

Functionality of Career Advancement and Organizational Effectiveness: Nigerian Deposit Money Banks Perspective

Prof. Adewoye, Jonathan Oyerinde¹, Dr. Abioro, Matthew Adekunle^{2*}, Dr. Adele, Hasimiyu Ademola³

¹Department of Management and Accounting, Ladoko Akintola University of Technology, Ogbomoso, Oyo State, Nigeria

²Department of Business Administration, Mountain Top University, Ogun State, Nigeria

³Department of Management and Accounting, Ladoko Akintola University of Technology, Ogbomoso, Oyo State, Nigeria

*Corresponding Author:

Dr. Abioro Matthew. A

Email: adexmatt@yahoo.com

Abstract: The study provides a holistic view of how employees' career advancement can affect organizational effectiveness among selected deposit money banks in Nigeria. The specific objective is to determine the relationship between career advancement and organizational effectiveness in the Nigerian deposit money banks. Primary data was collected from a total of seven (7) banks from existing twenty one (21) licensed banks by Central bank of Nigeria (CBN) through structured questionnaire to elicit information on career development. Data collected were analyzed using both descriptive statistics to determine the relationship between respondents socio-economic characteristics and organizational effectiveness while inferential statistics of Pearson Product Moment Correlation coefficients (PPMC) was employed to analyze the relationship between the variables of career advancement and organizational effectiveness respectively. Findings revealed that employee career advancement in the organization exert a great influence on the operations of deposit money banks in Nigeria, and as such banks management should invest in employees' development to stem employee turnover and improve productivity.

Keywords: Career advancement, Employee turnover, Organisation effectiveness, Deposit Money Banks, Staff retention

INTRODUCTION

The most important contributing factor to organization development is its human resources, thus, it is how organisations treat and manage its workforce that determines their level of contributions to the success or failure of such organization. However, in the face of global downturn of most economies many business firms are quick to want to downsize as a major way of cost reduction in their operations. As observed by [1], most business establishment working in this turbulent environment continuously engages in streamlining and downsizing processes to embrace the new technological advancement, in order to cope with the dynamic pressures of globalization. These significant changes at the organizational level have increased the magnitude of managing employee at work and in particular, the forecast and managing of their different careers [2].

Career can be said to be a pattern of job experiences, which comprise the entire life span of a person and which is also generally seen with regard to a number of phases reflecting the evolution from one stage of life to the next [3]. In the same way, [4] further explains the term career as the interaction that arises from an individual with organizations and society. This

so called interaction, as [5] put forward, is no longer simply just a progression of jobs but now involve a story that working people put up about themselves. Fundamentally, career theorists and researchers explained that career advancement helps employees evaluate their skills so they can move to jobs that are more congruent with their personal goals and plans. In other words, employees are able to find where they "fit" into the organization [3]. Placing an employee in job levels below their skill levels causes nearly as much discontent as placing them in jobs where they can't perform satisfactorily [6].

Parallel to the above assertions and in order to understand how crucial an employee is, in any establishment, there is need to recognize that organizations and the human factor are synonymous in nature. A well structured establishment always sees their workforce as a root source towards attaining their stated organizational goals and objectives. However, the success of every organization, whether private or public, small or large, depends on the optimal functionality of its managerial potentials, availability of human and natural resources and efficient utilization of the resources. An organization is therefore effective to the degree to which it achieves its goals.

Effectiveness of organizations was acknowledged, in previous theories, as 'profit maximization' or 'good employee morale' and 'efficient service' [7]. However, [8] explain 'OE' as the extent to which an organization has met its stated goals and objectives, and how well it performed in the process. Organization can therefore be effective, through the harmonization and developing a well structured system and efficient handling of employees that are deeply committed to the organizational goals and objectives.

In order to establish effectiveness of organization, captains of industry and business technocrats' need to focus on aligning employees' career advancement together with the people's management systems, the culture and structure of organization to the firm's strategy. This employees' career advancement mostly results in good higher financial performance, and ultimately employee retention. In the same vein, organizational effectiveness can also be viewed as the integration of employee's goals with that of the organization. Meanwhile, neither of these goals should be viewed in isolation.

