Produce Board, Kenya. Descriptive survey design was adopted. A total of 200 employees of National Cereals and Produce Board head office in Nairobi were sampled for the study. Descriptive statistics was employed in analyzing the data. 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.

Lyria, Namusonge and Karanja (2017) examined the effect of career management on organizational performance of firms listed in the Nairobi Securities Exchange. In this study, succession planning and job rotation were employed as the independent variable while profit and growth (proxy for organizational performance) was employed as the dependent variable. The study adopted descriptive and correlation survey research designs. A total of 224 top managers of listed companies in the NSE were sampled for the study. Descriptive statistics and regression analysis was employed in analyzing the data. The study found a strong and positive relationship between career management and organization performance of all listed companies. Organizational performance was positively correlated with career management.

Salima (2016) investigated the mediating role of work engagement on the effects of organizational career management and high-performance work practices on frontline employees performance outcomes. In this study, training, empowerment, reward, and job security were employed as the explanatory variables while employee work engagement were employed as the dependent variable. Descriptive statistics and correlation analysis was employed in analyzing the data. The results showed that there is a positive relationship between the motivational factors and work engagement. The study also found that work engagement plays a mediating role of the effects of organizational career management and high-performance work practices on extra-role customer service.

Theoretical Framework

This study derived its theoretical foundation from the theory of work adjustment.

The Theory of Work Adjustment

This is sometimes referred to as the Person-Environment Correspondence Theory. It was originally developed by René Dawis, George England and Lloyd Lofquist from the University of Minnesota in 1964. The theory opined that the more closely a person's abilities (skills, knowledge, experience, attitude, behaviours, etc.) correspond with the requirements of the role or the organization, the more likely it is that

they will perform the job well and be perceived as satisfactory by the employer. Similarly, the more closely the reinforcers (rewards) of the role or organization correspond to the values that a person seeks to satisfy through their work, the more likely it is that the person will perceive the job as satisfying. The degrees of satisfaction and satisfactoriness are seen as predictors of the likelihood that someone will stay in a job, be successful at it and receive advancement.

Elaboration of the theory continued along two fronts during the 1970s. First, the authors bridged the theoretical gap between vocational needs and work values. Of greater significance, however, was their elucidation of their constructs of personality style and work environment style and the dynamics of the work adjustment process. Integration of the structural and dynamic aspects of the theory during the 1970s transformed the theory of work adjustment from a static trait-and-factor model to a developmentally oriented model that describes the ongoing interaction between individuals and their work environments.

According to the theory, work adjustment is a function of the correspondence (i.e., quality of the match) between an individual's work personality and the work environment. The work personality consists of the psychosocial needs and abilities of the worker. The salient attributes of the work environment are the rewards provided by the job and the skills required to perform the work tasks successfully. A good match (i.e., work adjustment) results in job satisfaction, satisfactory job performance, and worker tenure. A poor match leads to worker dissatisfaction, poor job performance, and turnover. Each worker has a unique set of psychological (i.e., secondary or learned) needs. The theory identified 21 needs (i.e., learned preferences for particular stimulus conditions) that influence the individual's reaction to a particular occupational environment. These are ability utilization, achievement, activity, advancement, authority, company policies, compensation, coworkers, creativity, independence, moral values, recognition, responsibility, security, social science, social status, supervision-human relations, supervision-technical, variety, working condition, and autonomy.

The theory acknowledges that the correspondence between person and environment may not be perfect—perhaps because the person chose the wrong career or the employer chose the wrong candidate. Even a good correspondence may change over time. The person's skills might develop so that they outgrow their role or their priorities may change because of non-work commitments. The nature of the job or the nature of the rewards an employer is able to offer may also change. The flexibility of a person or an environment will determine the extent to which they can tolerate any lack of correspondence between abilities and requirements and/or values and reinforcers. Flexibility will vary from individual to individual and from environment to environment. Internal factors, such as personality or organizational culture, will influence the level of flexibility, as will external factors, such as the availability of alternative options. When the lack of correspondence is so great that flexibility is no longer viable, some form of adjustment often takes place.

