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### Effect of Career Management on the Performance of Seven-up Bottling Company Plc and Coca-cola Bottling Company Plc, Nigeria

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#### Abstract

This study examines the effect of career management on the performance of Seven-up and Coca-cola Bottling Companies Plc, Nigeria. Specifically, the study tried to find out the relationship between career planning and organisational growth of seven-up and coca -cola bottling companies Plc; identify the effect of career competency on organisational innovation in seven -up and Coca-cola Bottling Companies; ascertain the factors that hinder career management activities in Seven-up and Coca-cola Bottling Company Plc and examine the effect of career training on the profitability of Seven-up and Coca-cola Bottling Companies. Primary and secondary data were used for the study. A total of 251 respondents consisting of 119 from Seven-up company and 132 from Coca-cola Bottling company were used for the study. Data obtained were analyzed using descriptive statistics such as tables, frequencies, percentage and mean while correlation was used to test the hypotheses. Findings show that there is a significant relationship between career planning and organisational growth in Seven-up and Coca-cola company. Also, there is a significant positive relationship between career competency and organizational innovation in Seven-up and Coca-cola Bottling company. There is also a significant relationship between career management activities and organisational performance of Seven-up and Coca-cola Bottling Company. The study recommends among other things that Seven-up and Coca-cola bottling companies Plc should encourage their employees by developing their career through training, seminars, conferences and educational advancement to update their knowledge in order to be competitive in the brewery industry.

**Keywords:** : Career, Career Management, Organizational Performance, Seven-up Bottling Company, Coca-cola Bottling Company

## Introduction

The business world is undergoing unprecedented change. Organizations operating in this complex business environment are constantly engaged in restructuring and downsizing process, facilitating mergers and acquisition and embracing technological advancements to cope with dynamic pressure of globalization (Patrick and Kumar, 2011). These changes at the organizational level have elevated the importance of

managing people at work and in particular, the planning and managing of their careers. Arguably, people are most valuable resources in contemporary organizations and providing them with a long term stable career is a win – win situation for both organizations and their employees.

Career management therefore requires initiative from both organization and employee in order to provide maximum benefit for both. It is the goal of all quality organizations to provide

their employees superior opportunities to grow, both individually and as professionals (Patrick and Kumar, 2011).

Nothing has great impact than hiring the right people and having them develop simultaneously with the company's own growth organizations plans and shapes the profession of individuals within the organization in accordance with their needs and objectives. A typical career management programme as part of the larger human resource system involves efforts aimed at helping employees to access their own career strengths and weakness; set priorities and specific career goals, provide information on various career paths alternatives within their organization and offer employees yearly review of their progress towards these goals by managers who have received training in conducting such assessment (Greenhaus, Callanan & Kaplan, 2015).

Career management, although just one of the factors that influence employee commitment to the goals and objectives of the organization, is considered as a key factor and has received great deal of attention from managers as organizations have come to recognize the competitive advantage and success that can be achieved through committed employees. This is because employees who are committed to their organization have been seen to be an important asset for the achievement of organizational objectives, including organizational effectiveness through their high levels of job performance and work quality, low level of tardiness, absenteeism and turnover (Sims and Kroeck, 2012).

Seven-up and Coca-cola Bottling Company Plc operates a similar career management programmes described above. Their organizational policy is to employ fresh distinguished university graduates who are trained as managerial trainees and attached to depot or departments in their various plants to acquire and grow in the knowledge of the organization process and they use them to succeed retirees and departing managers or superintendents. Having established this background, this paper will examine the effects of career management on the performance of these two organizations.

### Objectives of the Study

The broad objective of this study is to examine the effect of career management on the performance of Seven-up and Coca-Cola Bottling Company Plc. The specific objectives are to:

- i. Find out the relationship between career planning and organizational growth of Seven-up and Coca-Cola Bottling Company Plc.
- ii. Identify the effect of career competency on organizational innovation in Seven-up and Cola-Cola Bottling Company
- iii. Ascertain the factors that hinder career management activities in Seven-up and Coca-Cola Bottling Company Plc.
- iv. Examine the effect of career training on the profitability of Seven-up and Coca-Cola Bottling Company.

## Research Questions

The research questions which will serve as a guide to the study are:

- i. What type of relationship does Career Planning have with Organizational growth in Seven-up and Coca-Cola Bottling Company?
- ii. How does Career Competency affect Organizational Innovation in Seven-up and Coca-Cola Bottling Company?
- iii. What are the factors that hinder career management activities of Seven-up and Coca-Cola Bottling Company?
- iv. What effect does career training have on the profitability of Seven-up and Coca-Cola Bottling Company?

