

CAREER MANAGEMENT IN ORGANIZATIONS: A LITERATURE REVIEW

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ABSTRACT: This paper provides a review of research studies in Career Planning of employees, already published in various journals and articles. There are many attributes of career management, but review has grouped few attributes in the literature viz Career Management: Career-Planning and Career-Management, Career-Guidance, Career-Planning by Individual, Career-Planning by Organization, Career Satisfaction, Top Management Support, Career Planning Practices. Career Management is very important to survive in today's competitive world. Career-Planning can be done by the individuals, they can plan their career according to their own priorities.

Organizations also these days have implemented strategies for Career plans of their employees. It gives motivation to the employees. Researches have proved it is related with Job Satisfaction and improves Organizational Citizenship behaviour in employees. While implementing the policies, mutual benefits of employee and organizations should be kept in mind.

Keywords: Career Planning, Career Development, Career Management, Skills Assessment, Self-Management, Career Strategy, Job Commitment, Proactive Behaviour; Career Satisfaction.

1. INTRODUCTION

The world these days is becoming more and more competitive in every aspect. To utilise all the resources effectively and efficiently is very important for individual, business firms or organizations. Human Resource is the most important resource, where extra care has to be taken to manage. Also it is very tough to manage, because of the human aspect involved in it. Human nature, personality, perception, behaviour, attitude, motivation etc all needs to be taken care of.

Human Resource Managers very effectively are managing the career of employees now a days. This meets the needs of employee and organization both. Effective career planning is also helpful for succession planning.

Artur et al (1989), recognised the concept of career. It is the series of a person's work experience, which comes over time. They discussed about the more importance of time rather than work arrangements. The success of one's career can be shown by the upward movement within the same organization, rather than going to different industries, organization or different country.

1.1 Defining Career Planning, Career Development and Career Management:

We can define **career-development** as the continuous effort of individual and organizations both 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 taken by individual to make a direction towards his or her career in such a way that will be satisfy their personal goals. **Career-management**, can be defined as the efforts of organization to manage and control the flow of persons or individuals through the designations or positions by time in ways that will meet both individual and organizational goals.

Career-planning is the process through which individuals identify their career goals and implement steps to attain that. 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

Different authors' views defining Career Planning:

(Khapova & Jansen 2014, Yean & Yahya 2013; Fleisher). Scope of career management and planning also includes monitoring employee attitudes, their behaviour, wellbeing, their profession.

Faisal et al (2012) in their group presentation have given definitions of carer planning, and defined Career as progress of person through life. Career development is a continuous and lifelong learning process, which matches employee's goal. It is an action and activities that a person takes to achieve their individual career goals.

They have talked about 2 views of definitions for Career Planning:

Traditional view- where career is a focus on completing work.

Modern View- which affects different aspects of life of a person.

Career management is a critical issue in human resource development and management. Important purposes of career planning and Career Development are also defined by Faisal et al:

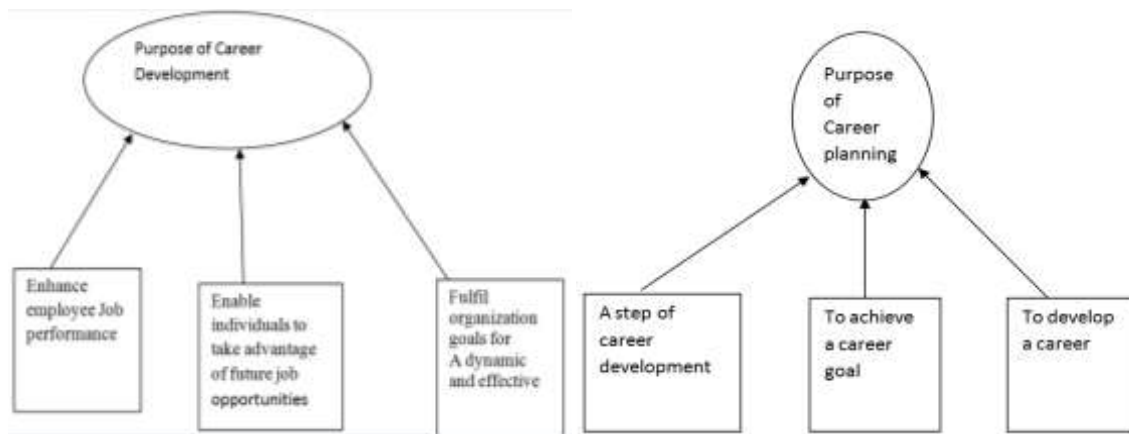


Fig1: Source: Faisal, Hanis, Darlis and Zulkifli (2012), Career Planning and Development

1.1.1 Career Guidance

Hooley (2015), discussed about career guidance, it provides important social and economic benefits. It is the process which realizes the potential of individual and it helps increasing the productivity of organization. Which is ultimately related to macroeconomic benefits.