Brown (2003) argues that the theory was one of the most advanced for career development with it being suitable for valuation tools. The Theory of Work Adjustment gives a model for hypothesizing the networking of people and work environment and it is regarded as a person-environment network model which is a reciprocal relationship (Swanson, 2013). Betz (2008) observes that the focus of Theory of Work Adjustment is career planning on individual competencies and the environmental skill requirements. Further, the theory is about the person planning for work environments that would meet his/her needs and in response the environment plans for people who can meet the demands of the organization. Therefore, career development is hypothesized as a continuous process of work adjustment brought about by dissatisfaction of both parties (Dawis, 2005).

METHODOLOGY

Research Design

The study adopted the survey research design. This method was chosen because it is designed to scientifically describe phenomena and their relationships in the actual environment. The study was carried out in Anambra State Local Government Councils. Anambra State is one of the states in South-East Nigeria. The Capital of Anambra State is Awka. The name was derived from the Anambra River (Omambala) which flows through the area and is a tributary of the River Niger. Boundaries are formed by

Delta State to the west, Imo State and Rivers State to the south, Enugu State to the east, and Kogi State to the north.

The people of the area are predominantly Igbos and they also speak Igbo as their major language while few communities in Anambra West local government area speak Igala as their language. The citizens of Anambra State are variously traders, artisans, farmers and civil servants. Anambra has two major commercial and industrial cities namely Onitsha and Nnewi respectively. The population of study is made up of all the employees of six local government councils drawn from the three senatorial zones in Anambra state. Based on the information obtained from the Anambra State Local Government Service Commission, the population of the study is shown in table 1 below:

Population Distribution of the Employees of the Six Selected Local Government Councils in Anambra State

s/n	Local Government	Junior Staff	Senior Staff	Total	Senatorial Zone
1	Aguata	16	262	278	Anambra South
2	Nnewi South	4	156	160	Anambra South
3	Awka South	10	374	384	Anambra Central
4	Idemili North	8	413	421	Anambra Central
5	Onitsha North	15	346	361	Anambra North
6	Ayamelum	16	125	141	Anambra North
	TOTAL	69	1676	1745	

Source: Local Government Service Commission (2022)

Therefore, the population of the study was one thousand seven hundred and forty five comprising of sixty nine junior staff and one thousand six hundred and seventy six senior staff.

The sample size will be determined using Krejcie and Morgan's table. Krejcie and Morgan's table for the determination of sample size was found relevant here because the population size is known.

Krejcie and Morgan's Sample Size formula for finite population is stated thus:

$$S = \frac{X^2 NP(I-P)}{d^2(N-1) + X^2 P(I-P)}$$

Where

S = Required Sample Size

X = Z value (e.g 1.96 for 95% confidence level).

N = Population Size

P = Population Proportion (expressed as decimal) (assumed to be 0.05 50%)

d = Degree of accuracy 5%, expressed as a proportion (.05); it is margin of error. (Krejcie and Morgan, 1970).

The data that were generated through the questionnaire were analyzed using frequency tables and percentages, while the hypotheses formulated was tested using ordinary least square regression technique and Chi-square technique. Ordinary least square regression technique was employed in testing hypothesis 1, 2 and 3 while Chi-square technique was employed in testing hypothesis four. The hypotheses were tested at 0.05 level of significance. Ordinary Least Square (OLS) regression technique is a statistical technique that is used to relate two or more variables.

The specification of the model for this work is based on the objective of the study. This model was used to examine the effect of career management on employee productivity. The model is stated in a functional form as;

$$Y = f(X_1, X_n) \tag{1}$$

Where

- f = Functional Notation
 Y = Dependent Variable
 $X_1 - X_n$ = Independent Variable

This equation can be restated in an econometric form as:

$$Y = \beta_0 + \beta_1 X_1 + \beta_n X_n + \mu \quad (2)$$

Where:

- Y = Dependent Variable
 β = Beta coefficients
 β_0 = Autonomous or intercept
 β_1 to β_n = Coefficient of Parameter Independent Variable
 μ = Stochastic variable or error term

DATA PRESENTATION AND ANALYSIS

Test of Hypotheses

Regression analysis was used to test the hypothesized effect of the independent variables on the dependent variables. The hypotheses were tested using the t-value and probability value in the regression coefficients outcome.