## Research Hypotheses

The following hypotheses will be stated in line with research objectives and questions in null form.

**H0<sub>1</sub>:** There is no relationship between career planning and organizational growth in Seven-up and Cola-Cola Company.

**H0<sub>2</sub>:** There is no relationship between career competency and organizational Innovation in Seven-up and Coca –Cola Bottling Company.

**H0<sub>3</sub>:** There is no relationship between Career Management activities and organizational performance of Seven-up and Coca- Cola Bottling Company.

**H0<sub>4</sub>:** There is no significant relationship between career training and profitability in Seven-up and Coca-Cola Bottling Company

## Literature Review

### Career Management

There are numerous definitions of career offered by scholars. Guttridge (1986), defines career as a long term commitment to an occupation and workplace in which an individual places his economic life chances in a particular occupation or organization. Decenzo and Robbins (2014), defines career as a sequence of positions occupied by a person during the course of life time. It involves a sequence, jobs one got, positions one has held and occupations and professions one has entered during their work life. Careers are both individually perceived and societal constrained; not only do people make careers out of their particular experiences, but career opportunities available in a society also influence and “make” people.

Noe (1996), view career as a sequence of jobs held by an individual with associated status and financial reward. According to these definitions, a career is not necessarily constructed by a hierarchical sequence of jobs, but can include all the job, concepts as a representation of the mutual influence of the individual on the organization and the organization on the individual (Gunz and Heslin, 2017). By this Gunz and Heslin meant that a career is of almost equal importance to the organization as it is to the individuals who the career belongs to. It is believed that by offer, the employees carefully considered career as ultimate benefit with the organization with particular regard to organizational commitment. Kumar (2010), defines career traditionally as a sequence of positions held within an occupation, the

context of mobility in an organization and this is characteristic of the employee, but in the persons career, there are frequent changes based on changes in the person and changes in the work environment and the employees take major responsibility for managing their career. Dessler (2011), posits that career is the occupational positions a person has had over many years. Utilizing the definition, it is apparent that we all have or will have careers. Any work paid or unpaid pursued over an extended period of time can constitute a career.

The concept of career management has become of great interest to both employees and employers in the world of work essentially because of its known effect on work related outcome. In the vast amount of literature presented with the field of career management, several definitions of the concept can be found, some of these are outlined below:

Career management is the process by which individuals develop, implement and monitor career goals and strategies (Greenhaus & Callanan, 2014). Career management is the process of planning and improving your career. This is a process that is used to identify goals and take action to improve one's quality of life (Baruch, 2010).

Decenzo and Robbins (2014), defines career management as the process by which individual develop insight into themselves and their environment, formulate career goals and strategies, and acquire feedback regarding career progress. Grobler, Warnish, Carrell, Elbert and Hatfield (2016) view career management as the process of designing

and implementing goals and strategies that enable the professionals and managers to satisfy workforce needs and allow individuals to achieve their career objectives.

A number of similarities can be found in the above mentioned definition, emphasis placed on the developmental perspective of an individual and the fact that it is a process taking place over a period of time. However, the definitions express differences in the importance they place on organizational versus individual responsibility taken for this development. Whereas the first two definitions place emphasis on the activities individual employees are to perform in their career management, the third include the professionals, organizations as important participants in the process.

The meaning and content of career management is argued to have been affected by the rapid development within Human Resource Management the last few decades (Baruch, 2014). A traditional approach to the way careers are merged has been given up in favour of a more contemporary alternative due to the different roles and expectations that have developed. Today one can analyze career management at two different levels, i.e. the organizational and the individual. At the organizational level, careers are seen as process by which the organization develops itself. The individual level of analysis on the other hand portrays career as a number of choices between different opportunities employees make. This distinction between organizational and individual approaches is fundamental to the study

of careers and should be taken into consideration when one investigates the change in nature of career and the effect of these changes (Gunz, 2019).

This study will acknowledge both the employee and organizational approach to the management of careers including the different responsibility area held by the two parties. Whereas the individual should make decisions regarding available work role opportunities, the organization has the responsibility of making such opportunities available for specific employees. In other words, employees are responsible of taking control over their careers, whereas employers should play a supportive role, making sure that the necessary facilities are provided (Schreuder and Coetzee, 2016). The nature of career and career management and the responsibilities that come with it, have however not been as clear and consistent throughout the years. Major environmental changes on Macro and Micro levels have implied challenges for both organizations and individuals.

