CAREER MANAGEMENT AND EMPLOYEE PERFORMANCE OF SELECTED INSURANCE FIRMS IN LAGOS STATE, NIGERIA

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ABSTRACT

Objective: This study investigates the effect of career management strategies on employee performance within selected insurance companies in Lagos State, Nigeria, aiming to address a research gap in understanding this relationship.

Theoretical Framework: Drawing upon Krumboltz's Social Learning Theory, which emphasises the influence of social factors and environmental experiences on career decisions, this study explores how career management practices contribute to employee performance.

Method: The study adopted a survey research design. The population was 879 employees of five selected insurance firms. Total enumeration technique was adopted. Primary data were collected using a structured questionnaire. Data collected were analysed using descriptive and simple regressions.

Results and Discussion: Findings revealed that career management had a significant effect on the performance of employees of selected insurance firms in Lagos State, Nigeria (F(4, 833) = 156.914, Adj.R2 = 0.427, p< 0.05). The study concluded that career management has influence and plays an important role in improving the performance of insurance firms in Lagos State, Nigeria.

Research Implications: Insurance companies' management should ensure an upward trajectory in their employees' professional journey, including certifying an employee progresses from an entry-level position to management and transitioning from one unit in the organisation to another.

Originality/Value: the findings highlight the role of career planning, advancement, mentoring, and performance evaluation in shaping employee outcomes. The regression analysis conducted in this study reveals robust and positive relationships between these career management dimensions and employee performance, indicating that these factors collectively account for a substantial proportion of the variance in performance levels observed among employees.

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Career Management and Employee Performance of Selected Insurance Firms in Lagos State, Nigeria

Keywords: Career Advancement, Career Management, Career Planning, Employee Performance, Performance Evaluation.

GESTÃO DE CARREIRA E DESEMPENHO DE FUNCIONÁRIOS DE EMPRESAS DE SEGUROS SELECIONADAS EM LAGOS STATE, NIGÉRIA

RESUMO

Objetivo: Este estudo investiga o efeito das estratégias de gestão de carreira no desempenho dos funcionários dentro de companhias de seguros selecionadas no estado de Lagos, Nigéria, com o objetivo de abordar uma lacuna na compreensão deste relacionamento.

Estrutura Teórica: Com base na Teoria de Aprendizagem Social da Krumboltz, que enfatiza a influência de fatores sociais e experiências ambientais nas decisões de carreira, este estudo explora como as práticas de gestão de carreira contribuem para o desempenho dos funcionários.

Método: O estudo adotou um projeto de pesquisa de levantamento. A população era de 879 empregados de cinco empresas de seguros selecionadas. Foi adotada a técnica de enumeração total. Os dados primários foram coletados por meio de um questionário estruturado. Os dados coletados foram analisados por meio de regressões descritivas e simples.

Resultados e Discussão: Constatações revelaram que a gestão de carreira teve um efeito significativo no desempenho dos funcionários de determinadas seguradoras no estado de Lagos, Nigéria ($F(4, 833)= 156.914$, Adj.$R^2 = 0.427$, $p< 0.05$). O estudo concluiu que a gestão de carreira tem influência e desempenha um papel importante na melhoria do desempenho das empresas de seguros no estado de Lagos, Nigéria.

Implicações da Pesquisa: A gerência das companhias de seguros deve garantir uma trajetória ascendente na jornada profissional de seus funcionários, incluindo certificar que um funcionário progride de uma posição de nível de entrada para a gerência e fazer a transição de uma unidade na organização para outra.


GESTIÓN DE CARRERAS Y DESEMPEÑO DE LOS EMPLEADOS DE DETERMINADAS COMPAÑÍAS DE SEGUROS EN EL ESTADO DE LAGOS, NIGÉRIA

RESUMEN

Objetivo: Este estudio investiga el efecto de las estrategias de gestión de carrera en el desempeño de los empleados dentro de compañías de seguros seleccionadas en el estado de Lagos, Nigeria, con el objetivo de abordar una brecha en la investigación sobre este tema.

Marco teórico: Basándose en la teoría del aprendizaje social de Krumboltz, que enfatiza la influencia de los factores sociales y las experiencias ambientales en las decisiones de carrera, este estudio explora cómo las prácticas de gestión de carrera contribuyen al rendimiento de los empleados.

