

# A Study of Employee Career Planning and Career Management As Correlates for Career Development And Job Satisfaction of Bank Employees in Tiruchirappalli Districts

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**Abstract-** *The notion of empowering human capital to onset creativity and innovation through planning the careers of institutional members using HRM policies and practices to develop different mindsets, skills and competencies with the ultimate aim to provide a range of innovative products and services is attracting attention. This paper explores the link between career planning and career management as antecedents of career development and job satisfaction, and career commitment as its outcome. A sample of 500 employees of a Tiruchirappalli Banks revealed the significant link between the variables of career planning and career management, and career development, and in turn, with job satisfaction and career commitment. The paper discusses the implications of these findings for career development.*

**Keywords-** Discrete event simulation, queuing system, size delay function

## I. INTRODUCTION

In the globalised world of business, changes are constantly being witnessed on daily basis leading to restructuring and downsizing processes, mergers and acquisitions technological advancements and other measures to cope with the dynamic pressures of globalization (Greenhaus, Callanan & Godshalk 2000, Appelbaum, Ayre & Shapiro 2002, Baruch 2004). These constant changes at the organisational level have elevated the importance of managing people at work, and in particular, the planning and managing of their careers (Baruch 2004). Arguably, people are the most valuable resource in contemporary organisations, and providing them with a long term stable career is a win-win situation for both organisations and their employees.

Hall & Associates (1986) had defined a „career“ as a lifelong process made up of a sequence of activities and related attitudes or behaviours that take place in a person’s work life. It is also viewed as: a pattern of work related

experiences, such as job positions, jobs duties or activities, work related decisions; and subjective interpretations of work related events, such as work aspirations, expectations, values, needs and feelings about particular work experiences, that span the course of a person’s life (Greenhaus, et al. 2000).

Clearly, a career is not just a job, but revolves around a process, an attitude, behaviour and a situation in a person’s work life to achieve set career goals. Baruch (2004) points out that career is the property of individuals, but for the employed, it is organisations that will plan and manage employee careers. However, during the last few decades the notion that individuals are also responsible to cater to and build their own careers, instead of leaving it entirely to the organisation to manage, has been well documented (Baruch 2004). Hence, career management requires initiative from both organisations as well as individuals in order to provide maximum benefit for both.

Career development is about the development of employees that is beneficial to both the individual and organisation, and is a complex process. Theories surrounding the complex career development process emerged in 1950s in the work of Eli Ginzberg, Donald Super, Anne Roe, John Holland and David Tiedeman (Herr & Shahnasarian 2001). In the last fifty years, major career development theories and practices were created, tested, and subsequently, defined (Leibowitz, et al. (1986), McDaniels & Gysbers 1992, Herr 2001). Leibowitz, Farren and Kaye (1986) contend that career development involves an organised, formalized, planned effort to achieve a balance between the individual’s career needs and the organization’s work force requirements. In the 1990s, the research focus was more on the practices of career development across a wide range of career issues, settings and populations and, according to Herr (2001), in the emerging world of the present and the future, the practices of career development are being challenged to find new paradigms and new scientific bases. Herr (2001) argued that this phenomenon

was necessarily occurring as the inherent dynamism in the complex global business environment was increasingly affecting individual career choice. Moreover, Herr highlighted that in recent years there was a consolidation on the works of career behaviour with discussion on how it can be used to guide planned programmes of career interventions and, ultimately, to impact on organisational effectiveness.

Naturally, with proper career planning and career management, an individual expects to reap the result of such investment by attaining career development. According to McDaniels and Gysbers (1992), career development is the total constellation of psychological, sociological, educational, physical, economic, and chance factors that combine to shape the career of any given individual over the life span. Greenhaus et al., (2000) suggests that career development is an ongoing process by which individuals progress through a series of stages, each of which is characterised by a relatively unique set of issues, themes, and tasks. Hall and Associates (1986) define career development as the outcomes emanating from the interaction of individual career planning and institutional career management processes.