### **Organizational Performance**

Organizational performance measures the extent to which an organization achieves its objective. According to Armstrong (2006), performance includes both external and internal market matrices. External factors include profit and financial measures adjusted by change in brand equity, while internal factors includes innovations, health and employee commitment. Similarly, Baruch and Peiper (2000), explain organizational performance as organizational effectiveness, productivity,

profitability, quality of work life, social responsibility and continuous improvement. Some of the indicators are discussed below;

#### **Productivity**

Productivity has become a household word as almost everyone talks about it. Yet, the term 'productivity' means different things to different people. As a phenomenon, it ranges from efficiency to effectiveness, to rates of turnover and absenteeism, to output measures, to measure of customer satisfaction, to tangible such as disruption in workflow and to intangible such as morale, loyalty and satisfaction.

Dialoke, Chiavoghi and Ukonu (2016), defines productivity as a ratio of some measure of output to some index of input use. Productivity is nothing more than the arithmetic ratio between the amount produced and the amount of any resources used in the course of production. The concept of productivity is also being linked with the quality of output: input and the interacting process between the two.

#### **Profitability**

Profit is one of the core objectives of any organization for its long term reputation and survival. Profitability is the profit making ability making ability which is considerable and important factor for perpetual existence of organization, Worley and Cumming (2013) recognize the competition within the market in which the company operates in as the determining factor of profitability in industrial economics.



Profitability is usually seen as significant prerequisite for firm survival and long term achievement; in addition, the variable significantly affects the performance of the other financial goals of the company. Some other factors that describe the position of the profitability of the organization are its effect on economic development, psychological change, employment and innovation.

### **Organisational Innovation**

Organizational innovation refers to the development of a new organisational strategy that will somehow change a company's business practices, as well as a way its work place is organized and its relationship with external stakeholders. The process of innovation is about implementing a new or improved production or delivery approach, including changes in operational methods, the techniques used and the equipment or software.

Product innovation is the introduction of a new or improved goods or services. This inventions or changes may have to do with improving technical specifications, the materials or the software used. However, product innovation doesn't need to improve all functions or performance specifications. An improvement to or addition of a new function can also be merged with a loss of other functions or the downgrade of some other specifications. Nonetheless, innovation is not just about business. It is a dynamic process that needs

implementation, i.e. that something is put into active use or made available, but it can take place in all sector of the economy.

### **Theoretical Framework**

This work is anchored on Human Capital Theory as Propounded by Adams Smith in the year 1976 which argues that a person's formal education determines his or her earning powers. It holds that, it is the key competence, skills, knowledge and abilities of the workforce that contributes to organisations competitive advantage. The theory is of the opinion that education (career) and earning powers has a relationship, which means, theoretically that the more education an employees has, the more one earns and that the skills, knowledge and abilities that education provides can be transferred into the work in terms of productivity.

### **Methodology**

This research work adopted survey research design to select samples from the research population from which information was elicited on issues bordering on career management and its effect on the performance of the two selected organizations (Seven-up and Coca-cola Bottling Company) under study. The target population of this research work consists of the entire workforce of two selected multinational company in Aba, Abia state and Owerri, Imo State. The two companies are Seven-up and Coca-cola Bottling Company.

**Table 1: Population of the study**

S/N	Name of company	Number of staff
1	Seven – up	318
2	Coca – Cola	354
<b>Total</b>		<b>672</b>

**Source: Field survey, 2023**

This research work adopted primary and secondary data. Primary data: primary data was elicited with the help of well – structured copies of questionnaire of close ended type, designed in Likert form. The close ended questionnaire with two to five options were administered to respondents in different departments of the two organizations that form the scope of this research work. Secondary data: Secondary data consisted of journals, articles, books, company magazines and internet materials.

