Career Management Practice and its Influence on Organizational Citizenship Behavior amongst Non-Teaching Staff in Federal University, Otueke, Bayelsa State, Nigeria

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Abstract

This study was carried out to access the relationship between career management practices and organizational citizenship behaviour amongst non-teaching staff of the Federal University, Otueke. Anchored on the Social Exchange theory, the study adopted the survey research design as its approach. Although the population for the study was one thousand, one hundred and fifteen (1,115) non-teaching staff of the university, the Taro Yamene's formulae was used in determining the sample size which was given as 294. Sources of data was from both primary and secondary sources. Secondary source was from textbooks, journals and internets while primary source was from the research instrument. A modified Likert scale questionnaire was the research instrument. Convenience sampling technique was used in administering the research instrument and they were personally administered by the researchers. Pearson product moment correlation statistical tool was used in analysing the hypotheses of the study. Findings revealed that career counselling, succession planning is significantly related to organization citizenship behavior amongst non-teaching staff in federal university, Otueke, Bayelsa State. In conclusion, achieving a high level of positive organisational citizenship behaviour in an organisation depends on the type of assistance organisations offer individual workers in their career management effort. It was recommended that there is need to further deepen the level of organisational citizenship behaviour of non-teaching staff of the Federal University, Otueke by adding career-counselling and succession planning unit with trained counsellors to their human resource management functions.

Keywords: Career Management, Career Development, Succession planning, Organization Citizenship Behaviour.

Introduction

The human element is one of the most important and versatile resources of any organization. It is the recognition of the fact that the people are central to achieving organizational goals and objectives that inspires successful organizations to develop career management mechanisms, aimed at equipping the employees to perform maximally. Good career management thrives on

sound education which provides the basis for positive behaviour and performance. Generally, education is seen as a process of shaping behaviour of the individual for effective adjustment in the society. One of the major functions of education is to sharpen the individual and aid him to contribute positively to the development of the society. Owing to this fact, some organizations develop career necessities to enhance employee performance. A career is defined as the individually perceived sequence of attitudes and behaviours associated with work-related experiences and activities over the span of the person's life (Nkeobuna and Ugoani, 2019). According to Odozi (2003), interest in the concept of careers and career development in organizations has existed for many years. This interest emphasizes the institutionalization of organizational patterns, offers them a variety of development options, and forms the link between current performance and future development, which includes the notion of best fit or match; that gives rise to enhancing employee performance through career management processes.

Career Management is a human resource activity that involves a number of practices. As identified by Baruch and Peiperl (2000), some of the common career management practices (CMP) include Performance appraisal as a basis for career planning, Assessment centres, Peer appraisal, Upward (subordinate) appraisal, Career counselling by direct supervisor, Career counselling by HR Department, Formal mentoring, Career workshops, Common career paths, Dual ladder (parallel hierarchy for professional staff), Written personal career planning (as done by the organisation or jointly), Retirement preparation programmes, Succession planning, Books and/or pamphlets on career issues, Postings regarding internal job openings, Formal education as part of career development and Lateral moves to create cross-functional experience (i.e. Job rotation). Others, according to Al-Shawabkeh (2017) include mentoring, job posting, career planning, and performance review and so on. However, this work focuses on career counselling by direct supervisor and succession planning.

Career counselling has to do with initiatives that link the gap between organisation and the individual (Anderson and Vandehey, 2006). Jackson, Hollman and Gallan, (2006) are of the view that career counselling allows employees to discuss with their managers their personal and career interests and goals, their personal skills and abilities, their preferences, their values, their life concerns, and suitable career development objectives. In their role as career counsellors, managers help employees to think more deeply about their careers and opportunities. In addition to pointing out new directions and new trends, managers also aid employees to gain personal insights that help match trends with career implications.

Succession planning has to do with identifying posts that are critical to success and how best to satisfy future requirements, and developing strategies to determine the optimum mix of internal and external recruitment. Adewale (2011) opines that succession planning is part of Manpower planning (MP) which is viewed as a broad-level concept that is concerned with the entire workforce. It ensures that organisations have adequate or required sizeable number of workforce that has required skills at the right time. As such, manpower planning forecasts workforce requirements. Also, it makes plans for the acquisition; retention and effective use of employees in order to ensure that organisation's need for people are fully realised (Armstrong, 2006; Kingir and Mesci, 2010). Employees will not remain in their organisations in eternity. They will leave the organisations at some point in their employment history. This could be through retirement, moving to pursue new aspirations, involuntarily (e.g. sack/relieve of appointment, death, etc.). This therefore implies that organisations are faced with challenges of filling vacancies. It also implies that organisations are to look ahead and begin to plan for succession before employees retire or leave the organisation (Korn, 2007). It is necessary for organisations to train successors before these vacancies are created. Mostly, such times are uncertain and probably indefinite and for organisations to survive and be successful, there is need to plan for succession of older or outgoing employees (Hazarika, 2009).

