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A CASE STUDY OF ECOBANK ZAMBIA LIMITED

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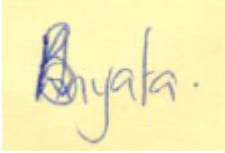
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Declaration

I hereby make a declaration to the effect that the research project has been completed by my own efforts and that to the best of my knowledge the project has not been submitted before another University as fulfillment for the award of a Master's degree. The materials that has been used as part of the research project has been dully acknowledged

Signed... 

Date...25th March 2022

Supervisor:



Date: 25th March, 2022

Dedication

I dedicate this research project to my three wonderful children Ashlyann, Luke and Micah as well as my husband, Luke Mulenga for supporting me through the evening classes and late hours of research on my assignments. To my mother-in-law for constantly encouraging and believing in my ability to come this far, my friends for always checking up and being accountability partners in this journey.

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Abstract

The study sought to make an assessment of how career development influenced organisational growth for Ecobank Zambia Limited. When an organisation is growing exponentially through increase in revenue, profits and productivity it is bound to survive in the market place and deal with competitors. The key specific objectives of the study were to find out the degree to which management values career development for its employees, to establish how career development improves productivity, profit and revenue and to determine the methods used in career development by Ecobank Zambia Limited and the contribution made by the individual employees in their own career development. The research questions in the study were developed from the specific objectives. A theoretical review of career development was carried out by the researcher to make a determination on the relevance of career development as a subject of study. This undertaken facilitated the development of the conceptual framework and identification of research variables. The empirical study on career development was also part of the literature review for the purpose of finding existing gaps which the study was aiming at filling. The purpose of the study was an exploratory and descriptive and hence the researcher adopted a Case Study strategy. The researcher sample 14 operational and senior staff selected purposively from a total of 85 personnel at the Ecobank Head Office in Lusaka. Semi-structured interviews and observations were used to collect primary data. Secondary data was obtained from the literature review, the human resource and finance departments in Ecobank Zambia Limited. The responses from the semi-structured interviews analysed using content analysis to identify themes. The literature review and observations made in the study was also used in analysing the primary data. The analysis of primary data did not require complex statistical analysis as the study was qualitative. Microsoft excel was used to analyse and present the results of the study in simple descriptive statistics using tables, graphs and pie-charts. The study found that career development was a strategic imperative in Ecobank Zambia Limited. The study also found that In-House methods of career development such as secondments, workshops and on the job training were more common as opposed to external methods. The study also found that career development motivates and increases the morale of staff members resulting in high productivity, revenue and profits arising from good customer relations, repeat business and acquisition of new customers. The study recommended that Ecobank Zambia Limited develop efficient systems of appraisal

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CHAPTER ONE: INTRODUCTION

1.1 Background

One of the main objectives of career development is to prepare the individual for future roles in the organisation and the possibility of making individuals more employable elsewhere. The main stakeholders in career development include the employers and employees who look to benefit from the outcomes of career development. The employee seeks a career, and the organisation seeks to be relevant in the environment through growth in profitability, sales demand, productivity and market share. The changes that have taken place in the employment structure such as flexible working and the tendency for employees to move jobs has made career development a difficult task from the employer organisations perspective.

The performance of the economy and demand for skilled workers also makes career development and staff retention very problematic for the employers. Despite these setbacks organisations that desire competitiveness takes counter measures and use career development as a platform for fostering an environment in which employees are offered careers so that they see the potential for the growth in the current organisation. This should make the employee decide to stay to take advantage of the training and promotion opportunities in order to improve their employment prospects and achieve employability status.

From the perspective of the employee career development ensures that the employee remains in employment and positions one's self to take advantage of opportunities in the future. The employer organisations perspective see's career development as the means to achieving positive impacts on the organisation by exploiting the external and internal labour markets using career development activities such as learning, training, development and other career management methods. Career development activities and methods require a significant investment on the part of the organisation, however understanding and supporting career development will enhance the organisations ability to attract top talent and retain talent.

Career development is a term that is well understood in everyday language. As a concept career development has several levels of meaning that makes it open to several definitions. The traditional definition of career development is that it is a series of ladders and path ways in which the path leads horizontally and the ladder takes the employee up the next level. At a time when the work structure today has become flexible such a view toward career development is slowly being

replaced by the modern perception of career development. Flexible employment opportunities have allowed employees to develop their careers internally in the organisation whilst others move between employers to develop their career externally.

Career development enhances the organisations ability to attract and return the high performing employees resulting in organisational growth through sustainable competitive advantages. The hall mark of career development is training and development programs that make employees more skilled and flexible to adapt to the changing roles in the organisation and prepare for future roles outside the organisation (Beardwell and Claydon, 2007). An employee who is skilled and flexible gains more opportunities for intra or inter- organisational moves including promotion. According to Collin and Young, (2000) there are various stakeholders in career development, among them the individual employer, employees, government and society.

From the characterization of career development above it shows that employee and employer needs are one of the key factors in career development in that career development acts as a platform for employees to look beyond the present job and prepare for the future position within or outside the organisation through learning and development, the employee becomes employable. Kanter, (1989) suggested that individuals who have acquired and maintained their employability are able to find employment elsewhere when their job comes to an end. On the organisations part career development ensures that the organisation has the required human resource personnel to support growth and competitiveness in the industry.

Since the concept of jobs for life is no more it has been replaced by the concept of employability which is now the new form of job security such that good employers invest in the development of the employees through training and development so that they are up to date with their skills (Fonda and Guile, 1999). The flattening of the organisation and flexible employment has meant that employees have taken an active role in their career development. Hall (2002) states that individual employees are getting involved in personal educational advancement and professional training that aligns to organisational needs or one that is not aligned to the current goals of the organisation.

Career development led by the organisation is managed through learning and development programs designed to align skills to the present needs of the organisation and future organisational needs (Humphries and Dyer, 2001). In the external labour market there is a high demand for highly

trained staff by other organisations making it difficult for the organisation to retain the highly trained staff members and pursue organisational growth, however despite the difficulty in defending the human resource trained by the company, career development is a two edged sword that can be used for staff development and retention.

The desire by employees for portfolio working has meant that employees will tend to move from one employer to another thereby making it increasingly difficult for the employer to retain the skilled worker. According to the United States Bureau of Labour Statistics, (2012) an individual holds on average 12.3 jobs between the age of 18 and 52 years. In the old concept of jobs for life, the older generation would start and end their career in one organisation. The increase in changing jobs is also apparent in the Zambian and the African context for the purpose of material gain and opportunity for career advancement.

If the economy is in recession and performing badly organisations tend to implement the wage freeze or employment characterized by budget cut for career development and layoffs. The affected employees feel that career development is achieved by moving on. The job hopping phenomenon makes the task of retaining talent even more difficult for the employer organisation. Pro-active employers recognize this trend and take counter measures such as fostering an atmosphere of growth so that employees are able to recognize the opportunities for gain and advancement existing within the current employer organisation.

The smart employer organisation helps the employee to chart a path that carries them through the entire working life. The smart employer organisation takes this pro-active approach to retain the employer with the knowledge that hiring and keeping such an employee is beneficial to both the organisation and employee when the path way created offers a career rather than a mere job. The investment in career growth creates a sense of loyalty and commitment to the organisation in the long-term. The organisation will be seen as the employer of choice by the potential employees in the internal and external labour markets.

The multi-dimensional view of career development is in line with Weng, McLeroy and Morrow (2010) model for career development in which the individual aspects for career growth include among other things getting a promotion, receiving compensation in line with ones abilities, developing ones professional abilities and meeting career goals. Keenan, (2008) also adds that the

employer organisations facilitate career development because it serves the interest of the employer organisation in terms of the expected pay offs measured in quantitative and qualitative terms that contributes to the organisations growth in the competitive business environment.

1.2 Statement of the problem.

Career development in most organisations that are large and a few medium sized organisations takes a long term view. The developments in human resource management are now focused on exploiting the external labour market and the internal labour market using career development. Employees today are looking for an organisation that offers opportunities for their continued growth and advancement as a way of gaining satisfaction from the job.

With the change in approach to getting, development, using and retaining the skilled worker it is expected that the employer organisations can use career development to promote the growth of the organisation by providing the worker with the opportunities that advance their career and personal growth.

Research by the Chartered Institute of Personnel and Development in the United Kingdom showed that a well-designed career development programme makes positive contributions to the organisations growth prospects. The changing attitudes to employment from workers and emphasis on career development from employer organisations including the influences in the labour market has made it necessary to carry out a study on career development as a determinant of organisational growth using Ecobank Zambia Limited as a case study in Zambia.

1.3 Research Aim, Questions and Objectives

1.3.1 Research aim

The main aim of this research study is to examine the importance of career development as a determinant of organisational growth using Ecobank Zambia Limited as case study in Zambia.

1.3.2 Research questions

The research questions that will help in meeting the aim of this research study include the following.

- a) What is the level of management commitment to career development of the employees in Ecobank Zambia Limited?

