

# The Perception of Self-Evaluation Effects on Career Advancement by Nigerian Bankers

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## Abstract

This study investigates the perception of self-evaluation and its effect on career advancement among Nigerian bankers with the aim to assess how bankers perceive the importance of self-evaluation and whether they believe it contributes significantly to their career growth within the banking industry. The analysis revealed that a substantial proportion of respondents (65%) strongly agreed that self-evaluation is important and positively influences career progression. However, a notable segment remained neutral, suggesting skepticism about organizational systems recognizing self-reflective efforts. The Inferential statistics, including Pearson correlation and linear regression analysis, were used to test the relationship between self-evaluation and perceived career advancement. The results indicated a positive correlation of 0.574 and a statistically significant p value of 0.000 demonstrating that self-evaluation positively influences career advancement. The findings underscore the need for financial institutions to formalize self-evaluation mechanisms and integrate them into performance appraisal systems. Such institutional recognition can enhance transparency, boost motivation, and create a culture of continuous professional growth. The study contributes to the discourse on human capital development in Nigeria's banking sector and offers actionable insights for policy makers and individual career strategists in achieving career and organizational success.

**Keywords:** Feedback Mechanisms, Goal Setting, Career Advancement, Self-Evaluation, Perception, Professional Growth.

**Declaration of competing interest:** No conflicts declared

## 1. Background of the Study

The concept of self-evaluation has garnered significant attention in the field of career development emphasizing its impact on professional growth and long-term success. Self-evaluation often a reflective process through which individuals assess their own strengths, weaknesses, achievements, and professional goals plays a pivotal role in career advancement. It goes beyond the mere acknowledgment of one's capabilities but it involves a thorough and honest appraisal of skills, competencies and areas needing improvement. This critical self-assessment is not only about identifying one's current position in the professional landscape but also about shaping future career trajectories (Wang et al., 2021).

In today's dynamic and competitive job market, the ability to engage in meaningful self-evaluation has become a crucial asset. Effective self-evaluation fosters a deeper sense of self-awareness allowing professionals to understand how their skills align with their career objectives. This self-awareness in turn facilitates the establishment of clear attainable goals and strategic planning for career progression. Research has shown that individuals who regularly engage in self-evaluation are more likely to make informed career decisions pursue relevant training and adapt to changing job requirements (Pignault et al., 2023). Consequently, the process of self-evaluation can significantly influence one's ability to navigate the complexities of career advancement.

The link between self-evaluation and career advancement lies in its capacity to guide individuals in setting realistic career goals and identifying strategies to achieve them. According to Chen et al (2023), self-evaluation is fundamental in forming specific and challenging goals that enhance motivation and drive performance. Through self-evaluation professionals can pinpoint skill gaps, seek opportunities for professional development, and

ultimately position themselves for promotions, leadership roles, or career shifts that better align with their aspirations. By fostering a proactive mindset, self-evaluation empowers individuals to take charge of their career development, leading to higher job satisfaction and professional fulfillment (Shen et al., 2021).

Moreover, self-evaluation is integral to developing a learning-oriented approach to career advancement. In the context of lifelong learning, self-evaluation encourages continuous improvement and adaptation, essential in a rapidly evolving professional environment (Zhu et al., 2021). It cultivates a growth mindset where individuals view challenges as opportunities for development rather than as threats. This perspective not only enhances resilience in the face of career setbacks but also boosts overall career success, as professionals become more adept at navigating changes in the job market. Therefore, self-evaluation acts as a catalyst for sustained career growth reinforcing the importance of personal accountability and self-directed learning in professional development (Xu & Yu, 2021).

Self-evaluation is a cornerstone of effective career advancement, influencing how individuals set goals, seek development opportunities, and adapt to professional challenges. It provides the foundation for a strategic and reflective approach to career management, enabling individuals to make well-informed decisions that align with their long-term career aspirations (Wang & Jiao, 2023). As such, understanding the impact of self-evaluation on career advancement is crucial for professionals who aim to thrive in today's competitive and ever-changing work environment.

The banking sector in Nigeria is a highly competitive environment that demands a constant commitment to professional development and career progression (Agboola et al., 2020). With the advent of digitalization, globalization, and evolving financial landscapes, Nigerian bankers face increased pressure to stay relevant and effective in their roles. This rapidly changing environment calls for a deeper understanding of how personal growth and self-assessment influence career trajectories. As the banking industry becomes more complex with heightened regulatory standards, technological disruptions, and customer expectations, the ability of bankers to self-evaluate effectively has become crucial for career advancement (Caleb et al., 2020). This pressing need has highlighted gaps in the existing professional development frameworks, thus warranting a study on the impact of self-evaluation on career progression among Nigerian bankers.

