CAREER MANAGEMENT IN MANUFACTURING SECTOR WITH REFERENCE TO SELECT INDUSTRIES IN MYSORE DISTRICT- KARNATAKA

[1]Dr. Mahesh A. S, [2]Dr. Somashekar P, [3] Dr.K.V.Ramanathan

ABSTRACT--Career management is the backbone both from the organization and from the employee's perspective. Effective career management practices help organizations to reach the desired objective, set goals for the individuals, fulfills one's personal desire, maintain work life balance. Effective career management practices help in retaining the talent who makes their valuable contribution, more productive workforce, lower employee turnover, high customer satisfaction rates. This has made the researcher to study career management practices in the area of manufacturing sector which aims at understanding the prevailing career management practices and how effectively it has managed. Hence career management in manufacturing sector has become a subject of prime importance. Effective career management practices increase the productivity of employees and improve the various levels of workplace diversity competencies for organizational excellence.

Key Words-- Career Management, Manufacturing Sector.

I. INTRODUCTION

Research on career management is of great relevance to growth of employees and to the organization to sustain with the competition. It provides new dimension to the understanding and dealing of employee views on career management practices which in turn helps organizations to overcome these problems.

Career management is important from both the employees' perspective and the company's perspective. From the company's perspective, the failure to motivate employees to plan their careers can result in a shortage of employees to fill open positions, lower employee commitment, and in appropriate use of monies allocated for training and development programs which may affect overall growth of the company. From the employees' perspective, lack of career management can result in frustration, feelings of not being valued in the company, and being unable to find suitable employment should a job change (internal or with another company) be necessary.

II. STATEMENT OF THE PROBLEM

Career management has become inevitable part both from the organizational perspective and from the individual perspective for the growth and for the survival. Talented, competitive employees make valuable

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[1]*Associate Professor, Dept of MBA, PES College of Engineering, Mandya*
[2]*Professor, Dept of MBA, PES College of Engineering, Mandya*
[3]*Associated Professor, St. Claret College, Dept. of Commerce (PG), Bengaluru.*

contribution for the growth of the organization. It is primary responsibility of the organization to see their growth through effective career management practices. Lack of career management practices result in frustration, feelings of not being valued in the company makes talents to leave the organization which affects the growth of the organization. This has made the researcher to study career management practices in the area of manufacturing sector which aims at understanding the prevailing career management practices and how effectively it has managed. Hence career management in manufacturing sector has become a subject of prime importance. Effective career management practices increase the productivity of employees and improve the various levels of workplace diversity competencies for organizational excellence.

Scope of the Study

- It is essential for facilitating developmental and organizational change.
- Provides management with employee feedback on the career management practices.
- Allows the organization to focus on needs and leverage its strength.
- Informs the organization on which actions will create problems for the employees
- To motivate employees and to improve career management system.

Objectives of the Study

To determine the career management systems adopted by manufacturing sector.

Hypothesis of the Study

For the purpose of studying the career management practices of manufacturing sector.

The null hypotheses have been framed.

There is no significant relationship between selected independent variables like Gender, Age, Marital Status, Work experience, Educational level, and Designation in the organization and dependent variable Career management systems.

III. RESEARCH DESIGN

Survey method which is one of the type of Descriptive research was carried out during the research. An attempt has been made to identify the factors that influenced the career management in manufacturing with respect to Middle level (Supervisors to Senior Engineers) and Higher level (Assistant Manager to General Manager) employees of select industries in Mysore district. For this purpose, a field survey method was employed to collect the first-hand information from 820 sample respondents from Middle level and High level employees. The employees have been chosen randomly from the selected manufacturing sector of Mysore district. The collected data were arranged into simple tabular form. The "Career Management Practices" – Company Policy selected as a dependent variable. The independent variables selected for the study were Gender, Age, Marital Status, Working Experience, Education Level and Designation.

Sample Design

The focus of this study was to establish the extent to which career management practices were being utilized within the manufacturing sector in Mysore district. In Mysore district, there are large number of manufacturing industries which involved in manufacturing of various equipment's and devices. As the focus of career management is on people, it was decided to choose the component with the highest people concentration for the study, namely the manufacturing sector employees like middle level and higher level group. During the research period, the exact number of manufacturing Industries in Mysore district could not be established. In view of these restrictions, the researcher decided to compile a list of all the major manufacturing industry groups found in Mysore district which are available in directory of manufacturing Industries. From this directory the researcher had chosen 30 manufacturing companies, and from 30 manufacturing industries the researcher has chosen 10 industries in which the employees are having an experience of five years and above continuously as criteria.

Simple random sampling method is adopted which is probability sampling technique to select the sample respondents from the selected 10 manufacturing industries and selecting of 82 employees from each and totally 820 employees were chosen for data collection.

