

A Study of Association With Career Planning, Career Development, Career Management, Career Commitment And Job Satisfaction with Special Reference to Bank Employees In Tamilnadu

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Abstract- *This study aims at exploring the relationship between career program and employee outcomes recording with career planning, career development, career management, career commitment and job satisfaction. A survey method was employed to gather data from employees who work at banking employees in Tamilnadu. The outcomes of SPSS software (AMOS) in Structural equation modeling analysis showed important findings: first, career planning was positively and insignificantly correlated with job satisfaction. Second, career management was positively and significantly correlated with job satisfaction. Thirdly, career planning was positively and insignificantly correlated with career commitment. Finally, career management was positively and significantly correlated with career commitment. This result confirms that career planning does not act as an essential predictor of job satisfaction and career commitment, but career management does act as an essential predictor of job satisfaction and career commitment in the studied organization. In addition, this study provides discussion, implications and conclusion.*

Keywords- Career planning, Career development, Career management, Career commitment, and Job satisfaction

I. INTRODUCTION

The basic notion of continuous improvement in organizations implies a need to manage change on an ongoing basis. As we saw in Module 16, continuous improvement activities are explicitly designed, organized, and managed. Integration of these ongoing activities must occur at the individual, team, and organizational levels. Improvement implies planned change in the state of affairs of the firm that results in positive changes at all levels. The topic of career planning and development is emerging as a complex process that if managed well can facilitate continuous improvement and business sustainability.

Over time in an organization, most individuals become increasingly interested in their own self-development, that is, the acquisition of new skills and abilities that will lead to continued personal growth and long-term career satisfaction. At the same time, most organizations are interested in strategic human resource development, which is having people with the right skills in the right place at the right time to ensure long-run organizational effectiveness. Career development can help bring about an integration of these individual and organizational goals. To achieve integration, however, both individuals and organizations must closely examine career development needs, establish realistic goals, and share information.

This is not always easy for there are often perceptual barriers to accurate need assessment and there may be communication barriers to effective joint goal setting. This module introduces the core concepts and describes key activities that individuals and organizations need to consider if they are to maximize joint efforts in attaining career development objectives.

In this module, we discuss career planning and career management as well as several important career issues that have emerged in the last several years. If you read more about career development elsewhere, you will notice that different writers use the terms career development, career planning, and career management in different ways. Here we define career development as the ongoing effort of both individuals and organizations to expand career opportunities and realize career goals. As such, career development includes both individual career planning and organizational career management. When we speak of career planning, we mean the steps an individual goes through to direct his or her own career in ways that will be personally satisfying. Activity 18–2W will guide you through the many steps of designing a short-range (five year) career plan for yourself. You may be surprised to find that

career planning should begin long before you're ready to search for a permanent job.

II. REVIEW OF LITERATURE

Bola Adekola (2011) This study „opens the doors“ for scholars across the globe to conduct further research. First, researchers are encouraged to test empirically the conceptual model developed by this study (Figure 1) across different industries in Nigeria and overseas. Secondly, conducting indepth interviews and focus group sessions with representative employees to corroborate the findings and provide anecdotal evidence in support of the assessed significant linkages would be useful in providing a better understanding of the results. Thirdly, an assessment of the implications of demographic factors such as age, gender, educational and professional qualification, managerial level and tenure by conducting Analysis of Variance (ANOVA) and t-tests as mediating variables is likely to provide a better understanding of the demographic effects on the assessed linkages. Lastly, scholars are encouraged to further research into the rationale behind career planning being more important than career management to attain career development across different contexts.

Neeraja Behera Chandan Kumar Sahoo This paper provides some noteworthy implications for practitioners. It suggests the various factors which influence job satisfaction. It has been observed that if managers do not pay attention to these factors, it is likely to result in job dissatisfaction and ultimately may result in employee turnover. The satisfied employees can be motivated and a sense of commitment can be instilled within them, has to percolate down the organizational hierarchy. The top management has to be convinced about the benefits of retention as well as the disadvantages of high employee turnover. Supervisors or line managers have to be involved and encouraged to create a culture that facilitates employee satisfaction. Fair and unbiased performance appraisal must be done based on which compensation, benefits, promote on and rewards should be provided. Managers need to shed some degree of control and res possibility in favour of workers by empowering and involving them in important areas of decision-making such as goal setting, deciding about work procedures and selecting team-mates. Monotonous and repetitive work could be made challenging and interesting by adding variety. Sufficient opportunities may be provided to the employees to gain knowledge and develop their skills by sponsoring them to various in-house and other training programmes. At the same time, opportunities must be provided to the employees to use their learnt skills.

