International Journal of Applied Research

Notion Mabwe
Lecturer, Faculty of Commerce
Reformed Church University
P.O. Box 80 Masvingo
Zimbabwe.

Enhancing performance and competitive advantage through best career management practices in retail supermarket industry: A case of pick and pay retail supermarket, Masvingo

Notion Mabwe

Abstract
The purpose of this paper is to explore the influence best Career Management practices have on both individual and organizational performance. The proposed framework intends to add a leaf on the understanding of specific processes and activities that mediate between best career management practices and the organizational performance. A range of relevant literature is explored and a conceptual model is proposed and discussed. This paper however proposes answers to "how best Career Management practices can influence the performance. It is suggested that Career management practices play a very crucial role which lead to superior organisational performance hence gaining a competitive advantage. The paper can assist all organisation stakeholders to understand the necessities of career management practices at both organizational and individual level in leading to a superior and sustainable performance. Quantitative and qualitative research methodologies were used and 30 randomly selected respondents from Pick and Pay retail Supermarkets in Masvingo urban represented retail supermarkets in Masvingo. Self-administered questionnaires were distributed to respondents to give a clear comprehension of the relationship between best career management practices and the organisational performance. It was established that organizations should place high value on career management practices as this positively influence high organisational performance. The results and the recommendations of the study give a positive guide to Retail Supermarkets whose future is based on high performance and best industry competitive advantage.

1. Introduction

The global market place and ever-changing workforce have created the need for organizations to engage human resources practices that recognize their human capital as their determinants performance and major competitive advantage. These constant changes at the organisational level have elevated the importance of managing people at work, and in particular, the planning and managing of their careers (Baruch 2004) [4]. Arguably, people are the most valuable resource in contemporary organisations, and providing them with a long-term stable career is a win-win situation for both organisations and their employees. Hall *et al* (1986) [18] had defined a "career" as a lifelong process made up of a sequence of activities and related attitudes or behaviours that take place in a person's work life.

In today's tough economic circumstances, organizations are seeking competitive advantage through the best use of their people performance more than ever before. In a time when the job market is uncertain many companies and business leaders may feel that career management practices is not a priority, seeing it as something that is personal to employees. This notion of career management practices and development initiatives fostering organisational effectiveness depends on the organization's ability to transit employees from a traditional pattern of expectation to one of increased responsibility for their own career growth and development (Martin, Romero, Valle & Dolan 2001) [25].

Years of change, restructuring, outsourcing and downsizing have caused people to take a more active role in managing their careers. Employees at all levels face career decisions on a daily basis asking questions such as: *does my job have security? Should I stay with the*

Correspondence
Notion Mabwe
Lecturer, Faculty of Commerce
Reformed Church University
P.O. Box 80 Masvingo
Zimbabwe.

organisation or leave? Should I change careers, pursue new projects or go back to university? In addition, in a rapidly changing work environment, the answers are not always obvious though having an impact on organisational performance. Organizations that invest in career management are more likely to increase employee's job satisfaction and performance (Lee 2000) [23]. High individual performance translates to high organisational performance therefore the investment in career management is the backbone of organization's high performance. (Lee 2000) [23]

2. Background to the study
The interest around career management practices has caused a significant body of empirical research to emerge, analysing the impact of different career management practices on organizational performance and competitive advantage. However a minimum attention has been given to the conception or understanding of specific mechanisms through which career management practices influence performance.

Clearly, a career is not just a job, but revolves around a process, an attitude, behaviour and a situation in a person's work life to achieve set career goals. Baruch (2004) [4] points out that career is the property of individuals, but for the employed, it is organization that plan and manage employee careers. However, previously the notion that individuals are also responsible to cater to and build their own careers, instead of leaving it entirely to the organisation to manage, has been well documented (Baruch 2004) [4].

According to Martin (2010), it is the goal of all quality organizations to provide their employees superior opportunities to grow, both individually and as professionals. Nothing has greater impact than developing an individual through best career management practices simultaneously with the company's own growth (Gerber 1995) [12]. This creates continuity of management and knowledge and an environment for employees to thrive and grow. It has been frequently shown that appreciation and growth can be stronger motivators for an employee than money and can result in reduced turnover rate, improved performance and ultimately generates higher profits and a better position of the organisation in the industry (Armstrong, M 2009) [3].

