

## Impact of Individual Career Planning On Employee Career Development: A Study of Banking Sector of Karachi.

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### ABSTRACT

*Hyper competition and forthcoming challenges are need of emerging economies. The notion of empowering the human resource capital appears to be the basic requirement of globalizing economies, therefore adequate planning of careers tends to pave a secure path. Moreover, employee career development is equally significant for both the employer and employee. In order to be successful an organization must ensure timely development of its personnel in accordance with timely governed changes. Contemporarily succession planning has resulted as a significant postulate of career developmental practices. This paper enquires the influence of individual career planning on employee career development particularly. The banking sector of Karachi was considered as the target market. SPSS correlational and linear regression analysis was considered to study the statistical characteristics. A sample of 190 participants was brought under consideration which elaborated an insignificant relationship amongst both the variables. Moreover, discussion and testimonials were made in order to advocate the evidence.*

**Key Words:** Career, Career Development, Self-Assessment, Career Mapping, Self-Development, Succession Planning, Career Planning

### 1- INTRODUCTION

The contemporary studies of human resource management have emphasized upon the development of human capital. Organizations in order to strive towards success need to develop a highly competitive workforce. As the economies are globalizing the standards have been raised too high which results in immense stress and constraints, therefore in order to be competitive it had become essential to be prepared and proactive while thriving through change.

Banks are recommended as the most significant financial institutions across the globe known for their vivid contributions in the economies of countries. Banking sectors are responsible of exchange of interest, commodities, policies and money. Pakistan's banking industry has an enormous potential which had indeed resulted in stabilized economic growth and adequate revenue generation. In the past decade, banking sector of Pakistan had made some remarkable achievements. Islamic Banking had also become a mutual trait in most of the banks operating in Pakistan, there are five banks which are firmly practicing Islamic Banking including Bank Islami, Dubai Islamic Bank, Albaraka Bank, Meezan Bank and Burj Bank. First Women Bank Limited, The Bank of Khyber, National Bank of Pakistan, The Bank of Punjab and Sindh Bank Limited are the public sector banks operating in Pakistan. Other than those 28 banks are operating in Pakistan which includes six foreign banks, some well-known banks in the private sector includes Habib Bank, Faysal Bank, MCB, and Standard Chartered etc. The reason behind choosing banking sector as the target market in this research is that, banking sector of Pakistan may be considered as the only sector practicing Human Resource most actively.

Career used to be a hierarchal concept but now as a result of contemporary studies it had become evolutionary and procedural, and had indeed resulted as a lifelong process. A career encompasses of the learning and development opportunities an individual endeavors in his life. A career governs certain set of related activities, attributes and attitudes as particular (Hall & associates, 1986). The globalized economies have resulted in valuable expertise and competence development. In order to be successful organizations have emphasized their efforts on acquiring the competitive edge in turbulent business environments, as a result of contemporary analysis the development of human capital is considered to be the most significant asset of emerging organizations. (Brundage & Koziel, 2011) Postulates that in order to attain career growth and develop competence individuals needs to advance their careers within the organization. This gives a rise to adequate career planning.

The opportunities an individual may encounter, the aspiration and the future needs of an individual are identified under career planning. Career planning provides an individual with an insight of the career path he may pursue. Career planning is a strategic process which encompasses of career goal settings, alignment of

career goals, exploration of future opportunities and evaluation of performance deliverables. Career Planning is a cumulative responsibility of individuals and organizations. Individuals should identify their abilities and aspirations and should strive towards learning in order to bridge performance gaps, whereas organizations should emphasize over adequate counselling and should provide training opportunities to the workforce in order to develop their careers and ensure performance effectiveness.

Individual career planning deals with personal understanding of an individual regarding his current and desired state in order to attain career success. Individual career planning includes self-assessment of an individual, goal setting and mapping of an individual's career and self-development an individual undergoes in order to ensure career success and performance effectiveness. Motivation appears to be a catalyst in individual career planning, Maslow's theory of needs may help understand individual career planning effectively. Individual's growth is somehow derived by the aspiration of need an individual possess. The career development and planning certainly caters the self-actualization need more specifically which includes awareness regarding sense of reality, realization of gaps in performance and remedies to bridge those gaps, reliance on self, resiliency towards learning, developing throughout and acquiring the summit of success and effective performance after surpassing the mentioned constrains. However a significant tenet of Maslow's system is that individuals are unlikely to progress to higher level preoccupations if they are uncertain towards satisfaction of the basic needs. Self-assessment identifies traits an individual possess, it assess the gaps where an individual may improve, self-assessments gives an insight regarding a personality an individual possess that can be determined by tools as Myers Briggs type indicator. This may help individuals in choosing their careers wisely. Self-assessment also outlines individual interests and values an individual possess. In order to be structured gap grids are initiated which are as follows.

