IMPACT OF CAREER DEVELOPMENT ON EMPLOYEE PERFORMANCE IN KADUNA STATE LOCAL GOVERNMENT AREA

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Abstract
Poor employee performance is costly to both organizations and employees as it drains productivity and contributes to employee failure and inability to achieve organizational goals and objectives. This study examined the impact of career development on employee performance. The study employed cross- sectional Survey research design in which closed end structured questionnaire was administered on a sample of 476 staff of local Government in Kaduna state. Regression was used as a tool for data analysis. The findings reported that there exists relationship between career development and employee performance. Specifically, the result of the test of hypotheses supported significant effect of career development on employee performance. It is therefore recommended that management of local government need to ensure that their management strategies are aimed at improving employee performance and to ensure continuous survivor and retention of high talented employees.

Keyword: career development, employees performance, public sector and local government

Introduction

Higher levels of employee performance provide an organization and its employees with various advantages (Chumpon, Anunya, Tawatchai & Pawintana, 2020). Higher productivity leads to favourable economic growth, tasks efficiency and effectiveness, and better social progress (Gan & Yusof, 2019). In Nigerian, employee of public sector performs poorly in providing important services especially at the local government level (Constantinescu & Kaptein, 2020). There are too much public outcry on the employee performance and the declining standard of the quality and even quantity of service deliveries provided by government employees in Nigerian public sector. Although public demands on government goods and services is at increase (Folorunso, Adewale, & Abodunde, 2014). yet the quality and quantity of public goods and services are low.

Poor employee performance is costly to both organizations and employees as it drains productivity and contributes to employee failure and inability to achieve organizational goals and objectives. Narrowing down to Kaduna state, the effectiveness of employee performance in Kaduna state Local Government Areas, has been affected by several factors. These include poor compensation, lack of career development, the deplorable poor conditions of service, lack of equal opportunity to attend training, workshop and in house training of the workers. The existence of these aforementioned problems in Kaduna state Local Government Areas, had informed negative behaviours of the workers clearly, such as, low morale, high level of absenteeism which ultimately contributed to poor performance of the employees. (Giauque, Anderfuhren & Varone, 2013).

Also, previous empirical studies on employee performance are more prevalent in the context of private sector organizations like banks, telecommunication industries, pharmaceutical companies, cinema, deposit money banks and Private University (Hosseini, Sourati & Kargar, 2015)) among others. Therefore, public sector was neglected in the stream of academic literature. This indicated that studies on career development and employee performance in the context of the public sector were scarce (Kenny, 2019). Therefore, more research is needed especially in the local government area of the public sector so as to address the aforementioned sectorial or contextual gap. The study therefore examine the impact of career development on employee performance.

LITERATURE REVIEW

This chapter presents a review of the literature related to the study. This chapter also reviewed empirical studies on the link between career development and employee performance.

Concept of Employee Performance

Kotur & Anbazhagan, (2014) defined employee performance as “scalable behavior, actions and outcomes that employees engage in or bring about that are linked with and contribute to organizational goals. To support the above argument, Shahzad, Musarrat & Samina, (2021) opined that, at the end of the day, the results or output of the behavior are more important to employer or the management than the activities that lead to those results.

Concept of Career Development

According to Tarus, (2014), the word 'career' in the perspective of the place of work can be seen as the series of job experiences a worker may have over time. Job experiences may entail moving from one job to another, but also the shifting nature of work within a particular job and the experience of working on diverse projects (Price, 2009).

Review of Empirical Studies

Taştan, (2014) investigated the effects of country origins on HR (human resource) practices of firms from the United States, Great Britain, Japan and Hong Kong operating in Hong Kong. Study results showed that structural training and development and retention-oriented compensation were related to various measures of firm performance. El-Kassar, & Singh, (2019), in searching the links between human resource practices and organizational performance, proposed that career development programmes demonstrate a true interest of the organization for the growth of its personnel, which, in turn, stimulates commitment and devotion, which, subsequently, raises personnel productivity and consequently economical output.

Demerouti, Bakker & Leiter, (2014), compared rapid-growth and slow-growth firms and found that rapid-growth firms depend heavily on the abilities and efforts of their employees to maintain their growth-oriented strategies. The fast-growth firms used training programs to achieve their objectives and emphasized employee development to a significantly greater extent than their slow-growth counterparts. Therefore, training and employee development practices are more common in rapid-growth firms than slow-growth ones.

