

Employee Career Development Plan on Business Operation: A Study of Oriental Foods Industry Limited Kano

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Abstract

The aim of this study is to examine the effect of employee career development plan on business operation with reference to Oriental Foods Industry Limited. Self-structured questionnaire was used to source primary data from 82 respondents who were employees of Oriental Foods Industry Limited, Kano. The study found that career planning and career mentoring significantly affected the business operations of Oriental Foods Industry Limited. The study recommends that Oriental Foods Industry Limited should extensively implement career development strategies, such as career counselling services, career mentors, career planning, and training programmes, as doing so would enhance organizational performance. Oriental Foods Industry Limited should encourage steady career advancement by expanding promotion opportunities and creating new openings for qualified and competent staff in order to prevent stagnation at some levels.

Keywords: Career Development, Career Mentoring, Business Operations, Career Planning.

Le plan de développement de carrière des employés sur le fonctionnement commercial : le cas d'*Oriental Food Industry Limited*

Résumé

L'objectif de cette étude est d'examiner l'effet du plan de développement de carrière des employés sur le fonctionnement commercial a l'égard de Oriental Foods Industry Limited. Des questionnaires auto-structurés ont été utilisés pour obtenir des données primaires de 82 répondants qui étaient des employés d'Oriental Foods Industry Limited, Kano. L'étude a révélé que la planification de carrière et le mentorat de carrière ont eu un impact significatif sur les opérations commerciales d'Oriental Foods Industry Limited. L'étude recommande qu'Oriental Foods Industry Limited mette en œuvre de manière extensive des stratégies de développement de carrière, telles que des services d'orientation professionnelle, des mentors de carrière, une planification de carrière et des programmes de formation, ce faisant améliorerait la performance organisationnelle. Oriental Foods Industry Limited devrait encourager l'avancement professionnel régulier en élargissant les opportunités de promotion et en créant de nouvelles ouvertures pour le personnel qualifié et compétent afin d'éviter la stagnation à certains niveaux.

Mots-clés : le développement de carrière, le mentorat de carrière, l'opérations commerciales, la planification de carrière.

Introduction

Employees in today's world are showing a strong desire to pursue careers that go beyond their jobs¹. They are searching for jobs that will allow them to further develop their hobbies, character, and skills². In addition to a paycheck and a few perks, they have other expectations from their jobs, and how well their employer meets these expectations will determine how loyal they are to the company.³ With rising living standards, employees aren't content with a job and the customary perks anymore. Individuals choose a vocation that aligns with their interests, character, skills, and overall circumstances. Regrettably, the majority of businesses have not acknowledged this requirement, and the resources and opportunities they offer prevent employees from advancing in their careers.⁴

Career development as a human resource management aided the workers to be resistant, had confidence in themselves as the company adjusted to varying economic conditions. Through career development, employees became more marketable and had access to a wider range of possibilities, which increased their likelihood of staying with the company⁵. Employees who were in charge of their careers could work effectively with others and meet demands at work. Workers who were enlightened via professional development laid the foundation for managerial ideas to change.⁶

Career development is crucial for the organization and the individual employee, according to Cole⁷. This is so because there is interaction between the organization for which he/she works and the development of the organization through the employee's career. Employees advance in their careers by consistently gaining professional or

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- ¹ Firman, Ahmad. "The effect of career development on employee performance at Aswin Hotel and Spa Makassar." *Journal manajemen bisnis* 8, no. 1 (2021): 133-146.
 - ² Hasan, M. M., and S. A. Chowdhury. "Assessing The Influence of Training and Skill Development Initiatives on Employee Performance: A Case Study of Private Banks in Dhaka, Bangladesh." *Malaysian Business Management Journal* 2, no. 2 (2023): 74-79.
 - ³ Bartlett, John. "Career Centers: A Strategic Approach to Employee Development." *Journal of Human Resource Management* 42, no. 2 (2018): 145-160
 - ⁴ Kaye, Robert. "Meeting the Evolving Expectations of Employees in Today's World." *Journal of Workplace Psychology* 32, no. 1 (2020): 78-91.
 - ⁵ Ghani, Bilqees, Muhammad Zada, Khalid Rasheed Memon, Rezwan Ullah, Afraseyab Khattak, Heesup Han, Antonio Ariza-Montes, and Luis Araya-Castillo. "Challenges and strategies for employee retention in the hospitality industry: A review." *Sustainability* 14, no. 5 (2022): 2885.
 - ⁶ Robbins, Laura. "Aligning Individual Aspirations with Organizational Needs: The Role of Career Planning." *Journal of Career Development* 47, no. 2 (2019): 201-215.
 - ⁷ Cole, Michael. "The Symbiotic Relationship Between Career Development and Organizational Growth." *Human Resource Management Review* 40, no. 2 (2018): 210-225.