Besides, the role and responsibility of each employee must be clearly spelt out so that he knows exactly what is expected of him. This would reduce role ambiguity and role conflict, thereby reducing stress and indirectly contributing to satisfaction. Steps may also be taken to strike a balance between work life and family life of the employees to reduce stress and provide more time off to attend family issues. If organizations and immediate supervisors fail to realize their responsibility towards maintaining a satisfied workforce, it is Interventions Role Clarity Career Development Empowerment Job Enrichment Stress Management Mentoring Performance feedback Reward & Recognition Training Opportunity Pay and Benefits Work-Life Balance Retention Outcomes Customer Satisfaction High Productivity Greater Profits Qualitative Goods and Services. Increased Market Share Enhanced Image Cost Reduction quite obvious that employees will leave for greener pastures, since talented employees are sought after by competitors.

Rajani Sunny.oshua. This study establishes the significance of relating employee engagement and job satisfaction. It was also observed that employee engagement is an imperative for creating job satisfaction in workplaces. Thus the present study therefore stimulates thinking about the importance of employee engagement in enhancing job satisfaction. Only a satisfied employee can become an engaged employee. Employee engagement is, of course, widely recognized as a critical driver of productivity. Therefore, it is very essential for an organization to look in to it that the job which is given to the employee matches his career goals and that will make him enjoy his work and he would ultimately be satisfied with his job.

The present study of cost management practices in the Indian industry is unique in terms of its scope and methodology followed. It not only deals with traditional cost management techniques but also with contemporary management tools such as activity-based costing. The hypotheses in general deal with the difference in the practices across sectors, stages, and level of adoption of contemporary techniques. The firms are successful in capturing accurate cost and profit information from their ABC cost systems for value chain and supply chain analysis. The results suggest that the firms have better insight for benchmarking and budgeting with ABC cost system yet the consistency in their priority of budget goals is lacking unlike the firms who are using traditional costing systems. However both the ABC and traditional cost system users have clarity of reasons for effective implementations of planning and budgeting process in their organizations.

In contrast to the theory, ABC-users are using department-wide budgeting system. The Indian firms do use absorption costing and variable costing irrespective of whether they are using activity-based cost systems or not. There is no significant difference in the application of standard costing between the ABC and the traditional costing system users. This implies that the use of activity-based cost systems and standard costing is not mutually exclusive. There is a widespread use of sales variances and material variances vis-à-vis labor and overheads cost variances (variable and fixed).

Eliza Antoniu (2010), Restructuring of the organizations in the current crisis (marked by mergers, layoffs and restrictions on activity) and change their strategies make career planning a very important process for both employees and employers. From the company perspective, the failure to motivate the employees by planning their careers can lead to hinder the process of filling vacant posts, a decrease of the staff involvement and an inappropriate use of the money allocated to training and development programs. From the employees' perspective, the lack of career planning can lead to frustration, feelings of not being appreciated by the company and non identifying the right position leads to the need of a job change and / or the company (particularly in the current crisis). Career planning is effective when the organizations use fully the skills and knowledge of their employees and they are motivated to achieve maximum performance and be satisfied with their work, which helps the organization to achieve its objectives. The frequent manifestation of layoffs, especially in the current crisis, requires that employees demonstrate certain skills and competencies that prove indispensable to the actual or potential employers.

III. RESEARCH METHODOLOGY

Research methodology is a way of systematically solve the research problem. It explains various steps that are generally adopted by the research in studying the research problems along with logic behind them. Research is essentially a systematic enquiry seeking facts through objective verifiable methods in order to discover the relationship among them and to deduce from the board principals or laws it is really a method of critical thinking, it comprise defining and redefining problems, suggestion solution, collecting, organizing and evaluating data making deduction and making conclusion.

Theoretical Framework

This study explains that career planning and career development is being used as dependent variable whereas five

independent variables such as career planning, career development, career management, career commitment and job satisfaction are also being used in this research to check the relationship among them.

Method of data collection

Data collection is in many ways more of an art than a science. Sometimes the data are available readily in one form or the other and sometimes they are to be collected a fresh.

The two important external source of data collection method for research are,

- Primary source of data
- Secondary source of data

Population

Population used for the study/research was all employees of public and private banks in Tamil Nadu.

