

Career Progression and Workers' Motivation in the Nigerian Public Service

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Abstract

The concept of career progression connotes formal and informal activities for developing roles and professionalism. It refers to the methods, tools, techniques and assessment systems that support human development at individual level within any organizational set up. Career progression and motivation goes hand-in-hand. It is all about understanding one's motives and value, it shows the effectiveness of the various approaches to career development chain such as career planning, career path and career development. In Nigeria, many people feel they work just for salary without job satisfaction and this is due to poor career management policies. The challenges of lack of skill and expertise often lead to poor performance and service delivery with serious limitation on organizational expansion and poor employee self-development drive for career progression. This paper examines career progression and workers' motivation in the Nigerian public sector organizations. The objective of the study is to determine how career progression and motivation enhance workers' performance in the Nigerian public service and also to evaluate the impact of career progression and motivation on workers' performance and how it has helped workers to achieve their professional growth and development. The methodology for the study was through secondary sources of data collection like existing literature such as text books, journals, conference papers, seminars, workshop materials and internet resources while the literature and theories were reviewed through descriptive and explanatory analytical techniques. Findings from the study revealed that career progression processes promote professionalism and career development as part of the general human resource management system which are congruent with employee self-development and actualization. This paper recommends that the Nigerian Civil Service Commission must make career progression policies that are workers-friendly and that management must ensure that employees know about career progression opportunities available in their organizations

Keywords: *Career Progression, Career Development, Workers' Motivation, Nigerian Civil Service Commission, Public Service*

Introduction

A progression is a gradual movement from one level to another. It is the act moving forward, growing or achieving success while career progression simply means the process of climbing the ladder during one's working life. Career progression tends to have great impact on employee's performance in any organizational set up. It is a lifelong process of managing employment or work experience throughout a person's entire work life. The central tenets of career progression in the Nigerian public service are that it provides opportunities for employees to develop their full potentials. Career progression entails activities that improve integrity and exceptionality, talents building, human capital development and facilitate employability, improve the quality of life and contribute to the realization of one's dreams and aspirations. The concept involves formal and informal activities for developing roles and professionalism. When a person develops a

career through organizational principles, it refers to the methods, programmes, tools, techniques, and assessment systems that support human development at the individual's level within a particular organization (Tella, Ayeni & Popoola, 2017).

Modern organizations most often emphasize that employees must actively participate in preparing and implementing their own personal development plans to achieve their career goals (Ajila & Awonusi, 2004). In some countries, employment in the public service is often built around the idea that working for government is quite different from working for private employers and therefore requires a special employment structure. Working in the public service usually guarantees job security, at times 'jobs for life' (Agho, Mueller & Price, 2017). However, in recent years, many aspects of public service employment have lost these privileges and became like any other general employment system (OECD, 2004); especially in Nigeria, governments are facing the challenges of transforming the public service by privatizing and commercializing most of the public enterprises thereby leading to mergers, acquisitions, and downsizing and layoffs in managerial ranks and other cadres which tends to make employees not to depend on their employers to plan their careers.

There are rapid developmental changes prompted by technological, socio-political and economic development and globalization where organizations are constantly susceptible to changes and therefore became less willing to make longstanding obligations to individual employee's career progression plan. From the foregoing background, this paper examines career progression and workers' motivation in the Nigerian public service.

Career progression is basically an employee's workplace journey. It incorporates every stride employees take in their career to improve their profession or make progress whether it has to do with title, compensation, skills or the combination of all the three and lots more. Many conceive "career" as an exclusive expression which refers to advancement in a systematic hierarchy within an organization or profession. Many organizations have been making effort to create result-oriented organizational cultures through which performance of individuals and units are linked to organizational goals. It is believed that effective career management systems have the tendency to create result-oriented cultures that allow workers to make meaningful contributions in performance in order to reward top performers and deal with poor performers (Akintayo, 2010).

