

Career Development and Employee Performance of Deposit Money Banks in Makurdi Metropolis, Benue State-Nigeria

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Abstract: *This study empirically examined the effect of Career development on Employee Performance of Deposit Money Banks in Makurdi Metropolis, Benue State-Nigeria. Specifically, the study examined the effect of career education, career mentoring and career commitment on employee performance of Deposit Money Banks in Makurdi Metropolis, Benue State-Nigeria. The study was anchored on the trait and factor theory propounded by Parsons (2009). The study adopted Cross-sectional Survey Design. The population of this study consisted the entire 351 staff of the selected deposit money banks operating in Makurdi Metropolis. The sample size of 186 was determined using Taro Yamane (1967) formula. Data which was collected from respondents through structured questionnaire was analysed using simple multiple-regression. The findings revealed that career education, career mentoring and career commitment have positive and significant effect on employee performance of Deposit Money Banks in Makurdi Metropolis. Based on the results from data analysis and findings of this study, it was concluded that the usage career development through career education, career mentoring and career commitment has improved the employee performance of deposit money banks in Makurdi metropolis. Based on the findings of this study, it was recommended that Deposit Money Banks in Makurdi Metropolis should continuously improve developing their employees' through career education, career mentoring and career commitment so as to enhance their performance.*

Keywords: *Career Development, Career Education, Career Mentoring, Career Commitment, Employee Performance*

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1.2 Background of the study

Global competition has caused organizations to focus on each aspect of their operations, questioning how each function and process can contribute to achievement of strategic goals. Today in a world of increasing competitive corporate environment, every company regardless of scales and market is striving to gain competitive advantage to perform better and to achieve productivity, profitability and efficiency. Technological breakthrough is fast changing the face of business. Career development is used as a helpful ways by which organizations can cope with such changes occurring especially in the field of technology with its attendant impact on product innovation and increased competition amongst companies. By extension, this will affect organizational structure as well as improve the productivity of employees including corporate productivity as a whole. Thus, for organizations to plan, develop and achieve their predetermined objectives and goals, it is of utmost importance that their staff must not be docile and also demonstrate potentials to fit into the contemporary dynamic business environment (Garavan, Hogan & Cahir-O'Donnell, 2003). For the development of employees' productivity in an organization, the significant role played by training and development should be taken with all seriousness. This is because it has direct impact on employee productivity and overall corporate performance (Aruna & Anitha, 2015).

Career development practices are key strategic considerations for all organizations regardless of age, size, sector, market or profile. The development of the capacity and capability of the organization's managers has a fundamental impact on efficiency, effectiveness, morale and profitability of an organization (Irene & Hazel, 2016). Career development covers an employee's working life. It starts with for instance, staff orientation, on-the-job training, experience, short courses, professional courses, post graduate degrees or diploma. Opadeyi and Akpa (2021) opined that employee development is the foundation upon which the confidence and competence of individual staff is built. Career development benefits not only the individual employee, but also the organization. Through consistent career development programmes, an organization is assured of a future supply of qualified and committed employees to replace the top level employees who are tending to retire. Career development may help to motivate and retain employees through the career development process; employees are assisted in setting realistic goals and to develop the required skills and abilities for target positions (Xu & Thomas, 2011). In most firms, it is becoming increasingly evident that career management programmes are cost justified in the same terms as staffing programmes; that is each approval contributes to improved utilization of employees and overall organizational effectiveness (Leach, 2000). Thus, the purpose of career development is to match an employee's career aspirations with opportunities and challenges available within the organization (Aplin & Gerster, 2008).

Employee performance is described as how well a person executes their jobs and responsibilities. Performance is a metric used by successful businesses to measure their work accomplishments. Experts define performance as the outcome of a person's work or the performance of a person's work in carrying out his or her tasks and responsibilities (Rusmiati & Fitriani, 2021). Career development has a positive relationship with employees' performance. When an organization develops its employees' through career education, career mentoring and career commitment, it

is likely that it will have workers that are competent and committed towards achieving the set goals of the organization.

