

Career Management and Human Resource Outcomes: A Review

EKPA, IME HENRY

FACULTY OF ADMINISTRATION
DEPARTMENT OF BUSINESS ADMINISTRATION
SCHOOL OF POSTGRADUATE STUDIES
NASARAWA STATE UNIVERSITY, KEFFI, NIGERIA

Abstract: This paper examined the link between career management and human resource outcomes. This paper is a conceptual research. Extant literatures on career management and human resource outcomes were examined. The dimensions of career management explored were career planning, mentoring/coaching and training. Similarly, the components of human resource outcomes examined were employee job satisfaction, commitment and retention. This paper concludes that career management has become attractive to organizations that seek to improve performance and productivity which could be achieved when there are satisfied and committed employees who are ready to stick with the organization. Hence, it is pertinent that organizations adopt sound human resource practices especially in investing on their employees so as to get good returns on investment such as employee satisfaction, commitment and retention. Therefore the paper recommends that the human resource managers in organizations should ensure that their recruitment policy is directed towards getting the best people with the right skills and abilities to match the tasks. This helps in the development of talents to handle present and future roles within the organisation, and also serves as a way of preventing shortages of competent people in the organization; in addition, organizations should also have a structured career development plan. This will allow employees to have a better long-term vision of their evolving role inside the company. It will also allow the company to show its commitment to developing its talent, which benefits both the company and the employee.

Keywords: Career Management, Career Planning, Mentoring/Coaching, Training, Job Satisfaction, Employee commitment, Employee retention.

1. INTRODUCTION

In today's competitive environment, it is necessary that all organizations create a work environment which will enhance growth and development. It has become evident that in order to foster the necessary growth and development of employees all organization has to develop a career development programme in the workplace. Werther & Davis (2002) opine that such a move will enhance organizational loyalty among employees; result in higher levels of job satisfaction, employee commitment, lower employee turnover, and fewer employee complaints. Career management and staff motivation are key strategic considerations for all organizations regardless of size, sector, market or profile. Indeed as Mwenebirinda (2008) rightfully observes, the management of the capacity and capability of the organization's managers has a fundamental impact on efficiency, effectiveness, morale and profitability of an organization. High performing organizations increasingly pay close attention to the validity of their recruitment practices and are becoming equally vigilant about developing their employees in order to ensure they achieve optimum performance both in the present and the future (Meyer & Allen, 2001).

An organizations employee is taken as core assets due to their input toward the existence, growth and management of an organization. In recognition of the pace of changes in the business and economic environment that is presently witnessed, managers and scholars have had to adopt new sources of competitive advantage and profitability. The resource-based view theory regards the firm as a cognitive system, which is characterized by idiosyncratic and context-dependent

competences that are core to strategic purpose. These are conditioned by hierarchical capabilities, or sets of routines, involved in the management of the firm's core business processes that help to create value. Competences typically involve the development of specialist expertise, and firms may become locked into a trajectory that is difficult to change effectively in the short to medium-term (Tushman & Anderson, 2006). Employees have come in to fill this need through being trained and their level of development being enhanced continuously. In addition, organisations need to strive in acquiring human capital that is unique, a resource that is both difficult to replicate and substitute for. For organizations to acquire a high rate of employee retention, then they have to understand, encourage and enable their human capital with personal growth path to ensure they attain self-actualization (Ontario, 2005).

On the other hand, Human Resource (HR) outcomes are the measurable results from HR practices as it concerns the employees' behaviour, competence, cooperation among others (Batooleet *al.*, 2020). Some of these HR outcomes identified in scholarly studies are employee commitment, employee presence, employee flexibility, employee satisfaction, employee involvement, employee trust, amongst others (Batooleet *al.*, 2020; Ramkuma & Rajini, 2018; Khan, Awang & Zulkifli, 2013). The benefits of these HR outcomes as identified by researchers have great positive impact on the firm's performance, productivity and profitability. As a result, firms are deliberate in adopting sound HR practices such as career management that will trigger these individual or employee outcomes such as job satisfaction, employee commitment and employee retention which will result in organizational outcomes like high performance and productivity. To this end, this paper seeks to establish the linkage between career management; career planning, coaching and mentoring, and training and, HR outcomes with variables such as: job satisfaction, employee commitment and employee retention.

2. THEORETICAL BACKGROUND (SOCIAL EXCHANGE THEORY)

Curry (2006) postulates that the concept of employee commitment is best defined through the deployment of the social exchange theory. The social exchange theory is grounded in an economic model of human behaviour whereby interactional processes between individuals are persuaded by a desire to increase rewards and decrease losses (Curry, 2006). The social exchange theory's point of departure is that the relationships that provide more rewards and diminish costs earn enduring reciprocal trust and attraction. For instance, if employees are more efficient and effective in executing assigned duties they cut costs of not being productive and employers that are generous in rewarding and supporting their employees eliminate poor performance as a result of dissatisfaction of employees. Thus, the social exchange process entails both material benefits and psychological benefits that include status, loyalty and approval.

From the perspective of the employee-employer relationship, social exchange theory suggests that employees respond to perceived favourable working conditions like career management by behaving in ways that benefit the organization and/or other employees. Equally, employees retaliate against dissatisfying conditions by engaging in negative work attitudes, such as absenteeism, lateness, tardiness or preparing to quit the organization (Credeet *al.*, 2007). It is therefore, expected that employees who perceive their working conditions to be negative and distressing, would reciprocate with negative work attitudes such as job dissatisfaction, low morale and reduced organizational commitment, while those who perceive the workplace conditions as positive and challenging would reciprocate with positive work attitudes, such as high commitment, job satisfaction and low turnover (Credeet *al.*, 2007). For organizations to be effective they depend on the employees' productivity which is a variable that is also affected by the willingness and degree of engagement in the task assigned to them and beyond the required role. Hence, the association between career management and HR outcomes with variables such as: job satisfaction, employee commitment and employee retention.