- b) What contribution does career development make to productivity, profit and revenue growth in Ecobank Zambia Limited?
- c) How does career development relate to job satisfaction and employee commitment in Ecobank Zambia Limited?
- d) What are the main outcomes of career development programmes in Ecobank Zambia Limited?
- e) What methods are used in the career development of the workers in Ecobank Zambia Limited and method used by employees to manager their own careers?

1.3.3 Specific Objectives

The objectives of the research study include the following:

- a) To find out the degree to which management values career development for its employees Ecobank Zambia Limited.
- b) To establish how career development improves productivity, profit and revenue in Ecobank Zambia Limited
- c) To determine the relationship between career development and the outcomes of job satisfaction and employee commitment in Ecobank Zambia Limited
- d) To determine the key outcomes of career development and how they contribute to the growth of Ecobank Zambia Limited.
- e) To determine the methods used in career development by Ecobank Zambia Limited and the methods used by the individual employees in their own career development.

1.4 Explanatory variables and dependent variables

The researcher has identified six career development attributes namely; career, skills, recognition and reward, experience and promotion as independent variable and Ecobank Zambia Limited as the dependent variable. Career development attribute influence the growth of the organisation.

1.5 Research contributions

Career development is important to the modern organisation because it is the basis for matching the individual's organisational career goals. This study is aimed at contributing to the conceptual framework for understanding career development and organisational growth. The study will add to the body of knowledge on career development practices in organisations. The study will also

benefit students intending to undertake further research on career development and organisational growth.

1.6 Research design

The purpose of the study is exploratory to understand how career development is linked with organisational growth. The study will be a qualitative case study design in which a single organisation will be researched.

1.6.1 Research approach and methods

The researcher will adopt the inductive approach to allow for flexibility in the study and one instrument will be used to collect primary data.

1.6.2 Data collection and analysis techniques

Primary data will be collected using semi-structured interviews and secondary data will be collected using document review from the human resource and finance departments in Ecobank. Secondary data will also be collected from documentary review of journals and other publications relevant to career development and organisational growth. Microsoft excel will be used to present the data in tables and charts after thematic analysis of the primary data.

1.7 Structure of the research study

The research study is covered by five separate chapters which are briefly explained below.

Chapter one: This is the introduction and background to the research study forming the basis for the description of the statement of the problem. Chapter one also outlines the aims, questions and objectives of the study. The explanatory and dependent variables are also briefly described in chapter one including the research contribution and research design.

Chapter two: This is the review of the relevant literature on career development and organisation growth from academic's sources and previous research studies on the topical issue. Chapter two will discuss the theories governing the study, empirical studies, and gaps in the literature and disclose the conceptual frame work

Chapter three: This is the research methodology in which the methods for collecting and analysing data for the purpose of answering the research questions and meeting research objectives are discussed. The methods include research design, population, sampling, data collection and

analysis. Reliability, validity, generalisation and ethical issues in the study will also be discussed in chapter three.

Chapter four: This is the findings analysis and presentation which will be in form demographic data and concise responses to the questions asked during the interview process in which primary data was collected.

Chapter five: This is the conclusion of the research study in which the findings are presented as research objectives or questions. The practical implications of the findings for management, futures research, recommendations and collusion are discussed in chapter five.

1.8 Chapter summary

Chapter one of the research study presented the introduction and background which was the basis to form the statement of the problem, research aim, questions and objectives. The next chapter is the review of literature on career development and organisational growth.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The review of the literature in the research study is guided by the research topic, research questions and objectives. The review of literature is important in meeting the objectives of the research study as the researcher will be able to obtain information on career development and organisational growth. The literature review considers the information from the theoretical perspective, conceptual frame work and empirical studies carried out on the study topic.

2.2 Theoretical framework

There is an abundance of theoretic systems in history that have emerged from career development (Zunker, 2002). The organisational practices for career management have grown and are discussed on a global scale (McMorlaudand and Lips-wiersma 2006). The growth of career development as a Human resource function in the 21st century means that the theoretical framework must be effectively global and applicable at the local levels. This study was guided by three major theories namely work adjustment theory, Maslow's hierarchy of needs theory and reinforcement theory. A review of these theories provides an understanding about career development and their influence on organisational growth for Ecobank Zambia Limited.

2.2.1 Work adjustment theory

This theory was put forward in the 1950s arising from a work adjustment project at the University of Minnesota (Dawis, 2005). According to Brown (2003) work adjustment theory was among the advanced theories for career development in terms of offering the means for measuring career development. Work adjustment theory provides the framework for evaluating networking of people and the work environment. Work adjustment theory focuses on planning individual competencies and environment skill requirements. In this theory career development is seen as a continuous process of work adjustment resulting from dissatisfaction of the employer and employee (Dawis, 2005).

In the modern times work adjustment theory relates to job satisfaction which is essential for promoting the employees well-being and prevents stress from developing (Swanson, 2013). Work adjustment is also concerned with the actual performance of the employee (Dawis, 2005). The career planning element associated with work adjustment theory helps organisations to place the employee in job roles that match the workers career preferences, needs and goals (Felix 2012). Work adjustment theory fits well with the old paternalistic model of career development which

assumes that the employer will look after the employee’s career. Organisations that are large and more established have taken a long term view of career development by developing an integrated approach to career development using a variety of career management practices shown in table 1 below.

Table 1. Career management practices

• Performance appraisal	• Formal education as part of career development
• Career workshops	• Postings to internal job openings
• Assessment centers	• Brochures on career development programs
• Succession planning	• Off the job training
• Formal mentoring	• Peer appraisal
• On the job training and job rotation	• Career analysis by supervisors and the human resource department.

Source: Adapted from Baruch and Peiperl (2000, p.350)

The work adjustment theory is ideal for explaining the organisations centered approach to career development. Ecobank Zambia Limited plan for the employees who can meet the demands of the organisation is to find the talent that is able to perform various job roles at the three levels of the organisation namely senior level, operational and technical levels.

2.2.2 Maslow’s Hierarch of needs theory

The theory was developed by Maslow in 1943. The theory focuses on the human psychology and stages of human growth. The theory proposed that the human mind is complex and that people are motivated by a series of needs arranged in a hierarchy as shown in figure 1 below.

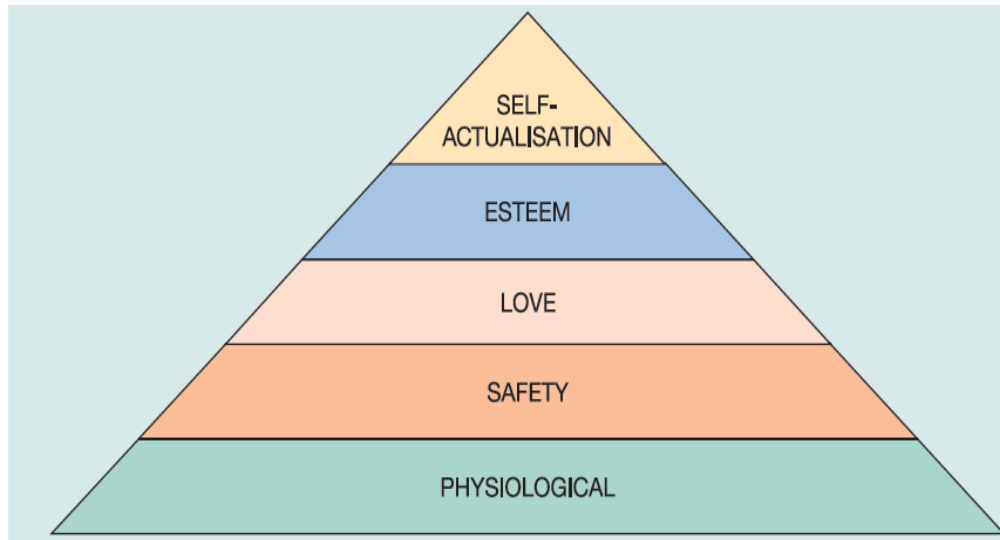


Figure 1 Maslow's Hierarchy of needs model.

Source: Mullins (2010)

Maslow's hierarchy of needs theory suggests that there are five levels of needs namely physical security, safety, love, esteem and self-actualization. According to the theory the needs are satisfied in a sequence one need at a time starting with the lower order needs at the lower end of the pyramid to the higher needs in the upper end of the pyramid. For a person to move to the high need the lower need must first be met (Mullins, 2010). The hierarchy of needs can be linked to career development of employees (Tay and Diener 2011). In their study Tay and Diener (2011) found the desire for a job promotion by the employee was linked to the needs hierarchy.

Employee's desire physical comfort at work by means of good conditions, the employees also desires job security provided by stable income and pension benefits. Tay and Diener (2011) found that once the physical and security needs are satisfied there is a need for mentorship, teamwork and acceptance by the co-workers through love. The employee thereafter demand or expects to be respected through self-esteem and eventually the employee desire ultimate personal growth represented by peak career experience such as senior position or master's degree in business administration.