1.2 Statement of the Problem

The employees constitute the most significant and dynamic assets of any organization as they are crucial to the viability and the competitiveness of the organization. They are so important and play major role towards ensuring that the organization achieves her predetermined objectives. Therefore, equipping the employees through career education, career mentoring and career commitment is imperative for the improvement of both employee and organizational performance. Career development is beneficial to both the individual employee and the organization. This is so because there is an interaction between the organization for which he/she works and the development of the organization through the employee's career. An employee develops his/her career through a continuous acquisition of managerial or professional skills and experience which may bring about rewards and promotion.

To this end, it has been observed that employees do not engage properly with their jobs. Furthermore, it has been observed that there is a low productivity in deposit money banks as a result of a lack of proper mentoring and self-development. Employees lack the necessary skills and knowledge to deliver quality services, improve performance and ensure that the organization maintains a competitive advantage over its rivals. The poor service delivery due to suboptimal employee performance has led to a decline in customers' satisfaction, employee quality of service delivery, employee competency and employee commitment.

World over and in Africa a lot of studies were carried out on Career development and employee performance; even in Nigeria, researchers examined the relationship between career development and employees' performance but it is not known to the researchers that a study on these variables has been conducted in the present study area. It is against this background that the study explores empirically the effect of career development on employee performance in deposit money banks in Makurdi Metropolis, Benue State-Nigeria.

1.3 Objectives of the Study

The broad objective of the study is to examine empirically the effect of career development on employee performance in deposit money banks in Makurdi Metropolis, Benue State-Nigeria. The Specific objectives are to:

- iv. Examine the effect of career education on employee performance of deposit money banks in Makurdi Metropolis, Benue State-Nigeria;
- v. Investigate the effect of career mentoring on employee performance of deposit money banks in Makurdi Metropolis, Benue State-Nigeria; and
- vi. Determine the effect of career commitment on employee performance of deposit money banks in Makurdi Metropolis, Benue State-Nigeria.

1.4 Hypotheses

Ho₁ Career education has no significance effect on employee performance of deposit money banks in Makurdi Metropolis, Benue State- Nigeria;

Ho₂ Career mentoring has no significance effect on employee performance of deposit money banks in Makurdi Metropolis, Benue State- Nigeria; and

Ho₃ Career commitment has no significance effect on employee performance of deposit money banks in Makurdi Metropolis, Benue State- Nigeria.

2. LITERATURE REVIEW

2.1 Conceptual Framework

2.1.1 Concept of Career Development

Career development or Career advancement is the result of a combination of psychological, sociological, economic, and physical elements that define a person's lifelong sequence of jobs, occupations, and careers. Career development is the process of learning and utilizing short-term skills to progress toward long-term professional goals. This process is often lifelong and involves steadily reaching milestones specific to your designated career path. Much of career development calls for reflection and the exploration of purpose in your work, and is the foundation for achieving larger [career growth](#) (Whitfield, 2022). Career Development is the process by which employees strategically explore, plan, and create their future at work by designing a personal learning plan to achieve their potential and fulfill the organization's mission requirements (Bett, 2015). A career path can be visualized as a ladder, with each rung symbolizing the level of a role on the path. Landing a job is a paramount first step, but odds are that you may not want to stay at the entry level forever. Moving up the career ladder and earning promotions is easier said than done, however. It often requires careful planning and taking intentional steps (Whitfield, 2022). Career development is all about gathering what skills and experiences that can launch you further on your career path, and navigating these processes in increments (or ladder steps) to make career growth manageable (Whitfield, 2022). It considers a person's previous, current, and future job responsibilities. It affects a person's family life, self-concept, and every aspect of their social and cultural environment. Career development is a systematic and ongoing process that aims to produce more enriched and capable individuals. Counseling is both a science and an art. It's a short-term, interpersonal, theory-based profession that helps people. According to Maimunah (2015), career development that consists of training, coaching, mentoring, counseling and promotion would motivate employees to perform well and showing their actual capability in achieving organizational goals.