This research adopted stratified and simple random sampling techniques. The employees were stratified into senior and junior staff. Randomly all the senior and junior staff were given equal opportunity of being selected to serve as a sample of the study. Based on the population of six hundred and seventy-two (672) employees of the two organizations a normal confidence level of 95% and error tolerance of 5% was used to deduce the actual sample size of the study. Therefore, the sample size were calculated using Taro Yamane's formula which is given as:

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

Where:

n = Sample size

N = Population size

e = Level of significance 5% (0.05)

I = Statistical constant

N = 672

I = Constant

$$\text{Therefore } n = \frac{672}{1+672(0.05)^2}$$

$$n = \frac{672}{1+672(0.0025)}$$

$$n = \frac{672}{2.68}$$

$$n = 250.75$$

$$n \cong 251$$

The computed size for the two organizations is two hundred and fifty one (251) out of six hundred and seventy two (672) employees. Thus, to deduce the number of staff that were sampled from each organization a simple statistics was applied as expressed below:

**Table 2: Population and sample size proportion of the study drawn from the two organizations**

Company	Population	Sample size proportion	Percentage
Seven-up	318	119	47%
Coca-Cola	354	132	53%
<b>Total</b>	<b>672</b>	<b>251</b>	<b>100%</b>

**Source: Field Survey, 2023**

Percentage was also calculated as follows:

$$\text{Seven up: } \frac{119}{251} \times 100 = 47$$

$$\text{Coca-Cola: } \frac{132}{251} \times 100 = 53$$

Data collected from field work were analyzed using: descriptive statistics such as tables, frequencies, percentages and mean, correlation analysis was also adopted.

### Data Presentation and Analysis

The section presents and analyzes the data collected and discussed the findings on effect of career management on the performance of Seven-up and Coca-Cola Bottling Company Plc. The results were presented in accordance with the research questions and methodology that guided the study as stated in the previous chapters of this study. Data were collected through administration of questionnaire. The research objectives of the study were analyzed using descriptive statistics with mean and standard deviation. Each tabular presentation represents the analysis of each research objective which was subsequently discussed based on the variation in their average mean values. Mean values greater

or equal to 2.5 would be considered as significant whereas mean values less or not equal to 2.5. This chapter is arranged under sub-headings, namely: answering research questions, testing of hypotheses and discussion of findings. The results were presented in accordance with the research questions and methodology that guided the study as stated in the previous chapters of this study.

A total of 260 Questionnaires were administered to 260 respondents and 251 were retrieved, representing 96.53% response rate. The remaining 9 copies were discarded because they were not fully answered or some not correctly filled, the researcher has taken the number of workers in each organization into account. This ensured that the sample size as was originally designed remained almost the same thereby ensuring representativeness of the target population and validity of the result of the study. The table below represents the response rate.



**Table 3: Analysis of Questionnaire**

Zone	Distributed Questionnaire	% Distributed	Retrieved questionnaire	% retrieved	Questionnaire Not retrieved	% lost
Seven-up	120	32.99	82	28.47	13	4.51
Coca-Cola	140	42.01	106	36.81	15	5.21
<b>Total</b>	<b>260</b>	<b>100</b>	<b>251</b>	<b>87.15</b>	<b>37</b>	<b>12.85</b>

**Source: Field survey, 2023**

### Analysis of Research Questions

A 4-point scale, ranging from strongly agreed (4), agreed (3), disagreed (2) and strongly disagreed (1) instrument was adopted. Respondent were asked to indicate their opinions by choosing questions from 1-4; scale is compound scale. The choice reflects the agreement or disagreement with the particular

concept. In other word, it reveals the participant emotions, attitudes, beliefs, or points of view, because they show positive or negative emotions towards a concept of selecting a choice best representing their feelings (Likert, 1992).

**Research question one:** Does career planning have any relationship with organizational growth in Seven-up and Coca-cola Bottling Company?

**Table 4: Coded Responses on Relationship between Career Planning and Organizational Growth in Seven-up and Coca-Cola Bottling Company? =251**

S/N	Item Statements	SD 1	D 2	A 3	SA 4	Mean	Std D	Remark
1	Career planning increase employee morale in in Seven-up and Coca-Cola Bottling Company.	16	28	65	142	3.33	0.91	Accepted
2	Employee turnover can be reduce through career planning	20	82	9	140	2.57	1.10	Accepted
3	Career planning motivates employees to put in their best in their job.	9	113	8	121	2.96	1.04	Accepted
4	Career planning significantly affect performance of Seven-up and Coca-Cola Bottling Company	5	42	10	194	3.57	0.84	Accepted
<b>Clustered mean for decision rule:-</b>		<b>3.108 0.973</b>						Accepted

**Source: Field survey, 2023. Decision mean  $\bar{X} \geq 2.5$**

From the result, four (4) questions were designed in the questionnaire to ascertain the relationship between career planning and organizational growth in Seven-up and Coca-cola Bottling Company. From the result all the four (4) of the variables in the table were accepted by the mean range used for decision which is 2.5 and above. This result shows that the mean responses for

items 1, 2, 3 and 4, surpassed the criterion mean (3.33, 2.57, 2.96 and 3.57  $\geq 2.50$ ).

