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The Outcomes of Career Path Management (Case Study of Employees of Meli Bank of Iran)

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ABSTRACT

This study aims to present the outcomes of career promotion management of employees of Meli bank of Iran. To achieve this goal, qualitative methodology based on grounded theory method (open, axial and selective coding) is used by using the systematic approach of Strauss, al., & Corbin. The deep and semi-structured interviews were performed by theoretical sampling. Also, snow ball technique was performed with managers, bank experts and management experts. The number of samples was continued as the responses reached the saturation stage (24 interviews). To evaluate the reliability of data and interpretations, different interpretive criteria as credibility, transferability, dependability and confirmability and the grounded theory criteria include fit, understanding, generality and control (Strauss, al., & Corbin, 1998). The outcomes of this study are identified based on three outcomes “individual, organizational and trans-organizational.

Keywords: Career path management, Career planning, Career, Grounded theory, Meli bank of Iran.

1. INTRODUCTION

The success of an organization depends upon its employees. The competition and survival of organization depends upon having appropriate people at appropriate jobs and at appropriate time. In the past decades, job planning and management has been one of the most advanced fields of resources management. Career management is a process by which the career development of employees is designed in the organization and is planned and formed based on the evaluation of the needs of organization, performance and potential and personal preferences of people. In the past, some big organizations including military organizations gave

importance to career as the development of science in this field and the introduction of managers with the importance of this phenomenon can made the necessity of correct planning as unavoidable.

Any career progress attempts to combine a set of individual planning of career and career management activities to include three aspects of individual, management and organization (Dolan and Schuler, 2016, 429). Career management is a continuous process of preparation, implementation and supervision in the job plans as performed by people alone or as agreed with the system of career of each organization. Organizational career development requires these two activities. In the changing, various and flexible world, the organizations need to review their approaches to the development of human resources like the career development (Redman & Wilkinson, 2001, 276). According to the definition of career management, in this process, the main focus is on the activities of organization and this study emphasizes on the set of measurements that are made by the organization. Job progress leads to the pro motion, increase of wage and other aspects as job enrichment, increase of job, horizontal growth, complementary tasks, important opportunities, division of important organizational responsibility and important projects, determination and independence of decision making (Malhotra PE, Singh MA, 2016). In the current business environment, the organizations play important role in career systems. The career management is recognized as the organizational support for the career or organizational support is referred to the plans, processes and the aids provided by the organization for the support and increase of success of career of employees. In other words, organizational career management is referred to the activities that an organization is responsible to manage the career of employees and this includes a wide range of plans focusing on the comparison of the needs of career of people and organization and is based on the fully formal or semi-formal activities including the education courses, assessment centers for the guidance and consulting of career (De Vos A, Dewettinck K, Buyens D, 2009). Providing the plans as career development plans for the employees of organization can be interpreted as giving value for the participation and welfare from the view of employees (Schnake Mel E, Williams Robert J, Fredenberger W, 2007) and this leads to the job satisfaction of people, the work performance of employees is increased and mental pressure and organization turnover behaviors are reduced. Also, a good feeling to stay in the organization is created and people feel successful (Rastirozia et. al., 2009).

2. STATEMENT OF PROBLEM

The design of career development and having a strategy in this field enable the employees that the organization and its managers think about their future and they attempt to have long-term relationship with the employees. This good feeling makes the employees sensitive and interested to the organization future and they make much effort and they take career steps rapidly and they achieve higher organizational situations. Despite such attitude to the effectiveness of career management, the main concern of the managers is responding this question that in case of the lack of design and prediction of career with different reasons, what are the outcomes for the organization and they should know which strategies are used to solve these problems and barriers. The review of previous researches show the inadequate response of researchers to this question and the present study attempts to use a qualitative approach based on the theoretical basics of career management and a various range of behavioral and organization theories by grounded theory method, some outcomes are presented for career management phenomenon not only for Meli bank but also other financial institutes can use it and a part of ambiguity of managers and decision makers of human resources of bank is removed.

3. PURPOSE AND QUESTIONS OF STUDY

The final goal of this study is identification of outcomes of career management of employees of Meli bank of Iran. The study question is as follows:

What are the outcomes of career management of employees of Meli bank of Iran?