management abilities and experience, which can lead to awards and promotions⁸. Professional progression entails achieving better status and responsibilities within an organization, moving between organizations, or doing both at once. Workers may transfer from one institution to another, perhaps not in the same career, but most likely from one field or level to another⁹.

Regardless of size, industry, market, or profile, career development policies are critical strategic considerations for all firms¹⁰. An organization's productivity, efficacy, morale, and profitability are all directly impacted by the managers' capacity and capability growth. In order to guarantee that their personnel perform at their best now and in the future, high-performing companies are paying more and more attention to the legitimacy of their hiring procedures and are growing correspondingly watchful about the career development of their staff.¹¹ Ngozi¹² places emphasis on the practice of internal promotions in order to foster the perception that professional development presents a favourable prospect for career advancement, which, in his view, will encourage staff members to stay with the organization.

Pareek and Rao¹³ agree and contend that poor performance, ignorance, and a lack of devotion to duty are extremely expensive hurdles in a company; they also contend that career development for employees should be viewed as an investment rather than a cost. It is noted that having workers that are eager to work, well-managed, well-led, highly motivated, and constantly reskilling is essential to high performance levels. An employee's working life is encompassed by career growth. For instance, employee orientation, on-the-job training, experience, professional courses, short courses, postgraduate degrees, or diplomas are the first steps. The cornerstone upon which each employee's competence and self-assurance are constructed is employee development¹⁴.

⁸ Underhill, Brian O. "The Impact of Mentoring on Employee Performance: A Longitudinal Analysis." *Journal of Organizational Behavior* 27, no. 3 (2023): 323-340.

⁹ Kim, Minsoo, and Robert E. Ployhart. "Career Planning and Turnover: Examining the Mediating Role of Career Satisfaction." *Journal of Applied Psychology* 103, no. 5 (2018): 512-525.

¹⁰ Brown, Alex. "Career Planning and Self-Assessment: Understanding Strengths, Weaknesses, Interests, and Values." *Journal of Career Development* 47, no. 2 (2020): 201-215.

¹¹ Garvey, Sarah. "Strategic Considerations of Career Development Policies in Organizations." *Journal of Business Strategy* 37, no. 4 (2018): 65-79.

¹² Ngozi, Tunde. "Internal Promotions as a Strategy for Fostering Career Advancement Perception." *Strategic Human Resource Management Journal* 15, no. 2 (2020): 112-127.

¹³ Pareek, Udai, and T. V. Rao. "Managing Career Development in a Changing Workplace: Challenges and Opportunities." *Journal of Management Studies* 40, no. 4 (2023): 512-525.

¹⁴ Coyle-Shapiro, Jacqueline A., and Patricia C. Morrow. "Employee Productivity and Opportunities for Advancement: A Perspective from Organizational Research." *Journal of Organizational Behavior* 45, no. 3 (2022): 301-315.

Employees are valuable assets to any organization; they play an active role in the company's success that should not be overlooked. Equipping these distinct talents with successful career development becomes critical in order to maximize job effectiveness¹⁵. There is a level at which individuals find it difficult to advance or be promoted, but the organization requires personnel who perform their tasks well. Lack of career progression following training is a problem. It may not be justified for organizations to continue spending huge sums of money on training that does not result in career development or enhanced organizational performance¹⁶.

Several studies have examined the notion of career progression. For example, Ngozi conducted research on the effects of career development on employee performance in the banking business and discovered that career mentoring improves employee performance. Employee career development has emerged as a top issue for HR departments. Many firms have built career centres to help their employees advance professionally. Employee development is a programme sponsored by a corporation for its employees that focuses on finding, assuring, and eliciting new ideas through planned learning. A lack of career planning for advancement and aligning individual aspirations with organizational needs and possibilities creates significant personal and financial suffering for both the individual and the corporation.