Método: El estudio adoptó un diseño de investigación de encuesta. La población era de 879 empleados de cinco firmas de seguros seleccionadas. Se adoptó la técnica de enumeración total. Los datos primarios se recogieron mediante un cuestionario estructurado. Los datos recogidos se analizaron mediante regresiones descriptivas y simples.

Resultados y discusión: Los hallazgos revelaron que la gestión de carrera tuvo un efecto significativo en el desempeño de los empleados de determinadas empresas de seguros en el estado de Lagos, Nigeria (F(4, 833)= 156.914, Adj.R2 = 0.427, p< 0.05). El estudio concluyó que la gestión de la carrera tiene influencia y desempeña un papel importante en la mejora del desempeño de las empresas de seguros en el estado de Lagos, Nigeria.

Implicaciones de la investigación: La gerencia de las compañías de seguros debe garantizar una trayectoria ascendente en el recorrido profesional de sus empleados, incluida la certificación de que un empleado progrese de un puesto de nivel de entrada a la gerencia y la transición de una unidad de la organización a otra.

Originalidad/Valor: los hallazgos destacan el papel de la planificación profesional, el avance, la tutoría y la evaluación del desempeño en la configuración de los resultados de los empleados. El análisis de regresión llevado a cabo en este estudio revela relaciones sólidas y positivas entre estas dimensiones de la gestión de la carrera y el rendimiento de los empleados, lo que indica que estos factores representan colectivamente una proporción sustancial de la variación en los niveles de rendimiento observados entre los empleados.

Palabras clave: Promoción Profesional, Gestión Profesional, Planificación Profesional, Desempeño del Empleado, Evaluación del Desempeño.

1 INTRODUCTION

In the modern global business landscape, frequent shifts occur regularly, including restructuring, downsizing, mergers, acquisitions, and technological advancements, all aimed at adapting to the dynamic pressures of globalisation (Knoke, 2018). These ongoing changes within organisations underscore the heightened significance of effective people management, particularly in career management (Mdletshe, 2023). It can be argued that individuals represent the most valuable asset in today's organisations, and offering them stable, long-term career opportunities benefits both the organisations and their employees alike (Bacar et al 2021, Sigelman, et al 2018). According to Greenhaus et al. (2010) and Kuron et al. (2015), although individuals fundamentally own their careers, organisations typically play a key role in organising and managing employee career development. However, rather than depending on management organisations, there has been a noticeable change in recent decades towards recognising that individuals also have responsibility for fostering and growing their careers. However, to achieve mutual benefit and the best possible outcomes for all parties concerned, effective career management requires proactive involvement from organisations and individuals (Kakui & Gachunga, 2016, Hessels et al. 2017, Greenhaus et al. 2010).

Career development faces challenges in adapting to new paradigms and establishing a stronger scientific foundation amid the complex global business environment, which increasingly shapes individual career decision-making (Bommasani et al., 2021). This has led
to a consolidation of research on career behaviour, focusing on how it informs structured career intervention programs and enhances organisational effectiveness (Mark & Nzulwa, 2018; Lent, 2020).

Continuous career management is essential due to dynamic changes in settings, including corporate strategies, organisational restructuring, mergers, acquisitions, and technological advancements (Ibarra, 2023; Adekola, 2011). This process involves reevaluating job possibilities and altering professional pathways to accommodate changing conditions (Tomlinson, 2017). Effective career management aligns individuals' decisions with their beliefs, talents, and goals, contributing to organisational success (Adekola, 2011; Uchejeso et al., 2020).

Career management techniques should support individuals in developing the abilities, mindsets, and behaviours required for success (Di Fabio, 2019; Mkamburi & Kamaara, 2017). Specific HR initiatives within career management, such as training, prospective appraisal, career counselling, and job rotation, are designed to align employee interests and skills with organisational opportunities (Kemboi, 2015; Bedarkar & Pandite, 2014).

Further research is needed in Nigeria to explore the relationship between career management and employee performance, particularly within the insurance industry in Lagos State. This study aims to investigate the effects of career management strategies on worker performance in selected insurance companies in Lagos State, Nigeria, addressing this knowledge gap.

