



POLAC INTERNATIONAL JOURNAL OF ECONS & MGT SCIENCE (PIJEMS)
DEPARTMENT OF ECONOMICS & MANAGEMENT SCIENCE
NIGERIA POLICE ACADEMY, WUDIL-KANO



CAREER DEVELOPMENT AND THE PERFORMANCE OF AKWA IBOM STATE CIVIL SERVICE

Ededem Asuakak Edem

Department of Business Management, University of Uyo, Uyo, Akwa Ibom State, Nigeria

Michael P. Nnamseh, PhD

Department of Business Management, University of Uyo, Uyo, Akwa Ibom State, Nigeria

Francis Etim Andem, PhD

Department of Business Administration and Management, Akwa Ibom State Polytechnic, Ikot Osurua, Akwa Ibom State, Nigeria

Abstract

This study examine the effect of career development and the performance of Akwa Ibom State Civil Service, the objective was to evaluate the effect of training and development and career planning on the performance of Akwa Ibom State Civil Service. Survey research design was adopted for the study. The population of the study was 15,533 employees with the sample of 390 respondent's determined using taro Yamane formula for sample size determination. Data were collected through the use of questionnaire and were analyzed using regression analysis. Finding indicated that training and development and career planning have statistically significant effect on the performance of Akwa Ibom State Civil Service. It was concluded that training and development and career planning have a significant effect on the performance of Akwa Ibom State Civil Service, it was concluded that the selected career development indicators (training and development, career planning) have significant influence on the performance of Akwa Ibom State Civil Service. The study recommends that government should increase investment or the budget on training and development to enhance the performance of the state service .Also, recommended that managers and operators of the civil service should adopt career planning as a strategic choice to grow and improve civil service in Akwa Ibom State.

Keywords: Career Development, Training and Development, Career Planning, Performance, Akwa Ibom State Civil Service.

1. Introduction

In the recent past, the civil service was seen as a redundant institution because of the stereotypical nature of their job and almost lack of motivation to enhance employee commitment and improve performance. But with the emerging works on human resource management, the civil service realised the need to enhance corporate performance through the motivation of employees (civil servants). Worried therefore about how employees (civil servants) could help in the realisation of corporate tasks, led to the recognition of career development as a critical tool that may ignite employee satisfaction with his job, thereby resulting in overall optimal performance of the civil service. The civil service is to some extent, still seen as one of the easiest tasks that may be performed by those not so

learned personnel, because the nature of tasks is mostly clerical in nature. This explains why it is the largest employer of labour. However simple, the performance of clerical functions requires some skills, techniques, training, and experience, especially as they graduate to the top level where policies are formulated. This is where career development comes into play as an indispensable component towards equipping civil servants to live up to expectations in the discharge of their duties (Ekanem *et al.*, 2023).

A career is a profession for which one trains and undertaken as a permanent calling. It can also be seen as a field for or pursuit of consecutive progressive achievement, especially in public, professional, or business life (Hansen & Wiernik, 2018). From this perspective, we can see career

development as a lifelong process of managing and advancing one's career, involving acquiring skills, knowledge, and experiences as well as making strategic decisions to enhance professional growth and achieving long-term goals (Burdyug,2024; Sudrajat *et al.*,2024). Career development in the civil service is much standardised; it includes career planning, mentoring, skill enhancement and training, promotions, reward systems and leadership courses, among others. The operators of the civil service need to embrace the dimensions of career development if it must improve their performance and be in line with global practice. Many scholars are of the view that the entrenchment of career development in the civil service enhances employee competence, boosts morale, reduces the turnover rate, and stimulates organisational loyalty (Borshevskiy, 2017; Dhita & Amalia, 2023; Azzizah *et al.*, 2024).

Instituting career development in the civil service is not a programme that will automatically re-order and shape the civil service overnight; rather, it is a continuous journey of self-assessment, exploration, skill development, and goal setting, aimed at achieving long-term career success and fulfilment. This will require both the employees and mentors having a complete understanding of the possible career fields and opportunities and factors that may impede the realisation of this goal.

The civil service is made up of permanent officials, unlike the government, which changes periodically. The major functions of the civil service include, but are not limited to programme implementation, advice, policy formulation, programme planning, draughting bills, budget preparation and quasi-judicial functions. As simple as the career development may look, it is not an easy feat to be accomplished due to some inherent challenges. These drawbacks include bureaucratic issues, insufficient budgeting provision, lack of political will and the organisational culture. Others are limited opportunities for career advancement, systemic problems and the docile attitude of civil servants. Research has proved that all these challenges frustrate the effective performance of civil service, but the good news is that it may be addressed if properly designed career development programmes are implemented.

