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Career Management Programs and Public Sector in Nigeria: A Study of Ika South Local Government Area (LGA) Agbor, Delta State, Nigeria.

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ABSTRACT

The idea of the study was to verify the factors affecting the implementation of career management programs in the public sector in Ika South Local Government Area Agbor, Delta State, Nigeria. The specific objectives were to assess the effect of organizational culture; to find out the effect of leadership and to find out the effect of motivation on the implementation of career management programs in public sector. The researcher used descriptive research design methodology. The design is preferred because it is concerned with answering questions such as who, what, which, how, when and how much. The research used target population of 45 which is made up of senior management, middle management and support staffs. From the target population of 45 individuals are all considered because of its little population (45). Data was collected from both primary and secondary sources whereby questionnaires and literature review were done respectively so as to get detailed information. Based on the findings majority of the respondents indicated that organization culture affects the implementation of career management programs. Employee motivation affects the implementation of career management programs. Therefore the research recommends that the organization top management should adopt a culture that promotes career management. The organization should regularly conduct on job training programs so as to impact of the knowledge on how career management should be managed and a leadership style that is influence and very flexible to adapt to various changes in the implementation of the career management programs. The organization should promote employee motivation initiatives such, gifts promotions, good working condition, free flow of information this would make it easier for the employees to be able to be committed to career management programs.

Keywords: Career, Management, Programs, Public Sector, Ika South Local Government, Delta State, Nigeria.

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INTRODUCTION

Career planning is a process designed to help employees move to jobs that are more congruent with their personal goals. Employees receive feedback about how the organization views their skills and where they fit into the organization. Career planning may be used as an element of a comprehensive program, or, it may be established as the only system in place to facilitate employee development. A career planning system has four common elements. Whereby the employee identifies his/her interests, strengths, weaknesses, behaviors and tendencies; reality check, where the employee receives feedback from the employer regarding skills and abilities, and learns about job opportunities within the organization; goal setting, where the employee determines short and long term goals, and; planning, where the employee identifies how to achieve his or her goals.

Job rotation is a practice that allows an employee to move laterally between divisions or units within an organization, thereby allowing the employee on-the-job training and experience in a variety of areas, without a change in rank or employment status (Cole, 2005). Organizational Career management has been described as a series of formal and less formal activities designed and managed by the organization to influence the career development of one or more employees and thereby to improve organizational effectiveness. Organizational career management covers “the various policies and practices, deliberately established by organizations, to improve the career effectiveness of their employees. Organizations may also contribute to career identity by providing abundant opportunities for self-development, opportunities for advancement and mentors. When selecting an employee, organizations may use internal job postings extensively, maintain a job-matching database, encourage job rotations and internal management succession and transfer people across departments laterally to increase their value for themselves and for the firm. They may also opt for initiatives like job sharing and only use layoffs as a last resort during conditions of economic uncertainty, as well as give preference to former employees for staffing new positions after a period of downsizing (Glinow, 2006).

Organizational career management activities are frequently classified as formal activities versus informal activities. Formal activities include, for instance, training programs, personal development plans, formal career planning. Informal activities include, for example, mentoring and networking opportunities. Organizations should customize their HR practices to accommodate different types of employees. In particular, differences in how organizations manage the careers of core and peripheral employees have been recognized by researchers. Organizations may also contribute to career identity by providing abundant opportunities for self-development, opportunities for advancement and mentors. When selecting an employee, organizations may use internal job postings extensively, maintain a job-matching database, encourage job rotations and internal management succession and transfer people across departments laterally to increase their value for themselves and for the firm. They may also opt for initiatives like job sharing and only use layoffs as a last resort during conditions of economic uncertainty, as well as give preference to former employees for staffing new positions after a period of downsizing (Gupta, 2008).

According to Aldag (2005) all organizations small, medium or large have the ability to develop, implement and manage career management initiatives that are aligned with their organizational culture and linked into their business strategy, goals and management style. Selecting the specific practices that are best suited for your company involves a due diligence process which should include the commitment and involvement of your senior management team. There are several career management initiatives to explore.

