Career Path Programme and Information Managers' Job Performance in Money Deposit Banks in Rivers State

By

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Abstract

The study determined the relationship between career path programme and information manager job performance in Money Deposit Banks in Rivers State. The objectives of the study were to examine the relationship between career path programme and measures of information managers' job performance Money Deposit Banks in Rivers State in terms of punctuality/regularity and information accuracy. The study adopted explanatory cross-sectional survey research design. The population of the study consisted of three hundred and sixty (360) staff working in the State Headquarters of 22 registered Deposit Money Banks in Rivers State, Nigeria. Using the Taro Yamene Formula, the sample size of this study was one hundred and eighty-six (186) respondents drawn from the population of 360 staff in the State Headquarters of the banks. In determining the sample size for each of the banks, Bowley's (1960) Population Proportionate Allocation Formula was used. Structured questionnaire was used as the main instrument for the collection of primary data. Copies of the questionnaire was submitted to the supervisor and two other experts in Office and Information Management to validate the instrument. Their comments were used to validate the final copy of the instrument that will be administered. Thus, Cronbach alpha via SPSS (Statistical Package for Social Sciences) was used to ascertain the reliability of the instrument. In line with the sample size, a total number of one hundred and eighty-six (186) copies of the questionnaire were administered through the help of two research

assistants. The researchers were able to retrieve one hundred and seventy-eight (178) copies (i.e 96% retrieval). The study used the Spearman Rank Order (Rho) to measure the relationship between the variables concerned. It was done with the aid of Statistical Package for Social Sciences (SPSS) Version 22.0. The study found that career path programme has a significant positive relationship with measures of information managers' job performance money deposit banks in Rivers State in terms of punctuality/regularity and information accuracy. The study concluded that career path programme as a welfare scheme is a veritable tool for money deposit banks and others alike to utilize in enhancing the performance of their information managers, especially in terms of punctuality/regularity and information accuracy. The study, among others, recommended that money deposit banks should invest in regular training sessions, workshops, and certifications to equip Information Managers with the latest skills and knowledge.

Keywords: Career Path Programme, Information Manager Job Performance, Punctuality/Regularity and Information Accuracy.

Background to the Study

In the dynamic and competitive banking sector, the effective management of information and technology infrastructure is paramount to success. Information Managers play a pivotal role in money deposit banks, overseeing the planning, implementation, and maintenance of information systems crucial for daily operations and strategic decision-making. As technology continues to evolve rapidly, the need for skilled and motivated Information Managers becomes increasingly evident. Information managers refer to workers who are primarily saddled with the responsibility of managing all data and information contents in administrative unit in an organization. Traditionally, information managers are known as secretaries (Odu, 2019). In many organizations today, employees who provide secretarial services are known or referred to as information managers. The job performance of an information manager is therefore concerned with how well administrative assistants carry out their duties to enhance operational activities.

In this study, the job performance of information managers is measured using parameters such as punctuality/regularity and information accuracy.

The job performance of information managers usually happens when there is/are motivating factor(s) (Masinde, 2011). Career path programme is generally viewed as a welfare scheme that is capable of motivating information managers to better job performance in their diverse lines of duties. Career path programme, often referred to as a career development program, is a structured and organized approach that organizations implement to help their employees advance and grow within the company (Katz *et al.,* 2019). The primary goal of such a program is to assist employees in achieving their professional goals and to provide a clear path for career progression within the organization. This typically involves a combination of guidance, training, mentorship, and resources to help employees enhance their skills, knowledge, and abilities, ultimately leading to greater job satisfaction and increased productivity Career development and progression are essential components in the professional growth of Information Managers. Career path programmes within money deposit banks serve as structured frameworks to guide the advancement of Information Managers, providing opportunities for skill enhancement, role expansion, and vertical mobility within the organization. A well-designed career path programme not only benefits individual Information Managers but also contributes to the overall efficiency, innovation, and competitiveness of banks.

Though the researcher assumes that career path programme has a positive relationship with job performance of information managers in money deposit banks, using Rivers State as a geographical scope. Notwithstanding, the empirical analyses that will later be performed in this study will provide the verdict.