Specifically “Career planning significantly affect performance of Seven-up and Coca-cola Bottling Company” has on the average the highest mean ( $\bar{X}=3.57$ ) i.e. the respondents indicated strong agreement to the question statement; this

was followed by “Career planning increase employee morale in in Seven-up and Coca-cola Bottling Company” has mean of ( $\bar{X}$ = 3.33); this was followed by “Career planning motivates employees to put in their best in their job” ( $\bar{X}$ =2.96). Others are shown on the Table 4. Furthermore, the clustered mean was 3.108 which was accepted, this therefore

implies that there is a relationship between career planning and organizational growth in Seven-up and Coca-cola Bottling Company.

**Research question two:** How does career competency affect organizational innovation in Seven-up and Coca-Cola Bottling Company?

**Table 5: Coded responses on how does career competency affect organizational innovation in Seven-up and Coca-Cola Bottling Company** **N=251**

S/N	Item Statements	SD 1	D 2	A 3	SA 4	Mean	Std D	Remark
1	There is significant positive relationship between Career Competency and innovation	26	88	2	135	2.98	1.14	Accepted
2	Career Competency can lead to the introduction of a new or improved product and services	2	127	18	104	2.89	0.97	Accepted
3	Career Competency affect Implementing a new and improved production or delivery approach, including changes in operational methods, the techniques used and the equipment or software	8	138	11	94	2.76	1.00	Accepted
4	Effective Organizational Innovation can be promoted through competent workers	5	53	9	184	3.48	0.89	Accepted
Clustered mean for decision rule:-						<b>3.03</b>	<b>1.00</b>	Accepted

**Source: Field survey, 2023. Decision mean  $\bar{X} \geq 2.5$**

Table 5 reveals that five questions were designed in the questionnaire to identify the effect of career competency on organizational innovation in Seven-up and Cola-cola Bottling Company. From the result all the six items in the table were accepted by the mean range used for decision which is 2.5 and above. This implies that career competency affect organizational innovation in Seven-up and Cola-cola Bottling Company.

This lends credence to the fact that there is significant positive relationship between career competency and innovation ( $\bar{x}$ = 2.98), career competency can lead to the introduction of a new or improved product and services ( $\bar{x}$ = 2.89), career competency affect implementing a new and improved production or delivery approach, including changes in operational methods, the techniques used and the equipment or software ( $\bar{x}$ = 2.76) and

effective organizational innovation can be promoted through competent workers ( $\bar{X}$  = 3.48) were the effect of career competency on organizational innovation in Seven-up and Cola-cola Bottling Company.

**Research question three.** What are the factors that hinder career management activities of Seven-up and Coca-cola Bottling Company?

**Table 6: Coded responses on the factors that hinder career management activities of Seven-up and Coca-cola Bottling Company =251**

S/N	Item Statements	SD 1	D 2	A 3	SA 4	Mean	Std D	Remark
1	Programs implemented by the organization in unstable and unpredictable times with the objectives of encouraging more ICM activities.	27	82	10	132	2.98	1.13	Accepted
2	Experiencing pressure, anxiety or role overload in their current position	4	136	6	105	2.85	1.00	Accepted
3	Lack of trust between employees and management.	73	82	11	85	2.43	1.23	Rejected
4	Lack of available resource (time, information, materials, etc.)	9	139	15	88	2.73	0.99	Accepted
<b>Clustered mean for decision rule:-</b>						<b>2.75</b>	<b>1.09</b>	<b>Accepted</b>

Source: Field survey, 2023. *Decision mean  $\bar{X} \geq 2.5$*

From the result shown in Table 6 above shows that three of the items in the table were accepted by the mean range used for decision which is 2.5 and above “Programs implemented by the organization in unstable and unpredictable times with the objectives of encouraging more ICM activities ” has on the average the highest mean ( $\bar{X}$  = 2.98) and was accepted i.e. the respondents indicated strong agreement to the question statement; followed by “Experiencing pressure, anxiety or role overload in their current position ( $X$  =

2.85) and Lack of available resource (time, information, materials, etc.) has a mean of 2.73. While Lack of trust between employees and management was rejected because their mean is less than 2.5. Furthermore, the clustered mean was 2.75 which was accepted, the implication is that these factors hinder career management activities of Seven-up and Coca-cola Bottling Company.

