

A Study on Employees' Career Planning and Development

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ABSTRACT

This study focuses on "Employees' Career Planning and Development." The primary aim is to examine the career planning and development of employees. Samples were randomly selected from the population for this purpose. The research design adopted is descriptive in nature. Data was collected primarily through questionnaires distributed to employees. Additionally, secondary data was gathered from organizational records, published books, journals, and various websites. The findings are illustrated using various charts and graphs. Appropriate statistical tools were employed to test the relevant hypotheses. Based on the results, it was evident that most respondents were satisfied with the career planning and development initiatives implemented by the organization. However, it was suggested that the organization should enhance interpersonal relationships among employees, as there is room for improvement in this area.

Key words: Career planning, career development, Interpersonal relationship.

INTRODUCTION

A career is a series of work-related positions, paid or unpaid, that help a person grow in job skills, success, and fulfilment. Career Planning is the deliberate process through which a person becomes aware of personal skills, interests, knowledge, motivations, characteristics, career related attributes and the lifelong series of stages that contribute to his or her career fulfilment. Career Development is the lifelong series of activities that contribute to a personal career exploration, establishment, success and fulfilment. Career planning is a process of developing human resources rather than an event. It is not an end in itself but a means of managing people to obtain optimum results. The basic aim of career planning is integration of individuals and organizational needs.

BACKGROUND STUDY

1. Michael B. Arthur, Svetlana N. Khapova, and Celeste P.M. Wilderom compare contemporary career theory with recent career success research, highlighting inconsistencies and neglect of interdependence between objective and subjective careers. They propose new guidelines for aligning career theory with career success research, including improved research designs and deeper investigation of subjective influences.
2. Tiinajokinen examines the development and transferability of competencies in a dynamic international environment. Based on interviews with Finnish expatriates, the study reveals that each assignment has distinct developmental impacts and that all types of acquired career capital are transferable, though not equally or in the same manner.
3. Jeffery H. Greenhaus and Gerard A. Callanan review recent developments in career dynamics theory and research, focusing on changes in the economy and market-driven human resource management. They examine five critical

areas: career success, mentoring, career development, international careers, and entrepreneurial careers, offering suggestions for future research in each area.

4. Eddile W.L. Cheng and Danny C. Kho examine a model showing job involvement and career commitment's effects on learning motivation and transfer using structural equation modeling. Results indicate career commitment positively influences learning motivation and transfer, while a suppressor effect explains the non-significant relationships between job involvement and learning outcomes.
5. Yehuda Baruch presents an integrated approach for planning and managing employee careers during transitions, developing a normative career model compared to an existing descriptive one. This model integrates career management practices into a comprehensive framework, aligning career systems internally and externally in philosophy, policy, and practice for the new millennium.
6. Jiamin Liu and Tao Wang propose a model for assessing career growth potential using human capital ensemble and occupational mobility networks. By quantifying human capital in education, experience, social capital, occupational size, and concentration, the model integrates multidimensional data for quantitative career growth scores. Experimental results support its effectiveness in predicting career prospects.
7. Ahmad Munir Mohd Salleh and Mohammad Ayesh Almhairat investigate the impact of career planning and satisfaction on turnover intention among bank employees in Amman, Jordan. Results, analysed using SmartPLS, show career planning and satisfaction negatively affect turnover intention, with satisfaction partially mediating the relationship between planning and turnover. Additionally, they refine career planning measures based on HR managers' feedback.

OBJECTIVES OF THE STUDY

Analyze career planning components, assess employee satisfaction, determine organizational perspective on career development, and offer suggestions for improvement.

RESEARCH METHODOLOGY

The research was carried out the study the Employee career planning and development. The questionnaire was designed with close ended questions, for which the respondents were asked to respond according to their perception about their emotions. Primary data was collected through the questionnaire from the respondents. Likert five-point scale was adopted for the answering the questionnaire. From the population of 800 employees, 360 employees were brought into the sampling frames who are working in the middle management cadre. Using the probability sampling method (Conveniences sampling), 152 participant respondents belong to the middle management cadre were chosen as samples. The collected primary data was analysed using SPSS version 21. Percentage analysis was used to analyse the demographic variables. Chi square analysis was used to find the relationship between age and income. Correlation analysis was used to find the relationship between Interpersonal relationship and performance appraisal systems.

DATA ANALYSIS AND INTERPRETATIONS

PERCENTAGE ANALYSIS

Demographic Variable	Group	Frequency	Percentage
Age Group	20-29 years	68	44.7
	30-39 years	25	16.4
	40-49 years	27	17.8
	50 & above	32	21.1
	<i>Total</i>	<i>152</i>	<i>100.0</i>
	Less than 10k	17	11.8

Monthly income	11-20k	41	27
	21-30k	30	19.7
	Above 40k	63	41.4
	<i>Total</i>	<i>152</i>	<i>100.0</i>
Educational Qualification	HSE	21	13.8
	Diploma	38	25
	UG	48	31.6
	PG	45	29.6
	<i>Total</i>	<i>152</i>	<i>100.0</i>

DEMOGRAPHIC FINDINGS:

- 44.7% of the respondents belong to the age group of 20-29 years.
- 41.4% of the respondents have the income of above 40k
- 31.6% of the respondents possess UG level.