Career progression is synonymous with career development. It is an important part of human development process that covers an individual's entire lifetime starting from when the person took cognizance of how people make a living and where they do it. Those intending to preserve their career must be willing to often learn new skills because a career should not be perceived as being "chosen" but as being made through successive learning and work that people do in life. Equally career progression is not just about ascending the highest rank in one's profession, it is about attaining self-actualization. If a person appreciates the need to progress, there is also the need to make plans based on one's convictions rather than mere status or salary though they are equally indispensable. If there is no goal, it would be hard to know the skills one may wish to develop and the kind of experience he or she intends to achieve. Thus, when you have plans you will be eager to develop yourself and would be ready to accept more responsibilities and challenges.

It is all about understanding one's motives - what energizes an employee - and his values - what is important to you; understanding why you are doing a particular job motivates you and whatever motivates you is your driving force. A clear view of one's motivations would make him or her to achieve his or her ambitions because it is the most potent tool for spurring workers to put in their best to attain organizational goals and job satisfaction at the workplace. Hence motivation is a powerful force that stimulates worker's full participation and commitment to ensure that success is attained in the workplace. It is an all-encompassing process that triggers the arousal, direction and persistence of individual's behaviour towards attainment of set targets (Greenberg & Baron, 2003; Robbins & Judge, 2008). It is the state of being prompted to act in certain profitable ways to actualize pre-determined set goals or objectives. Employees could be

motivated in several ways such as: good training (capacity building) policies, promotion, increase in payment, personal recognition, satisfactory work conditions, incentives such as bonuses, leave allowances (Adi, 2000).

In Nigeria, many workers do not have job satisfaction due to poor career management. The challenges of lack of skilled labour, technological problems, and low productivity often lead to poor performance and poor service delivery poses serious limitation on organizational expansion and decrease in job performance and poor employee's self-development drive for career progression. It is against this background that this study examines career progression and workers' motivation in the Nigerian public sector organizations. The paper attempts to answer the following research question: How does career progression enhance workers' motivation in the Nigerian public sector and what are the impacts of career progression and motivation on workers' performance in the Nigerian public sector organizations?

The core objective of this paper is to examine career progression and workers' motivation in the Nigerian public service. The paper specifically explores how career progression and motivation enhances workers' performance and evaluates the impact of career progression and motivation on workers' performance in the Nigerian public service

Literature Review

Career Progression

Career progression is the process of reaching the height of your working life; it is the ability of worker to progressively reach the highest position in an organization or career. It represents a deliberate and progressive engagement with work that has the potential to reach beyond economic imperatives and social status and into well-being, life satisfaction, and identity (Abele, et al. 2016). It is the process of managing life learning and work over a life span; a process of learning and improving one's skills so that one can do one's job and progress to better (Law, et al. 2020); a set continuous developmental activities intended to improve individual employees' abilities and goals and opportunities in an organization.

Career progression is all about interests, goals and objectives an individual intends to achieve through self-assessment and self-actualization; the individual must necessarily need training to get the skills needed for the career path chosen, after acquiring the desired competency, he must perform to achieve those goals and targets he set for himself. Thus, career progression is directly linked to an individual's growth and satisfaction; therefore, should be pursued by the individual and must not be initiated by the employer only because it helps the individual to grow not only professionally but also personally; it should be a medium through which employees develop and shape their career (Skool Team, 2021). It refers to managing one's career in an intra-organizational or inter-organizational scenario by getting involved in training and moving to higher job responsibilities.

It means that as you gain experience in your field you should be given more challenging projects and responsibilities. It is more work and better title, higher pay and increased prestige; this is essential for building a successful career. There is enormous number of aspects and elements that can contribute to successful and efficient career progression and, like most other spheres of life, there are some aspects that one has no control over and that are hard to predict. There are a number of really vital things that we can affect and impact, which can lead to better career progression, promotions in our work and successful career ladder climbing (Konzes & Posne, 2002). It is 'the process of making progress to better jobs; hence career progression is not just about finding better jobs but staying in current jobs and roles thereby achieving satisfaction and success. It is also about getting pay rise, being given additional responsibilities. The goal is to plan each of your roles so you remain engaged, fulfilled and excited about your work. Employee progression is also a key element of succession programmes for being promoted, more opportunities and getting the most out of your career (Re'em, 2011). For some companies, career progression is a crucial part of their human capital strategy to achieve growth. Some of these organizations have defined paths already mapped out for employees even before being

interviewed for the role. That is the ideal situation but even with the ideal situation, it is still largely the workers' choice to determine how the career progression is achieved.