**Gaps Grid**

<b>Where You Are?</b>	<b>Where You Want to go?</b>	
<b>ABILITIES</b> <b>How you see yourself</b>	<b>GOALS AND VALUES</b> <b>What matters to you</b>	<b>Your View</b>

Various paradigm shifts have been identified in past few decades, a variety of career options have been resulted. Innovative areas have emerged as career options therefore an adequate understanding regarding making a career choice is very essential. This can be done by career counselling and self-realization.

Career Mapping provides individuals with an outlook regarding the contributions they may make in order to be advanced and developed within the organization. Career maps are highly influenced by the type of the organizations. As Large and Medium sized organizations have a relatively higher score of career development as compared to Small sized organizations. Career maps help the individuals to identify future goals and career paths. It specifies levels of advancements and development needed to attain different levels of advancements. Career maps somehow shifts the responsibility from organization to individuals. Career mapping is encircled around the competencies an individual needs to develop in order to pursue towards career growth.

Self-Development has eventually have become the need of turbulent business environments. Individuals are becoming responsible for navigating their own way following their prescribed career paths for achieving performance effectiveness and success. Career resilience and positive self-esteem have resulted as adolescents of self-development. Self-development is a proactive measure individuals have adopted in the present era of immense competitive economies. Persistent self-efforts regarding learning and development in order to be competitive and compatible towards the demand of the business opportunities and challenges comes under the domain of self-development.

**Career Development**

The paradigm shifts in business processes and global economies have embraced the concept of career and have placed the emphasis upon its development in order to ensure organizational success. Individual's aspirations and preferences changes gradually, similarly does the needs of organizations adapting the global, economic and social changes. Career development help people acknowledge the gaps and enable them to develop skills in order to thrive through the times of change. Career development possesses both individual and organizational perspectives. The individual domain incorporates a wide range of activities related to career planning and decision making, whereas the organization prospect entails effective practices of human resource management. The proactive planning and implementation of actions towards persuasion of career goals is part of career development. Career development deals with the management of intra-organizational or inter-organizational scenario. It also includes trainings and career alternatives available as per the requirement of circumstances. Career development mainly focuses on aligning individual and organizational career goals. Career development now is presently considered as one of the most common practice experienced in the business market. Career development is espoused by top management of an organization which reflects up to what extent an organization is ready to invest in its human resource. Recent studies have revealed that career development is one of the root causes of employee retention. In this study, career development will be studied in context of career planning.

### **1.1- Problem Statement:**

Contemporary researches have revealed the significance of developed human capital in past few decades, however in order to be competitive organizations needs to maintain a developed human capital. Therefore it's essential to develop a sense of agility towards learning which would eventually result from career planning. In order to be successful organizations needs to evaluate the relationship amongst individual career planning and career development. Therefore this study emphasizes over the investigation of the impact of individual career planning over career development in banking sector of the metropolitan city of Karachi.

### **1.2- Research Questions:**

- How does individual career planning affect the employee career development?
- What is the impact of self-assessment of employee on his career development?
- How does career mapping influence the career development of employee?
- How does self-development put impact on career development of employees?

### **Scope of Study**

Banking sector is considered as one of the most evolutionary sectors of the industry. Banking sector incurs a great impact over the economy of Pakistan. The scope of the study lies in examining the significance of career development in the present era of globalizing economies, and its relationship with individual career planning. However the study is merely encircled around the banking industry of Karachi.

### **1.4- Objective of the Study**

- To identify the impact of individual career planning on the career development of employee.
- To study the effect of self-assessment on employee career development.
- To study the impact of career mapping on employee career development.
- To identify the significance of self-development on career development of employees.

### **1.5- Limitations**

This study has identified a few limitations which are acknowledged as follows:

- In order to examine the pace of career development adequately this study was limited to "Banking Sector" firmly. As Human Resource Development is considered as an active domain of the Banking Industry.
- The most significant constraint for this study was time since it is an academic research. A particular time frame was prescribed.
- The sample size of the research was small and limited to customers living in the city of Karachi only due to limited span of time.
- Due to limited span of time organizational cultures were not merely focused.

- Organizational and individual career planning both incurs an impact over career development. But this study is specifically encircled around individual career planning.

The study emphasizes on individuals who chose their respective careers themselves whereas the individuals pursuing career which are not of their choice are somehow neglected.

