

REVIEW ON THE DIMENSIONS OF CAREER PLANNING PROCESS

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Abstract

The current organizational setup is running through crisis phase marked by restrictions on activity, mergers, and acquisitions, foray into new markets, devising new strategies and products services and Blue Ocean Strategy making the choice of career strategies even more difficult for the employee and employer both in the perspective of long-term career planning. Organizational goal and individual goal needs to be achieved together in order to provide a developmental path to fulfill the personal career goals thereby increasing identification and attachment with the organization with an increased involvement with this with achievement of this particular goal . Career commitment precisely identifies this behavioral pattern and this plays a higher level of expectations and requirement from the organization to establish their relationship better in order to fulfill the individual and organizational goals. The implication of this dimension puts up the point that career commitment is found to be directly influential in motivating individuals to fulfill their expectation and satisfaction within the organization to increase their organizational commitment. It is also true that organization needs to take care of the expectations and aspirations of its individual employees to increase the organization commitment and thereby fulfill the organizational objectives and goals. The attitudinal dimension in the workplace and the behavioral pattern influencing organizational commitment and career commitment has been widely studied in the literature. The specific behavioural dimension related to career commitment focus is mainly on the relationship pattern between organizational commitment turnover intention and also the moderation effect of career commitment in this relationship pattern.

Keywords: Career planning, Organizational Commitment, Moderation Effect, Career Commitment, changing market dynamics, career strategies, Blue Ocean Strategy

INTRODUCTION

Planning the career is not a straightforward matter. Successful career planning requires that each individual should set realistic goals, determine the strengths and weaknesses in his job performance and develop skills that make him marketable “Career planning is that the deliberate process through which an individual becomes tuned in to personal career related attributes and also the life long series of stages that contribute to his career fulfillment.” Career planning may be a process by which one selects career goals and also the path to those goals. The foremost focus of career planning should get on assisting the staff in achieving a far better match between personal goals and also the opportunities that are realistically available within the organization. Career planning is a shot to pinpoint and highlight those areas that provide psychological success rather than vertical growth. Career planning isn't an incident or end in itself, but a nonstop process of developing human resources for achieving optimum results. An honest career planning requires a scientific analysis of the environment for opportunities. Both inside and outdoors environment influence career planning process. The stage of growth of the organisation, future expansion plans, thinking of management etc. should be considered while deciding about career strategy. Like, an expanding organisation will provide more opportunities to its employees than a mature concern which isn't expected to grow. the skin environmental factors like economic, social, political, technological etc. too have to be discussed for formulation of career strategy.

Certain activities logically precede others. Try and put it all on paper, identifying activities which must occur, their proper sequence, and also the time that it'll regard each. Finally, put into action the long- and short-range goals and monitor your progress as you're employed. For a general career planning timeline, sit down with the Career Planning Timetable handout. Career planning is that the systematic process by which one selects career goals and also the path to those goals. Career development is important for implementing career plans. It consists of activities undertaken by the individual employees and also the organization to fulfill career aspirations and job requirements. The foremost important requirement of career development is that each and everyone. Career growth opportunities for workers from the use stage to the retirement stage. Individuals who can fill planned future positions are identified and ready to require up these positions. it's a managerial technique for mapping out the whole career of young employees.

Limitations of the previous research work

There seems to be a lack of convergence between the described importance of career Management services to the organization and the theoretical base on which this career management operates (Gunz and Jalland, 1996; Baruch and Peiperl, 2000). Notable research in the field of career management provides the framework and a model for career system development Baruch (2003) and Sonnenfield and Peiperl (1988). Six-dimensional normative model based on the responses of 16 experts were developed by Baruch (2003) and was incorporated in the framework of career systems. In the same study the dimensions were correlated with the chosen 22 career practices and also the dimensions were correlated amongst each other, although the dimensions selected for the study were helpful in designing the conceptual model but was not parsimonious enough to be implemented on a large scale.

