

A MODEL PROPOSAL TO ANALYSE THE EFFECTS OF CAREER MANAGEMENT ON ORGANIZATIONAL AND INDIVIDUAL LEVEL *

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ABSTRACT

The focus of the study is examining effects of career management activities in both organizational and individual level. In previous researches, effects of accumulation of career capital and antecedents of career capital were mostly analyzed on individual level. On the other hand; there are some researches about effects of human resource management activities on innovation performance however; effect of organizational career management activities on innovation is limited. This study aims to research the effects of organizational career management programs on employees' career success, employability and innovation performance of organizations.

Keywords: Organizational career management, career capital, career success, employability, knowledge management, innovation performance

1. INTRODUCTION

Businesses and public organizations are experiencing rapid developments in many areas – the economy, technology, society, politics and relationships; and these developments have also affected planning and management of career [1]. Career management concept is a multi-level phenomenon and it influences individuals, groups, organizations and society [2]. As the organizations have flattened and entire managerial layers have been eliminated, career paths have become blurred since the 1980s and the 1990s [1]. In the past, career management was accepted as an organizational role, but in today's work life individuals' are responsible for their career management and planning.

The shift of career responsibility from organization to individuals does not mean that organizations have no role in career management [3]. Providing career development opportunities for employees become a way to overcome drawbacks of new psychological contracts. Organizations should support their employees to develop their employability skills to retain talented employees.

Main aim this study is to analyze effect of organizational career management programs on employees' career success and employability, and innovation performance of organizations. The effect of employees' career capital is taken as a mediator.

2. RESEARCH QUESTIONS

In the light of the main aim, the authors want to question some hypothesis as stated below:

- H1 There is a positive relationship between organizational career management activities and organizations' innovation performance.
- H2 There is a positive relationship between organizational career management activities and individuals' career success.
- H3 There is a positive relationship between organizational career management activities and individuals' employability skills.

* This paper presents some parts of literature review and preliminary research ideas from PhD thesis study of Didem Yıldız.

- H4 There is a positive relationship between organizational career management activities and individuals' career capital.
- H5 The relationship between organizational career management activities and organizations' innovation performance is moderated by organizations' knowledge management capacity. The positive relationship between career management activities and innovation performance is stronger for organizations whose knowledge management capacity is higher.
- H6 The relationship between organizational career management activities and organizations' innovation performance is mediated by individuals' career capital. Organizational career management activities affect innovation performance through its impact on individuals' career capital.
- H7 The relationship between organizational career management activities and individuals' career success is mediated by individuals' career capital. Organizational career management activities affect career success through its impact on individuals' career capital.
- H8 The relationship between organizational career management activities and individuals' employability skills is mediated by individuals' career capital. Organizational career management activities affect employability skills through its impact on individuals' career capital.

3. PROPOSED MODEL

To test the aforementioned hypotheses, two models were built. First model, as can be seen in Figure 1, represents the relationships at the organizational level where as the second model in Figure 2 is for individual level.