Effective performance of the civil service is at the core of this research and it is for this reason that successive administrations have formulated various policies aimed at changing the negative perception and inefficiencies associated with the civil service (Uttong *et al.*, 2024). Despite these efforts, civil service performance remains constrained by several challenges, including inadequate resource allocation, bureaucratic delays, corruption, and weak human resource management (Tom *et al.*, 2024). Unlike private organisations that measures performance typically by profit margin, assessing civil service performance is more complex due to its intangible service-oriented nature. Nonetheless, key performance indicators such as service delivery efficiency, service quality, financial management, employee satisfaction, accountability, and transparency offer valuable insights into how well the civil service functions (Nkutt *et al.*, 2024; Abasiama *et al.*, 2024; Ukaidi *et al.*, 2024).

Therefore, for the purpose of the study, performance is measured by quality of service. This study specifically focuses on the Akwa Ibom State Civil Service to see the extent to which career development of civil servants could improve to the overall performance.

The performance of the Akwa Ibom State Civil Service is critical to the effective functioning of the state government. This implies that for every successful government, there must be a vibrant and effective civil service that helps in policy formulation and implementation. However, the full potential of the civil service has not been realised, largely due to insufficient focus on key areas of the civil service, namely staff training and development, career planning, mentoring and leadership development. These elements are essential in equipping civil servants with the necessary skills and knowledge to address the evolving challenges of governance and enhance overall service delivery.

Most people went into the civil service with the notion that government service requires no serious commitment; this is so because no serious supervision nor impactful motivational measures have been directed toward employees. Employees go to work at will and close at their own time. The so-called "General Order" (GO) is haphazardly implemented. Career training and development and

specialised skills are not given the rightful recognition in the civil service job. A situation where a classroom teacher from secondary school or an ordinary nurse in a hospital with no formal administrative experience becomes a permanent secretary does not augur well for those who wished to make a career in the civil service. The assumption is that one does not need to specialise or be serious in his job assignment but instead should wait for the mandatory service year to clock in, and one is at the peak of his career, irrespective of his level of incompetence. The celebration of mediocrity in the civil service reinforces the neglect of career development of any sort, which resulted in the weakening of employee morale and low productivity.

Career planning, which is a critical component of the human resource function, is treated as a favour done to employees by the privileged directors in the services. The progress of civil servants is at the mercy of the top policymakers. The stagnation of employees has become a recurrent issue, with the implementation of employee promotion most often recognised notionally, while the accompanying financial benefits are procrastinated till whenever it pleases the state chief executive. In the absence of structural career planning, vacancies that could have been filled with skilled personnel are kept open for years, and the duties of such positions may be performed by misfits because no deliberate plan was put in place to fill the position. The civil service cannot make any meaningful progress in such a scenario. Given these myriad of challenges and the different positions of scholars, the researcher was curious to investigate the effect of the career development of employees on the performance of Akwa Ibom State civil service. The main objective of the study was to ascertain the effect of career development on the performance of Akwa Ibom State Civil Service.

Hypotheses of the Study

The following hypotheses were proposed to guide the study:

Ho1: Training and development has no significant effect on the performance of Akwa Ibom State Civil Service

Ho2: There is no significant effect of career planning on the performance of Akwa Ibom State Civil Service

2. Literature Review

2.1 Conceptual definitions

2.1.1 Concept of Career Development

Career development is a continuous process driven by personal goals, skills, and external variables. Understanding career development is crucial for individuals and organisations in today's changing workforce (Savickas, 2021). Self-assessment is an important part of career growth. To make informed career decisions, individuals need assess their interests, values, and talents. Personality assessments and skill inventories can help individuals find viable professional paths (Holland, 2018). Mentoring is essential for career development, research suggests that having a mentor can boost professional progress and job satisfaction. Mentors offer counsel, share experiences, and support mentees in navigating organisational dynamics. Also, networking is vital for career advancement. Developing professional contacts can provide new opportunities, collaborations, and insights into industry trends (Capello *et al.*, 2021).

In today's rapidly changing labour economy, ongoing learning is essential for advancement. Individuals must continue to study throughout their lives in order to remain relevant and competitive. This can include formal education, online courses, workshops, and certificates (Noe *et al.*, 2014). Employers can support employee growth by providing training tools and programs. Organisations also play crucial part in supporting career development through structured programs. Career development programs, including training and leadership development, can assist individuals in identifying chances for progress within their organisation (Pradhan and Shrestha, 2021). Investing in employee development not only improves individual capabilities but also promotes a culture of growth and innovation. Career development is a complicated process that involves self-assessment, mentoring, continual learning, and organisational assistance. Prioritising these components helps individuals manage their careers effectively and organisations build a talented and engaged employees.

2.1.2 Training and Development

Training and development are crucial for organisational success, promoting staff skills, improving performance, and driving business growth. To remain competitive in a continuously changing workplace, organisations should prioritise continual learning (Mpkhtar & Ishak, 2024). Effective training programs improve individual competencies and increase employee engagement and retention rates (Bhakuni & Saxena, 2023). One of the primary advantages of training and development is the improvement of employee abilities. Investing in focused training programs can help organisations educate their workforce to adapt to changing technologies and techniques (Haque *et.al*, 2024). Organisations that prioritise continuing training are more equipped to embrace digital transformation, a critical aspect in today's tech-driven landscape (Salas *et. al.*, 2012; Bersin, 2019).

