

WHAT IT MEANS TO WORK HARD FOR CAREER PROGRESSION: A STUDY OF CORPORATE MANAGERS IN GHANA

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ABSTRACT: *Managerial career success is largely a function of two important career experiences: human capital, including hard work, and organizational support sponsorship. Whereas attracting and obtaining sponsorship reflects a more political explanation for career success, hard work represents a merit based and psychological explanation. However, little attention has been given to research that explores internally generated facets and psychological factors of hard work which facilitate career success. Using qualitative approach, this study was therefore conducted to explore managers' conceptualization of hard work for career progression and success. Fifty-eight managers drawn from twelve public and private organizations in Ghana completed an open ended questionnaire on what it means to work hard for their career progression. Thematic content analysis of the data showed that four main themes underlie hard work for career progression: motivation and goal/achievement orientation; work capability/efficacy; work commitment/perseverance; and investing maximum input/extra effort. Findings are discussed within the frameworks of career achievement motivation, goal setting, self-efficacy and self-regulation theories.*

KEYWORDS: career development, human capital, self-development, self-efficacy, self-regulation, Ghana.

INTRODUCTION

From an occupational and organisational psychological perspective, career is a sequence of work-related positions occupied through a person's working life. Career development pertains to how a person's career begins, unfolds and becomes successful (Boerlijst ,998; Milward, 2005). Thus, career success is a key construct of career advancement / career development. According to Millward (2005:163) 'the literature on careers is multi-disciplinary, multi-level, and difficult to distil', which have implications for investigation (Thomas et al., 2005) The most used and researched terms in the career literature are career development; (Boerlijst 1998); career success (Judge et al., 1995; Seibert & Kramer, 2001; Tharenou, 1997); career advancement (Tharenou,1997); career progression (Thomas, et al., 2005; Tharenou,1997); career ladder; (Thomas et al., 2005); career satisfaction (Judge, et al., 1999) executive career success, and managerial career success (Judge et al., 1995; Thomas et al., 2005).

Most definitions suggest that the concept of career advancement /career success is related to work and achievement which can be perceived or real. For example, career success can be defined as the real or perceived achievements individuals have accumulated as a result of their work experiences (Judge, et al., 1995). Seibet and Kraimer (2001) defined it as the accumulated positive work and psychological outcomes resulting from one's work experiences. These definitions suggest that career success has a psychological dimension as a career is perceived, and then judged as successful and is therefore subjective. It can also denote a real or tangible work achievement or outcome and therefore be objective. (e.g. Judge et al., 1995; Judge, et al., 1999; Thomas et al., 2005). These definitions that capture two key concepts are consistent with traditional career theories that define success in terms of extrinsic/ objective factors (e.g. Gattiker & Larwood, 1989; Jasolka , Beyer & Trice, 1985) and internal, subjective factors (Schein, 1978). 'Objective' career success may be either entirely dependent on progression, that is, ascendancy/promotion) within an organisation ('locals'), or dependent on a profession or occupation which may involve movement from one organisation to another ('cosmopolitan') Millward, 2005).

Objective measures/indications are larger income/salary, ascendancy/promotion, status including recognition and respect from others) Subjective career success, on the other, is defined as a person's feeling of accomplishment and satisfaction with his/her career (Judge et al., 1995). It is indicated by career satisfaction and current job satisfaction. Career satisfaction is defined as the satisfaction a person derives from the intrinsic and extrinsic aspects of his/her careers, including pay, advancement, and developmental opportunities. Job satisfaction is concerned with satisfaction with several aspects of a job including pay, promotion opportunities and the work itself. Thus, there is a link between objective success and subjective appraisals in that people define their success based, in part, on their objective accomplishments. Managerial career advancement and success is an important issue because it is associated with managerial performance and effectiveness which contributes to organisational success and profitability (Tharenou, 1997).

LITERATURE REVIEW

During approximately the last two decades, studies on career development have focused on two main factors that facilitate managerial career success. These factors are mainly human capital/psychological factors and organizational support/ sponsorship. Organisational **factors** are mainly opportunity structures, interpersonal and promotion policies, procedures and opportunities, organizational interventions that facilitate employee upward career mobility, and attracting and obtaining organisational sponsorship (Kim, 2005; Thomas et al., 2005). Human capital/psychological factors include personality/individual differences variables, career resilience, self-efficacy and hard work. In a meta-analysis, Thomas et al. (2005) concluded that that managers would be successful in their careers if they worked hard- human capital (contest mobility) and received organisational support /organisational sponsorship (sponsored mobility).