Organization Citizenship Behaviour (OCB) is a set of behaviours that goes above formal expectations or job description (Yadav and Punia, 2013). Its significance lies in the fact that it does not have its origin from the job role and formal duties. In fact, employees do not receive remuneration for performing them. They are voluntary actions that are necessary for the success of organisations. Examples of OCB include; offering to help a newly employed staff to become familiar with his/her role in the organisation, helping a colleague that may be struggling with deadlines, or volunteering to change shifts. Moreso, OCB also consists of organisationally related acts such as working overtime without expecting to be paid some remuneration, or volunteering to organise some office-wide functions.

Statement of the Problem

Several studies have been carried out to assess the connections between employee behaviour, employee attitudes, and personal attributes but few thorough investigations of the likely antecedents of organisational citizenship behaviour of university non-teaching staff, particularly senior staff, have been documented in the literature. Management scholars opine that career management practices may influence organisational citizenship behaviour. However, career management practices and organisational citizenship behaviour of university non-teaching employees are little studied and this creates a major void in the literature that need to be filled. Also, despite efforts and huge financial expenditure on personnel votes by university management, there are inefficiency in many of the essential/support services provided by non-teaching staff. There are observed lapses in administrative, security, technical and health care services that are responsibilities of non-teaching staff which could be as a result of poor citizenship behaviour among other factors.

Career management and succession planning are important elements of career management practices that may influence organisational citizenship behaviour. These elements are the subject of this study on Career Management Practices and Organisational Citizenship Behavior of Non-Teaching Staff of the federal University, Otueke. As such, this study was to critically assess the relationship between Career Management Practices and Organisational Citizenship Behaviour of Non -Teaching Staff of the University, and how that might be a long-term solution to the multitude of issues impeding the university system from attaining good outcomes.

Objectives of the Study

The major objective of this study was to assess the relationship between Career Management Practices and Organisational Citizenship Behaviour of non-teaching staff in Federal University, Otueke. The specific objectives include:

1. To assess the relationship between career counselling and the organisational citizenship behaviour of non-teaching staff of the Federal University, Otueke.

2. To examine the relationship between succession planning and the organisational citizenship behaviour of non-teaching staff of the Federal University, Otueke.

Research Questions

The following research questions were formulated to guide the research:

1. How does career counselling affect organisational citizenship behaviour of non-teaching staff in Federal University, Otuekefi

2. How does succession planning influence the organisational citizenship behaviour of non-teaching staff in Federal University, Otuekefi

Hypotheses of the Study

The following null hypotheses were used to guide the study:

$H0_1$:   There is no significant relationship between career counselling and the organisational citizenship behaviour of non-teaching staff in Federal University, Otueke.

$H0_2$:   There is no significant relationship between succession planning and organisational citizenship behaviour of non-teaching staff in Federal University, Otueke.

Review of Related Literature

Concept of Career Management Practice

Career Management is seen as an ongoing process of planning, creating, executing, and evaluating career plans and strategies, whether done alone or in collaboration with an employer (Adekola, 2011). It is an on-going process of preparing, implementing, and monitoring career plans undertaken by the individual alone or in collaboration with the organisation's career system (Bernardin, 2010). Also, career management is considered to be an organisational process that implements and monitors career plans undertaken by individuals alone or within the organisation's career system (Singh, 2011). Indeed, career management is an ongoing activity in the workplace. A fulfilling job may enhance emotions of satisfaction, while bad work choices can have a negative impact on a person's sense of well-being (Maurer and Lippstreu, 2006).