4. THEORETICAL BASICS OF STUDY

Various definitions of the term career are presented and many researches have been conducted in this regard (Cullen, 2013; Lee, 2002; Ball, 1998). Career refers to the planned sequence of job of a person (if we view the past) or it is expected to follow the career in the work life (if we take a look at the future) (Martin, 2010). Career is a chain of relevant work experiences of a person over the time and it is a way a person takes in the life (Arizi Samani et. al., 2009). By these definitions, all people have career or they will have in future. Any work can form a career. Besides the formal jobs, career is true about informal jobs. In addition, career success is defined not only as objectively and based on the promotion of employees but also as subjectively and based on their satisfaction (Decenzo and Robbins, 2010).

The concept of career is changed basically in recent years. In traditional view, career is defined as a consecutive job positions in a job or organization. For example, as a professor, a person is employed at first as a trainer, then he is promoted to Assistant Professor and then Associate Professor and finally he is full Professor. In the current organizations, people have dynamic career and it is called Protean career. Protean career is the career changing based on the changes in interests, abilities and values of a person and based on the changes of work environment continuously (Noe et. al., 2011).

4.1. The Objective, Subjective and Organizational Interpretation of Career

The term career is considered from objective, subjective and organizational views. The objective interpretation of career refers to the measuring, observing achievements and identification as payment, promotion and position as recognized as the sign of career in different communities for a long time (Nicholson,2000). In objective interpretation, the focus is on career models as no hierarchy in which employees are moved from one position to another or from one level of job to another levels (Lahteenmaki,1995,29-30). In the subjective interpretation of career, job development is a professional learning process being created of the development of individual identity from individual job levels or inclinations. Here, the individual career development is of great importance. According to organizational interpretation, career is a process by which the organization revitalizes itself. From organizational view, the problem of career development is defined by defining that how the decisions of individual career are affected and the organization is at the true path and general competence is improved with the competition and renovation (Lahteenmaki,1995,37-38).

4.2. Review of Literature

Hassani and Saadat (2016) in a study evaluated the relationship between job enrichment, organizational commitment and job performance of employees of Melat bank of Mazandaran province. The study findings showed that there was a positive and significant relationship between job enrichment and organizational commitment of employees. In addition, job enrichment and organizational commitment of employees has a positive and significant relationship with their job performance.

Arizisamani and Barati (2015) in a study evaluated the direct and indirect effects of job and individual variables on career satisfaction. The results showed that EQ, action personality and job enrichment had

direct effect on career. The present study couldn't support the indirect effects as the employees defined their job low in terms of enrichment. In the present study, some recommendations are given to the future researchers to design an intermediary model and some recommendations are given to the organizations and managers to increase the satisfaction of career of employees. Malhotra PE, Singh MA (2016) in the study "Indirect impact of high performers on the career advancement of their subordinates" and it is a conceptual model to describe the indirect effect of high performers on the career advancement of their subordinates and found that the definite features verified by the high performers had no direct relationship with the career advancement of subordinates.

Guan et. al., (2015) evaluated the role of Perceived organizational career management and management adaptability of career in organizational turnover among the employees. The results showed that career adaptability had unique role in prediction of wage after the control of the effect of demographic variables and perception of organizational professional management.

5. STUDY METHODOLOGY: GROUNDED THEORY STRATEGY

In this study, it is attempted to design the outcomes of career management outcomes of employees of Meli bank of Iran and common methods were not used. One of the most important data in this study is the opinion of experts and elites as collected in the interview sessions. Based on the exclusion of information to interview and its dispersion and having categories, for the analysis of data and turning them to the applied information, we should use a method in which the comprehensiveness has high flexibility and grounded theory is used in this regard.

5.1. Collection Procedure and Data Interpretation

The study field is two parts. The first part is interview with the experts of bank including the experts and managers of bank in central main offices and five branches offices in Tehran city. In these offices, the places are selected as involved directly or indirectly in the formulation and implementation of human resources management and the section of interview is the experience of data collection in the first section and some of them are expressed with the local language with the experts of Universities and experts of management as expert in human resources field.

In this study, at first the theoretical sampling and then snowballing is used. According to Strauss and Corbin (1998), grounded theory applies theoretical sampling to maximize the opportunities of comparison of events and accidents by which the change of a category is achieved based on its features and dimensions. In this study, 24 interviews are made. The average time of interview is 23-70 min.