Survey Design

After an extensive literature review of the subject area, questions were generated and a questionnaire drawn up separately for employees for the selected 10 manufacturing companies. The questionnaire was prepared with a five-point Likert scale, the scale ranged from Strongly Disagree (1), Disagree, (2), Neutral (3), Agree (4) Strongly Agree (5).

Reliability Statistics

The developed questionnaire has undergone Cronbach Alpha testing for testing its reliability and the value is given below:

Cronbach's Alpha	No. of Items
0.970	06

Research Tools and Techniques

The data collected from the primary sources were analyzed by using simple statistical tools like percentage, mean, two-way tables, correlation, The highlights of analysis and interpretation is based on respondents from middle level and high level employees of manufacturing sector.

Limitations of the Study

- The study is limited to the responses received from the respondents.
- The perception of the individual is an emotional state or mental condition a level can only be estimated.
- During the research period, the exact number of manufacturing industries in Mysore district could not be established. In view of these restrictions, the researcher decided to compile a list of all the major manufacturing industry groups found in Mysore district which are available in directory of manufacturing industries.

IV.   REVIEW OF LITERATURE

Neary, S., Dodd, V., and Hooley, T[1]., (2015) throws light on the learning and decision making resources project. It is a project established to support countries partnered together to develop the most important Career Management Skills (CMS). The authors say, CMS is one of the most important keys and objective of lifelong guidance.

Rose Muthoni Ndegwa[2]., (2016) are of the opinion that career development benefits both the organization and its employees. By career management practices, an organization will achieve an employee pool which is talented, performance oriented, committed and with less of attrition. The employees achieve higher skill levels and greater mobility with the organization. This research was done in Kenya, the research keeps organization support as moderating variable and employees' commitment as a dependent variable. The study focused on the effect of career management on employees' commitment in public universities in Kenya for both academic and non-academic staff.

Adel Ali Yassin Alzyoud[3]., (2017) primary focus is on career commitment, career values, Perceived Organizational Support (POS) and career success. The paper examines 291 responses collected through structured questionnaire. Correlation and regression are employed to check the significance of the independent variables. The paper finds that career commitment, career values and POS have an influence up to 61%.

Yalcin Acikgoz[4].,   (2018) says that it is important to know the organizational level factors and individual level factors in developing employee recruitment and job search activities. As per this model job search and recruitment activities jointly create job awareness for organizational attraction. This leads to job pursuit intension and behavior.

V.   DATA ANALYSIS AND INTERPRETATION - CORRELATION ANALYSIS, CORRELATION ANALYSIS

Objective: To determine the career management systems adopted by manufacturing sector.

The data collected from the manufacturing sector employees are analyzed in this section. The details are furnished in the following table:

VI.   CAREER MANAGEMENT PRACTICES

The career management practices among the manufacturing sector employees were measured by the selected six variables of company policies which have been considered as a hygienic or extrinsic factors. All the six variables say about to what extent the company policies support the career management initiatives which help the employees to increase their efficiency at workplace also the organizational productivity. The responses were scored by Likert five-point scaling technique.

Descriptive statistics, correlation analysis among the dependent and independent variables:

Gender and Company Policy

The distribution of sample respondents according to the gender and company policies are shown below.

In order to find out the relationship between gender and company policy which acts as a career management initiative, a hypothesis was framed and analyzed with the help of correlation analysis. The result of the correlation analysis is shown in the following table.

Null Hypothesis: There is no significant relationship between the independent variable gender and the factors influencing the company policies of career management.

Table 3.1: Descriptive Statistics

Descriptive Statistics			
	Mean	Std. Deviation	N
Gender of employees at MS	1.17	.375	820
Company Policy	3.951	.7429	820

Table 3.2: Correlations

Correlations		Gender of employees at MS	Company Policy
Gender of employees at MS	Pearson Correlation	1	.078[*]
	Sig. (2-tailed)		.026
	N	820	820
Company Policy	Pearson Correlation	.078[*]	1
	Sig. (2-tailed)	.026	
	N	820	820
*. Correlation is significant at the 0.05 level			

It is observed from the above analysis that there is a significant relationship between the gender and company policies of career management practices. Therefore, all the predictor variables like gender is positively correlated with dependent variable company policy of hygienic factors which is considered to be a career management practices. Here when gender varies between male and female the company policies is positively correlated it means the company policies has to be changed according to the gender which always holds good. Hence, the null hypothesis, gender and company policies of career management practices is rejected.

Age and Company Policy

The distribution of sample respondents according to the age and company policies is shown below. In order to find out the relationship between age and company policy which acts as a career management initiative, a

hypothesis was framed and analyzed with the help of correlation analysis. The results of the correlation analysis are shown in the following table.