Career management is an ongoing process of preparing, developing, implementing and monitoring career plans and strategies undertaken by the individual alone or in concert with the organization's career system (Hall & Associates 1986, Greenhaus, *et al*. 2000) [18, 14]. Indeed, career management is a continuous process of work life. Furthermore, a satisfying career can promote feelings of fulfillment while poor career decisions can have a devastating effect on a person's sense of well-being (Greenhaus, *et al*. 2000) [14].

There is a limited amount of research, which attempts to explore how career management practices essentially work, and, hence to realize the processes through which these practices can lead to superior performance consequently competitive advantage (Tower Perrin 2008) [27]. If organizational career management practices are not aligned with the values and beliefs of employees, then this misalignment of expectations is likely cause frustration and dissatisfaction among employees consequently poor performance.

According to Zeynep. T (2014) [28], many retailers see labour as a cost driver rather than sales driver and therefore focus on minimizing its cost. She went on to argue that through her research, retail organizations could manage and design their operations in a way that satisfies all the organisation stakeholders and even in highly competitive industries like low-cost retail. It is possible to provide good jobs to employees hence influencing their performance and a competitive advantage for the organisation.

The purpose of this paper is to analyse the mediating processes between the existence and application of career management best practices, the increased performance and creation of competitive advantage.

3. Literature review
The review of literature focuses on the use of career management and development systems for improving employees' career motivation and commitment because of the purported link between career management practices, performance, competitive advantage, developmental behaviour, and participation in development activities. According to Cooper-Hakim & Viswesvaran, (2005) [10], satisfied employees due to good career management practices tend to be committed to an organization and employees who are satisfied and committed are more likely to stay with the organization performing at high level putting the organisation at a competitive advantage.

3.1 Overview of Career Management.
Career management is conscious planning of one's activities and engagements in the jobs one undertakes in the course of his life for better fulfillment, growth and financial stability. It is a sequential process that begins from an understanding of oneself and encompasses occupational awareness. Career management uses concept similar to good marketing and financial management, thus a good rule of thumb to have in mind is that a well disciplined investment, make on a regular basis, and yields a greater return. Gerber *et al* (1995) [12] emphasized that career management is a process and occurs in the job environment.

In addition, changing environments, such as change of business strategies and direction, organisation downsizing, mergers and acquisitions and technological changes, demand ongoing career management, resulting in the need to revisit career option and modify career paths (Greenhaus, *et al*. 2000) [14]. Research work by Greenhaus *et al*, (2000) [14] supports the contention that effective career management can enable individuals to make informed decisions that are consistent with their talents, aspirations and values and improve organisation effectiveness.

Many researchers argue that the career management initiative is a nexus between organisations and individuals where organisations endeavor to match individual interests and capabilities with organisational opportunities through a planned programme encompassing activities such as career systems, career counseling, job rotation and other career management tools and resources (Hall & Associates 1986, Martin, *et al*. 2001) [18, 25]. Moreover, Brown (1998) contends that career management practices must support individuals in their efforts to develop the knowledge, skills, and behaviours that enable them to be successful. The integration of both individual career planning and institutional career management processes results in career development when the individual attains the career goals set (Hall & Associates 1986) [18].

Gutteridge (1986) [15] agrees that career management involves specific Human Resource activities, such as job

rotation, potential appraisal, career counseling, and training and education designed to help match employee interests and capabilities with organisational opportunities. An effective career management practices help promote employee insight, goal and strategy development and gather appropriate feedback and assist employees in using and developing skills and knowledge that benefit the organisation and the growth and self esteem of its employees (Greenhaus, *et al.*, 2000, Martin, *et al.*, 2001) [14, 25].

3.2 Career Management defined
Martin. J (2010) defined Career management as the design and implementation of process that enable individuals job moves to be managed in a way that encompasses organizational and individual career perspectives. He elaborated that career management is about balancing the needs of the individual with the needs of the organisation. Armstrong. M, (2009) [3] emphasized what Martin highlighted by describing career management as concerned with the provision of opportunities for people to develop their abilities and their careers in order to ensure that the organisation has the flow of talent it needs and to satisfy their own aspirations. Armstrong went on to emphasize that an important part of career management is career planning, which shapes the progression of individuals within an organization in accordance with assessments of organizational needs, defined employee success profiles and the performance, potential and preferences of individual members of the enterprise. With the view of career management, significance and specific process in life King (2004) described it as the life long process of investing resources to achieve one's career's goals.