Attracting and obtaining organisational support/sponsorship, which involves some political skills reflects a more political explanation for career success. Political skill in organisational

context is the ability to effectively influence others at work to act in ways that enhance one's personal and/or organisational objectives. It is about an employee's ability to recognise and leverage power differential at the work place to achieve personal and/or organisational objectives. Politically skilled employees are socially astute, capable of influencing others, interactive and good at social networking (Ferris et al., 2005, 2007; Treadway et al., 2013). Thus, highly politically skilled employees are more likely than lowly politically skilled employees to influence power differentials at the workplace to attract organisational support/sponsorship for career development and success

Working hard, according to Thomas et al. (2005), represents a merit based explanation for career success because enhancing a person's competency through job-related knowledge, skills and abilities should be rewarded in the career contest. Not much research, however, has been done to explore internally generated facets that facilitate personal success (for example, efficacy, resilience, self-insight, self-motivation) (Millward, 2005; Seibert et al., 2001). Studies on human capital/psychological factors, particularly, hard work, however, appears scanty. Studies on human capital/psychological factors that influence career success have focused on personality traits/individual differences variables with little attention given to other personal and psychological factors that facilitate career success. Studies suggest that extraversion, conscientiousness, advancement motives, ambition and achievement motives/orientation, persistency, self-control, and openness to experience predict managerial career advancement (Costa & McCrae, 1992; Judge et al. 1999; Tharenou, 1999; Thomas et al., 2005).

Some studies relate variables such as work alcoholism, that is incessant addiction to work (Burke (2001), increased working hours (Green, 2001), and commitment to work (Ballout, 2007) to hard work in predicting career success. These variables do not coherently explain the meaning of hard work as a construct although it is a key to career progression and success. In the work literature, hard work is usually associated with the construct work ethic, which denotes an attitudinal construct that reflects deeply held values regarding the fundamental place of work in one's life (Miller, Woehr and Hudspeth, 2002). These values include hard work, autonomy, fairness, wise and efficient use of time, delay of gratification, and the intrinsic value of work. Miller and his colleagues developed a multidimensional, measure of work ethic consisting of the dimensions "hard work," "leisure," "centrality of work," "wasted time," "morality/ethics," and "self-reliance." The item on Miller et al.'s (2002) Multidimensional Work Ethic Profile (Miller et al., 2002) for hard work is "*Working hard is the key to being successful*". This item appears vague as it does not indicate or define what constitutes hard work *per se*. In short, although hard work has been seen as an essential element in career progression and development, it appears that studies have not examined it as a construct on its own right to offer a better, comprehensive and coherent explanation of the phenomenon. This is precisely what this study sought to do.

Research question:

This study explored internally generated facets that facilitate personal success at work, specifically, what constitutes hardworking for career success. The key research question was: What does it mean to work hard for career advancement or progression?

Aim/objective: The study was intended to provide comprehensive and coherent conceptualization of ‘hard work’ for career development for managers and other employees. The key issues in the conceptualization can form the basis for developing potential indicators and inventory for the construct of hard work for career development among employees/managers in corporate organisations.

METHOD

Participants: The study was conducted on 58 managers, comprising thirty-six males and twenty-two females, ranging in age between 38 and 54 years. Participants were purposively selected through personal contacts from across both private and public organizations in Accra-Tema Metropolis in Ghana where most of the corporate organisations in Ghana are located. Managers had tenure of at least one year in a senior management position.

Instrument: The instrument for data collection were a brief semi-structured interview guide for interviewing, and a digital voice recorder for recording the interviews. Participants were asked to respond to the questions: ‘From your own working experience, what does it mean to work hard to enable you to progress in your career?’ ‘State three ways in which you can work hard to progress in your career’.