5.2. Data Coding

Open coding: The data analysis process starts with open coding. Open coding is an analytic process through which concepts are identified and their properties and dimensions are discovered in data (Strauss and Corbin (1998, p.101). Indeed, in open coding, the researchers attempt to name the events observed in the data and focus on the attributes leading to the uniqueness of these events. Generally, in the coding, 115 initial open code are recognized.

Axial coding: The aim of axial coding is the combination of the data as crushed in the open coding. In this stage, 23 categories are identified and the strategies are identified in the form of three dimensions.

5.3. Study Fit Method

The design of methodology and study design is as the suitable data are presented to evaluate the career management process of employees of Meli bank of Iran. Following Flint et. al., (2002), to evaluate the reliability of data and interpretations, a combination of applied criteria in evaluation of interpretive researches and methodology of grounded theory are used. Different interpretive criteria as credibility, transferability, dependability and confirmability are used and the grounded theory criteria include fit, understanding, generality and control (Strauss, al., & Corbin, 1998).

6. THE OUTCOMES OF CAREER PATH MANAGEMENT

Whenever there is action/interaction or a lack of it taken in response to an issue or a problem or to manage or maintain a certain situation, there are ranges of consequences, some of which might be intended and others not (Strauss, al., & Corbin, 1998:123).

The outcomes of this study include the organizational outcomes, individual outcomes and trans-organizational outcomes. The inductive path of formation of the outcomes of this study is shown in Figure 1.

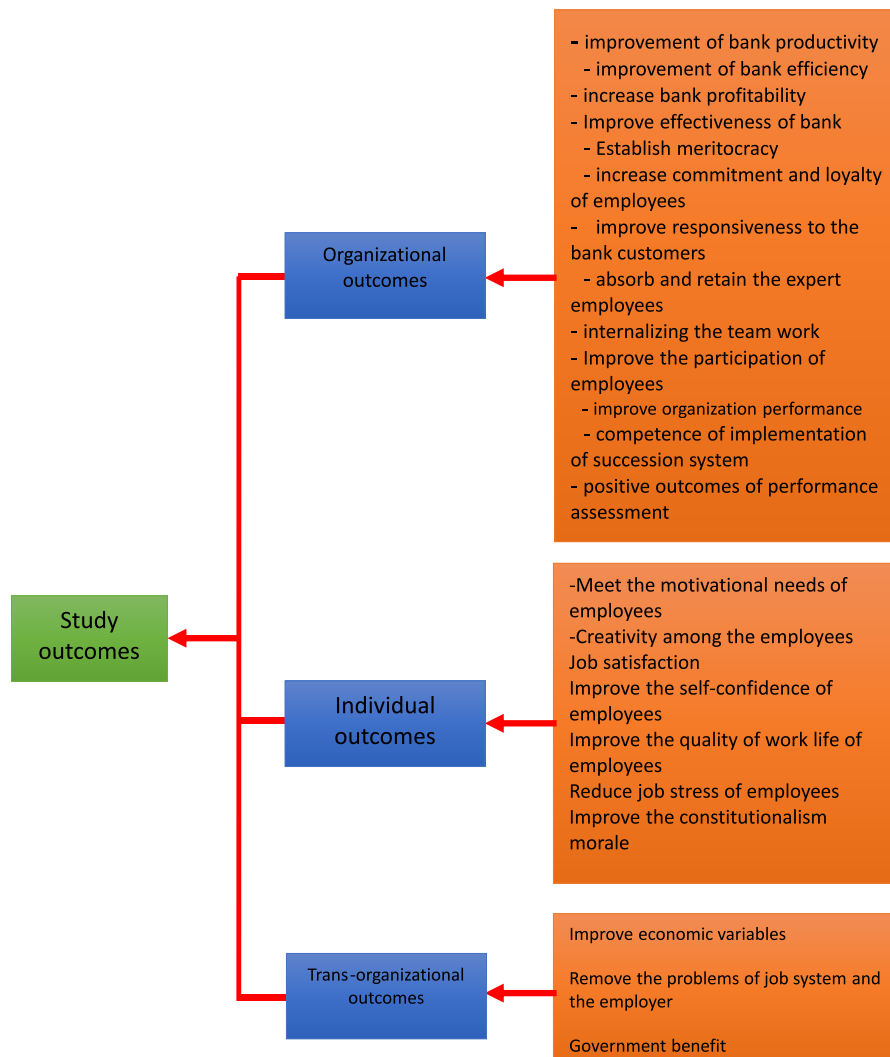


Figure 1: The inductive path of formation of outcomes of career advancement management

7. DISCUSSION AND CONCLUSION

The outcomes of using the mentioned strategies are classified in three dimensions of organizational, individual and trans-organization as shown in Figure 2.

