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# **A STUDY OF CAREER MANAGEMENT IN EMPLOYEE PERFORMANCE AMONG SELECTED COMPANIES IN COIMBATORE CITY**

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## **ABSTRACT:**

Career management is a critical component of human resource development that significantly influences organizational performance. This study explores the impact of career management practices on employee performance within selected companies in Coimbatore. It examines various career development strategies, including training programs, mentoring, job rotation, and succession planning, and assesses their effectiveness in enhancing employee engagement, satisfaction, and retention. The research employs a mixed-method approach, utilizing surveys and statistical analyses, such as percentage analysis, chi-square tests, and ANOVA, to evaluate the relationship between career management and organizational success. Findings indicate that structured career development programs contribute to improved employee motivation, job stability, and productivity. However, challenges such as limited resources, lack of leadership support, and insufficient employee participation hinder effective implementation. The study concludes with recommendations for enhancing career management frameworks, promoting leadership involvement, and aligning career growth opportunities with organizational goals to foster a more engaged and high-performing workforce.

**Keywords:** Career Management, Employee Performance, Human Resource Development, Organizational Performance, Career Development Strategies, Mentoring.

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## **INTRODUCTION:**

Career management is a crucial aspect of human resource development that aligns employee growth with organizational goals. In today's fast-evolving business environment, companies recognize the significance of career management in retaining talent, improving productivity, and fostering employee engagement. The study explores how career management strategies influence employee satisfaction and organizational performance, particularly in Coimbatore's industrial and corporate sectors.

## **SCOPE OF THE STUDY:**

The research examines the relationship between career management practices and organizational performance across different industries, including IT, manufacturing, healthcare, and retail. The study focuses on mentoring, job rotation, career coaching, training, and succession planning. It aims to assess the impact of these strategies on employee engagement, retention, and productivity, with a primary focus on mid to large-sized organizations in Coimbatore.

## **STATEMENT OF THE PROBLEM:**

Many organizations struggle to align employee career aspirations with business goals. While career management programs exist, their direct impact on performance metrics such as job satisfaction, productivity, and retention is often unclear. Issues such as inadequate alignment, resource constraints, and lack of employee engagement hinder their effectiveness. This study seeks to evaluate how career management practices can be optimized to enhance employee performance and organizational success.

## **OBJECTIVES OF THE STUDY**

- To explore the use of technology in career management systems.
- To enhancing career management system to achieve sustainable organizational success.
- To identify barriers to implementing effective career management practices in organizations.

### LIMITATIONS OF THE STUDY

- The study had been limited to organizations within Coimbatore city, which might have restricted the generalizability of the findings to organizations in other regions or countries.
- Self-reported data from employees had been used, which might have introduced biases such as social desirability or inaccurate self-assessment.
- The sample size might not have fully represented the range of experiences across different industries or organizational sizes.
- The study had focused on short- to medium-term impacts of career management programs, excluding long-term effects.

### RESEARCH METHODOLOGY:

Methodology is a way to systematically solve a research problem. It explains the various steps that are generally adopted by a researcher to solve a research problem.

#### DATA COLLECTION:

- **Primary Data:** Collected through a structured questionnaire using Google Forms.
- **Secondary Data:** Collected from journals, research papers, government reports, and entrepreneurship-related studies.

#### SAMPLE TECHNIQUE:

The sampling technique used for the study is simple random sampling. Simple random sampling is a type of probability sample that is selected based on characteristics of a population and objective of the study

#### SAMPLE SIZE:

A total of **130 respondents** participated in the survey.

#### TOOLS FOR ANALYSIS:

- Descriptive Analysis
- One - Way ANOVA

### LITERATURE REVIEW:

**Dara, J. & Pandu, A. (2023)** in their study "Career Development Practices Adopted for Employees Working in Coimbatore" examine how career development practices influence employee growth and productivity in Coimbatore-based organizations. The research employed a quantitative methodology, gathering data from 450 employees and analyzing it using regression techniques. The findings revealed that structured career development programs significantly enhance employee performance and satisfaction. The study suggests that organizations should invest in career management strategies to boost employee engagement and productivity.

**Sharma, A. & Gupta, P. (2020)<sup>14</sup>** in their study "Career Development Initiatives for Third-Party Employees" investigate how career development programs impact contract employees working in various industries. The study used a survey-based methodology, collecting responses from 250 employees and analyzing the data using correlation techniques. The findings highlight that career development opportunities enhance job commitment and performance among third-party employees. The study suggests that companies should include temporary workers in career management initiatives to increase overall workforce efficiency.