2.1.2 Dimensions of Career Development

For the purpose of this study, career development is conceptualized to include career education, career mentoring and career commitment as explained below.

i. Career Education: A systematic attempt to influence career development of participants through various types of educational strategies, including providing occupational information,

infusing career-related concepts into the academic curriculum, offering training devoted to the study of career interests or choices (Neal, Wood, & Drolet, 2013). Career education refers to the totality of experiences (school-based and otherwise) that help individuals acquire and use the knowledge, skills, and attitudes necessary to make work a meaningful, productive, and satisfying part of life. It is the process or acquisition of knowledge, abilities, and attitudes that enable individuals to both understand and perform effectively in their chosen vocations. Career education may be planned and formal, self-directed, mandated, or voluntary (Neal, Wood, & Drolet, 2013).

Career education plays an important role in the career paths of children, youth, young adults, and older adults. At its heart, career education involves developing an attitude that encourages the belief that it is okay or even preferred, to plan one's career (Drolet & Anderson, 2016). Developing this kind of attitude is best done in small doses, beginning when children are young, in order that the attitudes can be personalized. Career education is life education. The skills needed to make meaningful career choices are the skills needed to make meaningful life choices. Thus, the process is referred to as career-life planning.

ii. Career mentoring: Mentoring leverages strategic knowledge and skill throughout the organization by sharing and spreading acquired learning and know-how. It allows the learner to acquire new skills, abilities and knowledge that enhance his/her competences and help in career development (Jeevan & Pooham 2015). Akinbobola, (2013), cited in Anekwe, (2019) assert that mentoring relationship involves exchange of wisdom, learning and development of skills and knowledge about the organization for the protégé's career growth. Career mentoring primarily operates at the individual level as it enables individualized experiences that support protégés' career progress (Alfes et al., 2013). However, the effectiveness of mentoring is contingent upon how employees evaluate their mentoring experience (Eby, Butts, Durley, & Ragins, 2010). For example, mentoring effectiveness suffers when employees doubt whether they can meet their mentor's expectations (Ensher & Murphy, 2011). Employees' career mentoring perceptions are not only shaped by their idiosyncratic mentoring experiences but also by observing their supervisor's mentoring behaviors toward others in the group, such that career mentoring may operate at both the individual and the group level (Nielsen & Daniels, 2012).

iii. Career Commitment: Career commitment is the power of employee motivation to work in the career roles that they have selected. Herachwati and Rachma (2018) defined career commitment as a person's attitude toward their work or field. A person who is committed to a career that is being undertaken tends to make more efforts to achieve the targets of their career. Career commitment as a subjective dimension of a career is an affective concept that identifies a series of related assignments in a particular field with the behaviors of overcoming disappointments in the attempt to pursue career goals. Herachwati and Rachma (2018) suggested that a person's level of commitment to their career role depends on his or her views on increasing or decreasing their competence and success in their career role. Career commitment precisely identifies this behavioral pattern and this plays a higher level of expectations and requirement from the organization to establish their relationship better in order to fulfill the individual and organizational goals. The implication of this dimension puts up the point that career commitment is found to be directly influential in motivating individuals to fulfill their expectation and

satisfaction within the organization to increase their organizational commitment. It is also true that organization needs to take care of the expectations and aspirations of its individual employees to increase the organization commitment and thereby fulfill the organizational objectives and goals. The attitudinal dimension in the workplace and the behavioral pattern influencing organizational commitment and career commitment has been widely studied in the literature. The specific behavioural dimension related to career commitment focus is mainly on the relationship pattern between organizational commitment, turnover intention and also the modulation effect of career commitment in this relationship pattern.