Null Hypothesis: There is no significant relationship between the independent variable age and the factors influencing the company policies of career management

Table 3.3: Descriptive Statistics

Descriptive Statistics			
	Mean	Std. Deviation	N
Age of MS employees	1.89	.705	820
Company Policy	3.951	.7429	820

Table 3.4: Correlations

Correlations		Age of MS employees	Company Policy
Age of MS employees	Pearson Correlation	1	.152[**]
	Sig. (2-tailed)		.000
	N	820	820
Company Policy	Pearson Correlation	.152[**]	1
	Sig. (2-tailed)	.000	
	N	820	820
[**]. Correlation is significant at the 0.05 level			

It is observed from the above analysis that there is a significant relationship between the age and company policies of career management practices. Therefore, all the predictor variables like age is positively and highly correlated with dependent variable company policy of hygienic factors which is considered to be a career management practices. Here when age varies between 20-30, 31-45, 46-60 the company policies is positively correlated it means the company policies also varies according to the range of age which always holds good. Hence, the null hypothesis, age and company policy of career management practices is rejected.

Marital Status and Company Policy

The distribution of sample respondents according to the marital status and company policies are shown below in order to find out the relationship between marital status and company policy which acts as a career management initiative, a hypothesis was framed and analyzed with the help of Correlation analysis. The results of the correlation analysis are shown in the following table.

Null Hypothesis: There is no significant relationship between the independent variable marital status and the factors influencing the company policies of career management.

Table 3.5: Descriptive Statistics

Descriptive Statistics			
	Mean	Std. Deviation	N
Marital Status	1.2902	.45415	820
Company Policy	3.951	.7429	820

Table 3.6: Correlations

Correlations		Marital Status	Company Policy
Marital Status	Pearson Correlation	1	.028
	Sig. (2-tailed)		.431
	N	820	820
Company Policy	Pearson Correlation	.028	1
	Sig. (2-tailed)	.431	
	N	820	820

It is observed from the above analysis that there is no significant relationship between the marital status and company policies of career management practices. Therefore, all the predictor variables like marital status is correlated with dependent variable company policy of hygienic factors which is considered to be a career management practices. Here when marital status varies between married and unmarried the company policies is positively correlated it means the company policies does not vary accordingly which always holds good. Hence, the null hypothesis, marital status and company policies of career management practices is accepted

Work Experience and Company Policy

The distribution of sample respondents according to the work experience and company policies is shown below.

In order to find out the relationship between work experience and company policy which acts as a career management initiative, a hypothesis was framed and analyzed with the help of correlation analysis. The results of the correlation analysis are shown in the following table.

Null Hypothesis: There is no significant relationship between the independent variable work experience and the factors influencing the company policies of career management.

Table 3.7: Descriptive Statistics

Descriptive Statistics			
	Mean	Std. Deviation	N
Experience of employees	1.84878	1.053657	820
Company Policy	3.951	.7429	820

Table 3.8: Correlations

Correlations		Experience of employees	Company Policy
Experience of employees	Pearson Correlation	1	.231**
	Sig. (2-tailed)		.000
	N	820	820
Company Policy	Pearson Correlation	.231**	1
	Sig. (2-tailed)	.000	
	N	820	820
**. Correlation is significant at the 0.05 level			

It is observed from the above analysis that there is a significant relationship between the work experience and company policies of career management practices. Therefore, all the predictor variables like work experience is positively correlated with dependent variable company policy of career management practices. Here when work experiences vary between 5-10 years, 11-15 years, 16-20 years and greater than 20 years, the career management practices to be organized for the employees in order to increase their efficiency at workplace are positively correlated it means the career initiative practices will be adopted differently according to the work experience in their organization which always holds good. Hence, the null hypothesis work experience and company policy of career management is rejected.

Education Level and Company Policy

The distribution of sample respondents according to the education level and company policies are shown below.

In order to find out the relationship between education level and company policy which acts as a career management initiative, a hypothesis was framed and analyzed with the help of correlation analysis. The results of the correlation analysis are shown in the following table.

Null Hypothesis: There is no significant relationship between the independent variable education level and the factors influencing the company policies of career management.

Table 3.9: Descriptive Statistics

Descriptive Statistics			
	Mean	Std. Deviation	N
Education Level	2.19	.771	820
Company Policy	3.951	.7429	820

Table 3.10: Correlations

Correlations			
		Education Level	Company Policy
Education Level	Pearson Correlation	1	-.073[*]
	Sig. (2-tailed)		.036
	N	820	820
Company Policy	Pearson Correlation	-.073[*]	1
	Sig. (2-tailed)	.036	
	N	820	820
*. Correlation is significant at the 0.05 level			

It is observed from the above analysis that there is a significant relationship between the education level and company policies of career management practices. Therefore, all the predictor variables like education level is positively correlated with dependent variable company policy of career management practices. Here when education level varies between diploma, graduate, post graduate the career management practices to be organized for the employees in order to increase their efficiency at workplace are negatively correlated it means the career management practices will be adopted separately according to the education level in their organization which always holds good. Hence, the null hypothesis education level and company policy of career management is rejected.

