
Career Development and Organisational Success of Hospitality Firms in Ahoada-West Local Government Area of Rivers State

Dr. Ebikebina Tantua (Jnr.)¹ and Iteigwe Justice Chidirem²

¹Department of Office and Information Management, Faculty of Management Sciences, Rivers, State University, Nkpolu-Oroworukwo, PMB 5080, Port Harcourt, Nigeria.

²Department of Management, Faculty of Management Sciences, Rivers, State University, Nkpolu-Oroworukwo, PMB 5080, Port Harcourt, Nigeria

Abstract: *This study investigated the relationship between career development and organisational success of hospitality firms in Ahoada-West Local Government Area of Rivers State. The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through structured questionnaire administered to respondents. The population for the study was 618 staff of 35 Hotels in Ahoada West Local Government Area of Rivers State, with a sample size of 243 calculated using the Taro Yamane's formula for sample size determination. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences version 23.0. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. Results from analysis of data revealed that there is a significant relationship between career development and organisational success of hospitality firms in Ahoada-West Local Government Area of Rivers State. The study recommends that*

Keywords: *Career Development, Organisational Success, Hospitality Firms*

INTRODUCTION

Career development has increasingly become attractive to organisations that aim at improving performance and productivity. As organisations evolve and compete with one another, they consider several factors like technological innovation, demographic change, and having and retaining skilled employees as strategic move to gain competitive advantage. These factors play an important role in firm's development. Knowledge and skills have become key for companies to be economically competitive (Hiltrop, 1999). Career development process enables employers to provide opportunity for employees to develop and learn as they navigate through their career path. This ensures that employees become highly skilled in their work, and are also able to maintain their capacities as effective employees with the requisite knowledge that will enable them to be retained by employers (Frazee, 1997).

Career development is a systematic planning method used to link employee career objectives with the corporate career needs of an organization (Kakui & Gachunga, 2016). It entails activities undertaken by the employees themselves and the organization to achieve career objectives and job requirements. Robbins (2010) contends that career development is a key

strategic consideration for all organizations regardless of size, sector, market or profile. Organizations which aspire to be successful in today's extremely competitive markets need employees with the right competencies to assist in achieving a competitive edge in the industries. Mwanje (2010) posits that career development of employees has a fundamental impact on the efficiency, effectiveness, morale and profitability of the organization. Career development is the basis of employee confidence and competence (Robbins, 2010). Career development aids organizations in bridging the gap between current performance and expected future performance.

Field and Thomas (1992) defined career development as a series of activities or the ongoing process of developing one's career. It is a process that entails training new skills, moving to higher job responsibilities; make a career change with the same organization, or starting one's own business. Career development is an effective way to foster future leaders within organization with relevant skills and experience that will be required to implement organization strategies. The concept of career development has evolved over time, with various authorities advancing varied theories on how individuals shape their careers. They also maintain that career development is a lifelong process of managing work leisure, and transition in order to move towards a personally determined and evolving preferred future. Positive career development program helps organization attract and retain the best people by recognizing and responding to the needs of individual employees, they will get the best of them. Effective career development program helps develop the economy and also benefits individuals, employers and society at large. Recognizing that everyone potentially has a career and that as a consequence, everyone has career development needs, means that attention must be paid to how career development is best supported (Field & Thomas, 1992).

Globally, career development has evolved to its second century as a professional field which has developed a vast theoretical framework that guides its practice in the modern global economy (Hartung, 2012). Similarly, career development has internationalized with increasing importance attached to the role of manpower in the global economy. Previous studies by (Cartwright, 2005);Dowlings & Festing, 2008) affirm that globalization has forced many employees especially in developed countries to improve their competencies so as to perform international assignments. However, a survey by the Chartered Institute of Personnel Development in 2011 established that most companies in the UK lacked a well documented and updated career development plan for their employees. Furthermore, Kaya and Ceylan (2014) found out that public higher education institutions in UK and USA face a lot of brain drain to private institutions. This study therefore examined the relationship between career development and organisational success of hospitality firms in Ahoada-West local government area of Rivers State.

LITERATURE REVIEW

Theoretical Foundation

Maslow's Hierarchy of Needs

The Maslow's Hierarchy of Needs as proposed by Maslow posited that there are 5 human needs, these needs are physiological, safety, social, esteem and self-actualisation. The essence of the theory is that needs lower in the hierarchy have to be fulfilled before higher needs. Such that physiological needs which includes food, breathing, sleep have to be satisfied before the safety

needs and then social needs which involve love and belonging. If all these needs have been satisfied, then esteem needs which includes self-esteem, confidence, and achievement and then once all these needs have been attained, one can now get to self-actualisation.