### **1.6- Significance of the Study**

The banking industry of Pakistan has eventually proved itself to be an asset for the economy despite of the social and economic challenges. Human resource development is identified as an active practice in banking industry of Pakistan presently. Persistent efforts have been made in order to develop human capital and ensure organization success. This study provides an insight regarding the effectiveness of individual career planning on career development. For growth of any organization it is essential to ensure the career development of employees of an organization. Therefore through this study, individuals and organizations may evaluate factors that may incur an impact over their future growth opportunities in order to maintain a competitive edge by developing high potential human capital and ensuring organizational success. Whereas this study may result as a pre-requisite for understanding organizational career planning and career management as well.

## **2- LITERATURE REVIEW**

A career refers to the set of activities an individual performs in congruence with an occupation throughout a lifetime. Cohesively a career includes experiences, responsibilities and knowledge an individual possess and contributes while performing respective employment. Careers are considered to be subjective and objective both. With reference to the career theory subjective careers are intrinsic in nature whereas objective careers are extrinsic. An insight of an individual regarding his accomplishments and the level of satisfaction acquired in light of his experiences on the job, over the span of time is known as the career success. The contemporary researches have proven that the paradigm shifts have encouraged the concept of boundary less careers that indicates the independence of the employer at a whole (ARTHUR, KHAPOVA, and, & WILDEROM, 2005).

A sense of observation, judgement or one's own reaction regarding the achievements and goals acquired with respect to the efforts made by an individual is merely known as the self-assessment.(Ross, 2006) Have discussed self-assessment in the context of students and teachers. In which, self-assessment is considered as a reliable source of examining the performance of an individual, while the validity of self-assessments varies as per the prescribed criteria. Yet self-assessments are considered to be initiators of self-efficacy and intrinsic motivation.

Career programs are initiated as an effort by organizations to align employee interests and capabilities with organizational opportunities. Career programs provide employees with clear career paths in order to achieve successful careers. (Osman & Ismail, 2014) Proposed that career planning and career management are two salient features of career programs. Career planning deals with the activities identifying available opportunities for employees in organizations and includes tools enhancing employee performances, whereas career management involves the alignment of organizational changes with career program activities. This cross-sectional research was carried out in a military based university in Malaysia. The survey was done amongst a population of 200 amongst which 30 participants were part of the pilot study. Cronbach's Alpha and Pearson Correlation Analysis helped to conclude that career management is an encouraging predictor of job satisfaction and career commitment unlike career planning. The paper also outlined that adequate training, effective communication and participative decision making may contribute in enhanced employee performance and retention at a whole.

(Rande, Rahawarin, Jamaluddin, & Zacharias) Studied the impact of individual career planning and organizational career planning on career development. Career development refers to the cumulative efforts by individuals and organizations in persuasion of a successful career. Career development requires adequate alignment of individuals and organizations goals at particular. This empirical study was carried out amongst the employees of regional secretariat of Samarinda. A population of 241 employees was assessed and SPSS was used to evaluate the results of the survey. Career counseling, career mapping and performance appraisal were identified as the factors affecting career development at a whole. Emphasis was made on career counseling in order to enhance the performance of civil servants.

Successful careers are an outcome of persistent hard work and immense motivation. (Sosyal, 2013) Analyzed the impact of personal development trainings on motivation amongst employees. Trainings help develop organizations raw human potential into valuable human resource potential. Trainings encourage increased competence and motivation which serves as a catalyst for quality performance amongst employees. The study was carried out in Turkish pharmaceuticals industry, a population of 81 employees was encountered. SPSS was used as the tool for evaluating the results of prescribed questionnaire. The conclusion derived a significant relationship between personal development and level of motivation amongst employees.

In the present era of globalization it is concretely significant for any organization to be agile towards learning. Indeed a successful organization is the one which is competitive in nature and this edge can only attained by developing employees over the span in order to make successful careers and ensure profitability. The proactive planning of activities in persuasion of career goals is known as career development. The contemporary practices prescribe individuals as well as organizations to ensure career development and career planning. (Kaya & Ceylan, 2014) Studied career development programs and organizational commitment in context of job satisfaction. A population of 204 employees from different sectors was addressed. SPSS was used as the evaluation tool. Organizational commitment was identified as an essential factor for job satisfaction. Employees prefers an environment where their preferences and interests are met, this encourages the level of motivation is them to be committed and satisfied. Whereas the mismatch amongst the employer and employee career goals and plans may be considered as a factor discouraging trend between job satisfaction and career development programs.