Additionally, training can fill up skill shortage, guarantee Workforce that are ready to successfully handle the demands of their positions. Employee skills, knowledge, and motivation are improved by well-designed training programs and this has a positive influence on organisational outcomes including productivity, profitability, and innovation (Vanitha & Ganesh, 2024). Organisations are increasingly implementing cutting-edge strategies like blended learning and e-learning in addition to conventional training techniques. These approaches provide accessibility and flexibility, enabling workers to advance at their own convenience and learn at their own speed (Ilyukhina, 2020). Integrating technology in training programs improves the learning experience and allows organizations to track progress and evaluate training efficacy (Salas *et. al.*, 2012).

Furthermore, cultivating a culture of ongoing learning is also critical to long-term success. , encouraging individuals to explore professional development initiatives fosters innovation and collaboration in the workplace and crucial for keeping a competitive edge in the ever-changing corporate landscape (Bersin, 2019)

2.1.3 Career Planning

Career planning is a strategic process that entails establishing career objectives and determining the procedures required to accomplish them (Jaikumar & Surendhiran, 2023). Employees must engage in career planning to effectively negotiate the intricacies of the of today's charging labor market. Research shows that proactive career planning can improve job satisfaction and outcomes (Greenhaus & Callanan, 2019). People can choose their professional pathways wisely by evaluating their values, interests, and skill sets (Westover, 2024). People who use this self-assessment are better able to match their employment choices with their personal goals, which results in a more fulfilling professional life. Moreover, career planning is beneficial not only to individuals but also to organisations. Employee retention and engagement are generally higher in companies that encourage employees to participate in career development efforts (Jena and Nayak, 2023). Employees who feel encouraged in their professional goals are more likely to stay committed to their organisation, lowering turnover costs and maintaining a healthy workplace culture.

Furthermore, the rapidity of technological development needs on going career planning. Individuals must change their talents as industries evolve in order to remain competitive. Lifelong learning and periodically revising career plans can help people stay relevant in their fields. This adaptability is especially necessary in today's dynamic job environment, as new positions and opportunities constantly appear (Bhashanjaly, 2024; Dede & McGivney, 2021).

2.1.4 Organizational Performance

Improving organisational performance in the public sector is crucial for providing successful services to citizens and government operations. Public sector organisations must assess their performance using a wider range of criteria that demonstrate their dedication to public service, accountability, and transparency, in contrast to private sector organisations that primarily use profit margins to gauge success (Andrews *et al.*, 2016; Ogunyemi *et al.*, 2021). Key Performance Indicators (KPIs) are

crucial instruments for assessing organisational performance in this sector.

These metrics cover various dimensions, including service delivery efficiency, quality, financial management, personnel performance, accountability, and transparency. Metrics used to assess service delivery efficiency include response times to public enquiries, service delivery speed, and service accessibility. For example, the time it takes to process permit or license applications might be a key indicator of efficiency (Akanbi *et al.*, 2022). Public-sector organisations also assess the quality of services delivered. This can be accessed via customer satisfaction surveys, feedback methods, and the frequency of service mistakes or complaints. High levels of citizen satisfaction indicate good service delivery (Padiyar, 2022). To guarantee that resources are allocated properly, public sector organisations must also practice effective financial management. Key metrics in this area are budget adherence, program cost-effectiveness, and revenue generation (Anyanwu & Ananwude, 2022).

Furthermore, employee performance is critical to organisational success. Kurniawati and Raharja (2015) identified psychological capital, work fit, internal communication, commitment, motivation, personality, and employee satisfaction as key elements driving engagement. Public sector organisations are required to be highly accountable. Transparency can be measured by indicators such as audit frequency, regulatory compliance, and public performance reports (Bakhrom, 2024).

2.1.5 Quality of Service

Public service quality is a critical component of citizen satisfaction and trust in government institutions. Studies show that public trust and satisfaction with government services are greatly influenced by E-service quality and quality of service, including responsiveness and reliability (Pareek & Sole 2022; Ambarwati & Lestariana, 2020; Taufiqurokhman *et al.*, 2024). In recent years, public organisations have made improving service quality a top priority because it directly shapes public perception and trust in government function (Taufiqurokhman *et al.*, 2024). Additionally, strategic planning, effective communication, and productivity have been identified as important

factors in improving public service quality and digital transformation has greatly improved public service delivery by increasing efficiency, accessibility, and quality (Latupeirissa *et.al.*, 2024; Idrus *et al.*, 2024; Silva, 2024).