Statement of the Problem

A chief issue that prompted this study is the growing concern about the dwindling performance of information managers across money deposit banks across departments and units. The researcher has observed that some information managers in money deposit banks in Rivers State are not always punctual to work and sometimes seem to lose track of information under their care. In consonance with this, Kumar and Bansal (2017) stated that a major problem that many banks

in Nigeria experience is low performance, especially in terms of lateness, information inaccuracy, and late task accomplishment. As sensitive as the banking sector, having information managers who cannot competently handle the day-to-day administrative tasks will be disappointing, hence resulting to underperformance. Notwithstanding, the student suggests that a venture into career path programme may be the panacea to this situation.

Another issue that prompted this study is the perceived dearth of empirical studies on the relationship between career path programme and information manager job performance of money deposit banks in Rivers State. Online search by the researcher suggests that this area of scholarship may not have received adequate research attention. Evidently, Shadrack *et al.* (2022) established the relationship between career development programs and employee performance in Local Governments in Kanungu District Local Government. In the study carried out by Ugwu *et al.* (2020), they examined the relationship between higher education and career advancement of female managers in Nigeria and found that lifelong learning relates with employee experience of top female managers. Dialoke and Paschal (2017) focused on the effects of career growth on employees' performance with reference to the Non-academic Staff of Michael Okpara University of Agriculture Umudike in Abia State, Nigeria and found that constant training of staff enhances their overall official performance. However, none of these studies was able to provide empirical evidence on how career path programme interacts with measures of information manager performance of money deposit banks within the context of Rivers State, Nigeria. This suggests that the link between career path programme and information manager job performance of money deposit banks has not received adequate research attention within the context of Rivers State. This is the knowledge gap which this study seeks to fill. This gives credibility to this study.

Conceptual Framework

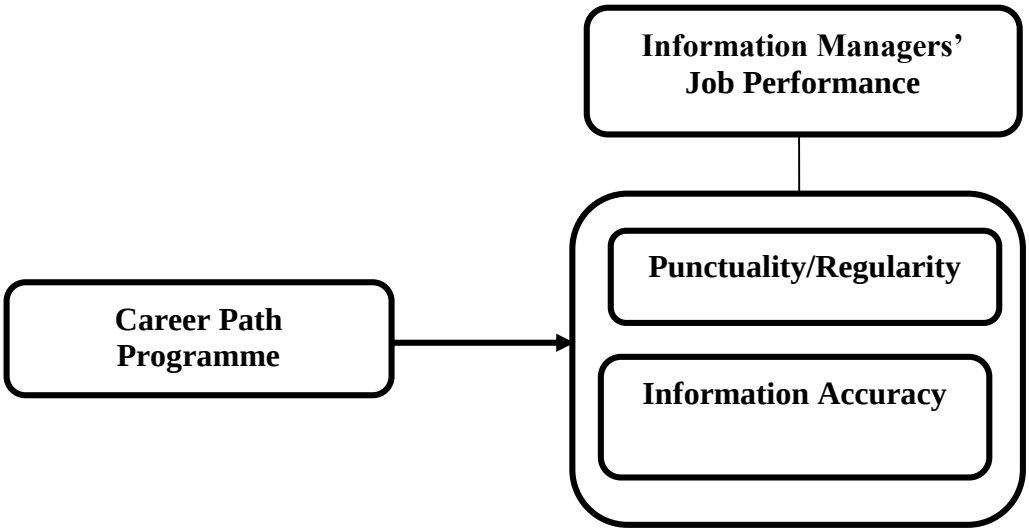


Fig. 1: Conceptual Framework.
Source: (Shadrack *et al.*, 2022; Ugwu *et al.*, 2020; Dialoke & Paschal, 2017; Researcher's Conceptualization, 2024).

Aim/Objectives of the Study

The aim of the study was to examine the relationship between career path programme and information managers' job performance in Money Deposit Banks in Rivers State. Specifically, the study sought to:

1. To determine the relationship between career path programme and punctuality/regularity in Money Deposit Banks in Rivers State.
2. investigate the relationship between career path programme and information accuracy in Money Deposit Banks in Rivers State.

Hypotheses

In line with the objectives, the following null hypotheses were formulated:

H_{O1}: There is no significant relationship between career path programme and punctuality/regularity in Money Deposit Banks in Rivers State.

H_{O2}: There is no significant relationship between career path programme and information accuracy in Money Deposit Banks in Rivers State.