Developing competence is mandatory in order to sustain stability and strive to towards attaining a competitive edge. Continuous self-development enables an employee to perform effectively. Efficacy beliefs regulate human functioning and emotional well-being through cognitive, motivational, affective and selective processes (Hameed & Waheed, 2011). Employees are the most significant asset for any organization. Skill growth, learning, attitude, self-direction and performance are main variables of employee development. Employee development incurs a direct impact over employee performance

Top management of an organization is responsible for aligning an organizational vision, mission and values. Top managers are mostly the executives which indeed are considered as the strategists of the organization. Executives acts as leaders for the rest of the organization that increases the liabilities upon them, therefore it becomes an utmost need for an organization to maintain a pool of highly developed executives.(Grobler & van, 2013) Conducted an empirical cross sectional study which examined impact of executive development programme on individual level. A parliamentarian organization of South Africa was the target market. The study was carried out amongst 95 working personnel. A stratified sample was selected from the provinces of Limpopo, Northern Cape and Eastern Cape. The participants were both individual who had undergone this programme successfully and those who haven't experienced it yet. Two different questionnaires were set accordingly. Principle factor extraction and Varimax rotation were used for analysis, which yielded that executive development programmes have direct impact upon individual level. Personal development plan was recommended as an essential part of EDP

(Firkola, 2005) Identified an emerging trend in employee career planning. Japanese are well known for their unique and effective style of management across the globe. This research was based on in depth interviews. This research declared organization and employees as partners in career development. Less encouragement by organization in carrying out career planning, inadequate feedback and limited access to information appeared some reasons for ineffective career planning. Whereas role played by the supervisor appeared to be one of the most significant factor behind ineffective career planning. This change experienced in employee career planning will apparently maintain a pool of relatively responsible employees within the organizations.

(Sri, Herald, & Monis, 2011) Carried out an empirical study amongst five Indian and five foreign MNC BPO firms operating in India, this research was analyzed by applying both qualitative and quantitative techniques. 243 participants were made the part of the research. Career path remained the most significant variable of the

research. Hypothesis of the research highly relied on examining the association amongst satisfaction of employees and career developmental practices. SPSS was used as the statistical tool, multiple regression analysis was used to interpret and analyze the responses. The results elaborated that efforts are being made in extending the career development practices but the satisfaction level of employees in these BPO firms isn't that encouraging the results indicated the satisfaction level of employees of Indian MNC as 69.71 percent whereas satisfaction of Foreign MNC was recorded as 69.82 percent.

Contemporary surveys have concluded that organizational goals attainment depends highly upon employee retention of some valuable human resource capital. (Kwenin, 2013) Studied the working environment and career development opportunities available at Vodafone Ghana. The study also examined the level of employee retention in the organization. A sample size of 142 was selected amongst the population of 1420. SPSS was considered as the statistical tool used for analysis of the recorded responses whereas Descriptive tests and Pearson correlation was used to interpret the results. The results indicated a positive relationship amongst the working environment, employee retention and career developmental opportunities at Vodafone Ghana. Nurturing working environment encourages the decision of employees in being part of the organization for a longer span whereas the career developmental opportunities trigger the growth of employees. Future study upon organizational commitment, recognition and rewards were emphasized in order to encourage employee retention in Vodafone Ghana Limited.

Self-efficacy refers to the capability of an individual to produce desired outcomes in the best means of performance and efforts. It also governs behaviors influencing the social environment. (OkurameDavid, 2014) Examined the influence of individual factors as demographic variables, self-efficacy and personal growth initiatives over career growth within the context of radical organizational changes. South western Nigerian banking sector was considered as the target market. The research tool included a well-designed and structured questionnaire; a sample size of 199 respondents was used. Simple regression was used to test the outcomes of the recorded data which highlighted a significant influence of self-efficacy over employee career growth, whereas all the other factors remained to be of less significance.

(Adekola, 2011) Proposed that empowerment of human capital relies heavily in developing creatively the careers of employees. This research examined career management and career planning as antecedents of career development and indicated career commitment and job satisfaction as its outcome. Nigerian banking sector was selected as the target market which included a sample size of 505 employees at a whole. Regression, correlation and descriptive analysis of SPSS were used in order to interpret the results. The analysis concluded a relatively stronger relationship between career planning and career development as compared to the relationship on career management and career development. Moreover the results interpreted an influence of career development over career commitment and job satisfaction.

The context of organizational growth varies as per the priorities of organizations. However in business environment growth is considered in profitability domain. The contemporary concepts of human resource management emphasizes upon talent management in order to ensure organizational growth. This helps the employees to develop competence over the span of time and incur efforts in growth of organization. Career development fosters employee performance by aligning individuals and organizational needs (Osibanjo, Oyewunmi, & Ojo, 2014). A sample was drawn from 265 respondents from First city monument bank Nigeria. The study encircled around career development as a determinant of organizational growth. Career development was further classified into various divisions which included skills, experiences, promotions, recognition and rewards. They impact of all the mentioned factors were studied in context of organizational growth. SPSS and AMOS were used for concluding that other than experience all the discussed factors have a positive impact on organizational growth. This negative impact of experience may be considered as a result of unrelated career, counselling may encourage the organization to overcome such gaps.

