

## **Influence of Career Development Planning on Employee's Performance: A Study of Private Sector Organizations in Haryana**

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### **ABSTRACT**

The present study is based on primary data collected from 100 employees of Private organizations established in Haryana. A self-structured questionnaire was utilized for the purpose of data collection. The data was analyzed using the statistical technique, independent sample t-test and regression through SPSS version 27. Reliability of the data so collected was checked by using Cronbach's Alpha Reliability Co-efficient. The findings were tested at 0.05 percent level of significance for obtaining significant difference between influence of career development planning on employees performance in private organizations of Haryana. In the finding of the study, it has been found that there is variation in career development planning for employees working in two private organizations of Haryana. The career development planning has positive influence on employees' performance in private organizations. The reason for above mentioned variation may be on the grounds that career developing planning prevailing in private organizations may be according to policies on employees career development planning as per their norms as well as according to availability of budget, supply of manpower, employees' skill and market growth etc.

**Keywords:** *Career Development, Significant, Private, Influence, Organizations, Differences, Percent, Techniques, Employees, Planning.*

### **INTRODUCTION**

Career means variety of roles an employee play during his service. This also helps employees to make sense of work opportunities and how their roles relate to their wider life roles. Career Development is a process of managing learning among employees in order to move forward and to participate effectively in work and society. Successful career development is important for employees' for their social mobility for increasing their productivity for their social aspects. In order to undertake career development process, the employees need to acquire skills which support him in employability and career shaping. Career development helps employees' to

develop a positive mindset and help them to learn about opportunities available for them in their organization. In career development, the employees also know about their career prospectus through career path, job enlargement, job sharing, job enrichment and succession as well as many others.

### **LITERATURE REVIEW**

The employees placed on international career advancement scheme were committed to their organizations for attainment of goals through personal long term benefits. Career advancement schemes were based on increased working hours, production, profits and per capita gross domestic product in organizations (Fish and Wood, 1997). In a study on potential relationship between rewards and skill seen that rewards were important means for improving employees' performance through examining potential skills. Career development stage theory was developed for making rewards programme attractive among managers (Bonner and Sprinkle, 2002). In a research on reward management, reward was seen as an essential instrument for valuing employees' performance as rewarded employee felt appreciated by his organization. The employees started to work hard after knowing that their well-being was taken seriously by their employers. Employee career and self-advancement schemes were established by the employer which helped in performance improvement among employees (Condly *et al.*, 2003). While working on career ladder system, it was observed that official career ladder system had mixed success in rewarding teachers with the highest test score obtained by students. Teachers after getting merit awards had made positive effect on students' mathematics scores and there was no significant effect on reading scores (Dee & Keys, 2004). In a study on predicting different reward preferences for managers at different stages of their career recognized that managers in early stage of their career thought about intrinsic rewards, in middle career stage they gave preference to extrinsic rewards and in later stage of their career, gave less importance to both kind of rewards (Kominis & Clive, 2005). The adoption of total reward system helped organization in retaining best employees and to ensure their stay in a best situation for future success. Compensation, benefits, work life balance, performance and recognition, career and development programme were concern for external influences on business (Chen & Hsieh, 2006). In research on rewards for teacher, it was explained that bonus system was set up as per career development programme and annual prize was offered for exceptional performance to the employees (DEST, 2007). In a research on transaction cost, it was perceived that senior officials had a career path through elected politicians and performance related pay found used less for those officials who