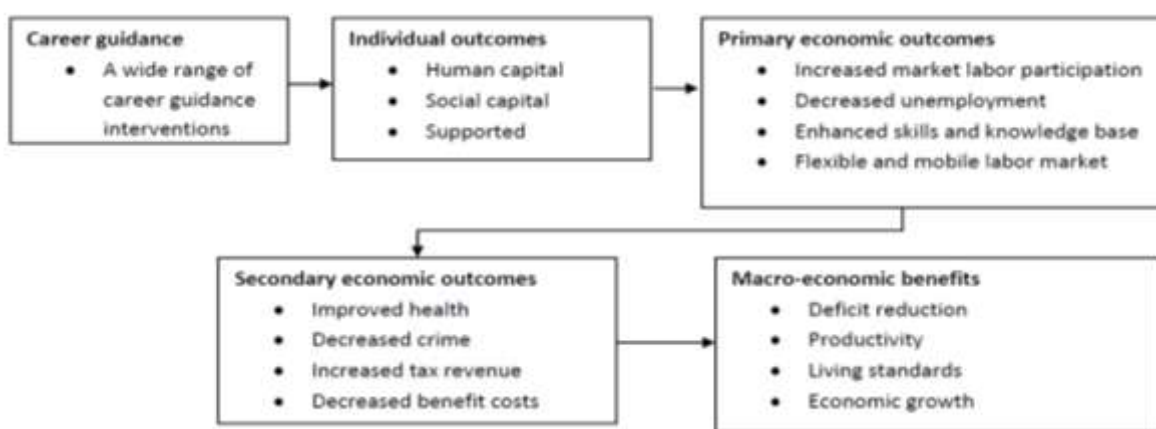


Fig 2: Source: The economic benefits of career guidance.: D.Hooley

According to Gould & Penley (1984), Employees can go through relationship oriented strategy. Develop their network and seeking career guidance. Seeking social support is the strategy of obtaining information provided by experienced people for career guidance either inside or outside the organization. By this strategy employees can find more opportunities, also they gain emotional support from colleagues. This will lead to career satisfaction.

1.1.2 Career Planning by Individual:

Sullivan, Forret, Carraher and Mainiero’s (2009), has discussed about, “kaleidoscope career model” (KCM). They have written Career related decision making process of employees. They generally make decision on the basis of Challenges in life, authenticity, work life balance. Kaleidoscope career model says employees evaluate the available options and choices and take decision according to lens of this model, which shows them the best suitable among any constraints, job demand, and in grabbing new opportunities. It also consider personal values and interest.

1.1.3 Career Planning by Organization:

Earlier researches argued the need of a model which can show a cross sectional and functional movements of employees in the organization. Baruch (2004), discussed about the importance for offering much richer perspectives of the available options rather than offering only one employer by the organization. They identified the different career options as, outsourcing, professional partnership, start up ventures, self employment, buyouts, secondments, deal making etc.

Baruch, 2004 classified transition from traditional career options to Transformed career options.

Aspect	Traditional deal	Transformed deal
Environment characteristic	Stability	Dynamism
Career choice being made	Ones, at an early career age	Repeated, sometimes cyclical, at different age stages
Main career responsibility lies with	Organisation	Individual
Career horizon (workplace)	One organisation	Several organisations
Career horizon (time)	Long	Short
Scope of change	Incremental	Transformational
Employer expect/employee give	Loyalty and commitment	Long time working hours
Employer give/employee expect	Job security	Investment in employability
Progress criteria	Advance according to tenure	Advances according to results and knowledge
Success means	Winning the tournament i.e. progress on the hierarchy ladder	Inner feeling of achievement
Training	Formal programmes, generalist	On-the-job, company specific

Table 1: Source: Baruch(2004)

Sullivan (1999) also discussed about effect of economical, technological and social changes on organizational structure, which also on career options employees. It effects the psychological contract between organization and employees. Employees are making their careers in different organizations, divisions, and even industries.