Sample Design

Sampling is a means of selecting a subset of units from a target population for the purpose of collecting information. This information is used to draw inferences about the population as a whole. The subset of units that are selected is called a sample. The sample design encompasses all aspects of how to group units on the frame, determine the sample size, allocate the sample to the various classifications of frame units, and finally, select the sample. Choices in sample design are influenced by many factors, including the desired level of precision and detail of the information to be produced, the availability of appropriate sampling frames, the availability of suitable auxiliary variables for stratification and sample selection, the estimation methods that will be used and the available budget in terms of time and resources.

The information gained from the interview method helped the researchers to understand the features of career planning, career development, career management, job satisfaction, and organizational commitment, as well as the relationship between such variables in the context of this study. After that, a pilot study was conducted by discussing the survey questionnaire with the interviewed participants in order to verify the content and format of the questionnaire for an actual study.

Sample

A convenient sampling technique was used to distribute 200 survey questionnaires to employees in the organization. This sampling technique was chosen because the list of registered employees in the organization was not given to the researchers for confidential reasons, and this condition did not allow the researchers to randomly select participants. From the total number, 45 usable questionnaires were returned to the researchers, yielding a 46 percent response rate. The survey questionnaires were answered by participants based on their consent. This figure exceeds the minimum sample of 30 participants as required by probability sampling technique, showing that it can be analyzed using inferential statistics .

Tools used

For the evaluation and examination of primary data of this, research that was generated through a questionnaire, the Statistical Package for Social Sciences.20(SPSS) systematic computer software was used in AMOS - Structural Equation Model and it gave accurate results regarding the data.

IV. DATA ANALYSIS

1. Conceptual model fit for career planning, career development, career management, career commitment and job satisfaction bank employees in Tamil Nadu by using structural equation modelStructural equation modeling, or SEM, is a very general, chiefly linear, chiefly cross-sectional statistical modeling technique. Factor analysis, path analysis and regression all represent special cases of SEM. SEM is a largely confirmatory, rather than exploratory, technique. That is, a researcher are more likely to use SEM to determine whether a certain model is valid., rather than using SEM to "find" a suitable model--although SEM analyses often involve a certain exploratory element. In SEM, interest usually focuses on latent constructs - abstract psychological variables like "intelligence" or "attitude toward the employees"--rather than on the manifest variables used to measure these constructs. Measurement is recognized as difficult and error-prone. By explicitly modeling measurement error, SEM users seek to derive unbiased estimates for the relations between latent constructs. To this end, SEM allows multiple measures to be associated with a single latent construct. A structural equation model implies a structure of the covariance matrix of the measures (hence an alternative name for this field, "analysis of covariance structures"). Once the model's parameters have been estimated, the resulting model-implied covariance matrix can then be compared to an empirical or data-based covariance matrix. If the two matrices are consistent with one another, then the structural equation model can be considered a plausible explanation for relations between the measures.

The variables used in the structural equation model are:

Observed, endogenous variables

1. Career Commitment of the employees
2. Job Satisfaction of the employees

Observed, exogenous variables

1. Career planning of the employees
2. Career management of the employees
3. Career development of the employees

Unobserved, exogenous variables

1. Error 1 for Career Commitment of the employees
2. Error 2 for Job Satisfaction of the employees

Table – 1: Summary of the variables used for the analysis

Number of variables in your model	7
Number of observed variables	5
Number of unobserved variables	2
Number of exogenous variables	5
Number of endogenous variables	2

Source: Output generated from Amos 20.

Table – 2: Regression weights for Structural Equation Model for career planning, career development, career management, career commitment and job satisfaction bank employees in Tamil Nadu

Regressi on Weights	Unstandardi zed coefficient Estimate	S. E	Standardiz ed coefficient	C. R.	P
Career Commitme nt of the employees <--- Career Planning of the employees	-.082	.071	-.078	- 1.145	.25 2
Career Commitme nt of the employees <--- Career Developme nt of the employees	-.136	.124	-.074	- 1.098	.27 2
Career Commitme nt of the employees <--- Career Manageme nt of the	.669	.093	.451	7.174	***

Regression Weights	Unstandardized coefficient Estimate	S. E	Standardized coefficient	C. R.	P
employees					
Job Satisfaction of the employees <--- Career Commitment of the employees	-.301	.121	-.396	- 2.482	.013

Source: Output generated from Amos 20.