There is momentous discussion between scholars and professionals that career advancement program have an effective impact on the motivation of an employee and effectiveness of an organization. Some of the scholars suggest that career advancement opportunities can lead to increase in high employee turnover [9] whereas others claimed that career development is an instrument which is beneficial for employee retention [10]. This show there is a major gap in the relevant literature on Nigeria which has to be covered by research. Based on this contention, the question of whether employee career advancement improves or worsens effectiveness of organization is study worthy of further research. Consequently, this

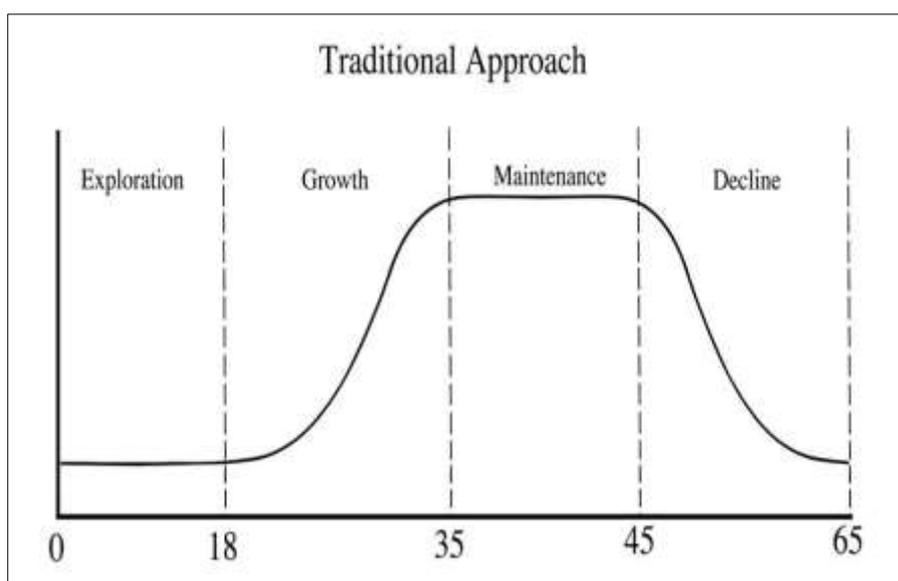
studies objective is to examine the relationship between career advancement and organizational effectiveness in the Nigerian deposit money banks (DMBs).

Experimental Section
Conceptualizing-Career Advancement

According to [11], career advancement is the total constellation of psychological, sociological, educational, physical, economic, and chance factors that combine to shape the career of any given individual over the life span. [12] describe career advancement as the products emanating from the communication of individual career planning and institutional career management processes. However [13] sees career advancement as a lifetime process that encompasses the growth and change process of childhood, the formal career education from school alongside with the maturational processes that persist throughout a person's working maturity and into retirement.

Schreuder *et al.* [14] elucidate that career involve diverse stages and the individual is confronted with different issues during each of these stages. According to [2], the common pattern of multiple careers during individuals' adult years requires that they evaluate, make personal decisions and implement career transition actions at several points during their lifetime. It is the goal of all quality organizations to provide their employees superior opportunities to grow, both individually and as professionals [13].

Therefore Greenhaus [1] explain career advancement, as the process by which individuals gather relevant information about values, skills, strengths and weaknesses identify a career goal, and engage in career strategies that can bring about increase in the probability that career goals set will be achieved.



Four Stages of Career Advancement
 Source: Baer, R. M., & Flexer, R. W. (2008)

