



## INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, IT AND MANAGEMENT

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- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

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- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

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## ORGANISATIONAL SUPPORT FOR EMPLOYEES' CAREER MANAGEMENT

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### ABSTRACT

*This paper helps to study on 'organisational support for employee's career management'. Career management is the combination of structured planning and the active management choice of one's own professional career. This study is proposed to cover career management, organisational support for employee's career management, importance of career management with respect to individuals and organisation's, and also to provide satisfaction and successful career management for its employees.*

### KEYWORDS

Career, Career management, Career satisfaction, Employee development, Organisational support.

### INTRODUCTION

In the earlier days, individuals were not clear in setting their career goals/objectives. Due to this, most of the people didn't give much thought in choosing their professional career. And they were not clear in understanding and finding the best opportunities for their career. This task may be quite difficult when the individual lacks knowledge of career opportunities and/or is not fully aware of their talents and abilities. However, the entire career management process is based on the establishment of defined goals/objectives whether specific or general in nature. Utilizing career assessments may be a critical step in identifying opportunities and career paths that most resonate with someone. The term Career is defined by the Oxford English Dictionary as an individual's "course or progress through life (or a distinct portion of life)". It is usually considered to pertain to remunerative work (and sometimes also formal education).

### CAREER MANAGEMENT

Many scholars cite (Ball (1997) Ball, B. (1997) who described Career management as the combination of structured planning and the active management choice of one's own professional career. Career development is the way in which a person's career develops and progresses over time (Arnold, 1997), such as progressing from an entry level position to a senior manager. The outcome of successful career management should include personal fulfillment, work/life balance, goal achievement and financial assurity. This new concept of career management has different meanings for both the individual and the organization (Baruch, 2006; Buckley, Beu, Novicevic, & Sigerstad 2001), bringing forth two approaches to career management, individual career management and organizational career management.

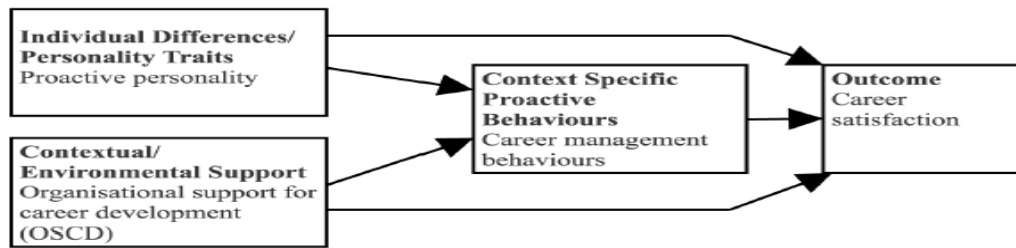
### ORGANISATIONAL SUPPORT FOR EMPLOYEE'S CAREER MANAGEMENT

"Belinda Rence Barnett, Lisa Bradley" has published the Article in the year (2007) Volume (12) Issue (7). The Article is titled "The Impact of organisational support for career development on career satisfaction". The purpose of the study was to examine the organisational support for employee's career management/development (OSCD). Based on an extended the model of social cognitive career theory (SCCT) and an integrative model of proactive behaviours, the study proposed that career management behaviours would mediate the relationship between OSCD and career satisfaction, and proactive personality and career satisfaction.

### DEFINITIONS

"Lent and Brown" (2006) define it as organisational support for career development (OSCD), is also called "organisational career management" or "organisational sponsorship" and refers to the programs, processes and assistance provided by organisations to support and enhance their employee's career success (Ng et al., 2005; Orpen, 1994). The variable has been so named in this study to be consistent with the new supportive and enabling role proposed for organisations, rather than the traditional "command and control" approach taken in the past (Baruch, 2006). Referring to the extended SCCT model (Lent and Brown, 2006), OSCD belongs to a class of environmental support and resources variables that are specifically relevant to the pursuit of an individual's career goals. OSCD comprises formal strategies (including career planning, training and assessment centres) and informal support such as providing mentoring, coaching and networking opportunities (Hall, 2002; London, 1988; Sturges, Guest, Conway, and Davey, 2002).