Conceptual Review

Concept of Career Path Programme

Operationally, career path programme is a structured and organized approach that banks implement to help their information managers' advance and grow within the company. An employee career path programme, often referred to as a Career Development Program (CDP), is a structured and organized approach that organizations implement to help their employees advance and grow within the company. The primary goal of such a program is to assist employees in achieving their professional goals and to provide a clear path for career progression within the organization. This typically involves a combination of guidance, training, mentorship, and resources to help employees enhance their skills, knowledge, and abilities, ultimately leading to greater job satisfaction and increased productivity (Katz *et al.,* 2019).

Finally, good career choice determines what someone would be in the future and contributes to the development of human potentials. Good career path gives the organization the opportunity to attract and retain top performers, as stated by Robbins *et al.* (2011). High quality education gives the employee the opportunity to improve skills, experience and competencies required on the job (Cited in Ugwu *et al.,* 2019). It determines individual success or failure. Talented employees are capable of improving organizational performance, efficiency and encourage problem-solving ability throughout the organization through personalized skills, knowledge and abilities of the person. However, for more discuss, this study dimensionalizes career development programmes into off-the-job training and degree advancement programmes.

Off-the-Job Training: Off-the-job training method requires trainees to leave their workplace and concentrate their entire time towards the training objectives (Mjenga, 2017). These days' off-the-job training methods have become popular due to limitations of the on-the-job training methods such as facilities and environment, lack of group discussion and full participation among the trainees from different disciplines, etc. Determining who will practice as the trainer and

what methods will be used are difficult decisions. Hence, this is provided away from the immediate workplace. This might be at a specialist training centre or at a college or at a company's own premises. This type of training can be particularly useful for developing transferable skills that can be used in many different parts of the business (Ngirwa, 2015). It may be used for example to train employees in the use of new equipment and new method or to bring them up to date with changes in the law.

Degree Advancement Programmes: The study operationally defines degree advancement programmes as higher university programmes such as Master's and Doctoral degrees targeted at enhancing the relevance and skill-sets of the participant. An advanced degree, in short, is an educational opportunity to specialize in a topic or topics within a given field of study (Michigan Technology University, 2021). Whether you work in a science-related field, communications, engineering, or management, new knowledge and discoveries are constantly being added. Those who pursue that knowledge through advanced degrees could become leaders in their field. In addition to the obvious financial benefit to the employee, employer-funded advanced education can carry financial and soft benefits for employers, employees, and colleagues alike. For an information manager that pursues a degree advancement programme, it: may be required for their chosen career; provides higher earning potential and lower unemployment rates, regardless of what is happening with the economy, and; is a wonderful way to satisfy their intellectual curiosity and passion.

Concept of Information Managers' Job Performance

Information managers are experts in information technology (IT) (Dexy, 2019). With a unique blend of project management, IT expertise, and interpersonal communication skills, they work within organizations to coordinate and manage the flow of data. An information manager, also known as an information and communication (ICT) manager or information systems manager, oversees an information technology (IT) department (Indeed Editorial Team, 2023). They coordinate the management of business data by improving and implementing software systems in a business. Understanding the typical duties of an information manager can help you determine if this technological management role suits your skills and personality.

Information manager performance refers to the assessment and evaluation of an individual or a team responsible for managing information within an organization (Olali, 2017). Information managers play a crucial role in today's data-driven and digital business environment. Performance evaluations for information managers can vary depending on the organization's specific goals and priorities. These evaluations may be conducted through regular performance reviews, self-assessments, peer feedback, and supervisor assessments. Performance goals and expectations should be clearly defined to ensure that information managers are effectively contributing to the organization's data management objectives. As conceptualized in the study, the measures of information manager performance are information accuracy, effective service delivery, and prompt task accomplishment. In addition, the study measures the job performance of information managers in money deposit banks using

Measures of Information Managers' Job Performance

Punctuality/Regularity

Punctuality and regularity are integral aspects of personal and professional success, influencing individual effectiveness, teamwork, and overall well-being. As highlighted by various scholars and experts, these concepts contribute to a disciplined and organized life, fostering positive outcomes in different spheres. While punctuality and regularity are essential qualities for success in various professional settings, including banks, it is important to note that there might not be a direct and extensive body of literature specifically linking office managers' punctuality and regularity to the success of banks.