2.2 Theoretical Framework

The study anchored on Bandura's Social Cognitive Career Theory (SCCT). The theory offers a complete framework for analyzing career development and decision-making processes. It combines social cognitive theory ideas with career development and emphasizes how cognitive processes influence behavior connected to careers. (Lent, 1996). Three main elements form the basis of SCCT: personal goals, result expectations, and self-efficacy beliefs. Self-efficacy beliefs deal with people's confidence in their capacity to carry out the tasks necessary for success in their careers. These ideas affect how people view opportunities and problems in their careers. Higher self-efficacy, for example, has been linked to increased professional persistence and accomplishment (Schunk & Dibenedetto, 2020).

Another important component is outcome expectations, which are ideas about the repercussions of one's actions. Outcome expectations, which describe the anticipated outcomes of activities, can either drive or discourage individuals from pursuing specific career pathways. Personal objectives guide behaviour towards desired career outcomes, giving individuals a sense of purpose (Creed *et.al.*, 2006; Zola-Morgan & Squire, 1990). These expectations influence job decisions by altering how people anticipate the rewards or penalties associated with certain professional pathways. Positive outcome expectations can inspire people to pursue hard professional goals, whereas negative expectations can discourage them from studying specific sectors. The third element of SCCT is personal objectives, which stand for the commitments and aspirations people have for their professions. Establishing goals aids in directing behavior and efforts toward reaching particular professional outcomes. By giving one a feeling of purpose and direction, setting attainable goals can improve job growth. SCCT also emphasizes the importance of contextual elements, such as social support and opportunities, in defining professional

progression. These elements interact with individuals' cognitive processes to influence professional decisions and outcomes. Supportive mentors and relatives, for instance, might boost self-efficacy and promote job exploration (Zola-Morgan & Squire, 1990). In essence, Bandura's Social Cognitive Professional Theory emphasizes the significance of cognitive elements in professional growth, including outcome expectations, personal objectives, and self-efficacy beliefs. By taking these factors into account in addition to contextual impacts, SCCT offers a strong foundation for comprehending how people made their career choices and make well-informed decisions regarding their futures in the workplace.

2.3 Empirical Review

Bassey *et al.* (2025) evaluated the impact of training and development on employee citizenship behaviour at Champion Breweries in Uyo, Nigeria. The goal was to analyse the impact of mentorship on employee citizenship behaviour at Champion Breweries in Uyo, Nigeria. The investigation was conducted using a survey research design. The study's population was 127, with a sample size of 96 calculated using the Taro Yamane formula for sample size determination. The study used a simple random technique. Data were acquired using a questionnaire and analysed using simple linear regression analysis. The study found that mentorship has a considerable impact on employee citizenship behaviour at Champion Breweries in Uyo. It was concluded that employee citizenship behaviour at Champion Breweries in Uyo was significantly influenced by mentorship. Therefore recommended that the company should create a mentorship program that is both efficient and effective in encouraging employees to behave in a way that demonstrates good citizenship and enhances organisational performance.

Ituma *et. al.* (2024) investigated the impact of career development on employee performance in the Nigerian civil service, focusing on the Ebonyi State Civil Service in South East Nigeria. The study adopted both qualitative and quantitative research methods. A sample of 382 respondents was drawn from the population of 3009 State Civil Service servant. The respondents for the study were selected

using a purposive sampling technique. Both primary and secondary sources of data were used. Primary data was collected using questionnaire and in-depth interviews, while secondary sources included articles from journals, official gazettes, and documents. The data was presented and analysed using tables, frequencies, and charts, aided by Statistical Packages for Social Sciences (SPSS) version 21 and Microsoft Excel. The hypothesis was evaluated using ChiSquare inference statistics. The findings revealed that there was a significant relationship between career development and employee job performance; that career development has moderately impacted employee behavioural competencies (attitude to work) in the Ebonyi State Civil Service; and that insufficient funding and low salary packages have hampered career development and employee performance in the Ebonyi State Civil Service. Thus, recommended that Ebonyi State Civil Service Commission should prioritise and enhance career development opportunities for employees to maintain positive work attitudes and boost organisational performance. They should also provide adequate, transparent, and fair promotion opportunities based on merit and performance among others.

Amegayibor (2021) examined the impact of training and development methods and organisational performance: a case of the local government organisation in the Central Region, Ghana. The study used a quantitative methodology and a correlation design, with a census sampling method used to sample 215 employees from the organisations, and data were collected via a structured questionnaire. Multiple linear regression was used to test hypotheses with the help of the Statistical Package for Social Science (SPSS) version 20. It was discovered that training and development (T&D) approaches (job orientation, job rotation, workshops and conferences, and classroom lectures) have a significant impact on organisational performance. The studies also demonstrated that training and development (T&D) techniques (job orientation, workshops and conferences, and classroom lectures) have a considerable impact on service quality. However, there is no link between job rotation and quality service delivery. Therefore, it was recommended that metropolitan and

municipal assembly executives and managers should use training and development methods that provide stronger predictions. They should also train and develop employees as soon as political power changes hands to enhance organisational performance, as policy adherence is critical.