Shahzad, Musarrat & Samina, (2021) reviewed the changes in the area of human resource development in Japan and observed that some companies and industries have shifted towards a more strategic approach that emphasizes the impact of effective learning at both individual and organizational levels on long-term organizational competitiveness. Ekpe, (2014) examined the relationship between training and firm performance in middle-sized UK companies and proposed that, in the context of smaller firms, it is necessary to widen the concept of training to include education, training and development. (Gould, Mostafa & Bottomley, (2014) found an association between the concept of education, training and development and middle-sized performance. Gould *et al*, (2014) examined the effect of corporate investment in tuition reimbursement programs on employee turnover in a large manufacturing company. Study results demonstrated that tuition reimbursement programs as well as reimbursement for employees to earn certificates and other credentials had an overall positive effect on turnover. Liebowitz, (2019) examined the manufacturing industry in Spain and found that quality management practices related to product design and development, together with human resource practices, are the most significant predictors of operational performance.

Underpinning Theories

Social Exchange Theory (SET)

The influences of modern day Social Exchange Theory have been attributed to the work of some sociologist (Blau, 1964; Emerson, 1972; Homans, 1950). They argued that the modern Social Exchange Theory comprises five central elements which are behaviour is predicated upon the notion of rationality, relationship is based on reciprocation, Social exchange is based on a justice principle, individuals will attempt to minimize their costs

and maximize their gains in the exchange relation and individuals take part in a relationship because of a mutual benefit rather than coercion.

METHODOLOGY

This chapter describes the method that was employed to carry out this study. In this study, quantitative survey research design was employed. The unit of analysis is at the individual level (public sector's employees).

This study adopted cross-sectional survey method, whereby all the data was collected at one point of time. Compared to longitudinal survey design, a cross-sectional survey design is simple, inexpensive and allows for the collection of data in a relatively short period (Hair, Hult, Ringle, & Sarstedt, 2014).

Population

In this study, the focus is the public sector employees of 23 local governments of Kaduna state. Kaduna state local government senior staffs are chosen as the population of the study. The total population of senior staff working in the 23 local governments of Kaduna state as at year 2020 based on the statistics obtained from the Kaduna State Local Government Service Commission Annual Report (2020) is 4,255 employees.

Sample Size and Sampling Techniques

In determining the appropriate sample size, this study used Dillman (2007) formula. The formula is shown below:

$$n =$$

Where;
n= the computed sample size needed for the desired level of precision.
N= the population size.
P= the proportion of the population expected to choose. In this study, the proportion of 0.5 was used because; the chance of respondents to agree in participating is not known yet. In support of this, (Dillman, 2007) posited that 50/50 chances are more justifiable for a more homogenous sample.

B= acceptable amount of sampling error or precision. This can be positioned at 0.01, 0.03 or 0.05 which are plus or minus 1%, 3% or 5% of the true population value, respectively. This study accepts amount of sampling error or precision at 0.05, which is 5%.
C= Z statistic associated with the confidence level; 1.96 corresponds to the 95% level.
Thus, if N=4,255, P=0.5, B=0.05and C=1.96, then

$$n =$$
$$n = 1063.75/4254(0.026)(0.026) + (0.5)(0.5)$$
$$n= 1063.75/2.88 + 0.25$$
$$n=1063.75/3.13$$
$$n = 340$$

In addition, in order to get the required response of the minimum sample size for this study, the minimum sample calculated was increased by 40% (40/100 * 340= 136) as suggested by Hair *et al,* (2014). This will make up for incorrect filling of questionnaire or failure to return the questionnaire as suggested by (Hair, *et al*, 2013). Also, Henseler, Hubona, & Ray, (2016) noted that the amount of non-response can be handled by increasing the sample size. Thus, this brings the final sample size of this study to 476. Furthermore, this study utilized stratified sampling technique.

Source and Method of Data Collection

This study adopted a quantitative and cross-sectional method of data collection. More specifically, the primary source and method of data collection was employed. The data was collected through administration of questionnaire by the researcher and through the use of research assistant in each of the local Government areas.