2 THEORETICAL FRAMEWORK

2.1 CAREER MANAGEMENT

Career management is a key strategic consideration for all organisations regardless of size, sector, market, or profile (Gabriel et al, 2020; Magaji and Nnorom, 2021, Mwashila, 2018). Career management, according to Armstrong (2006), Hirschi (2020), Turgut and Neuhaus (2020), Greco and Kraimer (2020), and Wickramasinghe and Premachandra (2021) refer to the provision of opportunities for people to advance and develop their careers also ensuring that the company has the talent it requires. Career management initiative is a nexus between organisations and individuals in which organisations try to match individual interests and capabilities with organisational opportunities through a planned program that includes activities such as career systems, career advancement, job rotation, and other career management tools.
Career Management and Employee Performance of Selected Insurance Firms in Lagos State, Nigeria

and resources (Mengesha & Zewude, 2021; Holtschlag et al, 2020; Greco & Kraimer, 2020; Main et al, 2021; Park et al, 2020; Valls et al, 2020; Wickramasinghe & Premachandra, 2021; Ntadom et al, 2021). In this study, career management is measured using, career planning, advancement, mentoring, and performance evaluation.

Career planning is a critical organisational strategy involving an ongoing process of skills assessment, goal setting, and the provision of learning opportunities aligned with individual and organisational needs (Tabiu & Nura, 2020; Amin et al., 2014; Khan et al., 2015). An effective career planning system within organisations enables employees to acquire essential skills for professional growth and achievement of organisational goals (Khan et al., 2015). It also helps bridge performance gaps in businesses (Ndegwa et al., 2016) and addresses issues related to employee intentions, performance, and turnover satisfaction (Jiang et al., 2020; Gumussoy & Koseoglu, 2016).

Career planning serves as a crucial human resource strategy for retaining employees by aligning workforce needs with individual preferences (Amin et al., 2014; Johari et al., 2012). It assists employees in identifying and pursuing new roles according to their objectives and plans, which enhances job satisfaction (Randel et al., 2021; Spurk et al., 2015). Additionally, career planning supports ongoing workforce planning to enhance employee job performance, recognising the intersection of individual and organisational goals and competitiveness (Safavi & Karatepe, 2018; Rothwell et al., 2015).

According to research (Naw et al. 2023; Niati et al. 2021; McKay, 2018; Adewoye et al. 2017; Gopu & Kaviarasu, 2019; Ndegwa et al. 2016; Njeri & Kepha, 2021; Khan et al. 2015; Li et al. 2022; Egbuta, 2019; Jose et al. 2021; Mullins & McLean, 2019; Efenji, 2023; Kakui & Gachunga, 2016), career advancement encompasses upward progression within an organisation, leading to higher positions or increased responsibilities. It involves strategic management of individual growth and learning, benefiting employees and organisations. Career advancement programs aid in leveraging internal resources effectively, and matching individuals' abilities and goals with organisational needs to enhance staffing and promotion practices. Such initiatives also facilitate smoother transitions between roles and increase workforce mobility, ultimately contributing to organisational productivity and performance while reducing turnover.

Mentoring involves establishing formal relationships between junior and senior members of an organisation and between peers. This practice pairs more experienced employees with less experienced ones to share knowledge and skills (Emeremadu et al., 2021; Onyia et al., 2019). Mentoring supports the growth of individuals and organisations by
enhancing talents and competencies and strengthening worker efficiency, commitment, and dedication to the company (Ahmad et al., 2012). This two-way relationship benefits both the mentor and the mentee, facilitating successful contributions to the company and enabling information and skill transfer (Onyia et al., 2019).

Performance evaluation, also known as performance review or appraisal, is a critical tool for assessing individual, group, or organisational performance, identifying areas for improvement, and guiding resource allocation and program enhancement (Gong et al. 2021; Camilleri, 2021; Castro, 2024; Hao, 2021; Ezenwaka & Okoro, 2020; Jiang et al. 2020; Plaček et al. 2020; Sureka et al. 2020; Mullins & McLean, 2019; Dixit, 2021; Muhammad et al. 2021; Frederiksen et al. 2020; Jones, 2020; Chigozie, Aga & Onyia, 2018). It involves systematically assessing employee, program, or organisational performance against predetermined goals, utilising data collection, analysis, and interpretation to measure effectiveness and efficiency while pinpointing areas for enhancement. Performance evaluation ensures organisational efficiency and effectiveness in achieving objectives and supports strategic alignment between employees and organisational goals. This process aids in understanding and addressing performance issues at all levels within the organisation, from individuals and teams to entire departments (Muhammad et al. 2021). It helps employers comprehend employee contributions to organisational objectives and provides insights into employee performance (Frederiksen et al. 2020; Jones, 2020). Moreover, performance evaluation facilitates a comprehensive assessment of employee training needs, supports development planning, and may inform individual remuneration decisions (Chigozie et al. 2018).