Tabiu and Nura (2020) conducted a study on the assessment of Career Planning as a Predictor of Employee Performance: The Role of Perceived Career Opportunity. The objective of the study was to examine the direct and indirect relationships between career planning/development practice and employee performance (task and contextual) through the mediation of perceived career opportunity. The study used a cross-sectional research design. Using a cross-sectional survey of 265 employees of 27 local governments in northwestern Nigeria, the results of Partial Least Square-Structural Equation Modelling (PLS-SEM) revealed that career planning practice predicts employee task and contextual performance, and perceived career opportunity was found to have mediated the relationships. It was recommended that organisations should use career planning/development practices and career opportunities to enhance strong employee tasks and contextual performance to stimulate employees overall performance.

Hamzah (2020) focused on the career planning process in Baitul Maal waa Tamwil (BMT) and its impact on employee performance and job satisfaction. The study employed a quantitative is method. The study's population included all of the organization's employees, and the sample of 79 employees drawn from the population using census sampling Technique. Structural Equation Modelling with the PLS program was used to evaluate the hypotheses. The study's findings revealed a direct influence between career planning and employee performance; career planning and employee job satisfaction; satisfaction and employee performance; and an indirect effect between career planning and performance via employee job satisfaction. The study recommends creating a clear career roadmap for employees to increase job happiness and performance.

3. Methodology

3.1 Research Design

A Survey research design was adopted for the study. The design was adopted because it helps to obtain first-hand information from the respondents.

3.2 The population of the study

The study's population consisted of all senior, middle and junior staff members of the twenty-seven (27) ministry/extra-ministerial departments of Akwa Ibom State Civil Service from grade 1- 17, totalling 15,533. The study's sample size was 390, which was calculated using the Taro Yamane formula for sample size determination. Both Proportionate and simple random sampling methods were employed. Proportionate sample was used to allocate the sample size since the population was collected from different ministries/extra-ministerial departments. While simple random sample approach was adopted to ensure that respondents have equal right to participate in the study

3.3 Data and Sources

A questionnaire was utilized as the primary tool for gathering of data which was structured using close ended questions and scored using modified 5 – point Likert scale rating. The study used the test-retest reliability method to ensure the instrument's reliability. Also, Cronbach's Alpha statistics were used to examine the reliability of the questionnaire and its construct.

3.4 Method of Data Analysis

The data obtained was analyzed using multiple regressions.

3.5 Model Specification

The multiple regression models were developed which was given as:

$$P = f(TD, CP) + e \quad - \quad - \quad - \quad (1)$$

$$P = a_0 + a_1TD + a_2CP + e \quad - \quad - \quad (2)$$

Where

$a_0 - a_2$ = parameter estimate/parameter structure

e = Stochastic Error term

P = Performance

TD = Training and Development

CP = Career Planning

4. Results and Discussion

4.1 Data Presentation

Questionnaire Administered and Retrieved

Table 1: Distribution of Questionnaire

	Questionnaire Administered	Questionnaire Returned	Percentage Returned
State Civil service	390	375	96.1%
Total	390	375	96.1%

Source: Researcher's Compilation (2025)

Table 1 indicates that 390 copies of questionnaire were distributed to civil servants in Akwa Ibom State

but 375 copies were filled and returned in usable form which also forms the basis for the analysis.

4.2 Data Analysis

Table 2 The Simple Linear Regression Analysis on the influence of Planning and Development on Performance of Akwa Ibom State Civil service, Nigeria.

Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.824 ^a	.678	.678		.59362

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	277.298	1	277.298	786.928	.000 ^b
	Residual	131.438	373	.352		
	Total	408.736	374			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.446	.081		5.503	.000
	Training and Development	.831	.030	.824	28.052	.000

Source: Researcher's Computation (2025)

Table 2 indicates the simple linear regression analysis on the influence of planning and development on performance of Akwa Ibom State Civil service. The results yield R^2 -value of .678, -value of 786.928, Beta coefficients of .831 and P-value of .000. This implies that planning and development can account for 67.8% change in the Performance of Akwa Ibom State Civil Service. The result is supported by the Beta coefficients of .831 which means that 1 unit increase of planning and development would lead to .831 increases in performance of Akwa Ibom State Civil Service. However, to evaluate the goodness of fit, the F-

statistics was computed, the result yields the F-value of 786.928 which indicates that the model is fit to evaluate the interaction between planning and development and the performance of Akwa Ibom State Civil Service. Therefore, since the F-value of 786.928 fall within the acceptable region and P-value of .000 lies below the alpha value of 0.05 level of significant in social sciences, it can be concluded that the null hypothesis which state that Planning and development has no significant influence on performance of Akwa Ibom State Civil Service is rejected and Alternative Accepted, meaning that there is significant and positive influence of planning

and development on performance of Akwa Ibom State civil service ($P < 0.05$)

Test of Hypothesis Two

Table 3: The Simple Linear Regression Analysis on the influence of Career Planning on Performance of Akwa Ibom State Civil service, Nigeria.