**Research question four:** What effect does career training have on the profitability of Seven-up and Coca-cola Bottling Company?

**Table 7: What effect does career training have on the profitability of Seven-up and Coca-Cola Bottling Company N = 251**

S/N	Item Statements	SD 1	D 2	A 3	SA 4	Mean	Std D	Remark
1.	Employee that pass through effective training increase organizational profitability	57	37	16	141	2.96	1.27	Accepted
2.	Organization profitability can be achieved through proper career development	25	88	19	119	2.92	1.11	Accepted

3. Acquiring a new skill on the job improve organization profitability	25	106	11	109	2.81	1.11	Accepted
4. Career development significantly affect organization profitability	1	134	7	109	2.89	0.99	Accepted
<b>Clustered mean for decision rule:-</b>					<b>2.90</b>	<b>1.12</b>	Accepted

Source: Field survey, 2023. Decision mean  $\bar{X} \geq 2.5$

Four (4) questions were designed in the questionnaire to ascertain the effect of career training on the profitability of Seven-up and Coca-cola Bottling Company. From the result the mean responses for items 1 – 4 surpassed the criterion mean ( $\geq 2.5$ ). Generally “Employee that pass through effective training increase organizational profitability” has on the average the highest mean ( $\bar{X}= 2.96$ ) i.e. the respondents indicated strong agreement to the question statement; this was followed by “Organization profitability can be achieved through proper career development has mean of ( $\bar{X}= 2.92$ ); this was followed by “Career development significantly affect employee productivity in manufacturing firms” ( $\bar{X}= 2.89$ ), this

was followed by “Acquiring a new skill on the job improve employee productivity” ( $\bar{X}= 2.81$ ). Furthermore, the clustered mean was 2.90 which was accepted.

### Testing of Hypotheses

The hypotheses stated in chapter one of this study were tested statistically in this section using Pearson Product Moment Correlation Coefficient (PPMCC). The result of the statistical testing was used to either accept or reject the null hypothesis formulated at 0.05 level of significance.

#### Hypothesis One

**H<sub>0</sub>:** There is no relationship between career planning and organizational growth in Seven-up and Cola-Cola Company.

**Table 8: Test of hypothesis one**

Variables		Career planning	Organizational growth
Career planning	Pearson Correlation	1	0.767**
	Sig. (2-tailed)		0.000
	N	251	251
Organizational growth	Pearson Correlation	0.767**	1
	Sig. (2-tailed)	0.000	
	N	251	251

\*\* . Correlation is significant at the 0.05 level (2-tailed).

Table 8 shows the result of correlation estimate to test hypothesis one which state that there is no relationship between career planning and organizational growth in Seven-up and Cola-Cola Company. The Pearson correlation analysis between career planning and organizational growth was 0.767\*\*. This signifies that career planning accounted about 76.7% of

organizational growth. Therefore, there is a strong positive relationship between career planning and organizational growth. This shows that increase in career planning, increases organizational growth and vice versa. Hence, since sig ( $p = 0.000 < 0.05$ ) is less than the 0.05 alpha, the null hypothesis was rejected. We, therefore, conclude that there is a relationship between career planning and

organizational growth in Seven-up and Cola-cola Company.

### Hypothesis Two

**H0<sub>2</sub>:** There is no relationship between career competency and organizational Innovation in Seven-up and Coca-cola Bottling Company.

**Table 9: Test of hypothesis two**

Variables		Career competency	Organizational Innovation
Career competency	Pearson Correlation	1	0.892**
	Sig. (2-tailed)		0.000
	N	251	251
Organizational Innovation	Pearson Correlation	0.892**	1
	Sig. (2-tailed)	0.000	
	N	251	251

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

Table 9 shows the result of correlation estimate to test hypothesis one which state that there is no relationship between career competency and organizational Innovation in Seven-up and Coca-cola Bottling Company. The Pearson correlation analysis between career competency and organizational Innovation was 0.892\*\*. This signifies that career competency predicted about 89.2% of organizational Innovation in Seven-up and Coca-cola Bottling Company Plc, Nigeria.