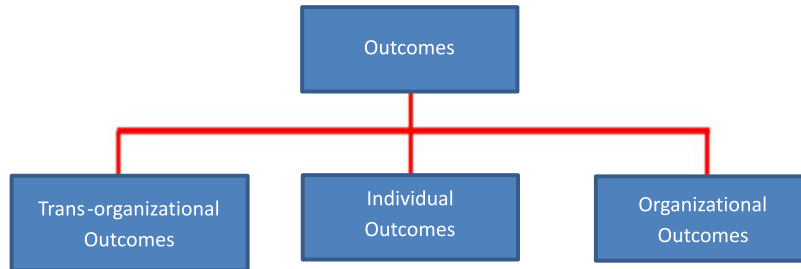


Figure 2: The outcomes of using career advancement management (study results)

6.1. Organizational Outcomes

The organizational outcomes of this study include the items “improve the bank productivity, improve efficiency of bank, increase profitability of bank, improve effectiveness of bank, justice and meritocracy, increase commitment and loyalty of employees to the bank, improve response to the customers of bank, absorption and retaining the expert employees, internalizing team work, improve the participation of employees in the bank affairs, improve the performance of organization, positive outcomes of performance evaluation and talent to implement the succession system.

Improve the bank productivity: One of the factors of reducing the productivity of employees is job stress. Normally, the employees are under great stresses as compressed plans of production, unpredicted repair, working in the shift, fatigue of working, life issues, etc. and their physical and mental power is reduced and their productivity is also reduced and intellectual productivity and creativity are reduced. There are various solutions to reduce work stress and a part of it is managed by a person and another part should be managed and controlled by organizational and structural aspects. Here, job rotation as structural can balance job stresses and human productivity is increased (Soltani, 2014, 48). Some of the concepts referred by the participants in the improvement of bank productivity are as: “Increase of productivity of productivity of employees via the effect of job vision of employees, organization productivity via job satisfaction, improvement of productivity of employees via consistency of a person with job, improvement of productivity of organization via considering the competence and one’s morale with the position, increase of productivity of employees via team work, productivity of employees and organization via management and suitable supervision, bank productivity via the recognition of talents of employees and using all these factors lead to the improvement of productivity of employees and organization productivity.

Improve the bank efficiency: In efficiency, people and organization attempt to perform appropriate task, it means that by efficiency, resources of organization are used better. The efficiency has close relationship with the process control and application of resources during the process implementation (Soltani, 2014, 34). The interviewees of this study consider the correct career planning, delegating responsibilities to employees, educational courses based on need assessment and stress management of employees as effective on the organization efficiency.

Increase of profitability of bank: As the philosophy of financial enterprises is based on profitability, Meli bank of Iran is not an exception. Based on the state-based of bank, the service providing and implementation of government policies are the priorities of bank. The bank performance is evaluated by the profitability and deposit absorption. The participants consider solving the problem of appointment of employees and formulation of vision of employees as important in the profitability of bank. A participant has stated that:” If the career management is performed in an organization, the bank moves to profitability and the government and the relevant policies are important and based on the satisfaction of job advancement, the behavior of employees with customers is improved.

Improve effectiveness of bank: The study interviewees consider the participation of employees and suitable behavior with them and delegating freedom to employees as effective on the effectiveness of organization. The interviewee No. 17 states that:” Involvement of employees in the team work can guide the organization to the progress and this leads to the effectiveness of organization and the modern organizations use this advantage for competition.

Establish justice and meritocracy: Defining career advancement of employees and job competence can lead to justice establishment in the appointing and any nepotism as mentioned in organizational barriers is avoided and this leads to the improvement of competent employees in the organizational positions. Defining the path of employees can lead to the canalization of affairs and it prevents nepotism and by competence, employees can achieve promotion. There is career in the bank but it is incomplete and it doesn't lead to motivation.

