Organizational Culture and Career Progression in Public Enterprise

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Abstract:
This paper examines organization culture and employee career progression in public enterprise. Organization culture affects the performance and productivity of organizations in a tremendous way. The objective of the paper is to identify the relationship between culture of an organization and career progression. The Paper employed exploratory and qualitative research method. Data was sourced through the review of extant literature on the area of study. The study discovered based on the literature reviewed, that organization culture has a relationship with employee career progression because career development initiatives are employee driven and also supported by the culture of an organization. The paper recommends that since management is familiar with the organization changing performance, therefore management should adequately support career development in order for employees to give their best so that the organization can realize its objectives. The paper also revealed that organization culture that does not promote entrepreneurial and risk taking initiatives poorly motivate employees, discourage and consequently affect the career progression of employees. The paper concludes that organizational culture is positively related to employee career progression in public enterprises. It is recommended that management should develop cultural practices that will adequately support employee career development in public organizations.

Keyword: Organizational culture, Career progression, employee motivation, career development

1. Introduction

Every organization, whether a public enterprise or organizations in the private sector, is affected by its culture and every organization has a culture. It has been shown by several researchers such as Ogbor (2003), Schein (2004) and Alvesson (2003) that the performance of an organization should be explained against the backdrop of its culture. More recently, studies have shown how organizational performance could be traced to its culture. However, the relationship between organizational culture and career progression in the public enterprise has not been given attention.

Whether the discussion focuses on a bank or organizations in the public sector that exudes a culture of passion or friendly customer service, culture is a part of organizational life that influences the behaviour, attitudes, and overall effectiveness of employees. It has been indicated by a number of researchers, e.g. Nongo and Ikyanyan, (2012); Nazir, (2005); Miller, (2004); Nongo,(2011); Rasool, Kiyani, Aslam, Akram and Rajpu, (2012) that the culture of organizations whether in the public sector or in the private sector can affect the motivation and job commitment of employees. Especially in the public sector organizations or enterprises, organizational culture can affect employees' career progression, either negatively or positively Ejiogu, (2003); Omokhodu, (2004). The culture of an organization deserves special consideration because, as Denison (2009) rightly points out, "decisions made without awareness of the operative cultural forces may have unanticipated and undesirable consequences."

According to Omokudu (2004) "the trend of administrative practices in Nigeria has become such that bureaucracy is the order of the day now has been associated with inefficiency and lack of initiative, unintelligent rigidity in the approach to human problems, undue fussiness and bossiness on the part of officials and downright stubbornness."

One of the few studies done on the relationship between organizational cultures sand organizational performance in the Nigerian public sector was carried out by Ogbor (2012). Ogbor argues that many organizations in Nigeria, especially in the public sector, are plagued with problems of productivity. According to Ogbor (2012), there are several reasons for this, they include: (i) Fuzzy vision: when the vision of the organization and mission don't inspire people; lack of strategic alignment; people don't know where the organization is going and what it is trying to achieve in the future. (ii) Lack of leadership skills: when members of the organization are afraid of change. A problem culture in this regard may be characterised with the following features: fear of change, and lack of entrepreneurial spirit among managers. (iii) Discouraging culture: when there is no shared values; lack of trust; blame culture; focus on problems, not opportunities; people don't have fun at work; diversity is not celebrated; failures are not tolerated; people lose confidence in their leaders and systems.

Another characteristic of the organizational culture in the Nigerian public sector enterprises is that of bureaucratic culture. A bureaucratic culture in this context is characterized by an organization with too many management layers, high boundaries between management layers, hierarchical coordination of decisions and actions, slow decision making process; too close monitoring of things and subordinates; rigid operating procedures and policies; and lack of initiatives;. According to Omokhudu (2004), one of the major headaches of bureaucracy, especially in the context of Nigerian public sector organizations is that it is slow to responding to needed changes because of the in-built regimented requirement that brings orderliness, hierarchy, specialization, authority, etc. This requirement according to Omokhudu (2004) however, has become the excuse for public officers to perpetrate corruption, become lazy and unproductive, careless and disorderly, inefficient and unaccountable. The problems of bureaucracy in organizations, especially in developing countries, the author points out, include: (i) Resistance to change; (ii) Rigid adherence to rules; (iii)Reluctance to delegate authority; (v) Sycophancy; (v) Target mentality, implying difference to efficiency and purpose behind rules; (vi) Generalist or elitist orientation combined with hostility to technology; (vii) Insistence on status and prestige symbols; (viii) Overstaffing; (ix) Corruption; (x) Adherence to traditional relationships while desiring to appear modern.