As understood by (Sonnenfield and Peiperl, 1988) the development of an career management practices has its unique applicability and relevance based on the strategic setup of each organization, organization size (Singh and Vohra, 2009; Nguyen and Bryant, 2004); infrastructure Technology requirement of the organisation (Mishra and Akman, 2010; Hempel, 2004;); cultural context of the organization and the geographical set up (Baruch and Budhwar, 2006). Based on the business strategy setup of each organization, the appropriate career management system needs to be in place, in order to meet and influence the strategic viewpoints and positions of each of the organization. The unique role manager-owner plays in this setup of a small organization and the direct involvement of them in the career management process often leads to the development of informal theory and management systems. Technological impact on the career management system has a big role to play in today's technology framework as it has a direct effect on the career portfolio and change dynamics within the organization set up.

However, the past studies were deficient in providing a correct dimension to relate and understand about the practices in one's career and its relationship dynamics with that of the organizational needs, which varies from one setup to another. Another major deficiency as observed in the past studies is the absence of any convergent view but rather the presence of many diverging specifications regarding the career management practices framework (Orpen, 1994; Pazy, 1988). Several nomenclatures came up in the past to define career management and planning practices and were called by names like organizational career management, management and planning of career, management practices related to career, development practices of career. Full understanding of the definitions and the nomenclature dimension of career development process often boils down to one of the common elements within this framework where, it can be easily seen that the deliberate role played by the organization to put in practice the relevant policies and framework in order to lead and effectiveness in the career development of its employee can be seen. However, the career effectiveness and the perception of that rests on the individual label and can be determined by the relationship pattern about the personal goal achievement behaviour of an individual and provides a sense of fulfillment and satisfaction within the individual level and also presence of a more pluralistic characteristic of an individual (Hall, 2002). The ideas of career systems floated Sonnenfield and Peiperl (1988) and Gunz and Jalland (1996) in order to provide a more objectified framework in the accepted views of career analysis both at the organization and individual level. Gunz and Jalland (1996) identified career system as an accumulation of priorities policies and actions at an organizational level which can be used in order to manage the flow of its members within the organizational boundary over a period of time.

There is an understanding about the organizational setup to be a social system in interaction with its employee and with the flow of people is expected to operate in the open system and is viewed as an exchange relationship of the organization with its environment on which it is operational. Sonnenfeld (1984) identifies career system to comprise of human resource management systems driving the flow of employees within that system and can be seen and identified by the indicators of the recruitment process, selection individuals for career advancement and lateral moves. Within the career development system, Sonnenfield and Peiperl (1988) identified three components to be very important and they were exit system, a development system, and intrasystem within the organization. In order to provide a stable framework to the organization set up to maximize on the total consistency of the organization there is a need for managers to strike a balance between the conflicting demands within the organizational framework and propose a common framework within the single structural pattern of the organization (Van de Ven and Drazin, 1985). The dimension of an individual is also taken to be a direct indicator related to the development of one's career and progress in the framework of career planning (Grusky, 1966). As understood in the study (Gunz, 1989) the mobility within the career is represented as a gratification delaying practice within the organization.

The changes in the economic conditions and the need of adaptability according to the environmental condition the organizations have responded by eliminating layers of hierarchy and bringing infrastructure within the organization ultimately removing the need of top-heavy organization thus bringing in a culture of more committed and productive employee within the organizational setup to remain competitive and viable. However, there cannot be a guaranteed movement along the leader in lieu of this employee commitment (Whymark and Ellis, 1999). Three distinct phases have been identified in the strategic career planning system and they are employee supply flow within the

organization, employee advancement support structure within the organization and scope of lateral movement of an individual within the organization set up and it is said to be a part of careers system typology and a representation of the nature of internal assignment flows Sonnenfeld and Peiperl's (1988). Although there seems to be a wide recommendation available in the literature on the best practices followed for high-performance work system elaborating on the need of internal career development mechanism available within the organization, inclusion of reward practices, community workforce fostering commitment and improvement of the performance within the organization there is a wide variation in the way this practices or recommendations are followed from organization to organization.

Researchers have identified a wide variability in the orientation setup of the organization in terms of adoption of this practices which are based primarily on the supply and maintenance of the organizational membership both external and internal (Peck, 1994; Budhwar and Baruch, 2003). Some of the organization is understood to be heavily relying on the external support system and the supply for some organization to develop their internal workforce and rely on the supply system within the organizational setup. As identified by Lawler (2008, p. 78) the competition at global level in providing employment contract has emphasized at an individual level to make them responsible for their own career growth with an expectation of maintaining their own employability so as to fit well within the competition approach at global level and to build and sustain internal talent rather than focusing on buying from the external market at an organizational setup.