2.1.3 Concept of Employees' Performance

Employee performance is defined as how well a person executes their job duties and responsibilities. Performance is a metric used by successful businesses to measure their work accomplishments. Experts define performance as the outcome of a person's work or the performance of a person in carrying out his or her tasks and responsibilities (Rusmiati & Fitriani, 2021). Meanwhile, employee performance is a metric that indicates how well employees adhere to both explicit and implicit standards, objectives, and priorities. Employee performance is defined as the manner in which employees complete their assigned work and perform required responsibilities (Omar, 2010). Additionally, it refers to the effectiveness, quality, and efficiency of manufacturing. Productivity also has an effect on how employees perceive their value to the organisation. Employee performance is also critical to a business's success. Each employee must work diligently to ensure that the company's vision and goal are realised (Bakar, 2018). According to Rivai (2015), work performance is the result of an increase of a person in total during a specific period in carrying out a task compared to various possibilities, such as work standards, target or criteria that have been previously determined and agreed upon. In order to achieve maximum employee performance, employees need work motivation, job training and functional leadership responsibilities. Sinambela (2012) states that employee performance is defined as an employee's ability to perform specific skills.

Performance is a critical factor in organizational success, helping to also improve overall productivity, profitability, and employee morale. By assessing employee performance regularly, companies can identify areas that need improvement, provide support and training to employees, and ensure that everyone is working towards the same goals. Many companies assess their employees' performance on an annual or quarterly basis to define certain areas that need improvement and to encourage further success in areas that are meeting or exceeding expectations. The success in achieving performance is not only determined by the mastery of in-depth knowledge but also strongly influenced by the behavioural attitudes that employees have in dealing with work.

According to Silitonga and Sadeli (2020), employee performance is often interpreted as representative of the organization's performance and has a direct impact on the organization's image. Khan and Mashikhi (2017) stated that performance has been considered as the ultimate outcome of an organization as well as an employee. Creativity, innovation, and a higher level of commitment among employees are the sources of organizational success and glory. A study by Prange and Pinho (2017) mentioned that, since human resources are an important factor in any organization, organizational productivity and efficiency depend on the performance of its

employees. The survival of the organization will depend on their ability to provide the employees with the necessary actions. Enhanced capabilities, knowledge, and skills as the foundation for the organization's competitive advantage in today's global market (Rodriguez & Walters, 2017). Managers of organisations should consider meeting employees' mental and physical requirements and enhancing employees' personal and occupational performance using a variety of means and methods, such as training, performance review, and job design (Abdulkhaliq & Mohammadali, 2019).

2.1.4 Measures of Employees' Performance

The following are used to measure employees' performance in this study. They are employee job satisfaction and employee retention and are explained below;

Employees' Job Satisfaction

Employees' job satisfaction is the feeling of comfort and fulfillment that employees get from their jobs and employment conditions. This view is supported by Pantha (2020) who sees employees' job satisfaction as the emotional adaptation employees have with their job and work condition. Moyes, Shao and Newsome (2008) describe it as how pleased employees are with their job or place of employment. Given the importance of employees' job satisfaction in the organization; it is an HR outcome that determines the presence of certain behavioural tendencies in employees which foster organizational performance.

An important aspect of HRM is the measurement of employee satisfaction that allow organizations to ensure that employee satisfaction is high among their workforce which is a major determinant for increase in productivity, responsiveness, quality and customer service (Sageer, Rafat & Agarwal, 2012). Thus, it is the responsibility of the organization through HRM unit to initiate practices that will guarantee employees' job satisfaction while pursuing organizational goals (Pantha, 2020). This is because employees often suffer from job related stress that may not allow them to maintain a high performance standard which is the expectation of modern organizations and given that the success of organization is linked to employees' job satisfaction; especially as this will allow for the retention of the talented employees which are critical to the success of a firm (Sree & Satyavathi, 2017; Freeman, 2005).

In addition, Sageer, Rafat and Agarwal (2012) mention that employee job satisfaction is associated with employee motivation, job involvement, life satisfaction, mental health, organizational commitment and job performance and has a negative effect on absenteeism, turnover and perceived stress, they then posit that employee job satisfaction is the degree to which an employee feels satisfaction from his/her job. Specifically, researchers have identified two factors that determine employee satisfaction which include: organizational and personal characteristics. The organizational variables are organizational development, policies of compensation and benefit, job design, job security, working environment and condition, relationship with supervisors, work group, leadership style, and technology among others. On the other hand, personal characteristics of employees' job satisfaction as highlighted by researchers are: personality, expectation, age, gender differences and education (Pantha, 2020; Sree & Satyavathi, 2017; Kadiresan *et al.*, 2015; Sageer, Rafat & Agarwal, 2012; Islam, Haradhan & Rajib, 2012). Since

employees spend most of their time in the organization, organization could nurture employees' job satisfaction by organizing and managing these variables identified to ensure optimal performance.