The hierarchy of needs in Ecobank Zambia Limited can be seen in the approach to staff employment and welfare characterized by attractive working conditions and capacity building

efforts through allocation of adequate resources particularly to the front line staff (Ecobank 2017, p. 9)

2.2.3 Reinforcement theory

In reinforcement theory learning takes place when the learner displays the desire to associate with a particular stimulus (Smith and Ragan 2005). Reinforcement of learning is essential in career development as a means to improve employee performance. Employees acquire knowledge, skills and modify their attitudes when they see the positive and negative outcomes of learning or otherwise not learning (Banaji 2011). In a study by (Nassazi 2013) it was found that formal mentorship contributes to career development by improving employee performance through positive behavior. This behavior is reinforced by rewards, recognition or promotion.

The positive behavior is reproduced when the employee sees positive outcomes. In the context of an organisation formal mentorship by the expatriate and consultants is linked to reinforcement theory where the staff members build professional relationships resulting in improvement in performance and skills development. The theory can also be linked to the concept of employability in which employee skills play an important role of keeping the worker employed now and in the future. Employability has resulted in the employee taking personal responsibility for career development following the career development pattern as seen in table 2 below.

Table 2 Employee career development stages.

<p>Exploration</p> <p>↓</p>	<p>Clarifying: Choosing a sector Selecting: Choosing a career Enacting: Executing the plan to enter the profession (e.g. getting relevant degree).</p>
<p>Establishment</p> <p>↓</p>	<p>Starting out: Settling into the occupation and adopting appropriate lifestyle Cementing: Gaining security Advancing: Progressing in responsibility, earnings and status.</p>
<p>Maintenance</p> <p>↓</p>	<p>Retaining: Holding on to career despite external pressures and change Continuing Professional Development: Keeping up to date Becoming unique: Finding innovative ways of doing your job and progressing.</p>
<p>Disengagement</p>	<p>Slowing: Beginning to lose drive Planning to leave: Financial and lifestyle planning Leaving: Moving into new career or next phase of life.</p>

Source: Super (1957)

The proposed stages of career development by Super (1957) are plausible and apply to both male and female employees. In the modern world disengagement appears to affect older people more than the young employees because organisations tend to favor the young employees who are believed to offer more. (Greenhaus and Callanan 1993) career development stages are similar to super (1957) except that they are five stages involved referred to as occupational choice (1), organisational entry (2) Early career (3) Mid-career (4) and Late career (5).

2.3 Conceptual framework

The conceptual framework in this study presents the relationship between the independent variable career development and the dependent variable organisational growth as measured by the respective sub elements. The relationship between the independent variable and dependent variable is shown in figure 2 below.

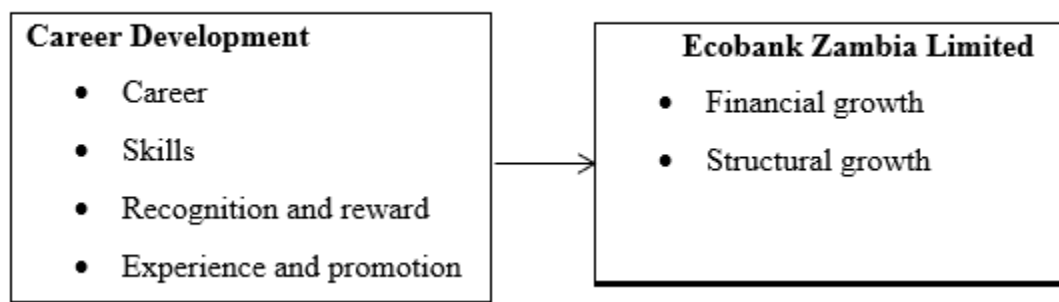


Figure 2 Conceptual framework

Source: Constructed from literature review

2.4 Career Management perspective

2.4.1 Career

A career is defined in the oxford English dictionary as the persons ‘course of progress through life. The definition provides that a career is understood to relate to the range of aspects in the individuals life, learning and work. Career may also relate to a profession, occupation or business of any individual or a person’s working life (Schrender, 2006). A career can be seen as a process in which the individual earns knowledge and skills such as ability to reflect upon ones career, research the labour market, determine the necessary education, find new openings and make career changes. This view of a career is in line with Maslow’s hierarchy of needs theory in the theoretical framework.

2.4.2 Career development

Career development can be viewed as a process by which the individual progresses in their working life (Chanin 2012). According to the study by Chanin (2012) career development is measured in terms of the employees’ efforts to accomplish organisational tasks while pursuing personal career goals. In a study by Weng *et al* (2012) it was found that career development had two dimensions namely career growth and promotion. According to the study individual career development involves acquisition of new competencies that are relevant to the organisation in meeting its objectives and individuals career needs. The study also showed that there was a positive relationship between career development and employee performance. According to Agba, Festus and Ushie (2010) career development has a personal and organisational dimension to it. At the organizational level,

Career development is about making sure that individual and organisation needs are matched. Some examples of career development programs include having a policy for recruitment that promotes exchange of information between the applicant and the employing organisation. Another example is having a policy for promotion that includes the needs and objectives of the organisation and employees. At an individual level career development accept changes at personal level because work roles extend to family and social development. At this stage the needs of the employee and his family must be recognised by the organisation if they are to be successfully be developing and hang onto good employees. Employees want management to have keen interest in their career development, this would lead to greater commitment and increased productivity to achieve organisation goals.

Okurame (2005) argues that workers often hope to move on in their works and achieve a notable career. Career advancement gives hope and expectation to employees to increase personal effort passionately when undertaking organisation activities hence acting as a catalyst for promotion and enjoyment of career growth (Lieberman 2003).

Career growth is seen as a main element in the psychological contract and it enhances organisation commitment of the employees (Weng *et al* 2012). The reason of the understanding the employees risk career growth opportunities in an employer's firm when they change work place and join other organisation. Dimension in career growth such as professional ability development also remuneration growth lead to an increase in employee productivity and increased employee retention (Weng *et al* 2012). This is the more reason why workers start to feel that the organisation has started to implement its role of psychological contract and hence will better their performance. Skilled employees who wish to progress in their career are attracted also by career growth opportunities in an organisation. If given chance employees can exploit their full potential, which makes an organisation to be more successful

Gupta (2011) describe promotion as a progress made by a worker to move a step forward thus to the higher position which include a higher status, increased responsibility and salary. It is a source of internal recruitment therefore promotion is governed by a set of formal policies that are internal to an organisation. This promotion policy states the promotion procedure and the person who is in charge of the promotions. Mostly the promotion decision is done by the Human Resource department and it is initiated by the respective line manager. (Prasad, 2010). A promotion policy

facilitates the goal of promotion procedures, thus promotion should be made on merits taking note of race, gender, ethnicity, status or religion. Prasad (2010) accept that employees have a tendency of working hard when there are promotion opportunities. Therefore promotions act as a good sense of management's tool to motivate and to improve employee's performance.

In a study by Avey (2010) it was discovered that greater employee retention and job effectiveness to career advancement. When employees become more receptive to change and they are updated with their job activities. Workers who think that the organisation have a great impact to their career growth and promotion tends to improve on efficiency and effectiveness toward work (Savickas 2012).

2.4.3 Organisational survival and growth

An Organisation is said to possess virtually characteristics of that of a living organisms hence categorized as a living organism. In simple terms organisation have a life cycle of that of living organism such as formed (born), grow to maturity, decline and as well die of old age. In order for an organisation to remain doing business, growing and surviving are two main goal to remain in the competitive world. Striving is very relevant in an organisation in an industry, henceforth the organisation try so hard to compete and put in more effort for excellent performance for it to be relevant in a chosen industry. Continuing to leave in all kinds of difficult moments can be said to be survival such as accident, or any ordeal. When an organisation is growing workload also increase and old tactics cease to be effective, Jones and Bartlet (2008) explained energy and resource (man and material) as the main element that contribute to reasons of an organisation growth and survival. The whole essence of being in existence as an organisation is survival Gross (1968). In addition any organisation largely depends on synergy that is found among employers and employees in attaining organisation goals and objectives.