Research indicates that self-evaluation including the identification of strengths, weaknesses, and areas for improvement, plays a pivotal role in personal and professional development. In the context of the Nigerian banking sector, self-assessment is often linked to the ability of employees to navigate internal promotional structures, achieve career goals, and adapt to new responsibilities (Ibidunni et al., 2016). However, despite its importance, there is a noticeable lack of empirical research focusing on how Nigerian bankers use self-evaluation tools and techniques to advance their careers, a gap that this study seeks to address.

Moreover, the banking industry in Nigeria faces unique challenges, including job insecurity, high turnover rates, and limited training opportunities which can hinder career advancement. A study by Ibrahim et al (2016) on job satisfaction and turnover intention in Nigerian banks highlighted that employee development often takes a backseat to immediate financial targets. This creates a challenging environment where employees must take greater responsibility for their career advancement. Therefore, understanding the role of self-evaluation in this context is essential as it can provide insights into how Nigerian bankers can better position themselves for leadership roles and professional growth.

Additionally, with the increasing adoption of performance management systems in Nigerian banks, there is a growing emphasis on employees taking proactive steps in their career development through self-evaluation. Despite this shift many bankers may lack the necessary skills or motivation to effectively assess their competencies thus limiting their potential for career progression. Research by Joy et al (2019), on career self-management among Nigerian employees suggests that self-evaluation skills are not adequately fostered within the organizational culture of many banks leaving a gap in the alignment between personal aspirations and organizational expectations.

Furthermore, the current talent management practices in Nigerian banks may not adequately support individualized career development. Studies such as that by Okpara and Wynn (2008), on human resource

management practices in Nigerian firms indicate that formal mentorship and feedback mechanisms are often insufficient, making self-evaluation even more critical for career success. Without effective self-assessment practices, Nigerian bankers may miss opportunities for promotion, fail to acquire necessary skills, or be unable to adapt to industry changes, potentially leading to stagnation or career setbacks (Obodoechi et al., 2020).

The metrics used to define and measure career advancement in relation to self-evaluation are often unclear or inconsistent. There is a practical gap in developing standardized, sector-specific indicators that can reliably measure how self-evaluation practices lead to career progression among bankers in Nigeria. Many studies on self-evaluation and career advancement in the banking sector tend to apply Western models and frameworks that may not fully align with the unique cultural and economic context of Nigeria. Nigerian banking practices, organizational culture, and employee expectations can differ significantly from global norms, yet there is a scarcity of research that contextualizes self-evaluation practices specifically within the Nigerian banking environment. There is a noticeable gap in comprehensive empirical data that directly links self-evaluation practices to career outcomes among Nigerian bankers. While the concept of self-evaluation is widely acknowledged in theory, there is insufficient empirical evidence showing how Nigerian bankers use self-assessment tools, such as performance appraisals, goal-setting, and competency evaluations, to influence their career advancement. Furthermore, there is limited exploration of how organizational structures, support systems, and incentives influence the effectiveness of self-evaluation for career advancement. Studies often assume that self-evaluation is an individual effort, without sufficiently addressing the organizational culture, mentorship, and feedback mechanisms that can either hinder or facilitate self-evaluation practices. Research shows a gap in understanding whether Nigerian bankers receive adequate training on self-assessment and how these skills are developed. Many professionals may lack the tools, knowledge, or confidence to conduct effective self-evaluation, suggesting a practical gap in professional development and training within Nigerian banks. Addressing these gaps could provide deeper insights into the effectiveness of self-evaluation as a tool for career development in the Nigerian banking sector, leading to more targeted interventions and policies that can support professional growth and retention in the industry.

Therefore, this study aims to explore how self-evaluation impacts career advancement among Nigerian bankers, addressing a significant gap in the literature on professional development within the banking industry in Nigeria. By examining how self-evaluation affects career paths, the study will offer practical insights into how Nigerian bankers can better navigate their career trajectories amidst industry challenges enhancing their ability to thrive in an ever-evolving sector.

## 2. Literature Review

Career self-evaluation is the process by which individuals assess their own professional skills, achievements, strengths, weaknesses, and overall career progress. It involves a reflective analysis of one's current career status, setting future career goals, and determining the steps necessary to achieve those goals (Wang et al., 2021). This self-assessment process helps professionals gain a deeper understanding of their career trajectory, allowing them to make informed decisions about their development, direction, and potential adjustments needed to align with long-term objectives (Ahn et al., 2018).

The concept of career self-evaluation is rooted in self-awareness and personal accountability. As stated by Hirschi (2018), understanding one's competencies and areas for improvement is crucial for professional growth. A thorough self-evaluation allows individuals to recognize their strengths, which can be leveraged to achieve career objectives, and their weaknesses, which may require additional training or skill development. The ability to accurately evaluate oneself is a critical skill in career management, as it helps in setting realistic and achievable career goals. By identifying gaps in skills and competencies, professionals can proactively seek opportunities for growth through education, mentorship, or new job experiences (Yoo & Lee, 2019).