Construct Development and Dimensions of the Proposed Study

Career commitment has been found to be comparatively neglected in the dimension of career development activities as recently identified and studied in the literature (Colarelli, S.M., R.C. Bishop, 1990). The definition and dimension of career commitment describes the attitudes of individual towards their career which can be recognized in a form of work commitment exhibited by individual in their career. Career commitment has been found to be lacking developmentally but it has been noticed that the increased importance of career commitment provides significant meaning to the occupational dimension and continuity providing organization employment security perception towards its employee number 3. Career commitment has an ability to critically develop and demonstrate the practical concern and utility to the organization and individual as career commitment perception helps the individual to continue with the form of work for a long period of time and develop skills for the work (Colarelli, S.M., R.C. Bishop, 1990). In order to develop professional and personal relationship in the organizational setup individuals need to inculcate the sense of career commitment which will help to further nourish the relationship both individually and professionally in the organizational setup (Colarelli, S.M., R.C. Bishop, 1990). This type of professional relationship pattern with the help of career commitment perception is often found to be helpful in developing the sources of information, trading favours and services as well as increasing individuals exposure to the organizational decision making (Colarelli, S.M., R.C. Bishop, 1990). Individual career plan and growth path is the determining factor for an individual in selecting a particular organization and the practices of the organization if found in tune with the individual; then individuals tend to select that type of organization which is in tune with their career needs. It is also found out that individuals who perceive the organization to fulfill their own career motivation is favored and found to be attractive than the other organizations. Organizational goal and individual goal needs to be achieved together in order to provide a developmental path to fulfill the personal career goals thereby increasing identification and attachment with the organization with an increased involvement with this with achievement of this particular goal .

Career commitment precisely identifies this behavioral pattern and this plays a higher level of expectations and requirement from the organization to establish their relationship better in order to fulfill the individual and organizational goals. The implication of this dimension puts up the point that career commitment is found to be directly influential in motivating individuals to fulfill their expectation and satisfaction within the organization to increase their organizational commitment. It is also true that organization needs to take care of the expectations and aspirations of its individual employees to increase the organization commitment and thereby fulfill the organizational objectives and goals. The attitudinal dimension in the workplace and the behavioral pattern influencing organizational commitment and career commitment has been widely studied in the literature. The specific behavioural dimension related to career commitment focus is mainly on the relationship pattern between organizational commitment turnover intention and also the modulation effect of career commitment in this relationship pattern. Most of the studies have put forward exploratory factor analysis to understand this relationship better between procedural justices, perceived organizational support, organizational commitment and turnover intention. Structural equation modeling along with confirmatory factor analysis has also been used to understand this relationship better. However, previous studies have not reported the effect of the moderating effect of career commitment on the relationship pattern of the various variables like organizational commitment, perceived organizational support, procedural justice and turnover intention. A pair wise linear relationship pattern between the variables and the moderating effect of organizational commitment needs to be studied using structural equation modeling. The interrelationship pattern between the variables among

working executives work experience, perceived organizational support, employee turnover and effective commitment has been found out to be extensively executed in the extant literature.

The results demonstrate a favorable relationship between the working environments due to perceived organizational support thereby increasing organizational commitment of the individual (Alutto, J.A., L.G. Hrebiniak, R. Alonso, 1970). Organizational commitment and perceived organizational support is found to be highly correlated with the satisfaction and career development of the individuals although commitment plays a mediator role in the possible relationship pattern between job performance, organizational support and organizational citizenship behaviour (Bishop, J.W., K.D. Scott, S.M. Burroughs. 2000). The relationship between organizational commitment and career development is found to be influencing each other in a positive way. However, they come from separate constructs (Aryee, S., Y. Chay, J. Chew. 1994). Thus, there is a need to investigate this relationship pattern and understand the moderating effect of career organizational commitment on these variables in a way to understand the relationship better between employee's perception of company practices and the organizational commitment and also the relationship of understanding the turnover intention and organizational commitment. Thus it is imperative to find out and investigate the career commitment moderating effect on the employee's perception of supervisory support on the commitment better and also on the career commitment as moderated to the effect of affective commitment on turnover intention. Organizational commitment is found to be an attachment procedure of an individual towards his organization (Mathieu, J.E., D.M. Zajac. 1990) and (Rhodes, L., R. Eisenberger, S. Armeli, 200) however the organizational commitment is found to be an emotional response of an individual to the positive appraisal of the working environment (Testa, M.R. 2001). This attachment procedure of an individual as a result of the emotional response strongly roots in the fact of an individual and the belief system about the organizational values and thus displaying a strong desire in maintaining the relationship and membership with the organization.