The ones that are most appropriate was determined by your due diligence process. An organization that strives to be a fast-paced, fast-growing leader in their industry, create a brand name and be sought after as an employer of choice will adopt different programs than an organization which strives to be a solid, well-established and sound player within their industry with a reputation for stability, longevity and steady growth. They both want to recruit, develop and retain the top talent in their field but may engage different approaches in achieving that end result. Today with frequent organizational changes, such as downsizing, delivering and redundancy, the promise of job security in return for hard work is questioned. Organizations can no longer offer employees careers for life. As a result, careers seem to boundary with the duty placed on individuals to take responsibility for their management. Consequently, the psychological contract that exists between employer and employee has changed to indicate that there is no longer an automatic promise or an expectation of a career for life. So in this new environment, people must be proactive about managing their careers. They should catch appropriate options and opportunities in order to pursue career goals. However, despite the new environmental challenges, many individuals continue to anticipate receiving some kind of career management help from their employers.

This suggests that the psychological contract will in part reflect career-related promises and expectations, which the employee believes that the employer has implicitly communicated (Baron, 1994). However, during the last few decades the notion that individuals are also responsible to cater to and build their own careers, instead of leaving it entirely to the organization to manage, has been well documented. Hence, career management requires initiative from both organizations as well as individuals in order to provide maximum benefit for both. It is the goal of all quality organizations to provide their employees superior opportunities to grow, both individually and as professionals. Nothing has greater impact than hiring the right people and having them develop simultaneously with the company's own growth.

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 customer service and ultimately generates higher profits for the company. With this in mind, it is best to lay out clear expectations for performance so that employees can achieve both personal and professional growth. Employees should understand that their employer is committed to making every effort to educate them so that they can expand their horizons and take on new responsibilities over time and being employable (Davison, 2003)

Career management is 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 was achieved. The career management process involves career exploration, development of career goals, and use of career strategies to obtain career goals. The relationship between different aspects of the career management process and employee development behavior and performance was examined in this study. Employees provided information concerning their personal characteristics, career management strategies, their manager's support for career development, and willingness to participate in development activities.

development 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. Career development is an ongoing process by which individuals' progress through a series of stages, each of which is characterized by a relatively unique set of issues, themes, and tasks. Career development as the outcomes emanating from the interaction of individual career planning and institutional career management processes.

Career development as an HR intervention program is not about promoting linear career progression upwards through a layered hierarchy of increasing responsibilities, financial rewards and more time spent at work. It is about helping employees to become change resilient, more secure in them and their future as the organization adjusts to changing market situations. It is about increasing employability that broadens the range of potential job roles open to the individual and extends the value of their staying with this employer (Davison, 2003). According to many career authors, organizational career management supports the development of employee commitment. When organizational career management practices meet employees pre-joining expectations this will enhance commitment and other positive outcomes.

Career management help can be seen as one form of perceived organizational support. Perceived organizational support has been positively related to job performance and negatively linked to withdrawal behaviors such as absenteeism and turnover.

Davison (2003) found that people who experience more organizational support have a lower employability orientation. Perceived career support is the employee's belief that the organization cares about his or her career needs and goals. They found that promotional opportunities and informal organizational career management activities namely informal career discussions with a boss, participation in challenging job assignments and mentoring relationships with senior colleagues are positively related to perceived career support.

1.1 Statement of the Problem

Employee development has surged to the forefront on concerns for HR departments. Many organizations have established career centers to enhance employees' professional growth. Employee development is sponsored by an organization for its workers and focuses on identifying, assuring, and helping evoke new insights through planned learning. (Davison, 2003). A lack of career planning for promotion and individual aspirations with organizational needs and opportunities causes great personal and financial hardship, both to the individual and the company. (Milner, 2007) The present public sector has faced challenges in implementing career management programs like lack of motivation from the managers, employee turnover, rigid organization culture and lack of finances a reason why this study was conducted to identify and help in filling the gaps.