2.4.4 Recognition and Reward

The essential system supporting career development is recognition, induction, recruitment, reward and performance management. These essential system work hand in hand as they are connected together to contribute to improved and well organized productivity and ultimately growth and survival of the organisation. The process of giving an employee certain status just within an organisation is called recognition. Recognition is crucial because it motivates a worker in attaining great achievements, to improve career development and it has an impact on an organisation growth

and survival. Recognition explain the work of an employee on how it can be evaluated and appreciated also how an employee receives it from an organisation. The way an organisation give rewards and status to an employee for his work and effort can be described by recognition. In today's complex and competitive environment organisation are always on the lookout in order to find relationship and reasonable balance on employee's satisfaction and performance as this relates to the growing and survival of an organisation. As an organisation keeping an employee's passionate and career advancement high is the crucial factor that serves the reward and recognition program. Ooshuzien (2001) has his own opinion which says reward and recognition motivates employees to attain big organisation efficiency which reduces employees reasons of leaving, the impact which they have on customer satisfaction puts the organisation on a competitive edge. The view given by Andrew (2004) is that rewards and recognition are the basis for employee commitment and motivation. Further Andrew states that human resources, in comparison to economic and financial resources are vital to archiving competitive advantage for the organisation which is important for the survival and growth (Andrew 2004). Further according to Lawler (2003) prosperity, survival and growth of an organisation are found through the human resource and the treatments of the human treatment also affect growth, prosperity and survival in organisation. Most firms have gained competitive merits and attained considerable in their work by fully complying to their business plan via a well-balanced recognition program and reward for their workers. Depprose (1994) also says improved performance of organisation and its continued survival and growth in competitive environment is as a result of motivation of the employees and their productivity can be improved through providing effective recognition. The recognition and rewards given to employees in a firm has positive results on overall firm achievement, survival and growth. Rewards include pay and benefits, financial rewards, promotion and incentive that please workers to some extent and reduce their thoughts of leaving. Recognition keeps them motivated on the other hand, committed and content. Rewards have an important role in keeping workers committed and content. Reward supports organisation effectiveness which measures survivability and growth, the highly motivated workers serve as a source of competitive merits for any firm due to their performance leads a firm to accomplishments its set objective

2.4.5 Experience and Promotion

The most important of all the resources an organisation carries is the human resource. Meaning keeping an experienced and efficient workforce in a firm is very crucial for the overall performance of a firm. Motivated workers help a firm to become more competitive and profitable through the satisfaction of customer needs. La Motta (2005) in his opinion describes performance at job as a reason of skills, ability and experience. Career advancement is improved by the ability which is formulated through equipment, promotion, education, training, experience, opportunities, capacities (both physical and mental) and make easy task results of employees, as a result of career advancement it places the firm in an a better competitive position and also places it in a steady growth (Gragne, 2009). Kreitner and Kinicki (2004) think that career development has an impact on organisation growth and survivals because it has the psychological processes that are leads to arousal, direction and persistence of voluntary actions that are objective directed. Morris (2004) has his views as fair opportunities of promotion according to workers skills and ability enables employees to be more loyal to their work and a source of pertinent workability for the worker. Bull (2005) also emphasis that when a worker experience achievements in something happening in the mind challenging jobs/ works which give them a chance to exercise their abilities and skills, they gain experience on higher levels of job satisfaction that makes the workers turnover rete reduce, this ensures more commitment to. goals of the firm and objectives as it has a positive impact on the firms survival and growth. Robbins (2001) submits assertion that promotion creates a chance for individual growth, enhance efficiency and effectiveness, increased stages of responsibility by the workers improved survival and growth. Robbins (2001) also complimented this assertion by his submissions that promotions creates an opportunity for personal growth, increased levels of responsibility, improved effectiveness and efficiency by the employee which enhances profitability and survival. Andrew and Kent (2007) also found a correlation between experience, promotion and organizational growth/ survival as being able to progress towards career goals and overall engagement. They believe career development can help employees adapt to changing environments. When employees have a viable career development plan they are likely to find and select new roles most appropriate to their skills and talents and to readjust after important organizational change. Thus, organizations struggling to remain competitive must not see career development as a luxury but an essential tool in their quest to survive and thrive in this competitive environment. Again, employees who believe that they are not rewarded adequately in their organization may disengage. This implies that the organization will lose best people which in turn

will result in the loss of intellectual capital, decreased productivity and the resultant loss of profits, and the increased cost of hiring and training. Importantly also is the negative impact on the clients relationships and customer services experienced when organisation's best hands leave. Therefore, when employees experience a favourable climate for career growth, it has a significant impact on retention, customer satisfaction, improved profitability, enhanced competitive advantage and ultimately organizational growth and survival.

2.5 Empirical Study

Osibanjo, Oyewunmi and Ibiyinka (2015) conducted a study on career development and organisational growth in the banking sector in Nigeria. A survey strategy design was used and data was collected from 265 respondents using a questionnaire. The questionnaire sought to identify among other things the relationship between career development variables (skills, promotion, experience, reward and recognition) and how they impacted on organisational growth. The data was analysed using Statistical Package for Social Science (SPSS). The results of the study showed that career development variables have a positive relationship with organisational growth.

Agba *et al* (2010) examined the relationship between career development and employee commitment in the industrial sector in Nigeria. The study used a survey strategy design and data was collected using a structured questionnaire. Pearson product moment correlation was used to test the relationship between career development and commitment to the organisation. A sample of 530 respondents was drawn from two companies using purposive and stratified sampling techniques. The findings of the study showed that career development influenced commitment to the organisation.

Apoty (2014) studied the effect of career development on retention of employees at AngloGold Ashanti Company. A survey strategy design was used in the study and data was collected from 170 respondents. Purposive sampling and convenience sampling was used as the sampling technique in the study. The data collected was analysed using SPSS and the results showed that career development was critical in retaining young employees.

The study by Osibanjo *et al* (2015) focused on the career management variables and how they impacted on organisational growth rather taking a whole approach to the career development and how it determines organisational growth. The study by Agba *et al* (2010) did not explore the impact

of career development on organisational growth, the focus was on commitment which is the outcome of career development and it fell short by not explaining how commitment impacted on the growth of the organisation. The study by Apoty (2014) focused on retention a career development outcome and fell short on showing how retention helped to determine organisational growth. In Zambia indications are that no study on career development has been done either on the outcome and how it relates to organisational growth. This study is therefore aimed at providing the holistic approach into how career development determines organisational growth using Ecobank Zambia Limited as the case study. In doing so the research hopes to close or reduce the gaps identified in the empirical review.

2.6 Chapter summary

Chapter two presented the literature review using the theoretical view and the career management perspective. The empirical study was also discussed in chapter two and the gaps were identified. Chapter two also outlined the conceptual framework. The next chapter describes the research methodology used for collecting and analysing the data for the research study.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

The methodology outlines the techniques and procedures for collecting data including analysis and interpretation of the data for the research study. A methodology covers the research design, population, sampling methods and sampling, and research instruments and data analysis tools. The methodology also includes, time horizon and the ethical issues encountered in the research project.

3.2 Research design

A research design is a plan that explains how the researcher will go about answering the research questions. The choice of the methods influences the selection of an appropriate time horizon (Sanders, Lewis and Thornhill 2016).

3.2.1 Research philosophy

The set of beliefs on which the phenomenon being investigated is anchored are known as research philosophies (Bryman 2012). The manner in which the research study is conducted is justified by the philosophy pursued by the researcher (Flick 2011). There are five major philosophies namely Positivism, Critical realism, Interpretivism, Postmodernism and Pragmatism (Saunders *et al* 2015). Positivism and Interpretivism are common in many research studies and scholarly work. Positivism is used in quantitative research where scientific empirical methods are used to obtain data facts which are free from human interpretation and bias.

The positivist researcher is neutral and detached from the data and does not in any way influence the findings of the study (Crotty 1998). Interpretivism is a belief that phenomenon being observed is not interpreted in the same way by the participants. The interpretivist researcher is actively involved in the collection of data and incorporates personal values and beliefs in the interpretation of data which is indicative of biasness (Crotty 1998). Interpretivism is used in qualitative research where data is not necessarily analyzed quantitatively although certain elements of the qualitative data is indeed analysed quantitatively (Saunders *et al* 2015).

The research adopted the interpretivist research philosophy so that they are part of the study as opposed to positivism where the researcher would have been detached. Interpretivism philosophy supports qualitative research and the choice of data collection adopted by the researcher.

3.2.3 Research approach

The reasoning that is applied in the development of theory in research is known as research approach (Saunders *et al* 2016). There are three approaches used in theory development namely induction, deduction and abduction. The former is commonly applied in research much more than the latter. The inductive approach is applied when the researcher wants to see a pattern in the data collected (Bieske 2007). The researcher collects the data to explore a phenomenon and build theory in form of a conceptual framework. The deductive approach allows the researcher to develop a hypothesis from the pre-existing theory and formulates a strategy to test the hypothesis (Silverman 2013). The researcher adopted the inductive approach as it supports a qualitative research design in which data is collected to develop theories.

3.2.3 Time horizon

A research study can be cross sectional or longitudinal. The cross-sectional study was applied in this research study because of the time constraint imposed on academic research. The cross-sectional time horizon support qualitative studies and ensures that a snap short of the situation in a particular time point is taken. The longitudinal study spreads over several years and was therefore not suitable for the academic research.

3.2.4 Research Strategy

A strategy for research links the method of data collection and the research philosophy as well as the method to be used for collecting primary data and analysis. Saunders *et al* (2016) define research strategy as a programme for answering the research questions. Denzin and Lincoln (2011) view research strategy a methodological link. A researcher can choose from a pool of strategies available for research namely Experiment, Ethnography, Case study, Survey, Grounded Theory and Documentary among them. The study was qualitative as such the researcher adopted a Case Study strategy in which the purpose was exploratory and descriptive. A Case study offers a realistic way of investigating a phenomenon in a real life setting such that rich empirical descriptions are made and theory is developed (Yin 2014). A case study strategy is in support of inductive assumptions and interpretivist philosophy which the researcher adopted. By working inductively the researcher will identify themes in the current literature and be able to generate theory. The study involved a single case organisation owing to the unique nature of the study which analysed a phenomenon at the time in point.