Concept of Career

The word career has two different meanings and two paths. Conventionally it has been a chosen profession that has been pursued and continued until retirement. The other definition refers to a progression of one's working life. In other words, a career is a social stand of a person's path through life. According to (Storey, 1979), career is the series of work related activities and associated attitudes, values and aspirations over the span of one's life. It connects the objective to work more or less continuously throughout life. It also gets manifested as desire to work even when there is no financial need, expecting to derive a large amount of satisfaction from work.

From the start of the industrial era through to the late 1980's, the term career was viewed in two similar ways. Firstly, as a quality of a profession or an organization where a career was seen as a sequence of positions held by the employee in a single organization and secondly as a property or excellence of an individual whereby each individual could pursue a

unique career (Greenhaus, 1987). For example, a person may be involved in an occupation such as that of a teacher or lawyer. Third, in the second approach the themes that get well-defined are, development and occupation as a profession, and a career as a source of constancy (Greenhaus, 1987). Fourth, more recent research has recognized a movement away from the traditional concept of a “career for life”. This approach involving a paradigm shift is directly related to the rapid rate of economic, social and technical change that encouraged the enlargement of multiple careers (Holmes & Cartwright, 1993).

Thus, in today’s society there are obvious flaws with Greenhaus’ (1987) definitions of a career as employees may be compelled to start a new line of employment and break the succession of positions. Take, for example, someone who loses his or her job. They now have to re-evaluate their situation and may choose to start afresh with a new career or might even have to disrupt their current career path and accept a lower position in another company. Another example of this situation may be stated to persons who decide to engage in a line management position whereas previously they were pursuing a particular profession. Finally, one may also consider the possibility of women who choose to stop working for a while so that they could stay at home and raise their children. Thus from these examples, it could be seen that in the contemporary sense, a career may be a disruptive and discontinuous process that may neither guarantee nor be characterized by stability and advancement opportunities. This raises questions about Greenhaus (1987) notion of a career involving advancement, stability, and a single profession. From these examples it could be deduced that Greenhaus (1987) definition of a career is no longer wholly applicable.

Holmes and Cartwright (1993) took the discourse further and identified a common theme in career definition, which runs through many concept of what defines a career. It was concluded that a “career is a sequential, conventional, structured path through which individuals pass at diverse stages of their working lives” (Holmes & Cartwright, 1993). Holmes and Cartwright’s (1993) view of a career as a predictable, organized path may be further critiqued and questioned. For example, a sequential path implies that the individual progresses in an organization in a successive and hierarchical manner. However, this may not be the case if one takes the example of horizontal movements such as transfers, downward movements such as demotions, and even a complete change due to a dismissal, retrenchment, or resignation (Schreuder&Theron, 2001). In other words a career path may not only be regarded as a constant upward movement involving a sequence of promotions. When Holmes and Cartwright (1993) define a career as predictable, there are further problematic issues that may be raised. An obvious question to ask would be how a person is able to predict what their future career path will look like? In contemporary developments, companies are continuously restructuring, merging, rightsizing and downsizing, all of which has an impact on issues such as job security and promotional opportunities which is the reason many organizations embark on career management and development programmes to create a pathway for their employees to continue to grow and to gain competitive edge in this era where skilled and dissatisfied employees are quick to leave the organization to a stronger competing firms.

Concept of Career Management

Career management is a system which is organized, formalized and, it is a planned effort of achieving a balance between the individual career needs and the organization’s workforce requirements. The rapidly growing awareness makes it obvious that people can give the firm its leading edge in the market place. Career management practices are core function of human resource management which develops the short and long term capacity of employees. Career management practices are key strategic considerations for all organizations regardless of market or profile. The management of the capacity and capability of the organization managers has a fundamental impact on efficiency, effectiveness, morale and profitability of an organization (Armstrong, 2001). It helps companies attract and retain high performing employees.

According to De Vos (2016), responsibility for career management is gradually shifting from the organisation to the individual because career choices are largely becoming a growing individual decision. According to the philosophy on career development by the University of California, employees are responsible for proactively managing their careers, increasing their skills, experience and maintaining a high level of performance (University of California Merced, 2022). This makes the outcome of organisation’s investment increasingly uncertain.

Though employee –centric approach to career management in current terms is the best practice, according to De Vos (2016), organisations investing in the firm’s human capital and the individual career development of employees has long-term benefits for the organisation as well as the individual. There is therefore the need for the existence of an effective partnership between the organisation and individual in career management.

Price (2007) indicates that career management practices are important in ensuring continuous updating and upgrading of employees knowledge, skills, attitudes and competence. It ensures that employees are well developed before they move up the next higher ladder in the hierarchy. Investing in the management of the careers of employees is central in the maintenance and management of skills, knowledge and abilities of both individual employees and the organization as a whole. Career management practices are key strategic considerations for all organizations regardless of market or profile. The management of the capacity and capability of the organization managers has a fundamental impact on efficiency, effectiveness, morale and profitability of an organization.

According to *Gomez et al.* (2005), training provides specialized technique and skills to employee and also helps to rectify deficiencies in employee performance, while management provide the skills and abilities to employee which will need the organization in future. Management of skill consists of improving interpersonal communication, technological knowledge, problem solving and basic literacy. Feedback is essential for organizations to give and receive from employees and the more knowledge the employee learn the more he or she will perform and meet the global challenges of the market place. It is therefore reiterated that career is a social stand of a person's path through life.