In spite of the importance of organizational culture in understanding employee motivation and organizational commitment, not much research has been done on the relationship between organizational culture and employee progression in the context of public sector enterprises in Nigeria. Thus, (the aim of) this paper is a theoretical evaluation of the literature on relationship between organizational culture and employee progression. Therefore the paper seeks to explore how the culture of organizations affect careers development and its effect on the performance of an organization with particular attention to employees' career progression.

1.1. Statement of the Problem
Organizational culture affects the performance and productivity of organizations in a tremendous way. According to Ejiogu (2004), a major factor militating against productivity in the Nigerian public sector is the public servants attitude to work and of course the general indiscipline and indolence of the larger society. Ejiogu (2004) also points out that we must not attribute the low productivity in the public sector to only the attitude of workers. Other factors contributing to low productivity, according to the author, include inequitable salary structure, poor working and living conditions, among others. The Governor of the Central Bank of Nigeria, Sanusi Lamido Sanusi (2010) argued that poor corporate governance and poor corporate culture were responsible for the problems faced by Nigerian banks in the post-consolidation era. In several instances, it has been shown that most employees in the organizations (banks) do not have the knowledge of its vision, mission and strategic goals.

It is obvious that public enterprise administrators or senior–level managers in the Nigerian public sector lack the necessary skills to run their organizations or bureaus to achieve set goals and objectives and employees do not share values expressed in the organization's mission statement. Secondly, many of the organizations in the public sector have bureaucratic culture and do not promote entrepreneurial and risk-taking initiatives Idode, (2009); Akpan, (2005); Balogun, (2005). The problem here is that the culture of bureaucracy so prevalent in the Nigerian public sector of the economy has a dire consequence on employee morale, employee productivity and the career progression of employees. .

1.2. Objective of the Study
The purpose of this study is to achieve a theoretical understanding of how organizational culture affects career progression in public enterprises. This is done by examining the literature on organizational culture and its relationship with employee career progression in the context of public enterprises in Nigeria. Specifically, the study aims at achieving the following objective
   i.   To examine the relationship between culture of an organization and employee's career progression

1.3. Methodology
The methodology used for this study is secondary method of data collection. Data were sourced from the review of the extant literature on organization culture and career progression. This is to enable us have understanding on how organization culture affects career progression in public enterprises. The information was collected through textbooks, journals, magazines, internets and other materials relevant to the study.

2. Conceptual Framework
Organizational culture or "the culture of a group", according to Schein (2004) is "a pattern of shared basic assumptions that a group holds. Kennedy (2003) simply stated that organizational culture is "the way we do things around here." And, according to Bolman and Deal (2009), organizational culture is both a product and a process: "As a product, it embodies wisdom learned as it solved its problems of external adaptation and integration, that has worked well enough to be considered valid and therefore to be taught to new members as the correct way to perceive, think, and feel in relation to those problem." As a process, it is renewed and re-created as newcomers learn the old ways and eventually become teachers themselves." At its most basic, organizational culture is described as the personality of an organization, or simply as "how things are done around here."

According to Sorensen (2006), organizational culture is a broad term used to define the unique personality or character of a particular company or organization, and includes such elements as core values and beliefs, corporate ethics, and rules of behaviour. Corporate culture can be expressed in the company's mission statement and other communications, in the architectural style or interior décor of offices, by what people wear to work, by how people address each other, in the ceremonies, in the organization and in the titles given to various employees.

According to Ogbor (2003), every organization, whether small or large, entrepreneurial or bureaucratic, has a culture. The culture of a company refers to the character of a company's internal work climate and personality, as shaped by its core values, beliefs, business behaviour, traditions, ingrained behaviour, work practices, and styles of operating. A company's culture is mirrored in the character or "personality" of its work environment – the factors that underlie how the company tries to conduct its business and the behaviourss that are held in high esteem.

