

CAREER DEVELOPMENT IMPORTANCE OF JOB SATISFACTION AND CAREER COMMITMENT OF EMPLOYEES IN BANKING SECTOR AT THANJAVUR, TAMIL NADU

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Abstract- The idea of strengthening human capital to starting ability, business soul, and advancement through getting ready the careers of institutional member's exploitation HRM policies and ways to develop totally different skills, mindsets, and experience with the final word aim to produce a spread of innovative product and services is gaining attention. The general perspective for the analysis study was to get the results and outcomes of skilled growth initiatives for firms and workers. The survey is conducted to gather knowledge from the Banking sector in the national capital and therefore the sample elect is of 5 major personal banks. The info area unit analyzed by exploitation SPSS and Amos to certify the model and propositions created by the research worker. Organizations invest resources in professional growth varieties of actions in recruiting, there tends to be less investment in similar varieties of actions for employee retention. This paper examines the link between professional preparation and professional control as antecedents of professional growth and job fulfilment, and professional dedication as its outcome. There is a significant link between the factors of the profession, preparing and professional control, and professional growth, and in turn, with job fulfillment and professional dedication. The paper converses about the significances of these conclusions for career development.

Index Terms- Career Planning, Career Management, Career development, Job satisfaction

I. INTRODUCTION

The globalized world of business goes through unmatched modification. An organization managing during these difficult company surroundings is frequently concerned with reorientation and curtailment procedures, aiding mergers and products, and adopting technical enhancements to take care of the ability demands of globalization (Callanan & Godshalk 2000, Shapiro, Appelbaum, Ayre 2002, Baruch 2004). These changes at the structure level have raised the worth of handling people at perform, and especially, the design and handling of their careers (Baruch 2004). Probably, people are the foremost effective resource in fashionable organizations, and providing them with a durable constant profession may be a win-win scenario for each organization and its employees.

In this perspective, a 'career' has been delineating as an extended-term procedure created of a sequence of actions and relevant behaviour or behaviour that manifest itself in a very person's it's

additionally thought of as: a routine of activity relevant encounters, like job roles, tasks responsibilities or actions, perform relevant decisions; and extremely subjective understanding of activity relevant events, like work aspirations, objectives, principles, needs, and feelings regarding specific perform encounters, that amount the course of somebody's life-style (Greenhaus, et al. 2000). Clearly, a profession isn't simply employment, however grows around a procedure; a mentality, behavior, and a scenario in a personal perform lifestyle to realize set profession goals. Baruch (2004) points out that the profession is that the property of individuals, except for the applied, it's organizations that will plane to handle employee careers. However, throughout the previous few years the concept those individuals also are responsible to serve and develop their own careers, rather than creating it entirely to the corporate to Hence, skilled management desires effort from each organization additionally as individuals so as to produce obtains the foremost for each. Career development may be about the expansion of staff that's valuable to each individual and company and is a difficult procedure.

The ideas around the difficult profession growth procedure appeared within the nineteen fifties in work. Within the last fifty years, major skilled growth theories and ways were designed, examined, and thus, delineate (Farren & Kaye 1986, Leibowitz, Herr 2001). Farren and Kaye (1986) deal that skilled growth includes organizing formalized, organized effort to realize stability between the person's profession needs, and also the organization's force specifications. Profession issues, configurations, and communities, and in line with Herr (2001), within the growing world of this and also the future, the ways of skilled growth square measure being pushed to seek out new paradigms and new medical angles. Herr (2001) recommended that this trend was really happening because the natural anticipating the waves within the difficult international business surroundings was increasingly impacting personal skilled selection. Moreover, Herr made public that these days there was a relief on the works of skilled behavior with oral communication on however it is accustomed to guiding organized programs of skilled treatments and, eventually, to impact structure potency.

Naturally, with correct skilled preparation and skilled management, personal wishes to get the results of such investment by obtaining skilled growth. Per McDaniels and Gysbers (1992),

skilled growth is that the total constellation of psychological, social science, academic, physical, economic, and probability factors that merge to shape the profession of any given person over a time period. Callanan and Godshalk (2000) indicate that professional growth may be a continuous method by which individuals succeed through a sequence of levels, every of that is classified by a comparatively distinctive set of issues, styles, and comes. Hall and Associates (1986) verify professional growth because the results originating from the connections of non-public profession making ready and institutional profession management procedures. This idea of career coming up with and growth initiatives promoting organizational potency depends on the organization's ability to move staff from a conventional routine of anticipations to at least one of improved liability for his or her own skilled growth and growth (Martin, Romero, Valle & Dolan 2001). A well-designed professional growth system permits organizations to faucet their success in the house the ability for employees and promoting by connected the talents, experience, and aspirations of individuals to the requirements of the organizations.