Employee punctuality and regularity are fundamental aspects of professional behavior in the workplace. These concepts refer to the consistent and timely attendance of employees as well as their adherence to established work schedules (Eichenwald, 2005). Punctuality refers to the quality of being on time or arriving at the designated place at the specified time. Porter (1985) emphasized that punctuality is crucial in the workplace as it demonstrates an individual's commitment, responsibility, and respect for colleagues, superiors, and the organization as a whole. Punctual employees contribute to the smooth functioning of the workplace by ensuring that operations and processes start on time. This, in turn, can positively impact overall productivity.

Information Accuracy

Information accuracy is a critical concept in the field of information science and communication, as well as in various other domains. It refers to the degree to which information or data reflects reality, truth, or the actual state of affairs. Accurate information is free from errors, distortions, or bias and is consistent with the facts or the real world. The concept of information accuracy is essential for making informed decisions, conducting research, and ensuring the credibility of information sources (Metz, 2018). Employee Information Accuracy refers to the correctness and precision of the data and details maintained within an organization's records or systems regarding its employees.

Accurate information enables information managers to make informed and strategic decisions, which, in turn, can positively impact an organization's success (Penny, 2015). Information accuracy is important to the information managers in informed decision making, risk mitigation, performance evaluation, resource allocation, competitive advantage, customer satisfaction, compliance and ethics, etc. Inaccurate information can lead to poor decisions, increased risk, and negative organizational outcomes. Therefore, organizations should prioritize data accuracy and invest in systems and processes that ensure the reliability of information used by their managers.

Theoretical Review

The study was anchored on Expectancy Theory. Expectancy Theory was propounded by Victor Vroom in 1964 with the following assumptions:

i. Motivation or propensity to start and maintain behaviour is the product of expectancy, valence and instrumentality.
ii. Worker's effort will lead to successful performance or that a particular course of action will lead to a high positive outcome. By implication, employees feel that their efforts will be appreciated by management and his motivation will be high.
iii. Instrumentality is the belief that a given performance is essential for attaining a good reward. It is the perceived correlation between doing a good job and receiving rewards. Employees will be more committed to deliver jobs and making sure that customers are satisfied if he/she

knows that his efforts will be commensurately rewarded through prompt payment of salaries and other welfare packages.

iv. The degree of attractiveness that an individual attach to a reward. It has under-scores the emotional attachment the employee gives to his jobs and what he expected from being a worker.

The justification of the theory behind this study, "Career program and information manager job performance," is based on the general hypotheses that, on the one hand, information managers will be more likely to be highly committed if they feel that their work performance will help them achieve their personal goals, such as furthering their careers through degree advancement programs or off-the-job training, and, on the other hand, less committed if they believe that their efforts will not even result in rewards. This will ultimately impact the performance of the entire organization.

Methodology

The study made use of explanatory cross-sectional survey research design. The population of the study consisted of three hundred and sixty (360) staff working in the State Headquarters of 22 registered Deposit Money Banks in Rivers State, Nigeria. Using Taro Yamene Formula, the sample size of this study was one hundred and eighty-six (186) respondents drawn from the population of 360 staff in the State Headquarters of the banks. To determine the sample size for each of the banks, Bowley's (1960) Population Proportionate Allocation Formula was used. Structured questionnaire was used as the main instrument for the collection of primary data. Copies of the questionnaire were submitted to the supervisor and two other experts in Office and Information Management to validate the instrument. Their comments were used to validate the final copy of the instrument that will be administered. Thus, Cronbach alpha via SPSS (Statistical Package for Social Sciences) was used to ascertain the reliability of the instrument. In line with the sample size, a total number of one hundred and eighty-six (186) copies of the questionnaire were administered through the help of two research assistants. The researchers were able to retrieve one hundred and seventy-eight (178) copies (i.e 96% retrieval). The study used the Spearman Rank Order (Rho) to measure the relationship between the variables concerned. It was done with the aid of Statistical Package for Social Sciences (SPSS) Version 22.0. The formula is presented below:

$$r = 1 - \frac{6\sum d^2}{n(n^2 - 1)}$$

Where:
n = number of pairs of data
d = difference between the ranking in each set of data.
∑ = Summation.