### 3- METHODOLOGY

The approach followed while executing this research was preliminarily based upon primary data collection. Questionnaire was the tool used for capturing responses. Probability sampling technique was adopted in order to derive the results. The sample size was made up of 200 respondents. Banking sector of Karachi was considered as the target market amongst which the participants were from public and private sector both. Participants aging from 18 onwards extending their services in banking sector of Karachi were brought under consideration. SPSS was used to record, analyze and interpret the responses. Therefore, in order to interpret the results quantitative analysis was carried out adequately similarly some of the responses were explained by applying descriptive techniques.

#### 3.1- Hypothesis

- **H<sub>01</sub>:** Self-assessment has no effect on employee career development.  
**H<sub>A1</sub>:** Self-assessment has effect on employee career development.
- **H<sub>02</sub>:** Career mapping has no relationship with employee career development.  
**H<sub>A2</sub>:** Career mapping has a relationship with employee career development.
- **H<sub>03</sub>:** Self-development has no influence over employee career development.  
**H<sub>A3</sub>:** Self-development has influence over employee career development.
- **H<sub>04</sub>:** Individual career planning has no influence on employee career development.  
**H<sub>A4</sub>:** Individual career planning has no influence on employee career development.

#### 3.2- Model



Research model of this study is given below:

The proposed model of this study explores individual career planning and its impact on employee career development. Career development is self-development activities which must be consider by individual in order to realize his personal career plans. Thus career development is a complete planning of any individual to boost up his career and achieve his personal goals. We can say that career development is the process of implementing career planning. Individual career planning is composed of four different variables which include self-assessment, career mapping, career goals and self-development. All of these elements lead towards the employee career development. Model intends to find out the relativity of these factors of individual career planning on the career development of employees. This model will help us to identify the impact and importance of each variable on the career development and tells how these variables influence the career development of any employee.

#### 3.3- RESEARCH DESIGN

##### 3.3.1- Data source

This research was based upon primary data. Questionnaire was used as the data collection tool.

### 3.3.2- Sample Size

The sample size was decided to be of 200 participants but it turned out eventually as 190. 16 responses were recorded electronically whereas 174 responses were entered manually as a result of survey conducted.

### 3.4 STATISTICAL TECHNIQUE

SPSS was used as the statistical technique to study the characteristics of the data acquired in order to study the relationship between individual career planning and employee career development. Descriptive analysis, regression analysis and correlational analysis were part of the study.

### 3.5 RELIABILITY

The data entered and used throughout the study was highly authentic, recorded as a result of survey conducted based on the structured questionnaire. Manipulation of data was strictly prohibited throughout the study.

## 4- DATA COLLECTION DETAILS

### 4.1-Demographic Profile

The sample size included 78% of males and 22% of females amongst the respondents. The sample size comprised of diversified age groups which includes respondents up to 14% aging between 18 to 25 years. 46% respondents were amongst the age group of 25 to 35 years. Respondents aging between 35 to 45 years were 21% whereas respondents aging above 45 years were up to 19%. Mostly the respondents were experienced personnel who almost had an experience between 3 to 5 years and above, the percentage of such personnel was recorded as 66% whereas 34% were respondents with comparatively less experience in the field.

### 4.2 - Descriptive Statistics

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
SELF_ASSESSMENT	190	1	3	2.06	.484	-.378	.176
CAREER_MAPPING	190	1	4	2.21	.583	.733	.176
SELF_DEVELOPMENT	190	1	3	2.06	.484	-.378	.176
CAREER_DEVELOPMENT	190	2	5	3.07	.636	.062	.176
Valid N (list wise)	190						

Data was collected from the 190 respondents. The descriptive statistics often used to examine the N, minimum, maximum, mean std. deviation and Skewness. Skewness shows the degree of symmetry in collected data. The collected data indicates two different minimum values which are 1 and 2; and have different the maximum values are 5, 4 and 3 whereas, the negative values of the Skewness shows that the distribution is negatively skewed and Skewness is  $< 0$  vice versa with the positive values.

### 4.3- Analysis and Interpretation of Hypothesis

#### 4.3.1- Self-Assessment

$H_{01}$ : Self-Assessment has no influence on employee career development.