(Rousseau, 1995).The concept of new career gained more attention and relevance in attaining the employee behaviour. The changes in expectations of organizations towards employees was also noticed.

Arthur (1994), Post corporate career. These models have variety of options, ample opportunities of growth in career. The career landscape has become dynamic, some new concept are introduced,Protean Career. Hall, (1976), discussed about Boundary less career.

Career Planning Process	<ul style="list-style-type: none"> • Self-Assessment. • Opportunity Exploration • Goal Setting/Reality Checking • Action Planning • Evaluation
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Table 2: Source: Book Chapter, Career Planning and Development by Rebecca Ellis

1.1.4 Career Satisfaction:

(Kaya & Ceylan 2014; Rehnström & Dahlborg-Lyckhage 2016; Vogel et al. 2016). Quantified the effect of proactive behaviour and the relationship between Career Management and Career satisfaction.

(Hulin & Judge 2003; Spector 1997; Moorman 1993; Locke 1974). Career Satisfaction is related with cognitive, affective and behavioural components of personal responses. The degree to which an individual feels connected with the work is affected by the personal factors. It can also be affected by social factors. A feeling of being highly connected with the job or profession, these feelings result in career satisfaction.

1.1.5 Top Management Support:

Richard (2013), identified the top management support and carer development culture as variables of career development. He also proposed scale for career development culture and senior management support for further research. (Evans, 1987). Simonsen (1997), discussed about role of top management in career planning. The research says, senior management can be involved in the career development process, the can participate in participate in career discussions, also proposed six dimensions of top management support. Support from top management is very important to implement the career development programs and career management policies. Career development is a tool of strategic development, hence top management should be involved in this. (Huselid., 1995; Schuler & Jackson, 1987) also identified and discussed the involvement of HRM at corporate level as under:

- a) providing leadership for development and culture change,
- b) providing role models to make their people acceptable to change,
- c) participating in training for discussing various differences on the assessment as part of career discussion and set their own development goal,
- d) communicating the urgency so that everyone will be involved in the career development process

- e) communicating from top management for promoting the program purposes
- f) need for changes, expressing high level expectations, and continued encouragement for participation.

Portis (1978), discussed about the role of top management in career planning. Top management should pay high attention to career planning of employees. They should be involved in performance assessment of employees, also should identify their strengths and weaknesses and identifying their training needs accordingly. Through proper and specific training, employees can be offered right career option in the same or other organization.

1.1.6 Career Planning Practices:

Wipro, a successful organization in IT Sector; has adopted so many career planning practices in the organization eg: Career Hub, Individual development Plan, Mentoring through learning networks, Employee Capability, Manager Capability, Leadership development etc. Other successful organizations have also implemented strategy regarding Career Planning and Career Management.

2. RESEARCH DESIGN:

OBJECTIVES

- To identify and review research evidence systematically in order to study about Career Management and related attributes in organizations.
- To identify and review research evidence systematically in order to study about Career Planning in organizations.

METHODOLOGY

The study consisted of identifying relevant studies from web sites, e_library etc. Examining of studies for assessing the quality of the study and extract evidence in support of the review; collection of review findings.

3. CONCLUSION AND FUTURE PROSPECTS:

Career Planning is gaining more focus from the researches these days. They are trying to bring changes in the organizations. Few aspects of career management and Career Planning are covered in the review. Review is done on ; Career Guidance, Career Planning by Individual Career Planning by Organization, Career-Satisfaction, Support from Top Management, Practices for Career-Planning.

In the literatures, many more relevant aspects of career planning are found, people are working more on career planning. Organizational-commitment, Professional-commitment, Professional-mobility, Employee-motivation, Employee-retention, Job-satisfaction, Organizational-support, Organizational-citizenship-behaviour, etc. are some aspects which are related with career management.

Career Self-management, Skills check-up assessment, Coaching, Career advice, Career conversation, Career counselling, Career information, Career intervention, Career development intervention, Mentoring, Career move etc. are some areas where further research can be done.

So there is a scope of further research.

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