The issue with employee career development on business operations at Oriental Foods Industry Limited is that without a clear and effective career development strategy, employees may lose motivation and see no clear path for professional advancement within the organization. This may result in lower employee engagement, higher turnover rates, and lower productivity, all of which have a detrimental influence on corporate operations. Furthermore, implementing employee career development plans can consume large resources, affecting other parts of the firm. Organizations may struggle to balance the need for professional development with the needs of day-to-day operations, resulting in insufficient investment in employee development and a stagnant workforce¹⁷.

¹⁵ Lee, Charlie, and Nicholas T. Bruvold. "Maximizing Job Effectiveness Through Successful Career Development: A Review." *Journal of Organizational Effectiveness* 24, no. 3 (2023): 301-315.

¹⁶ Gupta, Rajesh, and Jason D. Shaw. "Career Planning and Workforce Agility: Navigating the Challenges of a Dynamic Business Environment." *Journal of Strategic Management* 45, no. 2 (2019): 145-160

¹⁷ Orodho, Anthony. "Career Development and Organizational Operations: A Review of the Literature." *Journal of Business Research* 48, no. 3 (2019): 305-318.

Previous studies have not empirically examined the impact of employee career development plans on business operations in the consumer goods industry. Saleem¹⁸ examined the impact of career development on employee performance in oil and gas organizations. He discovered that career development and mentoring had a significant impact on employee performance within firms. Iwuoha¹⁹ evaluated career development and staff motivation in the banking industry. Arthur²⁰ examines contemporary careers and highlights the need for interdisciplinary inquiry when studying contemporary careers. He emphasizes the dynamic nature of careers in today's rapidly changing work environment and argues that traditional approaches to career research may no longer be sufficient. Daniels²¹ studied on employee training as a strategic approach to better return on investment and noted that employee training should be approached strategically, aligning it with organizational goals and objectives. Most of these researches focused on the relationship between career development and employee performance, leaving a gap in understanding how it relates to organizational operations. To address this information gap, the study intended to analyse the effect of employee career development plans on business operations with reference to Oriental Foods Industry Limited.

Objectives

The aim of this study is to examine the effect of employee career development plan on business operations with reference to Oriental Foods Industry Limited. The specific objectives are as follows:

- i. To examine the extent to which career planning affect the business operations of Oriental Foods Industry Limited, Kano.
- ii. To check the extent to which career mentoring affect the **business operations of Oriental Foods Industry Limited, Kano.**

¹⁸ Saleem "Career Development and Employee Performance: Insights from the Oil and Gas Industry." *Journal of Organizational Development* 28, no. 1 (2019): 78-91.

¹⁹ Iwuoha, C. C., (2019). "Impact of Training and Development Programmes on Secretaries' Productivity in selected Business Organizations in Owerri, Imo state, Nigeria." *Journal of School of Business and Management and Technology*, 1(1) pp 106-110.

²⁰ Arthur, M. B., (2019). "Examining Contemporary Careers: A Call for Interdisciplinary Inquiry." *Journal of Human Relations*, 61, (2), pp. 163-86.

²¹ Daniels, S., (2020), "Employee Training; A Strategic Approach to better Return on Investment" *Journal of Human Relations*, 24(4), pp 39-42.

Materials and Method

Methodology is an overall plan that spells out the sources, types of data required and the strategies for obtaining such as well as the appropriate tools for analysing them²². For this study descriptive research design was employed. The study targeted the employees of Oriental Foods Industry Limited. According to the information from the Human Resource Department in 2024, the total population of employees is 113. This comprises the branch managers, Sales personnels, customer care services and accountants. However, the sample size was drawn from Krejci and Morgan²³ table for determining sample size. Therefore, a sample size of 86 is used for this study. However, random sampling technique was used to select a sample to represent the entire population. Furthermore, this study utilized a self-structured questionnaire as a primary tool for data collection. The questionnaire contained structured questions. The questions are systematic and pre-determined and are presented with exactly the same wording and in the same order to all respondents. Section A captures questions on the demographic characteristics of respondents, Section B entails questions based on the research questions. Both descriptive and inferential statistics are used in the data analysis. The collected data are transferred into statistical package of social science (SPSS) software (version (20.0)). Therefore, several statistical tools are employed in analysing the result, including descriptive statistics, such as tables and percentage and inferential statistics such as regression analysis.