Basically, organizational culture is the workplace environment created or enacted from the interaction of the employees in the workplace (Wilkins, 2010). Organizational culture is defined by all of the life experiences, strengths, weaknesses, education, upbringing, and so forth of the employees as they are played out in the organization (Ogbor , 2003). While executive leaders or founders play a large role in defining the culture of the organization by their actions and style of leadership, all employees contribute to the maintenance of the culture of the organization once it has been created Mitroff and Kilmann, (2001). Because organizational culture involves shared expectations, values, and attitudes, it exerts influence on individuals, groups, and organizational processes. According to Kennedy (2003), in many ways, the culture of organization affects the behaviours of its employees significantly. For instance:

i. The hours an employee works per day, per week, including options such as flextime and telecommuting.
ii. The work environment, including how employees interact, the degree of competition, and whether it's a fun or hostile environment - or something in between.
iii. The dress code, including the accepted styles of attire and things such as casual days.
iv. The office space you get, including things such as cubicles, window offices, and rules regarding display of personal items.
v. The training and skills development one receives, which you need both on the job and to keep yourself marketable for future jobs and employers.
vi. Onsite perks, such as break rooms, gyms and play rooms, daycare facilities, and more.
vii. The authority relationship between supervisors and subordinates.
viii. The relationship between employees and customers.
ix. The relationship between management, employees and external stakeholders.
x. The amount of time outside the office you're expected to spend with co-workers.
xi. Interaction with other employees, including managers and top management.

Martin (2002) suggests that culture is the environment that surrounds a person at work all of the time. It is a powerful element that shapes an employee's work enjoyment, work relationships and work processes. But, culture is something that one cannot actually see, except through its physical manifestations in the work place. In many ways, culture is like personality.

According to Kotler and Heskett (1992), in a person, the personality is made up of the values, beliefs, underlying assumptions, interests, experiences, upbringing, and habits that create a person's behaviour. Something as simple as the objects chosen to grace a desk says a lot about how employees view and participate in the culture of an organization. Lewis (1990) suggested that the content of a company's bulletin board, the company newsletter, the interaction of employees in meetings, and the way in which people collaborate, speak volumes about the culture of an organization.

2.1. Central Concepts of Organizational Culture
From a theoretical perspective, understanding the major key concepts of organizational culture will help in understanding how culture affects employee career progression performance. The following seven characteristics are generally seen as constituting the central concepts of culture:

2.1.1. Culture is the Collective Behaviour of Members of a Group
According to Pettigrew (2003), culture is sometimes described as the observed behavioral regularities when people interact. For example, the language they use, the customs and traditions that evolve, and the rituals they employ in a wide variety of situations describe the behaviour of the people involved in those situations. Thus, culture is a word used to describe the collective behaviours that represent the general operating norms in an environment. In the context of an organization, culture is viewed as the implicit standards and values that evolve in working groups. The culture of an organization or the collective behaviour of its members can be supportive in achieving the mission and goals of the organization or it can be dysfunctional norms of behaviour that define the culture of the organization. A norm of accountability will help make an organization to be successful. A norm of spectacular customer service will sell the products and engage employees. Kennedy (2003) made the point that a collective behaviour that tolerates poor performance or exhibits a lack of discipline to maintain established processes and systems will impede the success of an organization.

2.1.2. Culture is Learned
According to Pondy, et al (1990), people learn to perform certain behaviours through either the rewards or negative consequences that follow their behaviour. When a behaviour is rewarded, it is repeated and the association eventually becomes part of the culture. A simple thank you from an executive for work performed in a particular manner is capable of molding the culture of an organization. Similarly, culture provides the shared cognitive frames that guide the perceptions, thought, and language used by members of a group and taught to new members in the early socialization process.

Employees learn culture by interacting with other employees. Most behaviours and rewards in organizations involve other employees. An applicant experiences a sense of the company's culture, and his or her fit within the culture, during the interview process. An initial opinion of the culture can be formed as early as the first phone call from the Human Resources department.

2.1.3. People Shape the Culture
Pondy, et al (1990), suggested that personalities and experiences of employees create the culture of an organization. For example, if most of the people in an organization are outgoing, the culture is likely to be open and sociable. If many artifacts depicting the company's history and values are in evidence throughout the company, people value their history and culture. If doors are open, and few closed door meetings are held, the culture is unguarded. If negativity about supervision and the company is widespread and complained about by employees, a culture of negativity that is difficult to overcome will take hold. According to Pondy, et al; the culture of an organization can be shaped in several ways, such as:

  i. Creating a historical foundation through providing a sense of history, communications, telling stories about founders and leaders.
  ii. Creating an understanding of what is expected through leadership, role model examples, norms, expectations, and values.
  iii. Creating a system where everyone feels as being a part of a team through reward systems, career management and job security, effective recruiting and staffing practices, effective socialization of new staff members, and effective training and development.
  iv. Encouraging interpersonal and inter-group relationships through member contact, participative decision making, inter-group coordination, and a genuine spirit of teamwork and cooperate oneness.