Result

Ho_1: There is no significant relationship between career path programme and punctuality/regularity in Money Deposit Banks in Rivers State.

Table 1: Correlation of Career Path Programme and Punctuality/Regularity

			Career Path Programme	Punctuality/Regularity
Spearman's rho	Career Path Programme	Correlation Coefficient	1.000	**.647****
		Sig. (2-tailed)	.	.000
		N	178	181
	Punctuality/Regularity	Correlation Coefficient	**.647****	1.000
		Sig. (2-tailed)	.000	.
		N	178	178

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

Source: Survey Data, 2024 (SPSS V. 22.0)

Table 1 above reveals r value of 0.647 at a p=0.00<0.05 for the hypothesis relating career path programme and punctuality/regualrity. Since the significance value 0.00 is less than the alpha level of 0.05, the null hypothesis (Ho_1) which states that there is no significant relationship between career path programme and punctuality/regularity in Money Deposit Banks in Rivers State was rejected. This implies that there is a strong positive relationship between career path programme and punctuality/regularity in Money Deposit Banks in Rivers State.

Ho_2: There is no significant relationship between career path programme and information accuracy in Money Deposit Banks in Rivers State.

Table 2: Correlation of Career Path Programme and Information Accuracy

			Career Path Programme	Information Accuracy
Spearman's rho	Career Path Programme	Correlation Coefficient	1.000	**.559****
		Sig. (2-tailed)	.	.000
		N	178	178
	Information Accuracy	Correlation Coefficient	**.559****	1.000
		Sig. (2-tailed)	.000	.
		N	178	178

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

Source: Survey Data, 2024 (SPSS V. 22.0)

Table 2 above reveals r value of 0.559 at a P=0.00<0.05 for the hypothesis relating career path programme and information accuracy. Since the significance value 0.00 is less than the alpha level of 0.05, the null hypothesis (Ho_2) which states that there is no significant relationship between career path programme and information accuracy in Money Deposit Banks in Rivers State was rejected and the alternate (Ha_2) was rejected. This means that there is a moderate positive relationship between career path programme and information accuracy in Money Deposit Banks in Rivers State.

Discussion of Findings

The test of hypotheses one and two revealed that there is a significant positive relationship between career path programme and information accuracy in Money Deposit Banks in Rivers State. This finding implies that when information managers have the opportunities to enhance their careers in their workplace, they tend to improve their performance in diverse ways, including punctuality/regularity, information accuracy, and others. This confirms the earlier assertion of Smith *et al.* (2019) that career path programs often include training opportunities that enhance the skills and knowledge of employees. Information Managers in the banking sector need to stay updated with the latest technologies,

security protocols, and regulatory requirements. In supporting the above assertion, Treeks (2018) opined that career path programs provide employees with a sense of direction and purpose within the organization. When Information Managers see a clear path for advancement, they are more likely to be motivated and engaged in their work. Deloitte (2021) was of the view that a well-structured Career Path Program can help retain top talent and attract new talent to the banking sector.

Information Managers may be more inclined to stay with an organization that offers them opportunities for career growth. In turn, this can ensure a stable and skilled workforce, which is crucial for maintaining high performance. Career Path Programs enable organizations to identify and groom future leaders, including Information Managers. By preparing individuals for leadership roles, organizations ensure a smooth transition when senior Information Managers retire or move on. This continuity can positively impact performance and reduce the risk of knowledge gaps (Kumar *et al.,* 2020).

Conclusion

The study has provided valuable insights into the relationship between career development initiatives and the performance of Information Managers within the banking sector. From the empirical findings and discussion, the study concludes that career path programme as a welfare scheme is a veritable tool for money deposit banks and others alike to utilize in enhancing the performance of their information managers, especially in terms of punctuality/regularity and information accuracy. The study highlights the critical role of career development initiatives in attracting, retaining, and developing skilled Information Managers. Banks that prioritize the professional growth and job satisfaction of their Information Managers are likely to experience higher levels of innovation, customer satisfaction, and organizational success in the dynamic banking industry.

Recommendations

Based on the findings, the following recommendations were made:

1. Money deposit banks should develop and implement comprehensive career path programmes tailored to Information Managers' needs.

2. Money deposit banks should invest in regular training sessions, workshops, and certifications to equip Information Managers with the latest skills and knowledge.

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