Employee Retention

Employee retention is concerned with the approaches employed by an organization in ensuring that the human resources remain in the organization for a longer period. Diwakar (2019) asserts that it is the measures put in place in an organization to encourage their employees to stay. Organizations initiate strategies to ensure that their employees, especially key employees are encouraged to stay; this is because high employee turnover could be very devastating to the organization in terms of cost, the ability to attract the kind of competence lost and low productivity. This is why Matthew and James (2012) maintain that the major reason for employee retention plans in an organization is to retain talented staff. Scholars posit that organizations that are success prone treat their employees with much care and respect bearing in mind that they are the most important asset in the organization hence, make policies that are aimed at making the employees feel satisfied with their jobs which in return breed commitment and willingness to stay (Saavana, 2021) for the stability and growth of the organization. This is because research has shown that employee turnover is associated with certain work related factors such as: reward and compensation, poor working relationship with management, poor career management plans, inflexibility in work life balance amongst others (Diwakar, 2019). All of these and many more are the reasons employee turnover could be heightened in the organization if proper measures are not put in place to mitigate it.

In employee retention literature, scholars have put forward a number of employee retention strategies or factors that organizations could use to encourage employees to stay especially skilled employees. Esmond-Naalu (2021) has classified factors that promote employee retention as the good infrastructure and facilities, good HRM practices, management and leadership styles, effective communication, and building social relationships. He maintains that a conducive working environment provides flexible atmosphere where work is fulfilling and, the required resources are in full supply. Hence, there is need to improve poor work condition in order to mitigate high employee turnover and increase retention among employees; the literature suggests that availability of resources is a determinant in the retention of employees (Esmond-Naalu, 2021; Kossivi *et al.*, 2016).

Also, another factor that enhances job satisfaction and employee retention relate to the adoption of good HR practices such as proper selection and recruitment, financial incentives for employee retention, opportunities for career development and advancement, promotion for retention, flexible work arrangements and staff health and well-being (Esmond-Naalu, 2021). This is in consonant with the study conducted by Kundu and Gahlawat's (2015) which showed that, the possibility of good HR practices to create job satisfaction and embedment lies in the adoption of socially responsible HR practices. Socially responsible practices comprise all HRM practices that promote the humanisation of work, which include equity in HRM opportunities, employee participation, work/ family life balance and compliance with all related labour laws. It was further argued that when employees perceive that their organisations have adopted and implement such

practices, employee job satisfaction, organisational commitment and the desire not to quit increase (Esmond-Naalu, 2021). It is important that employee retention consideration be given a priority in ensuring human capital outlook of intended viable organisations by management.

2.2 Theoretical Framework

The study adopted the trait and factor theory propounded by Parsons (2009). It proposed the trait and factor theory to explain the process of vocational choice. Parson's theory is predicated on the assumption that individuals differ as well as occupations, thus bringing in to limelight the old adage of individual differences. The theory sets out to match people and occupations in respect of their abilities, interests, intelligence, attitude and aptitude. The theory also asserts that the individuals' needs and values can only be fully realized when they are matched with those jobs which are relevant to such needs and values (Parsons, 2009 in Ahmed 2015). To explain his views further, Parsons proposed the following as basic steps through which an individual goes in his attempt to choose a career: A clear understanding of himself, his abilities, aptitudes, interests, ambitions, resources, limitations and their Causes, a good knowledge of the requirement and prospects in different jobs; and a sound reasoning of the relationship between the above two groups of factors and selection of a good match. This theory therefore states that if an individual's personality is carefully observed, better prediction can be made about his career behavior.