## II. A MODEL OF CAREER DEVELOPMENT

Figure 1 presents the conceptual model depicting the relationships of the variables. It illustrates that career planning and career management, two primary independent variables, lead to career development. Career development, in turn, links with the two outcome variables of job satisfaction and career commitment. In other words, the hypothesis is that career development is an intervening variable depicting the association of career planning and career management on job satisfaction and career commitment. The following discussion presents a detailed explanation of the hypotheses.

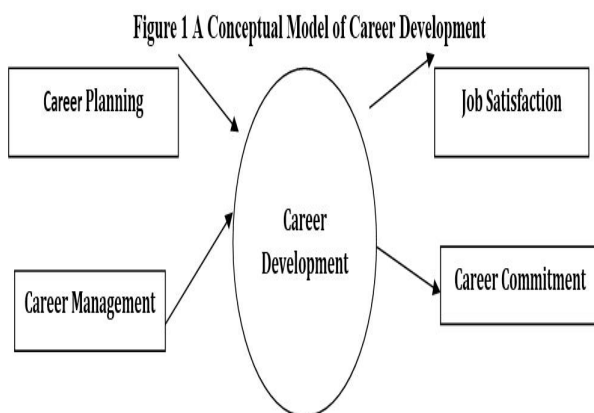


Figure 1. A Conceptual Model of Career Development

## III. CAREER PLANNING AND CAREER DEVELOPMENT

Career development is a long term complex process. Indeed, organisations and individuals understand and appreciate the inherent longevity in this complex phenomenon. Often career development is reported as an organisational initiative whereby organisations set up mechanisms, processes, structures and systems to foster career development initiatives among individuals (McDaniels & Gysbers 1992, Herr 2001). However, in recent years, the notion of individuals pursuing their careers and shaping, moulding and developing item in order to get maximum advantage has received widespread attention. For instance, Hall and Associates (1986), and Granrose and Portwood (1987) emphasize the importance of career planning as the first step towards the career development process. Indeed, individuals need to explore career development areas and make decisions about personal objectives and development plans. Hall and Associates (1986) define career planning as a deliberate process for becoming aware of self, opportunities, constraints, choices and consequences, as well as identifying career related goals, and programming for work, education, and related developmental experience to provide the direction, timing and sequence of steps to attain a specific career goal. Leibowitz et al., (1986) concur with this definition when they define career planning as a process by which individuals determine their skills, interests, and values. Moreover, these authors contend that people consider which options „fit“ them, and set goals and establish plans for achieving their expectations. Furthermore, Leibowitz et al., (1986) argue that individuals are responsible for initiating their own career planning as well as identify their skills, values and interests, and seek out their career options in order to set goals and establish their career plans.

## CAREER MANAGEMENT AND CAREER DEVELOPMENT

Career management is another commonly cited antecedent of career development. Once individuals have planned their career goals, they require skills, competencies and values to execute their career goals with appropriate career management practices. In other words, the next step after career planning will be carrying out the plans through appropriate career management practices. Career management is an ongoing process of preparing, developing, implementing and monitoring career plans and strategies undertaken by the individual alone or in concert with the organization’s career system (Hall & Associates 1986, Greenhaus, et al. 2000). Indeed, career management is a continuous process of work life. Furthermore, a satisfying career can promote feelings of fulfillment while poor career decisions can have a devastating effect on a person’s sense of well being (Greenhaus, et al. 2000).

Morrison and Hock (1986) contend that career management represents the organisational perspective in the career development process. This feature is demonstrated when organisations endeavor to match individual interests and capabilities with organisational opportunities through a planned programme encompassing such activities as the design of effective internal career systems, employee counseling, job rotation opportunities and a blend of positional experiences with on and off the job training assignments (Hall & Associates 1986). Gutteridge (1986) agrees that career management involves specific HR activities, such as job rotation, potential appraisal, career counselling, and training and education designed to help match employee interests and capabilities with organisational opportunities. An effective career management practices will help promote employee insight, goal and strategy development and gather appropriate feedback and assist employees in using and developing skills and knowledge that will benefit the organisation and the growth and self esteem of its employees (Greenhaus, et al., 2000, Martin, et al., 2001).

