

## **Employees' Career Planning and Organisational Performance in the Food, Beverage, and Tobacco Industry in Lagos State, Nigeria.**

By

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### **Abstract**

*Employees' career planning has received more attention in research recently owing to its significant role in helping the workforce to discover and develop on the opportunities available to them in an organisation. However, employees' career planning in many Food, Beverage, and Tobacco manufacturing organisation in Lagos State, is becoming more worrisome as a result of the poor attention accorded it. The present study, therefore, examines the effect of employees' career planning on organisational performance in the Food, Beverage, and Tobacco Industry in Lagos State. A simple linear regression was used to test the hypothesis of the study. The result showed a p-value of 0.0002, which is less than  $\alpha=0.05$ , indicating a positive relationship. The author concluded that employees' career planning influences organisational performance. The author recommended that employees' career planning would aid performance positively in an organisation provided that all parties involved played their expected roles.*

**Keywords:** Career planning, Career Development, Organisational Performance; Manufacturing Companies.

### **1. Introduction**

Career planning is an important tool used by an organisation to make sure that employees have the required skills and knowledge needed for career and personal goal (Martin, Romero, Valle & Dolan, 2001). Career planning also helps in the integration of human resource needs and opportunities for individual growth in an organisation with the aim of improving organisational performance through identification of an individual employee's potentials for further development (Lefter, & Deaconu, 2008; Manolescu, Lefter, & Deaconu, (2007). Similarly, the study of Arthur, (2014); Mainiero & Sullivan (2005); & Arthur & Rousseau (1996) have considered the individual employee as the primary actor in career management.

According to Manolescu (2007), career planning is a continuous process in which an individual discovers his or her own occupational concept as a result of skills, knowledge, and abilities (SKA) with the organisation providing motivation in helping such an individual to develop his or her personal aspirations as well as value system. Succinctly, career planning is a systematic and comprehensive process of targeting career development, implementation of strategies, carrying out of self-assessment, analysis of opportunities and evaluation of results with the involvement of both the organisation and the individual.

As a result, an individual must identify his or her aspirations/abilities through assessment and counseling, in order to understand the needs for training and development, while the organisation on the hand, needs to

identify the opportunities, plan for such employees, and ensure that he or she has the necessary information and appropriate training for career development (Antoniou, 2010).

Traditional view of career planning argue that it is paternalistic in nature whereby the organisation takes a primitive and dominant role in developing employees (Nadler & Nadler, 1989; Gutteridge, Leibowitz & Shore, 1999). Modern view, on the other hand, argue that career planning is more progressive whereby an employee plays a major role in managing his or her own career path (Arthur, Inkson, & Pringle, 1999; Baruch, 2006)

Organisational performance has received greater attention from many researchers but in different perspectives and this has been problematic since there are no universal or unified criteria for measuring the concept of organisational performance (Thompson, 1967). However, Wang, Chich-Jen, and Mei-Ling (2010); citing Choi and Mueller (1992) stress that financial and non-financial indices are fit for measuring performance. Furthermore, Ukenna, Ijeoma, Anionwu and Olise (2010) posit that organisational performance can be viewed from two different perspectives: financial performance and non-financial performance. Financial performance includes sales turnover, sales growth, market share, and profitability, whereas, non-financial performance includes customer satisfaction, innovation, workflow improvement, and skill development.

In this study, however, organisational performance is conceptualized by adopting a goal approach which focused on the explicit objectives of the organisation such as sales turnover, profitability and sales growth (Etzioni, 1964). Studies have established a link between employees' career planning and organisational performance. For instance, Patrick and Kumar (2011) investigated a relationship between career planning, employee performance and growth in information technology companies in India while Foong-Ming (2008) research investigated the role of perceived organisational support (POS) and career development practices on an organisational turnover in Malaysian knowledge-based companies. The traditional view on employees' career planning which argued that an employer plays a major role in his or her employees' career paths in an organisation is now taking a new dimension with more responsibility now being placed on the employees rather than the organisation (Gutteridge, Leibowitz & Shore, 1999; Nadler & Nadler, 1989). The alignment between employer/employee visions, an approach towards building career management remained a critical issue for the determination of the effectiveness of employees' career development and planning in an organisation.