The concept of career self-evaluation involves various dimensions. It encompasses the assessment of professional skills and competencies, the measurement of career accomplishments, and the evaluation of job satisfaction. According to Akosile and Ekemen (2020), self-evaluation is not only about assessing one's current skill set but also involves understanding one's intrinsic motivations and career values. This process provides clarity on what aspects of a career are most satisfying and fulfilling which can guide future career choices. For example, a

professional may realize that they find the most satisfaction in roles that allow them to mentor others leading them to pursue leadership or educational positions.

In addition to skills and satisfaction, career self-evaluation also includes a realistic assessment of professional challenges and obstacles. According to Udayar, et al (2020), recognizing these challenges is essential for career planning. Identifying obstacles allows individuals to develop strategies to overcome them, whether through skill enhancement, seeking new experiences, or changing career paths. For example, if an individual's career self-evaluation reveals a lack of necessary technical skills for a desired position, they might decide to enroll in specialized training or pursue certifications to enhance their qualifications (Barać et al., 2018).

The role of self-efficacy which refers to the belief in one's ability to succeed, is central to career self-evaluation. Shen et al (2021), suggests that individuals with high self-efficacy are more likely to engage in career self-assessment and take proactive steps toward their goals. Such individuals are generally more confident in their abilities to meet challenges and achieve professional objectives. This confidence can influence career decisions, as those with higher self-efficacy may be more willing to take risks, pursue promotions, or change careers to find better alignment with their skills and passions (Jacquin & Juhel, 2017).

Career self-evaluation is a continuous process, not a one-time assessment. Professionals are encouraged to regularly review and adjust their career plans based on their self-evaluation results (Bordelois et al., 2018). This adaptability is crucial in a rapidly changing job market, where technological advancements and evolving industry standards may require shifts in skills and competencies. As individuals progress in their careers, their goals, values, and motivations may change, making periodic self-evaluation an essential tool for staying aligned with personal and professional aspirations (Karanikola et al., 2018).

Research has highlighted the significance of career self-evaluation in overall career satisfaction and success. According to Tischler et al. (2016), individuals who regularly engage in career self-assessment tend to have clearer career goals, better decision-making skills, and higher levels of career achievement. This proactive approach ensures that professionals remain on a path that aligns with their evolving goals, leading to a more satisfying and rewarding career journey. Moreover, self-evaluation can serve as a foundation for discussions with mentors, supervisors, or career coaches, providing concrete data on strengths and areas for improvement (Peng et al., 2016).

Career self-evaluation is an introspective process that involves assessing one's professional strengths, weaknesses, skills, and accomplishments (Karanikola et al., 2018). It is a foundational concept in career management that encourages individuals to take ownership of their career development, align their skills with their career goals, and adapt to changes in the job market. By engaging in regular self-evaluation, professionals can make informed decisions about their career path, leading to greater career satisfaction, better performance and ultimately success (Beer et al., 2018).

### **Career Advancement**

Career advancement refers to the progression within one's professional life, marked by increased responsibilities, improved status, and often, higher compensation. It encompasses a broad spectrum of strategies and achievements that individuals pursue to grow in their chosen fields. Career advancement is not simply about promotions; it includes acquiring new skills, expanding one's professional network, and seeking more meaningful roles (Vizano et al., 2021). This continuous effort is aimed at enhancing one's professional competence, increasing authority, and achieving long term career goals.

According to Emon and Chowdhury (2023), career advancement integrates skill development, educational attainment, and the strategic pursuit of better job positions. For many professionals, advancing in their careers involves improving expertise through training, certifications, or advanced degrees. This type of investment in professional education aligns with the notion that continuous learning is essential for career progression (Mlambo et al., 2021). For instance, a software developer may pursue additional programming languages or gain proficiency in emerging technologies to increase their marketability.

Furthermore, career advancement often implies assuming greater responsibilities within an organization, which in turn requires demonstrating leadership and achieving performance targets (Weer & Greenhaus, 2020). Taking

on more significant roles, such as leading a team or managing complex projects, can be seen as key indicators of career progress. Leadership responsibilities provide opportunities for developing management skills, thus preparing individuals for executive positions. Moreover, a proactive approach including seeking challenging assignments is crucial for career development (Noe, 2020).

Networking plays a central role in career advancement as well. Building a robust professional network can open up new opportunities and provide valuable support and mentorship, which are essential for career growth (Woehler et al., 2021). By forming connections with industry experts and mentors, professionals can gain insights and access to unadvertised job opportunities. Networking contributes to visibility and personal branding, both of which are critical for standing out in competitive job markets (Ting et al., 2020).

