

Influence of Career Development on Demographic Variables in Private Sector Banks

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Abstract – The employees are considered the most significant asset of the organization and most of the employees thoughts are concentrated on their career growth and so the organization may identify and understand the needs and views of the employees regarding their career in order to retain them in the organization. Career development is described as the interactive progression of internal career identity formation and the growth of external career significance. The aim of the study was to determine the influence of career development on demographic variables of the employees. The research process utilizes documentary, exploratory and descriptive research design.

Keywords : Career Development, Demographic Variables

I. INTRODUCTION

Work is an important constituents of an individual's life and is integral to the life of all human beings most of the employees have the thrust to grow in their career aspects and would like to experience the growth and development being in the position. Careers are typically defined as the Sequences of a person's work experience over time. The factors taken for the study are career management, career development, career commitment, career resilience, career insight, career identity and career satisfaction and the demographic variables were gender, age, educational qualification, monthly income, marital status, experience, no. of dependents and type of family.

Career scholars have long been fascinated by the "mutually recursive effects of careers and organizations on one another" (Higgins & Dillon, 2007, p. 431), especially when it comes to the careers of those in managerial or executive positions. Organizations that recognize the value of these specialist knowledge workers are now attempting to retain and motivate them by offering a range of ways in which people can develop their careers. Career development aims to achieve gradual improvement by operating in harmony with efforts to enhance employees' career competency.

Greenhaus *et al.*, (2000) suggests that career development is an ongoing process by which individual's progress through a series of stages, each of which is characterised by a relatively unique set of issues, themes, and tasks. Career management can be viewed as the overall process by which employees develop awareness about individual strengths and organisational opportunities, set realistic career goals, and implement career strategies that facilitate the achievement of their career goals (Greenhaus and Callanan, 1994). Socio-demographic status can have a major impact on individuals' career patterns because individuals in various demographic groups face different opportunities and structural barriers which open up (or constrain) job entry and job mobility. Using gender as an example here, socio-demographic status can affect career pathways in three ways (Crompton & Harris, 1998).

Hall (1971) defines career commitment as the strength of one is motivation to work in a chosen career role. Career resilience describes the ability of a person to maintain a career through adapting to changing circumstances within the work environment. Career insight is the extent to which people have realistic career expectations, knowledge of their abilities, and specific career goals (London, 1983; London & Mone, 1987). Career identity is approached as a variable that is internal to the individual and often with normative assumptions of clarity. Career satisfaction refers to a pleasurable affective condition resulting from one's appraisal of one's career (London and Stumpf, 1982).

The Chaos Theory of Careers (Pryor & Bright, 2003) and Krumboltz' (2009) Happenstance Learning Theory proposed that career decisions and career development are strongly affected by unplanned events. Empirical research confirms that many people report that chance events affected their career decision making (e.g., Betsworth & Hansen, 1996; Bright, Pryor, & Harpham, 2005; Williams *et al.*, 1998).

Careers can be looked at from both an individual and an organizational perspective, and the interests served may be different. As Peter Herriot (1998) has pointed out, there are many types of individual career. It is therefore surprising how much consensus exists about some key features of the 'new career'. One area of general agreement is on the subject of employability. For years now people have been told that organizations cannot manage careers and that people should develop their skills if they wish to remain employable. For 'employable', people have been encouraged to read 'able to get a job elsewhere'. On the other hand, Hall and Moss (1998) describe the new deal from the employee perspective as being a shift from the organizational career to the 'protean career'. This is a process which the person, not the organization, is managing. Rather than with the organization, the new contract is with the self and one's work. Growth and job satisfaction are therefore key elements of the protean career contract. Career development practices in the workplace help companies attract and retain high performing employees (Laabs, 1996; Simonsen, 1999; Kappia, *et al.*, 2007; Sullivan & Mainiero, 2007).

Career development can be understood as the gradual acquisition of a repertoire of career roles. Lifelong careers will seldom elapse within one career role nowadays, although some narrow specialist careers may remain possible in supportive environments. In today's flat and yet complex organizations, a gradual broadening to three, four career roles or more is invited and rewarded, and single-role careers are bound to disappear. In this perspective, career development is not conceived as a static uphill voyage along stations of increasing status or as a process of continuous unfolding of inner talents.