Empirical studies have also confirmed the importance of organizational commitment influencing the staff turnover and the studies have exhibited that there exist a negative relationship between organizational commitment and individual turnover intention of an individual within the organization setup. Turnover intention is found to be an effective measure influencing the final turnover decision of an individual and has an immediate cause and effect on turnover (Bedeian, A., E. Kemery, A. Pizzolatto, 1991). The psychological response of the employees towards organization commitment influences the intention to the actual behaviour decision about leaving the organization (Kraut, A.I. 1975) and is found to be specific towards the employee turnover intention. Employee demonstrating a high level of organizational commitment is found to be less likely to leave the organization in comparison to the individuals who are uncommitted (Lachman, R., N. Aranya. 1986 and Near, J.P. 1989) , based on this premise the following hypothesis can be developed :

H1: High level of organizational commitment influences negatively the turnover intentions consecutive

Consecutively career commitment can be hypothesized as a moderator variable towards the organizational commitment and turnover intention thereby the hypothesis can be stated as :

H2: Individuals having lower career commitment is likely to exhibit a strong relationship between organizational commitment and turnover intention in comparison to the individual having high career commitment

The organizational factor and the career related perceptions about the specter have also been recognized significantly in influencing the turnover intentions and organizational commitment. The attachment of an individual and psychological level to the organization increases the extent at which the organization tries to implement the career oriented practices for the improvement of its own employees. The perception about the career related practices includes both perceived organizational support and procedural justice which tends to influence organizational commitment and turnover intention simultaneously in the organizational setup thereby focusing on the individual perception ability on the systems and procedures applicable in the organization setup influencing the organizational commitment and turnover intention. The career related perception influencing the psychological attachment of an individual in the current organizational setup (Gaertner, K., S. Nollen. 1989) is found to be highly effective in deciding about the career planning process and career commitment of an individual.

There is a significant difference between the definition of pattern of distributive justice and procedural justice while the two patterns are examined from the organizational justice. Procedural justice is found to be predictive in certain work attitudes and behaviour pattern within the organizational setup (Robbins, T.L., T.P. Summers, J.L. Miller. 2000). In certain studies turnover intention have been found to be influenced by the procedural justice playing a more important role than the distributive justice in an organization number.

Procedural justice is defined as the set of practices and procedures followed in an organization in a fair way towards means and methods in determining the given outcome clearly demonstrating the linkage between the numerous organizational outcome including turnover intention and organizational commitment of an individual number

(Robbins, T.L., T.P. Summers, J.L. Miller. 2000) and (Cohen-Charash, Y., P.E. Spector. 2001). The implementation and existence of procedural justice within the organization is found to be influential in a positive way about the organizational commitment of an individual thereby increasing the career planning process of an individual. It is a feeling of less uncertainty regarding a particular package of practices and the future intentions of an organization towards the growth and career path of an individual and thereby procedural justice is found to be positively influential in increasing organizational commitment and lowering turnover intention. Based on the premises the following hypothesis can be designed:

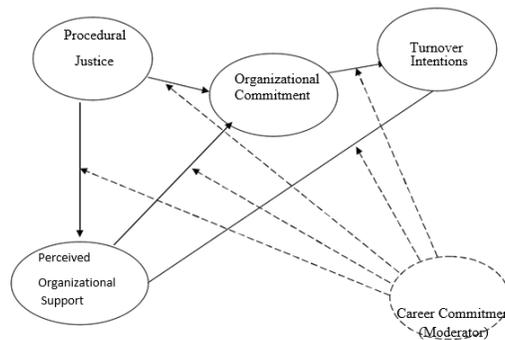
H3: Turnover intentions are negatively influenced by procedural justice