were unable to provide their actual commitment towards their organization. Employees were not working hard for a goal after knowing that their career could be affected by political reasons (Dahlstrom & Lapuente, 2009). In a study on finding difference in type of financial rewards offered to employees by the organization, it was observed that mostly financial rewards were obstructed by difference in benefits used at various levels of organization. Learning and development programs attached with flexible working hours were considered as forces for improving performance among employees (Samuel, 2012). A study on HRM procedures used by private banks in the Cuddalore (Tamil Nadu) district was carried out by Chinnadurai (2014). He based his study on the following areas: hiring, selection, training, development, career development, performance evaluation, pay management, motivation, and grievance handling. According to the study's findings, the majority of bank employees were happy with the HRM procedures that their individual banks had implemented. The study conducted by Salahat (2016) postulated that the relationship between career planning, recruitment, and selection, and CS, is mediated by extra-role performance. The findings of the study showed that extra-role functions as a partial mediating factor between these variables. Stated differently, career planning, recruitment, and selection are deemed essential components that improve employee job satisfaction, organisational commitment, and in-role and extra-role performance. According to Ikechukwu's (2017) research, career development as measured by job enrichment and mentoring enhances employee commitment in higher education institutions. He was advised that human resource managers integrate these two aspects into their work to better employee commitment, and that higher education institutions hire certified and qualified human resource personnel to staff the HR department for efficient employee career development. According to the findings of Sanjeev et al. (2018), there was a significant difference in the levels of job satisfaction. "The factors of job satisfaction showed a significant positive correlation with well-implemented HRPs. Ultimately, two HRP components, employee benefits and performance appraisals, were found to be the strongest predictors and to have a significant impact on the HRPs, labour studies, and new generation private banks. Therefore, job satisfaction among employees can be raised by making positive changes to these two HR factors while keeping the others unchanged.

#### **RESEARCH METHODOLOGY**

The study has been conducted at individual level rather at corporate level as career development planning is always concerned with individual employee. The relation between Career development planning employee

performance has been by the opinion from the employees through the self structured questionnaire. The employees were asked to give their opinion for each statement on five point Likert scale i.e strongly agree =5, agree =4, can't say =3, disagree =2 and strongly disagree-1. The data was analyzed using the statistical techniques such as t-test and Regression through SPSS version 27. The results have been interpreted and findings have been made on the basis of the results obtained in private organizations.

**Objectives of the study:**

The following are the objectives of this study:

(a) To study influence of career development planning on employee performance in private sector in Haryana.

(b) To suggest some useful strategies in career development planning for improvement of employees performance in private organizations of Haryana.

**Hypothesis:** Based on the above objectives, the present study seeks to test the following null hypothesis:

H01: *"There is no significant difference in influence of career development planning on employee performance private Organizations of Haryana"*

**Data Collection:** Primary data has been collected for the study. A well self structured Questionnaire was developed and used for collection of the data. For collection of secondary data, published papers, journals, periodicals and internet were used.

**Sample Size:** Sample size for the study was taken as 100 employees from two organizations from private sector in Haryana. 100 employees were selected from two organizations such as D.C.M Textiles, Hisars and H.P Cotton textiles, Hisar. Questionnaires were distributed to all 100 employees personally by the researcher. Out of 100 questionnaires, 78 (38 respondents from D.C.M textiles, Hisar and 40 respondents from H.P Cotton Textiles, Hisar) questionnaires were received back duly completed. Thus, the response rate of the employees was 78 percent.

**Reliability:** The reliability and validity of the data has been checked by using Cronbach's Alpha Reliability Coefficients, for the sample as given in table 1 below:

Items	Cronbach's Alfa (r)
Employee Career Planning	0.717

Table 1: Cronbach's Alpha Reliability Coefficients

**Elements of Employees Career Development Planning and Codification:**

The elements of the employee career development planning taken for the study and codification are given as under:

Ser No.	Elements of Employee Career Development Planning	Codification
(a)	Deciding Path in employees career planning helps in achieving goals.	ECP1
(b)	Employee can switch towards competitor due lack of career progress.	ECP2
(c)	Career Path increase employees performance.	ECP3
(d)	Matching organizational needs with employee	ECP4
(e)	Matching organizational needs and employee skills through career counseling brings fruitful results for both the parties.	ECP5
(f)	Enhancing employees tasks through enlargement influence performance.	ECP6
(g)	Splitting the jobs between two employees shows performance of both the employees	ECP7
(h)	Employees movement from one job to another job within organization create new learning among employees.	ECP8
(i)	Employee can control over job through job enrichment.	ECP9
(j)	Job enrichment enhance employee responsibility.	ECP10
(k)	Succession planning prepares employees for higher job.	ECP11
(l)	<b>Self Assessment Tools helps the organization in</b> career management of their employees.	ECP12
(m)	<b>Self Assessment Tools helps</b> in career exploration tool for employee where employees exercise full self-assessment.	ECP13
(n)	Self assessment helps in filling information about employees skills.	ECP14
(o)	Self assessment helps employees in creating interest towards job.	ECP15
(p)	Self assessment helps in creating competencies among employees.	ECP16
(q)	Self assessment helps employees in choosing job preferences,	ECP17
(r )	Self assessment helps employees organization in achieving long and short term goals	ECP18
(s)	Self assessment helps employees in future job opportunities.	ECP19
(t)	Self assessment helps employees helps employees to understand their aspirations.	ECP20
(u)	Career-planning workshops helps employees in planning their career.	ECP21

**Data Analysis:** For finding influence of career development planning in public and private organizations of Haryana, Independent t- test and Regression have been used through SPSS in 27 version to test the hypothesis.

## RESULTS AND DISCUSSION

This section describes the difference in career development planning in two organizations of private sector in Haryana on the basis of interpretation of results. The independent sample t-test has been applied to compare the significance difference in career development planning and regression has applied to find the influence of career development planning on employee performance in private organizations in Haryana. The opinion of employees are divided into two independent samples, such as employees' opinion D.C.M textiles, Hisar and employees of H.P Cotton textiles, Hisar. The results of independent t-test are shown in table 2.

**Table 2: Comparative Analysis of Career Development Planning in Private Organizations**

Component	Elements of Career Development Planning	Type of Org.	N	Mean	Std. Deviation	't' Value	Sig. (2-tailed)	Stat. Sign. (Yes/No)	Accepted/Not accepted
CAREER DEVELOPMENT PLANNING	ECP1	D.C.M	38	3.107	0.656	0.105	0.916	No	Accepted
		H.P.C	40	4.017	0.724				
	ECP2	D.C.M	38	3.995	0.724	0.541	0.589	No	Accepted
		H.P.C	40	4.026	0.544				
	ECP3	D.C.M	38	3.025	0.638	2.877	0.003*	Yes	Not Accepted
		H.P.C	40	4.837	0.619				
	ECP4	D.C.M	38	3.837	0.890	1.302	0.004*	Yes	Not Accepted
		H.P.C	40	4.746	0.729				
	ECP5	D.C.M	38	3.923	0.846	1.603	0.004*	Yes	Not Accepted
		H.P.C	40	4.803	0.886				
	ECP6	D.C.M	38	3.785	0.894	1.352	0.177	No	Accepted
		H.P.C	40	4.875	0.849				
	ECP7	D.C.M	38	3.926	0.883	1.418	0.157	No	Accepted
		H.P.C	40	4.017	0.747				