It is in view of the above, that this study investigates employees' career planning and organisational performance in Food, Beverage and Tobacco industry in Lagos State, Nigeria. This study, therefore, would produce results that would assist policy-makers, career planning and development experts, human resource management professionals, and those involved in the human resource functions, to improve their stock of knowledge on how effective employees' career planning and development may affect organisational performance. Specifically, the findings of this study would generate policy for private and public-sector managers as a guide in their quest for effective implementation of effective career planning programmes in their respective organisations.

Despite several studies establishing a positive relationship between employees' career planning and organisational performance, career planning programmes in many Food, Beverage, and Tobacco manufacturing industry, Nigeria still remained worrisome owing to the lackadaisical attitude developed towards it. These, have affected organisations in handling the issue of employees' career planning and development that are result oriented. This, of course, is having viral implication on the industry overall performance. The study scope captured employees' career planning and organisational performance in the Food, Beverage and Tobacco industry in Lagos State, Nigeria. The rationale behind the choice of Lagos State stems from the fact that it is the commercial capital of the country as well as Nigeria's economic nerve centre.

## **2. Literature Review**

### **2.1 Theoretical framework**

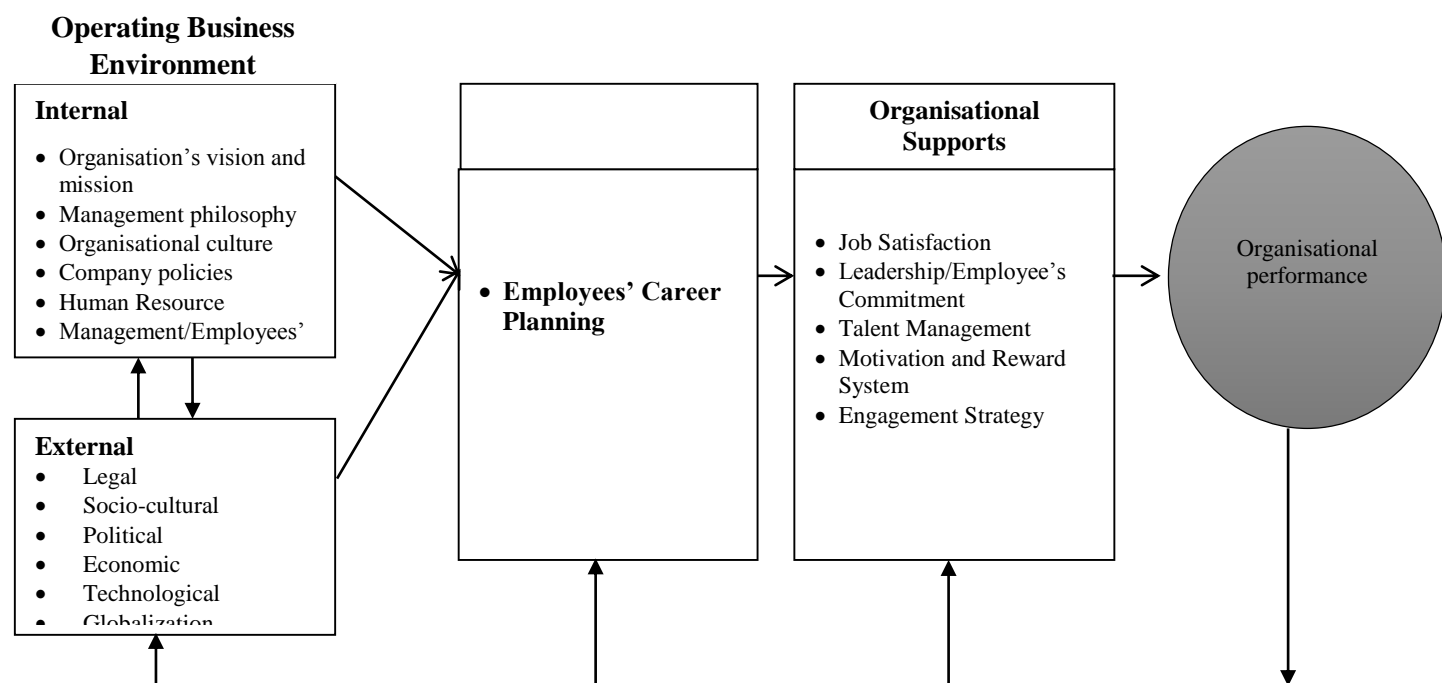
Compared to other established career development frameworks such as Holland (1957) and Super (1969) theories, Gottfredson's theory of career development is a more recent contribution. Gottfredson (2002);

