

Background investigation of Career Development initiatives and outcomes: A special reference to Commercial Banks in Uva Province

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Introduction

In a highly competitive era, and a complex business environment, organizations not only stick with local market, but also try to expand in to the international/ global markets, by using different corporate-level strategies. If the organization is to cope with these dynamic changes in the local as well as international markets it is important that it manages its people in a proper way by establishing human resource strategies at different levels especially with regards to planning and managing their careers (Baruch, 2004). According to the resource based view approach, human resource is considered as a valuable, rare, inimitable, and non-substitutable resource. A good programme of career planning enables the organization to empower their own human capital and thereby encouraging the spirit of creativity, entrepreneurship, and innovation among their employees. A well structured career development system facilitates the organization to enhance their in-house talent for staffing and promotion by matching the experience, skills, and aspirations of individuals to the needs of the organizations. Therefore, considering the importance of the career development, this paper developed a model to identify the different types of initiatives of career development, its outcomes and the necessity to maintain sustainability in career development in organizations. Commercial banks in the Uva province were chosen for this study where this conceptual model was empirically applied and tested upon.

In this context, a 'career' has been defined 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 (Hall and Associates, 1986). According to the Leibowitz *et al.* (1986) the career development involves an organized, formalized, planned effort to achieve a balance between the individual's career needs and the organization's work force requirements. Obviously, with proper career planning and career management, an individual expects to harvest the result of such investment by attaining career development. Greenhaus, Callanan and Godshalk (2000) suggests that career development is an ongoing process by which individuals progress through a series of stages, each of which is characterized by a relatively unique set of issues, themes, and tasks. Furthermore, Hall and Associates (1986) define career development as the outcome emanating from the interaction of individual career planning and institutional career management processes. This idea of career planning and development initiatives fostering organizational effectiveness depends on the organization's ability to transform employees from a traditional pattern of expectation to one of increased responsibility for their own career growth and development (Martin *et al.*, 2001). Apart from that Chen *et al.* (2004) surveyed the capability of career development programmes in responding to career needs at different career stages and the influence on job satisfaction, professional development and productivity among the R&D personnel. Furthermore, Noordin *et al.*, 2002 have stated that career development opportunities support career commitment initiatives among employees. Therefore, based on the literature survey, this study took career planning and career management as input variables, career development as an intervening variable and Job satisfaction, job performance and career commitment as output variables.

This study mainly focused on to determine the impact of (a) career development initiatives on career development and (b) career development on career outcome of employees' in Commercial Banks in Uva Province, to assess the degree of linkage between career planning and career development, career management and career development in Commercial Banks at Uva Province, to assess the degree of linkage between career development and job satisfaction, job performance, and career commitment in Commercial Banks at Uva province.

Methodology

The study took into account employees, who are working in Commercial banks in Uva province. This study took 100 employees' as a sample (according to the proportion) and out of 100 only 91 employees have responded. Further data was collected from the sample banks through questionnaires.

The variables taken for study were Career initiatives (Career planning and Career Management) were considered as an input factor necessary for the output of career outcomes (job satisfaction, career commitment and job performance), and Career Development was considered as an intervening variable for input and output variables. Therefore, the independent variables, intervening variables and dependent variables in the case of each employee had measured on five point likert scales. The data comprising of independent variables and dependent variables, were summarized using descriptive statistics (Mean and SD). The Strength of the relationship among independent variables, intervening variables and dependent variables were determined by Kalpearson product moment coefficient of correlation. The influence of independent and intervening variables were determined by multiple regression analysis, t-value, and computation of R^2 and F- value.

Data analysis and discussion

According to the descriptive analysis, almost all input, intervening and output variables averages are fall under range of $3.5 < X \leq 5$, this illustrates that almost all participants accept the fact that they do have career plans, goals and objectives, and that they are regularly engaged in development activities, and also that the banks have processes and programs in place to assist employees, with their career development.

Furthermore, the correlation and regression analysis was conducted to determine the strength of relationship, relative contribution of independent variables on dependent variables and finally, each of the postulated hypotheses was tested independently. The career planning ($r = 0.420$) and career management ($r = 0.585$) have significance positive correlation on career development, but career management has high positive correlation than career planning. At the same time, career development has significant high positive correlation on job satisfaction ($r = 0.633$) and job performance ($r = 0.622$), but has low positive correlation on career commitment ($r = 0.383$).

Apart from that, the R^2 between career planning (H1), career management(H2) and career development were 16.4 per cent and 33 percent respectively, the variance in the assessed linkage was attributable to career planning and career management as the independent variable and thereby providing some degree of confidence in interpreting the result. These findings replicated the study of Hall and Associates (1986), and Granrose and Protwood (1987). Furthermore, the regression analysis applied on hypotheses H3, H4 and H5 indicate that job satisfaction, job performance and career

commitment is positively related to career development and therefore they could be considered as outcomes of career development. The amount of variance explained for the three assessments were approximately 39 per cent, 38 per cent and 14 percent respectively providing some degree of confidence in interpreting the results. These findings were supported by Lee (2000) and further confirm that career planning, career management and career development are important HR management initiatives that have the potential to increase employees' levels job satisfaction and organizational commitment. Furthermore King in 1999 stated that career development opportunities support career commitment initiatives among employees.

Conclusions

This study based on data drawn from a sample of 100 employees of Commercial Banks in Uva Province empirically investigated the impact of career planning and career management on career development and its outcomes namely job satisfaction, job performance and career commitment. The results show that career planning and career management are significantly and positively correlated to career development. Meanwhile career development also had a significant and positive relationship to job satisfaction, job performance, and career commitment. These significant finding are further supported by past literatures and findings of many scholars such as Hall and Associates (1986), Lee (2000), King (1999), Martin, *et al.* 2001 and Granrose and Protwood (1987).

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