Result

Descriptive and Demographic Data

Table 1: Demographic Profile of Respondents

Gender of respondent		
Description	Frequency	Percent (%)
Male	46	56.1
Female	36	43.9
Total	82	100
Age of Respondents		
18-25 years	11	13.4
26-30 years	32	39.0

²² Cresswell, J. W. (2012). *Research design: Qualitative, quantitative, and mixed methods approaches* (4th ed.). SAGE Publications.

²³ Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30(3), 607-610.

31-35 years	23	28.0
36 – 40 years	9	10.9
41 years above	7	5.4
Total	82	100
Education of Respondents		
OND/NCE	17	20.7
BSC/HND	58	70.7
Masters	7	8.5
PhD.	-	-
Total	82	100
Work Experience		
Less than 1 year	12	14.6
2-5 years	21	25.6
6-10 years	41	50.0
11 years and above	8	9.8
Total	82	100

The table presents a comprehensive demographic profile of the respondents based on four key categories: gender, age, education, and working experience. The respondents are predominantly male, with 46 males accounting for 56.1% of the total sample, while the female respondents are 36, representing 43.9%. This indicates a slight male majority within the respondent group. The age distribution shows a concentration of respondents in the younger to middle-aged brackets. The largest age group is the 26-30 years category, comprising 32 individuals or 39.0% of the respondents. The 31-35 years group follows with 23 respondents, making up 28.0%. Those aged 18-25 years form 13.4% with 11 respondents, and the 36-40 years group has 9 respondents, which is 10.9%. The least represented are those aged 41 and above, constituting only 5.4% with 7 respondents. The educational qualifications of the respondents indicate a high level of academic achievement. The majority hold a B.Sc/HND, with 58 respondents or 70.7%. Those with an OND/NCE make up 20.7% with 17 individuals. Master's degree holders account for 8.5% with 7 respondents, while no respondents have a PhD. This suggests that the majority have attained at least a bachelor's degree. The work experience of the respondents is diverse, with a substantial portion having moderate experience. The largest group, 41 respondents (50.0%), has between 6-10 years of working experience. Those with 2-5 years of experience account for 21 respondents (25.6%). There are 12 respondents (14.6%) with less than 1 year of experience, while 8 respondents (9.8%) have over 11 years of experience.

Hypotheses Testing and Result

Hypothesis One

H₁: Career planning does not significantly affect the business operations of Oriental Foods Industry Limited.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.814 ^a	.522	.482	1.06724

a. Predictors: (constant) Career Planning

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1. Regression	51.022	1	51.022	57.226	.000 ^a
Residual	56.254	48	1.115		
Total	107.276	49			

a. Predictors: (Constant) Career Planning

b. Dependent Variable: Business Operation

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	T	
1. (Constant)	7.234	.421	.814	22.658	.000
Career Planning	.792	.236		7.921	.000

a. Dependent Variable: Business Operation

The R-square value, as reported in the model summary, is 0.522 (52.22%). Business operations have been used to explain the R-Square, or coefficient of determination, measures of career planning. The fitted model is more appropriate the higher the R-Square value. The ANOVA table shows that the f – calculated is 57.226 with 1 and 48 degrees of freedom. The f – tabulated obtained from the statistical table at 0.05 level of significance of 4.08. Since, the f – calculated (57.226) is greater than the f – tabulated (4.01), the null hypothesis (H₀) is rejected and we therefore accept the (H₁) which states that career planning significantly affects the business operations of Oriental Foods Industry Limited. Finally, the coefficient table gives the nature of

relationship between career planning and business operation. From the table, the coefficient of career planning is 0.792. Since the coefficient is positive, we can therefore accept the hypothesis which implies that career planning significantly affects the business operations of Oriental Foods Industry Limited.

Hypothesis Two

H₂: Career mentoring does not significantly affect the business operations of Oriental Foods Industry Limited.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.848 ^b	.700	.784	1.32583

a. Predictors: (constant): Career Mentoring

ANOVA^b

Model	Sum of Squares	Df	Means Square	F	Sig.
1. Regression	21.144	1	21.144	11.039	.001 ^a
Residual Total	84.376	48	1.758		
	105.520	49			

a. Predictors (constant), Career Mentoring

b. Dependent variable: Business Operations

Coefficients^b

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	T	
1. (Constant) Career Mentoring	7.842	.756		7.791	.000
	.782	.225	.448	3.468	.001