Test of Hypothesis One

Ho: Career planning and development has no effect on the quality of employee output in Anambra State local government councils.

Hi: Career planning and development has effect on the quality of employee output in Anambra State local government councils.

Table 2 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.732 ^a	.554	.442	3.068	1.942

a. Predictors: (Constant), Career Planning and Development

b. Dependent Variable: Quality of Employee Output

Table 3 ANOVA Result

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	164.820	5	41.205	14.378	.002 ^a
Residual	2899.065	308	9.413		
Total	3063.885	313			

a. Dependent Variable: Quality of Employee Output

b. Predictors: (Constant), Career Planning and Development

Source: SPSS Version 21.0

Table 4 Coefficient of the Regression Result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1(Constant)	15.242	2.060		7.400	.000
Career Planning and Development	.125	.076	.100	2.652	.002

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1(Constant)	15.242	2.060		7.400	.000
Career Planning and Development	.125	.076	.100	2.652	.002

a. Dependent Variable: Quality of Employee Output

Source: SPSS Version 21.0

Table 4 recorded R square (R²) value of 0.554 indicating that career planning and development explains moderately 55.4% of the variations in quality of employee output in Anambra State Local government councils. The Durbin-Watson statistics value of 1.942 in table 4.3.1 showed that the variables in the model are not auto-correlated and are therefore, reliable for predictions.

The F-statistics value of 14.378 with a probability value of 0.002 in table 4.3.2 indicated that the independent variable (career planning and development) has significant effect on the dependent variable (quality of employee output). This result showed career planning and development can account for the variations in quality of employee output in Anambra State local government councils.

Table 4 indicates that career planning and development recorded a t-value of 2.652 with an alpha value of 0.002 which is statistically significant at 5% level of significance. Based on this, the null hypothesis is rejected while the alternative hypothesis is accepted. Therefore, career planning and development has significant effect on the quality of employee output in Anambra State local government councils.

Test of Hypothesis Two

Ho: Career mentoring has no effect on employee motivation towards better performance in Anambra State local government councils.

Hi: Career mentoring has effect on employee motivation towards better performance in Anambra State local government councils.

Table 5 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.795 ^a	.645	.531	2.755	1.921

a. Predictors: (Constant), Career Mentoring

b. Dependent Variable: Employee Motivation Towards Better Performance

Table 6 ANOVA Result

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	558.267	5	139.567	18.390	.000 ^b
	Residual	1722.728	308	7.589		
	Total	2280.996	313			

a. Dependent Variable: Employee Motivation Towards Better Performance

b. Predictors: (Constant), Career Mentoring

Table 7 Coefficient of the Model

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	7.485	2.073		3.610	.000
Career Mentoring	.073	.058	.073	3.175	.000

a. Dependent Variable: Employee Motivation Towards Better Performance

Source: SPSS 21.0

Table 7 recorded R square (R^2) value of 0.645 indicating that career mentoring explains moderately 64.5% of the variations in employee motivation towards better performance in Anambra State Local government councils. The Durbin-Watson statistics value of 1.921 in table 4.3.4 showed that the variables in the model are not auto-correlated and are therefore, reliable for predictions.

The F-statistics value of 18.390 with a probability value of 0.000 in table 4.3.5 indicated that the independent variable (career mentoring) has significant effect on the dependent variable (employee motivation towards better performance). This result showed career mentoring can account for the variations in employee motivation towards better performance in Anambra State local government councils.

Table 7 indicates that career mentoring has a t-value of 3.175 with a probability value of 0.000 which is statistically significant at 5% level of significance. Since these values are within the acceptable threshold, we reject the null hypothesis and accept the alternate hypothesis. Hence, Career mentoring has significant effect on employee motivation towards better performance in Anambra State local government councils.

Test of Hypothesis Three

Ho: Career counseling has no effect on employee commitment to the realization of organizational goals in Anambra State local government councils.

