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An Investigation into Career Planning and Professional Development for Employees

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ABSTRACT

This research centers on "Employees' Career Planning and Development." Its primary objective is to explore how employees engage in career planning and their development processes. A random sampling method was utilized to select participants for the study. The research methodology is descriptive in nature, involving data collection mainly through questionnaires distributed among employees. Secondary data was also sourced from organizational records, published literature, academic journals, and various online resources. The results are presented through various charts and graphs, with relevant hypotheses tested using appropriate statistical methods. The findings indicate that a majority of respondents are content with the organization's career planning and development initiatives. Nonetheless, it is recommended that the organization work on improving interpersonal relationships among employees, as there is potential for enhancement in this area.

Keywords: Career Planning, Career Development, Interpersonal Relationships

Introduction

A career encompasses a sequence of work-related roles, whether paid or unpaid, that contribute to an individual's growth in job skills, success, and personal fulfillment. **Career Planning** refers to the intentional process through which individuals become aware of their personal skills, interests, knowledge, motivations, and characteristics, as well as the various stages that contribute to their career satisfaction. **Career Development** involves a lifelong series of activities aimed at personal career exploration, establishment, success, and fulfillment. Career planning is an ongoing process of human resource development rather than a one-time event. Its primary goal is to align individual aspirations with organizational needs to achieve optimal results.

BACKGROUND STUDY

1. **Michael B. Arthur, Svetlana N. Khapova, and Celeste P.M. Wilderom** critique contemporary career theory in relation to recent research on career success, noting discrepancies and the overlooked connection between objective and subjective aspects of careers. They recommend aligning career theory more closely with career success research by enhancing research designs and exploring subjective factors in greater depth.
2. **Tiinajokinen** explores how competencies are developed and transferred in a dynamic international setting. Through interviews with Finnish expatriates, the study finds that different assignments have unique developmental effects and that while all forms of acquired career capital are transferable, they vary in terms of ease and manner of transfer.
3. **Jeffery H. Greenhaus and Gerard A. Callanan** review recent advances in career dynamics theory and research, particularly in light of economic changes and market-driven HR management. They focus on five key areas: career success, mentoring, career development, international careers, and entrepreneurial careers, and provide recommendations for future research in these domains.
4. **Eddile W.L. Cheng and Danny C. Kho** analyze a model that examines how job involvement and career commitment impact learning motivation and transfer using structural equation modeling. Their findings suggest that career commitment enhances learning motivation and transfer, whereas job involvement has a less straightforward relationship with learning outcomes due to a suppressor effect.
5. **Yehuda Baruch** proposes a comprehensive approach for managing and planning employee careers through transitions, contrasting it with a previous descriptive model. This integrated normative model aligns career management practices internally and externally in philosophy, policy, and practice, adapting to the needs of the new millennium.
6. **Jiamin Liu and Tao Wang** introduce a model to evaluate career growth potential by combining human capital and occupational mobility networks. By quantifying various dimensions of human capital—such as education,

experience, social capital, and occupational size—the model provides quantitative career growth scores. Experimental validation supports its efficacy in predicting career prospects.

7. **Ahmad Munir Mohd Salleh and Mohammad Ayesh Almhairat** examine how career planning and satisfaction affect turnover intentions among bank employees in Amman, Jordan. Their analysis using SmartPLS reveals that both career planning and satisfaction reduce turnover intentions, with satisfaction partially mediating the relationship between planning and turnover. They also refine career planning metrics based on feedback from HR managers.

Objectives of the Study

To analyze components of career planning, evaluate employee satisfaction, understand organizational views on career development, and propose recommendations for improvement.

Research Methodology

The study investigates employee career planning and development. A questionnaire featuring closed-ended questions was designed to capture respondents' perceptions and feelings. Primary data was collected using this questionnaire, with responses rated on a five-point Likert scale. From a population of 800 employees, 360 middle management employees were selected for sampling. Using convenience sampling, 152 respondents from this cadre were chosen. Data analysis was performed with SPSS version 21, including percentage analysis for demographic variables, chi-square analysis to explore the relationship between age and income, and correlation analysis to assess the link between interpersonal relationships 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
	Total	*152*	*100.0*
Monthly income	Less than 10k	17	11.8
	11-20k	41	27
	21-30k	30	19.7
	Above 40k	63	41.4
	Total	*152*	*100.0*
Educational Qualification	HSE	21	13.8
	Diploma	38	25
	UG	48	31.6
	PG	45	29.6
	Total	*152*	*100.0*

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 ANALSYSIS

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
	Total	152	100.0
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
	Total	152	100.0

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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7. **Ahmad Munir Mohd Salleh, Mohammad Ayesh Almhairat –** The impact of career planning and career satisfaction on employee's turnover intention