

An Assessment of the Extent at Which Work Experience affects Career Planning of Women Managers in Selected Deposit Money Banks in South-East, Nigeria

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ABSTRACT

The study sought to establish the extent at which work experience affects career planning of women managers' in selected deposit money banks in South-East, Nigeria. The study had a population size of 4,624, out of which a sample size of 531 was realised using Bill Godden's formula at 5% error tolerance and 95% level of confidence. Instrument used for data collection was primarily questionnaire and interview. Out of 531 copies of the questionnaire that were distributed, 509 copies were returned while 22 were not returned. The survey research design was adopted for the study. The hypotheses were tested using Pearson product moment correlation coefficient and simple linear regression statistical tools. The findings indicated that. The result shows that work experience significantly enhances career planning in Deposit money banks in South-East, Nigeria ($r = 0.631$; $F = 127.511$; $t = 11.292$; $P < 0.05$). The study recommended that Organizations should critically look at their women managers working experience, while designing their career planning that will be a lead way in achieving expected results which will be motivational tools.

Keywords: Work experience, Career planning, Women managers, Deposit money banks

INTRODUCTION

Over the last two decades, research has focused on the career progress of women in organizations, and a number of researchers found that women have been increasing their numbers in management positions [1,2,3,4]. However, those researches have focused specifically on the experience of women [5,6,7,8] for instance, observes most women do paid work for nearly all of their active lives, but they are process workers rather than supervisors...The ghettos of female labour are the service sector and a few manufacturing industries, and women still earn on average only two thirds as much as men. There has been considerable recent interest in the prospects for career advancement of managerial and professional women in both developing and industrialized countries [9,10,11].

For instance, in Australia, empirical evidence shows that women have a lower representation in finance in management and at executive level [12,13,14,15,16,17] than in most

other industries. Banking is part of the finance industry and women dominate the full-time Australian banking workforce [18,19,20]. In addition, women are expected to continue to make up an increasing proportion of the labour force in most countries [20]. Thus, human resource managers has a greater role in training and planning careers for their female employees to aid total inclusion of both genders in work place advancement.

These studies have called for the adoption of human resource management best practices which inspire gender inclusiveness and greater diversity within the work milieu. Several ETP plans are to raise female labour participation rate to 55%, and increase the number of women working on public-listed company boards to 30%. [3]; [9] found that both educators and industry leaders take the responsibility for preparing women for success.

Evidently the problems surrounding female career development are deep-

rooted and complex. They lie in history, politics, economics, education, social attitudes and direct experience of work - and these are inextricably intertwined. [12] meet the problem head-on, arguing that only by attempting to disentangle and understand these elements will real improvements be made to the work experiences of women. [17] suggested that since women typically shoulder more responsibility for childbirth and childbearing than their male colleagues, with the result that they have less time and energy available to devote to their careers, organizations might more flexibly offer alternative career options to these women for a short period of time. In achieving this, the management has a key role to play in organizing career options especially after their child bearing, these will increased their experience as they clime the ladder of

managerial positions in the banking organizations.

The current model of women's managerial advancement in banks is noteworthy for the absence of interpersonal and organizational factors. Therefore, there is much more that banking organizations can do to realize and maximize potential of women in managerial position. Specifically, the main message for banks is that women are advancing in management chiefly on their own merits: their knowledge and skills. The reality, however, is that "neither the organization nor the individual alone can guarantee successful development" [20]. Therefore, banks can assist women by implementing practices that ensure that women have access to information on training and career developmental opportunities valued in banking; this will increased their experienced in the long run increase the performance of the organization.

Objectives of the Study

- i. Establish the extent at which work experience affects career planning of women managers' in selected deposit money banks in South-East, Nigeria

Research Questions

- i. To what extent does work experience affect career planning of women managers' in selected deposit money banks in South-East, Nigeria?

Research Hypotheses

- i. Work experience significantly enhances career Progression of women managers' in selected deposit money banks in South-East, Nigeria.

Conceptual Framework

Development Programs

Developmental programs consist of skills assessment and training programs that an organization may use to develop its employees for future positions [2]. These programs provide employees with the opportunities to learn new ideas and skills and prepare them for future positions. Mentoring is one of among developmental programs, consisting of an established formal relationship between the junior and senior colleagues that contribute to their career and psychological functions. Mentoring has been described in more details previously as one of important managerial roles.