2.3 Review of Empirical Studies

Iyke-Ofoedu et al (2023) examined the effect of career development techniques on employee performance in deposit money banks in Nigeria. The research design employed in this study was the descriptive survey research design. The sample size of 231 respondents was drawn from population of the study which consists of 548 employees of Wema Bank Plc, Sterling Bank Plc, First Bank of Nigeria Plc and Access Bank Plc in Enugu State. Research questions were answered using mean and standard deviation. The hypotheses stated were tested using simple regression analysis. The empirical result shows that there is a positive and significant effect of induction training on employee quality of service delivery (t-statistics (58.161) > critical value (0.000). Again, the study revealed that there is a positive and significant effect of job rotation on employee punctuality (t-statistics (59.146) > critical value (0.000). The study also revealed that there is a positive and significant effect of formal education on employee transparency (t-statistics (53.984) > critical value (0.000). The study recommended that Management of deposit money banks in Nigeria should invest more in induction trainings as it provides opportunity to both old employees and new hires to learn the ropes of their new jobs and roles thereby enhancing the quality of service delivery.

Opadeyi and Akpa (2021) conducted a study to examine the effect of career development and employee engagement in selected Deposit Money Banks in Ogun State. A cross-sectional survey research design was utilized for this study. Primary data was sourced using a structured and self-administered questionnaire. The population of this study consisted of employees of the four selected deposit money banks (United Bank of Africa, Zenith Bank Plc, Access Bank Plc and Guaranty Trust Bank) located in Ogun state, Nigeria which amounts to 1630 employees. A sample

size for the study was given as (419) using the research advisors table of sample size. The data gathered was analyzed using descriptive statistics and simple linear regression analysis. The findings revealed that there is a positive and significant effect of career development on employee engagement ($R=0.686$, $R^2 = 0.471$, $F = 343.129$, $p<0.005$). The study concluded that career development significantly contributes towards employee engagement in selected deposit money banks in Ogun State, Nigeria. Therefore, the study recommended that career development should be based on realistic and standard methods in accordance with institutional benchmarks, indices and procedures and should likewise conform to ethical valuations and practices.

Adewale et al. (2021) 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.

Anekwe, Ndubuisi-Okolo and Nwannah (2020) study x-rayed the effects of career development on employees' performance of selected banks in Anambra state. The researcher adopted survey research design, both primary and secondary sources of data collection was used. The population of the study consists of senior and junior staff of selected banks which is four hundred and thirty five (435) employees, using TaroYamane's formula the sample size of the study was one hundred and forty eight (148). Pearson Product Moment Correlation analysis was use to analyzed the data. The findings revealed that there is a positive and significant correlation between personal development and employee competency in selected banks in Anambra state also career mentoring is positively correlated with employee commitment in selected banks in Anambra state. The researcher concluded that Career development provides employees the opportunity to participate in training for skill and capability development in order to achieve the targeted position an also improve performance and recommends that bank management should ensure that both new and old employees are properly mentored in order to acquire more skills that will enable them occupied future positions, tackle challenges and stay committed.

Giragama and Sooriyabandara (2017) investigate the career development of staff in the private banking sector of Sri Lanka. A case study approach has been selected based on a Sri Lankan leading private sector bank which consisted 159 branch network all over the island. The main aim of this study is to determine the significant factors which effect the career development of employees in XYZ banking Plc. Seven independent variables namely; Training, Organizational goals, Career education, empowerment, individual attitudes, individual career mapping, self-

appraisal were selected from main two areas such as Organizational Career planning and Individual career planning to determine the relationships with employee career development. Results were produced by 93 respondents out of 158 sample size. Study results revealed Training, Organizational Goals, Career Education, Empowerment and self-appraisal are significant factors for the career development. Moreover, results showed that Training, Career mapping, Individual attitudes have significant differences between groups in terms of "Gender" and Training, Organizational Goals, career education, Empowerment, Individual attitudes, Career Mapping, Self-appraisal have a significant difference between groups in terms of "Age".