ANALYSIS OF RANKING REGARDING THE FACTORS WHICH THE RESPONDENTS GIVEN MOST PREFERENCE

Initiative made by your organization	Excellent	Very good	Good	Bad	Very bad
Learning by doing	45	59	17	15	16
Creative and designing	50	44	20	1	37
Feeling Energetic	53	36	30	21	12
Qualitative Efforts	33	60	20	23	16

Inference:

- Most of the respondent have shown their satisfaction towards the learning by doing.
- Majority of the respondents have responded are learning by doing.
- Majority of the respondents have responded are Feeling energetic.
- Most of the respondent have shown their satisfaction towards the qualitative efforts.

RANKING REGARDING THE FACTORS WHICH THE RESPONDENTS GIVEN MOST PREFERENCE – FACTORS CONTRIBUTING USING WEIGHTED AVERAGE METHOD

Initiative made by your organization	Excellent	Very Good	Good	Bad	Very bad	Total	Weighted Average
	f*w	f*w	f*w	f*w	f*w		
Learning by doing	45*5	59*4	17*3	15*2	16*1	558	3.6
Creative and designing	50*5	44*4	20*3	1*2	37*1	525	3.4
Feeling Energetic	53*5	36*4	30*3	21*2	12*1	523	3.42
Qualitative Efforts	33*5	60*4	20*3	23*2	16*1	407	2.6
Overall Mean Score							3.25

**f-frequency, w-weight

Inference:

From the above table, it is inferred that most the learning by doing which is ranked as first and, creative and designing ranked as second and third rating to feeling and energetic, and fourth rating qualitative efforts.

CORRELATION ANALYSIS

To analyse the relationship between interpersonal relationship and performance appraisal system.

Null Hypothesis(H₀): There is no significant relationship between interpersonal relationship and performance appraisal system.

Factors	Group	Frequency	Percentage
Interpersonal relationship	Highly satisfied	67	44.1
	Satisfied	45	29.6
	Neutral	30	19.7
	Dissatisfied	6	3.9
	Highly Dissatisfied	4	2.6
	<i>Total</i>	<i>152</i>	<i>100.0</i>
Performance appraisal system	Highly satisfied	56	36.8
	Satisfied	39	25.7
	Neutral	46	30.3
	Dissatisfied	6	3.9
	Highly Dissatisfied	5	3.3
	<i>Total</i>	<i>152</i>	<i>100.0</i>

RESULT TABLE-COORELATION

		Interpersonal relationship	Performance appraisal system
Interpersonal relationship	Pearson Correlation	1	0.378''
	Sig.(2-tailed)		.000
	N	152	152
Performance appraisal system	Pearson Correlation	.378	1
	Sig.(2-tailed)	.000	
	N	152	152

Inference:

The SPSS table value 0.000 is less than the significant value is 0.05, the null hypothesis is rejected. Hence there is a significant relationship between Interpersonal relationship and performance appraisal system.

As $r=0.378$, we can infer that there is a strong positive correlation exists among the two variables.

FINDINGS OF THE HYPOTHESIS

- There is significant relationship between interpersonal relationship and performance appraisal system.

CHI SQUARE TEST

To test the association between age group and income of the respondents

Null Hypothesis(H0): There is no significant association between age and income

Income						Total
		Less than 10k	11k-20k	21-30K	Above 40k	
Age	20-29 years	18	41	9	0	68
	30-39 years	0	0	21	4	25
	40-49 years	0	0	0	27	27
	50 & above	0	0	0	32	32
Total		18	41	30	63	152

CHI SQUARE RESULT

	Value	df	Asymp. Sig.(2-sided)
Pearson Chi-square	2.192E2 ^a	9	0
Likelihood Ratio	244.866	9	0
Linear-by-linear Association	113.943	1	0
No. of valid Cases	152		

Inference:

As the SPSS generated value 0.000 is less than the significance value 0.05, the null hypothesis is rejected. Therefore, there is significant association between the age and income of the respondent.

SUGGESTION & CONCLUSION

- From the study, the organization lagging on qualitative effort. The management may improve the qualitative effort into next level.
- Some of the respondents have the disagree with the income. So, the management will take action to increase the income of the respondents.

The study reveals satisfactory employee career planning, highlighting the organization's recognition of its importance for employee satisfaction and retention. Improvements are needed to enhance overall satisfaction. Career planning is vital for both individuals and organizations, significantly contributing to job satisfaction. However, employee awareness of career development programs is inadequate, indicating either a lack of such programs or poor communication. There are varying commitment levels towards career development, but management believes formal organizational support is essential. Notably, organizational commitment remains high.

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2. **Tiina Jokinen** – “Development of Career Planning through International assignments and its transferability to new contexts”
3. **Jeffrey H. Greenhaus, Gerard A. Callanan** - “Career Dynamics”
4. **Eddie W.L. Cheng** - “The influence of job and career attitudes on learning motivation and transfer”.
5. **Yehuda Baruch** – “Career systems in transition: A Normative model for organizational career practices”.
6. **Jiamin Liu, Tao Wang** – Assessing growth potential of careers with occupational mobility network and ensemble framework.
7. **Ahmad Munir Mohd Salleh, Mohammad Ayesh Almhairat** – The impact of career planning and career satisfaction on employee’s turnover intention