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Career planning and management in businesses

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Abstract

In parallel with rapidly changing world, in self-renewing business life, individuals have to determine their own career path properly and the organisations have to choose up the employees who will make them superior, provide the added value and make progress consistently. This necessity caused career management to be appeared. Thus, individual-organisation integration was supplied bringing need-based targets into conformity with the organisations' future goals. At this stage with career planning, both individuals have to determine their own goals and the organisation also has to analyse to what extent it can provide these requirements. A well organised career planning carries weight in the terms of supplying prudential productivity. Thereby, the sustainability of career management and planning is possible with a career development system. Career development is a process which contains to provide the facilities of improving the personnel's knowledge, skills and talents. Thus, it becomes not only the individual's but also the organisations success.

Keywords: organised; individual-organisation; individual-organisation

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1. Introduction

Associated with the rapid changes and globalisation in business life, the influence of human factor which is the most important component for organisation to create a competition has been increasing day by day. Organisations try to obtain high productivity leaving the conservative manner of management mentality behind and using whole resources. The continuity of productivity is provided with the investment for human resources. The organisations which pay attention to employee improvement and perform studies in this direction pursue the goal of improving together with staff. In this respect, organisations use various methods to be able to keep the available human resource in structure, to increase the employee performance and to provide organisational loyalty. These methods are expected to be at the level of increasing competition power of the organisation and supplying profit in the long term in today's world, as well as they provide a contribution to employee development. Career management is the leading method which provides both organisations and employees to reach their strategic objectives. Career management contains forming the business expectations of individuals by the organisation. While employees enable the organisation to reach the desired market, to provide a competitive advantage, profitability and the image, also have a requirement like working independent from organisations, statue, wage rise, good working conditions, development programmes and being appreciated. Unless these requirements have been met, the goals of the organisation will be meaningless. Therefore, the organisations have to evaluate the employees' needs and expectations not as expense but as opportunity, to integrate these needs with organisational objectives they have to plan with career planning practices, and also develop them to supply invest in future and to make continuous progression.

2. Career management and career planning

2.1. Performance and career management

Performance management systems are set up and carried out within each company in a view of the fact that corporate structure of the company. Particularly, it is a key process due to inputs it provides to wage management, career management and training management.

As other flexible structured processes, performance management also suffers a change in time being influenced by economic and technological improvement. That's why obvious differences have been observed between current performance management trends and the trends of 10 years ago. These changes differently reflect on design elements of performance management systems.

2.1.1. Determination of performance valuation standards

Performance standards may be in quantitative and qualitative characters. Performance standards must have SMART features. It is possible to summarise these features as follow

- S-Specific: Targets have to be related to the job, have to be agreed previously, have to be 'specific' (tangible) and employees must know what are expected.
- M-Measurable: Standards have to be objective and 'measurable'.
- A-Achievable: Standards have to be 'achievable' as well as compulsory.
- R-Reasonable: Targets have to be 'reasonable'.
- T-Time-bound: Realisation of targets have to be time-limited

People who can be responsible for evaluation are possible to list as follows:

1. Immediate commender (superior) of the personnel
2. Self-Evaluation of individual
3. Evaluation by co-workers
4. Evaluation by inferiors
5. Evaluation by customers
6. Evaluation by Consultants and experts
7. Multi evaluation 360° feedback

2.1.2. Career management

There may be several minor reasons for people's behaviours in workplaces. Some of the people go to workplaces just to fetch the businesses. But some others go to gain a footing besides making money. And some of them go to work just not to waste time, to get a position and chair. For instance; to be active working police, soldier or a bank manager, liberalise these people as against retired people. So, people who work in a business or eager about working may have numerous reasons appropriate to their characters. They have to direct the prior actions for them balanced. Like job, family, children's education, social activities, sport, trips and so on. The balance the individuals redressed may show changes due to the order of priority. Some people want to work in workplaces during the term of the agreement and spend the remaining time with families. For such people in this character structure to take charge in leader position will cause trouble because of overtime hours. Because when they become directors, they will not be able to spare time for themselves and families. And some people make sacrifice about the time for themselves working more than contractual time even too many hours. To get promotion prospects in business is the most important of all for them (Carrell et al., 1995, pp. 470–471).

Businesses have to realise the employee's specific requirements to provide on the one hand employee satisfaction; on the other hand, to reach the major goals of the organisation. Usually, employee expectations from businesses will contrast with the rules and objectives of the organisations. The employees who want to be promoted to a senior position apart from their current one will not be promoted due to not having the criteria determined by the organisation. Some of the employees may have the motivation but they may not prove themselves because of the fact that they do not know how to use motivation. Therefore, the goals of businesses and employee expectations have to be brought together in the middle. In such cases, human resources departments support the employees with education, counselling, coaching and in some cases, manager development and training programmes. Career management follows balancing and realising operations dealing the career planning and career goals together. That's why the word 'career' has become an often-heard concept recently. Employees usually have a career in consequence of the practices they performed and the positions.