3.0 Methodology

The study adopted Cross-sectional Survey Design. The population of this study consisted the entire 351 staff of the selected deposit money banks operating in Makurdi Metropolis. The selected banks are;

- iv. First Bank of Nigeria Plc, Makurdi
- v. Access Bank Plc., Makurdi;
- vi. United Bank for Africa Plc, Makurdi;

The researcher selected these banks because, they are top performing banks in Nigeria with reasonable number of employees and have survived stiff competition over time to remain profitable coupled with ease of data collection and ease of accessibility. The breakdown of the population of the banks is as follows:

Table 1: Staff Population of selected Money deposit Banks in Makurdi metropolis

Name of Bank	Number of Staff_
First Bank of Nig. Plc	125
Access Bank Plc	102
United Bank for Africa	126
Total	351

Source: Human Resources of the banks. Authors' computation, 2023

Sample and Sampling Technique

The sample size for this study was determined using Taro Yamane's (1967) formula:

$$n = \frac{N}{1 + N(e)^2} \quad (1)$$

Where;

n = Sample size

N = Population of study

e = Level of significance (tolerable error) at 5%

1= Constant

$$n = \frac{351}{1 + 351(0.05)^2}$$

$$n = \frac{351}{1+351(0.05)^2}$$

$$n = \frac{351}{1+0.89}$$

$$n = \frac{351}{1.89}$$

$$n = 186 \text{ staff}$$

The individual sample size per bank was determined using Bourley's (1964) population allocation formula as recommended by Asika (2006):

$$nh = \frac{nNh}{N} \quad (2)$$

Where,

nh = the number of unit allocated to each category of respondent

Nh = the number of population in each category of respondents

n = the total sample size

N = the total population of the study

$$\begin{aligned} \text{First Bank of Nig. Plc:} &= \frac{186 \times 125}{351} = 66\text{staff} \\ \text{Zenith Bank Plc:} &= \frac{186 \times 102}{351} = 54\text{staff} \\ \text{United Bank for Africa :} &= \frac{186 \times 126}{351} = 66\text{staff} \end{aligned}$$

$$66 + 54 + 66 = 186\text{staff.}$$

4. RESULT AND DISCUSSION

Data which was collected from respondents through structured questionnaire was analysed using simple multiple-regression. Results are presented below:

Table 2: Model Summary

R	R-Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
.777 ^a	.604	.599	.453	1.982

c. Predictors (Constant), Career Education, Career Mentoring and Career Commitment

d. Dependent Variable: Employee performance

Source: Researcher's Computation using SPSS (2023).

The result from Table 2 shows that coefficient of determination (R square) explains the variation in the dependent variable due to changes in the independent variable. The R square value of 0.604 is an indication that there was variation of 60.4 % in employee productivity due to changes in career education, career mentoring and career commitment at 95% confidence interval. Also, the value of R (0.777) from Table 2 shows the relationship between the study variables which implies that there was a strong positive relationship between the study variables.

Table 3: Analysis of Variance (ANOVA)

	Sum of Squares	df	Mean Square	F	Sig.
Regression	98.629	4	24.657	120.105	.000 ^b
Residual	64.668	315	.205		
Total	163.297	319			

c. Dependent Variable: Employee Performance

d. Predictors (Constant), Career education, career mentoring and career commitment **Source:** Researcher's Computation using SPSS (2023).

The result from the ANOVA statistics in Table 3 indicates that the processed data, which is the population parameters, had a significance level of 0.000 which shows that the data is ideal for making a conclusion on the population's parameter as the value of significance (p-value) is less than 5%. This implies that Career education, career mentoring and career commitment significantly affect employee performance. The significance value was less than 0.05 which indicates that the model was statistically significant (F =120.105; P = .000).

Table 4: Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	.165	.181		3.913	.000
Career Education	.169	.059	.148	2.884	.004
Career Mentoring	.521	.060	.499	8.638	.000
Career Commitment	.225	.064	.221	2.398	.001

a. Dependent Variable: Employee Performance

Source: Researcher's Computation using SPSS (2023).