Figure – 1

Unstandardized estimated for Structural Equation Model of career planning, career development, career management, career commitment and job satisfaction bank employees in Tamil Nadu

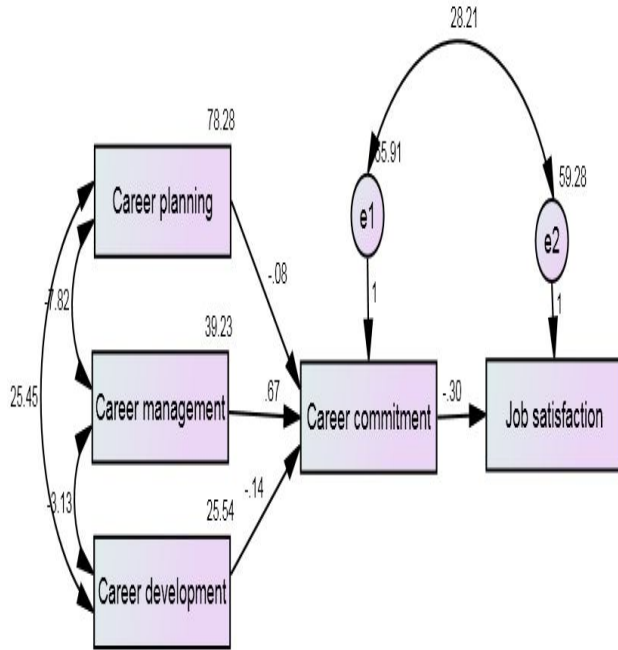
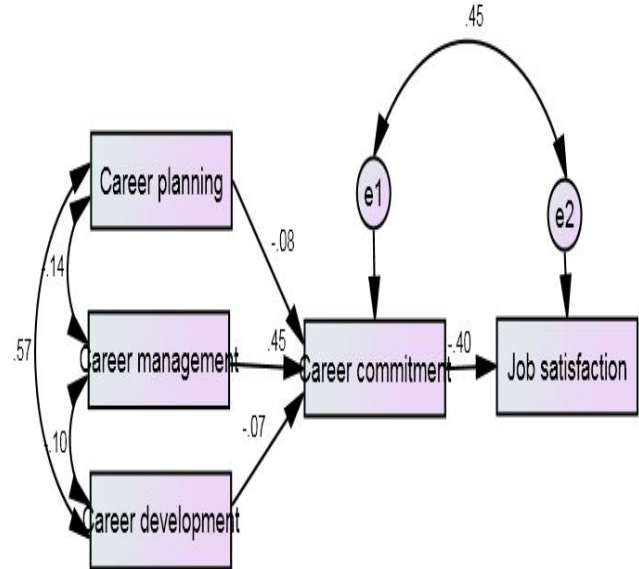


Figure – 2

Standardized estimated for Structural Equation Model of career planning, career development, career management, career commitment and job satisfaction bank employees in Tamil Nadu



When CAREER PLANNING OF THE EMPLOYEES goes up by 1, career commitment of the employees of the employees goes down by 0.082. When CAREER PLANNING OF THE EMPLOYEES goes up by 1 standard deviation, career commitment of the employees goes down by 0.078 standard deviations. The probability of getting a critical ratio as large as 1.145 in absolute value is .252. In other words, the regression weight for CAREER PLANNING OF THE EMPLOYEES in the prediction of career commitment of the employees is not significantly different from zero at the 0.05 level (two-tailed). The regression weight estimate, -.082, has a standard error of about .071. Here the CAREER PLANNING OF THE EMPLOYEES is 0.082 represents the partial effect of career planning of the employees on overall satisfaction of the employees holding the other variables as constant. The estimated positive sign implies that such effect is positive that overall satisfaction of the employees would increase by 0.082 for every unit increase in CAREER PLANNING OF THE EMPLOYEES and this coefficient value is significant at 5% level.

When career development of the employees goes up by 1, career commitment of the employees goes down by 0.136. When career development of the employees goes up by 1 standard deviation, career commitment of the employees goes down by 0.074 standard deviations. The probability of getting a critical ratio as large as 1.098 in absolute value is .272. In other words, the regression weight for career

development of the employees in the prediction of career commitment of the employees is not significantly different from zero at the 0.05 level (two-tailed). The regression weight estimate, -.136, has a standard error of about .124. *Here the career development of the employees is 0.136 represents the partial effect of career development of the employees on overall satisfaction of the employees holding the other variables as constant. The estimated positive sign implies that such effect is positive that overall satisfaction of the employees would increase by 0.136 for every unit increase in career development of the employees and this coefficient value is significant at 5% level.*