$H_{A1}$ : Self-Assessment has an influence on employee career development.

#### 4.3.1.1- Correlational Analysis:

Correlation indicates the extent up to which two quantitative variables vary together. As the data was equally distributed in order to study the relationship between self-assessment and employee career development we used Pearson correlation coefficient.

Correlations

		Self-Assessment	Career Development
Self-Assessment	Pearson Correlation	1	-.036
	Sig. (2-tailed)		.624
	N	190	190
Career Development	Pearson Correlation	-.036	1
	Sig. (2-tailed)	.624	
	N	190	190



Values ranging between 0.1 & 0.3 indicate an extremely weak relationship. Moreover, the negative sign indicates an indirect relationship amongst the variables that validates the inverse proportionality. Therefore, the above matrix interprets that self-assessment maintains an insignificant relationship with employee career development as the value of Pearson correlation coefficient is demonstrated as ( $r = -.036$ ). Moreover the significance level is denoted as 0.62 that is greater than 0.05 which authenticates that the null hypothesis is failed to reject.

**4.3.1.2- Regression Analysis:**

Linear regression is a common Statistical Data Analysis technique. Linear regression attempts to model the relationship between two variables by fitting a linear equation to observed data. It is used to determine the extent to which there is a linear relationship between a dependent variable and one or more independent variables. Following matrix represents the relationship between self-assessment and employee career development.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.036 <sup>a</sup>	.001	-.004	.638

a. Predictors: (Constant), Self-Assessment

The above model summary table shows the R value which is .036 same as correlation matrix. And the value of R square is denoted as .001 which means that 0.1% of variation in self-assessment is explained by employee career development. Which however is considered to be negligible thus it authenticates that no significant relationship amongst the two variables exists.

**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.098	1	.098	.241	.624 <sup>b</sup>
	Residual	76.426	188	.407		
	Total	76.524	189			

a. Dependent Variable: Career Development

b. Predictors: (Constant), Self-Assessment

The above table interprets that the null hypothesis is failed to be reject as the significance value of ANOVA turned out to be 0.624 which is greater than the probability standard 0.05.

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.171	.203		15.630	.000
	SELF_ASSESSMENT	-.047	.096	-.036	-.491	.624

a. Dependent Variable: Career Development

The above table coefficient entails the value of B, Beta which is known as rate of change .The significance value is denoted as 0.62 which means there is no significant relationship between two variables.

By keeping other things constant, if there is 1% percent variance in self-assessment it would result a change of - 4.7% in employee career development which undoubtedly is a very poor score. The negative slope here may be due to different units of measure of both variables, which may even result as a foundation of inverse relationship amongst both variables if considered in general. That thoroughly highlights the insignificance amongst self-assessment and employee career development. In accordance with the above data the linear equation would results as follows:

$$y = mx + c$$

$$\text{Employee Career Development} = -0.047 \text{ Self-Assessment} + 3.171$$

Where:

$y$  = Employee Career Development (independent variable)

$m$  = slope

$x$  = Self-Assessment (dependent variable)

$c$  = constant

### 4.3.2- Career Mapping

**H<sub>02</sub>:** Career mapping has no effect on employee career development.

**H<sub>A2</sub>:** Career mapping has an effect on employee career development.

#### 4.3.2.1- Correlational Analysis

As the skewness of the data was between -1 to +1 therefore, Pearson correlation coefficient was used to study the statistical characteristics between career mapping and career development.

		Career Mapping	Career Development
Career Mapping	Pearson Correlation	1	.131
	Sig. (2-tailed)		.071
	N	190	190
Career Development	Pearson Correlation	.131	1
	Sig. (2-tailed)	.071	
	N	190	190

Values ranging between 0.1 & 0.3 indicate an extremely weak relationship. Moreover, the positive sign indicates a direct relationship amongst the variables that validates the direct proportionality. Therefore, the above matrix interprets that career mapping maintains an insignificant relationship with employee career development as the value of Pearson correlation coefficient is demonstrated as ( $r = .131$ ). Moreover, the significance level is denoted as 0.071 that is greater than 0.05 which authenticates that the null hypothesis is failed to reject.

#### 4.3.2.2- Regression Analysis:

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.131 <sup>a</sup>	.017	.012	.632

a. Predictors: (Constant), Career Mapping

The above model summary table shows the R value which is .131 same as correlation matrix. And the value of R square is denoted as .017 which means that 1.7% of variation in career mapping is explained by employee career development.

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.320	1	1.320	3.300	.071 <sup>b</sup>
	Residual	75.204	188	.400		
	Total	76.524	189			

a. Dependent Variable: Career Development

b. Predictors: (Constant), Career Mapping

The above table interprets that the null hypothesis is failed to be rejected as the significance value of ANOVA turned out to be 0.71 which is greater than the probability standard 0.05.