Therefore, there is a strong positive relationship between career

competency and organizational Innovation. This shows that increase in career competency, increases organizational Innovation and vice versa. Hence, since sig ( $p = 0.000 < 0.05$ ) is less than the 0.05 alpha, the null hypothesis was rejected. We, therefore, conclude that there is a relationship between career competency and organizational Innovation in Seven-up and Coca-cola Bottling Company.

### Hypothesis Three

**H0<sub>3</sub>:** There is no relationship between Career Management activities and organizational performance of Seven-up and Coca- Cola Bottling Company

**Table 10: Test of hypothesis three**

Variables		Career Management activities	Organizational performance
Career Management activities	Pearson Correlation	1	0.677**
	Sig. (2-tailed)		0.000
	N	251	251
Organizational performance e	Pearson Correlation	0.677**	1
	Sig. (2-tailed)	0.000	
	N	251	251

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

Table 10 shows the result of correlation estimate to test hypothesis three which state that there is no

relationship between career management activities and organizational performance of Seven-up and Coca-cola Bottling Company. The Pearson correlation



analysis between career management activities and organizational performance was 0.677\*\*. This signifies that career management activities predicted about 66.7% of organizational performance in Seven-up and Coca-Cola Bottling Company Plc, Nigeria.

Therefore, there is a strong positive relationship between career management activities and organizational performance. This shows that increase in career management activities, increases effectiveness of workers and vice versa. Hence, since  $\text{sig} (p = 0.000 < 0.05)$  is less

than the 0.05 alpha, the null hypothesis was rejected. We, therefore, conclude that there is a relationship between career management activities and organizational performance of Seven-up and Coca-Cola Bottling Company.

#### Hypothesis four

**H0<sub>4</sub>:** There is no significant relationship between career training and profitability in Seven-up and Coca-Cola Bottling Company.

**Table 11: Test of hypothesis four**

Variables		Career training	Profitability
Career training	Pearson	1	0.797**
	Correlation		
	Sig. (2-tailed)		0.000
	N	251	251
Profitability	Pearson	0.797**	1
	Correlation		
	Sig. (2-tailed)	0.000	
	N	251	251

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

Table 11 shows the result of correlation estimate to test hypothesis four which state that there is no significant relationship between career training and profitability in Seven-up and Coca-Cola Bottling Company. The Pearson correlation analysis between career training and profitability was 0.797\*\*. This signifies that career training predicted about 79.7% of profitability in Seven-up and Coca-Cola Bottling Company Plc, Nigeria. Therefore, there is a positive relationship between career training and profitability. This shows that increase in career training, increases profitability and vice versa. Hence, since  $\text{sig} (p = 0.000 < 0.05)$  is less than the 0.05 alpha, the null hypothesis was

rejected. We, therefore, conclude that there is a significant relationship between career training and profitability in Seven-up and Coca-Cola Bottling Company

#### Discussion of Findings

##### Relationship between career planning and organizational growth of Seven-up and Coca-Cola Bottling Company Plc

Findings of the study shows that there is a significant relationship between career planning and organizational growth in Seven-up and Coca-Cola Bottling Company ( $r = 0.767$ ;  $p = 0.000 < 0.05$ ). The weighted mean score was 3.108. This finding of the study is in consonance

with Kaufman (2004) who posits that career planning as a deliberate process through which someone become aware of personal skills, interest, knowledge, motivation and other characteristics, acquires information about opportunities and choices, identifies career related goals and establishes action plans to attain specific goals. Hence, career planning is a conscious preparation put in place or made towards self-actualizing the career need of an individual. Realistic career planning forces individuals to look at the available opportunities in relation to their abilities. With a career plan, a person is much more likely to experience satisfaction while making progress along the career path. According to Byars and Rue (2008), career planning is the process by which individual formulates career goals and develops a plan for reaching those goals. Dessler (2011) assert that career planning is a deliberate process through which someone become aware of personal skills, interests, knowledge, motivations and other characteristics and establishes action plans to attain specific goals. Decenzo and Robbins (2004) argues that career planning and development is both the responsibility of the organization and the employees. It is the responsibility of the organization by clearly communicating organization's goals and future strategies, creating growth opportunities, offering financial assistance and providing time for employees to learn. Also, the employees have a responsibility of knowing themselves, managing their reputations, building and maintaining network contacts, keeping current, balancing their general list and specialist