Another type of development programs is job rotation. It stands for assigning an employee to a series of job in different functional areas of an organization. It systematically moves an employee from one job to another, thereby increasing the number of different tasks an employee performs, without increasing the complexity of jobs. It also provides an employee with enhance to learn and use new skills, to understand better different organizational functions and to build network within the organization [27].

Knowledge and Continuous Development - Preconditions for Career Development

Education and learning processes today become one of the most important factors of managing human resources and one of the main preconditions for continuous career development.

This is an investment in the organization's most important resources - human resources, this being the most effective way for creation of the organization's competitiveness. Basic education has been achieved before individuals enter an organization; it ensures free entry to the world of business. Further education, training, learning and continuous development is an individual's task but also the task of the entire organization. Organizations today are aware of the fact that an investment in their employees is an investment in the whole organization and not the cost, because for the survival in today's fast-changing business climate, individuals and organization must

Theoretical Framework

Self-concept Theory of Career Development

Among the many theories of career choice and development, the theory by Super has received much attention in the USA as well as in other parts of the world. [20] suggested that career choice and development is essentially a process of developing and implementing a person's self-concept. [20], self-concept is a product of complex interactions among a number of factors, including physical and mental growth, personal experiences, and environmental characteristics and stimulation.

Building on Super's notion that self-concept theory was essentially a personal construct theory; [15] took a constructivist perspective and postulated that "the process of career construction is essentially that of developing and implementing vocational self-concepts in work roles". A relatively stable self-concept should emerge in late adolescence to serve as a guide to career choice and adjustment.

be continuous and lifelong learners [7]. Many terms are involved in creation and realization of one's career development. Those terms are sometimes used as synonyms but have to be distinguished because they make significant differences. Those terms are education, learning and training. Education creates base for further development by expanding the individuals' total cognition, knowledge, skills and abilities, and qualify him/her for independent performance and decision making [1].

Education broadens an individual so that he/she may be prepared to assess a variety of situations and select the most appropriate response. Learning is the process of acquiring skills and knowledge and it results in a relatively permanent change of behavior [1]. Training is directed to the employee's better performance on their current jobs, through the activities planned for gaining new skills, abilities and knowledge, and required for the stated job or for certain activity [1].

However, self-concept is not a static entity and it would continue to evolve as the person encounters new experience and progresses through the developmental stages. Life and work satisfaction is a continual process of implementing the evolving self-concept through work and other life roles.

[20] proposes a life stage developmental framework with the following stages: growth, exploration, establishment, maintenance (or management), and disengagement. In each stage one has to successfully manage the vocational developmental tasks that are socially expected of persons in the given chronological age range. For example, in the stage of exploration (ages around 15 to 24), an adolescent has to cope with the vocational developmental tasks of crystallization (a cognitive process involving an understanding of one's interests, skills, and values, and to pursue career goals consistent with

that understanding), specification (making tentative and specific career choices), and implementation (taking steps to actualize career choices through engaging in training and job positions). Examples of vocational developmental tasks in each of the developmental life stages are described in [20]. Accordingly, the concept of "career maturity" was used to denote the degree that a

person was able to fulfill the vocational developmental tasks required in each developmental stage. Partially due to the mixed results obtained in empirical research studies on career maturity, there have been suggestions to replace career maturity with the concept of adaptability [14, 15, and 16].

Empirical Review

[11] conducted a study on human capital formation concept on economic growth cannot be over emphasized and have been the fulcrum of aid and assistance by international agencies and developed countries. Furthermore, evidence from developed countries suggests that human capital has been the major driver of their development process. This notwithstanding, the impact on economic growth in Nigeria has been a subject of debate. Using the Error Correction Model as an analytical tool, this paper examines empirically the relationship between economic growth and human capital development. The study made use of secondary data and examined the time series characteristics of the variables selected, to avoid the problems of spurious correlation often associated with non-stationary time series to concurrently generate long-run equilibrium relationships. In order to achieve linearity, logarithmic calculations were used to examine the variables. Generally, the estimation of the model showed that the variables included in the model provided basic information on the nature of impact on economic growth. Findings also showed that investment in human capital in the form of education and capacity building at the primary and secondary levels impact significantly on economic growth, while capital expenditure on education was insignificant to the growth process. The study recommended that educational institutions in Nigeria should be re-structured for quality schooling at the primary, secondary and tertiary levels. In a competitive

and globalized economy, this will require strategic planning, increase in capacity utilization by the education sector and rebasing of growth fundamentals.