2.1.4. Culture is Shared Meanings and Negotiated
Mitroff and Kilmann (1995) argued that culture is seen as the emergent understandings created by group members as they interact with each other. Once the initial culture of the organization is created, its maintenance and sustenance depends on how the meanings embedded in the culture are shared and negotiated. For an organization's culture to be of importance the meanings involved in everyday practices must be shared. Thus, the culture of the organization is constructed and maintained because its members interpret their situations and seek to make sense through the negotiation of meanings defined and provided by the organization. As Fineman (2004) puts it, the culture of an organization is capable of helping "meaning-seeking souls who invent and invoke organizational rules to help them on their way."

Because culture is negotiated, it can be changed. Members of an organization try to change the direction, the work environment, the way work is performed, or the manner in which decisions are made within the general norms of the workplace. Culture change is a process of give and take by all members of an organization. Formalizing strategic direction, systems development, and establishing measurements must be owned by the group responsible for them. Otherwise, employees will not own them. This is what is meant by shared-meaning.

2.1.5. Strong Organizational Culture Supports a Cohesive and Productive Work Environment
Several research works have indicated that culture provides and encourages a form of stability on employees which leads to a positive and productive work environment (Lewis, 1990; Kunda, 1992; Kotter and Heskett, 1992). There is a feeling of stability, as well as a sense of organizational identity, provided by an organization's culture. In addition to stability and identity, a culture can generate a sense of loyalty and commitment. Individuals, by joining an
organization and working hard to perform and compete, create a sense of "we" and "me." This involves loyalty and remaining committed to the goals of the organization. Happy employees are not necessarily productive employees. Productive employees are not necessarily happy employees. Thus, Kunda (1992) suggests that it is important to find aspects of the culture that will support each of these qualities for the employees. Over time, an organization develops distinctive beliefs, values, and customs. Organizational leaders, including civil servants, who understand the significant of the attributes of the organization's culture such as symbols and know how to evoke people's feelings can shape more cohesive and effective organizations – so long as the cultural patterns are aligned with the challenges of the marketplace. To be sure, culture can become a negative force, as it did NEPA, NITEL, the defunct Nigeria Airways, and a host of other government bureaucracies and parastatals in Nigeria.

2.2. Functions of Organizational Culture
As noted in the preceding discussion, the culture of any organization involves shared expectations, values, and attitudes that shape the behaviour of the organizational members. Organizations are populated by humans – the employees who give meanings to receive meanings from their actions. It becomes necessary for organizational leaders to nurture the spirit of oneness and to develop an organizational entity that caters for the overall well-being of its employees. Kotter and Heskett (1992) identified four functions that organizational culture performs.

2.2.1. Forming and Protecting Organizational Identify
No organization can grow without strong commitment of its employees to the cause of the organization Silverstone, (2004). The culture of an organization has its own ability to attract, develop and keep talented people through different forms of motivation such as career progression or advancement Nongo, (2012); Jones, Moore and Snyder, (1988). Thus, the culture of an organization provides

and encourages a form of stability. The espoused values must be collectively shared by members of the organization. In a strong culture, there is a feeling of stability, as well as a sense of organizational identity, provided by the culture of the organization.

According to Schein (2004), when we say that something is "cultural," we imply that it is not only shared, but also stable, because it defines the group. Once we achieve a sense of group identity, it is our major stabilizing force and will not be given up easily. Culture survives even when some members of the organization depart. Culture is hard to change because group members value stability in that it provides meaning and predictability.

2.2.2. Sense of Loyalty, Harmonious, Integrative and Collective Commitment

The success of any organization is the result of group efforts. Culture is that invisible bond of emotions and feeling that ties employees at various levels to develop collective commitment. In addition to stability and identity, the culture of an organization can generate a sense of loyalty and commitment. As Ogbor (2003) points out, a strong organizational culture discourages dysfunctional work behaviours, as it commits members of the organization to do things for and with one another that are in the best interest of the organization. For instance, corporate mission statements, in which the organization's values, policies, management ideologies and philosophies are stated, provide a frame of reference for members of the organization and serve as guidelines by which all members must abide and be committed.

According to Ogbor (2003), this harmonious and integrative aspect of the organization is one of the major reasons why organizational theorists advocate a strong culture in an organization. A strong culture involves loyalty on the part of the employees and makes them remain committed to the goals of the organization. A strong culture is characterized by employees sharing core values. The more employees share and accept the core values, the stronger the culture is and the more influential it is on behaviour.