Motivation

Generally, motivation is what explains why people or animals behave in certain ways at a particular point in time. Motivational conditions are most often assumed to be the forces acting within an agent that elicits a temperament to engage in a goal directed behavior. In management, motivation is concerned with internal desire to accomplish something that is important to us, or it could be described as the instinct that drives an individual to do a job or activity until he or she reaches to the end goal.

For the purpose of this discourse, motivation is closely related to job satisfaction. Khanka (2006) explained that motivation originally comes from the Latin root word 'movere', which means "to move" and that it is derived from the word "motive" yet motive could be defined as an inner state of our mind that stimulates and directs our behaviour. Based on this description, Khanka (2006) defined motivation as one's willingness to exercise determinations toward the achievement of his or her goal. He stressed that motivation is a process or series of urges meant to achieve some goals. The rudimentary features are the motives, goals and behavior. Motives prompt an energizing drive toward reaching a goal. Motives are often directed towards goals while behaviour is sequence of activities embarked upon to achieve a goal.

Motivation is an essential element in the management of human resource in an organization. Robbins (2000) defined motivation as the inclination to apply great effort toward organizational goals or the capability to satisfy individual needs. In the views of Luthans (1995), motivation is a process that starts with a physiological or psychological need that stimulates behaviour or a drive that is aimed at a certain incentive. Lee & Lawrence (1991) also concurred that motivation is the driving force which helps to explain the individual's behaviour in the organization. They vied that pioneers of early management school of thought like Frederick Taylor (1856-1915) and Henry Fayol (1841-1925) have tended to focus primarily on money, job design, and discipline and supervision are the most important motivational influences on workers' efforts. They argued further that neither Taylor nor Fayol offered a comprehensive theory of motivation which led to the emergence of scientific and structuralist management style by proponents of the human relations school in management afterward. Lee & Lawrence (1991) revealed that Elton Mayo was among early human relations writers who supported the importance of motivation as a field of study (Fanimihin & Popoola, 2013).

Powell (1988) held that several conceptual interpretations have been suggested about the types of motives that people have and how they interact. He identified one of the most popular theories by Abraham Maslow, a member of the human relations school who proposed that individuals have a hierarchy of needs, with successively higher order of needs motivating individuals once lower-order needs have been satisfied. The needs in Maslow's hierarchy range from physiological needs at the lower end to safety, social, ego self-esteem and self-actualization needs at the higher end. Kohn (1977) noted that a somewhat different view of human motivation has been offered by Frederick Herzberg in his "two factor theory".

Career Progression and Workers' Motivation

Career progression is synonymous with career development; it is an important part of human development process that covers an individual's entire lifetime starting from when the person took cognizance of how people make a living and where they do it. Those who intend to preserve their career must be willing to learn new skills because a career should be not be perceived as being "chosen" but as being made through successive learning and work that people do in life. Equally, career progression is not just ascending the highest rank in a profession; it is about attaining an actualization. If you appreciate why you want to progress, you can make plans based on your conviction rather than mere status or salary though they are equally indispensable. If you do not have a goal, it would be hard to know the skills you may wish to develop and the kind of

experience you intend to achieve. When you have plans, you will be eager to develop yourself and would be ready to accept more responsibilities and challenges.

It is all about your motives – what energizes you and your values - what is important to you. Understanding why you are doing a particular job motivates you and whatever motivates you is your driving force. A clear view of one's motivations would make him or her to achieve his or her ambition because it is the potent tool for spurring workers to put in their best to attain organizational goals and job satisfaction at the workplace. Hence, motivation is a powerful force that stimulates workers' full participation and commitment to ensure that success is attained in the workplace. It is an all-encompassing process that triggers an arousal, direction and persistence of individual behaviour towards the attainment of set targets (Greenly & Burns, 2003; Robbins & Jones 2008). It is the state of being prompted to act in certain profitable ways to actualize pre-determined set goals or objectives. Employees could be motivated in several ways such as good training for capacity building policies, promotion, increment in payments, personal recognition, satisfactory work conditions, and incentives such as bonuses and, leave allowances (Adi, 2000).