Model Summary

Model	R	R Square	Adjusted Square	Std. Error of the Estimate
1	.784 ^a	.615	.614	.64969

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	251.295	1	251.295	595.353	.000 ^b
	Residual	157.441	373	.422		
	Total	408.736	374			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.530	.089		5.933	.000
	CareerPlanning	.803	.033	.784	24.400	.000

Source: Researcher's Computation (2025)

Table 3 reveals the simple linear regression analysis on the influence of career planning on performance of Akwa Ibom State Civil service. The results yield R^2 -value of .615, -value of 595.353, Beta coefficients of .803 and P-value of .000. This means that career planning can account for 61.5% variation in the Performance of Akwa Ibom State Civil Service. The result is supported by the Beta coefficients of .803 which means that 1 unit increase of career planning would lead to .803 increases in performance of Akwa Ibom State Civil Service. However, to evaluate the goodness of fit, the F-statistics was computed, the result yields the F-value of 595.353 which means that the model is fit to evaluate the interaction between career planning and the performance of Akwa Ibom State Civil Service. Therefore, since the F-value of 595.353 fall within the acceptable region and P-value of .000 lies below the alpha value of 0.05 level of significant in social sciences, it can be affirmed that the null hypothesis which state that career Planning has no significant influence on performance of Akwa Ibom State Civil Service is rejected and Alternative Accepted, meaning that there is significant and positive influence of career planning on performance of Akwa Ibom State civil service ($P < 0.05$)

4.3 Discussion of Findings

The finding of hypothesis one indicated that training and development has statistically significant effect on performance of Akwa Ibom State civil service. This implies that the interaction between planning and development is positively correlated. The finding is supported by the work of Bassey *et al.* (2025) who found that training and development function effectively in alignment with mentorship to positively impact employee citizenship behavior in relation to the overall employee performance. Also Amegayibor (2021) supported this finding by stating that the relationship between training and development approaches such job orientation, job rotation workshop and conferences and classroom lectures have a significant impact on organizational performance in Local Government Organisations of Central region of Ghana

Similarly, the finding of hypothesis two revealed that carrier planning has significant effect on performance of Akwa Ibom state civil service. The finding is in agreement the work Hamzah (2020) who discovered that there is a direct influence between career planning and employee performance; indicating that career planning and employee job satisfaction positively impact performance. In the same vein, the finding is in line with the work of

Tabiu and Nura(2020) who revealed that carrier planning practice predicts employee task and contextual performance in Local government in North Western Nigeria.

5. Conclusion and Recommendations

The study concludes that training and development and carrier planning have a significant and positive effect on the performance of Akwa Ibom State civil Service. It was further concluded that the association between training and development and carrier planning statistically predicted the performance of Akwa Ibom State civil Service. Based on the findings of the study, the following recommendations were made:

- i. Investment in training and development in Akwa Ibom State Civil Service will lead to a significant improvement in the performance of Akwa Ibom State Civil Service; hence, the government should increase investment or the budget on training and development.
- ii. Guiding employees towards structured career planning pathways will also improve productivity and performance of Akwa Ibom State Civil Service; therefore, the managers, government and supervisors should embrace career planning as a strategic choice to grow and improve civil service in Akwa Ibom State.

References

- Abasiama E. U., Christabel D. and Kingsley L. U. (2024). Strategic management practices and organisational performance in Akwa Ibom State civil service. *British Journal of Management and Marketing Studies*, 7(2),99-110
- Akanbi, T. A., Oladejo, M. O., and Oyeleye, O. A. (2022). Impact of Fintech (financial technologies) usage on the financial and non-financial performance of small and medium scale enterprises in Nigeria. *International Journal of Academic Research in Accounting Finance and Management Sciences*, 12(2), 306 – 316.
- Ambarwati R. and F.F. Lestariana F. (2020). *Citizen trust in local government: Explaining the role of village service*, CRC press (1st Ed.),p4
- Amegayibor, G, K. (2021). Training and development methods and organizational performance: A case of the local government organization in Central Region, Ghana. *Journal of Social, Humanity, and Education*, 2(1), 35-53.
- Andrews R., Boyne G. A. and Walker R.M.(2016). Subjective and Objective Measures of Organizational Performance: An Empirical Exploration. Cambridge University Press, 14-34
- Anyanwu, F. A. and Ananwude A. C. (2022). Public sector financial management and economic growth sustainability in Nigeria: 1986 to 2020. *Journal La Bisecoman*, 2(6),11-22.
- Azzizah, U., Syahrul L. and Yuliasri(2024).Implementing the Merit System Through Talent Management as Career Development Journal Publicuho,7(1),312-323.
- Bakhrom U. M. (2024). Key performance indicators in service organizations: global practices in KPI application. *International Journal of Advance Scientific Research*, 4(1),52-62.
- Bassey B. A., Obukor P. and Daomon E.S.A.(2025). Training and development and employee citizenship behavior in Champion Breweries Plc in Uyo, Nigeria. *Polac Economic Review (Per)*, 5(1), 68-74.
- Bersin, J. (2019). The Future of Work: The New Employee Experience. Deloitte Insights.Available at <https://www2.deloitte.com/us/en/insights/fo cus/human-capitaltrends/2019/employee-experience.html>.Retrived from 1/1/2025.