Increase of commitment and loyalty of employees to the bank: Organizational commitment indicates the dependence of the employee to a special organization and how are his desires and goals to keep his relationship with the organization. The leaders of human resources can improve the organizational commitment of employees via trust, creating mutual commitment, development of a positive psychological contract and using a good performance management system (Allame et. al., 2015, 28). The participants of study consider the concepts of “formulation of job vision, clarification of growth path in the organization, implementation of career planning, participative management style and fair power distribution as effective on the increase of commitment and loyalty of employees.

This part of study is consistent with the results of study of Hassani and Saadat (2016) as it was shown that job enrichment and organizational commitment of employees had positive and significant relationship. In addition, job enrichment and organizational commitment of employees had positive and significant relationship with their job performance.

Improvement of response to the bank customers: Anyone knows that customer satisfaction is one of the most important factors (if it is not the most important one) effective on the growth of business. This issue is of great importance to retain the employees. Simply, the employees who are satisfied with their job and company are much able to create satisfied customers. This issue is obvious form intuitional aspects but the researches in this regard have verified this correlation.

This reality was observed by Siersrobak who lost the capital and customers rapidly in 90s. According to the review journal of business of Harvard, one of the first works performed by the management team was a study including 800 stores and thousands of sale employees of the company. This study has evaluated the relationship between some important variables and found that:

- The negative attitude of employees and their behavior had adverse effect on Siers customer satisfaction.
- High job turnover in the company can reduce the customers' satisfaction and revenue of stores.
- The perception of employees of stores of their job and goals of strategy of company has direct relationship with their attitude and behavior.

This study concluded that the attitude of employees to their job and to Siers were weak and these weak attitudes created job behaviors reducing the customers satisfaction and sale revenues considerably (The selected book of Harvard University, 2013, 7). The retention of bank customers as mentioned by the managers of bank as “bank capital” plays the main role in the bank profitability. Thus, considering this issue is of great importance and participants believe that career of employees leads to the job satisfaction of employees and the satisfied employees behave well with the customers and the customers satisfaction is attracted. One of the participants states:” Career causes that the employees attempt for respecting the bank customers and welcome them well.

Retention of expert employees: One of the benefits of having career for the people outside organization is entering the organization and the organization with a good career vision can absorb the elites to outperform the competitors and stay in the organization with the career of good employees. One the interviewees states that: True career planning causes that the elite and experts employees stay in the organization and the growth causes that the organization can absorb talent people well.

Internalizing the team work: Job satisfaction of employees and stability of their relationship can lead to the internalizing of team work in the organization and both organization and employees can take benefit of this relationship. One of the interviewees states that: The organization management provides the condition in which people can use their creativity and the culture of teamwork should be created and this increases the stability among the employees and trust is increased and finally productivity and effectiveness are increased.

The improvement of condition of participation of employees in the bank affairs: The increase of commitment of employees and their participation in the bank affairs can adapt the employees with work and their participation is provided. One of the participants states that:” The important point is that the majority of management theorists state it and the results of stud y have proved it and the participation of employees is in goal setting and determine the organization visions. In case of participation, they are combined with work and the organization can achieve its goals.

Improve the organization performance: The participants believe that the majority of activities regarding the career of employees can lead to the improvement of organization performance. One of the participants considers career vision as effective on improving the organization brand. Based on the current condition, the crisis of survival is increased in the financial institutes. The profitability crisis is an important issue in the organization and individual and organizational benefits are combined together. The formulation of career vision is of great importance in the organization profitability and it is effective on improving the organization brand and the effect of this issue on the entire economy is obvious as Meli bank is an effective bank in the entire country, all the banks adapt their affairs with this bank.

Preparation to implement succession system: In the present competitive world, the organizations continuing their activity have the required planning for the future and they consider realistic prediction of

the future challenging events. We can not let the future events for the chance or achieve development with the trial and error. Succession planning is one of the most important solutions of organizations survival and it creates motivation for the staying of powerful forces in the organizations and increases of meritocracy and create healthy competitive environment in the organization space. Succession is affected by the company policies. The top managers or the managers at each level instead of promotion of employees prefer based on their potential talent and improve their friends and punish their enemies despite their talents (Yavarpour, Amindust, 2016). The participants believe that defining the job competence can facilitate succession and delegation of responsibility to their employees can prepare them for the positions in future. The participant states that:” A definite career can actualize the talents and identify it via organization and the organization has some volunteers to have the job positions.