2005) assumed that career choice is a process of acquiring a high level of cognitive proficiency. According to Gottfredson; a person's ability to synthesize and organize a complex occupational information is a function of chronological age progression as well as general intelligence. By implication, and based on this theory, the way a person understands his environment and develops himself in such an environment largely accounts for his or her occupational choice. This is so because many people developed their career choice based on where they grow-up and what they see people around them pursue as careers. This in no small way shapes their own career choice as well.

In a recent revision of her theory, Gottfredson (2002, 2005) elaborated on the dynamic interplay between genetic makeup and the environment. The genetic characteristics play a crucial role in shaping a person's personal attributes such as interests, skills, and values. The expression of these attributes is therefore moderated by the environment a person is exposed to. Although, the genetic makeup and environment play a crucial role in shaping a person's career choice, however, Gottfredson maintained that such a person is an active agent who could only influence or mould his or her own environment. Hence, career development is viewed as a self-creation process in which individuals look for various opportunities to express their own genetic proclivities within the boundaries of the socio-cultural environment.

Gottfredson (2002) also established that career choice and development is not a function of a selection process but would rather be viewed as a process of elimination or circumscription in which a person progressively eliminates certain occupational alternatives from further consideration. Circumscription is guided by salient aspects of self-concept emerging at different developmental stages. Gottfredson stresses that the career aspirations of a person are influenced more by the people that surrounded him or her (e.g., gender and social class) than his or her private aspects of the self-concept (e.g., skills and interests). Gottfredson theory is one of the few attempts to study specifically the period corresponding to Super's growth stage with a significant contribution to career planning and development.