Moreover, it permits them to form suggested selections around settlement and sequence getting ready to draw in, maintain and encourage the staff, resulting in a a lot of concerned and effective employee (Thite 2001, Kapel & Shepherd 2004, Kaye 2005). What is more, skilled growth should be a continual system connected with the organization's time unit (human resource) elements and not a one-time occasion (Leibowitz, et al.1988). These arguments regarding nexus between the corporate and also the person in shaping and keeping a reparable professional growth method involve theorizing and examining the antecedents and results of skilled growth methods across completely different things.

II. REVIEW OF LITERATURE

Sobia Shujaat, et.al (2013) It is couched that employees' job satisfaction is dependent on career development opportunities in their respective organizations in the banking sector. It can be generally concluded that banking sector in Karachi is providing career development opportunities. Employees agreed they may leave their organization if they feel lack of career development activities. Private Banking sectors are practicing all career development activities as they want to increase employee's job satisfaction which ultimately leads to higher work efficiency and productivity. The study finds high efforts by management to attain satisfy and attract existed employees. The importance of this study can be viewed by two dimensions: theoretical contribution and practical implications. Theoretically: this study fills gap in the literature: that is exploring impact of career development on workforce satisfaction in private banks in Karachi. Therefore the findings of this study would be added to the literature as it could help to the researchers for future studies. Practically: this study would help the policy makers in the banking sector to design career development programs to increase employee job satisfaction".

Jae Seung Moon (2016), to determine the importance of career management behavior (CMB) for organizational outcomes, this study investigated the impact of CMB and organizational support

for career development (OSCD) on subjective career success (SCS) and eventually on organizational commitment. Based on survey data from 355 employees of large Korean manufacturing firms, we found that both CMB and OSCD were positively associated with SCS. The results show that SCS positively affects organizational commitment and positively mediates both the relationship between CMB and organizational commitment and the relationship between OSCD and organizational commitment. Our findings imply that employee career success, which is affected by individual and organizational efforts, contributes to the outcomes of the organization in which employees are embedded.

Sahwitri Triandani (2015), "On the hypothesis can be seen that simultaneously, career paths and career planning is not significantly affect the employee's career development Pekanbaru Penitentiary. Partially influential career planning is more dominant than the career path. This means that career planning is more decisive variable in improving employee career development. Office parties should be able to make a career of planning ripe for every employee and should facilitate, simplify and provide accurate information so that each employee can be developing his career as optimally".

Dr. K. V. Rama Murthy (2017) this study would understand the conclusion of "Career Planning & Development was perceived to be one of the most important HRD Sub Systems. Career growth and development needs a consciously planned effort on the part of the individual careerist and the same cannot be left to chance. There should be a balanced compromise between organizational need and individual need. Total insensitiveness to individual preference gives rise to frustration at some point of time, which as a consequence has a real damaging effect on the organization growth itself. APGVB should have a system, whereby the training needs of an employee are identified and are duly fulfilled at every stage of career growth. (ii) The career path should be very clear and visible. (iii) Promotion policies should be transparent. (iv) Premium on good performance in the matter of promotions / placements, etc. There must be a clearly defined system of succession planning and career growth planning in banks".

Prof. Adewoye, Jonathan Oyerinde (2017), the research findings indicate that career advancement exert a great influence on the operations of deposit money banks in Nigeria. These confirm that career advancement is one of the strategies that can be adopted for the attainment of organizational effectiveness on sustainable bases. It was revealed that the independent variables jointly and relatively contributed to organizational effectiveness. This implies that career advancement has positive and significant effect on the effectiveness of organization in the Nigerian deposit money banks. This study, therefore, concluded that a combination of employee motivation strategies can bring about increase in productivity, employee retention, growth in revenue, improved market share capital and increase in return on investment in the Nigeria banking industry.