[13] did a study on the combined effect of human capital, temporary employment and organizational size on firm performance. The study considered the moderating role of temporary employment and organizational size on the relationship between human capital and firm performance. The study found that the positive effect of human capital on firm performance is greater in large firms with capital among entrepreneurs. The study revealed that human capital and structural capital were co-productive, and increased human capital seemed to increase the level of structural capital concurrently. The study however did not focus on the combinative effect of social and human capital on firm performance low temporary employment than in small firms with high temporary employment. These findings only applied where Return on Sales was examined, but not where labor productivity was selected as the dependent variable. The study therefore yielded mixed results depending on the measure of the dependent variable used. The study further showed a weak positive correlation ($r=0.221$) between human capital and organizational size, which may be an indicator of organizational size being a less significant moderating variable. Firms should training and develop their staff so that they can boost their performance.

METHODOLOGY

This study adopted a survey research design. The population of this study comprised of women Managers of 10 selected deposit money banks in Southeast, Nigeria. With a population of 4,624 women managers representing the banks from which samples of women top managers and middle manager were selected. A sample size was determined using Bill Goddon which amount to 531 while the response validity was obtained by re-contacting individuals whose responses appeared unusual or inconsistent. Validity of the instrument was done by giving it to management expert from the selected banks and three (3) academia that modified the

instrument and made the necessary corrections so that the instruments measure what it ought to measure. The hypotheses were tested using Pearson product moment correlation coefficient and simple linear regression statistical tools. To ascertain that the instrument was reliable, test-re-test method was adopted in which 50 copies of the questionnaire were distributed to the banks understudy; five (5) copies to each bank in Enugu. These were collected afterwards and re-distributed after two weeks for the second time. The outcome of the test-re-test was determined using the Cronbach Alpha, the result gave a reliability coefficient of $r = 0.762$

Data Presentation and Analysis

Table 1 Presents the Response rate of Questionnaire Distributed to the staff of Commercial Banks in South East Nigeria

Staff	Copies of Questionnaire Distributed	of %	Copies of Questionnaire Returned	of %	Copies of Questionnaire not returned	%
Senior	52	10	40	8	12	2
Junior	479	90	469	88	10	2
Total	531	100	509	96	22	4

Source: Field Survey, 2021

From table 1 it was revealed that five hundred and thirty one copies of questionnaire were distributed to the staff of deposit money banks in South east Nigeria (senior and junior staff). Five hundred and nine (96%) copies of the questionnaire were filled and returned, twenty two

40(8%) was from senior staff while 469 (88%) was from junior staff. However twenty two copies of the questionnaire were not returned, twelve 12(2%) was from senior staff while ten 10(2%) was from junior staff.

Objective one: To determine the extent at which work experience affect career planning in Nigeria commercial banks. Table 2: Tenure Longevity of women managers makes them to serve as mentors to other women employees

Staff	Senior	Junior Staff	Total	%
Strongly agreed	33	304	337	62
Agree	3	124	127	25
Undecided	1	9	10	2
Disagree	2	21	23	5
Strongly disagree	1	11	12	2
Total	40	469	509	100

Source: Field Survey, 2021

From Table 2, it was revealed that three hundred and thirty seven (337) respondents representing 62% strongly agreed that Tenure Longevity of women managers makes them to serve as mentors to other women employees in deposit money banks in south east Nigeria. A break down indicates that thirty three (33) respondents were senior staff of deposit money bank in south east Nigeria and three hundred and four (304) respondents were junior staff in deposit money bank in south east Nigeria. One hundred and twenty seven (127) respondents represent 25% agreed that tenure longevity of women managers makes them to serve as mentors to other women employees. A break down indicates three (3) respondents were senior staff of deposit money banks in south east Nigeria and one hundred twenty seven were junior staff of deposit money banks in south east Nigeria. Ten (10) respondents representing 2% were undecided that tenure longevity of women managers makes them to serve as mentors to other women