## 2.2 Study Conceptual Framework

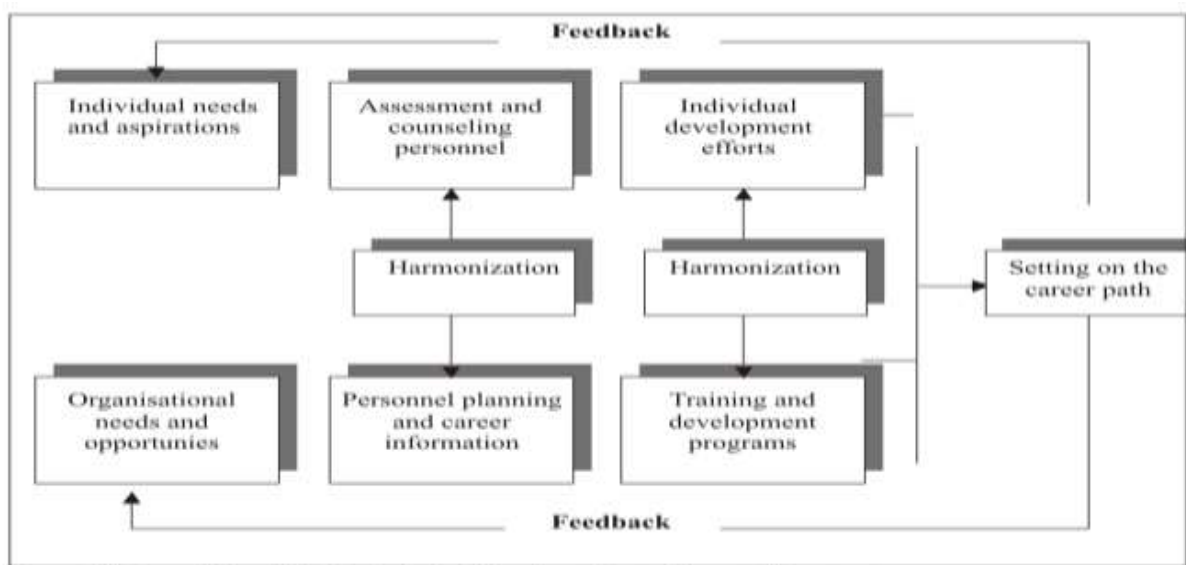


**Source:** Dawodu, A.A (2016). Employees' career planning and organisational performance in the Food, Beverage, and Tobacco industry in Lagos State, Nigeria.

**Figure 2.1** Conceptual Framework Showing Relationships between the Business Environment, Employees' Career Planning, Organisational Supports and Organisational Performance.

The study's conceptual framework as shown in figure 2.1 presents the interdependence existing between the business environment, employees' career planning, organisational support, performance measurement, and organisational performance. Employees' career planning and organisational performance are the central focus of the study's conceptual framework. Employees' career planning is the independent variable which contributed significantly to determining the individual employees' career and development opportunities in the organisation. Organisational performance, on the other hand, is the study's dependent variable. In this study, organisational performance was measured using sales turnover, sales growth, profitability, and operational efficiency. According to Daft (2013), an organisation as a social entity has a major link with the external environment. This is because an organisation derives its inputs from the environment that transforms them and releases back to the same environment. Similarly, Fajana (2002) describes the business environment as the context within which an organisation carries out its functions.

However, the study's conceptual framework adopts a system theory model to establish the relationship existing between the business environment, employees' career planning, organisational supports and organisational performance. System theory is an interdisciplinary theory which can be used to investigate phenomena from a holistic approach (Capra, 1997). System thinking comes from the shift in attention from the part to the whole (Jackson, 2003), considering the observed reality as an integrated and interacting part of phenomena where the individual properties of the single parts become indistinct. In contrast, the relationships between the parts and the events they produce through their interaction become much more important with the result that "system elements are rationally connected towards a shared purpose (Golinelli, 2009). In order for employees' career planning to transform into organisational performance, consideration needs to be given to the operating business environment (Fajana, 2002). In the present study, the internal business environment's components include organisation's vision and mission, management philosophy, organisational culture, company policies, human resource and management/employees' relationship, whereas, the external business environment components include legal, socio-cultural, political, economic, technological, and globalisation. The main reason for this is that any business strategies adopted or applied by an organisation is subject to the functionality of the external business environments. Apart from this, organisational supports served as an intervening variable with strategic contents such as job satisfaction, leadership/employee's commitment, talent management, motivation/reward system, and engagement strategy which also help to make performance realistic in an organisation provided that the organisation places premium on the employees' career planning and development.



Source: J.M. Ivancevich and W.F. Glueck, in Aurel Manolescu - Human Resource Management

**Figure 2.2: Career planning Process Model**

The above model showed the process of how an individual career plan is developed as well as contribution of the individual and the organisation towards moulding an individual person towards achieving his or her career path in the organisation.

The first stage of the model requires more actions from the individual concerned rather than the organisation. The individual person's needs and aspirations must be identified in line with the opportunities and objectives of the organisation. Although, identification of an individual needs and aspirations remains the responsibility of the individual coming into the organisation but the role of the organisation on a person's career path cannot be ignored too. In fact, the organisation is expected to carry out an assessment as well as counselling exercise for the person concerned, with the aim of guiding him/her towards making a right career decision. Additionally, an individual's development effort is an important aspect of career planning system. In other words, while the organisation is responsible for the provision of career opportunities, the individual is to look for which of these opportunities he/she can fit into and use it to build his/her career path.

In the second phase of the model, the key emphasis is on the harmonization and setting of career path. At this point, integration between an individual's career aspirations and that of the organisation is necessary. Career aspiration is a function of the opportunities in terms of career prospects and progression made available by the organisation to such an individual. Since career path is a career progression an individual sets for him/herself in an organisation, achievement of such career path rests solely on the alignment between the organisational objectives and the individual's career aspirations.