The Maslow's Hierarchy of Needs clarifies the motivation components. Employee motivation is a critical element essential for performance and objectives accomplishment. An unmotivated employee that is not inspired won't bring the ideal output. Notwithstanding experience, educational level attained training and remuneration, without the needed motivation the output of the worker won't be at legitimate level. Low inspiration can lead to an increment in employee turnover.

Stein (2013) proposed that a motivated workforce can improve performance and customer satisfaction. If workers are lacking these basic needs, support and advice should be offered to such worker. He also pointed out the traditional employers make one mistake thinking only money is needed to motivate an employee. As noted by Shoup (2011) every employer wants a worker who will do the job, a worker who is a team player and who will be motivated to do a job to meet before the deadline. For employees to do that they need to achieve those needs in order to give their top and best performance, the employer also needs to under these needs in order to motivate the employees. And for employers to do this, you need to understand elements of the Maslow's hierarchy of needs to get the best out of their employees and need to understand that salaries and compensation alone can't motivate workers. The Maslow's Hierarchy of Needs assumes the vital part in employee motivation. Along these lines, the manager ought to plan each position, office, processes, procedures, and culture so as to satisfy these needs.

Career and Career Development Programs

Career can be seen as a series of positions occupied by a person throughout his or her lifespan (Robbins & Coulter, 2002). Career is the constant progress, experience and skill acquisition of a person in a specific field. Though career in the general sense is defined as the total of the jobs a person undertakes through life, it goes beyond and wider than this definition. The career of individuals is usually not only the jobs they have, but also their training for fulfilling the expectation, goal, objectives, emotions, and desires related to their job description, and as a result, progressing in that work with the knowledge, skill, quality and desire to work (Yalçın, 1994). Career is an individual's usage of the positions related to their job consecutively during their personal life (Kaynak, 1996).

Career is the process related directly to personal and organizational goals and generates an accumulation of experiences arising from the jobs, tasks, positions of the person or from the transitions such as promotions, transfers that the person goes through in these positions (Yılmaz, 2006). According to this statement, most of the successes and failures related to the experiences gained over time constitute the career of the individual and at the same time provide the growth and development in the career of the person. All experiences gained during this period of development interact with each other. Career generates the attributes and qualities of a person and the relationships outside these qualities. It is a process that indicated the relationship between the organization and a person and rise and falls of this relationship (I lk, 1993).

A detailed study conducted by Edgar Schein emphasizes that certain behavioral patterns, attitudes and values that manage the person's career are developed in his or her early years. These behavioral patterns are made of the combination of needs and instincts, and help the person in choosing between a few related careers (Bayram, 2008). These sets of values consisted of needs and instincts manage, balance and complete a person's work experiences. Hence, it makes it easier for an individual to make a choice concerning his or her career. A situation like this is defined as Career Balances or Career Efforts (Aytaç, 2005). According to Schein, when individuals integrate their set of personal values such as, management skill, autonomy with the environment they work in, they confidently have found the right career. Sometimes the individuals may not know which set of values they belong until they make a decision about their career. In this stage, their past work experience, skills, hobbies, tendencies and personality of the person help them to find their career value (Adıgüzel, 2009).

Another factor that affects career selection is employees' character. Some people may avoid taking responsibilities and not be determined enough. For people like this, it is enough to advance to a particular position. However, some people do not get satisfied easily and always want to advance in their career, make large amounts of money, be in the highest position or have a social comfort. Even though there are several theories relating career selection with a person's character, the study uses John Holland's theory of "career choice" which is the most known theory. John Holland's theory of career choice talks about three main principles. These are (Holland, *et al.*, 1967):

- ❖ People have different choices of professions due to their genetics and particular individual improvement.
- ❖ Different professions challenge different kinds of people.
- ❖ People who work in jobs synchronizing with their personalities are happier and more successful than the ones work in jobs that are not suitable for them.

Career planning is made while taking the person's personality traits, professional interests and other factors stated above into consideration. Therefore, goals in business life which is agreement with these factors may be determined. Career Planning may simply be defined as the personal decision of a working person during his or her career path. According to another definition, it is the process of achieving one's career goals and the activities placed for achieving these goals (Aytaç, 2005, 138). From a broader perspective, it means the systematic efforts spent by employees to identify the results of the coherence and incoherence between what they want to do and what they have done after evaluating their education in the past, in the present and intended for the future, and also their trainings, personal choices, traits, experiences, and expectations (Geylan, *et al.*, 2013).