Data Collection Procedures: There were two stages of the interview: the main interview and the verification stage. There was a period of four weeks between the first and second phases of the interviewing. Individual interviews were run in each participant’s workplaces in private settings during lunch breaks. During each interview session which lasted about 15 minutes, respondents were asked to respond to the question ‘What it mean to work hard for career progression in their organisations’. To ensure validity and trustworthiness of the data and the analysis, stage two of the interview which lasted about ten minutes, findings in a synthesized form were presented back to fifteen of the participants for verification and authenticity. All the fifteen participants confirmed that the findings reflected their conceptualization of hard work for career progression in organisations. The interviews were conducted by one of the researchers. Ethical considerations included informed consent, anonymity of participants, confidentiality of their responses and asking for their permission to audio-tape the interview sessions for transcription purposes.

Data Analysis Technique: Thematic Content analysis

The data was thematically content analyzed using Miles and Huberman’s (1994) approach which has three interactive concurrent components: data reduction, data display and drawing conclusions. Using this approach, the interviews which were audio-recorded were transcribed. In data reduction stage, first, participants’ responses were segmented, coded and the main themes were generated. (Refer to Appendix 1 for participants’ themes). Second, the data (participants’ themes) were systematically aggregated into themes/sub-themes with the aim of suggesting shared meanings. Finally, conclusion which underlies participants’ conceptualization of hard

work was drawn. The data were analyzed by the first author's post-graduate research methods class as a qualitative data-analysis exercise for a course credit.

To ensure inter-rater reliability and trustworthiness of the data analysis, two groups of students in the first author's postgraduate research methods class independently analysed the data and the findings aggregated into common themes by the authors. The inter-rater/inter-coder reliability for the themes drawn by the two groups of raters was .80, which is acceptable and justifies aggregating themes into common themes in qualitative data analysis (Miles and Huberman, 1994). The common themes are grounded in the data and they reflect how managers make sense of hardworking for career development (Cassel & Walsh, 2004). Hence the themes indicate the key issues by which managers conceptualize hardworking for career development. Secondly, the findings were fed back to ten of the participants for validation which they confirmed that they reflected their conceptualization of hard work. In addition to aggregating participants' responses into themes, the findings are presented with their pertinent quotes which show what hard work for career development means to them. The textual quotes are used as examples to illustrate and substantiate a theme.

FINDINGS

Main themes on the meaning of hard work for career development

Four main themes that underlie participants' conceptualization of 'hard work' for career success/ progression/ advancement emerged from content analysis of the data. These are: motivational and goal attainment/achievement-orientation; work capability/efficacy; perseverance/work commitment/resilience; and maximum input/extra effort. Thus, according to managers, hardworking for career progression is about having the motivation to achieve career development/ success goal, being/feeling capable to do so, being committed and persevering and putting maximum and extra inputs to achieve the goal.

Career Goal -Achievement Motivation

Hard work for career progression is conceptualized in terms of motivation to achieve career goal. It involves both intrinsic/self-motivation and extrinsic motivation and rewards, specifically, expectation of promotion at the workplace. The key elements expressed are: Intrinsic/self-motivation; extrinsic rewards/promotion; long term satisfaction; achievement of higher personal goal and organisational goals. Participants; illustrative quotes include the following:

It is the ability to set goals and pursue them without getting distracted till you have achieved those goals to the end.

Hard work to me is doing all you can by determination and perseverance with self-motivation to achieve a set goal. Not looking at circumstances around me.

Hard work is using a lot of time and energy to do work because you expect to reap rewards. It is dedication of time and resources toward the achievement of a goal and pushing through until the desired target is realized. To put in extra effort in activities that is targeted at achieving goals.

Work Capability/Efficacy

Hard work for career progression means having the capability and efficacy to work. This involves having the required knowledge, skills and abilities, and the efficacy to work successfully to achieve the career objective. Key elements of work capability/efficacy: required knowledge and skills; ability to pursue; putting in effort; pushing through;

Dedication of time and resource toward the achievement of a goal and pushing through until the desired target is realized.

It is the ability to set goals and pursue them without getting distracted till you have achieved those goals to the end.

To strive to acquire and use the requisite skills, knowledge, and abilities to improve your performance .

To work hard in an organization is to be able to meet all that the organisation expects from you and also go extra mile to do things which will help organisation.