The last stage of the model as highlighted is the organisational needs and opportunities, personnel planning, and career information alongside the designing of training and development programmes, of significance here is the mention of training and development programme. As earlier stressed in the first stage of the model, the career planning process also required the participation, involvement, and responsibilities of both the organisation, and the individual. The role of training, education and development in enhancing career planning process of an individual in the organisation is also of paramount importance. Education, particularly, is very essential for any individual seeking to build an interesting career, whether in vocational occupation, or in an organisation. Because career aspiration requires more efforts from the individuals, fulfilling such a successful career in any field of life's endeavour also requires that such an individual possesses quality education, skills and abilities.



**Source:** Antoniu, E. (2010). *Career planning process and its role on human resource development*.

**Figure 2.3:** An Individual perspective on career planning

Individual career planning as highlighted in figure 2.3 above, is an action of self-assessment, exploration of opportunities, and establishment of goals designed to help an individual to make informed choices, and changes about a career. It is a complex action that requires a systematic and careful thinking in the formulation of short and long-term career objectives (Zlate, 2004). Career planning as a process is based on the evaluation of individual skills, interests, and motivation on one hand, and analysis of organisational opportunities and goals on the other. According to Zlate (2004), individual career planning process follows five steps:

1. *Self-assessment*: is the collection of information about the person's (values, interests and skills) towards continuous assessment and reporting to others;

2. *Exploring opportunities*: This involves gathering information about existing opportunities within and outside the organisation (such as training, retraining, and other development programmes) that can enhance individual employee's career in an organisation;
  3. *Making decisions and setting goals*: This revolves around short and long-term training requirements for the chosen career, change of job, or department;
  4. *Planning*: This consists of determining ways and means of achieving goals, ordering of actions to achieve them, considering its consequences, setting deadlines, and resource requirements;
  5. *The Pursuit of achievement/ goals*: This is the action taken by the individual employees that account for his/her successes and or failures in taking decisions on either to retain or change career path.
- Individual perspective on career is determined by the status of the individual professional and personal life, age, family circumstances, financial expectations and desired lifestyle (Chartered Institute of Personnel and Development (CIPD), 2005).



**Source:** Antoniu, E. (2010). *Career planning process and its role on human resource development*.

#### **Figure 2.4:** An Organisation's perspective on career planning

The diagram in highlighted figure 2.4 above explains the role of the organisation in career planning process. However, the perspectives from which an organisation views career planning process differs significantly from an individual person. One fundamental fact is that an organisation needs to be proactive in the employee's career management in order to prevent an un-planned skill gap that may result into unnecessary vacuum in the organisational hierarchies. To achieve this, an organisation must focus on the past records of employee's skills, knowledge and abilities to determine the current objective of developing employees for the required skills that will assist the organisation towards achieving its future visibilities and remain competitive.

#### **Research Hypothesis**

Ho: Employees' career planning does not affect organisational performance.

### **3.0 Methods**

In this study, the researchers adopt the descriptive design using a survey method because they assist in gathering large sample size from the seven manufacturing companies investigated and also in view of their suitability for this type of research work. Furthermore, it also helps in predicting behaviour and in determining if a relationship exists between and among the variables of the study (Bordens & Abbot, 2002). The population of the study consist of three thousand, one hundred and fifty (3150) employees of the seven (7) manufacturing companies in the Food, Beverage, and Tobacco industry operating in Lagos State, Nigeria. According to the data obtained from the "Food, Beverage, and Tobacco Senior Staff Association (FOBTOB)", there are fifty-four (54) member companies in (FOBTOB) with eighteen of them operating in Lagos State, Nigeria, as at the time of this investigation. However, the fifty-four (54) companies were reduced to eighteen (18) companies in Lagos State, Nigeria and used as the study's population. Out of the eighteen (18) companies, seven (7) companies which represent 39 percent of the eighteen manufacturing companies operating in Lagos State were selected and used as the sample size for the study. Out of these population (3150, employees), a sample size of three hundred and ninety (390) respondents from the seven (7) manufacturing companies (which represent 13 per cent) were used for the study. De Vaus (1996) posits that a sample size should be a minimum of 10 percent of the total population. The stratified randomized sampling method was employed since the topic cut across all categories of employees in these