A significant aspect of career advancement is setting clear goals. Gkizani and Galanakis (2022), opines that goal-Setting theory emphasizes the importance of establishing specific, achievable objectives in driving professional success. Career goals can be short-term, such as achieving a specific sales target, or long-term, such as reaching a senior executive position. These goals guide an individual's actions and help in measuring progress along the career path (Thompson et al., 2024).

Another element contributing to career advancement is the search for roles that offer not just higher pay but also personal fulfillment and a good work-life balance. According to studies by Yunita et al (2023), job satisfaction and career advancement are closely linked, as professionals often seek positions that align with their passions, values, and desired lifestyle. This broader view of career success reflects the modern emphasis on personal well-being and fulfillment in professional life (Febrianti & SE., 2020).

In some cases, career advancement may involve a strategic change such as switching employers or even changing careers to pursue a more promising or satisfying path (Chavda & Kim, 2024). This flexibility allows professionals to adapt to changing job markets and economic conditions. A career shift can lead to better alignment with one's skills and interests, leading to greater job satisfaction and long-term career success (Gati & Kulcsár, 2021).

Mentorship also plays a pivotal role in facilitating career advancement. Having mentors who can provide guidance, feedback, and opportunities is invaluable (McIlongo & Strydom, 2021). Mentorship can help individuals navigate career challenges, set realistic goals, and develop necessary skills (Randel et al., 2021). A supportive mentor can also help in understanding industry dynamics and offer encouragement during transitions.

Performance and results are at the heart of career advancement. According to Schunk and DiBenedetto (2020), social cognitive theory demonstrating high performance is crucial in gaining recognition and moving up the career ladder. This involves consistently meeting or exceeding targets and showcasing one's ability to handle challenging situations. Professionals who excel in their roles and take initiative are more likely to be considered for leadership positions or other opportunities for advancement.

Career advancement is a process involving skill acquisition, networking, leadership, goal-setting, and strategic positioning. It requires a blend of personal and professional development efforts to achieve higher professional standing, financial rewards, and greater influence in one's field (Davidescu et al., 2020). Effective career advancement strategies not only lead to personal fulfillment but also contribute to organizational success by building a highly skilled and motivated workforce (Hartman & Barber, 2020).

Arimie and Orobosa (2023), analyzed employee performance appraisal and career advancement. The study examined issues of performance appraisal and career advancement in Nigerian public organizations. The paper adopts a qualitative research method. It depended on secondary data from scholarly journals and Management by Objective theory as a framework of analysis. The study reveals that performance appraisal does not only promote organizational performance but provides potency in determining employee capacity, skills acquisition, and experience for career advancement. The paper concluded that Nigeria's public organizations' performance appraisal systems have been inundated with scores of challenges, and that the current appraisal systems negates the assumptions of MBO. The study recommends that, for personnel performance appraisal to be potent, the full support of management and staff must be solicited, that an appraisal format must be designed specifically to

address areas of concern to top echelon of public organizations in order to address the haphazard approach used by managers to appraise employees.

Macharia (2021), examined the effect of job performance appraisal on employee motivation and career advancement in PKF audit firm. Stratified random sampling was used to select 112 respondents from a target population of 372 employees. The analysis was done using the Statistical Package for Social Sciences (SPSS). The study found a significant relationship between job performance appraisal, employee motivation, and career advancement at the PKF audit firm. The study findings concluded that there was a relationship between job performance appraisal and employee motivation; a positive relationship existed between intrinsic and extrinsic motivation and career development; a significant relationship existed between employee motivation and career advancement; and that there was a significant effect on the overall relationship between job performance appraisal, career advancement, and employee motivation.

Tims and Akkermans (2017), examined Core self-evaluations (CSE) have predictive value for important work outcomes such as job satisfaction and job performance. However, little is known about the mechanisms that may explain these relationships. The purpose of their present study is to contribute to CSE theory by proposing and subsequently providing a first test of theoretically relevant mediating paths through which CSE may be related to work engagement. Based on approach/avoidance motivation and Job Demands-Resources theory, they examined a perception (via job characteristics), action (via job crafting), and development path (via career competencies). Two independent samples were obtained from employees working in Germany and The Netherlands ( $N = 303$  and  $N = 404$ , respectively). When taking all mediators into account, results showed that the perception path represented by autonomy and social support played a minor role in the relationship between CSE and work engagement. Specifically, autonomy did not function as a mediator in both samples while social support played a marginally significant role in the CSE–work engagement relationship in sample 1 and received full support in sample 2. The action path exemplified by job crafting mediated the relationship between CSE and work engagement in both samples. Finally, the development path operationalized with career competencies mediated the relationship between CSE and work engagement in sample 1. The study presents evidence for an action and development path over and above the often tested perception path to explain how CSE is related to work engagement. This is one of the first studies to propose and show that CSE not only influences perceptions but also triggers employee actions and developmental strategies that relate to work engagement.