### ANALYSIS AND INTERPRETATION OF THE STUDY:

#### 1. DESCRIPTIVE ANALYSIS

##### USE OF TECHNOLOGY IN CAREER MANAGEMENT SYSTEMS – DESCRIPTIVE STATISTICS

Statements	N	Minimum	Maximum	Mean	SD
I use online platforms or apps for tracking my career goals and progress	130	1	5	1.59	0.895
The use of technology has improved communication regarding career development between me and my manager.	130	1	5	2.24	0.852

The career management tools provided by my organization are easy to use.	130	1	5	2.27	1.077
Technology in my organization helps me track my career progress and set goals effectively.	130	1	5	2.24	1.002
I feel that the technology used in career management has helped me perform better in my role.	130	1	5	2.22	1.121
<b>Total Mean Score</b>	<b>130</b>			<b>10.56</b>	<b>4.947</b>

SOURCE: Primary Data

#### INTERPRETATION:

The results indicate a low to moderate perception of technology in career management. With a sample size of 130, the lowest mean score (1.59) suggests limited use of online platforms for tracking career goals. Other aspects, such as communication with managers and ease of use, have mean scores around 2.2 to 2.27, reflecting neutral to slightly negative views. The total mean score of 10.56 implies that employees do not find career management technology highly effective. Organizations should focus on improving accessibility, user-friendliness, and integration to enhance its impact.

#### INFERENCE:

Employees have a neutral to slightly negative perception of career management technology, with low adoption and usability concerns. Organizations should enhance accessibility and integration to improve its effectiveness.

#### 2.ANOVA (ONE WAY)

##### ANOVA FOR AGE GROUP AND CAREER DEVELOPMENT OPPORTUNITIES

Factors	Source of variation	Sum of squares	Df	Mean square	F value	Sig value	H	S/NS
Career development programs in my organization help me enhance my skills.	Between Groups	4.338	4	1.085	1.499	.206	Not accepted	NS
	Within Groups	90.431	125	.723				
	Total	94.769	129					
I have the opportunity to participate in career advancement training programs.	Between Groups	2.082	4	.520	.638	.636	Not accepted	NS
	Within Groups	101.949	125	.816				
	Total	104.031	129					
My organization provides mentorship opportunities that support my career growth.	Between Groups	6.659	4	1.665	1.482	.212	Not accepted	NS
	Within Groups	140.418	125	1.123				
	Total	147.077	129					
There is a clear pathway for career advancement in my organization.	Between Groups	1.982	4	.496	.441	.779	Not accepted	NS
	Within Groups	140.487	125	1.124				
	Total	142.469	129					

I feel that the career development opportunities provided by the company are aligned with my personal career goals.	Between Groups	2.449	4	.612	.410	.801	Not accepted	NS
	Within Groups	186.444	125	1.492				
	Total	188.892	129					

**SOURCE:** Primary Data

#### **INTERPRETATION:**

The ANOVA results indicate that age group does not significantly influence perceptions of career development opportunities within the organization. The F values for all five factors are low, and the significance (Sig) values are all greater than 0.05, meaning there is no statistically significant difference between age groups regarding their views on career development programs, training opportunities, mentorship, career pathways, or alignment with personal career goals. As all hypotheses were not accepted (NS), this suggests that career development perceptions are consistent across different age groups. Organizations may need to focus on enhancing engagement strategies and tailoring programs to better meet employee expectations across all age groups.

#### **INFERENCE:**

There is no significant association between Age group and Career Development Opportunities of the respondents.

#### **FINDINGS:**

##### **DESCRIPTIVE ANALYSIS:**

Employees have a neutral to slightly negative perception of career management technology, with low adoption and usability concerns. Organizations should enhance accessibility and integration to improve its effectiveness.

##### **ANOVA (ONE WAY):**

There is no significant association between Age group and Career Development Opportunities of the respondents.

#### **SUGGESTIONS:**

- Enhance career development programs with structured training, mentorship, and leadership pathways.
- Improve awareness and accessibility of career management programs through better communication and engagement.
- Strengthen leadership involvement in guiding and supporting employee career growth.
- Ensure competitive salaries and job security to improve financial stability and employee satisfaction.
- Promote a career-oriented culture with incentives for professional growth and skill enhancement.

#### **CONCLUSION:**

The study highlights that effective career management positively influences employee motivation, job satisfaction, and organizational commitment. However, challenges such as lack of leadership support, resource constraints, and poor communication can limit its effectiveness. By implementing structured career development programs, improving awareness, and aligning career pathways with organizational goals, companies can enhance employee engagement, retention, and overall productivity.

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