Career management practices (CMP) are carried out by organisations, usually through the human resource management unit, to answer employees' needs and match them with the organisation's needs. Organisations use CMP to manage the careers of their workers. Career management strategies may offer an organisation with a competitive edge in both the local and global markets. It may also assist individuals in an organisation in developing or activating organisational commitment, organisational citizenship behaviour (OCB), and work satisfaction. Similarly, it may enhance organisational success while decreasing the desire to leave the organisation. Furthermore, the issue of workers running down the organisation may be minimised as a consequence (Paré, Tremblay and Lalonde, 2011). In an organization where the running-down syndrome is allowed to go unchecked, lack of trust between workers and their employers is likely to ensue. If this happens, then the outcome could not only be demoralising, and also has the potential detrimental effect on staff morale (Astrachan, Klein, Sabine and Smyrnios, 2012). As a result, some workers may respond with poor behaviour and a refusal to participate in Organizational Citizenship Behaviour. According to Cooper-Hakim and Viswesvaran (2005) cited in Hlanganipai and Mazanai (2014), research has indicated that employees who are satisfied as a result of good career management practices tend to show more commitment to their organisations, and such employees are more likely to stay with the organisation (retention) and exhibit positive work behaviours such as OCB.

Career Counselling and Organisational Citizenship Behaviour

According to Chelimo (2014), career counselling is a practice that replaces the term 'vocational guidance'. Career Guidance Policy Review (2003) in Aisenson (2004) defines career counselling as services and practices intended to assist individuals of any age and at any point throughout their lives, to make educational, training and occupational choices and to manage their careers. This definition includes making information about the labour market and about educational and employment opportunities more accessible by organizing it, systematizing it and having it available when and where people need it. It also has to do with assisting people to reflect on their aspirations, interests, competencies, personal attributes, qualifications and abilities and to match these with available training and employment opportunities. Career guidance brings the two together and stresses the interaction between learning and work.

sHansen (2006) suggests that career guidance activities in high-income countries are divided into

several specialties: Career information which deals with all the information necessary to plan for, obtain and keep employment, whether paid or voluntary. It includes, but is not limited to, information on occupations, skills, career paths, learning opportunities, labour market trends and conditions, educational programmes and opportunities, educational and training institutions, government and non-government programmes and services, and job opportunities. It is the cornerstone to the other entire career counselling practice services.

On the other hand, career counseling is a career development practice that deals with assistance given to employees to assist them through their career choices. Career counseling is also a career development practice in which career education awareness is delivered in educational institutions, workplaces, and sometimes in communities, by organizations' career counsellors. Several studies have revealed the relationship between career counselling and organisational citizenship behaviour (Muthiani, 2013). Ombayo, Otuya and Shiamwama (2013) report that the more organisations shy away from career counseling, the more the productivity goes down as lack of career counseling will result in a strong negative correlation coefficient between career counseling and employee productivity.

Succession Planning and Organisational Citizenship Behaviour

Several scholars have characterised succession planning in various respects. Taylor (2002) states that recruitment and development of human capital is at the heart of succession planning in order to fill management posts. It is a systematic and ongoing plan to build and improve appropriate management and leadership abilities to satisfy a firm's future business and policy requirements (Kimball, 2005). In order to fulfil future requirements of business, it involves systematically identifying, evaluating and developing important contributors as well as leadership and talent (Rothwell, 2005). It enables an organisational structure that invests in leadership by identifying workers who are competent to succeed existing leaders Thus, career development is one of an essential part of an employee's succession strategy.

The preparation of future employees is crucial for ensuring that a firm remains competitive and prosperous. The succession plan has a crucial position as being emphasised by Rothwell (2005). Succession plan is seen as a process in which prospective, experienced and effective staff for the future may be identified. As such, the greatest place to begin care for future leaders would be with the recruitment and selection processes in an ideal scenario, following best practice. In their study, Mehrabani and Mohamad (2011) state that the function of human resource management, including organisational growth, is the main element influencing the succession plan. The assessment procedure is thus essential to evaluate how the individual progresses and performs. Although McCauley and Wakefield (2006) thought that succession planning was a tool for developing human capital in the organization, an organisation must continue to educate its potentially senior managers and develop them. As Riaz and Haider (2010) revealed, successful employment has a significant link to transformative qualities. The growth of management not only involves the acquisition of knowledge, competence and experience, but also the development of resilience.