Importance of Career Progression

Career progression is a very important aspect of a person's life; the rewards and benefits are obtained when a person is able to develop his career; it is important not only among individuals and employees but in organizations: many organizations even establish career progression programmes for their workforce because they understand that career progression is not something that benefits the individual alone, but also the organization (Anastasia & Belyh, 2020). Some of the importance and advantages of career progression are as follows:

To meet Management of Manpower Requirements

Managers get involved in career progression programmes to address the various human resource challenges they often encounter in their organizations

Helps to Identify and Forecast Manpower Needs

Through career progression, organizations can plan their structure more effectively and ascertain whether they lack workers or need some skills for their operations.

Ensures a Steady and Continuous Supply of Qualified and Talented Workers

The best and most talented job-seekers often tends to seek employment in companies that have established career progression plans; so, career progression often attracts highly qualified applicants

Boosts Employee's Motivation and Job Satisfaction and Reduces Attrition

Employees of an organization with a well-established career progression programme for its staff often feels more motivated and would often prefer to remain in the organization since there is a clear career path prospect and would not bother to look elsewhere for other better career opportunities because their job satisfaction level will be high, and this will impact their individuals' productivity and the overall organizational productivity. Career progression programme helps to increase the level of satisfaction of the employees and therefore reduces the number of people who intend to leave the organization (Ntadom, et al. 2021).

Provides Equal Opportunity Employment

Employees can have equal opportunities to advance their careers and be promoted and rise up the ranks since it gives chance for equal opportunity because these programmes identify each person for merits. Highly effective people and the results that are shown by the individual are taken as a criterion for their development and no other criteria that give equal opportunity to employees than effective career progression plan (Linghan, 2008).

Improves the Use of the Employees

Career development enables employees to learn better aspects of their work and improve their capabilities and helps them to manage their time efficiently and ensure that the use of employees increases over time.

Increases Individual Worker's Productivity and Improves the Quality of the Work

One way to guarantee the employee to advance in his career is to actively pursue career progression efforts that will improve his or herself; satisfied and motivated employees would improve the quality of their work by gaining more knowledge and acquire more skills that would increase their productivity and contribute more to the organization. It would be a challenge for organizations to respond to the development initiatives that individuals are engaged in and to make career investments in order to enjoy quicker returns in terms of career growth and progression. Through a career development programme, employees have an increased knowledge of the various activities of the firm. Therefore, the sharing of knowledge and work ethics tend to make the organization improve. It helps employees learn better methods of working, work ethics and other important aspects of work. An employee's skill is improved if he/she goes through a career development programme that seeks to increase various facets of a worker's life (Saunders, Lewis, & Thornhill, 2007).

Theoretical Framework

While there are many theories propounded by various scholars to explain the phenomenon of career progression and motivation as they relate to organizational performance and workers' development, two theories are hereby reviewed and adopted for the explanation of the topic under consideration.

Self-Concept Theory of Career Development

Super's Self-concept Theory of Career Development has relatively gained more recognition among numerous other theories of career progression across the globe. Super (1969, 1980, 1990) was of the view that an employee's choice of career progression is fundamentally a process of developing and realizing one's aspirations of self. Super (1990) posited that self-concept was a result of interaction between "physical and mental growth, personal experiences, and ecological features and stimulus." Though Super contended that the practice of development and maturation is characteristically an organic present-day thought. (Savickas, 2002) while describing Super's model, emphasized the influence of social and environmental factors in improving individual's self-concept. While advocating for Super's work, Savickas (2002) presented a constructive interpretation and indicated that "the method of career progression is essentially related to evolving and effecting professional self-concept roles." During teenage years, self-concept was fairly established but has to pass through some adaptations in response to socio-environmental factors. The employees therefore develop satisfaction in work premised on their idea about self-concepts at work. The life stage developmental model by Super (1990) is made up of: "growth, exploration, establishment, maintenance (management), and decline (disengagement)."

