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RESEARCH ARTICLE

Career Planning and Career Management as Antecedents of Career Development: A Study

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ABSTRACT:

Organizational career development has been characterized as a challenging and unpredictable task keeping into consideration the individual career expectations and organizational development. Effective career development process is achieved with proper indulgence of employee's career planning and organizational career management. It is in this context that the present study has been conducted to examine empirically the antecedents of career development in the Indian firms. A self administered questionnaire in a five point Likert scale has been used for the study. It involved three parts, namely, career planning, career management and career development collected from 57 respondents. Random sampling was used for collecting the data from three Indian service sectors, namely, Wipro, State Bank of India and Axis Bank. Descriptive Statistics, Spearman's Rank Correlation and Linear Regression were used to analyze the data. SPSS 20 package was used for the data analysis. The analysis reveals the antecedent, namely, career planning and career management, have a positive and significant influence on career development. The incorporation of individual career planning and organizational career management was found to be the major antecedent of career development programs. Career planning explained 87 per cent variation in career development and career management explained 89 per cent variation in career development.

KEY WORDS: Career planning, career management, career development, organizational performance.

INTRODUCTION:

In the globalised and dynamic environment, organizations face various challenges to retain and compete in the global market. Several interconnecting factors such as economic turmoil, technological advancement, diverse workforce, governmental policies and organizational work culture should be considered while framing a strategic organizational policy. In these circumstances human resource plays an important role in creating a competitive advantage.

An organization focusing on competitiveness and long term career stability of employees enhance individual career growth and fulfilled organization's needs. Career is defined as the evolving sequence of a person's work experiences over time (Arthur, 2008; Gunz and Peiperl, 2007).

Inkson (2007) added that a person has only one career, reinforcement of jobs contributes to the same career path. 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. The changing career scope has become a turbulent, unpredictable and challenging. Such turmoil changed how career development is perceived.

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Career development is about the development of employees which must be a vibrant process and requires re-enactment and adaption to respond to the new era of career expectations that is beneficial to both the individual and organisation. Individuals identify their career goals backed by organization's support. Career development is a challenge that an organisation faces. Every organisation should focus on the various activities that impart career growth of individuals as well as organisational growth. Effective career development practice is necessary to bring a competitive advantage by retaining, attracting and developing the employees.

Career development involves both the individuals and the organizations. It is the outcome of the individual career planning and the organization's provision of support and opportunities, ideally a collaborative process. It is an ongoing process of planning and directed action towards personal, work and life goals (Simonsen, 1997). It involves both individual career planning and organizational career management.

Career planning is the process through which individuals identify their personal skills, knowledge and abilities and execute steps to attain their career goals. There are five basic steps in the career planning process: (1) self-assessment, (2) investigating career opportunities, (3) goal setting, (4) action planning, and (5) evaluation.

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 organisation's career system (Hall and Associates 1986, Greenhaus, et al. 2000). Career management involves an organization's efforts to manage the flow of individuals through positions over time in ways that will best meet both organizational and individual goals.

LITERATURE REVIEW:

Puah and Ananthram (2006) have identified career planning and career management as the two main antecedents of career development. The integration of both employees' career planning and organizational career management practices result in effective career development (Hall, 1986).

Nicoara (2009) has elaborated the role of career planning and career management in career development. Harmony between 'career planning and career management' and proper alignment of implementation of HR needs and individual career planning leads to effective career development.

Abaneh (2013) empirically examined career planning and career management as the antecedents of career

development. The study showed that there exists a positive and strong relationship of the examined variables on career development.

Giley et al. (2002) have identified career development as a process which requires both the individuals and organizations to create a partnership enhancing employees' knowledge, skills, competencies and attitudes required for the current and future job assignments.

Baruch (2006) has examined the changing career development patterns from stable to dynamic systems. Career development should be individual specific and organization should be an enabler and developer of career success. Career development systems have changed from stable and linear career systems into transitional and dynamic systems by strategically aligning both internal and external integration of their career practices.

Ramly et al. (2009) have studied the factors contributing the career aspirations of professionals in RandD. Self-efficacy, organizational socialization and continuous improvement practices in an organization influence the career aspirations and planning of professionals.

Musriha and Msi (2013) studied on the impact of individual characteristics and organizational culture on career development of employees. It was found that understanding of the employee's personal skills and knowledge significantly influences employee's career development.

Kanagaraj et al. (2014) examined the relationship of HRM practices and employee productivity. Alignment of individual career goals with organisational goals is the most important factor in employees career planning and development.