Career development is seen as an interactive progression of positions and roles acquired, without per se representing progress as improvement (Richardson, 2002). The mental process of construing career identity and the contextual process of building career significance both contribute to career roles importantly and are thought to be interdependent.

II. REVIEW OF LITERATURE

Research done by Nabi (2003) examined the role of career-enhancing strategies (CESs) as mediators of the relationship between situation-centered characteristics (career prospects and job security) and subjective career success. Results provided that 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 security and intrinsic job success. This research had a few implications for HRM practitioners. They need to take into account the observed relationships between situation-centered characteristics, CESs and subjective career success when designing and monitoring organizational career systems.

Forret, *et al.*, 2004 wrote that engaging in networking behaviors is considered to be an important career management strategy. This study explored the relationship between networking behaviour and career outcomes in a sample of managerial and professional employees. Results indicated that some types of networking behavior were related to both objective and perceived career outcomes. In addition, gender differences did impact the utility of networking behaviour as a career-enhancing strategy.

A study done by Okurame and Balogun (2005) aimed at the role of informal mentoring in the career success of bank managers. The findings showed that informal mentoring is significantly related to career success implying that employees with high levels of informal mentoring were more successful in their career compared to those with low levels of informal mentoring. A plausible explanation is that since learning and development were tied together in mentoring, career success seems a sure outcome.

III. RESEARCH METHODOLOGY

A. Research Design

The study adopted the research design documentary, exploratory and descriptive research design. The initial research has been conducted to clarify and define the nature of the problem related to career development and demographic variables for this a detailed review of literature is being done. Further the descriptive research is designed to describe the characteristics of organizations with regard to career development. The study is primarily based on primary data. Data collection is proposed based on the questionnaire. Sampling is based on purposive method. The collected data is consolidated, tabulated and analyzed by using statistical tools like ANOVA and correlation.

B. Statement of the Problem

The demographic variables considered for the study are gender, age, educational qualification, monthly income, marital status, experience, no of dependents and type of

family regarding the educational qualification the individuals position may differ accordingly and also the qualification may be in one field and their position in the organization may be in the different field. In order to fulfil the personal and the organizational needs and to retain his position, the individual is forced to improve his qualification and develop the skills to acquire knowledge in the concern field. In the same manner all the demographic variables have its own impact on the career development of the individuals and so the research is carried out to improve the career development of the employees with regard to their demographic variables.

IV. SIGNIFICANCE OF THE STUDY

The research aims to study the influence of career development on demographic variables in private sector banks. All the employees wants to develop their career and the study would significantly makes awareness in the minds of management to concentrate on the career development of the employees, so that the employees would feel secured and

which in turn leads to the development of the employees as well as the organization.

V. OBJECTIVES OF THE STUDY

The objective of the study is to assess the impact of career development on demographic variables of the employees in the private sector banks.

VI. LIMITATIONS OF THE STUDY

1. The study is limited to the workers of banking industry therefore the findings of the study cannot be extended to other areas;
2. Purposive sampling has been used in the study and it has its own limitations;
3. Personal bias of the respondents might have crept in while answering a few questions in the structured interview schedule;
4. Results of the study may not be generalized.

VII. FINDINGS AND DISCUSSIONS

TABLE I ANOVA BETWEEN DEMOGRAPHIC VARIABLES AND OVERALL CAREER DEVELOPMENT

ANOVA						
Demographic variables	sources	Sum of Squares	df	Mean Square	F	Sig.
Gender	Between Groups	8.830	28	.315	5.298	0.000
	Within Groups	1.250	21	.060		
	Total	10.080	49			
Age	Between Groups	26.030	28	.930	11.156	0.000
	Within Groups	1.750	21	.083		
	Total	27.780	49			
Education qualification	Between Groups	42.270	28	1.510	4.373	0.000
	Within Groups	7.250	21	.345		
	Total	49.520	49			
Monthly income	Between Groups	23.470	28	.838	14.082	0.000
	Within Groups	1.250	21	.060		
	Total	24.720	49			
Maraital status	Between Groups	10.000	28	.357	15.000	0.000
	Within Groups	.500	21	.024		
	Total	10.500	49			
Experience	Between Groups	8.630	28	.308	8.630	0.000
	Within Groups	.750	21	.036		
	Total	9.380	49			
No of dependents	Between Groups	39.250	28	1.402	5.607	0.000
	Within Groups	5.250	21	.250		
	Total	44.500	49			
Type of family	Between Groups	11.570	28	.413	11.570	0.000
	Within Groups	.750	21	.036		
	Total	12.320	49			

H₀: There is no difference in the level of career development with regard to demographic variable.