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.757	.180		15.318	.000
Career Mapping	.143	.079	.131	1.817	.071

a. Dependent Variable: Career Development

The above table coefficient specifies the significance value as 0.71 which means there is no significant relationship between two variables.

By keeping other things constant, if there is 1% percent variance in career mapping it would result a change of 14.3% in employee career development. The analysis indicates insufficient evidence amongst career mapping and employee career development. In accordance with the above data the linear equation would results as follows:

$$y = mx + c$$

$$\text{Employee Career Development} = 0.143 \text{ Career Mapping} + 2.757$$

Where:

$y$  = Employee Career Development (independent variable)

$m$  = slope

$x$  = Career Mapping (dependent variable)

$c$  = constant

#### 4.3.3- Self- Development

**H<sub>03</sub>**: Self-Development has no relationship with employee career development.

**H<sub>A3</sub>**: Self-Development has a relationship with employee career development.

##### 4.3.3.1- Correlational Analysis

As the skewness of the provided data lies between -1 to +1 therefore Pearson Correlation would be used to study the statistical traits of the data. The Correlation analysis emphasize upon the relationship between the dependent and independent variables which in the present scenario are self-development and employee career development.

**Correlations**

		Self-Development	Career Development
Self-Development	Pearson Correlation	1	-.036
	Sig. (2-tailed)		.624
	N	190	190
Career Development	Pearson Correlation	-.036	1
	Sig. (2-tailed)	.624	
	N	190	190

Therefore, the above matrix interprets that self-development maintains an insignificant relationship with employee career development as the value of Pearson correlation coefficient is demonstrated as ( $r = -.036$ ). Moreover the significance level is denoted as 0.624 that is greater than 0.05 which authenticates that the null hypothesis is failed to reject. As insufficient facets have resulted, therefore an insignificant relationship amongst self-development and employee career development is identified.

##### 4.3.3.2- Regression Analysis:

The above model summary table shows the R value which is .036 same as correlation matrix. And the value of R square is denoted as .001 which means that 0.1% of variation in self-assessment is explained by employee career development. Which however is considered to be negligible thus it authenticates that no significant relationship amongst the two variables exists.

ANOVA<sup>a</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.098	1	.098	.241	.624 <sup>b</sup>
	Residual	76.426	188	.407		
	Total	76.524	189			

a. Dependent Variable: Career Development  
 b. Predictors: (Constant), Self-Development

The above table interprets that the null hypothesis is failed to be reject as the significance value of ANOVA turned out to be 0.624 which is greater than the probability standard 0.05.

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.171	.203		15.630	.000
	Self-Development	-.047	.096	-.036	-.491	.624

a. Dependent Variable: Career Development

The above table denoted the significance level as 0.62 which means there is no significant relationship amongst self-development and employee career development.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.036 <sup>a</sup>	.001	-.004	.638

a. Predictors: (Constant), Self-Development

By keeping other things constant, if there is 1% percent change in self-assessment would incur a negative variance on employee career development which undoubtedly indicates a highly unrelated relationship.

The negative slope here may be due to different calculation parameters which may even result as a foundation of inverse relationship amongst both variables in general, however in present scenario no significant relationship amongst the variables exists. In accordance with the above data the linear equation would results as follows:

$$y = mx + c$$

$$\text{Employee Career Development} = -0.047 \text{ Self-Development} + 3.171$$

Where:

y = Employee Career Development (independent variable)

m = slope

x = Self-Development (dependent variable)

c = constant

As self-assessment, career mapping and self-development are variables of individual career planning. The above discussed results concluded that no significant relationship was demonstrated amongst the discussed variables with employee career development. Therefore, the hypothesis examining the insignificant influence of individual career planning over employee career development fails to reject too. Which means the null hypothesis

**H<sub>04</sub>:** Individual Career Planning has no relationship with employee career development.

Fails to reject as well, in which individual career planning serves as the independent variable whereas employee career development remains as the dependent variable.

## 5- DISCUSSION

Pakistan is still thriving through the developing phase. The economic situation as compared to other nations is relatively discouraging. Therefore less encouragement in businesses is also experienced. However a lot of investment is made by foreign investors in order to improve the scenarios. As the data analysis concluded, we summarized an insignificant relationship amongst individual career planning that included self-assessment, career mapping and self-development with employee career development. This may be due to the following reasons:

- Human Resource Management comes with the awareness regarding the significance of human resource in any organization. However as compared to the global acceptance and practices Human Resource still need to be discovered and applied practically in Pakistan. Therefore, only limited emphasis is placed upon career planning and developmental practices.
- Moreover, the human resource function is tangled up with the administrative function which in reality is far different.
- The target market considered in this paper is the banking sector of Karachi. Commercially banks emphasize more up on the operations therefore relevant understanding is failed to develop amongst the employees. This may have incurred a significant impact on the responses of the participants.