3. DIMENSIONS OF CAREER MANAGEMENT

Career Planning

Career planning is a career development practice which involves continuous process of discovery in which an individual develops his own occupational concept as a result of skills or abilities, needs, motivations and aspirations of his own value system (Cole, 2010). Swanepoel *et al.*,(2008) suggest that while the employee is primarily responsible for career planning, the organization's management could do a great deal to support employees in managing their careers and in making more realistic career decisions. Career planning practice is seen as a very systematic and comprehensive process of targeting career development practice and implementation of strategies, self-assessment and analysis of opportunities and evaluates the results. The career planning practice process involves both the organization and the individual responsibility. Thus, individuals have to identify their aspirations and abilities, derived through assessment and counseling to understand their needs of training and development; in terms of the technical skills and education advancement needed.

To be viable, on short-term, or to maintain competitive advantage, in the long term, organizations have to match employees with appropriate skills in the right positions. The type and skills of the employees are different, depending on the scope of the firm, economic sector, specific technology, consumer characteristics among others. Peculiarities of organization affect the jobs structure, the types of recruited employees for each job and the development ways on the job. Many employers offer numerous promotion opportunities to certain types of positions (especially those involving unique skills to give value to the organization) and limited opportunities for others (Manolescu, 2003). Presently, organisations are actively involved in career planning of their employees, taking into consideration the entry qualifications of employees, abilities and performance on the job. Career plan according to the University of California philosophy provides vision, structure, direction and motivation for individual career management process (University of California Merced, 2022). Other dimensions of career management are thereafter adopted to reposition the employees for greater productivity, expertise, job security and promotion. This practice shows that the organisation cares and retard job mobility while ensuring job retention. Career planning is the foundation for the success of career management.

Coaching and Mentoring

Coaching and mentoring are two personal development methods that nurture a person's own abilities in order to improve behaviour and performance. The processes of coaching and mentoring are similar insofar as they are both a series of conversations (spoken or written) between individuals with a difference in methodology adopted to impart knowledge however coaching could be extended to group of individuals. Grant and Greene (2001) defines Coaching as a collaborative, solution-focused, result-orientated systematic process, used with normal, non-clinical populations, in which the coach facilitates the enhancement of the coachees' life experience and performance in various domains and fosters self-directed learning, personal growth and goal attainment of the coachees.

Additionally, Phillip (2005) contented that coaching could add value to the organization by helping its employees grow and develop and thereby enhance overall production and profitability was also emphasized. This is because these are core areas of concern to an organization and if they could be woven into a deployment strategy they could only serve to ease the tensions concerning the effects on bottom line profit. Clutterbuck (2002) defines mentoring as a help from one person to another through the sharing of knowledge and work idea. Mentoring is aimed at increasing employees' competence in

the organization. Hirsh and Carter (2002) assert that mentors are persons who help to prepare and nurture others to perform optimally in future and in their careers. Clutterbuck and Ragins (2002) define mentoring as a help from one person to another through the sharing of knowledge and work idea. Mentoring is aimed at increasing employees' competence in the organization.

Coaching and mentoring are also closely linked with organizational change initiatives in order to help staff to accept and adapt to changes in a manner consistent with their personal values and goals. Coaching and mentoring both of which focus on the individual, can enhance morale, motivation and productivity and reduce staff turnover as individuals feel valued and connected with both small and large organizational changes.

Coaching and mentoring is neither cheap nor a substitute for other forms of learning and professional development. Coaching and mentoring is about encouraging and promoting professional development based on existing capacities and the potential for improvement (Shin, 2011). Organizations will only be able to progress in relation to their existing capacities for collegiality and leadership, and their ability to source and prioritize the necessary investment in terms of time and money. It is important to guard against over-ambition and over-zealousness where the lack of necessary resources could often lead to poor implementation. Coaching and mentoring has become an important aspect of developing employees' attitudes and behaviour for organization effectiveness.

Coaching and mentoring could help to support individuals, as it has the adaptability and flexibility to support a range of individuals with different learning styles. The development needs of individuals are diverse and the 'one size fits all' model of development is often inappropriate. Thus, coaching and mentoring has the potential to provide a flexible responsive development approach that could use to support an increasing number of individuals within the organization than traditional forms of training (Morgan, 2008).

Effective coaching could have a positive impact on an organization. It could produce improved relationships and teamwork between staff at different levels. Employees have increased jobsatisfaction, which improves productivity and quality, and there is an overall improved use of people, skills and resources, as well as greater flexibility and adaptability to change. Organizational coaching and mentoring could help to align individual performance with team and organizational objectives, maximize strengths, enhance communication between managers and teams, help individuals take ownership and responsibility for their behaviours and actions, and encourage individuals to stretch beyond their assumed constraints (Kinlaw, 2010). Coaching and mentoring are adhoc career management dimensions as compared to training.

Training

Training is very vital in achieving success in any organisation. Training and development are aimed at improving employees' skills and abilities. Training is necessary for both personal and organisational growth (Gabriel, 2018). Investing in training programmes could impact on employee's feeling of self-worth within the organization. Employees are more likely to remain in an organization which they feel has an interest in them and their developing career (Young & Cates, 2005).

Investment in, and modernization of, learning and development methods are essential to ensure that care is provided by competent, supported and skilled professionals. Improving staff morale and ensuring good human resource management are also key objectives to achieving this goal. The plan calls for more flexible and innovative methods of providing learning and development, which suits the needs of staff. To do this it will be necessary to design more accessible methods of learning to support patient focused care and service change.