Work Commitment / Resilience/Perseverance

Hard work involves perseverance and commitment to work. Commitment is conceptualized in terms of: dedication; resilience; determination; perseverance; focus; seriousness; diligence. For example:

Hard work means commitment, dedication and honesty toward work. Hard work to me is doing all you can by determination and perseverance with self-motivation to achieve a set goal. Not looking at circumstances around me

To work hard to progress one needs to be diligent, resourceful, persevere, serious and loyalty to his or her work. Hard work is about being diligent with your work.

Hard work involves committing quite a number of hours when needed to achieve a set target. It is about being focused and able to work alone and as a team to achieve a set goal.

Hard working means commitment and dedication to work towards achieving the organisational goals. The individual should blend his personal and organizational objectives together to achieve a common goal.

Maximum Inputs/Extra work:

Hard work for career development means putting in maximum inputs to achieve that goal. These include; extra effort, extra time, extra energy for extra work. It involves going the extra mile, that is, exceeding work demands and self-sacrifice by ignoring costs. Hard work means doing what must be done to achieve the best result. For example:

Hard work is when the normal amount of work that is put into a job or a task is not enough to complete that job successfully, requiring that one does extra work with extra resources.

To put in conscious effort in doing something, to spend time on the job going the extra mile and it is rewarding and sometimes you do not want to do it. It is about going the extra mile, putting in more effort, time to achieve a goal. It requires considerable mental or physical energy and effort.

Hard work means expending all energy, time, effort or other form of industry at your disposal to achieve a goal. Working hard involves doing what is expected of you. It also involves going beyond the limit of what is expected of you.

Working hard is going beyond the normal duties assigned to you and sacrificing and working extra time. Working hard means exceeding what job description and objective demand.

To work hard is to be focused on what one is doing in order to achieve one's goal. It entails going beyond ordinary, including engaging all resources one can lay hands on in doing them to the goals set. Hard work means giving 100% of your effort to do something and not considering how much it will cost you. Doing all that must be done to achieve the best results.

In sum, according to managers, hard work for career progression is about having the motivation to achieve career development goal, feeling capable/having the efficacy, to do so, being committed and persevering and investing maximum and extra inputs to achieve success.

DISCUSSION

Managers conceptualized hard work in terms of goal setting for career development/ success and having the required motivation and feeling capable to achieve success. It involves commitment, resilience, determination and putting maximum inputs/ resources such as extra effort, time, and energy, without counting the cost. These findings are consistent with studies that relate hard work for career progression to achievement motives (Tharenou (1997), career goal setting (Devarapalli, Pilli, & Pallekonda, 2015), maximum efforts and increased working hours (Burke 2001; Green, 2001), determination and commitment to work (Ballout, 2007), resilience and self-efficacy (Betz, 2000; Maurer, 2001 and self-efficacy for self-development (Devarapalli et.al., 2015; Millward, Asumeng, and McDowall, 2010). Also, these findings on the conceptualization of hard working for career progression are consistent with, and can be explained in terms of career and achievement motivation theory, goal setting theory, self-efficacy, and self- regulation theory.

Conceptualizing Hard work in terms of Career Achievement Motivation, Goal setting, and Self-regulation theory

In the self-regulation theory/framework (Ashford & Tsui, 1991; Carver & Scheier, 1981, 1982; Tsui & Ashford, 1994) theoretical and empirical evidence suggest links between managerial career goal setting (Devarapalli et al., 2015), achievement motivation and career progression. Self-regulation theory (behavioural self-management/behavioural self-regulation (Ashford & Tsui, 1991; Tsui & Ashford, 1994), or self-control theory (Carver & Scheier, 1981; 1982) is based on the theoretical assumptions that if a person detects a negative discrepancy between his or her performance and a designated standard of performance that is expected from them (i.e., there is a public accountability), he or she could be motivated to reduce the discrepancy. The person could reduce the discrepancy by improving his or performance to match the required standard (Maurer et al., 2002). The theory proposes that people could exert self-control by complying with the following close looped self-regulation process: goal setting, self-monitoring of the behaviour in light of that goal (that is, observing instances when one complies with, or deviates from the goal), self-evaluation (that is the extent to which the goal has been achieved), and self-reward or punishment (investing more resources, sacrificing pleasures), depending on goal achievement. In terms of the self-regulation framework, when a manager perceives the need for career progression, he/she is motivated to set career progression goal. The manager will then put in effort and other inputs intended to achieve the goal of progression. The manager will be motivated to invest maximum resources and other inputs, including sacrificing pleasures when required in order to achieve career progression goal. Likewise, Tharenou (1997) had noted that a person's advancement motives, ambition and achievement motives, drive him/her toward achieving his/her managerial advancement goals.