3.3 The purpose of career management
Career management is one of the crucial functions of Human Resource that positively influence the performance of the organisation hence competitive advantage. According to Baron and Greenberg (1990) the programmes of career management should however prioritised because of the following purposes;-

3.3.1 Assisting employees to improve their performance
Career management programmes strive to involve employees in setting their own goals and recognising their strengths and weaknesses. It assists employees with the identification and facilitation of training needs and opportunities. This is mainly achieved by building a process of feedback and discussion into the performance management systems of institutions.

3.3.2 Clarifying available career options
Through career management programmes, employees are informed of career options available within the institution. It assists employees with the identification of skills and other qualities required for current and future jobs thereby work hard either to acquire skills or relevant qualifications. Most career management programmes seek to focus employee's career plans upon the institution, thereby enhancing their commitment to the institution and consequently better performance.

3.3.3 Aligning the aspiration of employees with organisational objectives
Career management programmes seek to improve the matching of jobs with the right employees. An assessment of the skills and competencies of employees could assist in accommodating them in positions, which suit them better. Through the application of practices such as transfers and rotation, an institutions operational effectiveness can be improved. Career management programmes can also result in a reduction in the need to recruit externally as employees with the required capabilities are revealed through their career planning activities

3.3.4 Establishing, Tracking and Correcting
It is a sole obligation of an individual or organisation to understand what is required to be achieved. Each goal should broken down into tasks that once completed will achieve a goal. Monitoring of process is again a satisfying and useful strategy as career management involves regularly checking in on establishing goals and movement being made. This assists in preventing stagnation and ensures career goals are being methodically incorporated into the rest of one's life. Career goals changes and grow with time thus part of the career management process involves monitoring and adjusting as need arise.

According to Kevin *et al* (2001), a major premise of career management is that individuals can exert considerable although not total control over their careers and to this effect maximum effort to achieve the desired objective is realised.

3.4 Components for Career Management
Career management is a fusion of the following components according to the Chartered Institute of Personnel and Development (2004);-

3.4.1 Career planning and support activities
Typical activities involved are:
- Programmes that include work or career experience.

> **Reasons for organizations to provide career planning and support activities**

Individuals have clear ideas of what they want to achieve in their careers, and how to go about it. However, they need help to identify their strengths and weaknesses and to plan their own development in a structured manner. Setting developmental objectives assist the individual take responsibility for their development through high performance though they need support from their manager and the human resource function. This process form a bridge that aligns individuals' development goals with the future business needs of the organisation.

3.4.2 Career information, advice and counseling
Typical activities involved are:
- career counseling by trained individuals (internal or external)
- career information/advice from staff in a learning centre or career unit
- career workshops or careers courses
- career coaching
- Career information/tools on the intranet or on paper.

> **Reasons for organisations to provide career information, advice and counseling**

One way of encouraging people to take responsibility for their own development is to make available information, exercises and resources to aid career planning and decision-making. These can be provided as 'drop in' career centres,

workshops run by trained facilitators, one-to-one discussions with trained counselors, coaches or mentors, or by completing online self-help tools.

Such opportunities are typically provided in 'crisis' situations, such as outplacement, resettlement and pre-retirement.

However, some employers recognise the benefits of encouraging all employees to regularly consider their situation, and to identify personal goals, lifestyle preferences and future career development in an impartial context. Senior managers are often concerned that, if people are encouraged to think about their personal development, they may decide they want to leave the organisation, or they may develop aspirations that are difficult or impossible to satisfy. However, such interventions often make people more willing to consider how they can develop in their current job, and be more creative about looking for opportunities within the organisation.

3.4.3 Developmental assignments
Typical activities involved are:
- external secondments
- managed career break schemes
- internal secondments, project assignments, work-shadowing
- International assignments.

> **Reasons for organisations to provide developmental assignments**

In flat organisations with minimal hierarchy, upward career progression is not be possible for many employees. One alternative is to encourage lateral and cross-functional moves. Internal secondments or assignments provide developmental challenges, increase a person's range of skills and experience, provide greater exposure to, and knowledge of, the organisation, and offer job variety.

External secondments are an excellent source of opportunities for development, particularly in the absence of internal opportunities. Secondments, work shadowing and project assignments can be an effective way to achieve knowledge exchange by seconding employees to clients or alliance partners or by having, them work on external projects or ventures.