Kumar, V., Manonmani, A. and Kumar, V. (2018) this survey has concludes that the partial effect of "employees' opinion towards career plans and development on satisfaction of the employees towards career planning and development, holds the other

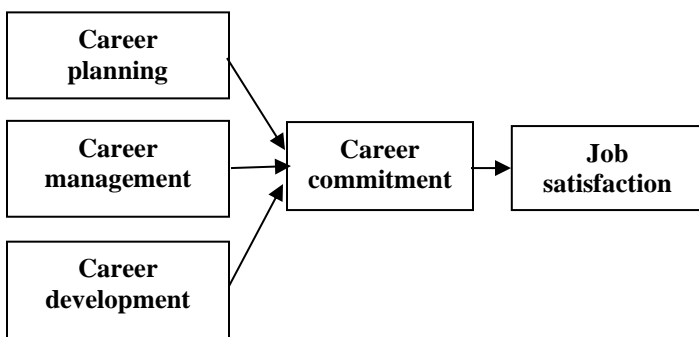
variables as constant. The estimated positive sign implies that such effect is positive that satisfaction of the employees towards career planning and development would increase for every unit increase about employee's opinion towards career planning and development and this is significant. In addition, the findings confirm that the model fit is absolutely suitable for this analysis".

Raji Iype (2019) this study was concluded that "Career Planning & Development was perceived to be one of the most important Human Resource Management Practices. Career growth and development needs a consciously planned effort on the part of the individual careerist and the same cannot be left to chance. There should be a balanced compromise between organizational need and individual need. Total insensitiveness to individual preference gives rise to frustration at some point of time, which as a consequence has a real damaging effect on the organization growth itself".

III. CONCEPTUAL FRAMEWORK

Figure 1 provides the abstract model illustrating the relationships of the variables. It demonstrates that planning of career and management of career, two primary separate factors, and cause skilled growth. Career growth, in turn, links with the two outcome factors of job fulfillment and skilled dedication. In other words, the hypothesis is that the event of career is the entire encompassing variable illustrating the association of profession getting ready and skilled management on the satisfaction of the work and skilled dedication. The subsequent explanation provides a close clarification of the ideas.

Figure – 1: A Conceptual Model of Career Development



IV. RESEARCH METHODOLOGY

Research Design

This research study is aimed to seek out the impact of career planning and management on the career development of the employees working within the banking sector of Thanjavur District, Tamil Nadu. This study may be a cross-sectional and hypothetic approach study. These studies further endeavours to seek out the career development impact on the job satisfaction and career commitment of the employees within the banking system.

Sample Respondents

The sample is chosen from the population through the random stratified sampling and data was collected from the highest and middle management of five private banks of Thanjavur District, Tamil Nadu. A self-explanatory questionnaire is employed to gather data from the respondents.

Procedure and Analysis

The questionnaire for the survey was self-governed and in-person disseminated by the researcher among the respondents for the study. One questionnaire was given to every of the respondents in keeping with the extent and nature of information and data required for this study. Researchers endowed with indispensable support to respondents in making technicalities understandable in answering the questions. For analysis of information quantitative tools and techniques, Statistical Package for Social Sciences (SPSS) and AMOS is used for the info analysis.

Measures and Instruments

The respondents provided perceptual information about the existence of career planning, the setting of career goals, and therefore the importance of career planning within the career development process. The questions went to assess this variable were adapted from King (1999), Gould (1979), and therefore the reliability estimate of the 27 items was 0.874. "Career management practices were assessed by adapting measurement scales from Chen, Chang, and Yeh (2004), and Chay and Bruvold (2003)". The intervening variable assessed both the importance of career development to the respondents, and whether career planning and career management were important elements to achieve career development. The questions were developed by adapting from Coachline's. An adaptation of questions from the task "Diagnostic Survey, as developed by Hackman and Oldham (1980), assessed job satisfaction. An adaptation of the eight items from the work of Chay and Bruvold (2003), and Colarelli and Bishop (1990)" assessed career commitment. The respondents were asked to articulate their judgments employing a five-point Likert scale starting from strongly disagreed (1) strongly agreed (5).

V. RESULTS AND FINDINGS

Table 1 shows the inner consistency and reliability of the variables. This analysis estimates to confirm consistency and stability of information (Cavana, Delahaye & Sekaran 2001). Cronbach's coefficient alpha, which measures how well the variables positively relate to at least one another, was generated by using SPSS software. The information collected from the respondents of the aforementioned entities doesn't have any missing values in it and data is normal because the skewness and kurtosis are within the prescribed range of +2. Data taken from the respondents is gone through the normality test of checking mean and variance. The reliability is measured by calculating Cronbach Alpha and also the value ranges from .6 to .9 because the value near .7 to .8 the reliability is taken into account as at goodness level. The values within the lower table show the values fall within the prescribed range and having strong internal consistency with the things to be measured.