Prasa et al (2016), opines that despite the importance of social organizational factors in career advancement and promotion among academic employees, still some academic employees suffer from low career advancement and consequently low academic performance. The aim of their study was to examine the mediation effect of self-efficacy on relationship between mentoring and career advancement among academic employees in the two public universities in Iran. This survey research was done among 307 randomly selected academic employees to determine predictors of their career advancement. Self-administered questionnaires were used to collect data. The Structural Equation Modelling (SEM) methodology was applied to determine the best fitted model to predict career advancement. Analysis of data was performed using the Pearson's correlation analysis and SEM. The results show that self-efficacy was related to mentoring and career advancement.

Zhang et al (2014), investigated the impact of core self-evaluations on job satisfaction, with a primary focus on confirmation of the mediator role of career commitment. Three hundred and twelve male soldiers completed the Core Self-Evaluations Scale, the Minnesota Satisfaction Questionnaire, and The Chinese Career Commitment Scale. The results revealed that both career commitment and core self-evaluations were significantly correlated with job satisfaction. Structural equation modeling indicated that career commitment partially mediated the relationship between core self-evaluations and job satisfaction. The final model also revealed a significant path from core self-evaluations to job satisfaction through career commitment. The findings extended prior reports and shed light on how core self-evaluations influence job satisfaction; this provides valuable evidence on promoting job satisfaction in non-commercial organizations.

Chang et al (2012), opines that Core self-evaluation (CSE) represents the fundamental appraisals individuals make about their self-worth and capabilities. CSE is conceptualized as a higher order construct composed of broad and evaluative traits (e.g., self-esteem and generalized self-efficacy). The authors review 15 years of CSE theory and

research, focusing in particular on the outcomes, mediators, and moderators of CSE via qualitative and quantitative literature reviews. Meta-analytic results support the relation of CSE with various outcomes, including job and life satisfaction, in-role and extra-role job performance, and perceptions of the work environment (e.g., job characteristics and fairness). The authors conclude with a critical evaluation of CSE theory, measurement, and construct validity, highlighting areas of promise and concern for future CSE research. Key topics requiring further research include integrating CSE within an approach/avoidance framework, ruling out alternative explanations for the emergence of the higher order construct, testing the possibility of intraindividual change in CSE, evaluating the usefulness of CSE for staffing and performance management, and moving beyond CSE to also consider core external evaluations.

Munjuri (2011), opines that career advancement prospects rank high in the order of importance to every enthusiastic person when they enter a profession. This is so because the new entrant may be looking for upward mobility in his/her chosen profession or career. Opportunities for career advancement must be sought for and be known, or explained to, such new staff. To some personnel, the future prospects available for job mobility must be seriously examined at the beginning. Career advancement is affected by the following factors: Job performance; Contextual performance; Gender; Characteristics of human capital; Mentors, networking and commitment to development; Commitment to career development and career orientations; satisfaction with the psychological contract; selection criteria and methods; organizational technology; human resource planning; organizational restructuring. Career plateau which involves employees stagnating temporarily or permanently in their careers is a serious career management problem that many employees are facing. This not only affects individual employees in terms of reduced morale, but organizations as well due to decline in productivity.

Sosik and Godshalk (2004), examine whether mentor-protégé agreement regarding mentor transformational leadership would influence mentoring functions (i.e., psychosocial support and career development) and protégé outcomes (i.e., career satisfaction, job satisfaction, desired aspirations, enacted aspirations). Mentors in 217 mentor-protégé dyads were classified as over-estimators, under-estimators, in-agreement/poor, or in-agreement/good based on the difference between mentor's self-rating and protégé's rating of mentor's transformational leadership. Results of multivariate analysis of covariance indicated that protégés in over-estimator dyads reported the lowest levels of psychosocial support and career satisfaction. Protégés in under-estimator dyads reported higher levels of psychosocial support, career development, and enacted aspirations than in-agreement/poor and over-estimator dyads. Protégés in in-agreement/good dyads reported higher levels of psychosocial support than in-agreement/poor and over-estimator dyads. The practical implications of these results are discussed.