- **Exploration Stage:** This stage starts from the early teens to mid-twenties, the individual starts to fall into place, specific and implement an occupational choice. Diverse roles at this stage are been tried and various occupational options are explored through school, volunteering and part time work.
- **Growth Stage:** This stage begins from birth and normally lasts until 14 years old. It is a time when the individual first becomes aware of the future. This is the period in which children want to affirm themselves and have been affected very much by the relationship with family, school and society. In the end of this stage, children have developed ideas about their own hobbies and abilities, maybe with some practical ideas about their future careers.
- **Maintenance Stage:** This phase typically happens in the mid-forties to mid-sixties and is characterized by constancy. Sometimes people feel risk adverse with various career options which may lead to aggravation or even hopelessness. In middle adulthood we may be forced to ask ourselves, "What have I done with my life? Or is this all there is? For men, state of health or career accomplishment may predominate. Women sometimes recognize this period as a prospect to pursue new personal or professional goals now that their nurturing role has peaked.
- **Declination stage:** This is the final stage when an individual become of aged, less healthy and psychic. At this phase, the sense of responsibilities toward the job has graciously decreased and they must accept the new role of the young generation. They are completely redesigning the notion of "retirement" preferring to work in some form while pursuing new or renewed outside interests.

Baer [13] further explain that even though the above four stages are specific to employment; an extensive definition of career advancement incorporates all life areas. [13] offer that there should be an inclusion of the influences from other life roles and responsibilities that ultimately lead to a satisfactory quality of life. They conclude that the four stages support a comprehensive view of career advancement and transition planning. While there are four discrete stages of development, they do not necessarily only take place once in an individual's life, but could take place on numerous occasions through career changes, such as changing jobs [13].

Organizational Effectiveness

Lewin [15] elaborated the concept of "Organizational effectiveness" that OE is a phrase used almost exclusively by many scholars and one of the most widely researched issues since the early development of organizational theory. In spite of some

agreement, there is still significant lack of conformity on the operationalisation of this concept. 'OE' has been defined as a practice of fulfilling objectives without devastating organization means. Among researchers in management, 'OE' is characterized as "defining goals, relating resources, and determining if the goals were reached".

Yankey *et al.* [8] affirmed that effectiveness of organization is the extent to which an organization has achieved its stated goals accordingly and how well it performed in the process. [16] also disclosed that 'OE' is an abridged concept and is practically not possible to measure. Instead of organization to measure effectiveness, the organization determines proxy measures, which can be used to signify efficiency. However, [15] further expanded concept of organization effectiveness as characteristics, processes, and inputs: effectiveness is considered a social construction based on opinions of individuals or groups. Flowing from concerns that capabilities might be difficult to measure as they are mediated by different stakeholder perceptions, this approach examines 'OE' as inputs and processes.

Lewin [15] asserted that effectiveness is reached through processes such as encouraging, partaking among clients and offering mentoring to volunteers and staff. In this framework, 'OE' is also considered as a product of an organization's ability to develop strong leadership, recruit active members, rely on internal resources, and the general survival. [7] expressed that the term organizational effectiveness is usually deployed to contrast with development effectiveness. It focuses on the direct results of an agency's interventions, for which it can be held responsible, in contrast with expansion of outcomes, which are the result of many agencies interventions. [17] opine that the theory of organizational effectiveness may be summarized as the development of alternatives to or modifications of what has been called the goal model of effectiveness while explaining the theoretical perspectives on organizational effectiveness. [17] further revealed that the theory of organizational effectiveness has a complex history.

Yukl [18] is also of the opinion that effectiveness of an organization also depends on how well it adapt to changes in the external environments. Key indications of adaption include long term sales increase, increase in market share and the satisfaction and loyalty of customers (e.g company reputation, repeated purchases by customers and sales to new customers).

Theoretical Framework- Alderfer's needs theory

The theory upon which this study centers upon is Alderfer's needs theory. A modified need hierarchy model was postulated by [19]. This model abridges Maslow's five levels of need into only three levels

based on the core needs of existence, relatedness and growth (**ERG theory**).

- **Existence needs:** these involved the supporting of human continued existence, and envelop both safety and physiological needs of a substance nature.
- **Relatedness needs:** these are connected with the affiliations of social environment, and involve esteem, meaningful interpersonal relationships and safety nature.
- **Growth needs:** it goes along with developing potential, self-esteem and self-actualization.

Unlike Maslow, Alderfer advocates that individual's movement through the hierarchy from the existence needs, relatedness needs, to growth needs, as the lower-level needs become satisfied. [19] also recommend that these needs are more a variety than the hierarchical levels. An individual may also move down the hierarchy. There is a disturbance-regression process, e.g. if an individual is continually aggravated in an attempt to meet growth needs, relatedness needs may reassume most significance. Therefore, the lower-level needs become the actual focus of the individual's efforts.