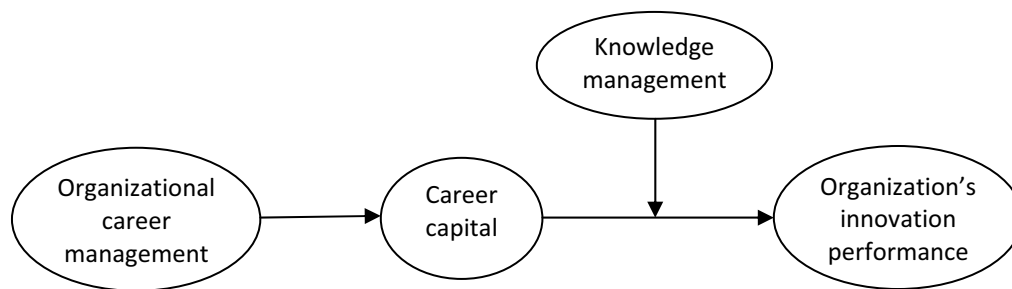


Figure 1. Model for organizational level relationships

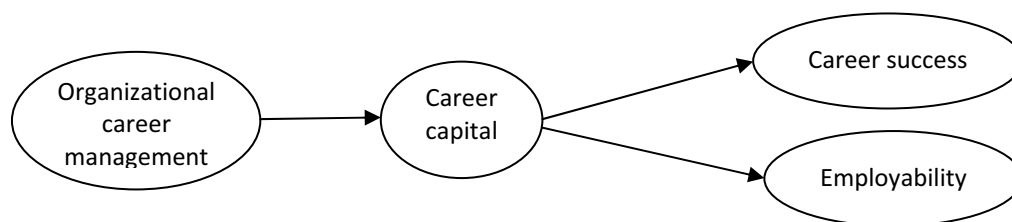


Figure 2. Model for individual level relationships

The factors in these models can be briefly defined as follows:

Organizational Career Management

Career management has two main dimensions such as organizational career management and personal career management/planning. Many observers have viewed career management as a process by which individuals develop, implement and monitor career goals and strategies. Career can be a property of individuals however it is mostly managed by and planned in organizations [3]. Organizational career management is different from individual career management and it includes organized activities for

employees' career development; differs from organization to organization [4]. Organizations should determine talents and capacities of the employees, assign employees to right positions, provide development opportunities and apply effective career management systems.

Career Capital

Career capital concept is an individualistic perspective and it is about to understand how individuals pursue their career advancement [5]. It is the non-financial capital of individuals [6]. Building recognizable career capital is very important for today's employees [3]. Every employee invest energy, time, skills and relationships for their job and organizations and expect more than they invest as a career capitalist [6]. In this study, DeFillipi and Arthur's career capital model [7] will be used.

Organization's Innovation Performance

"Innovation is a problem-solving process in which solutions to valuable problems are identified via knowledge exploration" [8]. Innovation is among the top three priorities to compete in global economy for most of the companies; quality, quantity and speed of introducing innovation are the main dimensions [9]. Leadership, culture and people participation are the innovation drivers to get innovative results [9].

Career Success

"Career success is an "outcome of a person's career experiences" and "accomplishment of desirable work-related outcomes" [10]. Motivation, career salience, personality traits, career strategies, demographic factors are the antecedents of career success [11]. Employees define career success in different dimensions such as maintaining a satisfactory income, finding time for their families, and pursuing new learning [12].

Employability

Employability means that a person has necessary knowledge, skill and abilities to successfully perform his/her job role [13]. Person-job fit is important for employability concept. Occupational expertise, anticipation and optimization, personal flexibility, corporate sense and balance are the main dimensions of employability [14].

Knowledge Management

Organizational effectiveness depends on the organization's capacity to acquire, share, use, and store valuable knowledge and they create competitive advantage for organizations [15]. Knowledge acquisition, knowledge sharing and knowledge application is important for success of knowledge management in organizations.

4. METHODOLOGY

In this study, cross-sectional and correlational research design will be used to test the hypothesized model. Several questionnaires will be used to test the model, and structural equation modeling (SEM) will be used for analysis. Structural equation modeling enables to test hypothesis from a confirmatory approach. "Structural equation modeling conveys two important aspects of the procedure: (a) that the causal processes under study are represented by a series of structural (i.e. regression) equations, and (b) that these structural relations can be modeled pictorially to enable a clearer conceptualization of the theory under study" [16]. Since most of the researches about career capital concept is analyzed by qualitative methods; quantitative data and approaches will be a significant contribution to see the relationship of career capital with other related variables.

5. CONCLUSION

Main contribution of this study will be to understand the role and effect of the organizational career management activities on both individual and organizational level. Nowadays career literature mostly gives importance to individual responsibility on career management and accumulation of career capital. However; organizations' role in career management is still important and employees still expect career management support from their organizations. Moreover; in knowledge economy

employees create the competitive advantage for the organizations and it is important to understand employees' effect on the company performance.

Current research will have practical contributions for both organizations and individuals. Organizations, for example, will be able to determine the career management activities those are more effective for improving their employees' career capital to increase their innovation performance. Individuals, on the other hand, will be able to understand which organizational career management activities will enable them to accumulate and improve their career capital and achieve career success and foster employability skills.

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