FIGURE 1 SCCT (SOCIAL COGNITIVE CAREER THEORY) MODEL



Source: Adapted from Crant (2000); Lent and Brown (2006)

In an article by Thomas N. Garavan and Michael Coolahan" (1996) Volume (20) Issue (4) titled "Career mobility in organisations: implications for career development", reviews the literature on career mobility and it considers its implications for career development practices within organisations. The researchers also focus on individualistic and organisational perspectives and identify a range of factors which facilitate or inhibit the mobility process. They also identify a range of career development implications including changing notions about what constitutes a career, the need to take into business issues and the move towards joint career planning.

Garavan (1996) refers to the growing body of literature on the relationship between organisational commitment and career issues and the need to manage the career of an employee in a strategic fashion.

Inglos (1987) found that "the selection for and participation in training and development activities carries powerful symbolic messages within an organisation." Equally, non-selection implies/signals a "dead end" career.

A study was done by Ghulam R. Nabi (2003) Volume (24) Issue (6) on "Situational characteristics and subjective career success: The mediating role of career – enhancing strategies". In this article the researchers examined the role of career-enhancing strategies (CESs) as mediators of the relationship between situation-centered characteristics (e.g. career prospects) and subjective career success. CESs included self-nomination, networking behaviour and consultation with mentors. (SCS) Subjective career success was measured using two criteria, intrinsic job success and perceived career success. The results provided partial support for the mediating role of Career Enhancing Strategies (CES) between situational characteristics and subjective career success. Specific CESs played a mediating role in the relationship between specific situation-centered variables and intrinsic job success. Self-nomination and networking played a mediating role between career prospects and intrinsic job success. Networking also played a mediating role between job security and intrinsic job success. The theoretical and practical implications of these findings are discussed, together with avenues for further research.

Allan P.O. Williams (1979) Volume (8) Issue (4) conducted a study on "Career Development and Employee Participation: Current Trends and Their Implications". The study revealed that Employee participation or industrial democracy represents an area of knowledge and practice which has resulted from the attempts of behavioural scientists, employers, unions and governments, to solve some of the people-based problems at work such as labor turnover, absence from work, resistance to change, strikes, and of their low productivity. In recent years psychologists and others working within personnel departments, consulting firms and academic institutions have been pushing career planning and development as an additional remedy for some of these problems.

Researchers Ronald J. Burke, Mustafa Koyuncu, Lisa Fiksenbaum (2006), Volume (21), and Issue (8) conducted a study entitled "Organisational Practices supporting women's career advancement and their satisfaction and well-being in Turkey". The purpose of this study was to examine the relationship of the perceived presence of organisational practices designed to support women's career advancement and their work attitudes and satisfaction and their psychological well-being.

Marc van Veldhoven and Luc Dorenbosch (2008), Volume (13), and Issue (2) published an article titled "Age, proactivity and career development". The purpose of the study was to shed more light on the role of employee proactivity which includes behaviours that are: (Self starting, action-orientated behaviours aimed at greater organisational effectiveness) in relation to age and career development. It aims to do this in two ways. Firstly, by investigating how age and HR practices for development initiated by the organisation influence proactivity as a career-relevant outcome. Secondly by examining how age, proactivity and HR practices for development influence employee's experiences of career opportunities, wherein proactivity is seen here as a career-relevant predictor.

Warr and Fay (2001) in their study found that employees who take a proactive approach towards different facets of their work are expected to deliver sustained productivity in a fast and dynamic work context in two ways. Namely proactive employees actively engage in solving inefficiencies that arise in the continuously changing work processes (on-the-job proactivity). Similarly proactive employees scan new work environments for developmental needs and seek to learn and acquire new skills and knowledge to ensure their future employability.

A research study was conducted by Ooi Keng Boon in the year (2006) Volume (36) Issue (6) on "HRM and TQM: association with job involvement". The purpose of the study was to examine the perceptions of individual employees on the influence of the eight elements of HRM/TQM (i.e. leadership, training and development, employee engagement or participation, reward and recognition, the customer focus, empowerment, teamwork, and the communication) on employee's job involvement in the six major Malaysian semiconductor manufacturing organisations. According to the authors despite extensive research and voluminous literature on HRM/TQM, very little empirical research has examined the variables chosen by the researchers in their study. Therefore, the hypotheses were developed with the intention of examining this relationship.

Anthony Ang (2002) Volume (14) Issue (3) conducted a study entitled "An eclectic review of multidimensional perspectives of employee involvement". This study addresses employee involvement as a management approach, tracing the concepts, assumptions and roots in which it can be located. It reviews the plethora of typologies based upon which employee involvement programmes implemented in organisations today are founded. It advocates further research to enhance the conceptualization and contextualization of these programmes for practical implementation, as well as the development of a framework which could be generally accepted for their systematic evaluation.