When career management of the employees goes up by 1, career commitment of the employees goes up by 0.669. When career management of the employees goes up by 1 standard deviation, career commitment of the employees goes up by 0.451 standard deviations. The probability of getting a critical ratio as large as 7.174 in absolute value is less than 0.001. In other words, the regression weight for career management of the employees in the prediction of career commitment of the employees is significantly different from zero at the 0.001 level (two-tailed). The regression weight estimate, .669, has a standard error of about .093. *Here the career management of the employees is 0.669 represents the partial effect of career development of the employees on overall satisfaction of the employees holding the other variables as constant. The estimated positive sign implies that such effect is positive that overall satisfaction of the employees would increase by 0.669 for every unit increase in career management of the employees and this coefficient value is significant at 5% level.*

When career commitment of the employees goes up by 1, job satisfaction of the employees goes down by 0.301. When career commitment of the employees goes up by 1 standard deviation, job satisfaction of the employees goes down by 0.396 standard deviations. The probability of getting a critical ratio as large as 2.482 in absolute value is .013. In other words, the regression weight for career commitment of the employees in the prediction of job satisfaction of the employees is significantly different from zero at the 0.05 level (two-tailed). The regression weight estimate, -.301, has a standard error of about .121. *Here the career commitment of the employees is 0.301 represents the partial effect of career development of the employees on overall satisfaction of the employees holding the other variables as constant. The estimated positive sign implies that such effect is positive that overall satisfaction of the employees would increase by 0.301 for every unit increase in career management of the employees and this coefficient value is significant at 5% level.*

Table – 3

Model Fit Summary for career planning, career development, career management, career commitment and job satisfaction bank employees in Tamil Nadu

Indices	Value	Suggested Value
Chi-square value	1.260	
P value	0.533	>0.05 (Hair et al., 1998)
CMIN/DF	0.630	< 5 (Marsh&Hocevar,1985)
GFI	0.997	>0.90 (Hu and Bentler, 1999)
AGFI	0.981	>0.90 (Hair et al. 2006)
CFI	0.999	>0.90 (Daire et al., 2008)
RMR	1,348	<0.08 (Hair et al. 2006)
RMSEA	0.000	<0.08 (Hair et al. 2006)

Source: Output generated from Amos 20

Based on the result generated by SPSS 20, it is found that the calculated P value is 0.533 which is greater than 0.05 which indicates the model is fit. And also the CMIN/DF value is less than 5 which indicate the model is fit. Here GFI (Goodness of Fit Index) value and AGFI (Adjusted Goodness of Fit Index) value is greater than 0.9 which represent it is a good fit. The calculated CFI (Comparative Fit Index) value is 0.999 which means that it is a perfectly fit and also it is found that RMR (Root Mean Square Residuals) value is not less than 0.08 which indicates the model is not fit. But in case of failure in RMR value, RMSEA (Root Mean Square Error of Approximation) value is (0.000) less than 0.08 which indicates the model is perfectly fit.

V. DISCUSSION

This study demonstrate that career planning does not act as an important predictor of job satisfaction and career commitment. While, career management does act as an important predictor of job satisfaction and career commitment in the organizational sample. In the context of this study, the majority respondents perceive that the levels of career planning, career management, job satisfaction and career commitment are high. This situation posits that managers have put a greater endeavor to plan and manage the progression of employee career paths, but it may not be able to develop employees' job satisfaction and career commitment. Equally, many hard work made by managers to rightfully manage the progression of employee career paths have improved employees' job satisfaction and career commitment in the organization.

VI. CONCLUSION

This study suggested a conceptual framework based on the organizational career program literature. The

instrument used in this study met the acceptable standards of validity and reliability analyses. The results of SEM model analysis showed that career planning, career development, career management significantly correlated with job satisfaction and career commitment. Equally, career planning insignificantly correlated with job satisfaction and career commitment. A systematic review of the unstructured interview results shows that this finding may be affected by two factors that is majority respondents feel that they have not received clear information about career planning and career planning designs have often changed when new leaders are appointed to hold senior management positions in the organization. This situation may decrease the effect of career planning on employee outcomes in the organization. Therefore, present research and practice in the human resource development models need to consider career development, career planning and career management as key dimensions of the career program domain. Further, this research proposes that the willingness of management to appropriately plan and manage career programs based on employee needs and expectations will strongly induce subsequent positive employee outcomes (e.g., commitment, engagement, performance, justice and ethics). Thus, these positive outcomes may lead to maintained and increased organizational competitiveness in an era of knowledge based economy.

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