The progress of staff in business is a four-stage process. These are (a) pre-employment period, (b) just start working period, (c) stable business period and (d) retirement period.

2.2. Future of human resources management

In the future, occurrence of significant changes in business life is unavoidable. Competition will increase, so the necessity of more quality production and service will emerge, features of administrative businesses will change since the opportunity of information retrieval and amount of information increase with the development of information technology, purchasing, association and differentiation will increase, organisational structures will turn from bureaucracy into structures in which project groups are formed for specific business and are broken up when the business finishes (adhocracy).

To respond to all these changes, people have to be trained well. Organisations of the future will mostly need engineers, scientists, computer operators, member of a profession, director, technician, designer, market staff and salesperson. These people have to be well educated, computer literate, will be able to understand organisational changing, can perform a teamwork and must have the capacity of working internationally. Therefore, in the information society of future, the troubles which human

resources face will be more complicated; not simple anymore in an environment where complication and uncertainty increases (Yuksel, 2000, pp. 157–158).

2.3. Career planning

Career planning is planning the work progress systematically on the career path improving the knowledge, skill, talent and experiences that company employees have.

Career planning is the process of determination of individual career objectives and the tools which help people to manage these objectives. Career planning influences both the individual and the organisation as well; despite the fact that the individual is the beneficiary and practitioner of this plan, the organisation has to support (Hitt, Middlemist & Mathis, 1986, p. 466).

Forming a career development plan in the organisation provide benefits in terms of both the organisation and the personnel. In terms of personnel, career development supports motivation to personnel enabling future and career planning of own. And in terms of the organisation, provides various profits like increasing employee satisfaction and organisational commitment, providing the personnel to get real while preparing career goal and plans and enriching personnel skills (Minor & Super, 1988, p. 91).

2.3.1. Concept and definition of career planning

Career planning is programming the progression in the organisation systematically harmonising the information, skills and goals the employees have in the determined career goals for getting at career targets and organisational opportunities that the organisation will provide the employees (Sabuncuoglu, 1994, p. 70).

It contains the reconciliation of career goals and organisational career opportunities (Can, 1992, p. 314).

In other words, it is to appoint the person with perfections which are the necessities of the future duties supplying coordination between the future goals of the organisation and individual goals of the person (Werther and Davis, 1996, p. 31).

Career planning is an activities process besides providing the employees to be able to understand in-house improvement opportunities and results and in this context, confirming the career goals accessibly; provides to notice what perfections they must have to achieve for these goals (Anafarta, 2001, p. 3).

Career planning is the process of determining and offering the tools that are necessary to achieve the career goals of employees. Career planning influences both the individual and the business. Although the individual seems to be alone as the receiver and practitioner of this plan, he needs to be supported by the organisation. In this sense, the organisation and the employee are collegial. Informing the employees on career detail, organisational conditions, opportunities and tools have to be supplied by organisation. The only thing that matters here is to persuade the balance between the goals and facilities of the organisation and expectations and capabilities of the individuals (Aytac, 1997, p. 165).

Career planning has a highly significant place in terms of clarifying the opportunities being provided to the employee and besides for employees comparing their own expectations with the potential of the organisation and discovering the approachability degree of goals.

2.3.2. Significance of career planning

In the ratio of the employees who are able to know where they are in business life, they can determine the location where they want to arrive positively and they will be able to discover what they have to do to achieve these goals much better. Career planning provides this opportunity to employees (Yildirim, 2000, p. 433).

Career planning primarily provides to establish career opportunities which the organisation offers to employees and on the other hand evaluating information, skills, interests, values, strengths and weaknesses that form their life long perfections. Career plans are usually established as mid- and long-termed and updating is provided periodically. By means of the updating, stepping has been provided. Therefore, the employees have a prediction about what waits for them on the career steps and what solutions may be found to the potential troubles they may face on these steps. The visionary employees will act confidently in the organisation and this confidence will reflect on themselves and organisation positively (Barutcugil, 2004, p. 320).

In terms of holding on the organisation and increasing the effectiveness, it is an extremely important fact (Aytac, 1998, p. 18).

Although the career planning system is a costly and time-consuming process, when it is practiced properly has a positive impression on employees as motivation increaser, target-oriented working and consequently improving eagerness of realising goals.