### 3. Methodology

This section outlines the research design, sampling technique, data collection methods, and statistical tools employed to examine the effect of feedback mechanisms and goal setting on career advancement among Nigerian bankers. The study adopts a quantitative research design using robust linear regression analysis to evaluate the relationships between the independent variables (self-evaluation) and the dependent variable (career advancement). The design facilitates the exploration of causal relationships and the quantification of the magnitude of influence of the predictors on the outcome variable. The goal was to gather empirical data to analyze the relationship between self-evaluation and perceived career advancement among Nigerian bankers. The design was chosen for its effectiveness in capturing attitudes, beliefs, and perceptions from the sample within the time frame. The population comprised of 150 banking professionals currently working in commercial banks across Nigeria. This includes personnel at various levels such as entry-level, middle management, and senior executives from departments such as operations, marketing, credit, compliance, and risk management. Stratified random sampling technique was employed to ensure representation across different job roles and organizational levels within the banking sector. This method helped to minimize bias and enhance the generalizability of the findings. The primary instrument used for data collection was a structured questionnaire designed with both closed-ended and Likert-scale questions. A 5-point Likert scale ranging from *Strongly Disagree (1)* to *Strongly Agree (5)* was used to measure agreement levels. Linear regression analysis was used to predict the extent to which self-evaluation influences perceived career advancement. Visualizations (bar charts and regression plots) supported

interpretation and presentation of findings. The dependent variable, career advancement (y), was regressed against the independent variables. The models were evaluated using the coefficient estimates, standard errors, z-values, and p-values. A significance threshold of  $p < 0.005$  was used to determine the statistical significance of the independent variables. This methodology ensures a rigorous and systematic approach to evaluating the relationship between self-evaluation and career advancement among Nigerian bankers.

## 4. Results

This section presents the descriptive and inferential result on the effect of self-evaluation on career advancement

### 4.1 Demographic Profile of Respondents

Variable	Category	Frequency	Percentage (%)
Gender	Male	88	58.7%
	Female	62	41.3%
Age	21–30 years	36	24.0%
	31–40 years	70	46.7%
	41–50 years	31	20.7%
	51 and above	13	8.6%
Years of Experience	Less than 5 years	40	26.7%
	6–10 years	65	43.3%
	11–15 years	32	21.3%
	Above 15 years	13	8.7%
Job Role	Entry Level	30	20.0%
	Middle Management	84	56.0%
	Senior Management	36	24.0%

### 4.2 Perception of Importance of Self-Evaluation

Respondents were asked to rate the importance of self-evaluation to their professional development on a 5-point Likert scale:

Response Category	Frequency	Percentage (%)
Strongly Disagree	8	5.3%
Disagree	15	10.0%
Neutral	30	20.0%

Response Category	Frequency	Percentage (%)
Agree	60	40.0%
Strongly Agree	37	24.7%

The result revealed a combined **64.7%** of respondents (Agree + Strongly Agree) believe that self-evaluation is important in their professional lives. This supports the argument that self-awareness and self-assessment are valued in the banking industry.

#### 4.3 Perceived Impact of Self-Evaluation on Career Advancement

Response Category	Frequency	Percentage (%)
Strongly Disagree	5	3.3%
Disagree	10	6.7%
Neutral	38	25.3%
Agree	68	45.3%
Strongly Agree	29	19.3%

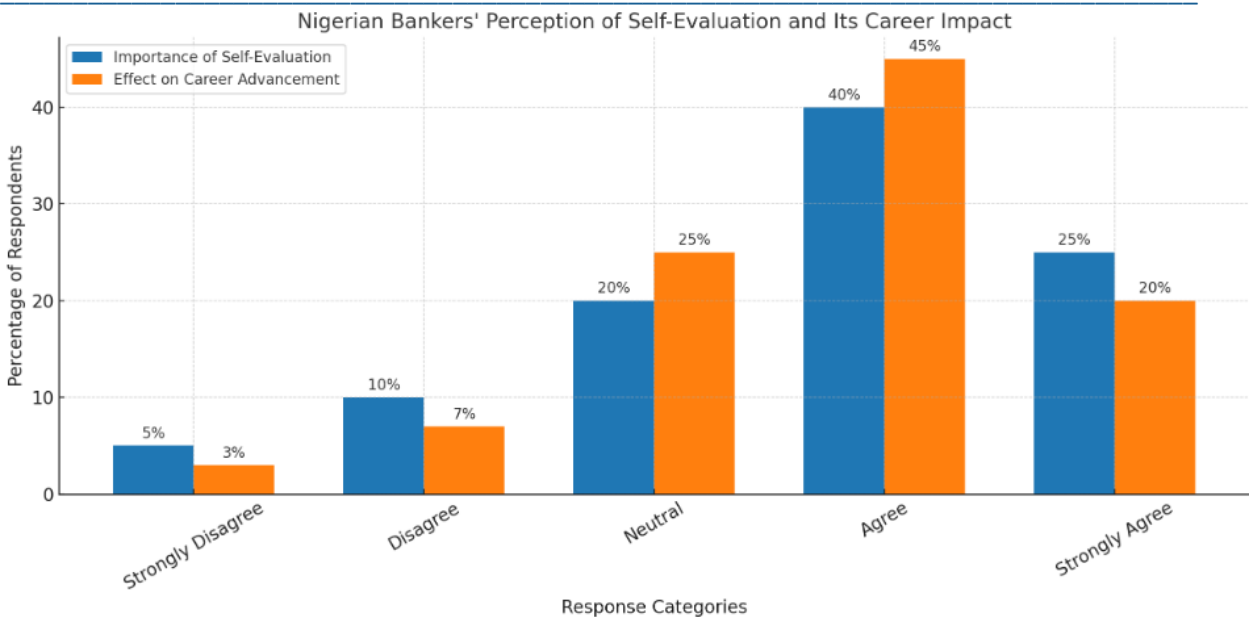
While **64.6%** of respondents agreed or strongly agreed that self-evaluation positively affects their career growth, a relatively high proportion (**25.3%**) remained neutral possibly due to a lack of organizational support linking self-assessment efforts to tangible career outcomes.