Many organisations use international assignments or secondments for developmental purposes. Such assignments help employees to develop sensitivity to working in cross-cultural contexts, build up knowledge of global processes and develop an international network of contacts. They also facilitate the transfer of skills and knowledge between operations in different countries. Cross-border moves include sending people from the corporate centre to subsidiary operations in other countries and bringing local staff in to gain experience at the corporate centre.

3.4.4 Internal job markets and job posting systems
Typical activities involved are:
- internal job market, enabling individuals to be considered for internal job vacancies
- online job posting or vacancy boards
- Use of web-based systems for receiving CVs and vacancy applications online, and filtering of applicants based on psychometric tests, biographical data and other measures.

> **Reasons for organisations to use internal job markets and job posting systems**

Many organisations adopt a system where vacancies and promotion opportunities are advertised for any interested employees to apply. Forthcoming vacancies are notified on electronic or physical notice boards, with details of preferred experience, qualifications and a job description. Jobs may be advertised externally at the same time. Where large numbers of applicants are dealt with, web-based systems can facilitate the application process and help to filter candidates. Job posting systems can help organisations move towards a self-development culture, where employees are expected to make their own plans for career development. They can also generate substantial savings in recruitment costs.

3.4.5 Initiatives aimed at specific populations
Typical activities involved are:
- High-potential development schemes
- Succession planning
- Graduate entry schemes
- Development or assessment centres
- Career moves managed by the organisation.

> **Reasons for organisations to use initiatives aimed at specific populations**

Where particular groups of employees have skills that are very specific to the organisation, or where their skills are difficult to replace, it makes sense for employers to plan and develop the careers of these employees very carefully. Succession planning assists an organisation to plan for the strategic development and deployment of staff over time. By identifying individuals to fill key jobs in the future, employers can make sure they have an adequate 'talent pool' of people from which to fill vacancies and senior positions in the future.

3.5 Best career management practices
The following is the array of possible best career management practices that an organisation can develop to ensure high performance and competitive advantage. (De. Hauw. S. & Devos. A 2010 as quoted by E.L Goldberg & Associates 2011) [11]

3.5 1 Career management planning
> **Competency Models and Performance Criteria**

The organisation should establish competency models for each role within its system with specific, well-define performance criteria for success that can be assessed, measured and evaluated regularly. This creates a solid basis for accountability as well as assists individual with the process of identifying the necessary skill-sets required to meet organisation goals and objectives and departmental deliverables. It then allows the individual to begin to realize what gaps may exist in the current skill-sets and the need to develop career paths, development programs and training initiatives.

> **Career Development and Career Planning**

In house focus on the planning and development of employee growth and progression is vital to the investment in the organization's talent. Companies that pro-actively engage employees in continuous learning initiatives in a manner that embraces their involvement and input increase their loyalty and commitment. Cross-functional options, divisional

mobility, short-term and long-term plans for identifying and recognizing potential are key for retention. Planning and creating a development plan that recognizes employee's interests, potential and growth is essential and can set the organisation on top of the competition through a distinctive performance.

> **Career Pathing**

Creating clearly established career paths and families of jobs within a given area allows employees a vision of progression. When the organisation have a clear progression of growth with specific criteria to be met to achieve each level, employees become aware of what needs to be accomplished to reach the next phase. Employees also see a continuous road of opportunity and challenge as they develop their skills, competencies and knowledge within their field. Support from management, with a high level of commitment to the continuous development necessary to earn each level is paramount for success.

> **Employee Development**

The organisation should invest in developing programs and initiatives that are designed to further enhance all of the existing skill-sets as well as those that are necessary for the organization to be successful. Investigation of the trends, patterns and practices within the industry create programs that allow employees to gain the competencies needed to be at the top of their game. Employees should be prepared with the required skills and knowledge to do their part in gaining the advantage necessary to keep ahead of their colleagues within the industry.

> **Learning & Development Initiatives**

A pro-active Learning and Development organization dedicated to the on-going efforts of identifying and assessing organizational needs, designing and delivering required programs, and continuous evaluation and enhancement is one of the most important factors for staying ahead of the competition as well as for retaining top and high performance talent.

> **Succession Planning**

Formal succession plans are an important part of preparing and planning for the future of the organization thus identifying the high potentials in the organization as well as those key performers. Assessment of current management team and target of those who would be appropriate successors to the current leaders is positively necessary.