He equally projected a number of basic suggestions relating to the three basic need relationships. These propositions also followed Maslow's theory; a number of them were the repeal of the theory. Subsequently, unlike Maslow's theory earlier stated, the outcome of Alderfer's study opined that lower-level needs do not necessary have to be met before a higher-level need surfaces as a motivating influence. The results, more so, do agreed with the idea that lower-level needs dwindle in strength and capacity as soon as they become satisfied. ERG theory emphasized that an individual is encouraged and motivated to fulfill one or more basic sets of needs. Therefore, a particular person's needs that were blocked at a level, attention then should be on the satisfaction of needs at the other levels. For instance, a subordinate's growth needs that was blocked because the job does not permit sufficient opportunity for personal growth, it is expedient for such a manager to attempt to provide greater opportunities for the subordinate to satisfy existence and relatedness needs.

Empirical Framework

Past studies over the years on career advancement have lay emphasizes on just a portion of the career management process. The aspects are known to be the exploratory behavior or career goal setting [20]. Other studies of career advancement and development have equally make use of student as samples. Most of these studies of career advancement have used result measures connected to personal effectiveness, like satisfaction with career information and occupational choice [21].

According to [14] they both argue that organizational socialization activities, including information regarding career paths within the corporation, can create a positive attitudes among new entrants. Similarly, employees who are mentored have been found to have higher levels of organizational-based self-esteem than those who are not mentored [22]. Information about and assistance with development on within-organizational career tracks are likely to have similar positive effects.

Subsequently, in a study of the impact of the new psychological contract on career management, [23] found that individual and organizational career management behaviors, for instance, networking and training, were connected to psychological achievement. Also, informal career management and help from managers were associated with higher levels of organizational commitment and better job performance [24]. The implication of their findings is that if organizations want to motivate employees in the context of externally oriented career paths, they will need to assist these employees in enhancing their own career growth.

McDaniels [11] describe how notions of time can affect employee motivation in relation to careers. They argue that employee decisions about alternate career paths are affected by the length of time it will take to achieve desired career goals. Employees with higher growth needs will have higher expectations of experiencing challenging job tasks over a shorter time horizon [9]. [10] further argues that career development programs have a positive influence on employee job satisfaction, and subsequently improve performance and reduce turnover. Most often [10] cited stagnation and burnout as causal factors of job dissatisfaction resulting in poor performance and turnover.

In a related study, [6] consider the affiliation between different features of the career advancement process and employee behavior and effectiveness of organization. He proposed that employees who are aware of their skill strengths and weaknesses would be more likely to demonstrate behavior to improve skill weaknesses, and therefore, contribute in developmental activities within the organization. The outcomes of his study establish narrow support for the relationship among the variables of career advancement and organizational effectiveness. The level to which employees seek career related information was connected to motivation of employees to participate in developmental manners.

Furthermore, the earlier researches have mentioned causation between career advancement and effectiveness of the organization [23]. More than a few organizations have also resolved to the fact that one of the attribute that can help in employee's retention is to offer them diverse opportunities for improving their

learning capabilities [13]. Therefore, it has confirmed that there is a strong relationship between employee career advancement and organizational effectiveness [23].

Subsequently, different reviews of past authors have also center their study on the use of advancement in career systems for improving employees' career motivation and dedication because of the supposed association between participation in development activities, performance and developmental behavior [9]. No experimental research has explored the relationship between the job performance and developmental behavior process. Developmental behavior activities such as, initiating new projects, attending courses and reading journals are designed to augment both professional and personal growth [25]. This study intends to expand the frontiers of knowledge and bridge this gap by examining the relationship between career advancement and organizational effectiveness in the Nigerian banking industry.