Changes that the efforts of orientating to changing external environmental conditions reveal; have raised the importance of career planning for supplying to be afloat and successful, increasing the human capital and providing a flexible organisation structure. Especially, the difficulties of finding qualified personnel for organisations, need of filling the deficiency of current and future positions necessitate emphasising the career planning activities much more.

Within this scope, businesses get an edge overdue to career planning practices. Additionally, career planning helps the employees about this subject providing support for practicing individual career plans; thus, organisations and individuals reach the opportunity of realising their goals (Bingol, 2003, p. 249).

Planning goals of the career planning which is moliminous for organisations and employees have to be known correctly to be stronger.

2.3.3. Goals of career planning

We can regard the goals of career planning as a whole individually and organisationally. Organisational goals and individual career are interconnected. This connection provides the basis of organisational goals forming from individual goals.

We can list these goals as following (Aytac, 1997, p. 168):

- To supply the organisation to reach the goals providing the employees to work with whole capacity. This means using human resources effectively. Hereby while job satisfaction is being aimed in terms of employees; for organisation, productivity and profit are being aimed (Mucuk, 2005, p. 337).
- To create job satisfaction and peace atmosphere, providing development of employees. In the direction of goals determined correctly, talent, know-how and abilities of employees who have an expectation about an advance in career are being aimed.
- Reducing personnel turnover and costs.
- To create business ethic, organisational loyalty and the sense of belonging.
- To provide determining the employee training requirements keeping connection between the business and personnel.
- To develop special training programmes for special groups in the organisation.

2.3.4. Positive effects of career planning

Career planning function is essential to be practiced to determine the career opportunities and staffing the employees for these areas correctly. Thus confusions, time and cost loss, mistrust and job dissatisfaction are prevented.

Career planning has been providing a great deal of benefits for the organisation and employees. Career planning provides labour force to become more qualified. It has a reducing effect on discontinuance and evasion. Through improving the experienced personnel, organisations may get at more talented directors and organisational purposes (Simsek & Celik, 2004, p. 57).

Supports of career planning to individual and organisation can be listed as follows;

- Reveals and develops employee potential,
- Provides better job opportunity, better salary and statue,
- Increases motivation, confidence and job satisfaction of personnel,
- Increases labour force productivity,
- It has the characteristics of an advisor,
- Calisma iliskilerinin daha esnek, yakin ve yapici olmasini saglar,
- Provides the integration of individual-organisation,
- Increases personal growth and therefore organisation improvement is provided,
- It searches the ways of utilisation from skills and capacities of labourforce ideally,
- Provides attainment of the objectives with an increase in productivity,
- Through the individual goals to be discovered and supported achieving organisational goals becomes easier and fast,
- Increases the commitment and loyalty of labourforce for the organisation,
- Satiates the employees psycho-socially,
- Prevents the labour loss,
- Provides the qualified labourforce that will maintain the activities of the business in the future to be prepared in advance,
- Provides the information about keeping the incoordination which is observed between the organisation and employee minimum,
- Simplifies staffing for organisations that are active internationally,
- Provides personnel redundancy performing correctly,
- Provides the correct payroll distribution among employees and equal pay for equal work dominating the wage management,
- Provides training qualified labourforce,
- Within the framework of premade planning, supplies mobility and vitality providing lateral and vertical transfers,
- Enables to choose available employee for available work,
- Acts as a key point for determining the personnel who will be promoted correctly. Since the staff duties which will be elected through job analysis and required qualities for this job have been clearly determined already, subjective attitudes are not allowed in employment duration. And this also provides objectivity which does not allow the favouritism or minimises it in elections and promotions (Uyarligil, 1994, p. 7),
- Providing occupational development of the employee supplies labour force variety.

2.3.5. Negative effects of career planning

Although having a positive effect both on organisation and on the individual, it may have a negative effect as well. Especially, some directors think that career planning will increase the labour force of business and in-service training costs will influence the budget negatively due to using consultant and for these reasons, they are misdoubted of practicing career planning studies (Bayraktaroglu, 2003, p. 123).

Career planning may cause an increase in employee expectations, stress and tension. Although workshops, deskbooks and consultants prepare the individual about related subjects, various expectations of individual about their career and special life, personal pressures and weaknesses will decrease his/her motivation and performance (Walker, 1980, p. 347).