#### **CAREER DEVELOPMENT AND JOB SATISFACTION**

Organisations that invest in career management are more likely to increase employee's job satisfaction (Lee 2000). A number of researchers, who provided alternative views of job satisfaction, have appreciated this notion. Firstly, numerous authors describe job satisfaction as a state of mind and provide different interpretations. For instance, Gregson (1987) defines job satisfaction as the positive emotional state resulting from the individual appraisal of one's job or experience. Chay and Bruvold (2003) define job satisfaction as an individual's affective response to specific aspects of the job. Noe (1996) defines it as a pleasurable feeling that results from the perception that one's job fulfils or allows for the fulfillment of one's important job values (Appelbaum, et al. 2002).

Secondly, job satisfaction is a form of attitude towards work related conditions, facets or aspects (Wiener 1982). Jepsen and Sheu (2003) observe that such an attitude, either in the form of liking, or disliking a job, is a universal and an essential aspect of career development. Clearly, theorists and practitioners seem to accept the assumption that nearly everybody seeks satisfaction in his or her work (Jepsen & Sheu 2003). According to Jepsen and Sheu (2003), if a person becomes engaged in work that matches his occupational choices, he is likely to experience job satisfaction. Lastly, Herzberg's two factor theory posits that hygiene factors are necessary to keep employees from feeling dissatisfied, but only motivators can lead workers to feel satisfied and motivated (Herzberg, Mausner & Sydenham

1959, Bartol & Martin 1998). Motivators include achievement, responsibility, work itself, recognition, growth, and achievement (Bartol & Martin 1998).

#### **CAREER COMMITMENT AND CAREER DEVELOPMENT**

Career commitment is another outcome of career development initiatives. Hall (1971) defines career commitment as the strength of one's motivation to work in a chosen career role (Noordin, Williams & Zimmer 2002). Colarelli and Bishop (1990) contend that career commitment is characterised by the development of personal career goals, the attachment to, identification with, and involvement in those goals. Organisations that provide career relevant information and assistance will narrow employees' career focus and bind them more closely to an organisation, leading to commitment (Granrose & Portwood 1987).

Career development opportunities support career commitment initiatives among employees. King (1999) points out that psychological force of self identity, self insight and resilience in pursuing career goals represent core components for career motivation and commitment, and for building cooperation, cohesiveness and consensus in organisation. Career commitment forms a centripetal force inward, protecting the organisation from outside influence, drawing human resources toward countless acts of cooperation with each other (King 1999). Lee (2000) cites that employees' job satisfaction, organisational commitment and morale levels are important measures of the return on the efforts of HR function.

#### **STATEMENT OF THE PROBLEM**

This research explores the influence of career planning and career management on career development and the subsequent effect on job satisfaction and career commitment. This integrated perspective assumes that career development can increase job satisfaction and career commitment.

### **IV. RESEARCH METHODOLOGY**

#### **Population and Samples for the study**

The primary respondents were private and public sectors Tiruchirappalli bank employees. The Bank has a staff population of 1000 in its employment covering various ranges of jobs. Using multi stage stratified random sampling technique, a figure of 500 employees, who were working various wide field of jobs within the bank, were selected to participate in the survey. These participants were employed in

a variety of roles, which ranged from managerial functions to a variety of customer oriented duties (e.g., receptionists, managers, Clerical, Personnel, Accountants, Security and financial activity).