organisations. The respondents were stratified by cadres in their respective organisations. Thereafter, sample size was drawn from each of the cadres in the following order: management staff (37), senior staff (137) and junior staff (102) based on the stratified random sample technique. The validity of the data collected was verified by making sure that the research instrument measured what it is designed to measure in terms of content and construct. The reliability of the research instrument was conducted using Cronbach's Alpha test statistic. According to Cronbach (1951), the reliability test of an instrument must at least be 70 percent and above for it to be acceptable for use for the measurement of internal consistency of the research instrument scale. Nunnally and Bernstein (1994) stated that a value for Cronbach's alpha coefficient greater than 0.60 or 60 per cent can also be considered acceptable. The validity estimates were derived by adopting Guilford (1954) domain of validity or intrinsic validity. The reliability and validity coefficient for employees' career planning and organisational performance which is 0.81, indicating that the research instrument used in the study is fit to measure what it is meant to measure. The data were processed and analysed with the aid of Statistical Package for Social Sciences (SPSS) version 17.

The rate of response from the seven manufacturing companies that participated in the study reveals that out of seventy (70) questionnaires administered in Nestle Nigeria plc. fifty-eight (58) was found useable indicating 82.9 percent rate of response. Similarly, seventy (70) questionnaires were also administered in Nigerian Bottling Company Limited out of which fifty (50) were found useable with 71.4 percent rate of response. Other five companies that participated in the survey have fifty (50) questionnaires each. Cadbury Nigeria Plc. received fifty (50) questionnaires out of which thirty-five (35) were used in the final analysis thus representing 70 per cent rate of response. Out of fifty (50) questionnaires administered in Promasidor Limited, thirty-eight was used with 76 percent rate of response. Friesland/WAMCO Limited got fifty (50) questionnaires as well, but thirty-three (33) were used to analyse with 66 per cent rate of response. Thirty-five (35) out of the fifty (50) questionnaires administered in Flour Mills Nigeria Plc. were equally used to run the analysis thus representing 70 percent of the total response rate. Finally, Seven-up Bottling Company Plc. had twenty-seven questionnaires returned out of the fifty (50) administered with a response rate of 54 percent. In summary, the total questionnaire administered were three hundred and ninety (390), with two hundred and seventy-six considered valid for use in the final analysis. On the other hand, the overall rate of response is 71 percent.

### Demographic Profile of Respondents

Table 1 below presents the frequency counts of the demographic profile of the respondents.

**Table 1 Demographic Profile of the Respondents**

S/N	Variables	Absolute Frequency	Relative Frequency (%)
1	Sex: Male	218	79.0%
	Female	58	21.0%
	<b>Total</b>	<b>276</b>	<b>100%</b>
2	Age:		
	Less than 20 years	10	3.6%
	20-29	51	18.5%
	30-39	120	43.5%
	40-49	86	31.2%
	50 and above	9	3.2%
	<b>Total</b>	<b>276</b>	<b>100%</b>
3	Marital Status:		
	Single	79	28.6%
	Married	189	68.5%
	Separated	5	1.8%
	Divorced	3	1.1%
	<b>Total</b>	<b>276</b>	<b>100%</b>
4	Educational Qualifications: WASC/OND	44	15.9%

	<b>HND</b>	<b>60</b>	<b>21.7%</b>
	<b>First Degree</b>	<b>110</b>	<b>39.9%</b>
	<b>Master Degree</b>	<b>46</b>	<b>16.7%</b>
	<b>PhD</b>	<b>1</b>	<b>0.4%</b>
	<b>Professional Diploma</b>	<b>9</b>	<b>3.3%</b>
	<b>Others</b>	<b>6</b>	<b>2.2%</b>
	<b>Total</b>	<b>276</b>	<b>100%</b>
<b>5</b>	<b>Job Category:</b>		
	<b>Junior</b>	<b>102</b>	<b>37.0%</b>
	<b>Senior</b>	<b>137</b>	<b>49.6%</b>
	<b>Management</b>	<b>37</b>	<b>13.4%</b>
	<b>Total</b>	<b>276</b>	<b>100%</b>

Source: Field Survey, 2016.