employees of deposit money banks in south east Nigeria. One (1) respondent was senior staff of deposit money bank in south east Nigeria and Nine (9) respondents were junior staff of deposit money banks in south east Nigeria. Twenty - three (23) respondents representing 4% agreed that Tenure Longevity of women managers makes them to serve as mentors to other women employees in deposit money banks. A break down indicate that two (2) respondents were senior staff of deposit money banks in south east Nigeria and twenty one (21) respondents were junior staff of deposit money banks in south east Nigeria, twelve (12) respondents representing 2% strongly disagreed that tenure longevity of women managers makes them to serve as mentors to other women employees. A break down indicates that one (1) respondents is a senior staff of deposit money banks in south east Nigeria and eleven (11) respondents were junior staff of deposit money banks in south east Nigeria.

Hypothesis one

Ho: Work experience does not significantly enhances career planning in Deposit money banks in South-East, Nigeria

Hi: Work experience significantly enhances career planning in Deposit money banks in South-East, Nigeria

Table 3 Model Summary^a

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Durbin-Watson
1	.631 ^a	.486	.385		1.15220	.146

a. Predictors: (Constant), Work experience

b. Dependent Variable: Career Planning

Table 4 ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	169.279	1	169.279	127.511	.000 ^a
	Residual	740.777	1118	1.328		
	Total	910.055	1119			

a. Predictors: (Constant), Work experience

b. Dependent Variable: Career planning

Table 5 Coefficients^a

Model		Unstandardized Coefficients		Standardize	t	Sig.
		B	Std. Error	d Coefficients		
1	(Constant)	1.202	.083	Beta	14.518	.000
	Working planning	.363	.032	.631	11.292	.000

a. Dependent Variable: Career planning

R = 0.631
 R² = 0.486
 F = 127.511
 T = 11.292
 DW = 0.146

Interpretation

The regression sum of squares (199.279) is less than the residual sum of squares (740.777), which indicates that more of the variation in the dependent variable is not explained by the model. The significance value of the F statistics (0.000) is less than 0.05, which means that the variation explained by the model is due to chance. R, the correlation coefficient which has a value of 0.631, indicates that work experience significantly enhances career planning in Deposit money banks in South-East, Nigeria. R square, the coefficient of determination, shows that 48.6% of

the variation in career planning is explained by the model.

With the linear regression model, the error of estimate is low, with a value of about 1.15220. The Durbin Watson statistics of 0.146, which is less than 2, indicates there is no autocorrelation. Work experience coefficient of 0.631 indicates work experience significantly enhances career planning in Deposit money banks in South-East, Nigeria, which is statistically significant (with t = 11.929). Therefore, the null hypothesis should be accepted and the alternative hypothesis accordingly rejected.

DISCUSSION

Hypothesis was tested with sample linear regression establishes the extent at which work experience affect career planning in Deposit money banks in South-East, Nigeria. The result shows that work experience significantly enhances career planning in Deposit money banks in South-East, Nigeria (r = 0.631; F= 127.511; t = 11.292; P<0.05). [5], states that work experience enhances employee

performance and [6] also supported the result by stating that work experience promotes career progression. Result from the interview guide showed that 54% of the respondents said that to a larger extent work experience and special skills move women employees to the apex of their career, 34% of the respondents said to an extent work experience promoted them to the top of their career

Summary of Findings

Work experience significantly enhanced career planning of women managers in selected deposit money

banks in South-East, Nigeria (r = 0.631; F= 127.511; t = 11.292; P < 0.05).

CONCLUSION

The results indicate that accumulating years of work experience and working long hours are amongst the factors that most explain the current model of managerial advancement for women in banking. This is likely to conflict

with women’s family roles and may contribute to their departure, thus explaining why so few women in this sample have children. Therefore, banks need to change their work cultures to value the contributions of a diverse workforce to ensure that

women are not disadvantaged, underutilized, or become detached from their organizations.

RECOMMENDATIONS

Work experiences is the short term placement of workers with employers to provide insights into the industry and the workplace in which they are located, with work

experience career planning are enhance to the fullness. Work experiences significantly enhance career planning of women managers in deposit money banks.

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