## MEASUREMENT SCALE

The career planning of the employees, career management provided by the organizations, their expectation, job satisfaction, and career commitment towards the employees career development are studied with the help of sub dimensions analyzed with the 5 point scale as the Strongly Disagree, Disagree, Neither Agree nor Disagree, Agree, Strongly Agree. Lastly employee development and planning towards the organization in turbulent situations are also measured by means of 5 point scale such as completely dissatisfied, mostly dissatisfied, neither satisfied not dissatisfied, mostly satisfied and completely satisfied.

## FRAMEWORK OF ANALYSIS

In the analysis section, the questions of the questionnaire have been taken for analysis in the chronological order. Responses of every question are tabulated and then analyzed. The analysis chapter has two major sections such as percentage analysis and statistical analysis. In the percentage analysis, responses for every question are analyzed with the help of percentages. The percentages are the common tools used for analyzing the data and the percentage is the appropriate tool to determine the majority and minority classification in respect of the responses. By means of the percentage analysis, inferences can be made at a logical base (Davis, 1985). So, the percentage analysis was undertaken at first. The statistical analysis section consists of 43 testing of hypothesis. Friedman test and factor analysis were used as analytical tools.

## DATA ANALYSIS AND INTERPRETATION

Table 1. Reliability and validity of data

Dimensions	No. of Items	Reliability
Career planning of the employees	.795	11
Career management of the employees	.635	6
Career development of the employees	.647	5
Job satisfaction of the employees	.749	7
Career commitment of the employees	.701	7

Source: Output generated from SPSS 20

## V. ANALYSIS OF SOCIO-DEMOGRAPHIC PROFILE OF THE EMPLOYEES

Research evidence indicates that demographic variables such as age, gender, qualification, salary, designation, etc. are strongly associated with the involvement level in banking sector. Here the demographic and socio-economic profile of the employees in the selected private and public banking sectors, Tiruchirappalli is surveyed.

Infers the demographic features of the employees from 500 selected banking sectors in Trichy as respondents for the study. The table shows an equal share of respondents as male and female. Most of them under the age group of 46-60 which is about 42.7% and next priority is under 31 – 45 which is about 36.9%.

While determining the marital status of the respondents, again an equal majority of the employees are married and unmarried. Regarding the educational qualification, most of the respondents' say 43.0% are qualified with a PG degree, 40.0% are qualified with a degree or a diploma and 11.5% are qualified with a professional degree. This shows that majority of them are qualified.

Considering the managerial caliber of the respondents taken for the study, majority of them is under foreman cadre (34.9%), 29.9% of the respondents are under supervisor cadre and about 23.4% are under worker cadre. Majority of the respondents are experienced within 11-15 years as the table infers that 34.1% and 30.1% of respondents have 6-10 years and 22.5% have more than 15 years of experience. Therefore it is identified that most of them are experienced employees.

Majority of the respondents are within the annual income range of 2,00,001 – 3,00,000 as the table infers that 41.5% and 40.4% of respondents have 1,00,001 – 2,00,000 and only 12.3% have their annual income above 3,00,000.

Most of the respondents are residing in urban area as the table infers about 44.8% and 30.1% of respondents are residing at Semi- Urban area which is about 34.6%.

## FRIEDMAN TEST FOR SIGNIFICANT DIFFERENCE BETWEEN MEAN RANKS OF CAREER PLANNING AND CAREER MANAGEMENT AS CORRELATES FOR CAREER DEVELOPMENT AND JOB SATISFACTION OF BANK EMPLOYEES IN TIRUCHIRAPPALLI DISTRICTS

Null Hypothesis: There is no significant difference between mean ranks towards the employees career planning

and career management towards career development and job satisfaction in banking sectors, Tiruchirappalli.

Alternative Hypothesis: There is a significant difference between mean ranks towards the employees career planning and career management towards career development and job satisfaction in banking sectors, Tiruchirappalli.