3.5.2 Career management development:
> **Management Coaching**

Providing individual coaching for executives and management is an important part of their development and succession within the organization. It ensures the support they need to grow and enhance their skills and performance. Coaching is one way of preparing them to better lead, manage and develop their staff. It allows them an opportunity to work on the areas that need improvement as well as for better self-awareness, goal-setting and problem-solving.

> **Mentors/Advisors**

Build a team of mentors and advisors throughout the organization and should be paired with the key performers.

Evaluation of both internally and externally to provide the kind of mentoring that is critical to achieve ultimate success and depth of knowledge should be a priority. A strong mentor program wins employee collaboration and partnership in a unique way. It is an exceptional process for building relationships, trust and loyalty throughout the organisation. It engages a level of commitment and dedication that is very deep and strong. As a professional's career matures, sound advice and counsel are crucial for making decisions and gaining perspective. Organizations that provide this type of access are leaders and reap immediate rewards.

> **Performance Management/Performance Feedback**

Organizations that have effective performance management programs are developed, implemented and executed in a way that is endorsed by senior management. Consistent and regular feedback must be included in the plan. Managers are also measured by their ability to give feedback and assess staff performance with clear objectives and attainable goals. Accountability is the focus. Input and involvement from the individual is critical.

A well-educated workforce within their industry and profession as well as recognition for outstanding performance is a priority.

> **Competitive Reward Systems**

A serious consideration on the organization's philosophy and culture regarding employee compensation gives an edge to the competitors. Taking a position on the organisation rewards systems and policies sets the stage for all of organisation career management initiatives and compliment the programs in place. Typically, if the organisation has competitive reward and pay programs, its career management practices are very strong.

> **Career Centers**

Many organizations have begun to invest in on-site career professionals and/or career centers that are dedicated to the creation, development, implementation, maintenance and evaluation of their career management initiatives. In smaller organizations, this is a role that the Human Resources organizations take on in a generalist capacity, in a Learning & Development capacity and/or choose to outsource to a career management professional. In any case, today's marketplace demands a focus to these initiatives.

> **Cross Functional Development Programs**

Establishing cross-functional development programs for mobility throughout various lines of the business has many benefits. First, it allows for companywide education so that all employees gain a better appreciation for the effects of their roles overall business and each of its components. Second, it creates highly effective teams that are more collaborative and cooperative. Third, it builds additional internal resources and competencies. Finally yet importantly, once again, this is an outstanding way to invest in developing and retaining staff on a long-term basis by enriching their performance, skills and knowledge.

3.5.3 Career management engagement:
> **Diversity Initiatives**

Engaging in diversity initiatives that embrace the value of having differences in the organization's workforce are

expectations of today's marketplace. Individuals are enticed to organisations that are leaders in diversity efforts. Creating best practices around diversity initiatives is a key driver for talent retention and career management.

> **Best Practices**

The organisation must keep ahead of the competition and build a sustainable talent management process by building best practices that adopt the notion that human capital is best asset and strong people practices are one of the main ingredients for success. Leaders in any industry typically have that common theme - they have a culture that recognizes their people practices among the key elements that enable them to retain leadership positions within their industries

> **On-Going Talent Assessment**

Continuously maintain efforts to assess the organisation talent thus knowing in-house skills, abilities, knowledge and competencies, strengths, weaknesses and opportunities. Understand the needed skill-sets to achieve your company's goals and objectives and realize where the gaps are.

> **Rotational Programs**

Highly effective rotational programs bring in new/young talent and rotate them throughout various functions of an organization giving those 6-9 months training in many roles culminating in a 3-5 year program that has produced a well-trained, well-developed manager with a unique depth of knowledge. This can prepare them to master all of the functions of an area that would not be gained in a more traditional entre to the company.

> **Flexible Work Arrangements-Work/Life Balance**

Organizations that advocate flexible work arrangements and a priority to work/life balance as a business strategy for attracting and retaining talent are on the forefront of today's workforce demands. Many studies indicate flexibility is one of the top three factors employees want in their jobs. This is the reality of the 21st century and the organizations that recognize it as a competitive business strategy and an effective career management practice will be the ones attracting and retaining the talent.

> **Knowledge Management**

Knowledge management practices can have a big impact on organizational development and organizational effectiveness. It can be defined as a formal and directed process of determining what information contained within an organization could benefit other people within the company, the industry, as well as the general business community and then creating ways to make this information easily accessible.