Maheshwari and Krishnan (2004) have conducted a study entitled 'Career effectiveness and its determinants' to identify the factors responsible for individual and organizational career practices affecting career effectiveness. Career effectiveness was influenced by the individual, organisational factors and supervisory support. Individual factors affecting career effectiveness are career planning and knowledge of organizational politics. Performance appraisal, performance feedback, internal recruitment, formal development, training and development, information sharing (career related) and supervisory support were found to be the attributes of organizational career management practices affecting career effectiveness. The study indicates that the determinant of career effectiveness mentioned in the

study significantly explains the variances of employee career effectiveness.

Adekola (2011) in his study ‘Career Planning and Career Management as Correlates for Career Development and Job Satisfaction: A Case Study of Nigerian Bank Employees’ explored the link between career planning and career management with job satisfaction and career commitment. Positive interrelationship exists between career development, job satisfaction and career commitment. Individual career planning was found to be the most influencing factor to achieve effective career development. Career development has a stronger significance on job satisfaction than career commitment.

Seema et al. (2011) in their study ‘Organizational Support for Employees’ Career Management’ have analysed the benefits of organisational career management (OCM) to the employees and the organisation. OCM provides opportunities to the individual to grow in their career path thereby enhancing the talent pool within the organisation. Organisation providing formal and informal career development processes enhances the psychological contract between employees and organisation.

Wesarat et al. (2014) in their study entitled ‘A Review of Organizational and Individual Career Management: A Dual Perspective’ highlighted the concepts of career management. Career management comprises of two broad areas, namely, individual career management (ICM) and organizational career management (OCM). It also emphasizes on the importance of effective career management ultimately leading to career growth of

individuals and competitive advantage of the organization.

Ndegwa et al. (2016) have studied the antecedents of career development and its effect on employee commitment. Career management is identified as the major antecedent of organizational career development. It involves the organizational activities of career development concerning the various policies and practices in bringing career effectiveness.

RESEARCH OBJECTIVES:

The study has been undertaken to validate the significant interrelationships that exist between the antecedents of career development and career development. The study has also been undertaken to identify the key variables of individual career planning and organizational career management that has an association to career development.

RESEARCH FRAMEWORK:

The aim of the present study is to examine study the interrelationships of the antecedents, i.e., career planning and career management with career development. Career development involves two parameters, namely, career planning and organizational career management. The independent variables taken under study were the antecedents of career development which are career planning and career management. Career development is taken as the dependent variable for the study. The dimensions of variables under study are listed in Figure 1.1.

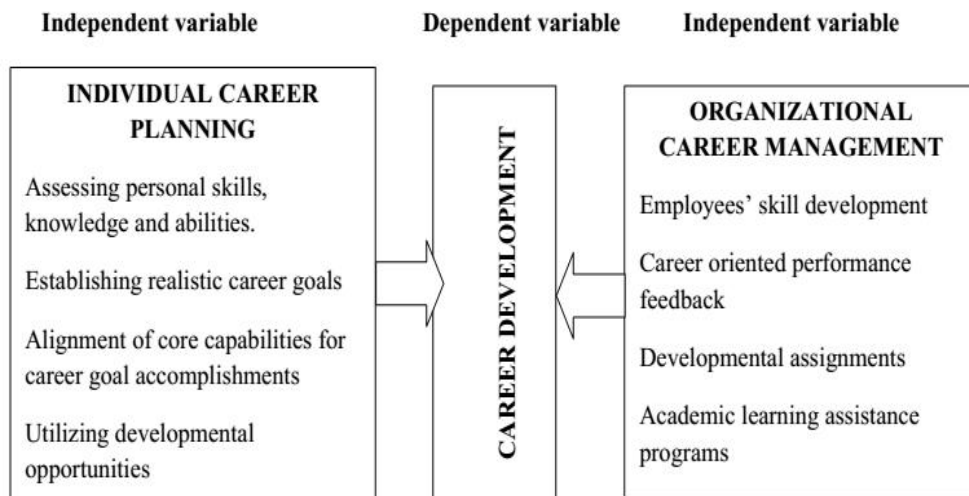


Figure 1.1: Conceptual framework of the study

METHODOLOGY:

The following methodology has been followed in the present study:

Data source and method of data collection:

The study has been conducted mainly on primary data collected online through self developed questionnaire from three Indian service sectors selected through convenience sampling. The questionnaire involves three parts, namely, career planning, career management and career development.

Sample size and sampling:

A total of 100 sets of questionnaire in a five 'Likert scale' were sent to the respondents of which 57 filled in questionnaire were received back which were included in the study for being complete in all respect. Random sampling was used for collecting the data from three Indian service sectors, which are Wipro, State Bank of India and Axis Bank.

Tools and techniques used:

Statistical tools used in the study were Descriptive statistics, Spearman's Correlation and Linear Regression. SPSS 20 package has been used for all the statistical calculations.