2.2 EMPLOYEE PERFORMANCE

Employee performance refers to an individual's capacity to contribute to an organisation's goals and objectives through effectiveness, efficiency, profitability, quality, market share, and financial viability (Saridakis et al., 2017; Nuhu & Ahmed, 2017; Van Esch et al., 2018). It encompasses the quantity and quality of work to fulfil their responsibilities (Mangkunegara, 2021). Factors such as effectiveness, efficiency, authority, and responsibility influence performance, with each employee understanding their role in achieving organisational objectives (Surisno, 2012; Agustini, 2015). Performance is typically measured by productivity, efficiency, and work quality (Mangkunegara, 2013) and represents an employee's positive contribution to business success (Paais & Pattiruhu, 2020; Rizky & Ardian, 2019). Effective performance management and achieving high employee performance depend on various
individual factors, including personalities and situational elements (Alsuwailem & Elnaga, 2016). Careful selection of employees for specific roles is crucial for ensuring the desired level of work performance (Asbari et al., 2021). Good performance enhances employee morale, job satisfaction, and goal attainment, ultimately maximising productive capacity (Davidescu et al., 2020).

Employee performance in an organisational context refers to a worker's capability to contribute towards achieving the organisation's objectives (Akpa et al., 2019). Recognising employees as a primary source of competitive advantage, the performance approach emphasises valuing employees' opinions and considering them as valuable resources or assets (Kossivi, Xu, & Kalgora, 2016). Employees are essential contributors to organisational success and catalysts for performance improvement (Muthumbi & Kamau, 2021). Performance encompasses the quantity and quality of output, attendance, helpfulness, accommodation, and timeliness (Badrianto & Ekhsan, 2020; Shahzadi et al., 2014). It involves task accomplishment evaluated against predefined standards of cost, speed, accuracy, and completeness (Afshan et al., 2012; Baskaran et al., 2020; Rozi & Sunarsi, 2020). Performance indicators include work quality, quantity, reliability, attitude, productivity, creativity, and organisational citizenship behaviour (Mangkunegara, 2013).

2.3 CONCEPTUAL MODEL

Figure 1

*Researcher's Conceptual Model*
2.4 KRUMBOLTZ’S SOCIAL LEARNING THEORY

Krumboltz’s theory of career management, rooted in the Social Learning Theory of Career Decision Making, highlights the impact of social factors, learning experiences, and environmental influences on individuals’ career choices and behaviours (Krumboltz et al., 1976; Mitchell, 1996). This theory emphasises that career decisions are shaped not only by internal traits but significantly by external elements like social interactions, role models, and life experiences (Mitchell, 1996).

A central tenet of Krumboltz’s theory is the importance of learning through observation and modelling. Individuals observe the behaviours, successes, and challenges of those around them—family members, peers, teachers, and colleagues—shaping their beliefs and attitudes toward various careers (Mitchell, 1996). However, critics argue that by prioritising social learning and environmental factors, Krumboltz’s theory oversimplifies the influences on career choices and may overlook the significance of personal traits, interests, and internal motivations (Blustein, 2013).

Blustein (2013) criticises the theory for neglecting fundamental elements of professional growth, such as personal values and self-concept, which play crucial roles in job choices and outcomes. This critique underscores the need for a more comprehensive understanding of professional decision-making that integrates both internal psychological elements and external social influences.

3 METHODOLOGY

A survey research design was used to gather a sample of 879 employees from five (5) selected insurance firms in Lagos State, Nigeria. The insurance firms were chosen from the Nigerian Stock Exchange’s 2019 list of companies: Law Union & Rock Insurance Plc, Axa Mansard Insurance Plc, Leadway Assurance Company Limited, ARM Life Plc and Guinea Insurance Plc. The total enumeration method was adopted to use the whole population for the study as a sample. The analysis of the results revealed that the Cronbach alpha value was greater than 0.7. Both descriptive and inferential tools were employed to analyse the data. The Statistical Package for Science Solutions (SPSS) version 23 was used to conduct multiple regression analysis and determine the impact of the variables.
3.1 RELIABILITY OF RESEARCH INSTRUMENT

A reliability analysis was performed to ascertain the degree of internal consistency of the questionnaire to be utilised in the study. The average inter-correlations between the concept-measuring items were used to calculate this. The internal consistency dependability increases with Cronbach alpha's proximity to unity. It was anticipated that there would be a positive correlation between the stability and reliability levels; repeatability of the outcomes is ensured by increased reliability levels. The reliability of each variable was assessed using Cronbach's alpha coefficient and composite reliability. A minimum threshold of 0.7 was set for both measures to ensure acceptable reliability for each variable.