A survey strategy was another option but was not suitable because it supports the deductive assumptions and requires collection of large amounts of primary data using a questionnaire as the main primary data collection instrument. The survey strategy would have consumed a lot of time to in the preparation and analysis of data. The study was aligned to a cross-sectional time horizon because the phenomenon was studied at a particular time point. The cross-sectional nature of the study and requirement for large amounts of data made the survey strategy unsuitable.. A case study was therefore suitable at the head office of Ecobank Zambia Limited where the suitable respondents are in one place.

3.3 Population of study

The case study focused on the operational and senior staff at Ecobank Zambia Limited Head Office in Lusaka. This assumed that this group of employees within the administrative set up was the center for all administrative activities. The total population for operational and senior staff at the head office is 85. Purposive sampling was used to eliminate from the population those who do not matter in the research.

3.3.1 Sampling

The researcher would have preferred to obtain information using a census, where all data is collected from all the 85 staff members in relation to career development and organisational growth. However given the time and cost constraints and access issues the researcher will collect information to answer the research questions and achieve the research objectives using a sample. Barnett (2002) argues that the use of a sample allows the researcher to collect information that is more detailed and that more time can be spent on checking and testing the data for accuracy prior to analysis. Cooper and Schindler, (2006) describes sampling as the process of collecting information from a part of the population.

3.3.2 Sampling technique and sample size

The researcher applied the non-probability sampling technique as the sample selection tool as opposed to probability sampling. The researcher opted to use non-probability sampling in the case study strategy because the study required respondents who were suitable to answer the research question. The researcher will use purposive sampling also known as judgment sampling to select the respondents most suited to answer the research questions and help the researcher meet the research objectives. The population of study included the Ecobank Zambia staff at the head office

in Lusaka comprising members of the executive management, middle managers and the workers at the operating core. Considering that the study is qualitative the researcher used purposive sampling to select a small sample of 14 respondents from a total population of 85 members at the Ecobank Head Office. The respondent in the sample oversee career development, advance productivity and are expectant to see a career change at individual level.

Table 3 Respondents Composition

Item Number	Composition	Number
1	Chairperson	1
2	Director Human Resource	1
3	Managing Director	1
4	Director of Finance	1
5	Branch Manager Head Office	1
6	Customer Care Manager	1
7	Customer Care Officers	3
8	Bank Tellers	5
	Total	14

Source: Author (2021)

3.3.3 Data collection

The data collection method used for primary data were semi-structured interviews and observations. 14 interviews lasting 45 minutes each were conducted at the Ecobank Head Office with the selected respondents over a three week-period. The head office environment ensured that the respondents where in familiar territory and this encouraged them to be expressive and argumentative (Bogner and Menz 2009). All the interviews were audio taped and additional notes were made by the researcher. Secondary data was collected by the research from relevant articles on career development, documentary review of Ecobank Zambia financial reports and the literature review in the study.

3.3.4 Data analysis

Analysis of data is a critical process in research. The data analysis is vital because data in its raw form does not speak for itself, hence the need for data processing and analysis (Robson 2002).

Data analysis is concerned with examining, categorizing, tabulating and otherwise bringing structure and meaning to the collected data (Yin 2014). This researcher had to rely on experience and literature to present the findings of the study because the case study did not necessarily use complex statistical analysis. The results of this research study were presented as an analysis of qualitative data derived from the audio recorded interviews which were transcribed and notes made by the researcher. Content analysis was used to process the data by identifying themes from the semi-structured interviews. The researcher compared the themes with the literature review to create categories of data for coding into Statistical Package for Social Science (SPSS) to aid data presentation. Microsoft Excel was also used by the researcher to present data in tables and charts.

3.4 Reliability, Validity and generalizability

Reliability of data collection achieved the use of interview guideline to avoid data observer error and respondents were provided with interview schedules in advance of the interview. The researcher took notes during the interview, some interview questions from previous survey studies by Osibanjo *et al* (2015) and Apoty (2014). The validity of data in the study was achieved by ensuring that the respondents participated in the study and adding to data through additional notes taken during the study. Ecobank Zambia Limited is a private equity and subsidiary of an international bank and thus the results can be generalized to other private equity subsidiaries of international banks operating in Zambia.

3.5 Ethical and access issues

Ethical issues are inherent at the design and planning phase of the research study. Bryman and Bell (2007) asserts that ethical issues are important considerations in research.

3.5.1 Accessibility

Accessibility issues affect the collection of primary and secondary data in terms of continuous physical access to the premises and respondents over the duration of the research study. The researchers conduct in the study was guided by competence and integrity to secure a sense of acceptance by the respondents which was exploited by the researcher to explain the purpose of the research study to the satisfaction of the respondents at the Ecobank Head Offices in Lusaka.

3.5.2 Research ethics

This research study was carried out in full recognition of ethical considerations that have been recommended by many respected authors and researchers in research methods. In this research

study the ethical considerations that have been applied include; informed consent, confidentiality and anonymity, privacy of those taking part, respect for others. Integrity and objectivity, and the right to withdraw among them.

3.6 Chapter Summary

Chapter three provided a description of methods used in the research study and the rationale for the research design. The sampling technique and sample size, including the methods for the data collection and analysis were described in chapter three. The next chapter will be the Findings Analysis and Presentation of Data.

CHAPTER FOUR: FINDINGS ANALYSIS AND PRESENTATION

4.1 Introduction

This chapter focuses on the presentation and findings analysis of data obtained by the researcher and based on the research questions. The data is analysed using simple statistical methods and representation using charts and tables. Chapter four also outlines the response rate and background information of the respondents.

4.2 Response rate

The researcher conducts all the 14 interviews at Ecobank Zambia Limited Head office in Lusaka. Within the planned framework, the response rate was successful at 100%. The success of the response rate is attributed to the fact the researcher had unrestricted access to the respondents by virtual of being a member of the bank for several years up to the time of the study and afterwards. Being bonafide member contributed to easy access to all respondents and acceptance by senior management to carry out the study. The single case study can also be attributed to such as very successful response rate

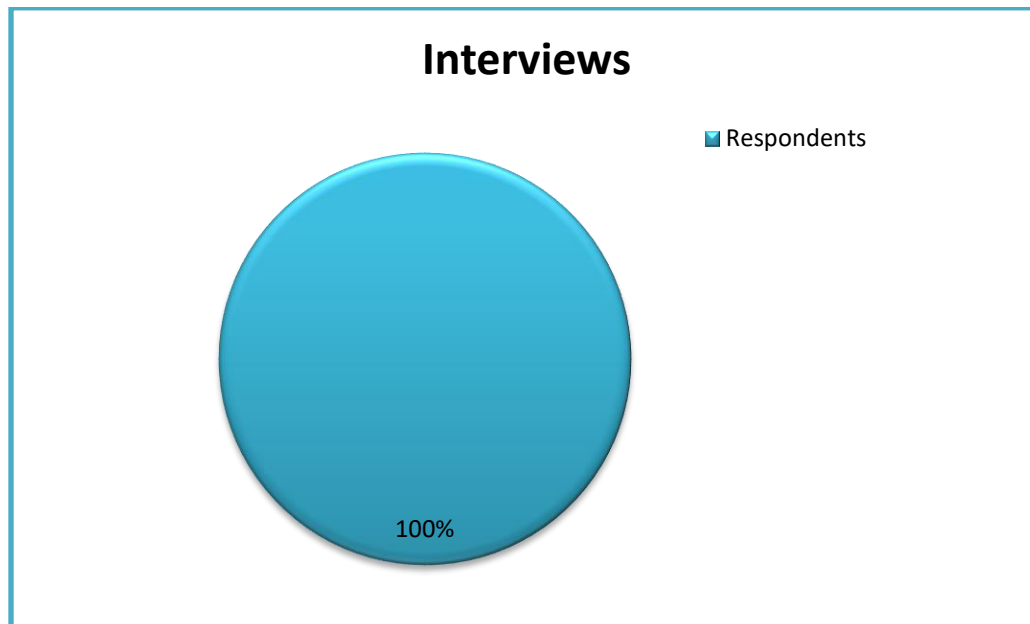


Figure 3 Response Rate

Source: Field data (2021)

4.2 Demographic data

The study on career development in an organisation has a social component of gender, education and length of service with the organisation. It is therefore important that the study presents the findings the social demographic variables.

4.2.1 Gender

Out of the fourteen interviews that were successfully conducted the balance of gender from the researchers observation is shown in figure 4 below.