Jane Yarnall (1998) Volume (27) Issue (5) in her study on "Line managers as career developers: rhetoric or reality" along with other researchers asserts that (Hirsh *et al.*, 1995; Liebowitz and Schlossberg, 1981; Mayo, 1991) that for career development to be effective in organisations, line managers need to support the future development of their staff and have the necessary skills to coach and counsel them as appropriate. It is viewed as unlikely that individual employees, however committed, can successfully manage their careers without any support from their manager. Many organisations are also now focusing career programmes on changing attitudes towards the meaning of career development, to one where employees take greater responsibility for their own development. Line managers are needed to play a key role in this culture change through communicating appropriate messages to their staff and providing realistic feedback on future opportunities. Schein (1978) even goes so far as to suggest that the successful implementation of organisational career development programme is wholly dependent on the effort and commitment of the line management group.

Rita Cruise O'Brien (1995) conducted a study on "Employee involvement in performance improvement". This study is based on a research project initiated in 1992, and presents summary findings from qualitative and quantitative research with six major British companies. The original intention was to look at the potential contribution of employee commitment to high quality performance, the difficulties of achieving that commitment and the relationship of the employee contribution to performance improvement. Three particular concepts emerged as pivotal: the distinctive focus on process improvement for generating new forms of interaction at work; the importance of employee tacit knowledge for contributing to process improvement; and a new form of trust based on mutual interest between employees and management as a crucial intermediary variable contributing to commitment.

**Audrey Collin** (1986) Volume (15) Issue (2) in her study on **"Career Development: The Significance of the Subjective Career"** states that the changing society and troubled economy are making many new demands of work organisations. Therefore human resource managers have to deal with new issues and explore ways of dealing with old ones. One aspect of organisational life which is so affected is career development. A recent review of the latest thinking on it noted some of these new questions and proposed the inclusion of lateral as well as "onward and upward" moves within an accepted view of career development. This article offers an even wider view of career development through its recognition of the significance of the subjective career.

**Yehuda Baruch** (1996) Volume (1) Issue (1) studied **"Organisational career planning and management techniques and activities in use in high-tech organisations"**. This study is an empirical analysis of organisational career planning and management techniques, activities, programmes and processes that are part of the human resource management role. It focused on the actual use of these techniques and their evaluation by management and employees in 60 high technology organisations in Israel and the UK. The findings illustrate the applications of these techniques, their perceived quality and their estimated necessity.

**Researchers Dirk Buyens, Hans Van Dijk & Thomas Dewilde** (2008) Volume (24) conducted a study on **"The Aging workforce: perceptions of career ending"**. The purpose of this study was two-fold. The first is to relate the negative image of older workers to stereotype threat and to propose that effective retention management should start by replacing this negative image. The second is to assess the needs, perceptions and preferences of older workers regarding their career-ending.

**Jens Rowold** (2007) Volume (32) Issue (1) conducted a study **"Multiple effects of human resource development interventions"**. This study aimed to explore the simultaneous impact of employees' participation in non-technical training, technical training, and coaching on subsequent job performance, job involvement, and job satisfaction.

## IMPORTANCE OF CAREER MANAGEMENT FOR INDIVIDUALS AND ORGANISATIONS

Career Management has a significant stake not only for the individual employee but also for the organisation at large. Individual career management is the process whereby a person takes control of and plans his or her career by identifying career-related goals, strengths, and weaknesses and then takes the necessary steps to achieve these self-defined career goals (Orpen, 1994). Self-management activities are the key, including gaining information about one's self (Kossek & Roberts, 1998; Sturges, Guest, Conway, & Davey, 2002), networking and seeking credit for work successfully completed (Sturges et al., 2002) in order to facilitate developing a career within an organisation.

Conversely, organisational career management describes an organisation's process for managing the careers of its employees (Orpen, 1994). Organisational career management is defined by Stumpf (1988, p. 33) as "activities and opportunities that organisations sponsor to help ensure they will meet or exceed their future human resource requirements." Career planning, career paths, employee training and development, job postings, career counseling, outplacement counseling, and mentoring are just some activities that are utilized in organisational career management programs.