Theoretical Framework

Social Exchange Theory

George Homan propounded the social exchange theory (SET) in 1958. However, several other scholars like Emerson in 1962, Blau in 1964, and Emerson in 1972 later made useful contributions to the theory. The theory states that social behaviour is the result of an exchange process and the purpose of this exchange is to maximize benefits and minimize costs. Accordingly, people weigh potential benefits and risks of social relationships. Blau defined a social exchange as the voluntary

actions of individuals that are motivated by the returns that they are expected to bring and typically do bring from others (Blau, 1964). The voluntary actions set up a social norm that obliges the other party in the relationship to reciprocate in kind. Thus, the basic principle of this theory is that human beings. in social circumstances. will always choose the type of behaviour that will maximize the likelihood of meeting their interests.

Applying the constructs described above to this study means that certain types of exchanges must occur for a worker to be able to sustain his/her involvement in his/her workplace. A member or worker in an organisation will seek to maintain a high level of commitment and engage in better organisational citizenship behaviour if he/she feels or perceives that his organisation's career management practices are favourably disposed to guarantee satisfaction of the needs he/she sought to meet when he/she joined the organisation.

This theory indicates that career management practices should be able to convey a positive signal to the employees about their organisation's concern for their welfare and management's desire to maintain an enduring relationship with them (Gould-Williams, 2016). Therefore, suitable career management practices are perceived as the commitment from the management toward their employees and expect that the employees will reciprocate with superior commitment and work engagement (Garg and Sharma, 2015). Consequently, workers demonstrate constructive attitudes and behaviours (Kim and Ko, 2014). In this work therefore, the researcher reinforces this theory as it explains the relationship between independent and dependent variables considered.

Empirical review

Ojebola, Osibanjo, Adeniji, Salau, and Falola (2020) conducted a comprehensive study of organisational citizenship behaviour and its impact on the survival of manufacturing companies in Nigeria. A pilot search was conducted to find situations defining the OCB concept. The main searches were carried out using several trustworthy data sources. The search was limited to English-language literature. Restrictions were put on the year of publication from 2009 to 2019, which may be qualitative or quantitative, with both domestic and international articles included. Business, management, psychology, academic research, operations, and production management publications, as well as human resource and management data bases were used to identify studies. Existing study titles and abstracts were also reviewed, and full-texts of relevant studies were obtained from Sage, Elsevier, ProQuest Journal Central, Astor, Web of Science Master Journalist, Ebsco, NUC Virtual Library, and Scopus. The research found that the discovered OCB characteristics had a substantial impact on good behavioural outcomes. It is thus suggested that organisations push their workers by creating a pleasant work environment that encourages extra-role behaviour in order to guarantee organisational longevity. A suggested study model including the characteristics of OCB was also created, and it was intended to serve as a hypothetical foundation for future research and practice. Furthermore, certain theoretical frameworks have been connected to OCB and good employee behavioural outcomes that may promote company longevity.

Musawir, Wardi, and Rasyid (2019) studied the effect of job rotation, compensation and organisational citizenship behaviour on employees' performance of PT Pegadaian (Persero). Their main objective was to analyze the effect of job rotations, compensation and organizational citizenship behaviour on the performance of employees of the organisation. The research studied an existing problem and was looking for solutions to improve the performance of over 60 employees as the respondents in the study. The data was processed using SEM method based on Partial Least Square (PLS). The results of the study showed: (1) Job rotations have a positive and significant relationship on OCB; (2) Compensation has a negative and insignificant relationship on employee OCB; (3) Job rotations have a negative and insignificant relationship on employee performance; (4) Compensation has a positive and significant relationship on employee

performance; (5) OCB has a positive and significant relationship on employee performance.

Adekunle (2017) investigated the impact of employee further education and development on organisational performance using Nigeria Bottling Company Plc as a case study. The study used a survey research design to collect data via the use of a questionnaire. The employees of Nigerian Bottling Company Plc were used for the study's population. A sample size of 120 was drawn from the community, and 116 copies of questionnaire were obtained for the research. Three hypotheses were evaluated using regression analysis. One of the results of study hypothesis indicated that staff training and development have a substantial positive and robust connection with organisational productivity (r =.843; P 0.05). According to the results, organisational productivity is affected by employee training and development. The second hypothesis demonstrated that the correlation between observed and predicted values of the dependent variables was 0.779. The coefficient of determination (R2) value of 0.607 demonstrated that the explanatory variables accounted for 60.7 percent of the staff salary, while the remaining 39.3 percent was explained by other exogenous variables that are excluded from the model, and the calculated t-statistic. While that study focused on the manufacturing and private sector of the Nigerian economy, this work rather focuses on the educational and public sector.