Hi: Career counseling has effect on employee commitment to the realization of organizational goals in Anambra State local government councils.

Table 8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.263 ^a	.669	.652	3.060	1.988

a. Predictors: (Constant), Career Counseling

b. Dependent Variable: Employee Commitment to the Realization of Organizational Goals

Table 9 ANOVA Result

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	192.689	5	38.538	4.116	.001 ^b
	Residual	2593.275	308	9.362		
	Total	2785.965	313			

a. Dependent Variable: Employee Commitment to the Realization of Organizational Goals

b. Predictors: (Constant), Career Counseling

Table 9 Coefficient of the Model

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	25.943	2.252		11.520	.000
	Career Counseling	.008	.062	.008	2.056	.005

a. Dependent Variable: Employee Commitment to the Realization of Organizational Goals

Source: SPSS 21.0

Table 9 recorded R square (R^2) value of 0.645 indicating that career counselling explains moderately 66.9% of the variations in employee commitment to the realization of organizational goals in Anambra State local government councils. The Durbin-Watson statistics value of 1.988 in table 8 showed that the variables in the model are not auto-correlated and are therefore, reliable for predictions.

The F-statistics value of 18.390 with a probability value of 0.000 in table 4.3.8 indicated that the independent variable (career counselling) has significant effect on the dependent variable (employee commitment to the realization of organizational goals). This result showed career counselling can account for the variations in employee commitment to the realization of organizational goals in Anambra State local government councils.

Table 4.3.9 indicates that career counseling recorded a t-value of 2.056 and a probability value of 0.005 which is within the acceptable threshold. We reject the null hypothesis and accept the alternate hypothesis; hence career counseling has significant effect on employee commitment to the realization of organizational goals in Anambra State local government councils.

Test of Hypothesis Four

Ho: The absence of a standard career management policy is not a challenge to career management in Anambra State local government councils.

Hi: The absence of a standard career management policy is a challenge to career management in Anambra State local government councils.

Table 10 Chi-square Tests for Hypothesis Four

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	435.354 ^a	9	.000
Likelihood Ratio	252.778	9	.000
Linear-by-Linear Association	136.976	1	.000
N of Valid Cases	313		

Source: SPSS 21.0

Since the Pearson chi-square value of 435.354 at 9 degree of freedom is significant at .05 alpha levels, we reject the null hypothesis and accept the alternative hypothesis. Hence, we conclude that the absence of a standard career management policy is a challenge to career management in Anambra State local government councils.

CONCLUSION

This study investigated the impact of career management on employee productivity in Anambra state local government councils from 2009 to 2019. The study found that career planning and development has significant effect on the quality of employee output in Anambra State local government councils. The study also found that career mentoring has significant effect on employee motivation towards better performance in Anambra State local government councils. The study further found that career counseling has significant effect on employee commitment to the realization of organizational goals in Anambra State local government councils. Finally, the study found that the absence of a standard career management policy is a challenge to career management in Anambra State local government councils.

Banking on the aforementioned findings, the study concludes that career management has significant impact on employee productivity in Anambra state local government councils. Therefore, by designing an effective career management system, local government councils in Anambra State have the opportunity to improve the skills and competences of their employees who requires sophisticated and technical knowledge to effectively carry out their tasks. Effective career management in local government council will help to reduce the incidence of brain drain as the employees have the opportunity to develop and improve on their competences thereby improving the productivity in the local government system.

RECOMMENDATIONS

Amongst the recommendations is that the local government council should institute career planning programmes that will enable a deeper focus on an employee’s aims and aspirations—from identification of the handicaps being faced by an employee in accomplishing his goals to the solutions in terms of re-

skilling or reassignment. Also local government councils in Anambra State should increase their support for career development activities to improve employees' productivity. This can be done through increase in funding of employee career activities such as further studies, research, publications and conferences expenses. The management of local government council should consider organizing mentorship programmes for the employees, this will help to increase employee skills and competence making them more willing to work harder for better performance and the management of local government council should remain focused on developing the career counseling services to its employees; this will boost the commitment, morale and ultimately the productivity of staff.

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