Table 2. Friedman test for significant difference between mean ranks towards the employees career planning and career management towards career development and job satisfaction in banking sectors, Tiruchirappalli

<b>Employees career planning and career management towards career development and job satisfaction in banking sectors, Tiruchirappalli</b>	<b>Mean Rank</b>	<b>Chi-Square value</b>	<b>Degrees of freedom</b>	<b>Asymp. Significant</b>
Plan for career	19.47	758.862	35	0.000
Career goals and objectives	15.34			
Career interests	21.01			
Spend time reviewing career plan	18.09			
To analyse and assess abilities, interests and values	19.23			
Skill and knowledge level	19.55			
General economic and societal trends	16.15			

Awareness of career alternatives	21.51			
Strengths, weaknesses and career direction	17.74			
Achieve specific career goals	19.39			
Strategy for achieving career goals	15.77			
Engage in developmental activities	20.56			
Bank has formal responsibility for career and development issues	19.51			
Processes and programs in place	18.90			
Bank considers and plans the career paths of all employees.	19.53			
Bank provides opportunities for job enrichment, job rotation and job assignments	15.48			

Bank provides tool for evaluation of performance to provide an understanding of promotional prospects and career routes	21.29			
A formal process to attain career development	18.99			
Career development is important	19.39			
Need for continuous career development	14.20			
Career planning tools are essential to support	20.54			
Career management programs	18.77			
Satisfied job	18.49			
Job is useful and important	17.56			
High degree of personal responsibility	15.15			
Great sense of personal satisfaction	20.70			
Achievement	18.04			

Satisfied with performed	18.61			
Overall satisfaction	15.43			
Develop career with bank	20.08			
career is a great career to work	18.66			
spend the rest career with the bank	19.48			
sharing about the work in the bank with people outside	19.18			
bonded to the bank	19.34			
overall career opportunities	19.00			
thinking of shifting to another career	15.87			

Source: Output generated from SPSS 20

From the above table, it is found out that all the variables related to the employees career planning and career management towards career development and job satisfaction in banking sectors had significance value less than 0.05 at 1 Per cent level of significance, thus the null hypothesis is rejected. Thus, it is concluded that there is significant difference between mean ranks towards the level of employees career planning and career management towards career development and job satisfaction in banking sectors. Out of the thirty six employees career planning and career management towards career development and job satisfaction in banking sectors variables, the “Awareness of career alternatives” has the highest rank (21.51). So, that the employees career planning and career management towards career development and job satisfaction in banking sectors is influenced by ‘Awareness of career alternatives’.

The result determines the fact that almost all the attributes under employees career planning and career management towards career development and job satisfaction in banking sectors are important and the most influencing

factor is identified as 'Awareness of career alternatives'. This may be because the employees career planning and career management towards career development and job satisfaction in banking sectors over their involvement towards the organization apparently induces the expectation of recognition by the industries, influences the respondent's involvement and participation. This may make them feel involved in all activities of the industries. Hence among all other perceived attributes, the above said factor is the most influencing variable.

### FACTOR ANALYSIS FOR EMPLOYEES CAREER PLANNING AND CAREER MANAGEMENT TOWARDS CAREER DEVELOPMENT AND JOB SATISFACTION IN BANKING SECTOR, TIRUCHIRAPPALLI

Table 3. KMO and Bartlett's test of employee career planning and career management towards career development and job satisfaction in banking sector, Tiruchirappalli

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.823
Bartlett's Test of Sphericity	Approx. Chi-Square	26931.866
	Degrees of freedom	630
	Significant value	.000

Source: Output generated from SPSS 20

High value of KMO ( $0.823 > .05$ ) of indicates that factor analysis is useful for the present data. The significant value for Bartlett's test of Sphericity is 0.000 and is less than 0.05 which indicates that there exists significant relationships among the variables. The resultant value of KMO test and Bartlett's test indicates that the present data is useful for factor analysis.