Source: Primary Data

\*Significant at 0.05 Level

Component	Elements of Career Development Planning	Type of Org.	N	Mean	Std. Deviation	't' Value	Sig. (2-tailed)	Stat. Sign. (Yes/No)	Accepted/Not accepted
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CAREER DEVELOPMENT PLANNING	ECP8	D.C.M	38	3.117	0.603	1.105	0.916	No	Accepted
		H.P.C	40	4.016	0.724				
	ECP9	D.C.M	38	3.994	0.624	1.541	0.589	No	Accepted
		H.P.C	40	4.023	0.744				
	ECP10	D.C.M	38	3.022	0.638	1.877	0.005*	Yes	Not Accepted
		H.P.C	40	4.835	0.719				
	ECP11	D.C.M	38	3.839	0.690	1.302	0.006*	Yes	Not Accepted
		H.P.C	40	4.748	0.729				
	ECP12	D.C.M	38	3.927	0.846	1.603	0.003*	Yes	Not Accepted
		H.P.C	40	4.801	0.886				
	ECP13	D.C.M	38	3.782	0.694	1.352	0.177	No	Accepted
		H.P.C	40	4.874	0.849				
	ECP14	D.C.M	38	3.925	0.683	1.418	0.157	No	Accepted
		H.P.C	40	4.016	0.747				
	ECP15	D.C.M	38	3.117	0.603	1.135	0.916	No	Accepted
		H.P.C	40	4.016	0.724				
	ECP16	D.C.M	38	3.994	0.624	1.541	0.589	No	Accepted
		H.P.C	40	4.023	0.744				
	ECP17	D.C.M	38	3.022	0.738	2.877	0.008*	Yes	Not Accepted
		H.P.C	40	4.835	0.719				
	ECP18	D.C.M	38	3.839	0.890	1.302	0.007*	Yes	Not Accepted
		H.P.C	40	4.748	0.829				
	ECP19	D.C.M	38	3.927	0.846	1.603	0.006*	Yes	Not Accepted
		H.P.C	40	4.801	0.886				
	ECP20	D.C.M	38	3.782	0.894	1.352	0.177	No	Accepted
		H.P.C	40	4.874	0.849				
	ECP21	D.C.M	38	3.925	0.883	1.418	0.157	No	Accepted
		H.P.C	40	4.016	0.847				

Source: Survey data

Table 2 shows the comparative analysis of responses of employees towards influence of career development planning in private organizations. The results of the tables showed that there is no significant difference in mean scores of ECP3, ECP4, ECP5, ECP10, ECP11, ECP12, ECP 17, ECP18, ECP19 and there is no significant difference among rest of the components of the employee career planning such as ECP1, ECP2, ECP6 to ECP 9, ECP 13 to ECP 16, ECP 20 & ECP 21.



From the above results, it is concluded that there is significant difference Matching organizational needs with employee in opinion of employees of private organizations regarding, Career Path increase employees performance, matching organizational needs and employee skills through career counseling brings fruitful results for both the parties, Job enrichment enhance employee responsibility, Succession planning prepares employees for higher job, Self Assessment Tools helps the organization in career management of their employees, Self assessment helps employees in choosing job preferences, Self assessment helps employees organization in achieving long and short term goals and Self assessment helps employees in future job opportunities.

On the other hand there is no significant difference in opinion of the employees towards other components of the career development planning such as deciding Path in employees career planning helps in achieving goals, employee can switch towards competitor due lack of career progress, enhancing employees tasks through enlargement influence performance, splitting the jobs between two employees shows performance of both the employees, employees movement from one job to another job within organization create new learning among employees, employee can control over job through job enrichment, self Assessment Tools helps in career exploration tool for employee where employees exercise full self-assessment, self assessment helps in filling information about employees skills.

Self assessment helps employees in creating interest towards job and self assessment helps in creating competencies among employees.

**Table 3: Influence of Career Development Planning on Employees' Performance in Private Organizations**

<b>Model 1 (Employee s' Performan ce)</b>	<b>Private Organizations</b>			
	<b>Un- standardized Coefficients Beta</b>	<b>Standardized Coefficients Beta (<math>\beta</math>)</b>	<b>t- value</b>	<b>Sig. 2-tailed</b>
(Constant)	2.		15.652	0.000
ECP1	2.203	0.372	6.644	0.000
ECP1	1.144	0.272	6.601	0.000
ECP2	2.103	0.091	1.873	0.026
ECP3	2.102	0.078	1.676	0.039
ECP4	2.114	0.136	1.770	0.024
ECP5	2.126	0.108	1.162	0.034



ECP6	2.073	0.139	1.823	0.025
ECP7	2.203	0.372	6.644	0.000
ECP8	2.144	0.272	6.601	0.000
ECP9	2.103	0.091	3.873	0.026
ECP10	2.102	0.078	3.676	0.039
ECP11	2.114	0.136	3.770	0.024
ECP12	2.126	0.108	3.162	0.034
ECP13	2.073	0.139	3.823	0.025
ECP14	2.203	0.372	6.644	0.000
ECP15	2.144	0.272	5.601	0.000
ECP16	2.103	0.091	3.873	0.026
ECP17	2.102	0.078	3.676	0.039
ECP18	2.114	0.136	3.770	0.024
ECP19	2.126	0.108	3.162	0.034
ECP20	2.227	0.109	3.516	0.036