For the purpose of this study, a descriptive survey was the primary source of data collection. A

well structured questionnaire was administered to staffs of the participating banks. The reason for the choice of these respondents was to enhance the possibility of generating a well robust primary data from relevant stakeholders. Sample size of 700 respondents constitutes the sample size for questionnaire that was administered to a population of 2500. However, from the total number of questionnaires distributed only 345 were filled and returned appropriately. The research instrument was divided into two sections; Section A dealt with the personal profile in which the respondents were asked to provide some background information; section B required the respondents to provide answers to the questions related to the subject matter. Likert five-point scale interval was used. The scores were coded 5 for strongly agree, 4 for agree, 3 for neither agree nor disagree, 2 for disagree and 1 for strongly disagree. A descriptive statistics and Person Product Moment Correlation coefficients (PPMC) was adopted to test the hypothesis at 5% significance level.

RESULT AND DISCUSSION

Table-1: Demographic Characteristics of Respondents (N=345)

CHARATERISTICS	CATEGORY	FREQUENCY	PERCENTAGE (%)
Age Group	20-29	88	26.1
	30-39	83	24.3
	40-49	78	23.0
	50-59	64	19.2
	60 and above	32	9.1
Gender	Male	236	55.2
	Female	154	45.1
Job Status	Top Level	54	16.1
	Middle level	79	23.4
	Supervisory level	143	33.0
	Others	114	28.2
Department	Finance	60	17.1
	Customer care	91	26.3
	Marketing	100	29.0
	Human Resource	53	15.3
	Others	41	12.1
Length of Service	1-5	83	24.2
	6-10	101	29.0
	11-15	119	34.3
	16 and above	42	12.1

Source: Field Survey, 2016

The demographic characteristics of the respondents are presented in table 1 above. Table shows the age of the respondents that served as participants in the study: about 26.1% of the respondents were between 20-29years of age; 24.3% of the respondents were between 30-39years of age, 23.0% were between 40-49years of age, 19.2% between 50-59years and only 9.1% of the respondents were 60years and above. Also, the gender classification of the participated respondents in the study shows: 55.2% of the respondents are male

while 45.1% of the respondents are female. Therefore, simple majority of the participated respondents were male. 16.1% of the respondents are top level management, 23.4% of the respondents are middle level management, 33.0% of the respondents are supervisory level and 28.2% of the respondents are others within the organization. Consequently, majority of the respondents that participated in the study are supervisory level management. However, 17.1% of the respondents are in finance department, 26.3% of the respondents are in

customer care department, 29.0% of the respondents are in marketing department, 15.3% of the respondents are in human resource and 12.1% of the respondents are in other various departments. Therefore, majority of the respondents' are in marketing department. The table equally shows the length of service by the respondents that participated in the study: 24.2% of the respondents

have spent between 1-5years, 29.0% of the respondents spent between 6-10years, 34.3% of the respondents spent between 11-15years, 12.1% of the respondents spent between 16-above. Therefore, majority of the participated respondents' length of service are between 11-15years.

Table-2: Participating banks in the survey

S/N	Name of Deposit Money banks	Total No. of Employees	Percentage of Sampling Elements	Allotted Questionnaire (Proportional Sampling)
1	Access Bank Plc.	500	9.20%	65
2	Citibank Nigeria Limited	200	7.66%	45
3	Diamond Bank Nigeria Plc.	250	3.49%	30
4	Ecobank Nigeria Plc.	300	7.97%	55
5	Zenith Bank Plc.	230	3.99%	40
6	Fidelity Bank Plc.	170	4.15%	30
7	First Bank of Nigeria Plc.	850	10.73%	80
	Total	2,500	100%	345

Source: Various banks website (2016).

Table-3: Factors exhibiting Career Advancement

Variable	Description of factor
A1.	My job offers me the opportunity for personal growth and development
A2.	The training I have received is enough to perform the task required of me
A3.	I am satisfied with the empowerment I have to influence the quality of my work
A4.	My bank invests in employee training and development
A5.	All employees in my bank are permitted to enroll for further studies if so desire
A6.	Employees are compensated for academic excellence in my bank

Table-4: Factors exhibiting Organizational effectiveness

Variable	Description of factor
B1.	My bank maintain good leadership style and culture
B2.	There is a good decision making process in my bank
B3.	There is customer satisfaction in my bank
B4.	My bank delivers superior customer services
B5.	My bank work process and system is well structured

Test of Hypothesis

It is expedient to the validity or otherwise of the hypotheses postulated with the available data, which are analyzed and the information gathered in this study. One hypothesis was formulated to guide this study.