1.2 Objectives of the Study

1.2.1 General Objective

The main idea of this study was to scrutinize the factors affecting the implementation of career management programs in the public sector in Ika South Local Government Area Agbor

1.2.2 Specific Objectives

- i. To look at the effect of organization culture in the execution of career management programs in Ika South Local Government Area Agbor
- ii. To investigate the effect of leadership style in implementation of career management programs in Ika South Local Government Area Agbor
- iii. To find out the effect of motivation in implementation of career management programs in Ika South Local Government Area Agbor

1.3 Research Questions

- i. What is the effect of organization culture on implementation of career management programs in Ika South Local Government Area Agbor?
- ii. To what extent does leadership style affect implementation of career management programs in Ika South Local Government Area Agbor?

How does motivation affect implementation of career management programs in Ika South Local Government Area Agbor?

2. LITERATURE REVIEW

2.1 Conceptual Framework

The framework below is adopted in the study to show the relationship between independent and dependent variables. The following variable has some relation with the factors affecting implementation of career management programs.



Fig. 1: Conceptual Framework

2.2 Operationalization of Variables

Organizational culture is the set of values, norms, standards for behavior, and shared expectations that influence the way in which individuals, groups and teams interact with each other and cooperate to achieve organizational goals. Organizational culture outlines how things are done in the organization. Training is the process of increasing the knowledge and skills of an employee for doing particular jobs. It is an organized activity designed to create a change in the thinking and behavior of people and enable them to do their jobs in a more efficient manner.

The main purpose is to bridge the gap between job requirements and present competence of an employee. Leadership styles reflect the behavioral patterns of a leader. It shows the way or the tactics which leader employs to lead its followers. There are different types of these styles which are; autocratic, democratic, laissez faire and bureaucratic.

Leadership style adapted differs from situation to another and depends upon the traits and values system of leader. Internal and external factors that stimulate desire and energy in people to be continually interested and committed to a job, role or subject, or to make an effort to attain a goal. Motivation results from the interaction of both conscious and unconscious factors such as the intensity of desire or need, incentive or reward value of the goal, and expectations of the individual and of his or her peers. These factors are the reasons one has for behaving a certain way.

2.3 Theoretical Review

The study relied on the sustainability theory, and the two-factor theory. These theories are discussed in the sections that follow.

2.3.1 Two-Factor Theory

The two-factor theory also known as Herzberg's motivation-hygiene theory states that there are certain factors in the workplace that cause job satisfaction, while a separate set of factors cause dissatisfaction. It was developed by Frederick Herzberg (1950), a psychologist, who theorized that job satisfaction and job dissatisfaction act independently of each other. According to Herzberg, individuals are not content with the satisfaction of lower-order needs at work, for example, those associated with minimum salary levels or safe and pleasant working conditions. Rather, individuals look for the gratification of higher-level psychological needs having to do with achievement, recognition, responsibility, advancement, and the nature of the work itself. So far, this appears to parallel Maslow's theory of a need hierarchy (Armstrong, 2008). As shown in the theory job satisfaction is a key element in career management this theory can be applied to determine what can motivate employee and based on this it would be easy to manage an employee career.

2.3.2 Theory of Sustainability

Sustainability describes a form of economy and society that is lasting and can be lived on a global scale. The society-changing potential of the claim: 'More justice between generations, more global justice – at the same time' faces the peril of getting out of sight. Sustainability is just not the trivial general claim to take social, economic and environmental policy seriously independent of any relationship in time and space and to strike a sound balance between these aspects. This theory points out not just a matter of implementing career management only for it to be successful there must be some elements of sustainability and management.

2.4 Empirical Review

2.4.1 Organizational Culture and Career Management Programs

The corporate culture is one of the organizational factors that influence employees' career growth by supporting or undermining career management. Ahmad (2012) investigated the impact of organizational culture on performance management practices. The exploratory study used questionnaires to gather data from 60 faculty members at the COMSATS Institute of Information Technology in Pakistan. The data was analyzed statistically using regression and correlational analyses. The researcher established that organizational culture had a significantly positive relationship with performance management. In particular, Ahmad (2012) notes that organizational cultures marked by high levels of involvement, consistency, and adaptability, and those with a clear mission have a significantly positive correlation with performance management.