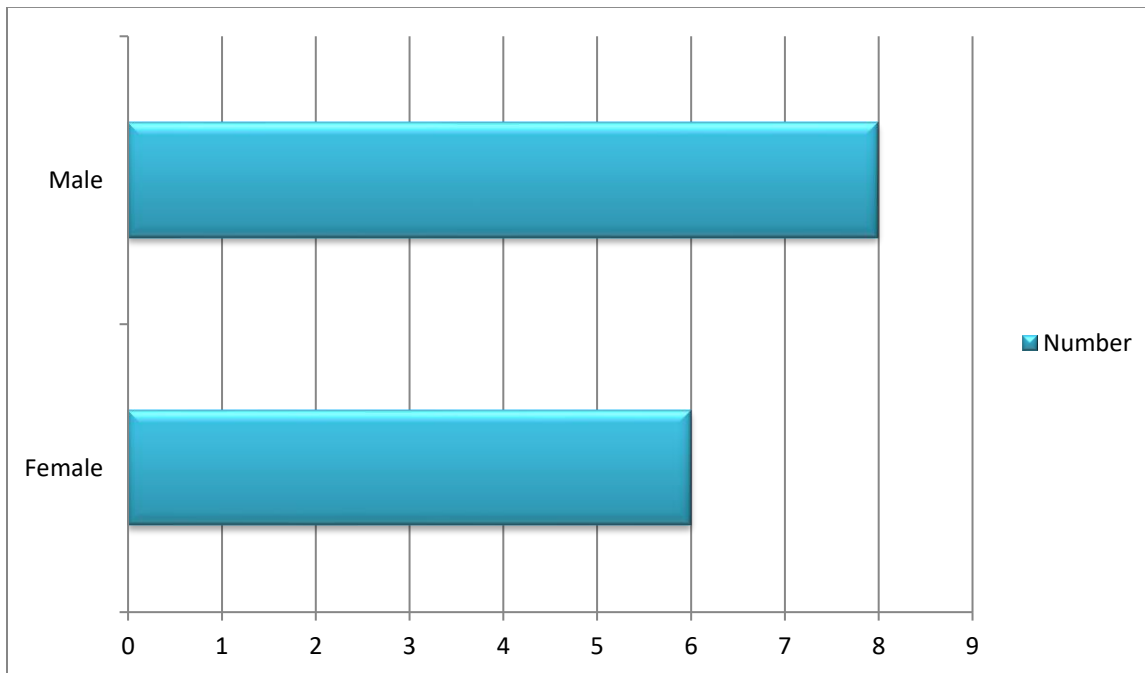


Figure 4 Gender Balance of Respondents

Source: field data (2021)

Figure 4 above showed that majority of the respondents 57.1% were male while 42.9% of them were female. The study findings depicted a fairly good representation of both gender at Ecobank Zambia Limited the case organisation under study. The high number of male staff also indicates that there are more men than women at the senior management and more women at the operating core. In the study 4 males were from the senior level and 3 from the lower level out of a total of 6 senior management respondents and 9 operational staff. The number of female respondents at the operational core was 5 and 1 female at the senior level.

4.2.1 Education level

The study established the following education and qualifications for the respondents shown in figure 5 below

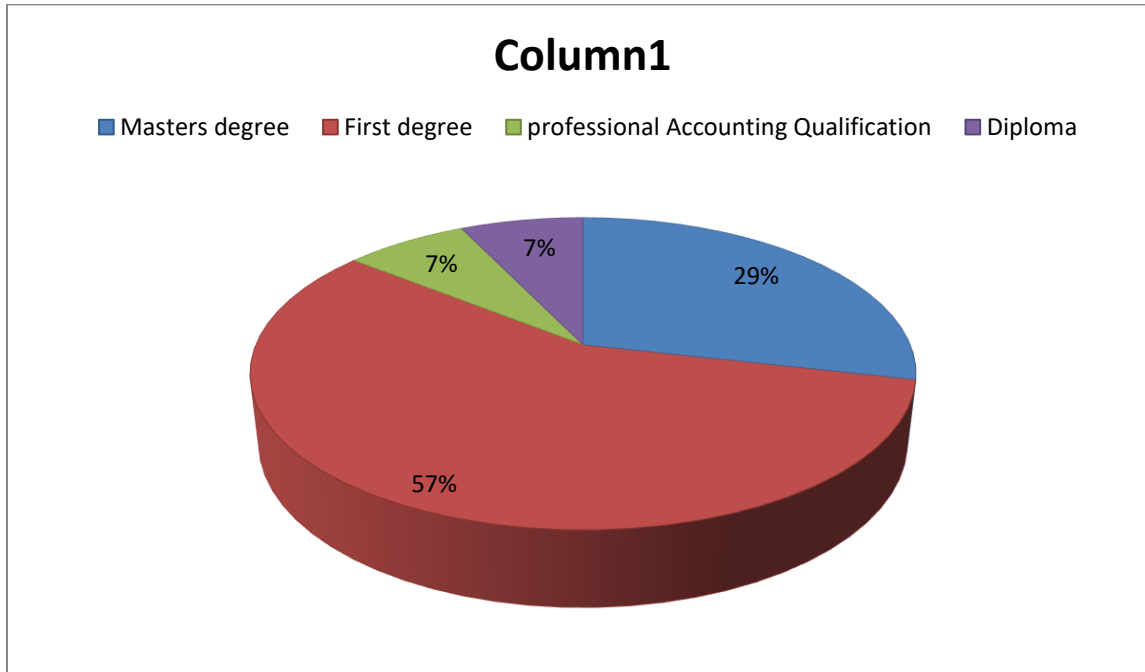


Figure 5 Respondents Qualification and Education

Source: Field work (2021)

As indicated in Figure 5 above the majority of the respondents 57% had degrees, 29% of them had attained their Master's degree while 7 % of the respondents had a profession qualification in accounting and a diploma in business management respectively. These findings reveal that the respondents are knowledgeable thus qualified to work in their various departments and positions. This could be attributed to the fact that respondents are engaged in personal development of skills for career prospects. It could also imply that Ecobank Zambia Limited employs a cadre of academically and experienced personnel and retains them using various incentives. The results also showed that the majority of degree holders representing 75% of degree holders are in the lower operational levels and only 25% in senior management. Similarly the majority of the Master's degree holders are in senior management positions.

4.2.3 Length of services

The study also established the length of service for the respondents in Ecobank Zambia Limited head office. The results of the findings into the length of service are shown in figure 6 below.

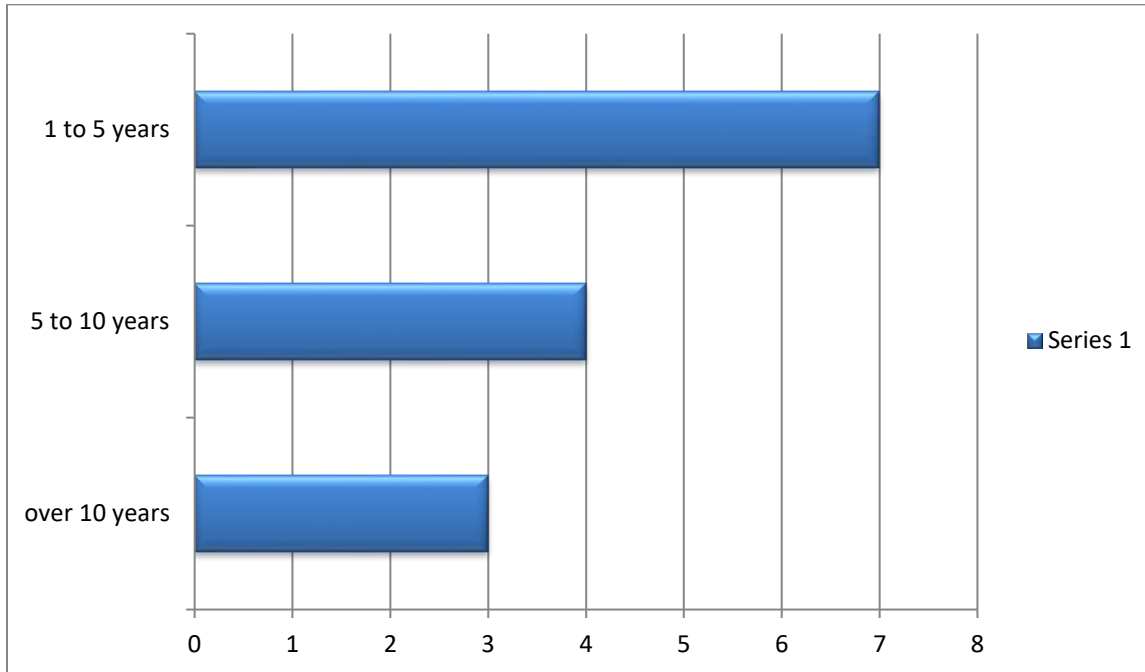


Figure 6 Duration of Service

Source: Field data 2021

Figure 6 above shows the response received from the employees regarding the number of years they have worked with Ecobank Zambia Limited, 50% indicated that they had worked for not more than 5 years. 28.6% said they have worked with Ecobank Zambia Limited between 5 and 10 years while another 21.4% said they have worked for more than 10 years. The higher percentage of those having worked between 1 and 5 years are mainly in the operating core with first degrees working as bank Tellers and customer care officers and had just graduated from university in different fields among them development studies and commerce. Those in the senior management are the ones that worked for between 5 to 10 years and over. The low number in the senior management level is attributed to conditions attached to tenure and some senior executives opting to leave for personal reasons. All of these demographic projections have significant implications for managing human resources, thereby increasing the importance of career development (Armstrong & Baron, 2002). The changing demographics mean there will be fewer entry-level employees, so

competition among employees will increase and the human resource budget will be focused on career development activities rather than recruitment.