- Bhakuni S. and Saxena S. (2023). Exploring the link between training and development, employee engagement and employee retention. *Journal of Business and Management Studies*, 5(1),173-180.
- Bhashanjaly S.(2024).Adaptability in the Workplace: A Skill for the Modern Era.*Journal of Informatics Education and Research*, 4(3). Available at 10.52783/jier.v4i3.2014.
- Borshevskiy, G.A. and Kalmykov N.N.(2017).Priorities in Civil Servants' Professional Development. *ARS Administrandi (Искусство управления)* 9(4),550-569.
- Burdyug,M.S.(2024).Innovations in the Career Development of Young Professionals in the civil service .*EKONOMIKA I UPRAVLENIE PROBLEMY RESHENIYA*,5/7(146),44-56
- Capello, M. A., Howes, C. S. and Sprunt, E. (2021). "Capitalizing on Mentoring, Sponsoring and Networking for your Career Success." Paper presented at the SPE Annual Technical Conference and Exhibition, Dubai, UAE.
- Creed P., Patton W.and Prideaux L.(2006) Causal Relationship Between Career Indecision and Career Decision-Making Self-Efficacy: A Longitudinal Cross-Lagged Analysis. *Journal of Career Development* 33(1),47-65.
- Dede C. and McGivney E. (2021). Lifelong Learning for Careers That Don't Yet Exist. In S. Jagannathan (Ed.), *Educational Technologies for Sustainable Development: Fostering Lifelong Learning and Global Transformation* . Oxford, Routledge(1st Ed),pp.36-44.
- Dhita, R. S.and Amaliab R.(2023).Implementation of Career Development Policy for Civil Servants Through Talent Mobility in DKI Jakarta Provincial Social Services. *Journal MSDA (Manajemen Sumber Daya Aparatur)* 11(2),36-50.
- Ekanem U.A., Akpan B.B., Ekanem G.U., & Edem E.A. (2023) Green Operation Practice and Organizational Performance in Selected Manufacturing Firms in Akwa Ibom State, Nigeria, *European Journal of Business and Innovation Research*, 11,(4,) 59-73
- Greenhaus, J. H., and Callanan, G. A. (2019). *Career Management for life*. (1st Ed) Sage Publications,p7
- Hamzah Z.(2020).Career planning process Baitul Maal waa Tamwil (BMT) and its impact on employee performance and job satisfaction. *Journal of Economic Business and Accounting*,3(2),235-247.
- Hansen, J.-I. C., & Wiernik, B. M. (2018). Work preferences: Vocational interests and values. In D. S. Ones, N. Anderson, C. Viswesvaran, & H. K. Sinangil (Eds.), *The SAGE handbook of industrial, work & organizational psychology: Personnel psychology and employee performance* (2nd ed., pp. 408–448). Sage Reference.
- Haque S.M.S.,Shaha S. and Sharmin S.(2024). Future-proofing the workforce: training and development in the digital age. *European Journal of Human Resource Management Studies*,7(2),54-78.
- Holland, J. L. (2018). *Making Vocational Choices: A Theory of vocational personalities and work environments*. Psychological Assessment Resources.
- Idrus S.H.,Sumartono E., Wartono W., SuhartoS.,Syahriar I.(2024).Harnessing Digital Transformation for Improved Public Service Delivery: Lessons from Global Administrative Practices.*Journal of Social Science*,1(3), 257-269.
- Ilyukhina L.A.(2020). Innovative Training Technologies As An Element Of Corporate