Table – 1
Reliability of variables

Variables	Cronbatch Alpha	No. of items
Career planning	.874	5
Career management	.784	6
Career development	.782	5
Job satisfaction	.791	5

Source: Output generated from SPSS 20

Conceptual model fit for employee's career development an essential of job satisfaction and career commitment in banking sector at Thanjavur district by using structural equation model

A structural equation model implies a structure of the covariance matrix of the measures (hence an alternative name for this field, "analysis of covariance structures"). Once the model's parameters have been estimated, the resulting model-implied covariance matrix can then be compared to an empirical or data-based covariance matrix. If the two matrices are consistent with one another, then the structural equation model can be considered a plausible explanation for relations between the measures.

The variables used in the structural equation model are

Observed, endogenous variables

1. Career Commitment
2. Job Satisfaction

Unobserved, exogenous variables

1. Error 1
2. Error 2

Table – 2

Summary of the variables used for the analysis

Number of variables in your model	7
Number of observed variables	5
Number of unobserved variables	2
Number of exogenous variables	5
Number of endogenous variables	2

Source: Output generated from Amos 20.

Table – 3

Regression weights for Structural Equation Model

Regression weights	Estimate	S.E.	C.R.	P
Career Commitment <--- Career Planning	-.017	.044	-.395	.693
Career Commitment <--- Career Development	.159	.051	3.618	***
Career Commitment <--- Career Management	-.013	.044	-.263	.792
Job Satisfaction <--- Career Commitment	.420	.297	1.285	.199

Source: Output generated from Amos 20

Figure – 2

Structural equation model for Standardized estimates

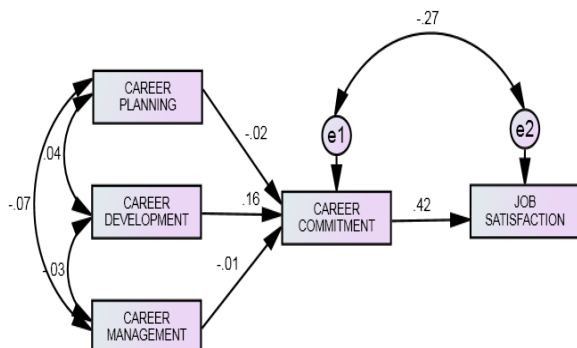
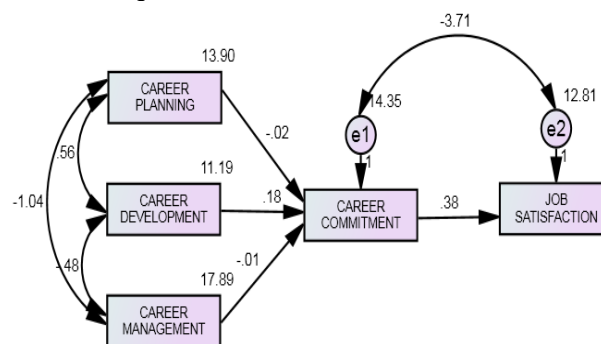


Figure – 3

Structural equation model for Unstandardized estimates



When Career Planning goes up by 1 standard deviation, Career Commitment goes down by 0.017 standard deviations. The probability of getting a critical ratio as large as 0.395 in absolute value is .693. In other words, the regression weight for Career Planning in the prediction of Career Commitment is not significantly different from zero at the 0.05 level (two-tailed). The regression weight estimate, -.017, has a standard error of about .044. Here the coefficient of career planning is 0.017 represents the partial effect of career planning on career commitment, holding the other variables as constant. The estimated positive sign implies that such effect is positive that Challenges career commitment would decrease by 0.017 for every unit increase career planning and this coefficient value is significant at 5% level.

When Career development goes up by 1 standard deviation, Career commitment goes up by 0.159 standard deviations. The probability of getting a critical ratio as large as 3.618 in absolute value is less than 0.001. In other words, the regression weight for Career development in the prediction of Career commitment is significantly different from zero at the 0.001 level (two-tailed). The regression weight estimate, .183, has a standard error of about .051. Here the coefficient of Career development is 0.159 represents the partial effect of Career development on Career Commitment, holding the other variables as constant. The estimated positive sign implies that such effect is positive that career commitment would increase by 0.159 for every unit increase Career development and this coefficient value is significant at 5% level.

When Career management goes up by 1 standard deviation, Career Commitment goes down by - 0.013 standard deviations. The probability of getting a critical ratio as large as 0.263 in absolute value is .792. In other words, the regression weight for Career Management in the prediction of Career Commitment is not significantly different from zero at the 0.05 level (two-tailed). The regression weight estimate, -.012, has a standard error of about .044. Here the coefficient of Career management is - 0.013 represents the partial effect of Career management on Career Commitment, holding the other variables as constant. The estimated positive sign implies that such effect is positive that career commitment would decrease by 0.013 for every unit increase Career management and this coefficient value is significant at 5% level.