However, self-regulation through goal setting (Carver, 2004; Latham and Locke, 1991) for skill development/self-improvement largely depends on a person's self-efficacy (Millward, Asumeng, and McDowall, 2010) as evidenced in the study. This suggests links between managerial self-efficacy, goal setting and self-development and career development within self-regulation framework.

Hard work, Managerial Self-efficacy, Goal setting, Self-regulation, and Career progression

Self-efficacy facilitates the self-regulation process through goal setting and self-development. Self-efficacy is defined as the belief in one's capabilities to pursue and successfully achieve a certain goal (Bandura, 1997). Self-efficacy facilitates the self-regulation process through the development of self and skills. Self-efficacy for development is the degree to which individuals believe they are capable of improving themselves and their skills. It is conceptually related to implicit theory of ability. That is, a person's belief about whether it is possible to improve his or her abilities or skills (Maurer et al., 2002). Thus, managers with high self-efficacy for development believe that they are capable of developing their skills for career development and progression. Such managers are likely to set career development and progression goals. On the other hand, managers with low self-efficacy for development believe that they are incapable of developing their skills for career development and progression. Such managers are less likely to set career development and progression goals This is because self-efficacy facilitates the self-

regulation process through goal setting. Self-efficacy plays important role in the goal setting process because of it's promoting (high self-efficacy) or inhibiting (low self-efficacy) effect on performance (Bandura, 1986). (Locke & Latham, 1990. The higher one's self efficacy, the more likely one is to work hard engage and persist in difficult tasks, set difficult goals, be resilient, determined, to achieve that goal, hence invest maximum inputs and resources to achieve the goal (Bailey & Austin, 2006; Chen and Bliese, 2002 ; Devarapalli, et.al., 2015; Maurer et al., 2002). In this study, findings suggest that managers with high self-efficacy are likely to be highly motivated and set career achievement goals. Such managers are likely to be resilient, committed, persist and invest maximum inputs and extra inputs such as time, effort and other resources to achieve their career progression goal. On the other hand, managers with low self-efficacy are less likely to be highly motivated and set career achievement goals. Such managers are less likely to be resilient, committed, persist and invest maximum inputs and extra inputs such as time, effort and other resources to achieve their career progression goal, if any. Resilience seems to denote self-efficacy, need for achievement/achievement orientation and persistency which play a crucial role in career development (Betz, 2000; Maurer, 2001).

IMPLICATIONS FOR THEORY, RESEARCH AND PRACTICE

The study has theoretical implications insofar as it provides conceptual, comprehensive and coherent meaning for hard work for career development for corporate managers. The key elements in the conceptualization of hard work; career progression motivation, career progression goal setting, self-efficacy for development, resilience and commitment, and investing maximum efforts and inputs to achieve success are grounded in career achievement motivation theory, goal setting theory, self-efficacy and self-regulation theories. In practice, the key elements in the conceptualization of hard work can serve as basis for developing self-regulatory measuring scale/instrument/inventory for the construct of hard work. The development of scale/instrument/inventory can serve as indicators /pointers /guide of hard work for career development for managers and other employees in corporate organisations. The study thus, potentially links research, theory and practice in organizational setting.

The study was conducted with managers in corporate organisations therefore the findings might not necessarily be generalized to non-managers. Also, a small sample size of might affect the empirical generalizability of the findings to the general population of managers. However, in qualitative research, the focus is not on generalizability of findings but on explaining and understanding processes in phenomenon, in this study, what it means to work hard for career development. Also, in qualitative organizational research, a sample size of fifty-eight is considered acceptable for conceptual and theoretical conclusions to be drawn (Cassel & Symon, 1994). Given that career progression is a function of hard work and organizational factors, it is assumed that the findings are applicable in organisations where factors that enhance career progression such as promotion policies, procedures and opportunities, organizational interventions that facilitate employee upward career mobility, and attracting and obtaining organisational sponsorship are favourable (Kim, 2005; Thomas et al., 2005).