Demographic profiles:

Table 1.1 contains details of the demographic profile of the respondents.

Table: 1.1: Demographic profile

S. No.	Variables	Categories	Total respondents	%
1.	Age	20 Yrs<30 Yrs	23	40%
		30 Yrs <40 Yrs	19	33%
		Above 40 Yrs	15	27%
Total		57	100%	
2.	Academic Qualifications	Graduate	19	33%
		Post Graduate	17	30%
		Technical/Professional Graduate or Above	21	37%
Total		57	100%	

RESULTS AND DISCUSSION:

SPSS 20 package has been used for all the statistical calculations. Table 1.2 below represents the mean and standard deviation of the examined variables. The mean scores for the statements involving independent variables, i.e., career planning and career management along with the dependent variable, career development ranges from 3.3157 to 3.9824.

Table 1.2: Descriptive statistics

Sl. No.	Statements	Mean	Standard deviation
CAREER PLANNING	1. I am able to identify my personal skills, knowledge and abilities.	3.5263	0.0906
	2. I have established realistic career goals and objectives.	3.5614	0.1091
	3. I am able to align my core capability with career goal accomplishment.	3.3859	0.1024
	4. Using the various developmental activities provided in my organization, I am able to formulate career plans.	3.6315	0.0957
CAREER MANAGEMENT	5. My organisation focuses on individual skill development.	3.4035	0.0931
	6. Career oriented performance feedback given in my organisation helps me to grow in my career plans.	3.4385	0.1062
	7. Developmental assignments (foreign assignments, stretch assignments, etc) enable us to expand our career horizon.	3.9298	0.0897
	8. Academic learning assistance provided by my organization facilitates career development.	3.9824	0.1016
CAREER DEVELOPMENT	9. Proper understandings of individual career plans help my organization to provide appropriate career management practices.	3.3157	0.1095
	10. Integration of individual career needs and organizational goals is necessary for overall career development.	3.6315	0.0957

The results from descriptive statistics show that there exists consistency in the statements of the career planning, career management and career development. Therefore, in order to check the interrelationships between career planning and career management with career development, Spearman's Rank Correlation was used for the study. Table 1.3 illustrates the Spearman's correlation coefficient to examine the interrelationships among career planning and career management with career development. Correlation coefficient value of career planning with career development was found to be 0.872 and that of career management with career development was found to be 0.894. This implies that

there exists a positive and significant relationship between 'career planning and career development', and 'career management and career development'.

Furthermore, there exist a strong inter-relationships between the two independent variables, career planning and career management, with a correlation coefficient value of 0.987.

Regression Analysis:

Linear Regression analysis was conducted to study the variation of career development explained by career planning and career management. Table 1.4 below

represents the regression coefficient of independent variable i.e. career planning and career management on dependent variable i.e. career development. The results indicate that 78% variation in career development is

explained by career planning. Similarly, 82% variation in career development is elucidated by career management.

Table 1.3: Spearman’s Correlation of Coefficient

SPEARMAN’S RHO		CAREER PLANNING	CAREER MANAGEMENT	CAREER DEVELOPMENT
CAREER PLANNING	Correlation Coefficient	1.000	.987	0.872
	Sig. (2-tailed)	-	.000	.000
	N	74	74	74
CAREER MANAGEMENT	Correlation Coefficient	.987	1.000	0.894
	Sig. (2-tailed)	.000	-	.000
	N	74	74	74
CAREER DEVELOPMENT	Correlation Coefficient	0.872	0.894	1.000
	Sig. (2-tailed)	.000	.000	-
	N	74	74	74

Table 1.4: Regression Analysis for the Effect of Career Planning and Career Management on Career Development (N=57)

Dependent Variable	Independent Variable	Adjusted R ²	F	t
Career Development	Career Planning	0.789	104.337	10.215
	Career Management	0.823	117.861	10.856

F = F statistic, t = t statistic, p<0.001.

FINDINGS:

The study reveals the combined effect of career planning and career management on organizational career development. The incorporation of individual career planning and organizational career management was found to be the major antecedent of career development programs. Regression analysis shows a stronger relationship between career management and career development as compared to the relationship between career planning and career development. The proper combination of both individual career planning and organizational career management results in effective career development programs in an organization.

CONCLUSION:

The study empirically examined the influencing role of career planning and career management on effective career development. Further, the study concluded that effective career development is dependent on individual career planning and career management. An effective career development requires a harmonious integration of the needs and aspirations of the employees with the requirements of the organization by imparting career management practices. Indian firms while implementing career development programs should focus on the alignment of both the important aspects of career development, namely, individual career planning and Organizational career management.

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