Source: Primary Data \*Significant at 0 .05 Levels

(where, ECP- Employee Career Planning)

Model 1 (Employees' Performance)	Private Organizations			
	Un-standardized Coefficients Beta	Standardized Coefficients Beta ( $\beta$ )	t- value	Sig. 2-tailed
ECP21	3.230	0.472	5.744	0.000
R	0.635 <sup>a</sup>			
R <sup>2</sup>	0.526			
F-value	11.658*			
Stat. Sig.	Yes			
Accepted/ Not Accepted	Not accepted			

Source: Survey data

When the influence of career development planning was analyzed, it has been observed that the dependent variable and independent variables have positively high relationship (R-63.5) in private organizations. Further, the value of R<sup>2</sup> describes that the independent variables have 52.6 percent influence on dependent variable (employees' performance) in private organizations. The calculated F-value is 11.658 which is greater than the tabulated value of ANOVA i.e. [F (21, 109) =4.27, p<0.05 .

From the above analysis, it is interpreted that the components of career development planning such as EPC1, EPC2, ECP3, ECP4, ECP5, ECP6,

EPC7, EPC8, ECP 9, ECP10, ECP11, ECP12, ECP13, ECP14, ECP15, ECP16, ECP 17, ECP18, ECP19, ECP 20 & ECP 21 are significant at 0.05 percent level of significance in private organizations taken for the present study.

Therefore, *Null Hypothesis H<sub>01</sub> "There is no significant difference in influence of career development planning on employee performance private Organizations of Haryana"* is accepted, partially.

## CONCLUSION

It is evident from the analysis that there is no significant difference in the opinion of employees and from the above results, it is concluded that there is significant difference in matching organizational needs with employee in opinion of employees of private organizations regarding, career path increase employees performance, matching organizational needs and employee skills through career counseling brings fruitful results for both the parties, job enrichment enhance employee responsibility, succession planning prepares employees for higher job, self assessment tools helps the organization in career management of their employees, self assessment helps employees in choosing job preferences, self assessment helps employees organization in achieving long and short term goals and self assessment helps employees in future job opportunities.

On the other hand there is no significant difference in opinion of the employees towards other components of the career development planning such as deciding path in employees career planning helps in achieving goals, employee can switch towards competitor due lack of career progress, enhancing employees tasks through enlargement influence performance, splitting the jobs between two employees shows performance of both the employees, employees movement from one job to another job within organization create new learning among employees, employee can control over job through job enrichment, self assessment tools helps in career exploration tool for employee where employees exercise full self-assessment, self assessment helps in filling information about employees skills. Self assessment helps employees in creating interest towards job and self assessment helps in creating competencies among employees. Further, the independent variables have positive influence on dependent variable i.e employees' performance in private organizations.

Hence, it can be concluded that, there is variation in career development planning for employees working in two private organizations of Haryana. The career development planning has positive influence on employees' performance in private organizations. The reason for above

mentioned variation may be on the grounds that career developing planning prevailing in private organizations may be according to policies on employees career development planning as per their norms as well as according to availability of budget, supply of manpower, employees' skill and market growth etc.

### **LIMITATIONS OF THE STUDY**

The present study has its own limitations with regard to study area, data availability, time constraints, availability of respondents, organizational policies and other resources faced by the researcher. So the study is limited to two private organizations of selected sector in Haryana.

### **SUGGESTIONS**

In view of above results, it is suggested that the practice of career development planning, policies and practices should be implemented equally in all private organizations for obtaining organizational and individual goal.

### **SCOPE OF FURTHER RESEARCH:**

- (i) The study can be extended in other states of Haryana as this study is limited to one state only.
- (ii) Study can be carried out in other organizations also as only two organizations have been taken in this study.

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