CONCLUSION

In sum, evidence from the study shows that hard work for career progression can be conceptualized in terms of motivation to achieve career development, setting career progression goal, feeling capable to achieve the goal, being resilient and committed and investing maximum efforts and inputs to achieve success. This conceptualization is consistent with career achievement motivation, goal setting, self-efficacy and self-regulation for self-improvement theories drawn from extent literature.

FUTURE RESEARCH

Future studies may use quantitative methods and multiple regression/structural equation models to investigate the amount of variance in career progression which can be accounted for by career achievement motivation, goal setting, self-efficacy, resilience and investment of maximum inputs/effort. Also, potential links between career achievement motivation, goal setting, self-efficacy, resilience and investment of maximum inputs/effort and career progressions can be investigated. Further, within self-regulation framework, the role of self-efficacy as a moderator in hardworking for career progression may be investigated.

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APPENDIX: MEANING OF HARD WORK

Summary of participants' responses to the question: What does it mean to work hard in order to progress in your career?

1. Dedication of time and resource (**D**) toward the achievement of a goal(**G₂**) and pushing through until the desired target is realized(**G₁**).
2. Deliberate actions to achieve a set target.(**G₂**)
3. It is work that requires you to be skilled or trained enough to do and can sometimes be physical(**E**)
4. It is the ability to set goals and pursue them without getting distracted(**R**) till you have achieve those goals(**G₂**) to the end.
5. Hard work means commitment, dedication and honesty toward work.(**D**)

6. Hard work basically refers to the fact that duties must be done right and on time(**E**).
7. Hard work means putting in effort (**M**)to get a given task accomplished(**G₂**).
8. To put in effort in doing something, to spend time on the job(**D**) going the extra mile (**M**)and it is rewarding(**E₁**) and sometimes you do not want to do it.
9. Hard work is when the normal amount of work that is put into a job or a task is not enough to complete that job successfully, requiring that one does extra work with extra resources(**M**)
10. Hard work means giving out your best at all times for work to be done(**M**)
11. To me, hard work means being efficient on whatever you are doing(**E**)
12. Conscious effort one puts into(**M**) achievement of higher goals(**G₂**) in his or her work
13. Doing all that must be done (**M**)to achieve the best results(**G₂**)
14. Hard work is using a lot of time and energy to do work(**D**) because you expect to reap rewards(**E₁**)
15. To work hard means giving 100%[^]of your effort to something(**M**)and not considering how much it will cost you(**I**)
16. Being dedicated to one's work(**D**) and performing according to one's job description(**D**) with the aim of helping the organization to achieve its goals(**G₁**)
17. Hard work to me is doing all you can by determination and perseverance(**R**)with self-motivation(**I**) to achieve a set goal(**G₂**). Not looking at circumstances around me
18. Going the extra mile, putting in more effort,(**M**) time to achieve a goal(**G₂**).
19. Hard work means expending all energy, time, effort or other form of industry at your disposal(**M**) to achieve a goal
20. Hard work means to push yourself to the greatestpossible limit(**M**)and earn or obtain something from it(**E₁**)
21. To be diligent(**R**), pay attention to your work(**R**), be committed and faithful (**D**)in what you do. Be punctual as well as serious with what you do(**D**)

22. Being dedicated, consistent, being punctual to work,(**D**) respecting and obeying supervisors, observing ethics rules and regulation(**SR**). Making sure you assist your company achieving its goals(**G₁**). Putting the interest of the company first(**D**).
23. To strive to acquire and use the requisite skills, knowledge, and abilities to improve your performance(**E**)
24. To work hard in an organization is to be able to meet all that the organisation expects from you and also go extra mile to do things which will help organisation(**M**)
25. By putting in all my efforts into what I have been tasked (**M**)to do to achieve the highest outcome both tangible and non-tangible(**G₂**)
26. By being focused on whatever responsibility you are undertaking at whatever position you are holding(**R**). You must be more effective and efficient and economical(**E**).
27. Being diligent with your work(**R**). Committing quite a number of hours (**D**) when needed to achieve a set target(**G₁**). Being focused and able to work alone and as a team to achieve a set goal(**R**).
28. Working hard involves doing what is expected of you. It also involves going beyond the limit of what is expected of you(**M**)
29. Working hard means exceeding what a job description and objective demand(**M**)
30. Working hard means using available means to achieve outmost goal(**E**). It does not have to make one necessarily sweat or get tired
31. Self-sacrificing(**M**), achieving organizational goals and help attain vision and mission of the organisation(**G₁**)
32. Hard work is working wisely and setting priority(**D**)
33. To work hard in my view is to study hard in my study pass my exams and then get a good job after school. Because without the hard work in my study which I think is my career it will be meaningless.
34. To work hard is to engage in the rudiments of applying oneself within one's power to contribute to the growth of the work(**M**)
35. You need to be dedicated and committed to your work. Show interest in where you work(**D**).