Ahmed (2016) conducted a research on the effect of human resource management practices (HRMP) on organizational citizenship behavior: An empirical investigation of Sudan's Banking sector. The primary goal of the research was to investigate the individual and combined effects of HRMP on organisational citizenship behaviour among Sudanese banking employees. The survey technique was used in the research. A structured questionnaire with closed-ended questions was utilised to gather data from 298 respondents from three Sudanese banks. Pearson correlation analysis was performed to examine the connection between different HRMP and OCB, and multiple regression analysis was utilised to determine the combined impact of various HRMP on OCB. The findings showed that all of the HRMPs utilised in the research (compensation and incentive system, performance evaluation system, training and development, recruiting and selection) had a favourable impact on organisational citizenship behaviour (OCB). Similarly, it was discovered that some HRMP (e.g., job rotation, compensation and reward, training and development) had a weaker effect in comparison to other practices against organisational citizenship behaviour (OCB), whereas others (e.g., performance appraisal system, recruitment and selection) had a strong correlation with OCBC (OCB). The major difference between that study and this, is in the case study and region of study selection. While previous research focused on the Sudanese banking sector, this paper focuses on the Nigerian educational institutions sector, specifically, Federal Universities.

Methodology
The study adopted survey research design. This design was necessary since it aided the researcher to collect data directly from the respondents. Population for the study was made up of all the non-academic staff in Federal University Otueke, which was given as one thousand, one hundred and fifteen 1,115 employees. This figure was gotten from the personnel department of the studied institution. Sample size was gotten using Taro Yamene's formulae for sample size determination:

$$n = \frac{N}{1 + N(e)^2}$$

Where: n   =   sample size
             N   =   Population
             e   =   error term

As such, sample size was given thus;

$$n = \frac{1115}{1+1115\,(0.0025)} = \frac{1115}{1+2.79} = \frac{1115}{3.79} = 294$$

From the calculation, the sample size was 294.

Data was sourced from both primary and secondary sources. Secondary source was from textbooks, journals and internet, while primary source was from copies of the distributed questionnaire. A modified 4-point Likert scale structured questionnaire was the instrument for data collection. It was modified as follows: 4 - strongly agree; 3 - agree; disagree - 2; strongly disagree - 1; undecided – 0. Convenience sampling technique was employed in administering the copies of questionnaire to the respondents in their respective offices. Simple percentage and Pearson Product Moment Correlation Coefficient Statistical tool was used in analyzing the data collected.

Data Analysis

Demographic Information of Respondents
The analysis provides information related to gender, age, educational background, and experiences of respondents. The following demographic characteristics of the respondents are presented along the sample frame in order to get a representative data from 294 copies of questionnaire which were prepared and distributed to non-teaching employees of the University:

Table 1: Respondents' Profile

Characteristics of Respondents	Frequency	Percent
Gender		
Male	204	69.4
Female	90	30.6
Total	**294**	**100**
Age		
Below 25 years	27	9.2
26-35 years	121	41.1
36-45years	76	25.9
46-55 years	39	13.3
56 and above	31	10.5
Total	**294**	**100**
Qualification		
BA/B.Sc	71	24.2
Masters degree	105	35.7
Doctorate and above	118	40.1
Total	**294**	**100**

Source: Field survey (2021).

From table 1, gender distribution of the sample, 204 (69.4%) of the total respondents were male, 90 (30.6%) were female. The results also showed that the majority of the respondent, 121(41.1%) were between the ages range of 26 and 35 years. Next to this sample, 76(25.9%) were between the ages of 36 and 45 years, and few of them, 27(9.2%) were below 25 years. On the educational level of the respondents, majority i.e. 118(40.1%) of the respondents were in the category of doctorate and above. Additionally, the second majority 105(35.7%) of respondents were in the category of Masters' degree and the rest, 71(24.2%) of the respondents were BA/B.Sc. holders.