Investment on employee training and career development is considered important factor in employee retention. Organization has the incentive to make investment in form of training & development only on those workers, from whom organization expect to return and give output on its investment. According to Shin (2011) organizations are intensification development for talented employees, through proficiency analysis, input on employee interests, need development and multisource appraisal of capabilities and formulate plans for action. Training enhances the skills of employees. When employees are hired to enhance the skill, organization needs to start training program. Chiang *et al.* (2005) believe that the important factors regarding the employee retention are broad professional development and the achievement of self-realization. Self-promotion is an important indicator of employee career development as it means the employee's value has been recognized. Training can enhance employees' skills and also lay the foundation for employees' future

promotion. Both of these human resource management methods are often used when the organizations to do the career development and personnel management, also these are effective tools for retaining employees.

Gomez *et al.*, (2005) posit that training provides specialized technique and skills to employee and also helps to rectify deficiencies in employee performance, while development provide the skills and abilities to employee which will need the organization in future. Development of skill consists of improving interpersonal communication, technological knowledge, problem solving and basic literacy. Philips and Edwards (2008), explained that in today's competitive environment feedback is essential for organizations from employees and, the more knowledge the employee learn, the more he or she will perform and meet the global challenges of the market place. The availability for all employees having access to training and development programmes is critical in facilitating organizational growth, particularly with performance and technological improvements.

Human Resource Outcomes

Human resource outcomes as stated earlier are the measurable results from HRM system which consequently, impacts on organizational performance. Some of these HR outcomes identified in scholarly studies are employee commitment, employee presence, employee adaptability/flexibility, employee satisfaction, employee involvement, employee trust, and employee retention among others (Batoole *et al.*, 2020; Ramkuma & Rajini, 2018; Khan, Awang and Zulkifli, 2013). The area of focus in this paper is on three selected HR outcomes which are key to career management; job satisfaction, employee commitment and employee retention.

Employees' Job Satisfaction

Employees' job satisfaction is the feeling of comfort and fulfillment that employees get from their jobs and employment conditions. This view is supported by Pantha (2020) who sees employees' job satisfaction as the emotional adaptation employees have with their job and work condition. Moyes, Shao and Newsome (2008) describe it as how pleased employees are with their job or place of employment. Given the importance of employees' job satisfaction in the organization; it is an HR outcome that determines the presence of certain behavioural tendencies in employees which foster organizational performance.

An important aspect of HRM is the measurement of employee satisfaction that allow organizations to ensure that employee satisfaction is high among their workforce which is a major determinant for increase in productivity, responsiveness, quality and customer service (Sageer, Rafat & Agarwal, 2012). Thus, it is the responsibility of the organization through HRM unit to initiate practices that will guarantee employees' job satisfaction while pursuing organizational goals (Pantha, 2020). This is because employees often suffer from job related stress that may not allow them to maintain a high performance standard which is the expectation of modern organizations and given that the success of organization is linked to employees' job satisfaction; especially as this will allow for the retention of the talented employees which are critical to the success of a firm (Sree & Satyavathi, 2017; Freeman, 2005).

In addition, Sageer, Rafat and Agarwal (2012) mention that employee job satisfaction is associated with employee motivation, job involvement, life satisfaction, mental health, organizational commitment and job performance and has a negative effect on absenteeism, turnover and perceived stress, they then posit that employee job satisfaction is the degree to which an employee feels satisfaction from his/her job. Specifically, researchers have identified two factors that determine employee satisfaction which include: organizational and personal characteristics. The organizational variables are organizational development, policies of compensation and benefit, job design, job security, working environment and condition, relationship with supervisors, work group, leadership style, and technology among others. On the other hand, personal characteristics of employees' job satisfaction as highlighted by researchers are: personality, expectation, age, gender differences and education (Pantha, 2020; Sree & Satyavathi, 2017; Kadiresan *et al.*, 2015; Sageer, Rafat & Agarwal, 2012; Islam, Haradhan & Rajib, 2012). Since employees spend most of their time in the organization, organization could nurture employees' job satisfaction by organizing and managing these variables identified to ensure optimal performance.

Employees' Commitment

Employees' commitment is considered as the psychological state that binds the individual to the organization (John and Elyse, 2010). Fu and Deshpande (2013) refer to employees' commitment as a measure of employees' attachment to and identification with their job. This involves an active attitude to work by the employees; willingness to be devoted to the organization and to remain employed in the organization. Such employees would be willing to expend their efforts; demonstrate loyalty to the organization (Lee & Cha, 2015) and will develop a predisposition and emotional attachment

that is psychologically aligned with the organization's strategic intent (Narteh, 2012). Employees' commitment is simply employees' attitudes to organization (Zheng, Sharan & Wei, 2010) and is crucial to the success of the organization. So it could be said that someone who is committed to the organization will tend to show it in the attitude of acceptance, confidence, and in support of the values and goals of the organization, as well as a strong impetus to maintain membership in the organization for the achievement of organizational goals. Committed employees will work more optimally and show good performance. Owoyemi, *et al.*, (2011) have conceptualized three dimensions of employees' organizational commitment which include affective commitment, continuance commitment and normative commitment.

Affective commitment refers to the employees' emotional attachment to, identification with, and involvement in the organization (Igella, 2014). Affective commitment is said to have a positive relationship with low employee turnover, low absenteeism and improved job performance (Wang, 2010). The other dimension of employee commitment is Continuance Commitment, it is concerned with the employees desire to remain with the organization which could be as a result of the cost associated with leaving the organization such as tenure, pay, benefits, vesting of pensions and family (Igella, 2014). Finally, Normative Commitment is the moral obligation employees feel to remain in the organization. Coyle-Shapiro, (2008) proposed that normative commitment has been found to be correlated with affective commitment. Scholars suggest that employees may express each of these three forms of commitment to varying degrees depending on the force that binds the employees to the organization and the factors that necessitated it. This binding force reflects the extent to which an individual identifies with an organization.