2.2.3. Socialization of Members

The culture of an organization, according to Barley (2008), develops uniform system of promotions, remuneration and behaviour patterns which can socialize the employees without any group conflicts and ideological clashes. For example, many studies have shown that through the socialization process, the culture of the organization influences human resource management systems, which in turn affect employee attitudes and behaviours and organizational effectiveness. Through the socialization process, the culture of the organization contributes to organizational performance by directing employee attitudes and behaviours through core values, social cohesion, focused effort and unified, collective action in the direction of organizational missions and strategies (Martins, 2002; Pondy, et al, 1990; Schein, 2004; Wilkins, 1989).

2.2.4. Values and Belief Systems

According to Deal and Kennedy (1999), the culture of an organization provides the values, beliefs, underlying assumptions, attitudes, and behaviours that are shared by the members and guide their behaviour. Shared values are what engender trust and link an organization together. Shared values are also the identity by which an organization is known throughout its business areas. These values must be stated as both organizational (corporate) values and individual values. According to Rasool, et al (2012), every organization and every leader will have a different set of values that are appropriate to its business situation.

2.3. Employees' Career Progression and Organizational Culture

As members of the organization, each employee is expected to have career goals or plans. Normally, a well planned career leads to career progression. According to Fajana (2006), career planning entails matching an individual's skills and aspirations with opportunities that are or may become available in the organization. This matching requires that career planners know the skill requirements of the various jobs. This allows them to counsel individuals into jobs in which their job specifications are consistent with incumbent personnel qualifications.

Research conducted by Rasool et al, (2012) indicates that nearly half of all employees are looking for *interesting* or *meaningful work* in their next career move. And there's plenty of *work* to be done to drive your bottom line. According to the researchers, employees cannot succeed on their own, However career development initiatives need to be employee-driven, supported by the culture of the organization, not employee-exclusive. Managers are well positioned to support career development because they are familiar with the organization's changing performance needs and individual team members' talents and goals. Experience indicates that they don't need to have all the answers or be ready to hand over their own job.

According to Rasool, (2012), "the culture of the organization plays an important role in terms of employees' career advancement". Bellou (2010) suggests that employees recognize certain cultural traits as job satisfaction amplifiers. These are fairness, opportunities for personal growth, enthusiasm for the job and good reputation. On the other hand, another cultural trait, that is aggressiveness, seems to confine job satisfaction. Going a step further, it appears that employee gender and age influence the way the organizational values affect their job satisfaction. This influence is in accordance with gender and age profiles identified by literature. Bellou suggests that employers can incorporate these findings by shaping organizational culture in such a way as to enhance the overall level of job satisfaction of their employees, making them more willing to remain and build their career within the organization. This way, the organization can minimize the chances of losing talented individuals and is thus more likely to create a competitive advantage.

Tlaiss and Kauser (2010) find out that that female managers perceive their career progression to be affected by organizational culture, practices, and networks, while mentoring and tokenism were shown to be less critical. In addition, the women in their study perceived that organizational value systems and norms are a powerful determinant for career progression. The findings from this research contribute to a wider appreciation of the implicit barriers to women's career development and retention and help organizations engage

with the promotion of diversity initiatives that encourage gender career advancement and provide a better understanding of how organizations and their members can make progress.

In a study carried out by Karai (2012), it was pointed out that organization's discriminatory practices in recruitment, selection and promotions are the most significant impediment of women career advancement. Other impediment includes absence of sound human resource policies and lack of mentors as well as networking practices. The study which was conducted in a few ministries in the Kenyan civil service provides evidence on the perceived organizational barriers to women career progression and offer recommendations on what the organizations as well as individuals can do to improve on the current practices. In this study and other similar ones, organizational culture is implicated as a barrier for career progression.

A study carried out by Thomas (2011) revealed that majority of organizations favour the use of informal recruitment and selection processes, such as small social networks and employee referrals. Many organizations rely on informal, rather than merit based processes in order to select the best candidates and to screen out large numbers of unsuitable applicants. Informal recruitment processes can lead to bias because recruiter tends to determine job requirements according to the current job- holder's gender Karai, (2012). If the current job-holder is male and displays certain characteristics and abilities, then these characteristics and abilities are determined as being necessary to the job.