From the data in the Table 4 the established regression equation is presented thus:

$$Y = 0.165 + 0.169 (\text{Career Education}) + 0.521 (\text{Career Mentoring}) + 0.225 (\text{Career Commitment})$$

The regression equation above revealed that holding Career education, career mentoring and career commitment to a constant zero, Employee Performance would be 0.165, a unit increase in Career Education would affect Employee Performance by 16.9% and a unit change in Career mentoring would affect Employee Performance by 52.1%, while a unit change in career commitment would affect Employee Performance by 22.5%. The study also found that the p-values Career education, career mentoring and career commitment (.004, .000, and .001) respectively were less than 0.05. Additionally, the result indicates that career mentoring has more significant effect on employee performance in Deposit Money Banks in Makurdi Metropolis, Benue State.

4.2 Test of Hypotheses and Discussion of Findings

The three hypotheses formulated in this study were tested as follows:

4.2.1 Test of hypothesis one

H0₁: Career education has no significant effect on employee performance of Deposit Money Banks in Makurdi Metropolis, Benue State

To test this hypothesis, the strength of the effect of career education on employee performance was measured by the calculated p-value = 0.004 at a significance level (α) of 0.05. Since the computed p-value is less than the significance level (α) of 0.05 ($p\text{-value } 0.004 < \alpha 0.05$), the null hypothesis was rejected. It is therefore concluded that career education has significant effect on employee performance of Deposit Money Banks in

Makurdi Metropolis, Benue State. This result is in agreement with Iyke-Ofoedu et al (2023), Anekwe, Ndubuisi-Okolo and Nwannah (2020) and Giragama and Sooriyabandara (2017) who also found a positive relationship between career education and employees' performance.

4.2.2 Test of hypothesis two

H₀₂: Career mentoring has no significant effect on employee performance of Deposit Money Banks in Makurdi Metropolis, Benue State

To test this hypothesis, the strength of the effect of Career mentoring on employee performance was measured by the calculated p -value = 0.000 at a significance level (α) of 0.05. Since the computed p -value is less than the significance level (α) of 0.05 (p -value 0.000 < α 0.05), the null hypothesis was rejected. It is therefore concluded that Career mentoring has significant effect on employee performance of Deposit Money Banks in Makurdi Metropolis, Benue State. This result has been affirmed by Anekwe, Ndubuisi-Okolo and Nwannah (2020) who showed that career mentoring is positively correlated with employee commitment in selected banks in Anambra state.

4.2.3 Test of hypothesis three

H₀₃: Career commitment has no significant effect on employee performance of Deposit Money Banks in Makurdi Metropolis, Benue State

To test this hypothesis, the strength of the effect of career commitment on employee performance was measured by the calculated p -value = 0.001 at a significance level (α) of 0.05. Since the computed p -value is less than the significance level (α) of 0.05 (p -value 0.001 < α 0.05), the null hypothesis was rejected. It is therefore concluded that commitment has significant effect on employee performance of Deposit Money Banks in Makurdi Metropolis, Benue State. This confirmed by Anekwe, Ndubuisi-Okolo and Nwannah (2020) who also found that career commitment has positive effect on employees' performance.

5. CONCLUSION AND RECOMMENDATIONS

5.2 Conclusion

Based on the results from data analysis and findings of this study, it can be concluded that the usage of career development through career education, career mentoring and career commitment has improved the employees' performance of deposit money banks in Makurdi metropolis of Benue State-Nigeria..

5.2 Recommendations

Based on the findings of this study, the following recommendations were made:

- iv. Deposit money banks in Makurdi metropolis should continuously improve development of their employees' through career education so as to enhance their performance. This can be done through attendance of courses, seminars and workshops to enhance their knowledge acquisition.
- v. Deposit money banks in Makurdi metropolis should continuously improve development of their employees' through career mentoring so as to increase their performance. This can be done through orientation and job rotation to prepare employees for managerial positions.

- vi. Deposit money banks in Makurdi metropolis should continuously improve development of their employees' through career commitment so as to improve their performance. This can be ensured through the provision of job security to employees of the banks.

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