Organizational Career Management is being defined as sequences of formal and less formal activities of an organization related to the career development of its employees (Baruch & Peiperl, 2000). Therefore, organizational career management increases both employee effectiveness and organizational effectiveness. Orpen (1994) has studied organization career management's diverse and joint effects on the career success of the employees and hypothesized the relationship between individual career management and career effectiveness, and between joint responsibility and career effectiveness. In this study, Orpen (1994) pointed out that

organizational career management is made up of a variety of policies and practices that purposely built by organizations to develop the career efficiency of their employees. According to Yalçin (1994), career management is expressed as a part of the career development program of the business, and includes the actions and plans that need to be conducted by the organization career management, involving skill, expectation and interest analysis and it is a process that cannot be done by just the organization or just a person. In this process, human resources play an active role. Management determines career planning program, provides information concerning the available positions in the organization or the ones to be opened, observes and assesses the performances of the workers, creates training programs in line with the needs of employees and consistently, contributes to the development of the workers in workflow. Pearson and Ananthram (2008) pointed out that better outcomes are to be expected by matching institutional and individual needs. Karakurum (2005) points out greater levels of value similarity between employee and the organization is related with greater levels of job satisfaction. Therefore, matching personal and organizational goals might lead to increasing satisfaction of employees; on the other hand, differences between personal and organizational goals might lead to increasing dissatisfaction of employees.

Career development involves several alternatives such as preserving current skills, developing abilities and getting ready for the future ahead of just receiving promotion. Companies invest in career development programs for several reasons, for example, developing employee performance, increasing manager improvement, revealing corporate culture for salespeople, strengthening principal values, helping salespeople in career development and offering more to employees (Ko, 2012, p. 1006). Career development programs enable all the employees to make progress in the organization from the on set. It also helps to determine career paths and remove all the obstacles against the growth of the workers. What's more, it accelerates workflow within the organization by providing training for the personnel that go through a career stability and increasing work mobility. Employees, especially the younger ones wish to develop their careers and be mentored. It is natural for the employees to be in anticipation of more job satisfaction and more career opportunities. As a result, they go into the effort of personal development. Therefore, they chose the organizations which support their careers and have career development programs (Çalik&Eres, 2006).

In the face of technology and consumer demands that are changing rapidly, an up to date employees' knowledge and skills is necessary. Career development programs enable realization of these changes beforehand and provide the achievement of new skills. If an organization has an effective career development program in accordance with the employees' personal expectations, the employees' will definitely wish to stay at the organization. This consistency will be reflected in the employees' performance through time. Career management recognizes the future necessity of human resources better and provides the estimation of better developmental stages for the specialties and other professions in the company (Bayram, 2008). Some of organizational career development practices are addressed in the literature are job enrichment, career progression ladders, employee workshops, and job rotation. For instance, organizations that recognize good performing employees and present them a promising environment to take risks and achieve will add to the improvement of career resilience.

Organizational Career Management Practices

Baruch and Peiperl (2000) outlined the following as some organizational career management practices found in some business organizations.

1. Performance appraisal.
2. Assessment centers.
3. Peer appraisal.
4. Upward (subordinate) appraisal.
5. Career analysis by supervisor and HR Department.
6. Formal mentoring.
7. Career workshops.
8. General career paths common.
9. Written individual career planning.
10. Succession planning.
11. Retirement preparation programs.
12. Brochures on career matters.
13. Succession planning.
14. Formal education as part of career development.
15. Postings concerning internal job openings.
16. Creative steps to provide and improve cross-functional skills.

It is possible to define career development system as a process emerging from the integration of career planning and career management (Yalçın, 1994). The goal of the career development system is to fulfil the expectations, desires and objectives of the employees; at the same time, to develop various strategies in agreement with the goals and objectives that the organization wishes to achieve and create an efficient career development system in order to apply these. Career development system is a key element that affects and gives an advantage to the activities of both the person and the organization.

Organizational Success (performance)

Performance Criteria of Organizations

Boyne, Farrell, Law, Powell and Walker (2003:32) posit that information on performance is very important to management of any organization. This is because it helps management to ascertain whether their organizations are improving, deteriorating or stagnant. In addition, it enables organizations to adjust with a view to improving on its services for the enhancement of its survival and growth. However, there is the problem of evaluating criteria for performance of organizations in their service delivery to ascertain how well they are performing. For instance, while performance may be judged in the private sector in terms of higher returns on investment for the shareholders- profitability, it may however be judged in terms of efficient service delivery on the part of customers (Boyne et al, 2003: 14).