4.3 RQ 1 What is the level of management commitment to career development of the employees in Ecobank Zambia Limited?

Ecobank Zambia Limited has adopted a strategic approach to career development. According to statistics on career development activities such as training and development for the period 2018-2020 operational and senior staff members have had opportunities for career development and the number has been growing steadily as seen in table 4 below.

Table 4 Number and percentage of staff training 2018-2020

Year	No of Staff Trained	Percentage
2018	104	42%
2019	94	38%
2020	50	20%
Total	248	100

Source: Human Resource department Ecobank Zambia Limited (2021)

The statistics on training and development of operational and senior staff is in line with the strategic approaches to career development and the resource based view in which staff in the organisation is seen as a source of sustainable competitive advantage for growth (Ecobank Zambia Limited p. 7, 2017).

4.4 RQ 2 What contribution does career development make to productivity, profit and revenue growth in Ecobank Zambia Limited?

Ecobank Zambia Limited focuses on critical performance areas for career development such as sales and marketing, customer’s services, frontline staff capacity building among them. Staff in these areas have under gone skills development in communication, information technology, risk appraisal and best banking practice aimed at improving service quality continuously and reducing the turnaround time, developing and retaining talent as well customer retention and satisfaction. In the words of Chanin (2012) career development is measured in terms of the employees’ efforts to accomplish organisational tasks while pursuing personal career goals. Over the period 2017 to 2020 data from the finance department indicates that productivity, revenues and profits increased steadily. This increase was attributed to the ongoing career development programs pursued by Ecobank Zambia Limited. Figure 7 below shows the performance review for 2017-2020.

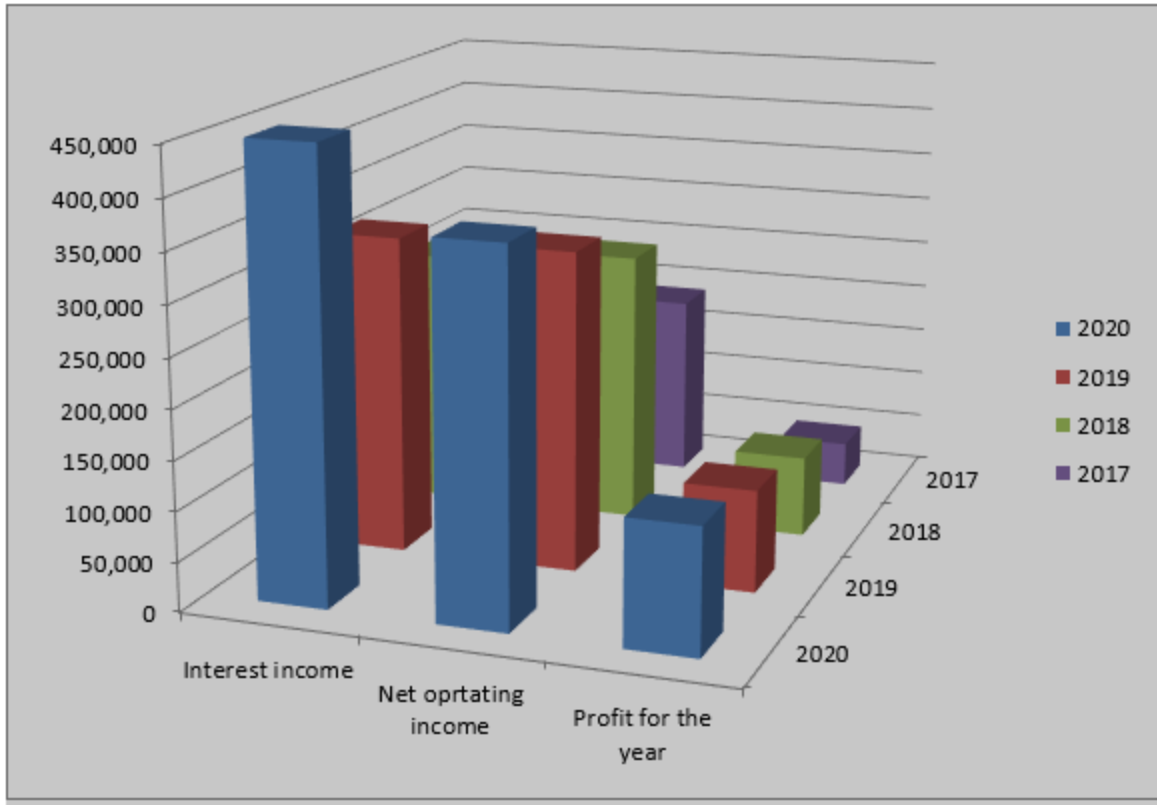


Figure 7 Operational Performance 2017 - 2020

Source: Constructed from Ecobank Financial statements

The financial services sector competes for the number of customers and market share. Customers are retained when they are satisfied and thus contributed to increased revenues for the bank from interest income, fees and commission income. Staff are the drivers of delivering success to Ecobank Zambia Limited. The capacity building and training over the last 4 years has contributed to the good operational performance of Ecobank and the subsequent award from the Zambia Bureau of Standards for third best bank in services quality in Zambia in 2017 (Ecobank Zambia Limited p. 9, 2017).

4.5 RQ 3 How does career development relate to job satisfaction and employee commitment in Ecobank Zambia Limited?

Ecobank Zambia Limited encourages its staff members to advance their careers professionally both at a personal and organisational level. The education loans for staff members are provided at 10% of the basic pay and repaid within 24 months. The support offered for career development has resulted in high employee commitment and satisfaction on the job.

The new minimum qualification for entry at the operational core is a professional qualification or first degree. Among the respondents, one with the diploma was pursuing a degree program supported by the staff loan and to comply with the new set standards at Ecobank Zambia Limited. Over the period 2017 to 2020, 46 number of staff have taken up the staff loan for professional career development pursuing business degrees and master's degrees offered by local and international universities under part time and distance learning streams.

4.6 RQ 4 What are the main outcomes of career development programmes in Ecobank Zambia Limited?

The key outcomes of career development include high morale and motivation. By investing in the education and skill development of staff members a sense of pride and worthiness is cultivated in the staff and the desire to carry out tasks in a satisfactory manner develops into good work ethic. The high levels of motivation and morale among the staff members in Ecobank Zambia Limited encourages them to be productive and efficient in processing customer queries and other customer service requests such as account opening, deposits and withdraws, loan applications using conventional practice and technological applications. The efficient work culture contributes to customer satisfaction and increase in business transactions that are mutually profitable. The strategic role of career development in Ecobank Zambia Limited cannot be over emphasized, “improving service quality continuously and turn around as well as customer retention and satisfaction through well trained staff and capacitating the frontline staff”. Continued allocation of resources and capacity building contributes retention of staff and talent at Ecobank Zambia Limited

4.5 RQ 5 What methods are used in the career development of the workers in Ecobank Zambia Limited and method used by employees to manager their own careers?

Ecobank Zambia Limited has in-house and external career management practices. The data from the human resource department revealed that there are several career management programs unutilized shown in table 5 below.

Table 5 Career Management Methods

In-house methods	External Methods
Work shops	Educational loans
Mentorship programmes	Sponsorship
Secondment	Consultants
Job rotation	Conferences
Project management	Professional membership

Source: Ecobank Zambia Limited Human Resource department

In-house methods are more commonly used in career development with several workshops conducted during the year although external methods are also used evidenced by the number of staff studying for degrees/masters programmes.

4.7 Findings Analysis

This research examined the effect of career development on organisational growth using Ecobank Zambia Limited as a case study. The general objective of this research study was to examine the importance of career development as a determinant of organisational growth in Ecobank Zambia Limited. The specific objectives of the study include the following:

1. To find out the degree to which management values career development for its employees.
2. To establish how career development improves productivity, profit and revenue.
3. To determine the relationship between career development and the outcomes of job satisfaction and employee commitment.
4. To determine the key outcomes of career development and how they contribute to the growth of Ecobank Zambia Limited.
5. To determine the methods used in career development by Ecobank Zambia Limited and the contribution made by the individual employees in their own career development.

To achieve these objectives a purposive sample of 14 operational and senior staff were selected and interviewed over a three week period. The interview results and researchers observation revealed the following interesting findings:

The respondents at the senior management indicated that career development continued to contribute to the growth of Ecobank Zambia Limited. The operational core staff is the key assets in whom, capacity building and resource mobilization is concentrated in order to deliver success for Ecobank Zambia limited. Additionally these same respondents mentioned that the outcomes of career development included morale, motivation and productivity.

The study found that career management opportunities in Ecobank Zambia Limited were in-house as well as external with the common one being education loans, professional membership and consultants. Furthermore all of the sampled operational and senior staff admitted that career development had a relationship with job satisfaction and commitment.

Career development is a priority as seen from management commitment to develop staff and designate them as key drivers for success and personal development opportunities pursued by staff through the education loans. Respondents sampled at senior level indicated that career development contributed to growth.