Employee Retention

Employee retention is concerned with the approaches employed by an organization in ensuring that the human resources remain in the organization for a longer period. Diwakar (2019) asserts that it is the measures put in place in an organization to encourage their employees to stay. Organizations initiate strategies to ensure that their employees, especially key employees are encouraged to stay; this is because high employee turnover could be very devastating to the organization in terms of cost, the ability to attract the kind of competence lost and low productivity. This is why Matthew and James (2012) maintain that the major reason for employee retention plans in an organization is to retain talented staff. Scholars posit that organizations that are success prone treat their employees with much care and respect bearing in mind that they are the most important asset in the organization hence, make policies that are aimed at making the employees feel satisfied with their jobs which in return breed commitment and willingness to stay (Saavana, 2021) for the stability and growth of the organization. This is because research has shown that employee turnover is associated with certain work related factors such as: reward and compensation, poor working relationship with management, poor career management plans, inflexibility in work life balance amongst others (Diwakar, 2019). All of these and many more are the reasons employee turnover could be heightened in the organization if proper measures are not put in place to mitigate it.

In employee retention literature, scholars have put forward a number of employee retention strategies or factors that organizations could use to encourage employees to stay especially skilled employees. Esmond-Naalu (2021) has classified factors that promote employee retention as the good infrastructure and facilities, good HRM practices, management and leadership styles, effective communication, and building social relationships. He maintains that a conducive working environment provides flexible atmosphere where work is fulfilling and, the required resources are in full supply. Hence, there is need to improve poor work condition in order to mitigate high employee turnover and increase retention among employees; the literature suggests that availability of resources is a determinant in the retention of employees (Esmond-Naalu, 2021; Kossivi *et al.*, 2016).

Also, another factor that enhances job satisfaction and employee retention relate to the adoption of good HR practices such as proper selection and recruitment, financial incentives for employee retention, opportunities for career development and advancement, promotion for retention, flexible work arrangements and staff health and well-being (Esmond-Naalu, 2021). This is in consonant with the study conducted by Kundu and Gahlawat's (2015) which showed that, the possibility of good HR practices to create job satisfaction and embedment lies in the adoption of socially responsible HR practices. Socially responsible practices comprise all HRM practices that promote the humanisation of work, which include equity in HRM opportunities, employee participation, work/ family life balance and compliance with all related labour laws. It was further argued that when employees perceive that their organisations have adopted and implement such practices, employee job satisfaction, organisational commitment and the desire not to quit increase (Esmond-Naalu, 2021). It is important that employee retention consideration be given a priority in ensuring human capital outlook of intended viable organisations by management.

4. LINK BETWEEN CAREER MANAGEMENT AND HUMAN RESOURCE OUTCOMES

Organisations whether profit or non-profit oriented exist for a purpose in the first instance. In order to realise its objective(s), people are brought-in as human resources to manage other resources towards the attainment of the set out goal and objective(s). These people take up their appointments as a career. The career has to be properly managed to ensure that human resource outcomes are not misplaced, otherwise organisational goal and objective(s) would be derailed. The major challenge in the organisations presently, is to retain their talented employees. It is incumbent on the organisation and individuals in the organisation to partner together in the career management of the employees for mutual benefits.

With the rapidity of pace ingrowth in the industries and increasing competition among the competitors, every organisation tries to hold-onto their skilled employees against poaching to gain competitive advantages by indulging in best HR practices like career management. This is to promote job satisfaction, employee commitment which will inarguably result in employee retention. Thus Career development which is integral of career management is a key HRM practice (Azeez, 2017; Irshad & Afridi, 2011; Patel & Patel, 2014; Mahmud, 2011) that organizations leverage to encourage positive HR outcomes such as employee job satisfaction, commitment and retention. Allen, Shore and Griffith (2003) explained that the tendency of high employee turnover is reduced based on the opportunities provided by the organisations for employee personal development. They insisted that lack of training and promotional opportunities are the main reasons for rapid turnover of skilled employees.

A survey titled 'Critical success factors' by Natalie, Dyke and Duxbury (2007) conducted on career development in best practice organizations, shows that best-practice organizations are willing to invest in the career development process to back up their vision of a career resilient workforce that is committed to the organization's success. IBM, for example, invested \$1 million to get the Career Vitality Centre (now called Career Net) in operation in January 1997 to bring together virtually all the vital services and information employees needed for assistance in career management such as self-assessment tools; career counseling; workshops; library of books; audios; videos; job news and competency pro-files. In the same year, the firm invested \$22 million in employee development, \$12 million being on training alone (Natalie *et al.*, 2007).

In all best-practice companies examined, responsibility for career development rests with three parties namely, the individual, the manager and the organization. The primary onus is however on the individual. The individual needs to take responsibility for his or her own career and career development. The manager needs to be supportive and to provide coaching in terms of identifying the right gap and how it may be closed. The organization should be responsible for creating an environment where learning and continuous learning is valued. From a financial sense, this implies providing support as warranted, and from an organizational sense, making sure that there is sufficient flexibility in the system that employees have adequate time for it. Additionally, the organization provides the necessary tools and incentive (Natalie *et al.*, 2007). The University of California career development philosophy however added another angle to the three parties above, stating that career development is a partnership between the employee, the supervisor or manager, and the University (University of California Merced, 2022). The University is assigned the role of creating and providing opportunities for growth based on performance excellence, talent, and potential, and for encouraging mobility between job families and departments, so do other training/educational institutions.