Techniques of Data Analysis

Regression analysis was used for the estimation of the coefficients, involving independent variables that best predict the value of dependent variable. Simple linear regression was used as a tool of analysis to test the effect of single independent variables (career development) on dependent variable (employees performance). Therefore, the present study employed regression to conduct the analysis.

RESULT AND DISCUSSIONS

This chapter presents the data obtained from the field. The chapter also presents the analysis of data, test of hypotheses and discussion of findings. This chapter presents the results of data analyzed using regression.

Response Rate

The researcher distributed a total number of 476 copies of the questionnaire to participants, 379 copies were returned and this gives a response rate of 79.6%. In a further assessment of the returned copies of questionnaire, it was ascertained that 97 questionnaires representing 20% of the total response rate were not returned. Also, 27 questionnaires representing 6% of the total response rate were invalid and this brings the total valid response rate to 74%.

*Response Rate of the Questio*nnaires

Questionnaire	Frequency	Rate (%)
Questionnaires distributed	476	100
Questionnaires returned	379	79.6
Questionnaires not returned	97	20
Questionnaires invalid	27	6
Usable questionnaires	352	74

Test of Hypotheses

Regressions analysis was conducted for dependent and independent variables in order to carry out test for hypotheses formulated for this study. Simple linear Regressions were used to examine career development, on employee performance in Kaduna state local Government area.

Hypothesis

H_{01}: Career development has no significant impact on employee performance in Kaduna state local Government area.

Simple Linear Regression Result (Anova) between Career development and employee performance in Kaduna state local Government area

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.145	1	3.174	34.573	.000[b]
	Residual	12.274	147	.086		
	Total	16.465	125			

a. Dependent Variable: Employee performance in Kaduna state local Government area
b. Predictors: (Constant), Career development

The simple linear regression presents the result contains the F statistic of the regression between Career development and employee performance in Kaduna state local Government area gives a coefficient of 34.573with significant p-value of 0.00 which depicts the fitness between the model and the data.

Simple Linear Regression Result (Model summary) of Career development on Employee performance in Kaduna state local Government area

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.436[a]	.246	.232	.16985
a. Predictors: (Constant), Career development				

In the above, the coefficient of correlation (r) is 0.436 which indicating moderate correlation between the variables. The coefficient of determination r^2, stood at 0.246 indicating that Career development can explain 23.2% of the variations in Employee performance in Kaduna state local Government area. However, the significance of this is revealed in the t-values and its relative p-values as shown in table above.

Simple Linear Regression Result (Coefficients) of Career development on Employee performance in Kaduna state local Government area

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.334	.236		20.324	.000
	Career development	.354	.132	.352	4.633	.000
a. Dependent Variable: Employee performance in Kaduna state local Government area						

The above table shows that Career development positively and significantly predicts Employee performance in Kaduna state local Government area. Beta value of 0.354, and P value of 0.00 which is less than 5% level of significance. Therefore, we reject the null hypothesis (H_{02}) which stated that Career development has no significant impact on employee performance in Kaduna state local Government area.

Discussion of Findings

The result of this study showed that career development has a positive and significant effect on employee performance suggesting that as career development increases, employees' performance increases. This finding is consistent with the findings of Nawaz& Pangil, (2016). These studies established positive relationship between career development and employee performance. Invoking Social Exchange Theory, this implied

that as employees of local government experience consistent and continuous career development, they tend to reciprocate by improving their performance even if it means helping one another with work related problems. This finding therefore support the notion of Social Exchange Theory in that a discretional and favourable behaviour rendered to the employee by the management of local government is reciprocated by the employee with good attitude and behaviour toward discharging their responsibility.

CONCLUSION AND RECOMMENDATION

Conclusion

This study examined the impact of career development on employee performance in local Government areas of Kaduna state. In line with this objective, hypothesis was tested to establish a relationship between the studied variables and the findings showed that there is a relationship between career development and employee performance.

Based on the findings of this study, it is concluded that the present study has provided additional evidence to the growing body of knowledge concerning the impact of career development and employee performance. Results from this study lend support to the key theoretical propositions. In particular, the current study has successfully answered all the research questions and tested all the hypotheses formulated for this study.

Recommendations

Based on the findings of this study, the study recommended that the management of local government need to ensure that their management strategies are aimed at improving employee performance and sustainability to ensure continuous survivor and retention of high talented employees.

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