#### 4.4 Summary of Descriptive Statistics

Variable	Mean	Std. Deviation	Minimum	Maximum
Self-Evaluation	3.68	0.91	1.0	5.0
Career Advancement	3.70	0.85	1.0	5.0

Both variables have a mean close to 3.7 on a 5-point scale, indicating a generally favorable perception of self-evaluation in career development among Nigerian bankers.

#### 4.5 Statistical Result



The graph is a grouped bar chart that compares two related variables based on the responses of Nigerian bankers on how important they perceive self-evaluation to be and to what extent they believe self-evaluation affects their career advancement. Each of these is broken down across five categories of agreement on a Likert scale of Strongly Disagree, Disagree, Neutral, Agree and Strongly Agree.

The bar chart visually illustrates the perception of Nigerian bankers regarding the importance of self-evaluation and its effect on career advancement. Each response category is clearly labeled and the actual percentage values are shown above the bars for clarity.

**Interpretation of the Bars**

For each response category, there are two bars:

Blue Bar (Left): Represents the percentage of respondents who chose that category for the importance of self-evaluation.

Orange Bar (Right): Represents the percentage of respondents who chose that category for the effect of self-evaluation on career advancement.

**Key Observations from the chart**

Category	Self-Evaluation Importance (%)	Effect on Career Advancement (%)
Strongly Disagree	5%	3%
Disagree	10%	7%
Neutral	20%	25%
Agree	40%	45%
Strongly Agree	25%	20%

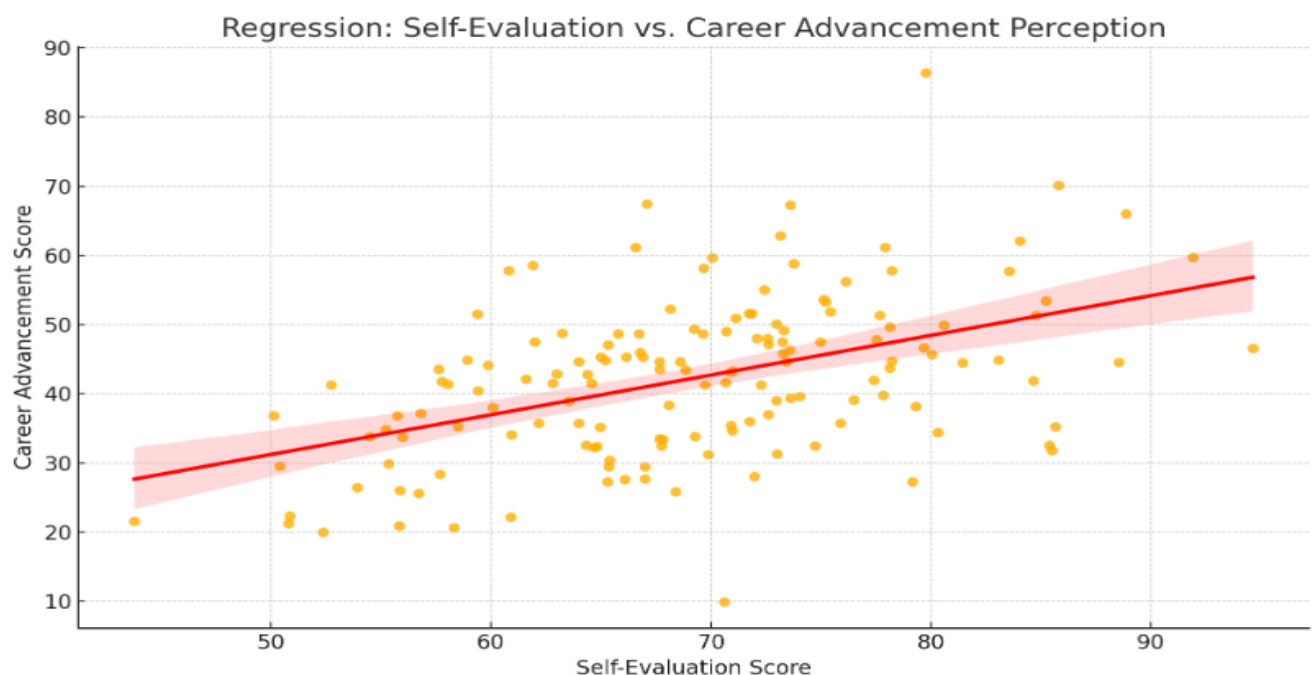
1. Majority Agree: 40% to 45% of respondents agreed that self-evaluation is both important and influential in advancing their careers. This confirms that the average Nigerian banker sees self-evaluation as a valuable career tool.