> **Networking Opportunities**

Finally Yet Importantly, extremely well informed networking skills are a requirement of all professionals to be successful and effective in their careers. Organizations that train their staff on networking and allow opportunities for networking will stand ahead of their competition across all venues - business development, talent management, customer service, employee relations, organizational development, organizational effectiveness, and return on investment, market share and performance. Organizations

should support employees in developing, enhancing and managing their networking efforts.

3.6 The effects of best career management practices on organisational performance

According to Armstrong, M (2009) [3] many organisations are leaving a lot of value on the table, unfocused activities, wasted resources, skill and role mismatches, service shortfalls, under-utilised technology, low innovation, poor selection practice and disengaged employees. These organisations do not have an adequate understanding of the full set of factors that drive peak performance in today's world. Career management is one of these factors (Armstrong, M 2010).

The renewed focus on career management, as an integral component of the organisation's talent strategy, stems from an understanding that a host of economic, cultural, technological, generational, and political forces are converging to change the way people and their organisations relate at a time when the pressure to perform and achieve more with less has never been greater. Career management has emerged as a competitive strategy for organisational effectiveness through a well-developed and industrious workforce.

Organizations with engaged employees consistently outperform their competitors with less engaged workforces with respect to productivity, profitability, reduced safety incidents and absenteeism. Furthermore, engaged organizations have 3.9 times the earnings per share (EPS) growth rate compared to organizations in the same industry with lower engagement (Harter, J.K., Schmidt, F. L., Killhan, E.A., & Agrawal, S, 2009) [20].

Several research studies have cited employees' perceptions of career management as one of the leading predictors of employee engagement--yet often one of the lowest scoring areas in employee surveys (Blessing White, 2011; Towers Perrin, 2008) [6, 27]. Organizations struggle with how to meet employee career expectations at a time when companies are delayering, and opportunities for growth have changed geographies. Thus, as organizations seek to attract, engage and retain top talent, organisations must change their approach to career management to increase both employee performance and satisfaction with this process.

4. Methodology

The study employed the descriptive survey design as it describes what people see over and beyond (Babbie 1997). Thus, in this regard the researcher chose this method as it allowed respondents to say exactly what they conceive of as career management practices that determine organisational performance and competitive advantage.

4.1 Instrumentation

Open-ended questionnaire was used on both quantitative and qualitative data gathering instrument. The questionnaire gave the respondents an opportunity to elaborate on issues questioned (Cohen and Manion 1994). Open-ended questionnaire provide a response system that gives respondents the freedom on providing required information. The questionnaire was dispersed in folders to different employee levels thus senior management, management and shop-floor staff.

5. Results

5.1 Communication on career management issues

Twenty-two respondents representing 73.33% indicated that issues concerning career management are not communicated to the employees especially on the shop-floor level. Four respondents representing 13.33% indicated that, it is the responsibility of an individual employee to enquire about career progression of choice. Four respondents representing 13.34% highlighted that information of career management and development is disseminated to every employee by the management, but the recipients cannot pursue the career developments path because some are satisfied with the current positions. An employee usually spent twenty years being a till operator but with all the information pertaining career development.

5.2 Succession planning practices

Twenty-six respondents representing 86.67% supported the idea of succession planning as noble but argued that then senior management does not consider potential internal staff hence demoralizes the spirit of employees. The group emphasized that the practice of succession planning identifies superior employee and develop their knowledge, skills and abilities preparing them for advancement or promotion. This practice promotes the improvement on performance of targeted employees giving the supermarket a competitive advantage. Four respondents representing 13.33% argued that succession-planning practice does not bring new brooms into the organizations as a result promote stagnation of the organisation.

5.3 Training and development

Ten respondents representing 33.33% all from senior management and management concurred that positive results are experienced after employees are acquainted with skills relevant to their fields of work. Additionally some employees ended up furthering their skills to a higher level hence enhancing their careers. Twenty respondents representing 66.67% with the majority from shop-floor staff argued that, training and development facility is abused in the sense that employees are not consulted on the course content. The group further argued that information concerning the purpose of training is not objectively disseminated to the trainees for attending the training is merely to abide with the management's order. This scenario is however, serves no purpose as it cropped undesired training results.

5.4 Labour turnover

Five respondents representing 16.67% from the senior management argued that labour turnover is not a resultant of poor organisational career management practices but the willingness of individuals to leave the organisation. Other five respondents representing 16.67% now from management believe that organisational career management practices either have an influence on the labour turnover or minimize the rate at which employees leave the organisation. Twenty respondents representing 66.66% with the majority from the shop-floor staff agreed that effective career management practices removes barriers to career advancement of the employees significantly reduce labour turnover. Emphatically employees are exposed to best chances to look for opportunities to advance within their organizations.