In order to test the hypothesis ANOVA test is applied. The F-values are 7.156,6.255,4.85, and 6.30 and the corresponding P-Values are 0.00,0.00,0.05 and 0.01 for the corresponding variables career management, career insight, career identity and overall career development of the employees. Since the P-values are significant for the mentioned variables with regard to overall career development, the null hypothesis is rejected and alternate hypothesis is accepted from the results it is found that there is significant difference in the level of career development with regard to educational qualification.

The discussion reveals that the overall career development is achieved among the private sector bank employees based on the educational qualification. Career development, career commitment, career resilience and career satisfaction does not have significant influence on educational qualification

of the respondents. Still the organization may concentrate on the career development, career commitment, career resilience and career satisfaction of the employees and the management may allot the task to the employees according to the skills and their qualifications. Steps be taken to make the employees to be aware of the activities in the organization and the employees may be provide with additional courses and courses which are related to the organizational tasks which would bring career satisfaction and career resilience to the employees. They may prepare plans to make awareness of the tasks to be fulfilled by the employees and they should take the responsibility to sharpen the skills of the employees to make the employees committed to the work and which would increase the effectiveness of the organization.

TABLE II ANOVA BETWEEN CAREER DEVELOPMENT AND EDUCATIONAL QUALIFICATION

		Sum of Squares	df	Mean Square	F	Sig.
Career management	Between Groups	194.327	3	64.776	7.156	0.000
	Within Groups	416.393	46	9.052		
	Total	610.720	49			
Career development	Between Groups	19.836	3	6.612	1.553	0.213
	Within Groups	195.784	46	4.256		
	Total	215.620	49			
Career commitment	Between Groups	64.563	3	21.521	.424	0.737
	Within Groups	2333.437	46	50.727		
	Total	2398.000	49			
Career resilience	Between Groups	559.680	3	186.560	1.526	0.220
	Within Groups	5624.500	46	122.272		
	Total	6184.180	49			
Career insight	Between Groups	2186.361	3	728.787	6.255	0.000
	Within Groups	491.159	46	10.677		
	Total	2677.520	49			
Career identity	Between Groups	189.196	3	63.065	4.857	0.005
	Within Groups	597.304	46	12.985		
	Total	786.500	49			
Career satisfaction	Between Groups	61.341	3	20.447	.559	0.645
	Within Groups	1683.159	46	36.590		
	Total	1744.500	49			
Overall development	Between Groups	10434.607	3	3478.202	6.306	0.001
	Within Groups	25373.393	46	551.596		
	Total	35808.000	49			

H₀: There is no difference in the level of career development with regard to educational qualification of the employees.

TABLE III CORRELATIONS BETWEEN OVERALL CAREER DEVELOPMENT AND AGE OF THE RESPONDENTS

		overall cd	Age
Overall career development	Pearson Correlation	1	.380**
	Sig. (2-tailed)		.007
	N	50	50
Age	Pearson Correlation	.380**	1
	Sig. (2-tailed)	.007	
	N	50	50

** . Correlation is significant at the 0.01 level (2-tailed).

The above co-elational analysis shows that there is a positive relationship between the overall career development with the age of the employees.

The age of the employees would reveal the development in their career which is proved statistically and as the correlation value 0.00 it indicates the high level of relationship between the career development and age. So the management may concentrate more on the fresher entering into the organization than the experienced employees with regarding to the career development and the management may take the responsibility to make awareness about the new technologies to the experienced employees which would lead to the growth of the employees as well as the organization and so Career management thus is primarily an individual responsibility. Career planning and pursuing the desired career is a lifelong process for an individual, where he continuously learns about his purpose, personality, skills and interests. The process of career management by an individual involves rigour and focus at each step.