2. Strongly Agree slightly Less for Career Impact: While 25% strongly agree it is important, only 20% strongly agree it truly helps career advancement. This slight drop suggests that some may believe in self-evaluation's value, but feel their organizations don't reward it adequately.

3. Neutral Zone: A notable 25% are neutral about its career impact suggesting uncertainty or skepticism about how much self-evaluation actually translates to career benefits, possibly due to organizational culture or lack of recognition systems.

4. Minimal Disagreement: Only a small percentage (3-10%) actively disagreed or strongly disagreed on both measures, meaning negative perceptions are minimal.

This chart practically reveals that most Nigerian bankers recognize and value self-evaluation as a personal growth tool. However, there is a slight gap between valuing the practice and believing it has tangible outcomes in career progression. This signals a need for banks to institutionalize and reward self-evaluation more visibly.



The regression plot above visually confirms a positive linear relationship, with the red trendline showing that higher self-evaluation scores are associated with higher career advancement perceptions among Nigerian bankers.

The inferential analysis strongly supports the hypothesis that self-evaluation plays a statistically significant role in career advancement perception. While it explains around 22% of the variability, it is likely that other factors (organizational policies, mentorship, performance feedback) also play major roles. The R-squared of 0.219: Indicates that about 21.9% of the variance in career advancement perception can be explained by self-evaluation. The result reveals there is a moderate positive correlation between self-evaluation scores and perceived career advancement. The p-value is significantly less than 0.05, indicating this relationship is statistically significant.

A simple linear regression was conducted with Career Advancement Perception as the dependent variable and Self-Evaluation as the independent variable.

Variable	Coefficient	Std. Error	p-value
Constant	2.499	6.220	0.688
Self-Evaluation	0.574	0.089	0.000

F-statistic of 41.53 with a p value of less than 0.001 indicates the model is statistically significant. While the coefficient for Self-Evaluation (0.574) shows that for every 1 unit increase in self-evaluation score there is a corresponding increase in career advancement by approximately 0.57 units.

## 5. Conclusion and Recommendation

This study explore the effects of self-evaluation on career advancement among Nigerian bankers. Findings revealed that a significant majority of respondents acknowledge self-evaluation as an essential personal development tool. Many agreed that regularly assessing their skills, work ethics, and professional goals helped them identify growth areas and align themselves with organizational expectations. The statistical analysis confirmed a significant positive relationship between self-evaluation and career progression suggesting that bankers who engage in self-reflective practices are more likely to experience professional growth or position themselves favorably for promotion and recognition.

Based on the findings of the study it is recommended that Nigerian bankers should actively engage in self-evaluation without waiting for their employers to initiate the process. This proactive approach to self-assessment offers numerous benefits both to the employees and to the banks they work for. Also, self-evaluation fosters a deeper sense of personal accountability, allowing employees to take ownership of their career development and growth. By regularly assessing their own strengths, weaknesses, and progress, bankers can identify areas for improvement, set more focused goals, and better align their individual performance with the bank's strategic objectives. This self-awareness leads to continuous professional development, which ultimately enhances job satisfaction and performance. Moreover, carrying out self-evaluation without waiting for employer-driven reviews demonstrates initiative and a commitment to personal growth. It shows a strong work ethic and a willingness to contribute meaningfully to the bank's success. This proactive behavior can set employees apart making them stand out as potential leaders and key contributors within the organization. Furthermore, self-evaluation also empowers employees to advocate for themselves in career discussions. By having a clear understanding of their own progress and achievements, bankers are in a better position to engage in informed conversations with management about promotions, skill development, and compensation. Self-evaluation enables Nigerian bankers to take control of their professional growth, build a culture of accountability, and create a more engaged and motivated workforce, all of which ultimately drive the success of both the individual and the bank.

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