Acquired Needs Theory

McClelland, a renowned psychologist who studied employees' behaviour applied the Thematic Apperception Test (TAT) to understand the extent of employee's motivation in meeting the needs of an individual and noticed that employees are obsessed about achievement, the need for power and the need for association (Kreitner & Kinicki, 1998). The Acquired Needs Theory hubs on the variety of societies and is embedded in culture. It emphasized that needs could be attained or learned from life experiences. Where the need is sturdy, it tends to inspire the person to get engrossed in behaviour which must satisfy that need. Hence achievement is epitomized by the determination to succeed and surmount any challenging obstacle in order to achieve any average standard of excellence. The theory claimed that people have a convincing urge to succeed. They

make every effort to achieve personal achievement rather than for the rewards of success. They have a strong desire to do something better or more efficiently than it has been done before. Individuals high on achievement needs often make good entrepreneurs running their own business (Johns, 1996). The two theories reviewed above are hereby adopted for the explanation of the topic under investigation because both theories tried to explain the relationship between career progression and workers' motivation in an organizational set up and with reference to individual's progression and development.

Empirical Study

In the past few years, there has been a great deal of studies carried out by eminent scholars on career progression and employee's motivation; Dialoke, & Adighije (2018) determine the effect of career development on the employees' performance and ascertain the effect of career advancement on the motivation of non-academic staff of Michael Okpara University of Agriculture Umudike. The researchers adopted survey research design; both primary and secondary sources of data were used. The population of the study consisted of all the non-academic staff of the University which numbered two thousand six hundred and thirty (2630) employees, using Taro Yamane's formula at a normal confidence level of 95% and error tolerance of 5%, the sample size of the study was deduce to be three hundred and forty-six (346). Simple random sampling techniques were used to sample the respondents. Pearson Product Moment Correlation Analysis was used to analyze the objectives with the aid of Statistical Packages for Social Sciences (SPSS) version 20. The major findings revealed that there is a positive and significant correlation between career development and the performance of the non-academic staff of the University, and also career advancement is positively correlated with motivation of the non-academic staff of the University.

Irefin & Mohammed (2014) examined the effect of employee commitment on organizational performance with special interest in Coca Cola Nigeria Ltd. Much of the interest in analyzing employee commitment stems from concern for the behavioural consequences that are hypothesized to result from it. A five point numerically scaled Likert-Type questionnaire was constructed and administered among selected staff of Coca Cola Nigeria Ltd. The research hypotheses were tested using the Pearson Correlation Coefficient. The result shows that: the level of employee commitment of the staff of Coca Cola Company Ltd. is very high; there is a fairly high relationship between employee commitment and organizational performance; there is also a very high relationship between employee commitment and employees' turnover, etc.

Folorunso, Adewale & Abodunde (2014) examined the impact of organizational commitment dimensions on employees' performance among academic staff of Oyo State owned tertiary institutions. The researchers adopted multi-stage sampling procedure for the selection of the participants. Therefore, the total sample size is made up of 197 respondents from the payroll list of two institutions. A structured questionnaire was used to collect information from the study's participants which were Organizational Commitment Questionnaire (OCQ) and Employees performance Questionnaire (EPQ). Both Pearson Product Moment Correlation Coefficients and Multiple Regression Analysis were used to analyze the data. Result revealed that organizational commitment dimensions jointly and independently influence employees' performance among academic staff of Oyo State owned tertiary institutions.

Oyenyi, Adeyemi & Olaoye (2017) investigated the influence of organizational commitment on job performance among the employees in Nigerian hospitality industry. Specifically, the study examines the influence of affective commitment, continuance commitment and normative commitment on job performance among the employees in Nigerian hospitality industry. This study made use of descriptive survey research, while a structured questionnaire and personal interview were used to collect data from seventy five (75) respondents in the selected hotels and restaurants in Osun State, Nigeria. Data were analyzed with the aid of Pearson Product Moment Correlation Coefficient (PPMCC) and Linear Regression. Results revealed that affective commitment ($\beta = 0.067$; $t = 0.380$; $P > 0.05$) and continuance commitment

($\beta = 0.082$; $t = 0.546$; $P > 0.05$) have positive but insignificant influence on job performance. Results also indicated that normative commitment ($\beta = -0.080$; $t = -0.569$; $P > 0.05$) has negative but insignificant influence on job performance.