According to a study by Al- Ababneh (2013) on 'Antecedents and outcomes of career development in Jordanian Public sector' that aimed to examine empirically the antecedents (career planning and career management) and outcomes (organizational commitment, job creativity, and job turnover) of the career development with a sample of 531 employees. The analysis showed that career planning and career management have a positive significant influence on career development with approximate explanation values of variance 20% and 23% respectively. Regression analysis revealed a stronger impact of career management on career development compared with career planning. These results concur with Hall (1986) and Granrose and Portwood (1987) findings that career planning is crucial to the career development process. The findings also revealed significant positive influence of career development on organizational commitment and job creativity (Al- Ababneh, 2013).

Career development has been identified as a means of helping organizations to tap into their wealth of in-house talent for staffing and promotion by matching the skills, experience and aspirations of individuals to the needs of the organization (Kapel & Shepherd, 2004; Kaye, 2005). Extensive research has been carried out in a bid to unearth the extent to which organizations can support career development initiatives for their employees. Such research has focused on the extent to

which such practices foster organizational effectiveness (Appelbaum, Ayre & Shapiro, 2002) and result in job satisfaction among employees. Other scholars have focused on the extent to which such practices encourage employee commitment (Purcell, Hutchinson & Swart, 2003).

Accordingly, the scholarly assertions above are in tandem with the finding of Kelly Global Workforce Index (2013) in which employers who invest in training and staff development not only reap productivity benefits but also have a better chance of retaining employees. The main motivation for undertaking training is for the opportunity of a promotion with their current employer, rather than leaving to work with a different employer or start their own business. Oakland and Oakland (2011) further notes that training provided by employers in the workplace leads to effectiveness in upgrading skills. Investment in training measures and the implementation of development schemes are becoming increasingly acknowledged as vital elements of HRM and studies across a wide range of industries and sectors have all found a positive correlation between investment in training and employee commitment.

Furthermore, Libri (2004) argues that managers that provide regular ongoing coaching and feedback to help employees develop skills, improve team performance and define and realize career goals have more successful and productive teams. Yang (2006) agrees that coaching also provides plenty of opportunity for learning and growth. It is one of the best ways to develop and retain valuable employees. He adds that coaching is increasingly used for professional development to indicate a positive change in individuals and to encourage the transfer of knowledge from the coach to the individuals. It is deduced from the findings that coaching and mentoring as a career development practice influences employee retention.

In a study by Messmer (2000), it was found that one of the pertinent issues in employees' retention is investment on career development. Firms always invest in the form of training and development on their employees because they expect return on investment. Tomlinson (2002) opines that organizations can keep the leading edge in this competitive world by having their employees well trained in the latest technologies. A study by Meyer *et al.*, (2003) showed that internal career development of employees is often linked to employee's commitment. Prince (2005) argues that skilled employees are needed if an organization must continue to gain competitive advantage and employees want career growth opportunities to develop and rise in their career ladder. Bidisha and Mukulesh (2013) purport that such career opportunities include advancement plans, internal promotion and accurate career previews at the time of hiring. Eyster *et al.*, (2008) state that job flexibility along with lucrative career and life options, is a critical incentive for all employees since it would result in satisfaction in return lead to employee commitment and retention.

5. CONCLUSION

Career development has become attractive to organizations that seek to improve performance and productivity which can be achieved when there are satisfied and committed employees who are ready to stick with the organization. There lies the essence of the social exchange theory. There is so much competition among firms that they are looking for ways to gain competitive advantage as the global business environment becomes increasingly complex. Hence, it is pertinent that organizations adopt sound human resource practices especially in investing on their employees so as to get good returns on investment such as employee satisfaction, commitment and retention. The Human resource management of organizations has to ensure the recruitment policy is based on getting the best people with the right skills and abilities to match the tasks. This helps in the development of talents to take over future roles within the organisation, and also serve as a way of preventing shortages of competent people in the organization.

In contemporary terms, employee –centric approach to career management is the best practice. This is not an excuse for organisation to stay aloft in the career management of its employees. Organisation investing in the firm's human capital and the individual career development of employees has long-term benefits for the organisation as well as the individual. This calls for an effective partnership between the organisation and individual in career management. Result oriented organisations has to ensure that career development practices such career planning, training, coaching, mentoring and career paths and ladders are linked to human resource outcomes such as employee job satisfaction, employee commitment and employee retention to enhance productivity, human capital availability and employees motivation.

Furthermore, human resource managers have to promulgate an effective coaching and mentoring programme aimed at supporting employees as they undertake their duties and responsibilities. This system helps management to develop good relationship with employees, and also help identify talents that need to be developed. Organization also needs a structured career development plan for its employees. This will allow employees to have a better long-term vision of their evolving

role inside the company. It will also allow the company to show its commitment to developing its talent, which benefits both the company and the employee.

6. RECOMMENDATIONS

Based on the findings of the study, the following recommendations are hereby put forward:

- i. Human resource managers of organizations should ensure that their recruitment policy is based on getting the best people with the right skills and abilities to match the tasks.
- ii. There should be an effective partnership between the organisation and individual in career management.
- iii. Organisations should ensure that career development practices are linked to human resource outcomes.
- iv. Human resource managers should have an effective coaching and mentoring program aimed at supporting employees as they undertake their duties and responsibilities.
- v. Organization should also have a structured career development plan for its employees.