The result determines the fact that almost all the attributes under employees career planning and career management towards career development and job satisfaction in banking sectors are important and the most influencing factors are identified as 'Sharing about the work in the bank with people outside, overall career opportunities, Career planning tools are essential to support, thinking of shifting to another career, Career goals and objectives, bonded to the bank and Bank provides tool for evaluation of performance to provide an understanding of promotional prospects and career routes'. This may be because the employees career planning and career management towards career development and job satisfaction in banking sectors influences involvement towards the banking industries apparently. This may make them feel involved in all activities of the banking industries. Hence

among all other perceived attributes, the above said factor is the most influencing variable.

### VI. FINDINGS

⊗ The result determines the fact that almost all the attributes under employees career planning and career management towards career development and job satisfaction in banking sectors are important and the most influencing factor is identified as 'Awareness of career alternatives'. This may be because the employees career planning and career management towards career development and job satisfaction in banking sectors over their involvement towards the organization apparently induces the expectation of recognition by the industries, influences the respondent's involvement and participation. This may make them feel involved in all activities of the industries. Hence among all other perceived attributes, the above said factor is the most influencing variable.

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### VII. CONCLUSION

The study empirically investigated the influence of career planning and career management on career development and the subsequent effect on job satisfaction and career commitment as outlined in the conceptual model (Figure 1) with a sample of 500 employees of a Tiruchirappalli banks. Specifically, the research tested the hypothesis that career planning and career management were the previous circumstances of career development, and assessed the variables of job satisfaction and career commitment as outcomes of career development. The study results reveal that both predecessor variables have an

influence on career development. The findings revealed that the existence of career development has a direct influence on the achievement of job satisfaction and career commitment. Collectively, these results establish that the variables used in the conceptual model are variables that contribute to the achievement of career development. Overall, the findings have implications on the field of career development and, more specifically, for the bank sectors in Tiruchirappalli.

One important implication is the design of career development model. The study findings suggest that the prediction of a positive association of career planning and career management with career development is significant. This study supports the working model of organisational career development drawn up by Hall and Associates (1986). Regression analysis shows a stronger relationship between career planning and career development as compared to the relationship between career management and career development. The study sample findings suggest that career planning is relatively more important than career management in achieving career development.

The second finding supports the hypothesis that career development has an influence on job satisfaction and career commitment. The results show that career development had a stronger linkage with job satisfaction than career commitment. Considering the lack of empirical investigation that integrates these variables together to form a comprehensive career development model, this finding provides an important contribution to the field of career development. Although Lee (2000) confirmed that career planning, management and development are important HR management initiatives that have potential to increase employees' job satisfaction and organisational commitment, an empirical study has not been applied to develop and test a comprehensive model of these relationships. Many studies investigated career stages and career paths (Kerka 1992, Jepsen & Dickson 2003, Jepsen & Sheu 2003, Baruch 2004), but few studies have examined factors beyond those associated with career development (Granrose & Portwood, 1987, Paul 1996, Baruch 1999). Similarly, few studies examine the organisational and individual outcomes resulting from career development (Appelbaum, et al. 2002, Chen, et al. 2004).

These significant findings also have implications for the human resource management (HRM) and human resource development (HRD) departments of the assessed banks in Tiruchirappalli. For instance, HR managers at the banks in Tiruchirappalli might be encouraged to develop a schema that fosters the career commitment expectations of employees. Furthermore, organisational level programmes providing

continuous guidance to employees on managing their respective careers might assist in shaping their long term career development objectives. These organisational level initiatives engender positive motivation levels and can lead to employees feeling „valued“. In turn, these initiatives might also assist in reducing the turnover rates and help increase the levels of job satisfaction in the banks in Tiruchirappalli. Indeed, commitment towards employee maintenance and welfare in a career oriented society, such as bank in Tiruchirappalli, demands that employees discuss their short term and long term career expectations with the respective organisations, and these organisations, in turn, develop measures to assist their employees develop and nurture their respective careers.

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