2.4.2 Leadership Style and Career Management Programs

MacPhee (2006) investigated the impacts of transformational leadership on career management. She conducted a web-based survey by sampling 117 respondents using the snowball technique and analyzed the data using factor, correlation, and regression analyses. According to the findings, transformational leadership influences the adoption of career management strategies; transformational leaders act as catalysts for career management and as such, support the implementation of an integrated framework for career management. However, the results did not specify the career management strategies affected by transformational leadership. Like MacPhee (2006), Riaz and Haider (2010) revealed the potentially beneficial impact of transformational leadership on career management.

2.4.3 Motivation and Career Management Programs

Salman and Khan (2014) evaluated the possibility of using career management as an employee motivation tool in a low-skilled corporate environment. The study sampled 40 staff members working at a food company. The researchers gathered primary data by means of questionnaires and interviews and analyzed it using the coding method. The researchers established that in the company studied, career management programs motivated employees and enabled them to make wise career decisions, become aware of the available career opportunities, set and implement career goals, pursue their careers, and experience career progression.

3. MATERIAL AND METHODOLOGY

3.1 Research Design

The researcher used descriptive research design methodology. The design is preferred because it is concerned with answering questions such as who, what, which, how, when and how much. The research used target population of 45 which is made up of senior management, middle management and support staffs. From the target population of 45 individuals are all considered because of its little population (45). Data was collected from both primary and secondary sources whereby questionnaires and literature review were done respectively so as to get detailed information

3.2 Target Population

Lyon (2015) defines target population as universal set of the study of all members of real set of people, events or objects to which an investigator wishes to generalize the result. The target population of the study was mainly derived from the staff of General and Steel Mill (GSM) Asaba. The research used target population of 45 senior management, middle management and support staffs as indicated in table 3.1.

Table 1. Target population

Population	Population size	Percentage of target population
Senior management	8	18
Middle management	15	33
Support staffs	22	49
Total	45	100

Source Ika South Local Government Area Agbor (2021)

4. RESULT AND DATA ANALYSIS

Primary data collected was coded and analyzed with the help of the Statistical Package for Social Sciences (SPSS). The analysis used descriptive statistics such as mean scores and standard deviations. Inferential statistic like correlation and regression analysis was carried out to establish the effects of procurement process on performance of county government. The results were presented using tables, graphs and charts for ease of understanding.

4.1 Organization Culture

Table 2. Whether organization culture affects the implementation of career management programs in Ika South Local Government Area Agbor

Response	Frequency	Percentage
Yes	38	85
No	7	15
Total	45	100

According to table 4.6 shows the effects of organization culture on the implementation of career management programs in Ika South Local Government Area Agbor , 85% indicated that organization culture affects the implementation of career management programs in Kenya in the organization thus limiting the organization to deliver its services to its people.