REFERENCES

- [1] Al-Ababneh, M. (2013). Leadership style of managers in five-star hotels and its relationship with employees job satisfaction. *Journal of Occupational and Organizational Psychology*, 3(2), 94.
- [2] Armstrong, M. (2007), *A Handbook of Human Resource Management Practice*. (10th ed.). London. 's Position within the Nomological Network, *Journal of Occupational and Organizational Psychology*, 80, 515–538.
- [3] Azeez, S.A. (2017). Human resource management practices and employee retention: A review of literature. *Journal of Economics, Management and Trade*, 18(2), 1-10.
- [4] Batool, R. Shengbin, Y. & Batool, I. (2020). A comparative study: Impact of best hr practices on hr outcomes in the organizations of Pakistan and China. *International Journal of Information, Business and Management*, 12(2), 54-68.
- [5] Bidisha, L.D. & Mukulesh, B. (2013). Employee retention: A review of literature. *IOSR Journal of Business and Management*, 14(2), 08-16.
- [6] Chiang, C., Back, K., & Canter, D. (2005). The impact of employee training on job satisfaction and intention to stay in the hotel industry. *Journal of Human Resources in Hospitality & Tourism*, 4(2), 99-117.
- [7] Clutterbuck, D. & Ragins, B.R. (2002). *Mentoring and Diversity: An International Perspective*. Johannesburg: Butterworth Heinemann
- [8] Cole, J. A. (2005). Employee participation and assessment of an organizational change intervention", *Journal of Applied Behavioral Science*, 35(4), 439-57.
- [9] Coyle-Shapiro, M. A. (2008). Serving two organizations: Exploring the employment relationship of contracted employee. *Human Resource Management*, 45, 561-583.
- [10] Crede, M., Dalal, R. S., & Bashshur, M. (2007), Job satisfaction as mediator: An Assessment of Job Satisfaction Armstrong, M. (2001), *Human Resource Management Practice: Handbook*, 8th Edition, KeganPage Ltd., London.
- [11] Curry, J. P., Price, J.L., & Mueller, C.W. (2006). On the casual ordering of job satisfaction and organizational commitment. *Academy of Management Journal*, (29), 847-858.
- [12] Dawakar, S. (2019). A literature review on employee retention with focus on recent trends. *International Journal of Scientific Research in Science and Technology*, 6(1), 425-431.
- [13] Esmond-Naalu, K. (2021). A Review of Employee Retention Strategies: Implication for Future Research. *European Journal of Business and Management*, 13(1), 20-29.
- [14] Eyster, L., Johnson, R. & Toder, E. (2008). *Current strategies to employ & retain older workers*. http://www.urban.org/uploadedPDF/411626_Olderworkers.pdf. Retrieved 28th January, 2022.
- [15] Freeman, S. (2005). Employee satisfaction: The key to a successful company. <http://library.lp.findlaw.com/articles/file/00301/008927/title/Subject/topic/Employment>. Retrieved 28th January, 2022.

- [16] Fu, W. & Deshpande, S. P. (2013). The impact of caring climate, job satisfaction and organizational commitment on job performance of employees in a Chinese insurance company. *Journal of Business Ethics* 124(2), 1–11.
- [17] Gabriel, J. M. D. (2018). *Business Management: An indigenous Stand Point*. Port Harcourt: University of Port Harcourt Press.
- [18] Gomez-Mmejia, L. R., Balkin, D. B., & Cardy, R. L. (2005). *Managing human resources*. Englewood cliffs, NJ: Prentice-Hall, Inc.
- [19] Grant, A. M., & Greene, J. (2001). *Coach yourself: Make real change in your life*. London: Momentum Press.
- [20] Granrose, C. S., & Portwood, J. D. (1987). Matching individual career plans and organisational career management. *Academy of Management Journal*, 30(4), 699 - 720.
- [21] Greenhaus, J.H. (1987). *Career management*. Dryden Press, USA.
- [22] Hall, D. T. (1986). *Career Development in Organizations*. San Francisco: Jossey-Bass Publishers.
- [23] Holmes, T. & Cartwright, S. (1993). Career Change: Myth or Reality. *Employee Relations*, 15(6), 37-54.
- [24] Igella, R. (2014). *Factors influencing employee commitment: A case of Kenya civil aviation authority*. A Project Report for the Degree of Masters in Business Administration (Mba), United States International University.
- [25] Irshad, M. & Afridi, F. (2011). Factors affecting employees' retention: Evidence from literature. *Abasyn Journal of Social Sciences*, 4(2), 60-79.
- [26] Islam, J.M, Haradhan, H.K. & Datta, R. (2012). A study on job satisfaction and morale of commercial bank in Bangladesh. *International Journal of Economics*, 153-173.
- [27] James, L. & Mathew, L. (2012). Employee retention strategies: IT Industry. *SCMS Journal of Indian Management*, 9(3).
- [28] John, P., & Elyse, R. A. (2010). Employee commitment and well-being: A critical review, theoretical. *Journal of Vocational Behaviour*, 65, 859-885.
- [29] Kadiresan, V., Selamat, M.H., Selladurai S., & Mohamed, R.K.M.H. (2015). Performance appraisal and training and development of human resource management practices (HRM) on organizational commitment and turnover intention. *Asian Social Sciences*, 24(11), 162.
- [30] Khan, N.R, Awang, M., & Zulkifli, C.M. (2013). Enhancing hr outcomes through best hr practices and organisational commitment: A conceptual schema for SMEs. *Indian Journal of Commerce and Management*, 4(1), 24-32.
- [31] Kinlaw, D. (2010). Encourage superior performance from people and teams through coaching. *Women in Business*, 38-41.
- [32] Kossivi, B., Xu, M., & Kalgora, B. (2016). Study on determining factors of employee retention. *Open Journal of Social Sciences*, 4(05), 261.
- [33] Kundu, S. C., & Gahlawat, N. (2015). Socially responsible HR practices and employees' intention to quit: The mediating role of job satisfaction. *Human Resource Development International*, 18(4), 387-406.
- [34] Lee, E. J. & Cha, P. (2015). Effects of work environment and resilience on job satisfaction and organisational commitment of social workers in juvenile reformatory schools. *Indian Journal of Science and Technology* 8(1), 360–366.
- [35] Mahmud, I. (2011). The impact of human resource management practices on turnover of bank employees in Bangladesh. *World Review of Business Research*, 1(2), 71-83.
- [36] Manolescu, A. (2003). *Human Resource Management, 4th Edition*. The Economic Publishing House, Bucarest, 332.
- [37] Messmer, M. (2000). Orientations programs can be key to employee retention. In *Strategic Finance*. 81(8), 12-15.
- [38] Meyer, J., & Allen, N. (2001). *Commitment in the Workplace*. Thousand Oaks, CA: SAGE Publications.
- [39] Meyer, J., Laryssa, T., Henryk, K. & Ian, G. (2003). *Best practices: Employee retention*. Toronto: Tomson-Carswell.
- [40] Morgan, H. J. (2008). *Keeping your talent Identifying and retaining your star keys*. Strategic Direction, 24(9), 6-8.
- [41] Moyes, G.D., Shao, L.P., & Newsome, M. (2008). Comparative analysis of employee job satisfaction in the accounting profession. *Journal of Business & Economics Research*, 6(2), 65-81.