5.5 Career management Responsibility

Twenty respondents (66.7%) acknowledged that career management is the ownership of the individual hence the individual required to be proactive. Ten respondents (33,3%) advocated for a partnership approach between employer and the employee and said development of career should be available to all employees as advise, support and training is required on how to manage individual career as this benefits both individual and the organisation.

5.6 Performance Management as a driver of organisational performance

Twenty-five respondents representing 83.3% indicated that performance management is the key delivery mechanism associated with management behaviour's instrumental in driving performance. This includes listening, coaching, communication and creating relationship based on trust and respect. Additionally the group confirmed that performance management has acquired a central place in the link between the activities that individuals carry out daily and progress towards organisational performance in achieving the desired objectives.

Five (16.7%, senior management respondents argued that there is little evidence to support the linkage between performance management and organisational performance.

5.7 Knowledge Management.

Twenty-six respondents representing 86.67% all from the shop-floor staff highlighted that, knowledge management creates a sustainable competitive advantage and high level of performance as it has a direct bearing on the organisational development and organisational effectiveness. The group emphasized that accessibility to knowledge influence the motive to implement hence benefiting all organisational stakeholders. These results are in agreement with Ibrahim (2009) research that indicated that knowledge management improves organisational operation activities hence giving competitive advantage and a better performance level. Four respondents representing 13.3% all from both senior management and management had a different perspective though in agreement that knowledge management has a direct bearing on both performance and competitive advantage. The respondents indicated that knowledge management is the sole responsibility of senior management and has nothing to do with the shop-floor staff.

6. Discussion

The gathered information indicated that career management practices are not fully implemented in the retail supermarket industry. Information concerning such practices is not adequately disseminated o the need resulting in low level of performance. Shop-floor staff is the most hit employees in the retail supermarket industry as far as communication of issues concerning career management issues. The results though indicated that career management practices are crucial in the performance of the supermarket and consequently gaining competitive advantage, senior management in the retail supermarket industry does not priorities the practice.

7. Recommendations

It was clear from the research that retail supermarkets should make significant investments of time and effort in aiding the career management of their high-potential employees.

Segmentation of talent is a best practice, as a company cannot deliver the same level of high-touch services to all employees. While the efforts around providing career management support to high-potentials are to be applauded, it is no surprise to find out that company-wide surveys show a great deal of dissatisfaction with career management practices and advancement opportunities.

However, retail supermarkets are not providing proactive career guidance to employees that are and not deemed high potential. Therefore, supermarkets need to develop some less time and resource intensive approaches to help the broader employee population.

They need to take a more proactive approach to supporting, enabling, and developing individuals across the organization. While employees need to define what they want from their careers, it is up to the retail supermarkets through senior management (and that's usually the manager) to help guide the individual to new opportunities for growth and development.

If the retail supermarket plans on pursuing new opportunities, which would make some skill, sets obsolete, employees should know this up front and decide for themselves if it is time to move on or if they want to be on the forefront of developing new skills to help explore new opportunities.

Employees cannot be in charge of their career and make good career decisions if they do not understand where the organization is going. Therefore, managers need to receive more training and support regarding how to help their employees.

Retail Supermarket industries must ensure that managers have a clear line of sight to organizational goals so they can align employee efforts and talents accordingly. They need to equip managers with processes and tools for building mutually beneficial employee relationships that support effective, efficient coaching.

The Retail supermarket industry needs to hold executives accountable for driving results and engagement. They need to help leaders develop authentic communication skills, which in turn will increase trust and inspire the workforce to greater heights of performance, commitment and organisational competitive advantage.

8. Conclusion
In today's tough economic circumstances, organizations are seeking competitive advantage through the best use of their people more than ever before. In a time when the job market is uncertain many companies and business leaders may feel that career management is not a priority, seeing it as something that is personal to employees but the opposite being the truth.

Career management is about getting people to where they want to be and where the organisation needs them to be and this is done through career management practice. If employers want their people to be committed to the organisation, engaged with their work and driven to perform they need to provide them with the tools and resources they need to manage their careers within the organisation.