#### 4. Results

To make performance realistic in an organisation, such organisation would need to place premium on the employees' career planning and development. The following hypothesis was tested to determine to what extent Employee's career planning does not affect organisational performance i.e.  $H_0$ : Employee's career planning does not affect organisational performance. Table 2 below shows the simple linear regression of this hypothesis.

**Table 2. Simple Linear Regression**

<b>Dependent Variable</b>	<b>Independent Variable</b>	<b>F</b>	<b>R</b>	<b>R<sup>2</sup></b>	<b>Adj.R<sup>2</sup></b>	<b>Significance</b>
<b>Organisational Performance</b>	Employees' Career Planning	48.602	0.388	0.151	0.148	0.000

a. Predictors: (Constant), Employee's Career Planning. 0.05% (Significant Level)

The table above shows that employees' career planning affects organisational performance at a  $p$ -value of 0.000, which is less than  $\alpha=0.05$ . The R-value of 0.388 indicates a significant relationship between employees' career planning and organisational performance. The  $R^2$  is 0.151 which shows the contribution of employees' career planning to organisational performance. Furthermore, the table shows the relationship between employees' career planning and organisational performance.

**Table 3 Correlation Matrix showing the relationship between employees' career planning and organisational performance.**

Employees' Career Planning	Pearson Correlation	.388**
	Sig. (2-tailed)	.000
	N	276

Table 5.1 above shows the matrix correlation indicating the relationship between employees' career planning and organisational performance. The table also showed that there is a positive relationship between the two variables (that is, employees' career planning and organisational performance) at a  $p$ -value of 0.000 which is less than 0.01.

#### 5. Discussion of finding

In measuring the effect of employees' career planning on the performance of the manufacturing companies in Food, Beverage and Tobacco industry investigated, the responses have the mean item score (MIS) of



2.86. Among the 276 respondents to this item in the questionnaire, 73 or 26.4 percent disagreed while 203 or 73.6 percent agreed. Based on this analysis, career planning according to the respondents' opinion may have some effect on the performance of the manufacturing companies investigated. Providing opportunities for an individual employee to grow alongside the organisation through sound career planning and development programmes will promote loyalty, commitment and also help to further improve job performance if the conceptual framework provided for the study is strictly adhered to. By implication, the main aim of any employees' career planning and development programmes in an organisations is to ensure that needed opportunities are provided for the employees under which they can carve out their own personal career and educational paths with aim of growing alongside the organisation.

**Table 4. Responses to the Study's Research Questions**

Employees' career planning affects organisational performance in the Food, Beverage and Tobacco industry in Lagos State.	276	93	33.7	138	50	30	10.9	15	5.4	3.16
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## 6.0 Conclusion and Recommendations

Employees' career planning as demonstrated in this study remains one of the key components of organisational survival strategy and performance improvement. In today's organisation, employee career planning and development have assumed a new phase with both individual employees and the organisation playing critical roles because of its dual benefits. As a matter of fact, the organisation has a major role to play in the scheme of things as far as employee's career planning and development is concerned in terms of providing opportunities for the individual employees to grow alongside with the enterprise. From this study's point of view, all the manufacturing companies investigated admitted to the fact that career planning and development programmes offered to their employees have contributed in no small measure to the improvement of operational and strategic performance. This study recommends that any organisation, whether government, private, large, small, for-profit making, or non-profit making should embrace the concept of employees' career planning and development as an important tool for their continued improved performance. As a social entity, an organisation is a combination of people, technology, and other business environmental factors. As people remain key to the organisational success, joint effort must be made towards ensuring that the employees' career planning and development are accorded top priority of place in an organisation, and should be a continuous process without which an organisation may run into operational hitches.

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