### **Effect of career competency on organizational innovation in Seven-up and Cola-cola Bottling Company**

Findings of the study shows that there is a relationship between career competency and organizational Innovation in Seven-up and Coca –Cola Bottling Company ( $r = 0.0.892$ ;  $p = 0.000 < 0.05$ ). The weighted mean score was 3.03. The finding is in agreement with Arthur, Khapova and Wilderom (2005). Career competences is personal competences that an individual put at the disposal of the employing organization. Career competences are underpinned by the traditional idea of competences as behaviours instrumental in the delivery of desired results or outcomes (Haase, 2007). Competency based career development practice is defined as the extent of development template used to enhance employee performance in their jobs or to prepare improvement in their future tasks. Career competences include the knowledge, skills and attitudes by which individual act successfully in the organization. It must be emphasized that career competences do not focus on personality, i.e. they do not include characteristics such as motives, traits and aspect of one's self image, nor designate individuals' potential to become skilled at career management. Rather, they focus on how much potential actually realizes, describing existing behaviour and knowledge (Haase, 2007).

### **Factors that hinder career management activities in Seven-up and Coca-cola Bottling Company Plc**

Findings of the study shows that there is a significant relationship between Career Management activities and

organizational performance of Seven-up and Coca-Cola Bottling Company ( $r = 0.677$ ;  $p = 0.000 < 0.05$ ). The criterion mean was 2.75. The finding of this study is in agreement with Sturges, Guest, Conway and Mackenzie Davey (2012). However, there are challenges individuals can face with regards to the programs implemented by the organization in unstable and unpredictable times with the objectives of encouraging more activities. Employees who already are experiencing pressure, anxiety or role overload in their current position may find these interventions less effective.

#### **Effect of career training on the profitability of Seven-up and Coca-Cola Bottling Company**

Findings of the study shows that there is significant relationship between career training and profitability in Seven-up and Coca-Cola Bottling Company ( $r = 0.797$ ;  $p = 0.000 < 0.05$ ). The criterion mean was 2.9. Profit is one of the core objectives of any organization for its long term reputation and survival. Profitability is the profit making ability making ability which is considerable and important factor for perpetual existence of organization. This findings is in line with Worley and Cumming (2013), recognition that competition within the market in which the company operates in is the determining factor of profitability in industrial economics. Profitability is usually seen as significant prerequisite for firm survival and long term achievement; in addition, the variable significantly affects the performance of the other financial goals of the company. Some other factors that describe the position of the profitability of the organization are its effect on economic development,

psychological change, employment and innovation.

#### **Conclusion**

The findings from this study indicate that career management has effect on the performance of Seven-up and Coca-cola Bottling Company Plc. It was, therefore, deduced that career management can improved organizational performance through career planning, career competency and career training. Career management requires initiative from both organization as well as individual in order to provide maximum benefit for both. It is the goal of all quality organizations to provide their employees superior opportunities to grow, both individually and as professionals (Patrick & Kumar, 2011).

Nothing has great impact than hiring the right people and having them develop simultaneously with the company's own growth. Career management, although just one of the factors that influence employee commitment to the goals and objectives of the organization, is considered as a key factor and has received great deal of attention from managers as organization have come to recognize the competitive advantage and success that can be achieved through committed employees. This is because employees who are committed to their organization have been seen to be an important asset for the achievement of organizational objectives, including organizational effectiveness through their high levels of job performance and work quality, low level of tardiness, absenteeism and turnover (Sims & Kroeck, 2012).

## Recommendations

In line with the findings of this study, the following recommendations were made.

- i. The study recommended that Seven-up and Coca-cola Bottling Company Plc should encourage their employees by developing their career through training, seminars, conferences and educational advancement to update their knowledge in order to be competitive in the brewing industry.
- ii. Management should employ better strategies in retaining their experienced employees, which tends to have effect on the organizational growth.
- iii. Seven-up and Coca-Cola Bottling Company Plc should constantly send their employees on training and development programme, so as to empower them with new skills to remedy job deficiency.
- iv. Seven-up and Coca-Cola Bottling Company Plc should design a career plan for their employees which will increase employee morale, motivation and at same time reduce employee turnover.
- v. Seven-up and Coca-Cola Bottling Company Plc should try and build a strong talent pool so as to place the most qualify staff at the right job.
- vi. Seven-up and Coca-Cola Bottling Company Plc should create a special guidance and counselling unit , so as to advice the employees on the right career path to follow

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