Table 2: Research Question's treatment

1. Employees attend workplace counseling sessions in this university					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Undecided	16	5.4	4.6	4.6
	Strongly disagree	108	36.7	31.5	35.4
	Disagree	145	49.3	52.5	85.1
	Agree	8	2.7	2.5	90.0
	Strongly agree	26	8.8	8.2	100.0
	Total	294	100.0	100.0	

2. I have been introduced to web-based career counselling sites					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Undecided	21	7.1	6.6	8.6
	Strongly disagree	105	35.7	30.5	38.6
	Disagree	126	42.8	46.4	82.9
	Agree	8	2.7	2.5	87.7
	Strongly agree	34	11.6	10.8	100.0
	Total	294	100.0	100.0	

3. I received assistance from the counsellor to help me cope with personal issues at work					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Undecided	62	21.1	19.7	20.3
	Strongly disagree	64	21.7	20.3	41.1
	Disagree	117	39.8	37.2	77.1
	Agree	22	7.4	7.0	83.4
	Strongly agree	49	16.7	15.6	100.0
	Total	294	100.0	100.0	

4. Succession plans are integrated into staff employment process					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Undecided	23	7.8	7.3	9.1
	Strongly disagree	107	36.4	34.0	42.3
	Disagree	111	37.8	41.7	82.3
	Agree	10	3.4	3.1	85.1
	Strongly agree	43	14.6	13.6	100.0
	Total	294	100.0	100.0	

5 My job assignments are geared towards my succession					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Undecided	1	0.3	6.6	8.6
	Strongly disagree	63	21.4	20.0	29.1

Disagree	82	27.9	26.1	55.1
Agree	59	20.1	18.7	72.0
Strongly agree	89	30.3.3	28.3	100.0
Total	294	100.0	100.0	

6. Future leaders are groomed or developed here

	Frequency	Percent	Valid Percent	Cumulative Percent
Undecided	22	7.5	6.3	6.3
Strongly disagree	12	3.1	40.7	45.4
Disagree	17	5.8	54.1	96.6
Agree	143	48.6	0.9	98.3
Strongly agree	100	34.0	0	100.0
Total	294	100.0	100.0	

7. Willingness to help other workers in their task.

	Frequency	Percent	Valid Percent	Cumulative Percent
Undecided	31	10.5	9.8	11.4
Strongly disagree	89	30.3	28.3	39.4
Disagree	155	57.7	55.7	92.0
Agree	9	3.1	2.6	94.6
Strongly agree	10	3.4	3.1	100.0
Total	294	100.0	100.0	

8. I actively participate in departmental meetings

	Frequency	Percent	Valid Percent	Cumulative Percent
Undecided	30	10.2	8.6	8.6
Strongly disagree	59	20.1	18.7	28.0
Disagree	77	26.2	24.5	52.6
Agree	73	24.8	23.2	76.0
Strongly agree	74	25.2	23.5	99.7
Total	294	100.0	100.0	100.0

On whether employees attend workplace counseling sessions in the university: 26(8.8%) respondents strongly agreed, 8(2.7%) respondents agreed, 145(49.3%) respondents disagreed, 108(36.7%) respondents strongly disagree while 16(5.4%) were undecided. On the question whether the employees have been introduced to web-based career counselling sites, 34 (11.6%) respondents strongly agreed, 8(2.7%) respondents agreed. 126 (42.8%) respondents disagreed, 105(35.7%) respondents strongly disagreed while 21(7.1%) respondents were undecided. Whether they received assistance from the counsellor to help them cope with personal issues at work, 49(16.7%) respondents strongly agreed, 22(7.4%) respondents agreed, 117(39.8%) respondents disagreed, 64(21.7%) respondents strongly disagreed while 62 (21.1%) were undecided. Equally, responses on whether succession plans are integrated into staff employment process, 43(14.6%) respondents strongly agreed, 10(3.4%) respondents agreed, 111(37.8%) respondents disagreed, 107(36.4) respondents strongly disagreed while 23(7.8%) respondents were undecided. Whether their job assignments are geared towards my succession, 89(30.3%)

respondents strongly agreed, 59(20.1%) respondents agreed, 82(27.9%) respondents disagreed, and 63 (21.4%) respondents strongly disagreed while 1 (0.3%) respondents were undecided. On whether future leaders are groomed or developed in the university, 100(34.0%) respondents agreed, 143(48.6%) respondents agreed, 17(5.8) respondents disagreed, 12(3.1%) respondents strongly disagreed while 22(7.5%) were undecided. Reponses on willingness to help other workers in their task: 10(3.4%) respondents strongly agreed, 9(3.1%) respondents agreed, 155(55.7%) respondents disagreed, 89(30.3%) respondents strongly disagreed while 31(10.5%) of the respondents were undecided. On if they actively participate in departmental meetings, 74(25.2%) respondents strongly agreed, 73(24.8%) respondents agreed, 77(26.2%) respondents disagreed, 59(20.1%) respondents strongly disagreed while 30(10.2%) were undecided.

