CAREER PLANNING AND CAREER MANAGEMENT AS CORRELATES FOR CAREER DEVELOPMENT AND JOB SATISFACTION
A CASE STUDY OF NIGERIAN BANK EMPLOYEES

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ABSTRACT

The notion of empowering human capital to onset creativity and innovation through planning the careers of institutional members using HRM policies and practices to develop different mindsets, skills and competencies with the ultimate aim to provide a range of innovative products and services is attracting attention. This paper explores the link between career planning and career management as antecedents of career development and job satisfaction, and career commitment as its outcome. A sample of 505 employees of a Nigerian Bank revealed the significant link between the variables of career planning and career management, and career development, and in turn, with job satisfaction and career commitment. The paper discusses the implications of these findings for career development.

INTRODUCTION

In the globalised world of business, changes are constantly being witnessed on daily basis leading to restructuring and downsizing processes, mergers and acquisitions technological advancements and other measures to cope with the dynamic pressures of globalisation (Greenhaus, Callanan & Godshalk 2000, Appelbaum, Ayre & Shapiro 2002, Baruch 2004). These constant changes at the organisational level have elevated the importance of managing people at work, and in particular, the planning and managing of their careers (Baruch 2004). Arguably, people are the most valuable resource in contemporary organisations, and providing them with a long term stable career is a win-win situation for both organisations and their employees. Hall & Associates (1986) had defined a ‘career’ as a lifelong process made up of a sequence of activities and related attitudes or behaviours that take place in a person’s work life. It is also viewed as: a pattern of work related experiences, such as job positions, jobs duties or activities, work related decisions; and subjective interpretations of work related events, such as work aspirations, expectations, values, needs and feelings about particular work experiences, that span the course of a person’s life (Greenhaus, et al. 2000). Clearly, a career is not just a job, but revolves around a process, an attitude, behaviour and a situation in a person’s work life to achieve set career goals. Baruch (2004) points out that career is the property of individuals, but for the employed, it is organisations that will plan and manage employee careers. However, during the last few decades the notion that individuals are also responsible to cater to and build their own careers, instead of leaving it entirely to the organisation to manage, has been well documented (Baruch 2004). Hence, career management requires initiative from both organisations as well as individuals in order to provide maximum benefit for both. Career development is about the development of employees that is beneficial to both the individual and organisation, and is a complex process. Theories surrounding the complex career development process emerged in 1950s in the work of Eli Ginzberg, Donald Super, Anne Roe, John Holland and David Tiedeman (Herr & Shahnasarian 2001). In the last fifty years, major career development theories and practices were created, tested, and subsequently, defined (Leibowitz, et al. (1986), McDaniels & Gysbers 1992, Herr 2001). Leibowitz, Farren and Kaye (1986) contend that career development involves an organised, formalised, planned effort to achieve a balance between the individual’s career needs and the organisation’s work force requirements. In the 1990s, the research focus was more on the practices of career development across a wide range of career issues, settings and populations and, according to Herr (2001), in the emerging world of the present and the future, the practices of career development are being challenged to find new paradigms and new scientific bases. Herr (2001) argued...