Positive outcomes of performance: The participants believe that if the performance assessment is performed correctly in the organization, we can use their outcomes to improve the employees, assign reward and need assessment of education of employees. Even, performance assessment and interview of performance assessment are of great importance in the modification of performance of employees. The participant states in this regard:” The performance assessment of employees is of great importance and the managers should dedicate appropriate time for performance assessment and tell the problems to them and find a solution for it. In the assessment issue, the goal is the improvement of performance and productivity of organization and good feedbacks are given to the employees, one of the important items in promotion to the higher jobs in performance assessment can be defined. If the assessment is performed well, its output is one of the key points in appointing.

6.2. The Individual Outcomes

The individual outcomes of this study include meeting the motivational needs of employees, creativity among employees, job satisfaction, improve self-confidence of employees, improve the quality of work life of employees, and reduce the job stress of employees and improve the constitutionalism morale as explained later.

Meet the motivational needs of employees: The participants believe that the needs of employees are not provided only with the financial payment and their motivational needs are improved via the formulation of career, conceptualization of work via the design of career system and participative management.

Creativity among the employees: According to the participants, creativity among the employees is continued based on autonomy, practicality of career and the relevant satisfaction. One of them stated that :” If the career system and its correct management are planned well, this leads to the innovation and creativity and the organization performance is increased and the commitment and loyalty of employees is increased.

Job satisfaction: The higher the satisfaction of a person of organization, job, superior manager, growth opportunities, educational plans and organization wages, turnover is reduce and the regular monitoring of indices of employees satisfaction and improving these indices can be the effective predictive measurements about leaving the organization (Abolalayi, 2016. 94).

The participants believe that career planning of employees, increase of clarity of roles and holding comprehensive tests via the bank calls for the bank jobs can lead to the job satisfaction and happiness of

employees. One of the interviewees stated that: Brand of job satisfaction for employees is one of the results of design of job career and the costs created for career can return profit and profitability.

The results of study of Faraji et. al., (2008) show that all job features (except feedback) have positive effect on job satisfaction. Although the work environment needs renovation, we should consider that job features play important role in the change of satisfaction of employees. Thus, this part of study is consistent with it.

Improving self-confidence of employees: Based on the view of interviewees, delegation of responsibility consistent with the abilities, delegating the responsibility to employees and suitable behavior with them can improve self-confidence of employees.

Improve the work life quality of employees: According to the participants, feeling good and enjoyment with the career design and the effect of job promotion of employees in materialistic benefits and balance between the work and life can lead to the improvement of quality of work life of employees.

Reduction of job stress of employees: According to the interviewees, career design and defining progress vision of employees and using new service providing systems can lead to the reduction of job stress of employees.

Improve constitutionalism morale: According to the participants, justice leads to the advancement of employees and career leads to the constitutionalism of employees. According to one of the participants: Career planning can determining career of employees can lead to the constitutionalism of employees via justice in career and can increase growth opportunities as fair for all employees.

6.3. Trans-organizational Outcomes

Transorganizational outcomes of this study include the improvement of economic variables, meet the shortcomings of job and government benefits.

Improve economic variables: According to the participants, based on the importance of Meli bank in the country, if the employees of this bank have job satisfaction, this has great impact on economic trends of country. Job satisfaction of employees is based on the job vision and career. According to one of the participants: As Meli bank is one of the greatest banks in the country, it plays an important role in the economic stability. Having satisfied employees besides the effect of economic growth has positive role on the mental comfort of society as there are many visitors during the day.

Removal of the shortcomings of job system: Based on the problems of state bank employment system and wage system based on the score of “job” and “employee”, in case of the removal of the problem of improving the employees of bank system, the benefits are used.

The government benefits: According to the participants of this study, the important component of government in economy and economic policies of government in the bank system is Meli bank of Iran. Thus, career of employee leads to the commitment of employees and the government policies are facilitated. According to one of the interviewees: career and advancement vision leads to the increase of commitment in employees and the society and government should follow their economic strategies in different economic sectors with the satisfied employees easily based on the influence of Meli bank on the entire country.

Note: This paper is not based on the opinion of Meli Bank of Iran.

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