Designation and Company Policy

The distribution of sample respondents according to the designation and company policies are shown below.

In order to find out the relationship between designation and company policy which acts as a career management initiative, a hypothesis was framed and analyzed with the help of correlation analysis. The results of the correlation analysis are shown in the following table.

Null Hypothesis: There is no significant relationship between the independent variable designation and the factors influencing the company policies of career management.

Table 3.11: Descriptive Statistics

Descriptive Statistics			
	Mean	Std. Deviation	N
Designation	1.40	.491	820
Company Policy	3.951	.7429	820

Table 3.12: Correlations

Correlations		Designation	Company Policy
Designation	Pearson Correlation	1	.114**
	Sig. (2-tailed)		.001
	N	820	820
Company Policy	Pearson Correlation	.114**	1
	Sig. (2-tailed)	.001	
	N	820	820
**. Correlation is significant at the 0.05level			

It is observed from the above analysis that there is a significant relationship between the designation level and company policies of career management practices. Therefore, all the predictor variables like designation is positively correlated with dependent variable company policy of career management practices. Here when designation varies between middle level and higher level the career management practices to be adopted for the employees in different level in order to increase their efficiency at workplace are highly correlated it means the career management practices will be adopted separately according to designation in their organization which always holds good. Hence, the null hypothesis designation and company policy of career management is rejected.

VII. FINDINGS

It is identified that the company policies vary according to the gender, range of age, designation, work experience, educational level but does not vary with the marital status. From the above findings it was found that

organization adopted the career management initiatives which supports the career management system and makes employees to work more efficiently to face the challenges.

It is observed from the above analysis that there is a significant relationship between the gender and company policies of career management practices, significant relationship between the age and company policies of career management practices, significant relationship between the work experience and company policies of career management practices, significant relationship between the education level and company policies of career management practices, significant relationship between the designation level and company policies of career management practices.

Here when gender varies between male and female the company policies is positively correlated it means the company policies has to be changed according to the gender which always holds good. Hence, the null hypothesis, gender and company policies of career management practices is rejected.

Here when age varies between 20-30, 31-45, 46-60 the company policies is positively correlated it means the company policies also varies according to the range of age which always holds good. Hence, the null hypothesis, age and company policies of career management practices is rejected.

Here when work experiences vary between 5-10 years, 11-15 years, 16-20 years and greater than 20 years, the career management practices to be organized for the employees in order to increase their efficiency at workplace are positively correlated it means the career initiative practices will be adopted differently according to the work experience in their organization which always holds good. Hence, the null hypothesis work experience and company policy of career management is rejected.

Here when education level varies between diploma, graduate, post graduate the career management practices to be organized for the employees in order to increase their efficiency at workplace are negatively correlated it means the career management practices will be adopted separately according to the education level in their organization which always holds good. Hence, the null hypothesis education level and company policy of career management is rejected.

Here when designation varies between middle level and higher level the career management practices to be adopted for the employees in different level in order to increase their efficiency at workplace are highly correlated it means the career management practices will be adopted separately according to designation in their organization which always holds good. Hence, the null hypothesis designation and company policy of career management is rejected.

It is observed from the above analysis that there is no significant relationship between the marital status and company policies of career management practices.

Here when marital status varies between married and unmarried the company policies is positively correlated it means the company policies does not vary accordingly which always holds good. Hence, the null hypothesis, marital status and company policies of career management practices is accepted.

VIII. CONCLUSION

The impact of career management practices among the manufacturing sector employees was measured by the selected six variables of company policies which has been considered as a hygienic or extrinsic factors .The

responses of the employees like gender, employees who fall under different age categories, employees both married and unmarried , employees of different work experience, employees of different educational background ,employees of middle and higher level with different designations are satisfied with the management , are in an opinion that company policies are in line with its vision and mission , have clearly understood the vision and mission of the company , are proud to work since the company policies are favorable to them , are in an opinion that administration of the company is very accommodative and are satisfied with the way the organization policies are put in to practice .

The organizational policies are accommodative and favorable for their employees makes the employees to work more efficiently to face the challenges. Organizations provide secured future and supportive for the employees in times of personal crisis because of this the key employees will not leave the organization and they extend their strong support for the betterment of the organization.

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