Figure 2

Reliability Of Research Instrument

<table>
<thead>
<tr>
<th>S/N</th>
<th>Variables</th>
<th>No of Items</th>
<th>Cronbach’s Alpha (θ)</th>
<th>CR</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Career Planning</td>
<td>5</td>
<td>0.762</td>
<td>0.838</td>
</tr>
<tr>
<td>2</td>
<td>Career Advancement</td>
<td>5</td>
<td>0.945</td>
<td>0.958</td>
</tr>
<tr>
<td>3</td>
<td>Mentoring</td>
<td>5</td>
<td>0.724</td>
<td>0.856</td>
</tr>
<tr>
<td>4</td>
<td>Performance evaluation</td>
<td>5</td>
<td>0.706</td>
<td>0.873</td>
</tr>
<tr>
<td>5</td>
<td>Work Quality</td>
<td>5</td>
<td>0.816</td>
<td>0.868</td>
</tr>
<tr>
<td>6</td>
<td>Employee Productivity</td>
<td>5</td>
<td>0.751</td>
<td>0.849</td>
</tr>
<tr>
<td>7</td>
<td>Employee Creativity</td>
<td>5</td>
<td>0.795</td>
<td>0.862</td>
</tr>
<tr>
<td>8</td>
<td>Organisational citizenship behaviour</td>
<td>5</td>
<td>0.716</td>
<td>0.875</td>
</tr>
</tbody>
</table>

Source: Pilot Study SPSS Computation, 2024

4 RESULTS AND DISCUSSIONS

The researcher distributed 879 copies of the questionnaire to participants. Of these, 838 completed and returned the questionnaires correctly, which were then used in the study. This yielded a response rate of approximately 95.3% from the study's participant pool, deemed sufficient for the investigation.

Hypothesis: Career management has no significant combined effect on the performance of employees in selected insurance firms in Lagos State, Nigeria.
4.1 INTERPRETATION AND DISCUSSION OF FINDINGS

The table above shows the multiple regression analysis results for the dimensions of career management on the performance of employees in selected insurance firms in Lagos State, Nigeria. The results showed that career planning ($\beta = 0.553, t = 6.003, p<0.05$), career advancement ($\beta = 0.607, t = 6.454, p<0.05$), Mentoring ($\beta = 0.744, t = 8.512, p<0.05$) and performance evaluation ($\beta = 0.741, t = 8.832, p<0.05$) all have positive and significant effects on performance of employees in selected insurance firms in Lagos State, Nigeria. The R-value of 0.656 supports this result and indicates that career management dimensions have a moderate and positive relationship with the performance of employees in selected insurance firms in Lagos State, Nigeria. The coefficient of multiple determination $Adj.R^2 = 0.427$ indicates that about 42.7% of the variation that occurs in the performance of employees in selected insurance firms in Lagos State, Nigeria can be accounted for by the dimensions of career management. The remaining 57.3% of changes are accounted for by other variables not captured in the model. The predictive multiple regression models are thus expressed:

$$PER = 32.107 + 0.553CP + 0.607CA + 0.744ME + 0.741PE + U_i$$

Where:

$PER =$ Performance of Employees  
$CP =$ Career Planning
The regression model shows that holding Career management dimensions to a constant zero, the performance of employees in selected insurance firms in Lagos State, Nigeria would be 32.107 which is positive. The predictive model revealed all the dimensions of career management were significant. This implies that selected insurance firms should pay close attention to all the dimensions of career management. The results of the multiple regression analysis further indicate that when all the dimensions of career management (performance evaluation, career advancement, career planning, mentoring) are improved by one unit, the performance of employees would also increase by 0.741, 0.607, 0.553 and 0.744 respectively. This implies that an increase in performance evaluation, career advancement, career planning, and mentoring would lead to an increase in the performance of employees in selected insurance firms in Lagos State, Nigeria. Also, the F-statistics \((df = 4, 833) = 156.914\) at \(p = 0.000\) \((p<0.05)\) indicates that the overall model is significant in predicting the effect of career management dimensions on the performance of employees which implies that career management components are important determinants of performance of employees in the selected insurance firms in Lagos State, Nigeria. The findings indicate that selected insurance firms should prioritise the development of career management components to enhance employee performance. Therefore, the null hypothesis \(H_0\), which states that Career management has no significant combined effect on the performance of employees in selected insurance firms in Lagos State, Nigeria was rejected.