36. To work hard to progress one need; diligence, resourceful, perseverance seriousness and loyalty (**R**).
37. I can work hard by doing my work diligently(**R**) and making an extra effort (**M**)to reach set goal(**G₂**)
38. To work hard is to be focused (**R**)on what one in order to achieve ones goal(**G₂**). It entails going beyond ordinary(**M**), including engaging all resources one can lay hands on in doing them to the goals set(**E**)
39. Working hard is a way an individual strives well on a job in the face of problem arising(**R**). Always trying to meet goals set for you and even going beyond that to make room for other extra duties that might come up(**R**). Diligence and excellence is also involved (**R**)
40. To perform a particular task accurately and effectively(**E**). To make your work help towards the attainment of organisational goals(**G₁**)
41. Hard work is technically very difficult in term of definition. However it is possible to come out with description of hard work taking into consideration various work principle; work ethics, attitude toward work, OCB and relationship with other workers(**SR**)etc
42. Go to work on time, perform my duties as it's expected, upgrade myself in my area of specialization, and perform review regulation to know my state(**D**).
43. I must adhere to schedules at work(**SR**), I must attain my key performer's indicators and I must be innovative(**E**)
44. Working hard is all about pre social organizational behaviour, going beyond the normal duties assigned to you and sacrificing and working extra time(**M**)
45. In order to work hard to progress at work one must be committed to work (**D**)and get goals met and achieve better results(**G₂**)
46. Working hard means adhering to the policies of the organisation(**SR**) in order to achieve the set goals or objectives(**G₁**)
47. To work is to plan the lesson notes, teach, and examine the students. To be punctual work at all times and perform my duties.(**D**)
48. Hard working means commitment and dedication to work (**D**)toward the achieving the organisational goals(**G₁**). The individual should blend his personal and organizational objectives together to achieve a common goal(**G₁**)
49. Meet goals set(**G₂**), working with stated time frame and giving out maximum best(**M**)

- 50.** Working hard in an organization means working according to all the strategies that organisation has laid down(**SR**) in order to meet the organisation goals(**G₁**). This makes the organisation progress
- 51.** Working hard in an organisation means putting in your best as an individual(**D**), taking into consideration the organisational goals and tries to achieve them(**G₁**). Punctuality dedication, abiding by rules and regulations of the organisation and career progression(**SR**)
- 52.** To put in extra effort in activities (**M**)that is targeted at achieving goals(**G₁**)
- 53.** It means one needs to come to work place every day and work hard to improve the organisational set goals to increase output(**D**)
- 54.** Working to progress involves delivering inputs and efforts or necessary responsibilities(**M**) in fulfilment of a set goal or objective(**G₂**)
- 55.** This should be done without focusing on immediate gratification but pursuit of a long-term satisfaction(**E₁**). Eg; promotion, rewards etc
- 56.** Increasing ones competency by acquiring knowledge and skills to enhance ones performance(**E**) to increase productivity within an organisation(**G₁**).
- 57.** Putting in a lot of effort (**M**)into achieving a goal(**G₁**) and going the extra mile(**M**)
- 58.** Managing available resources to accomplish goal(**E**).

CODING

The summary data entails 58 responses to the meaning of hard work. Each sentence/phrase has the necessary codes inserted where appropriate. The codes are D, E, E ,G,G, I, M, R, SR.

CODING KEY: D= Dedication, E=Efficiency, E₁ = Extrinsic motivation I=Intrinsic motivation, G₁= Goal oriented, G₂= Goal attainment, M=Maximum input, R=Resiliency, SR= Sense of Responsibility.

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