For this study, our criterion for the measurement of performance and organizational success is efficiency expressed in the following formula:

$$\text{Efficiency} = \frac{\text{Cost of Output}}{\text{Value Input}}$$

Enhanced performance of organization's service delivery culminates in higher profits and returns on investment in form of improved dividends to the shareholders. As a result, efficiency expressed in profitability shall be the criterion.

Career development and Organizational Success

In today's rapidly moving, uncertain and highly competitive global market, firms are facing major decisions and challenges. Over the past years, organizations have developed a keen interest in the field of talent management and employee retention, with surveys to show that both practices are on top of organization's agenda. The ability to hold on to highly talented employees is crucial for future survival. However there is also increase realization that this cannot be achieved unless organizations develop and implement career development programs that is geared towards ensuring that employees feel satisfied, engage and motivated. Career development and employee retention is now viewed as a tool to strengthen organizational capabilities (Walker, 2007).

From the foregoing point of view, we hereby hypothesized thus:

Ho₁: There is no significant relationship between career development and organizational success hospitality firms in Ahoada-West local government area of Rivers State.

METHODOLOGY

The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through structured questionnaire administered to respondents. The population for the study was 618 staff of 35 Hotels in Ahoada West Local Government Area of Rivers State, with a sample size of 243 calculated using the Taro Yamane's formula for sample size determination. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences version 23.0. The tests were carried out at a 95% confidence interval and a 0.05 level of significance.

DATA ANALYSIS AND RESULTS

The level of significance 0.05 was adopted as a criterion for the probability of accepting the null hypothesis in ($p > 0.05$) or rejecting the null hypothesis in ($p < 0.05$).

Ho₁: *There is no significant relationship between career development and organizational success of hospitality firms in Ahoada-West local government area of Rivers State*

The correlation coefficient (r) shows that there is a significant and positive relationship between organizational links and employee social efficacy. The ρ value 0.743 indicates this relationship and it is significant at $p 0.000 < 0.05$. The correlation coefficient represents a strong correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate held.

Table 1: Correlations for Career Development and Organizational Success

			Career Development	Organizational Success
Spearman's rho	Career Development	Correlation Coefficient	1.000	.960**
		Sig. (2-tailed)	.	.000
		N	333	333
	Organizational Success	Correlation Coefficient	.960**	1.000
		Sig. (2-tailed)	.000	.
		N	333	333

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

Table 1: illustrates the test for the three previously postulated bivariate hypothetical statements.

Thus, there is a significant relationship between organizational links and employee social efficacy of manufacturing companies in Port Harcourt.

DISCUSSION OF FINDINGS

Discussion of Findings

The study investigated the effect of career development on organizational success in Ahoada West Local Government Area of Rivers State. The result in the table shows that career development pathway encourages employee retention to a high extent. Also the result of table indicates that there is significant relationship between career development and employee retention and organizational success. These finding were consistent with the findings of Kaliyamoorth, Al-Shibami, Nusari, and Ghosh (2018), which investigated the relationship between motivation and employee retention in Malaysia luxury hotels.

The finding reinforces previous finding by Frantz (2014), who studied research capacity development in educational institutions in South Africa. The study was a collaboration between Flemish Universities and HEI-South African University. The study looked at the productivity and improvements of capacity among the academic researchers, and they found out that the interest shown by this educational institutions on capacity development of staff enhances the retention of these employees. Furthermore, Rugumamu (2011) studied the importance of capacity development in conflict and fragile contexts in Africa; findings point to the poor results in capacity development efforts in such areas. Such initiatives in Africa have been seen as generally imposed on the beneficiary nations and populations by the donor community and lacking in local driven need for capacity building.

CONCLUSION AND RECOMMENDATIONS

This study concludes that career development significantly predicts organizational success in Ahoada West Local Government Area of Rivers State. The findings of the study had revealed that; to high extent, employee support/recognition influence employee retention, remuneration influence employee retention, career development pathway encourages employee retention to a high extent and work-life balance influences employee retention to a high extent. Furthermore, it

was hypothetically shown that there is significant relationship between; employee support/recognition and employee retention, remuneration and employee retention and organizational success, career development and employee retention and organizational success, after work-life and employee retention and organizational success.

Based on the findings, the study recommended that:

- i. Hotel managers should help subordinates to grow and achieve their organizational goals through adequate training and development.
- ii. Managers should develop moral and team spirit among his subordinates; it can enhance the relation between managers and subordinates and increase productivity and satisfaction.