H4: Organizational commitment is positively influenced by positive and Justice

As identified by (Hutchison, S., D. Sowa, R. Eisenberger, R. Huntington, 1986) perceived organizational support indicates the perception of an employee about the organizational support in relation to their belief and the extent in which organizational values their contribution and care about the benefits to be passed on to the individual employees in increasing the effective employee attachment towards the organization and increasing the expectation of a greater reward in order to meet the organizational goals. It is the support system which is perceived by the employee given by the organization in designing means and ways to develop and support organization contribute towards the fulfillment of organizational goal and design creative reward system for the individuals who are able to fulfill the organizational goals. The perceived organizational support system of an organization within the mind of an employee often influences the decision of an individual to stick to the particular organization in cases of extreme crisis thereby forcing the employee to stick to their organization.

This particular phenomenon increases the organizational commitment and studies have found a very strong positive relationship between organizational commitment and perceived organizational support (Eisenberger, R., P. Fasolo, V. Davis-LaMastro. 1990) and (Shore, L.M., L.E. Tetrick. 1991). In addition to the perceived organizational support, the climate and the working atmosphere within the organization is also found to be effective in influencing the organizational support system and the perception about those support system there by increasing the career commitment and organizational commitment of an individual (Cherniss, C. 1991). Organization having greater support system is found to be more influential in helping individual achieve their career goals compared to the organizational having less supportive organizational climate. Based on this premise in case of an of career planning process the following hypothesis can be formulated:

H5: Organizational commitment is positively influenced by perceived organizational support



The conceptualization of the career development process and the planning paradigm associated with career development both at the individual and organization level is discussed in the previous sections and an understanding is built so as to review the dimensions of career system as prevalent in the contemporary research and literature to built in a case to make it understandable that the systems of career development process need to be aligned. In developing the dimensions of the career planning process, labour market related to internal systems of the organization (Osterman, 1984, 1987) along with human resource practices commitment (Osterman, 1994) and career management practices of the organization (Pazy, 1988; Sturges et al., 2001; Orpen, 1994) significantly played an exciting role. In the extant literature, it is seen that there is a high degree of overlap between the practices as in the case to provide a long-term development perspective in the career planning process of the individual within an organization. In some of the studies, there is a little bit of variation between the main streams of literature related to the career planning process in the organization set up. Based on the detention mechanism as practiced in the organization coupling with the seniority basis practiced in providing promotions is understood to have played a vital role in the individual career needs along with the organizational requirement to fulfill the long-term goal of individual and organization. The conceptualization of carrier system as highlighted in the studies and the process of career planning as a part of the carrier system as proposed in this study is in line with the literature with a variation which looks into the mobility

factor associated with human resource within the organization both at the vertical and horizontal segment representing the movement of workforce within the organizational setup and also encompasses the flow concept within the system and career planning process. Identification of employee for training and development process in order to find the best fit for the best job makes career planning process more often flow concept rather than looking into the normative dimension of career planning process which helps in retention of employees from the organizational perspective. As per the consistency approach in the human resource management (Delery and Shaw, 2001; Baron and Kreps, 1999b), it is expected in this study that the external orientation of the internal orientation to have an impact on the career planning process of an individual and organization. It is understood in the studies of (Miller and Friesen, 1984) that it is imperative to focus on a theme and to bring the best out of the elements which is in line with the theme to make the organization effective in its working and practice.

Talent management in the organization as highlighted in the book by Lawler (2008) is said to be of prime importance in developing an organization to be global leaders and global competitors, however, it is highlighted that different approaches in management is essential to manage talent across the organization setup. Different complementary and practices which are consistent, needs to be practiced in order to manage talent and help to develop a career with an active participation in the career planning process. Sourcing of individual for the best job is one way of looking at the human resource and investing heavily on the training development process to build a pool of individuals to act as a resource for organization often rests on the complementary and consistent relationship pattern within the theory and management dimension and has a significant effect on the career planning process (Budhwar and Baruch, 2003). The essential idea which encompasses this career planning process based on the understanding that career planning within the tenure system evolved over a period of time which must not be taken to be random in nature rather it follows a very sophisticated logical predefined path given the individual setup and organizational context.