When Career Commitment goes up by 1 standard deviation, Job Satisfaction goes up by 0.42 standard deviations. The probability of getting a critical ratio as large as 1.285 in absolute value is .199. In other words, the regression weight for Career Commitment in the prediction of Job Satisfaction is not significantly different from zero at the 0.05 level (two-tailed). The regression weight estimate, .381, has a standard error of about .297. Here the coefficient of Career commitment is 0.042 represents the partial effect of Career Commitment on Job Satisfaction, holding the other variables as constant. The estimated positive sign implies that such effect is positive that career commitment would increase by 0.042 for every unit increase Career development and this coefficient value is significant at 5% level.

Table - 4

Model Fit Summary for employee's career development an essential of job satisfaction and career commitment employees in banking sector

Chi-square value	3.277
Degree of freedom	2
P Value	.194
CMIN	1.638
GFI	.997
AGFI	.980
CFI	.940
NFI	.895
RMR	.297
RMSEA	.086

Source: Output generated from Amos 20.

From the above table it is found that the calculated P value is 0.194 which is less than 0.05 which indicates the model is not fit. But in case of failure in P- value, CMIN value is 1.638, which is greater than 0.05, it indicates the model is fit. Here GFI (Goodness of Fit Index) value and AGFI (Adjusted Goodness of Fit Index) value is greater than 0.980 which represent it is a good fit. The calculated CFI (Comparative Fit Index) value is 0.940 which means that it is a perfectly fit and also it is found that RMR (Root Mean Square Residuals) and RMSEA (Root Mean Square Error of Approximation) value is 0.086 which is very close to than 0.10 which indicated it is perfectly fit.

VI. RECOMMENDATIONS AND CONCLUSION

The analysis by experiment and inaccuracy examined the results of two antecedents and two outcomes of the career of a development. Significantly, the analysis tested the speculation that coming up with planning and management of career were the antecedents of development of career, and evaluated the factors of satisfaction of job and commitment for a career as outcomes of the development of career. The analysis outcomes reveal that each antecedent factor has an impact on the development of a career. The conclusions exposed that the everyday living of development of career encompasses a direct impact on the accomplishment of satisfaction of job and career dedication. Jointly, these outcomes establish that the factors employed in the abstract model are factors that make to the accomplishment of the development of a career.

Overall, the conclusions have significance within the field of development of careers. A task to the event of the career business to makes the case for the efficiency of development of career applications and solutions. Whereas rather more remains to be done, this method of research has confirmed that the development of career applications for applied employees advantages each worker and therefore the organization with relation to maintaining valuable employees and rising performance fulfilment. Take into account a tax motivation on to firms and/or applied people for finishing an expert growth system at regular durations.

Developing new ability analysis and Development (supplement current profession and employment services), each applied and idle. Such Centres and/or solutions would be developed supported growing skills growth wants within the economy, providing support in performance modification things and advertising multiplied employability. This study examined the antecedents and a result of the development of a career comes. For the antecedents of contribution within the development of career action, and structure the current learning style was shown to own a substantial reference to the contribution of the it's recommended that organizations have to be compelled to produce Associate in nursing current learning style so as to encourage employees to sign in within the development of career. Then, individual factors like sensible character and skilled dedication have a substantial reference to employees' contribution in growth action within which skilled dedication mediates the affiliation of current learning style and sensible character with the contribution in growth action.

Employment characteristic was to be impertinent to contribute to growth action. For the results of contribution in growth action, taking part in growth action impertinent to perceived employability and skilled satisfaction. Career dedication mediates the affiliation of current learning culture and sensible character with employees' contribution to growth action. This recommended that skilled dedication motivates employees to sign in growth action. "Career" gets a considerable place in employees' minds once they are deciding to sign in growth action or not. Employee's agency involves growth action might regard growth action as a tool for them to create advancement in their profession. This study contributed to the present worker's growth literature by examining some attainable results of employees' leads to the development of a career comes. Contrary to our prediction, the two indicators of psychologically skilled success were impertinent to contribute to growth action. One essential connotation is that the style of the development of a career model.

The analysis conclusions advocate that the forecast of a positive association of coming up with career and management of career with the development of career is critical. This analysis facilitates the operating style of the structure development of a career called for by Hall and Affiliates (1986). Multivariate analysis shows a lot of powerful affiliation between skilled preparation and development of a career as compared to the affiliation between skilled management and skilled growth. The analysis sample conclusions advocate that skilled coming up with is comparatively a lot of essential than the management of a career in achieving the development of a career.

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