Brenyah (2019) examined Organizational Support for Career Development and Its Influence on Employee Commitment in the Ghana Police Service. To validate this framework, a cross-sectional survey design was adopted. Using a multi-stage sampling technique, Morgan and Krejcie sampling determinant table was used to select two hundred and seventy-one (271) junior and senior personnel from the headquarters of the Ghana Police Service in Accra who completed the survey instrument. Hypotheses formulated were tested through linear and hierarchical regression analytic procedures using Statistical Package for Social Sciences (SPSS). Findings suggested that organizational support for career development had significant impact on affective and normative commitment. Again, personnel perceived low organizational support

Maria-Dolores, Kwon & Wong (2017) examined the impact of Employees' Commitment on Organizational Performance in Eravurpatru Divisional Secretariat in the district of Batticaloa, Sri Lanka. The three commitments (affective, normative, and continuous) have been taken as independent variables and organizational performance as the dependent variable. Both descriptive and explanatory research methodologies were adopted in this study. A five point Likert-Type scaled questionnaire was constructed and administered among selected staff of Eravurpatru Divisional Secretariat. The results of the study indicated that the Employees' Commitment (affective, normative, and continuous) are significantly related to Organizational Performance in Eravurpatru Divisional Secretariat.

Dinku (2018) examined the effects of employee' commitment on performance of organization based on a case study of ArjoDidessa Sugar Factory. The research is a cross-sectional study. 261 employees and four management members were selected as sample of the study. Standardized questionnaires were distributed, filled, and collected. Statistical Package for Social Sciences (SPSS) was used to process and analyze the data collected from the respondents through correlation and regression analyses were performed to determine the association between dependent and independent variables. Additionally, employees' commitments were found to have effects on the organizational performance in the study area. Based on the regression results, employees' commitments models have effects on performances for the organization at ArjoDidessa Sugar Factory. Thus, recommendations have been provided to increase commitment by designing motivational package, and establishing sustainable regular training programme in the company.

Ikoro & Nwosu (2017) investigated the effects of strategic planning on organizational performance with Nigerian Bottling Company Enugu, as a case. The aim was to know whether strategic planning had effect on the overall performance of the organization. The methodology that was used for the study is survey design and the target population was 180 members of staff of Nigerian Bottling Company Enugu while the sample size was 124 which were determined using Taro Yamane's formula. The result of the analysis indicated that there is relationship between effective strategic planning and organizational performance and also that lack of accountability.

Adetayo. (2018) examined the impact of strategic planning on organizational performance using a study of selected manufacturing organizations in Lagos, Nigeria. It appraised the effect of the concepts on the Nigerian manufacturing industry, using Unilever Nigeria Plc. and May & Baker Nigeria Plc. as case studies. A sample size of one hundred and seventy-one (171) respondents was used in this study, which was determined using Yaro's formula. The correlation and regression analysis were adapted for this study. The findings reveal that there is a positive relationship between the use of strategic planning and organizational performance in today's corporate environment.

Methodology

This study employed the descriptive design using the secondary sources of data collection through using the existing literature such as text books, journals, conference papers, seminars, workshop materials and internet resources while the literature and theories were reviewed through descriptive and explanatory approach; data presented and analyzed through quantitative and expository techniques.

Results and Discussion

Challenges of Career Progression and Workers' Motivation

Career progression is an effective way to successfully grow and develop workers' professional life. It consists of the goals one intends to achieve, the position a person wishes to attain in his career life, the remunerations and emolument packages. However, when outlining the strategy for career progression future, there are several obstacles and challenges one may face along the way (Skool Team, 2021). Some of which may include but not limited to the following:

Emphasis on Career Development

Placing much priority on career progression could be disadvantageous to organizational productivity and effectiveness because it could make workers to be more concerned about their self-development rather than the organization progress. For example, workers may tend to capitalize on available opportunities to pursue their personal interest to the detriment of the organization's interest (Robbins, 2000).

Who is Responsible for Career Progression of Workers?