- [42] Mwenebirinda, T. (2008). Work and family practices in Japanese Firms: Their Scope, nature and impact on employee turnover. *The International Journal of Human Resource Management*. 20(2), 439–456.
- [43] Narteh, B. (2012). Relationship marketing and customer loyalty: Evidence from the Ghanaian Luxury Hotel Industry. *Journal of Hospitality Marketing & Management* 22(4), 407–436.
- [44] Natalie, L., Dyke, L., & Duxbury, L. (2007). Career Development in Best-Practice Organizations; Critical Success Factors. *A Journal of Public Sectors*, 29.
- [45] Ontario, R.N. (2005), Human resource management and firm performance. *Journal of Management*. 21 (71):1-738.
- [46] Owoyemi, O. A., Oyelere, M., Elegbede, T., & Gbajumo-Sheriff, M. (2011). Enhancing Employees' Commitment to Organizations through Training. *International Journal of Business and Management*, 9, 10-15.
- [47] Pantha, S. (2020). *A study on employee job satisfaction in the banking sector in NEPAL*. Published Thesis, Centria University of Applied Sciences.
- [48] Patel, N.R. & Patel, M.B. (2014). To Study the impact of HR practices on employee retention – a case study of L & T Ltd, Hazira, Surat. *Indian Journal of Research*, 3(8), 98-100.
- [49] Phillips, P. (2005). *Retaining Your Best Employees*. Alexandria, Va.: American Society for Training and Development.
- [50] Prince, B.J. (2005). Career-focused employee transfer processes. *Career Development International*, 10(4), 293-309.
- [51] Ramkumar, A & Rajini, G. (2018). Innovative human resource practices and selected H.R. outcomes in software firms. *International Journal of Innovation, Creativity and Change*, 4(2), 134-157.
- [52] Saavana, M.M.K. (2020). Mediating role of employee retention on the relationship between employee engagement and employee performance: An empirical study. *International Journal Of Current Engineering And Scientific Research*, 7(4), 94-105.
- [53] Sageer, A., Rafat, S. & Agarwal, P. (2012). Identification of variables affecting employee satisfaction and their impact on the organization. *Journal of Business and Management*, 5(1), 32-39.
- [54] Schreuder, A.M.G., & Theron, A.L. (2001). *Careers: An organizational perspective (2nd ed.)*, Juta & Co. Ltd., South Africa.
- [55] Shin, J. S. (2011). Finance and Economic Development in China. *Global Economic Review*, 40 (2), 141-143.
- [56] Sree1, R.N.B., Satyavathi, R. (2017). Employee job satisfaction. *International Journal of Engineering and Management Research*, 7(5), 85-94.
- [57] Storey, W.D. (1979). *A Guide for Career Development Inquiry*. American Society for Training and Development, Madison Wisc.
- [58] Swanepoel, B., Erasmus, B. & Schenk, H. (2008). *South African human resource management: Theory and practice*. Cape Town: Juta & Co. Ltd.
- [59] Tomlinson, A. (2002). High technology workers want Respect. *Survey Canadian Human Resources Reporter*, 15(3&2).
- [60] University of California Merced. (2022). Career management. [https:// hr.ucmerced.edu/training/career management](https://hr.ucmerced.edu/training/career%20management). Accessed 6th February, 2022.
- [61] De Vos, A. (2016). 4 Key dimensions of career management. [https:// blog.antwerpmanagementschool.be/en/4-key-dimensions-of-career-management](https://blog.antwerpmanagementschool.be/en/4-key-dimensions-of-career-management). Accessed 6th February, 2022.
- [62] Wang, I. A. (2010). Affective and Continuance Commitment in Public Private Partnership. *Employee Relations* , *Journal of Human Resource Management*. 32(4), 396-417.
- [63] Werther, W., & Davis, K. (2002). *Personnel management and human resources*. New York.
- [64] Zheng, W, Sharan, K & Wei, J. (2010). New development of organizational commitment: A critical review. *African Journal of Business Management*, 12-20.