## 6- CONCLUSION

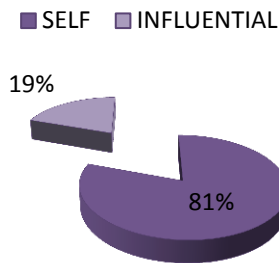
Human resource has been proven as the most significant asset of organizations which tends to grow globally and domestically. Contemporary dilemmas are striving towards the awareness, acceptance and commercial practice of human resource. Career decisions are highly influential on growth and success of an employee, according to the data received 81% of the individual choose their careers as per their own will and recommendation, whereas 19% of the sample size was those who choose their careers as per external influences. Successful careers may turn out to be a result of effective individual and organizational planning encouraging employee career development at a whole. This research encompasses of a quantitative analysis comprising of a sample size of 190 participants in the banking sector of the metropolitan city of Karachi. SPSS correlational analysis and linear regression analysis were used to study the relationship between individual career planning and employee career development. The discussed demographics may be verified by considering the data charts available in data analysis and appendix portion of this research paper.

The study also specified statistics comprising different performance levels 60% stated to be on target, 4% were below target whereas 36% proved to be performers which could be considered for succession planning exceeding their targets. The results authenticated that the null hypothesis were failed to reject. This insignificant relationship may be a result of inadequate awareness of commercial human resource practices, lack of support infrastructure contributing in human resource, misconception amongst administrative and human resource function and the emphasis placed on operations mainly by banking sector of Karachi. Therefore, in order to encourage practices such as individual career planning and to boost up employee career development holistically it is essential to create awareness regarding the significance of human resource capital in growth of an organization. Organizational career planning is also a significant factor triggering employee career development which may be brought under consideration for preceding research attempts. Moreover, examination of organizational career planning may be brought under consideration for further studies in order to encapsulate the relationship and effectiveness of career planning cumulatively on employee career development.

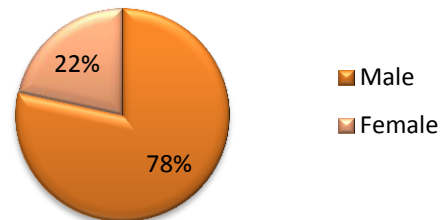
## APPENDIX

### Charts

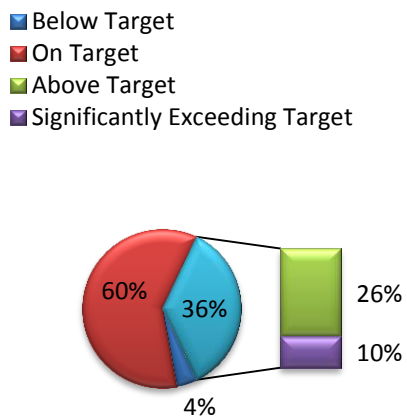
#### Career Choice Decision



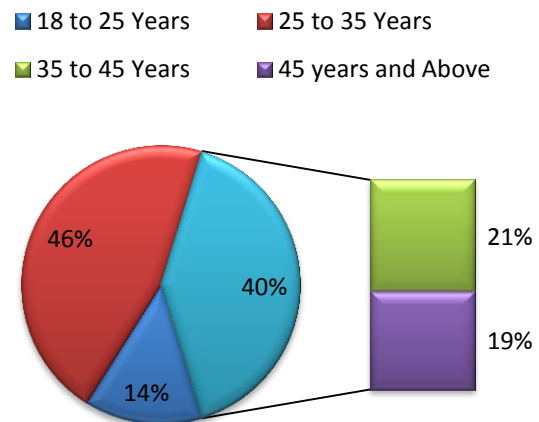
#### GENDER



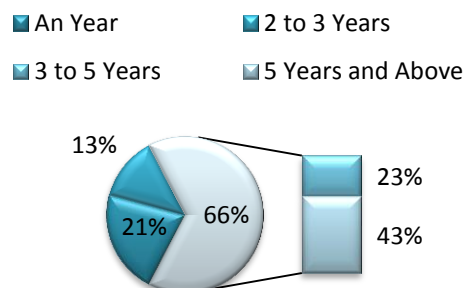
#### Performance Levels Of Respondents



#### Age Group



#### Experience



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