4.2 DISCUSSION

Career management significantly impacts employee performance in selected insurance businesses in Lagos State, as evidenced by the results of hypothesis testing, aligning with prior theoretical and experimental research findings. Career management encompasses essential elements such as career planning, growth, mentoring, and performance review, involving a continuous process of assessing abilities, setting career goals, and planning developmental activities that align with employee and organisational needs (Tabiu & Nura, 2020). Planning is essential for individuals to explore career options and experience growth and satisfaction throughout their careers (Ressler, Jones, & Brower, 2015). Continuous workforce and career...
planning facilitates and enhances employee performance by aligning human goals with organisational objectives (Safavi & Karatepe, 2018).

Career advancement strategically guides workers in developing personal learning plans to realise their full potential and support organisational objectives by matching individual abilities and goals with organisational needs (Ndegwa et al., 2016). Mentoring programs contribute to higher job satisfaction and dedication among participants (Seema, 2021), improving efficiency, career opportunities, skill development, trust, job satisfaction, decision-making abilities, leadership development, and overall organisational performance within business settings.

The current findings align with prior research by Didem, Tunc, and Ahmet (2015), which indicates employees' ongoing demand for career management support from organisations. Ikechukwu, Chiavoghi, and Ukonu (2016) also demonstrated a significant correlation between organisational success and employee career management within selected banks in Umuahia, Abia State, Nigeria, indicating that employee career management positively influences bank performance. Maina's (2014) findings further support this relationship, showing that career planning, training and development, and institutional frameworks impact career management positively. However, work-life balance was found to negatively impact career management as employees strive to balance personal and professional responsibilities.

Additionally, individual career management is positively associated with social influences (peer influences) and individual factors (self-efficacy and outcome expectancies), as demonstrated by Wong and Quek (2015). Mabwe (2015) emphasises that businesses should prioritise career management strategies due to their proven impact on organisational performance. Kagwiria et al. (2017) also found a positive association between organisational performance and career management in their analysis of career management's impact on enterprise performance.

Akinbowale et al. (2014) found a positive and significant effect of employee performance on organisational performance evaluation policies, but a negative significant relationship between career planning (a measure of career management) and employee performance. These results contrast Ali & Marwan's (2019) identification of 20 sub-elements within work-based learning (WBL) that contribute to essential career management competencies like enhanced self-confidence, positive self-image, and successful communication, which were negatively associated with employee performance. Similarly, Wesarat, Sharif, and Majid (2014) discovered that career management enhances employees' potential for career advancement within the company; Khan et al. (2015) highlighted
discrepancies between employee and management perceptions of career development programs.

Organisational change management (OCM) and individual change management (ICM) principles support career development and success within and across organisations, facilitating proactive responses to dynamic organisational environments. However, there was a noted negative correlation between career management and employee performance (Khan et al., 2015; Sapta & Sudja, 2018). Sapta & Sudja (2018) also demonstrated a significant and positive impact of career advancement on job motivation, emphasising the favourable effect of career growth on worker performance. Career development must align with strategy and talent management objectives to enhance organisational resources and address the needs of diverse talent within organisations.

5 CONCLUSION

This study shows the significant impact of career management strategies on employee performance within the insurance sector in Lagos State, Nigeria. Drawing upon Krumboltz's Social Learning Theory, the findings highlight the role of career planning, advancement, mentoring, and performance evaluation in shaping employee outcomes. The regression analysis conducted in this study reveals robust and positive relationships between these career management dimensions and employee performance, indicating that these factors collectively account for a substantial proportion of the variance in performance levels observed among employees. This is why it is important to implement proactive and comprehensive career management practices to foster organisational success and enhance workforce productivity in the context of the Nigerian insurance industry.

REFERENCES