The study also revealed In-house training for career development was more common than external opportunities for career growth. Ecobank Zambia Limited places priority on career development of its staff and it is a strategic imperative. Career development contributes to job satisfaction and commitment to the organisation.

The outcomes of career development contributed to the growth of Ecobank Zambia Limited between 2017 and 2020 as measured by income and profit for the years including the service quality award from ZABS in 2017.

Chapter summary

The analysis of findings and presentation was in line with the research questions and objective. The analysis was based on field data obtained using interviews and observations. The data was analyzed by presenting it in form of tables and charts. The next chapter is the discussion of findings and analysis. The next chapter is the finale chapter of the research presenting the conclusion and recommendations based on the analysis of findings of the research study.

CHAPTER FIVE: CONCLUSION AND RECOMMENDATION

5.1 Introduction

This is conclusion and recommendation of the research study. Chapter five will describe the extent to which the objectives have been achieved in the research study in the conclusion and provide recommendations based on the conclusions drawn. Chapter five will also provide the direction for future research.

5.2 Conclusions

The study sought to assess the influence of career development on organisational growth in Ecobank Zambia Limited. The study involved operational and senior staff at Ecobank Zambia Limited Head Office in Lusaka. A qualitative case study research design was adopted after which purposive sampling technique and was used to arrive at a sample size of 14 respondents. Semi-structured interviews and observation was used to collect primary data and Microsoft excel was using to analyse the data by providing simple statistical results as the case study was qualitative. The conclusions of the study are based on the findings which were anchored on the research objectives and questions.

5.2.1 RO1: To find out the degree to which management values career development for its employees.

The study sought to find out the degree to which management in Ecobank Zambia Limited valued career development. The study found that career development was strategically managed and employees were considered to be a very important resource. Management had taken deliberate steps such as the of consultants, capacity building and resource allocation to frontline staff to ensure that the bank was successful and achieve continuous improvement in service quality as well as achieving customer satisfaction and retention.

5.2.2 RO 2: To establish how career development improves productivity, profit and revenue.

The study also sought to establish how career development improves productivity, profit and revenues in Ecobank Zambia Limited. The study found that career development opportunities are the source of high morale and motivation. As a result of having a staff that is highly motivated customer relationships are improved leading to repeat business and acquisition of new customers. Financial benefits arising from the satisfying business environment include profit and revenue growth as well as increased productivity, increased interest income, growth in staff numbers and becoming one of the leading banks in service quality.

5.2.3 RO 3: To determine the methods used in career development by Ecobank Zambia Limited and the contribution made by the individual employees in their own career development

The study also sought to determine the methods of career management Ecobank Zambia Limited and the contribution made by staff members in career management. The study found that In-house and external methods are used and that In-house methods are the common opportunities for career growth for staff of Ecobank Zambia Limited. The individual staff members contributed to their own career growth through personal development programmes by pursuing professional career development using the education loan facility offered by Ecobank Zambia Limited.

5.3 Recommendations

Based on the findings of the study, the researcher recommends that Ecobank Zambia Limited should among other things:

1. Provide adequate career development opportunities to their operational staff and some senior staff members to improve on their overall performance and ultimately the growth of the organisation.
2. In addition, to improving the performance of staff in career advancement should be based on competencies of staff, equity and merit and more scholarships should be awarded to the staff to enable them advance career-wise.
3. Further, Ecobank Zambia Limited should have proper performance appraisal system that can be used to determine attainment of set goals like training needs and career needs of their staff so that career development is a continuous process.
4. Career development should be used as the instrument for establishing and signaling when and how work practices should change. In other words, staff in Ecobank Zambia Limited should take on the role of organizational change agents (Beer & Walton, 1987).

5.4 Limitations of the study and direction of future research

5.4.1 Limitations of the study

The study was a case study focusing on the head office of Ecobank Zambia Limited in Lusaka only. The result can only be generalized across all the branches run by Ecobank in Lusaka and the Copperbelt but not across all the commercial banks in Zambia. The sample used in the study was small thereby reducing representation of the population.

5.4.2 Direction of the study

This study was conducted at Ecobank Zambia Limited. Therefore, the sample size was limited to Ecobank Zambia Limited a single case organisation. Henceforth, generalizations cannot adequately extend to other commercial banks in Zambia. Based on this fact further research should be conducted covering all the commercial banks in Zambia to establish the influence of career development on organisational growth. Further research should be conducted to find out the influence of other career development practices such as succession planning and career guidance on staff morale and motivation.

5.5 Chapter summary

Chapter five of the research study presented the conclusion and recommendations for the business organisations on aspects of career development in relations to promoting growth of the organisation. Chapter five also provided the direction for future research on career development as a determinant of organisational growth.

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Appendix 1: Interview plan

Opening remarks:

- Thanking the participants for agreeing to the interview
- Outlining the purpose of the study and how it has progressed
- Re-iterating the previously agreed right to confidentiality, anonymity and privacy
- Right not to answer questions and a summary of themes to cover.

Interview themes:

- Career development
- Employees as key resources
- Organisational career development
- Personal career development
- Career development and performance
- Career development, job satisfaction and motivation
- Career development and customer satisfaction
- Career development and staff retention

Interview questions:

1. Question for all respondents: What is your job title at the head office branch?
2. Question for all respondents: How long have you been working for Ecobank?
3. Question for all respondents: What is the level of education and qualification that you have attained?
4. Question for senior managers: How committed is Ecobank to career development for its employees?
5. Question for the HR director: How many staff has been trained in the last three years?
6. Question for senior managers: How does career development contribute to operational efficiency of Ecobank Zambia Limited?
7. Question for all respondents: How does career development promote job satisfaction and commitment to the job and organisation?
8. Question for senior managers: What are the outcomes of career development for Ecobank Zambia Limited?

9. Question for senior managers: What are the in-house and external methods of career development?
10. Question for operating core staff: what measures have you taken for your own professional career development?
11. Question for operational staff: Why is career development important to you as an Ecobank employee?
12. Question for senior managers: Does career development contribute to greater employee retention and service quality?
13. Question for operational staff: Does career development make you feel happy about your job and give you capacity to carry out tasks effectively?

Appendix 2: Ecobank Income statements 2018-2020

Ecobank Zambia Limited			
Annual Financial Statements			
For the year ended 31 December 2018			
Income Statement			
		Year ended 31 December	
	Notes	2018 K'000	2017 K'000
Interest and similar income	5	263,568	188,094
Interest and similar expenses	6	(77,729)	(65,468)
Net interest income		185,839	122,626
Loan impairment charges	16	105	(26,046)
Net interest income after loan impairment charges		185,944	96,580
Fee and commission income	7	40,677	38,097
Fee and commission expense	7	(4,930)	(2,622)
Net fee and commission income		35,747	35,475
Foreign exchange income		56,132	56,489
Gain on disposal of fixed assets		603	-
Net operating income		278,426	188,544
Impairment charge on other assets	10	(6,903)	56
Operating expenses	8	(140,597)	(117,563)
Profit before income tax		130,926	71,037
Income tax expense	11	(48,412)	(25,576)
Profit for the year		82,514	45,461

Source: Ecobank Finance Department (2021)

Ecobank Zambia Limited
Annual Financial Statements
For the year ended 31 December 2019

Income Statement

	Notes	Year ended 31 December	
		2019 K'000	2018 K'000
Interest and similar income	5	323,458	263,668
Interest and similar expenses	6	(112,005)	(77,729)
Net interest income		211,453	185,839
Loan impairment charges	16	21,275	105
Net interest income after loan impairment charges		232,728	185,944
Fee and commission income	7	37,344	40,677
Fee and commission expense	7	(3,504)	(4,930)
Net fee and commission income		33,840	35,747
Foreign exchange income		56,621	56,132
Gain on disposal of fixed assets		440	603
Net operating income		323,629	278,426
Impairment charge on other assets	10	(14,570)	(6,903)
Operating expenses	8	(148,947)	(140,597)
Profit before income tax		160,112	130,926
Income tax expense	11	(56,708)	(48,412)
Profit for the year		103,404	82,514

Source: Ecobank Finance Department (2021)

Ecobank Zambia Limited
Annual financial statements
For the year ended 31 December 2020

Income statement

	Notes	2020 K'000	2019 K'000
Interest income	5	449,797	323,458
Interest expense	6	<u>(187,676)</u>	<u>(112,005)</u>
Net interest income		262,121	211,453
Net fee and commission income	7	34,683	33,840
Other operating income	15	<u>60,126</u>	<u>57,061</u>
Total operating income		356,930	302,354
Impairment release on loans and other assets	18	13,512	6,705
Net operating income		370,442	309,059
Information and communication expenses	14	(54,647)	(31,588)
Finance costs	19.1	(12,750)	(2,430)
Employee benefit expenses	9	(45,339)	(51,031)
Depreciation and amortisation	19.1	(14,538)	(9,673)
Other operating expenses	8	<u>(52,214)</u>	<u>(54,225)</u>
Profit before income tax		190,954	160,112
Income tax expense	11	<u>(64,342)</u>	<u>(56,708)</u>
Profit for the year		126,612	103,404

Source: Ecobank Finance Department (2021)