Market Orientation of Labour

Within the care system, the ability of managerial labels from the market and the entry level is decided by the orientation which the organization is developing with the managerial level labor market. As identified by Sonnenfield and Peiperl (1988) looks to be somewhat similar to that of the flow concept as put forth in the organization career planning process. Labour market orientation can be internal in nature which exhibits a kind of a restricted entry into the portals of job and offering limit the competition announce the current employee (Bamberger and Meshoulam, 2000). This type of internal level market orientation for the managerial role is supposed to suit the clan type of organization as identified by Ouchi (1980). The orientation of organization towards internal labor market makes it a point to attract talent at entry level and creates an environment of high growth and socialization within the organization thereby making the career planning process very smooth at an individual level as well as at an organization level. However, organizations not having much emphasis on the internal labor market make entry-level recruitment at the various node of the organization thereby planning to increase the pool of resources putting a strain on the career planning process as practiced by an individual. The meeting of disparate corporate objectives as identified by (Sonnenfield and Peiperl, 1988) and the considerations of cost-benefit analysis (Williamson, 1985) play a very important role within the career system and the career planning process is available within the organization set up. The orientation of individual and organization towards internal labour market has both positive and negative connotations on the career planning process which needs to be understood from the perspective of investment both at emotional and economic level made by the individual as well as the organization within the career growth (Tsui et al., 1997). Reliance on external sources for creating a pool of talented individual often help organization to overcome the constraints in past on product innovation (Rao and Drazin, 2002), however, the orientation of organization towards external sources may lead to a trend development paradigm in the organizational planning process of career development both at individual as well as organization level .

Advancement Orientation of Employee

Although not directly related in the career planning process, but an orientation towards the advancement of employee plays a supporting role in charting a path for the career development process. It is the extent of support which the organization provides to its employees for advancement within the organizational setup. It influences the thinking pattern of the individual by providing structures and practices which helps individuals to acquire a new set of knowledge and skills and develop attitudes which enhances their chance for upward mobility within the present organizational setup (Sturges et al., 2001). Distinct strategies adopted by the different organization in order to provide this orientation to its employee and it is helpful in designing the career planning process of individuals (Sturges et al., 2001). The strategies involving on the skill set of the individual within the present organization through in-house training and development activities on how to focus on development general skill set by means of higher level qualification and through professional associations within the organizational setup to provide space orientation Meyer and Smith (2000). The perception of support by an organization towards its employee in providing this orientation helps in establishing a transparent career orientation and helps individuals to plan their career within the

organizational setup and it seems to be more of an administrative exercise rather than and market based allocating system (Bamberger and Meshoulam, 2000). Counseling and succession planning falls under this orientation system (Baruch and Peiperl, 2000). Although there can be a wide range of support system practiced within the organizational setup varying in its dimension and applicability but the basic emphasis is on providing employee career planning support system within the present organizational setup (Baruch and Peiperl, 2000).

CONCLUSION

Changing market dynamics is forcing organizations to take up new avenues and also making skills and competencies redundant. This paradoxical situation of not getting involved in the organizational long-term goals on the part of the employee is creating a situation where they really need to be understood from both from the perspective at the individual level as well as an organizational level. The factors leading to the development of career planning both at the individual and organizational levels needs to be understood in depth so as to design and manufacture upon the ramifications of the goal that has to be achieved in the part of the employee and also the part of the employer. In this review paper career planning results in an efficient meaning facility within the organization and also the company where skills and knowledge of the worker and also the motivation to attain the performance and productivity with the organizational setup have to be trained and given direction so on create a Win-Win situation for both the worker and employer. the case of not getting involved within the organizational long-term goals on the a part of the worker is creating a situation where they actually need to be understood from both from the attitude at the individual level in addition as an organizational level. The factors resulting in the event of career planning both at the individual and organizational levels has to be understood comprehensive so on design and manufacture upon the ramifications of the goal that has got to be achieved within the a part of the worker and also the part of the employer.

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