In a study carried out by Woods (2011), the organizations studied and their organizational cultures do not reflect the values that embrace and celebrate diversity in workplace. He asserts that there is need to actively challenge covert and overt practices that sustain gender bias hence hindering the progress of women in management. Woods maintains that negative attitudes towards and sex-typed stereotype of women in the workplace continue to be reflected in the discriminatory organization practices through discriminatory managerial recruitment and selection processes, training and development opportunities performance evaluation procedures and promotions

From the literature the operation of promotion policies in many organizations is an area which often has unclear set of criteria attached. According to Karai ((2012), this allows for subjectivity rather than objectivity to enter the process with senior management allowed considerable scope of discretion. Often, promotion criteria are focused on a preconceived notion of who should perform the role rather than the qualification required. Employers often believe that women are less able to undertake a full-time career than men, due to their biological make up, rather than ability. When promotion appointment arises and an employer is given the choice between a man and a woman with equal qualification, the woman is viewed as the greater risk. Karai (2012) argues that working in male dominated her/his is seen to reduce women advancement levels as male managerial hierarchies are more likely to promote more managerial positions as men feel more comfortable with other men than they do with women. In a study carried out by Bellou (2010), it was established that employees recognize certain cultural traits as job satisfaction amplifiers. These amplifiers are fairness, opportunities for personal growth, enthusiasm for the job and good reputation. On the other hand, organizational cultural traits such as aggressiveness, seems to confine job satisfaction and the propensity for career progression.

3. Discussion of Findings

Extensive literature review in this study shows that organizational culture impacts on career progression in different dimension depending on what cultural practices associated with the organization. The findings are enumerated below.

Organizational culture supports career progression because employee cannot succeed on their own. However, career development initiatives must be employee-driven and also supported by the culture of the organization, not employee-exclusive. Rasool (2012) points out that manager are well positioned to support career development because they are familiar with the organization changing performance needs and individual team member's talents and goals. Rasool (2012) concludes that the culture of the organization plays an important role in term of employee's career advancement.

Organizational culture is vital for employee career progression, this because traits such as job satisfaction ampliers, which includes fairness, opportunities for personal growth, enthusiasm for the job and good reputation. Bellou (2010) stresses that cultural trait that is aggressiveness, seems to confine to job satisfaction, it appears that employee gender and age influence the way the organization values affect their job satisfaction.

Tlaiss and Kauser (2010) in their finding discovered that the female managers perceive their the career progression to be affected by organizational culture, practices and networks, while monitoring and tokenism were shown to be less critical. The researchers in same study perceived that organizational value systems and norms are powerful determinant for career progression.

This study also revealed that organization discriminatory practices in recruitment, selection and promotion are the most significant impediments of women, career advancement Karai (2012). The author also points out other impediments to include absence of sound human resource policies and lack of inventors as well as networking practices. Karai emphasized that informal recruitment processes can lead to bias because recruitment tends to determine job requirement according to current job holders.

This study revealed that culture is the environment that surround a person at work all of the time. It is a powerful element that shapes an employee's work environment, work relationship and work process. Though culture is something that one cannot see except through its physical manifestation in the work place, in many ways, culture is like personality.

4. Conclusion

Organizational or workplace culture is basically the personality of an organization and is defined by its mission, goals, and values and by how these elements influence the working environment itself and the behaviours of those who work there. As stated earlier in this study, these values and ways of behaviour are capable of affecting the career progression of employees. The literature review has shown that an organizational culture that promotes diversity will encourage the career progression of both genders irrespective of

gender-belongingness. On the other hand, masculine dominated organization culture would enforce human relations and employee practices that discriminate against female employee career progression.
 The following issues emerged from the literature review:

- A bureaucratic organizational culture: A bureaucratic culture is capable of killing creativity and growth in an organization. Bureaucratic organizational structures are characterized with these features: too many management layers, high boundaries between management layers, hierarchical coordination of decisions and actions, slow decision making process, close monitoring of things and subordinates, rigid operating procedures and policies, and many tools and documents discouraging creative thinking and innovative approach to strategic actions. When the culture of the organization does not promote entrepreneurial and risk-taking initiatives, employees are poorly motivated and discouraged. Most importantly, when employees do not feel their contributions make a difference, there is the culture of apathy.

In addition to the above observations and for the purpose of this study, the review of extant literature in the study clearly shows that there is a relationship between the culture of an organization and employees' career progression

4. Recommendations

The study recommends thus;

Management should design cultural practices that will adequately support employee career development.

Management should encourage cultural practices that will promote diversity so that career progression of both genders can be effectively achieved.

Management should recognize that employee career progression is very key to the success of any organization and therefore should ensure that the culture promote entrepreneurial initiative and motivate employees to give their best.

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