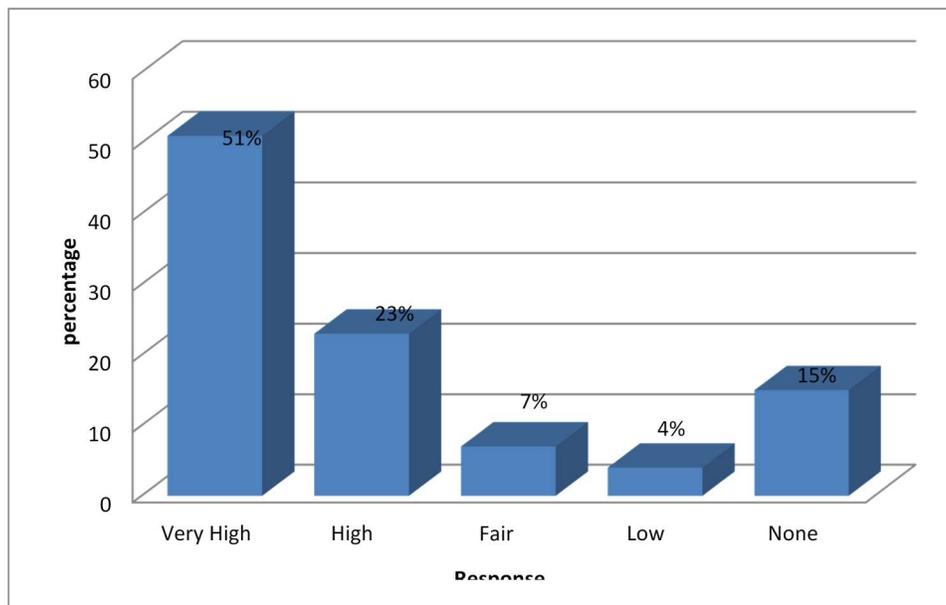


Figure 2: Extent To Which Organization Culture Affects The Implementation Of Career Management Programs In Ika South Local Government Area Agbor

The remaining 15% of the respondents said organization culture do not affect the implementation of career management programs in Ika South Local Government Area Agbor . The respondents at tourism fund explained that organization culture is a shared believe on how things should be done in the organization, at tourism fund the respondents indicated the culture is to have a meeting representatives from the top management, middle level and the lower management and staff and discuss on how career management should incorporate, where each groups air out their expectations and specific expectations. Based on the research responses it is there by interpreted that organization culture is a factor contributing to implementation of career management programs.

Figure 2 shows that 52% of the respondents believes that organization culture affects the implementation of career management programs in Ika South Local Government Area Agbor to a very high extent, 23% of the respondents said that organization culture affects the implementation of career management programs in Ika South Local Government Area Agbor to a high extent, 7% also believed that organization culture affect the implementation of career management programs in Ika South Local Government Area Agbor to a fair extent and only 4% said that organization culture affected the implementation of career management programs in Ika South Local Government Area Agbor a to a low extent. Lastly 15% of the respondents stated that organization culture does not affect the implementation of career management programs in Ika South Local Government Area Agbor. Based on the research find it is established that organization culture highly affect the implementation of career management programs in Ika South Local Government Area Agbor public organization.

4.2: Leadership Style

Table 2. whether leadership style affect the implementation of career management programs

Response	Frequency	Percentage
Yes	41	92
No	4	8
Total	45	100

From the table 2. Indicates the effect of leadership style on the implementation of career management programs, from the analysis of findings, 92% of the respondents stated that leadership style affects the implementation of career management programs, however 8% of the respondents stated leadership style does not affect the implementation of career management programs. Majority of the respondents explained that being subjects to the upper management therefore most decision on career management is done by the top management and it's the middle management who implements this career management, while others stated they have selected some representative in the lower management who represent them and offer leadership and influencing staff on what they should push the top management to put in to consideration in the career management. It was concluded that leadership style does affect the implementation of career management programs since leadership is about influencing, motivating, and enabling others to contribute towards the effectiveness and success of organization in career management.