- Personnel Development. Conference: Proceedings of the II International Scientific Conference GCPMED - "Global Challenges and Prospects of the Modern Economic Development" Greenhaus, J. H., and Callanan, G. A. (2019). Career Management for life. (1st Ed) Sage Publications
- Ituma O. A., Agu S. U., Ozo F. K., Chinweike O.A. and Onwe J.C.(2024).The impact of career development on employee performance in the civil service sector: a Nigerian context.Journal of Chinese Human Resources Management, 15(1), 42-63.
- Jaikumar and Surendhiran S. (2023). A study on career planning towards daily fresh fruits India Pvt Ltd., to Namakkal. International Journal of Innovative Research in Information Security, 9(4), 228-231.
- Jena, L. and Nayak U. (2023). Organizational career development and retention of millennial employees: role of job satisfaction, organizational engagement and employee empowerment.International Journal of Organization Theory and Behavior, 26(1/2), 115-131.
- Latupeirissa, J.J.P. Dewi,N.L.Y.; Prayana, I.K.R., Srikanthi, M.B.,Ramadiansyah, S.A. and Pramana,I.B.G.A.Y.(2024).Transforming Public Service Delivery: A Comprehensive Review of Digitization Initiatives.Sustainability 16(7),1-23.
- Lent, R.W. and Brown S. D.(1996). Applying social cognitive theory to career counseling: an introduction. Career Development Quarterly, 44, 307-309.
- Mpkhtar, S. N. and Ishak R. (2024).Learning organization: the importance of employee training and development. International Journal For Multidisciplinary Research, 6(4),1-4.
- Nkutt, N. M., Obukor, P., and Edem, E. A. (2024).Strategic Management and Performance of Small and Medium Scale Enterprises (SMES) in Akwa Ibom State. *International Journal of Advances in Engineering and Management (IJAEM)*,6(10),485-498
- Noe R. A., Clarke, A.D.M. and Klein H.J.(2014). Learning in the twenty-first-century workplace. Annual Review of Organizational Psychology and Organizational Behavior, 1(1), 245-275.
- Ogunyemi, A., Akanbi, M. O., and Okwu, A. T. (2021). The Role of Leadership in Enhancing Organizational Performance in the Public Sector. Journal of Management Research, 14(4),34-50.
- Padiyar, R.D. (2022). Exploring quality of citizen service delivery system in the state of Karnataka, India. Transforming Government: People, Process and Policy, 16(4),582-594.
- Pareek, U. and Sole N. A. (2022). Quality of Public services in the era of guaranteed public service delivery. Indian Journal of Public Administration, 68(2), 160-173.
- Pradhan, G.M. and Shrestha P. (2021).Impact of Training & Development and Career Planning on Employee Involvement. Journal of Balkumari College,10(1),13-18.
- Raheja, K. (2015). Methods of Training and Development. Innovative Journal of Business and Management, 4, 35-41.
- Salas, E., Tannenbaum, S. I., Kraiger, K., and Smith-Jentsch, K. A. (2012). The science of training and development in organizations: what matters in practice. Psychological Science in the Public Interest, 14(2), 74-101.
- Savickas, M. L. (2021). Career construction theory and practice. In Career Development and Counseling: Putting Theory and Research to Work, Wiley publisher, 147-178)

- Schunk D and Dibenedetto M.(2020).Self-efficacy and human motivation.Journal: Advances in Motivation Science, 153-179
- Silva M. F. D. (2024).Public Service Quality in Government Agencies: Planning, Communication, and Productivity.RCMOS - Revista Científica Multidisciplinar O Saber 1(2),1-6.
- Sudrajat, A.,Fahrani, N.S.,Nugroho,A.A.,Yohanitas,W.A.and Azmi,I.F. (2024). Enhancing civil servant career development: A talent management approach in Indonesia.Journal of Infrastructure, Policy and Development,8(7),1-14.
- Tabiu A., and Nura, A. A. (2020). Assessment of Career Planning as Predictor of Employee Performance: The Role of Perceived Career Opportunity. Sains Humanika, 12(2),23-29.
- Taufiqurokhman T., Satispia E., Andriansyah A., Muroda M. and Sulastria E.(2024).The impact of e-service quality on public trust and public satisfaction in e-government public services. International Journal of Data and Network Science, 8(2), 765-772.
- Tom, E.J.,Ebong, I.B.,Abasiekong, G. N. (2024). Civil Service and Socio-Economic Development in Akwa Ibom State. Saudi J. Humanities Soc Sci, 9(11),372-380.
- Ukaidi, C. U. A,Muchama, M.E.,Ukaidi, E.U. and Uchechukwu,A.J. (2024).An Evaluation of Motivational Factors and Performance in Akwa Ibom State Civil Service, Nigeria.IDOSR Journal of Humanities and Social Sciences, 9(1),16-22.
- Uttong, B. G., Ekanem, U. A., and Uwa, K. L. (2024). Blue Ocean Strategy and Sustainable Competitive Advantage in Fast Moving Consumer Good Industry in Nigeria. *International Journal of Advanced Academic Research*, 10(8), 71-87.
- Vanitha P. and Ganesh R.S.(2024). Impact of Employee Training and Development on Organizational Performance. Shanlax International Journal of Management, 11(4),51–54
- Westover J. H. (2024). Better decisions through self-reflection and assessment. Human Capital Leadership Review, 12(3).
- Yagboyaju, D. A. and Akinola, A. O. (2019). Nigerian State and the Crisis of Governance: A critical Exposition. SAGE Open, 9, 1-10.
- Zola-Morgan, S. and Squire, L. R. (1990). The primate hippocampal formation: Evidence for a time-limited memory storage. Science, New Series. 250(4978) 288-290.