Test of Hypotheses

H0$_1$:   There is no significant relationship between career counseling and the organisational citizenship behaviour of non-teaching staff in Federal University, Otueke.

Table 3: Correlation between career counseling and organizational citizenship behaviour

		CarC	OrgCitBeh
CarC	Pearson Correlation	1	.711**
	Sig. (2-tailed)		.000
	N	294	294
OrgCitBeh	Pearson Correlation	.711**	1
	Sig. (2-tailed)	.000	
	N	294	294

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

From Table 2, the correlation (r) value of 0.711 indicates a strong positive relationship between career counseling and organisational citizenship behaviour amongst non-teaching staff of Federal University, Otueke. Also, since the p-value (0.000) is less than the level of significance of 0.05 (2 tailed), the null hypothesis is rejected. This means that there is a significant relationship between career counseling and organizational citizenship behaviour amongst non-teaching staff of Federal University, Otueke.

Hypothesis Two
H0$_2$:   There is no significant relationship between succession planning and organisational citizenship behaviour of senior non-teaching staff in Federal University, Otueke.

Table 4: Correlation between succession planning and organizational citizenship behaviour

		SucPlan	OrgCitBeh.
SucPlan	Pearson Correlation	1	.862**
	Sig. (2-tailed)		.000
	N	294	294
OrgCitBeh	Pearson Correlation	.862**	1
	Sig. (2-tailed)	.000	
	N	294	294

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

From Table 3, the correlation(r) value of 0.862 indicates a strong positive relationship between succession planning and organization citizenship behaviour amongst non-teaching staff of Federal University, Otueke. Since the p-value (0.000) is less than the level of significance of 0.05 (2 tailed), the null hypothesis is rejected. This means that there is a significant relationship between succession planning and organization citizenship behaviour amongst non-teaching staff in Federal University, Otueke.

Discussion of Findings
The purpose of this study was to examine the relationship between career management practices and organisational citizenship behaviour of non-teaching staff of Federal University, Otueke, Bayelsa State, Nigeria. From the analysis of the first hypothesis, there exist a strong positive significant relationship between career counseling and organizational citizenship behaviour amongst non-teaching staff of Federal University, Otueke. This finding disagreed with the findings of Ahmed (2016); Musawir, Wardi, and Rasyid (2019). In their studies, they found that career counseling and other career management practices had a weaker and negative relationship with organizational citizenship behaviour. The reason for the disparity in these findings could be as a result of different studied sectors. The later study was in the banking sector (private) while the former was in a public education institution. Of course, career management practice in a private sector might be different from that of a public sector.

The second hypothesis also indicates that there is a strong positive significant relationship between succession planning and organization citizenship behaviour amongst non-teaching staff of Federal University, Otueke. This study agrees with the finding of Azman, Muhammad, and Sebastian (2013). In their study, they found that succession planning has a strong influence on organizational citizenship behaviour among bank staff. This suggests that having succession plan programme for staff in the university is beneficial in terms of officially assigning a junior worker to a senior staff as a mentor. Also, the ability of the mentor demonstrating professional integrity, making suggestion for knowledge-enhancement resources, and a mentor who introduces a junior staff to senior colleagues for more information are very important.

Conclusion
Career management opportunities have been shown to result in higher levels of organisational citizenship behaviour among employees under survey. Specifically, career counseling and succession planning strongly correlates with organisational citizenship behaviour of non-academic staff in Federal University, Otueke. In other words, achieving a high level of positive organisational citizenship behaviour in an organisation depends on the type of assistance organisations offer individual workers in their career management effort.

Recommendations
In the light of the above, it is recommended that there is need to deepen the level of organisational citizenship behaviour of non-teaching staff of Federal University, Otueke by providing the employees with the necessary assistance they need to carry out their task effectively.

To further enhance deeper commitment and positive work behaviour, career counseling is very crucial, thus, if organisations are interested in maximizing employee commitment and involvement beyond job description, it must add career-counselling and succession planning unit with trained counsellors to their human resource management functions.

Equally, succession planning should be encouraged and promotions should be conducted on a regular basis and implemented as at when due.

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