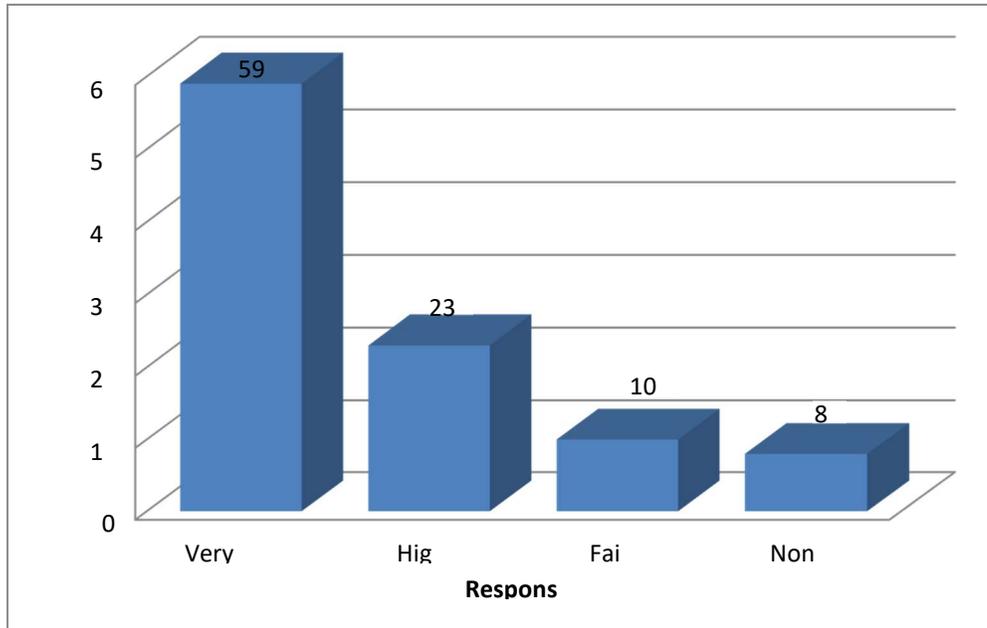


Figure 2. Effect of leadership style on the implementation of career management programs

According to table 2 shows the rating of effect of leadership style on the implementation of career management programs, from the analysis of data it was found that 59% of the respondents stated leadership style affects the implementation of career management programs to a very high extent, 23% of the respondent rated leadership style on the implementation of career management programs as high, 10% of the respondents rated leadership style on the implementation of career management programs as fair and the minority of the respondent represented by 8% stated leadership style does not affect the implementation of career management programs in any way. The research concluded that leadership style highly affect the implementation of career management programs in Ika South Local Government Area Agbor.

4.3 Employee motivation

Table 3. Whether Employee Motivation Affects The Implementation Of Career Management Programs

Response	Frequency	Percentage
Yes	43	96
No	2	4
Total	45	100

Majority of the respondents represented by 83% stated that employee motivation affects the implementation of career management programs and 17% stated it does not. Most employees explained that free on job training, allowances and a fair management highly motivates employee promoting career management in the organization, however some employee believed that employee for career management to be implemented the organization need educate its employee on the importance of career management.

This is to motivate its employees to take up career management as some see it as additional tasks with no increased remuneration, few employees stated career management is more of a directive order hence for its implementation of career management would rely on planning and management more than employee motivation. The researcher concluded that employee motivation does highly affect the implementation of career management programs.