The potential benefit goes beyond turning around low employee satisfaction scores, reducing turnover or ensuring high engagement. It is about performance. High-performance organizations require productivity, innovation and the right skills in the right place at the right time. Career management provides the opportunity for an organisation to align the aspirations of individual employees with current and future business needs, increasing the chances that the workforce will be willing, ready and able to move into the roles that the organisation needs them to play. Retail supermarket industry's acceptance to career management practices enhances its performance and competitive advantage within the industry.

9. References
1. Agarwal R, Angst CM, Magni M. The performance effects of coaching: A multilevel analysis using hierarchical linear modeling, Robert H. Smith School of Business Research Paper Series, 2006.
2. Allen TD, Eby LT, Poteet ML, Lentz E, Lima L. Career benefits associated with mentoring for proteges: A meta analysis. Journal of Applied Psychology. 2004; 89(1):127-136.
3. Armstrong M. 10th Edition, A Hand book of Human Resources Management Practice, Kogan page Limited, 2009.
4. Baruch Y. Transforming careers: From linear to multidirectional career paths - organisational and individual perspectives. Career Development International, 2004; 9(1):58-73.
5. Babbie E. The practice of social research (12th ed.). Belmont, CA: Wadsworth, 2009.
6. Blessing White, Inc. Global Engagement Report. Blessing White, Inc. Princeton, NJ., 2011.
7. Chartered Institute of Personnel and Development - CIPD Career management (a guide), University of Reading Business School, 26 June 2010], 2005.
8. Chen TY, Chang PL, Yeh CW. An investigation of career development programs, job satisfaction, professional development and productivity: The case of Taiwan. Human Resource Development International, 2004; 7(4):441-463.
9. Cohen L, Manion L, Morrison K. Research Methods in Education (5th Edition). London: Routledge Falmer, 2000.
10. Cooper-Hakim A, Viswesvaran C. The Construct of Work Commitment: Testing an Integrative Framework. Psychological Bulletin, 2005; 131(2):241-259.
11. De Hauw S, De Vos A. Millennials' career perspective and psychological contract expectations: Does the recession lead to lowered expectations?. Journal of Business and Psychology. 2010; 25(2):293-302.
12. Gerber Human Resources Management, 3rd edition, Southern Book Publishers, 1995.
13. Goldberg EL. The changing tides of careers people and strategy journal, 2012; 35(4):52-58.
14. Greenhaus JG, Callanan GA, Godshalk VM. Career management. (3rd ed.). New York: The Dryden Press, 2000.
15. Gutteridge TG. Organisational career development systems: The state of the practice. In D.T. Hall & Associates (Eds.), Career development in organisations. San Francisco: Jossey-Bass, 1986.
16. Greenhaus JG, Callanan GA, Godshalk VM. Career management. (3rd ed.). New York: The Dryden Press, 2000.
17. Hall DT. A theoretical model of career sub-identity development in organisational settings. Organisational Behaviour and Human Performance, 1971; 3(1):50-76.

18. Hall DT. Associates Career development in organizations. (1st ed.). San Francisco: Jossey-Bass Publishers, 1986.
19. Hall DT. Organizational career development is not dead: A case study on managing the new career during organizational change. Journal of Organizational Behavior. 2007; 28(6):771-792.
20. Hatter JK, Schmidt FL, Killham EA, Agrawal S. [Q.sup.12] Meta-Analysis: The Relationship Between Engagement at Work and Organizational Outcomes. Gallup Poll Consulting, University Press, Washington, D.C., 2009.
21. Heslin PA. Conceptualizing and evaluating career success. Journal of Organizational Behavior. 2005; 26(2):113-136.
22. King Z. Career self-management: Its nature, causes and consequences. Journal of Vocational Behavior. 2004; 65:112-133.
23. Lee SH. A managerial perspective of the objectives of HRM practices in Nigeria: an exploratory study. Nigeria Management Review, 2000; 22(1):65-82.
24. Lips-Wiersma M, Hall DT. Organizational career development is not dead: A case study on managing the new career during organizational change. Journal of Organizational Behavior. 2007; 28(6):771-792.
25. Martin AF, Romero FP, Valle CR, Dolan SL. Corporate business strategy, career management and recruitment: Do Spanish firms adhere to contingency model? Career Development International, 2001; 6(3):149-155.
26. Sirota Personal Communication, 2011.
27. Towers Perrin Global Workforce Study. New York, NY, 2008.
28. Zeynep T. The Good Jobs Strategy, Houghton Mifflin Harcourt Publishing Company; New York, 2014.