REFERENCES

- Aytaç, S. (2005). *Çalı maya amındakariyer*[Career in working life] (2.Baskı). stanbul: 4 NoktaMatbaacılıkLtd. ti.
- Adıgüzel, O. (2009). Shein'ın kariyer çapaları perspektifinde Süleyman Demirel Üniversitesi BF öğrencilerinin kariyerde erlerine ili kin bir ara tırma [A survey on Suleyman Demirel University FEAS students' career values from the perspective of Shein's career anchors]. Isparta: *SDÜ BF Dergisi*, 14 (2), 277-292.
- Baruch, Y. & Peiperl, M. (2000). Career management practices: An empirical survey and implications. *Human Resource Management*, 39 (4), 347-366.
- Bayram, C. (2008). *Kariyer planlamave yönetimi [Career planning and its management] (1. Baskı)*. stanbul: KumsaatiYayınDa itimLtd. ti.
- Çalık, T. & Ere , F. (2006). *Kariyer yönetimi tanımlar: Kavramlar, ilkeler [Career management definitions: concepts, principles]*. Ankara: Gazi Kitabevi Tic.Ltd. ti.
- Fieldman, D.C., & Thomas, D.C. (1992). Career management issues facing expatriates. *Journal of International Business*, 23(2), 271-293.
- Fraze, V. (1997). Research points to weaknesses in expatriate policy. *Workforce* 3(1),
- Hiltrop, J.M. (1999). The use of HRM practices in international and domestic organizations. *New Zealand of Industrial Relations*, 24(1): 47-61.
- Geylan, R., Taçı, D., Tonus, Z., Benligiray, S. & Oktal. Ö. (2013). *Örgütlerde insan kaynakları yönetimi [Human resources management in organizations] (1.Baskı)*. Eski ehir: A.Ö.F. Yayını No: 1803.
- Holland, J. L., Davis, J. A., Cooley, W. W. (1967). Current psychological theories of occupational choice and their implications for national planning. *Journal of Human Resources*, 2 (2), 176-190.

- Kaliyamoorth, O., Al-Shibami, E., Nusari, F., & Ghosh, A. (2018). relationship between motivation and employee retention in Malaysia luxury hotels. *Hospitality Review*, 19(2).
- Karakurum, M. (2005). *The effects of person organization fit on employee job satisfaction, performance and organizational commitment in a Turkish public organization*. Unpublished master thesis, Ankara: Middle East Technical University.
- Kakui, I. & Gachunga, H. (2016). Effects of career development on employee performance in the public sector: a case of national cereals and produce board. *The Strategic Journal of Business and Change Management*, 3 (3) 307-324
- Kaynak, T. (1996). *nsankaynaklarıplanlaması [Human resources planning] (2.Baskı)*. stanbul: Alfa Yayınevi.
- Ko, W. H. (2012). The relationships among professional competence, job satisfaction and career development confidence for chefs in Taiwan. *International Journal of Hospitality Management* 31, 1004– 1011.
- Lauby, S. J. (2005). *Motivating Employees*. Alexandria, Va.: ASTD Press.
- Mwanje, S. (2010). Career development and staff motivation in the banking industry- A case study of Bank of Uganda. Makerere University library.
- Orpen, C. (1994). The effects of organizational and individual career management on career success. *International Journal of Manpower*, 15 (1), 27-37.
- Pearson, C. & Ananthram, S. (2008). Career development, job satisfaction, and career commitment: evidence from the Singaporean hospitality industry. *Paradigm*, 12 (2), 12-28.
- Robbins, S. (2010). *Essentials of Organizational Behavior*. Upper Saddle River, New Jersey, USA: Pearson publishing Inc., Prentice Hall.
- Robbins, S. P. & Coulter, M. (2002). *Management (7th. Ed)*. Prentice Hall, Retrieved from <http://sirpabs.ilahas.com/Management,%207e,%20R>
- Shoup, B. (2011). 'Getting Workers into the Coatings Industry', *Journal of Protective Coatings & Linings*, 4(2), 23-39.
- Stein, N. (2013). 'Motivation matters', *Horticulture Week*, p. 23, Business Source Complete, EBSCOhost.
- Wehrich, H. & Koontz, H. (2005). *Management*. Beijing: Jing jikexuechu ban she. Greenwood Press.
- Yalçın, S. (1994). *Personel yönetimi [Personnel Management] (5.Bası)*. stanbul: Beta BasımYayımları A. .
- Yılmaz, A. G. (2006). *nsankaynaklarıyönetiminde kariyer planlamanın çalışanların motivasyonu üzerine etkisi [The impact of career planning on employee motivation in human resource management]*. Yayımlanmamış Yüksek Lisans Tezi. stanbul: Marmara Üniversitesi