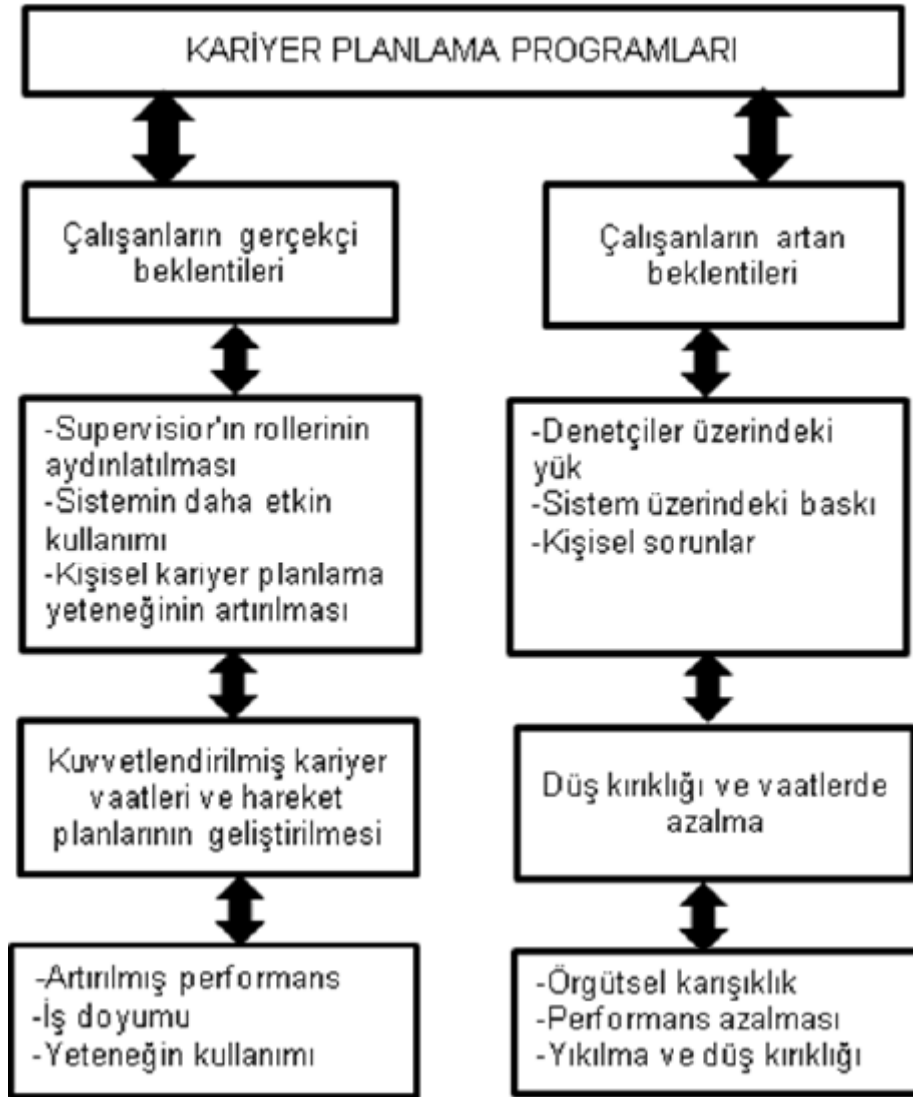


Figure 1. Effects of career planning (Aytac, 1997, p. 73)

As can be seen in Figure 1, unless the realistic and increasing over time expectations haven't been determined correctly, individual job dissatisfaction and loss of motivation will occur. And consequently, the organisation will face with productivity decrease and labour loss.

3. Conclusion

One of the most significant resources the organisations utilise to achieve their objectives and to increase productivity is human. Because of the effects of globalisation and transition to the knowledge-based society, human resources management has come out as management philosophy and has started to evaluate the employees not as a cost factor but as a potential source for continuity and success of the organisations.

Career management and performance evaluation system are also the processes which take place under human resources management and that are closely associated with all other human resources processes. Developments in technology, changing the nature of businesses and the necessity of

planning organisation's future requirements have made the organisational career management and performance evaluation concepts current issues.

Career management in organisations is a considerable human resource practising and forms a link in the chain. Just as the human resources within the organisation performs the primary duties like wage systems, performance evaluation, education, job analysis and etude carefully, so have to maintain career planning conscientiously. Because today's changing business conditions necessitate career planning of everyone without discrimination. Undoubtedly that only a seriously planned and practiced career development system reflects as financial gain.

One of the most important pre-condition of career planning practices to be successful is educating and raising awareness of both employees and consultants. Besides this precondition, what determines the effectiveness of a career planning-development programme is to what extent it is in coordination with other human resources management activities like performance evaluation, job analysis, recruitment, staffing, education and man labour planning. The career development programmes which are performed disjointedly from these activities cannot be expected to be successful.

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