In contemporary organizations, management often emphasizes that employees need to be responsible for planning and implementing their career progression strategies which often makes workers to lose faith not to depend on their employers towards the achievement of their professional aspirations (Mayo, 2008).

From the discourse, career progression is not only good or valuable to individuals but also of immense value to the country as a whole. It shows the effectiveness of the various approaches to career progression chain such as career planning, career path and career development which are essential strategy and a cohesive effort towards achieving organizational performance for profit and growth. The study defines the career progression process that shapes professionalism and organizational human resource management and examined the idea of career planning as part of the larger organizational development system by helping employees to improve performance and employee aspiration to reach the zenith of their profession within the context of the Nigerian civil service.

Career progression is a deliberate and progressive engagement with work that has the potential to reach beyond economic imperatives and social status by progressing into the well-being, life satisfaction and identity. It is a series of activities or the ongoing lifelong process of developing one's career by defining new goals regularly and acquiring new skills to achieve them. It often refers to managing one's career in an intra or inter organizational setup through training to acquire new skills, moving to higher job responsibilities, making career changes within the same organization, moving to a different organization or starting one's own business. It is a concomitant towards the goals and objectives set up by the individual which most often starts with self-assessment of one's interest, expectations and experiences. These interests are then linked to the corresponding accessible choices and the actions to be taken to actualize those ambitions. The individual needs to train himself to acquire the skills needed for the career path chosen by him; after acquiring the desired skills and competency, he has to work towards achieving the goal and targets set by himself.

Career progression is directly linked to the individual's growth and satisfaction hence should be managed by the individual and not to be left to the employer alone. It helps the employee to grow not only professionally but also personally. Learning new skills like

leadership, time management, good governance, communication skills and management, team management etc. Motivation is essential and is an essential element that enhances career progression because the willingness to exert high level efforts towards organizational goals is often based on the ability to satisfy individual needs. It is a process that starts with a physiological or psychological deficiency that activates behavior or a drive that is aimed at a goal or incentive. It could be described as the driving forces that help to explain the individual's behaviour in an organization. Hence career progression and motivation go hand in hand in pushing individuals to develop interest in self-actualization.

Conclusion and Recommendation

In conclusion, career progression is seen to be major organizational practice that fosters the ambition of employees and enhances the achievement of organizational objectives. This research has provided a comprehensive study of career progression as a collective attempt towards achieving organizational development and individual employee's realization of personal ambitions and self-actualization. Findings from the study showed that career progression processes tend to promote professionalism and career development as part of general human resource management system that helps to improve organizational productivity and employees' advancement. The findings further revealed that employees are no longer satisfied with having just a job for the sake of collecting salaries and other mundane fringe benefits alone but they want a career that expresses their interests and personality, abilities that is in congruence with their life's ambition and that their commitment and loyalty to the organization depended to a large extent upon the degree to which their employers meet their individual and personal aspirations. Thus, workers' commitment is a function of how efficient management is able to design and implement good career development policies and programmes in their establishments.

Findings from the study also indicate that employees expect management to show interest in their career growth and progress as it is believed that that management reward will increase workers' productivity and greater commitment to the organizational goal. Career is not just a job but it revolves around a process, attitude, behaviour and the situations in an employee's work life to achieve set career goals. In this regard, although career is the individual employees' exclusive responsibility yet it is organizations that should plan and manage employees' career progression with policies which suggest that career progression requires inputs from both organization and the workers to achieve the desired goals and objective that would be satisfactory to organizations and the workers.

From the foregoing discussion, the following recommendations are discernible:

- a. The Nigerian Civil Service Commission must make career progression policies that are workers friendly.
- b. Personnel should be involved in the review of scheme of service, most especially on the items that have to do with career progression policies.
- c. Workers should be accorded the privilege to plan their career progression for optimum organizational performance and individual employee's growth and development.
- d. Management must ensure that employees know about career progression opportunities available in their organizations.
- e. Training of various categories of personnel must be given priority to help employees achieve their career ambitions.
- f. There must be regular promotions to serve as encouragement for employees to keep developing and realizing their career potentials to the maximum.

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