Hypothesis 1

Ho: Career advancement of an employee has no significant relationship with the organizational effectiveness in the Nigerian deposit money banks (DMBs).

Correlations

		Career Advancement	Organizational Effectiveness
Career Advancement	Pearson Correlation	1	.477 **
	Sig. (2-tailed)		.000
	N	345	345
Organizational Effectiveness	Pearson Correlation	.477 **	1
	Sig. (2-tailed)	.000	
	N	345	345

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

a. Predictors: (Constant), Career Advancement

b. Dependent Variable: Organizational effectiveness

Source: SPSS Printout, 2016

Interpretation

Information in table above shows the result of the Pearson's product Moment Correlation Coefficient (PMCC) carryout to test the relationship between Career advancement and organizational effectiveness. The correlation is significant at **0.01** level. The probability of this correlation coefficient (**) did not occur by chance alone and is less than **0.01**; as well as **0.05** (1%; 5%). The correlation coefficient is thereby statistically significant at 99% confidential level.

From the hypothesis tested above it shows that there is a correlation between Career advancement and Organizational effectiveness at $r = (0.477^{**})$ with a Sig. level 2tailed; $P < 0.05$; that is, 0.000). This implies that as Career advancement increased by 47% ~48%, Organizational effectiveness also increased and this shows a positive relationship between the independent and dependent variables. Hence, the stated hypothesis that says "*Career advancement of an employee has no significant relationship with the organizational effectiveness in the Nigerian deposit money banks*" is hereby rejected while alternative hypothesis is accepted.

DISCUSSION

In light of the available statistical results, it emerged that career advancement of an employee has a significant effects on organizational effectiveness in the Nigerian banking sector. The findings indicate that simultaneous effects of training, staff empowerment, provision for further studies, and compensation for academic excellence on organizational effectiveness in the Nigerian deposit money banks is significantly positive and employers of labor that are strongly committed in all dimensions of employee career advancement and development would experience enhanced performance in the organization. However, the result of the present study is in comparison with a number of previous empirical findings, such as those of [22, 23,10,14,13,5], that there is a positive relationship between career advancement and organizational effectiveness.

Moreover, the result of the present study further corroborates the theoretical emphasis of the Existence, Relatedness and Growth (ERG) needs theory. The theory was developed by [19] who stated that there is no point for needs at lowest level to be satisfied before needs at higher level to emerge as motivating factor. His result, also support the fact that lower level needs will decrease in strength as soon as they are satisfied. It is therefore advised, that if an individual needs at a particular level was blocked, a critical attention should then be focused on to satisfy the needs at the other levels. He further provide an analogy whereby, if a subordinate growth needs are blocked because the job does not allow sufficient opportunity for personal development and advancement, then the manager should attempts to provide greater opportunities for the subordinate to satisfy existence and relatedness needs.

CONCLUSION

The research findings indicate that career advancement exert a great influence on the operations of deposit money banks in Nigeria. These confirm that career advancement is one of the strategies that can be adopted for the attainment of organizational effectiveness on sustainable bases. It was revealed that the independent variables jointly and relatively contributed to organizational effectiveness. This implies that career advancement has positive and significant effect on the effectiveness of organization in the Nigerian deposit money banks. This study, therefore, concluded that a combination of employee motivation strategies can bring about increase in productivity, employee retention, growth in revenue, improved market share capital and increase in return on investment in the Nigeria banking industry.

Based on the findings of this study, it is therefore recommended that management of banks should remain absolutely focused in employee retention. The surest way to stop this anomaly of

increase in employee turnover is to create a lot of values for employee whereby they do not churn, and ensuring that the employees see themselves as stakeholders of the organization. Moreso, much more attention should be focused on employee career advancement- because it is a complicated human resource practice that can expressively influence on the performance of the firm.

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