VIII. MANAGERIAL IMPLICATIONS

High performance depends on people having the skills, the will and the commitment to innovate, work hard and produce innovative, high quality customer solutions. Organizations need to pay great attention to Develop the career of the employees according to the change in technologies and it is the responsibility of the management to make sure that the employees are committed to their career. In the current context, the emphasis is on income, position and personal growth and opportunity which are the indicators of employee’s career success.

Career management provides a great opportunity for an organization to arrive at congruence of aspiration and

interests of high performing individuals with current and future business needs. By providing proper direction and development, career progression of these individuals can be planned within the organization, where not only the individual achieves a sense of personal fulfilment but also future requirements of critical positions in the organization are taken care of

In a nutshell, career planning for an organization starts with managing and directing the career expectation of the employees realistically. Considering individual goals, performance and potential, HR must chart out the career path of the employees in such a way that these efforts of career planning and development culminate into succession planning at highest levels in the organization. This will not only ensure smooth transfer of charge at the top without major cultural upheavals but also in enriching organizational talent pool and strengthening leadership bench.

IX. SUGGESTIONS

The managers may frame the career goals for their personal Career Satisfaction. It was remotely linked to the goals of the banks they were serving over the years. In order to bring congruence between organization’s career development efforts and the individual employee’s needs. It may be considered essential to make career planning as a well planned Human Resource activity by the banks. In that case, these managers can be given special training to set career goals in line with the objectives of the growth of the bank. These goals may be linked to the staffing needs of the bank by the management.

Banks may provide a good work climate that fosters work life balance for their employees. In this kind of a system an employee can plan his own career goals and when these are complemented by career programmes of the banks may result in the enhanced Career Satisfaction of the employee. Periodic workshops may be organized and self-evaluation may be encouraged to know the achievement of these career goals. During such sessions, counseling by the HR department may be provided to facilitate the employees in identifying their life’s changing priorities and help the employees either rework on career goals or renew efforts towards the fulfillment of their goals.

Banks may provide information and tools to employees to enable to take ownership of their career. Information about

their own skills, organization's business needs and new skill learning methods for updating existing skills may be provided, so that employees do not feel frustrated and would develop their career resilience according to the organizational climate. Information on business needs help employees evaluate the options of learning and concentrate on those skills needed to match with business needs. Similarly information through performance feedback can provide insight into their skills and performance and can help in planning for further development. Need-based training and development programmes may be provided to the employees. This can ensure effectiveness of the learning initiative and career commitment of the employees would be increased.

X. CONCLUSION

Every organisation needs to retain people with the right skills and talent. Active career development initiatives by a company is a key retention tool to keep the best talent within its fold. It is one of the greatest motivators to keep an employee happy and engaged. Career planning and development of employees actually make a difference to the productivity of a worker. Most organisations consider as the major part of their critical human resource strategy. From the employees' point of view career development initiatives gives them a clear focus about their career track, the blind spots that they have to overcome and the final goal to be reached which would make them more effective. An organisation focussed on developing the career path of its employees boosts the morale and ultimately the productivity of the employees. Organisations have today begun to understand the effectiveness of mentoring among all career development initiatives like promotion, job rotation, training. The growth of an individual is intrinsically linked with the growth of an organisation and vice versa. No organisation can develop without taking its employees on the growth path and an individual's development is meaningless if it does not align with the organisational goals and strategies. This can be enabled by investing in their future growth and showing them the path to fulfil their dreams. In this process the effort put by employees gives a fillip to their performance and transforms into greater organisational productivity.

Learning opportunities for career advancement in organizations (banks) was of two types—gaining experience critical for the department, and gaining broad experience in various jobs in the organization. Even though both were required for experiencing satisfaction with career advancement, the study revealed that gaining expertise in

the current department's activities was more important than gaining broad-based experience in the organization. This may be because attaining proficiency in the present job would fetch recognition and rewards in the long term. It is expected to provide Career Satisfaction to the employees and talent retention for the banks.

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