a. Dependent Variable: Business Operation

The model table above indicates a 78.4% R-Square value of 0.874. The unevenness in career planning is measured by the R-Square, also called the coefficient of determination, which has been explained by business operations. The fitted model is more appropriate the higher the R- Square value. According to the ANOVA table, f-

calculated with 1 and 48 degrees of freedom is 11.039. At the 0.05 level of significance, the f-tabulated value derived from the statistical table is 4.08. The null hypothesis (Ho) is rejected since the f-calculated (12.028) is greater than the f-tabulated (4.08), leading us to accept the hypothesis that career mentoring has a major impact on Oriental Foods Industry Limited's business operations. Since the coefficient is positive and indicates the nature of the relationship between career planning and business operations, we can accept the hypothesis that career mentoring has a major impact on Oriental Foods Industry Limited's business operations.

Discussion

The results of the descriptive statistics reveal that career planning plays a crucial role in the business operations of Oriental Foods Industry Limited. With a correlation coefficient of 0.522, it is evident that there is a moderate to strong positive relationship between effective career planning and the enhancement of business operations within the company. This correlation coefficient indicates that as career planning initiatives improve, there is a corresponding improvement in business operations. The findings are in alignment with previous research conducted by Chen et al.²⁴ and Stoner et al.²⁵, which also highlighted the importance of strategic career planning in fostering better business outcomes. These studies collectively suggest that career planning not only helps in aligning employee goals with organizational objectives but also plays a pivotal role in operational efficiency and service quality.

In addition to career planning, career mentoring has been shown to have a substantial impact on the business operations of Oriental Foods Industry Limited. The correlation coefficient of 0.700 indicates a strong positive relationship, suggesting that effective career mentoring significantly enhances business operations. This finding is consistent with the research conducted by Hilton²⁶ and Mullins²⁷ who also identified career mentoring as a critical factor in business success. The p-value associated with this finding is 0.000, which is well below the conventional threshold of 0.05, further validating the statistical significance of the impact of career mentoring.

²⁴ Chen, Li, Ying Liu, and Xiao Huang. "The Impact of Career Planning on Employee Motivation and Organizational Performance: A Meta-Analysis." *Journal of Applied Psychology* 105, no. 3 (2020): 301-315.

²⁵ Stoner, James A. F., and David R. Gilbert. "Career Advancement and Personal Approaches: An Integrated Perspective." *Human Resource Management Review* 35, no. 2 (2021): 112-127.

²⁶ Hilton, Susan. "Career Mentoring as a Catalyst for Personal and Professional Development: A Comprehensive Review." *Journal of Career Development* 47, no. 4 (2022): 401-415.

²⁷ Mullins, Catherine D. "Formal Career Mentoring Programs: Benefits for Organizations and Participants." *Journal of Human Resource Management* 42, no. 3 (2020): 201-215.

These studies highlight the importance of career planning and mentoring in fostering a productive and motivated workforce. By providing employees with guidance and support, career mentoring helps in the development of skills and competencies that are essential for operational success. The strong correlation coefficient indicates that as career mentoring practices are enhanced, there is a marked improvement in the business operations of Oriental Foods Industry Limited. This result highlights the role of mentoring in not only improving individual performance but also in driving overall organizational efficiency and effectiveness.

Conclusion and Recommendations

Conclusion

Based on the findings of the study, we concluded that career planning and career mentoring play a crucial role in shaping and impacting the business operations of Oriental Foods Industry Limited. The research provides substantial evidence that these factors significantly influence the overall success and performance of the organization. By implementing effective career planning strategies, Oriental Foods Industry Limited can align employee skills, aspirations, and goals with organizational objectives, ensuring a clear path for professional growth and development. By acknowledging the significance of career planning, and career mentoring, Oriental Foods Industry Limited can strategically leverage these factors to optimise its business operations, attract and retain top talent, and ultimately achieve sustainable growth and success in the highly competitive market.

Recommendations

Based on the findings, the following recommendations are made:

- i. Oriental Foods Industry Limited should extensively implement career development strategies, such as career counselling services, career mentors, career planning, and training programs, as doing so would enhance organizational performance.
- ii. Oriental Foods Industry Limited should encourage steady career advancement by expanding promotion opportunities and creating new openings for qualified and competent staff in order to prevent stagnation at some levels.

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Conflict of Interest: No Conflict of Interest

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