4.4 Employee Motivation

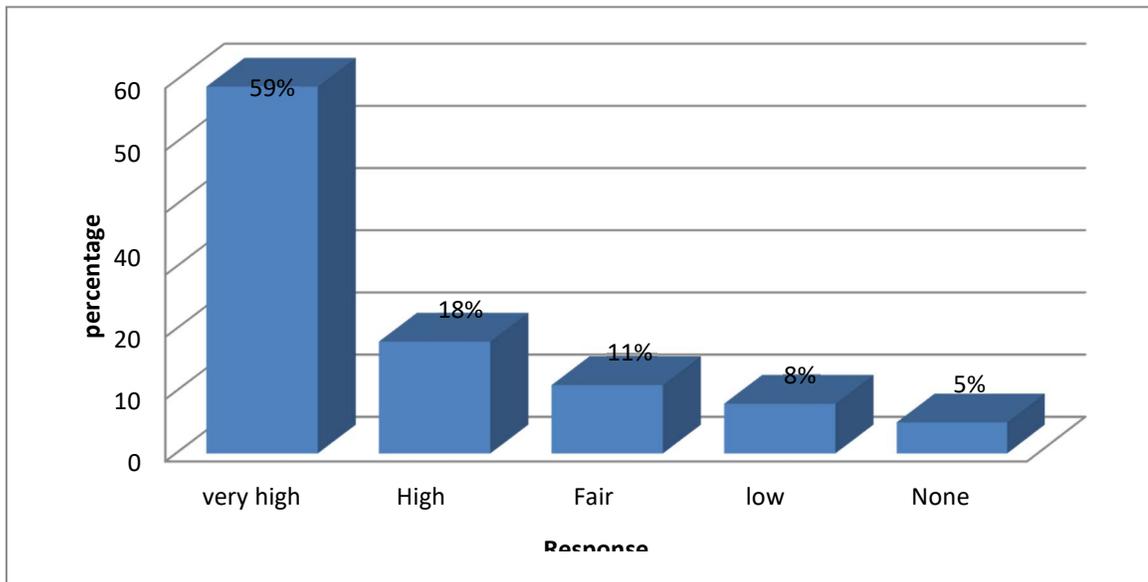


Figure 3: Rating Employee Motivations On The Implementation Of Career Management Programs

From the analysis of Figure 3 it indicated that 59% was represented by majority of the respondents and stated that employee motivation affects the implementation of career management programs in a very high extent, 18% stated in a high way, 11% rated it fair, and 8% rated it low and 5% None. Thus the researcher concluded that employee motivation affects the implementation of career management programs to a very high extent.

5. SUMMARY OF THE FINDINGS

Majority of the respondents (82%) indicated that organizational culture affects the implementation of career management programmes. The respondents at Ika South Local Government Area Agbor explained that organization culture is a shared believe on how things should be done in the organization, at Ika South Local Government Area Agbor respondents indicated the culture is to have a meeting representatives from the top management, middle level and the lower management and staff and discuss on how career management should incorporate, where each groups air out their expectations and specific expectations. Based on the research findings majority of the respondents (92%) indicated that leadership style highly affects the affects the implementation of career management programmes.

The question of leadership style having any impact on implementation of career management programs was predominantly popular among the responses, as the management of Ika South Local Government Area Agbor applies various forms of influence-particularly persuasion and related tactics that build commitment-to ensure that staffs in the organization have the motivation and role clarity to achieve specified goals.

Majority of the respondents (88%) indicated that employee motivation affects the implementation of career management programmes. Most employees explained that free on job training, allowances and a fair management highly motivates employee promoting career management in the organization, however some employee believed that employee for career management to be implemented the organization need educate its employee on the importance of career management so as to motivate its employees to take up career management as some see it as additional tasks with no increased remuneration, few employees stated career management is more of a directive order hence for its implementation of career management would rely on planning and management more than employee motivation. This research finding concurs with Mwanje (2010) whose findings stated employee motivation affects the implementation of career management in state corporations.

6. RECOMMENDATIONS

Organization Culture

Based on the research findings the research recommends that the organization top management should adopt a culture that promotes career management being the head of the organization they would be able to influence the entire organization to form an organizational culture that would promote career management practices. Based on the research findings the research recommends the management of tourist fund should adopt a leadership style that is influence and very flexible to adapt to various changes in the implementation of the career management programs

Leadership Style

Based on the research findings the research recommends the management of tourist fund should adopt a leadership style that is influence and very flexible to adapt to various changes in the implementation of the career management programs

Motivation

Therefore the research recommends that the organization should promote employee motivation initiatives such, gifts promotions, good working condition, free flow of information this would make it easier for the employees to be able to be committed to career management programs.

7. CONCLUSIONS

This chapter contained the summary of the findings, conclusions and recommendations for practice. This study aimed at establishing the factors affecting implementation of career management programs in the public sector in Ika South Local Government Area Agbor

8. SUGGESTIONS FOR FURTHER STUDY

The study focused on these variables namely organization culture, leadership style, motivation. However, there are other factors affecting the implementation of career management programs in the public sector in Ika South Local Government Area Agbor but have not been discussed in this study. This study therefore recommends that further study should be conducted on the effects of management structure and economic status, and management techniques on the implementation of career management programs in the public sector in Ika South Local Government Area Agbor.

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