Organisational and individual career management are not mutually exclusive, but rather interdependent and complementary (Sturges et al., 2002; Sturges, Conway, Guest, & Liefvooghe 2005). While individuals rely on organisations for career guidance within the organisation, organisations rely on the knowledge and availability of employees to achieve and carry out the organisation's strategy (Thite, 2001). Research by Verbruggen and colleagues (2007) highlights this interdependence, showing that employees who practice individual career management are more likely to receive career management support from the organisation than those who do not.

The primary difficulty with career management is the differing expectations of employees and their organisations regarding who is responsible for career management. According to Thite (2001), a paradigm shift has occurred in the framework of the career which has caused changes in expectations regarding career management activities. It is important to consider how careers have evolved in order to understand how role expectations in the career management process have changed.

*Organisational career management can supply many benefits to both employees and organisations.* Not only can it provide opportunities for the individual to develop his or her career, it can support the culture and maintain talent within an organisation. A study by Zaleska and de Menezes (2007), found an individual's commitment to the organisation increased when involved in career development activities such as job challenge, external training, and coaching and mentoring, except for managerial level employees who likely lack upward mobility due to flattening organisational structures. These results are consistent with prior research by Orpen (1994) who found that employees who get less career help from their organisations have lower career satisfaction. Sturges and colleagues (2005) assert that organisational career management is vital to organisational viability in that it supports the fulfillment of the psychological contract.

## THE PSYCHOLOGICAL CONTRACT

The psychological contract is comprised of a non-written beliefs and expectations of reciprocal relationships and obligations between employees and their employing organisation (Rousseau, 1990). The main premise of the psychological contract is that a mutual understanding arises that binds both parties (Rousseau, 2001) such that if an employee believes he or she is obligated to do something for the organisation, the employee believes the organisation owes him or her something in return, such as career development support. Violation of the psychological contract can cause problems with understanding the roles and responsibilities involved in career management (Dabos & Rousseau, 2004).

According to work by Rousseau (2001), the foundation for a psychological contract is often found through pre-employment and recruitment or early in employment via socialisation. Rousseau indicated the individual's expectations often are minimal initially but then build evolving from one belief to several beliefs. Such beliefs often form when there is incomplete information on behalf of either party, such as when a new recruit does not have all the info about a company or a company does not have all the information about an employee. Rousseau's (2001) suggests that expectations can differ based on years of experience in a job but that some kind of mutual understanding is necessary both parties to achieve their goals (Dabos & Rousseau, 2004). The evolution of the psychological contract is important to reflect the new employment relationship.

Establishment and maintenance of the psychological contract is crucial as it is linked to employee organisational commitment and turnover intentions. The psychological contract has been shown to mediate the relationships between informal career help and affective commitment, informal career help and job performance, and informal career help and individual career management (Sturges et al., 2005). Therefore, fulfillment of the psychological contract could increase an employee's commitment to the organisation and his or her performance as well as keep the individual from seeking employment outside of the organisation.

Both informal and formal career help can be used to fulfill the psychological contract, however, employees tend to prefer informal help (Sturges et al., 2002) including things such as being introduced to influential people. Informal career management is associated with higher affective organisational commitment (Hackett, Bycio & Hausdorf, 1994) and employee's ability to self-manage their careers through networking and mentoring (Sturges et al., 2005). The ability to self-manage one's career can help employees increase their visibility and can lead to increased opportunities for those employees to receive formal education including training (Sturges et al., 2002). When employees self-manage their careers, the organisation is likely to give back to employees in terms of career help, creating a win-win situation for those employees and organisation (Sturges et al., 2002, 2005; Verbruggen et al., 2007).

The psychological contract is inherently about roles and responsibilities. Therefore, it is important to consider what the roles and responsibilities are for each party involved.

## CONCLUSION

In this paper the researcher has attempted to collate the various research studies relating to organisational support for employee's career management. In the process the researcher has conceptually defined some of the important terms related to the area of research investigation namely career management. Through this paper the researcher has also identified some of the important variables that contribute to effective career management strategies from both the individual employee perspective and the organisational perspective. This paper has enabled the researcher to identify some of the gaps in research in the area of career



management, especially from the context of career management from the Indian cultural perspective. As the review undertaken by the researcher suggests, most of the studies are from the Western world. Therefore this area of study which will focus on career management processes in India will definitely throw light on this emerging discipline.

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