CHAPTER 2

LITERATURE REVIEW AND CONCEPTUAL ANALYSIS

A detailed review of literature related to career management is presented in this chapter. This chapter is a result of review of 94 articles, papers, dissertations and theses on career management and on other themes of human resources management. This chapter provides a strong theoretical background for identifying research gaps for the study. A detailed explanation of independent, dependent, mediating and moderating variables and their operational definitions are presented in this chapter.

2.1 MEANING OF CAREER AND CAREER MANAGEMENT

Career can be defined as a sequence of separate but related work activities that provide continuity, order and meaning to an individual’s life. It is not merely a series of work-related experiences, but consists of a properly sequenced role experiences, leading to a rising levels of responsibility, status (both social and professional), compensation, power and authority. It represents an organised path followed by an individual across time and age in his/her professional life. In the words of Hall, career is referred ‘to be composed of series of jobs and positions held and work accomplished over a long period of time, rather than just referring to one job or a position’.

Career is shaped by many factors, including heredity, culture, family, society, age level, education, and actual experiences in one or more organisations. While individuals in some cultures and economies (for
example: Japan) stay with one job during their career and at the same time individuals in other cultures and economies (for example: USA) tend to change their jobs more frequently. For example, an individual's career could involve being a civil engineer. The individual could work for several different companies and in several different areas of construction industry over his/her lifetime. Individual’s career must be of concern to organisations in order to meet constantly changing environmental conditions.

Career planning essentially means ‘helping the individuals to plan their careers in terms of their capacities with the context of organisational needs’. It is described as devising an organisational system of career movement and growth opportunities from the point of entry of an individual into employment to the point of his retirement in the same organisation. It is generally understood to be a management technique for mapping the entire career of employees. It essentially includes identifying, developing and using talents of employees in an effective manner. It is ‘a process of synthesising and harmonising the needs of the organisation with the innate aspirations of the employees’. The resultant of career planning is the individuals achieve the sense of career success and thereby organisational effectiveness is improved.

Career planning provides indications in terms of an individual’s advancements, growth and prospects in the future. Career planning is not an one time event, but it is a dynamic and reoccurring activity. Further, it is not an
end in itself, but a process of development of human resources. It is an essential aspect of managing people to obtain optimal results.

According to Greenhaus and Callanan, career management is defined as ‘a dynamic process in which individuals gather information on their own likes, dislikes, strengths, weaknesses and on the world of work; develop realistic career goals; implement career strategies to achieve these goals; and obtain feedback to promote career decision making’. Career management encompasses activities like career planning, career counselling, career assessment, career development programmes, development of career paths (also referred to as career structure or career ladders), and synchronising organisational objectives with individual objectives.

The outcome of successful career management should include personal fulfillment, work-life balance, and achievement of individual goals as well as organisational goals.

2.2 APPROACHES IN CAREER MANAGEMENT

In broad terms, there are two ways of viewing a career; first one refers to career with ‘organisation’ as a frame of reference. It is termed as ‘organisational career management’ (OCM). Second one with ‘individual’ as a frame of reference. It is termed as ‘career self-management’ (CSM) or ‘individual career management’ (ICM).
2.2.1 ORGANISATIONAL CAREER MANAGEMENT

Organisational view approaches career as a structural property of an organisation which is termed as organisational career management. According to this view, in the words of Micheal Armstrong, the career is a sequence of positions held by an employee and is seen as a mobility path within in an organisation. Therefore, career planning is a set of organisational policies and practices used to provide for managing careers of its human resources. According to this view, objectives of organisational career management are:

- to ensure that the organisation’s trained manpower requirements are fulfilled;
- to provide employees with sequence of training to equip them for higher level of responsibility;
- to guide and encourage employees to fulfil their goals; and
- to achieve successful career within the organisation.

In the words of Hall and Barush, the term organisational career management refers to the policies and practices followed by organisations to enhance the career effectiveness of their employees. The practices of career planning and career management are one of the important functions of human resources management. Effective career management policies are considered important for both organisations and their employees. Organisational career management activities within these practices include organisational assessment; career planning; career paths and structure; development programmes; conducting career performance evaluations;
maintaining assessment centers; counselling and mentoring; providing information; and creating opportunities for employees.

According to organisational view of career, individuals’ objectives are expected to conform to those of the environment – specifically those of employing organisations. This results in emphasis on vertical progression through positions carrying increased responsibility; status; and rewards as defined by the organisation. This view of career, as a contract between workers and employers, seems to be shifting to a self-management of career model based on self-direction in the pursuit of psychological success in one's work.

2.2.2 CAREER SELF-MANAGEMENT

According to Jeffrey H. Greenhaus, career defined as ‘the pattern of work-related experiences that span the entire course of an individual’s life’ brings in a paradigmatic difference to the meaning of career from that of organisational view of career. The point of departure is that, career does not require an individual’s work roles be professional in nature and be stable within a single organisation. And anyone who is engaged in work related activities is said to be pursuing a career. Career, therefore is an individual’s property.

‘Career self-management’ (CSM) or ‘individual career management’ (ICM) is defined as a ‘dynamic process in which individuals gather information on their own likes, dislikes, strengths, weaknesses, and on the world of work;
develop realistic career goals; develop and implement strategies to achieve these goals; and obtain feedback to promote career decision’. In other words the emphasis is on the career as a profession, chosen by an individual.

Career self-management activities include, career related dynamic activities, initiated by an individual, in terms of career planning, strategy formulation and implementation, career appraisal, education and use of networking to achieve their career goals.

This view also acknowledges that a person pursues a unique career by accumulating series of jobs, positions, and experiences. According to this view, career management is more of an individual’s responsibility than an organisation’s. Therefore, the new career contract is not a part of organisation but it is a part of individual’s aspirations and work. Individuals should develop a set of career competencies which enable them to face unpredictable and uncertain careers challenges.

2.3 FACTORS LEADING TO SHIFT FROM ORGANISATIONAL VIEW TO INDIVIDUAL VIEW

Dynamic and turbulent business environment have brought in changes in the socio-economic environment have presented greater challenges to modern organisations in terms of managing their human resources. These environmental changes have left their deep imprint on the way human resources are managed. At the macro level, human resources management is inextricably linked to business strategy and structure.
At the functional level, changes in human resource management can be seen in terms of a dramatic rise in part-time, casual and contract employment, outsourcing, team work, career self-management, multi-rater performance appraisals, performance-based remuneration, portfolio or modular careers and enterprise-based employee relations. In the similar lines, literature on career management is unanimous in accepting that careers have undergone changes since 1990s and observe that both the context and contents of career management have witnessed paradigm shifts from their traditional position. The emerging challenges have contributed to the development of new models for career management.

Parallel to the challenges presented by the changing environment there is an increased trend in the career literature towards self-management of careers. In the past, the literature on career management emphasised organisational initiatives such as employee workshops, job rotation, job enrichment, career progression structures (ladders) and organisationally planned programmes. More recently researchers have focused on the reality that an individual’s typical career involves many roles in multiple organisations. These are the effects of globalisation and advances in technology.

2.4 JOINT RESPONSIBILITY: CONVERGENCE OF ORGANISATIONAL AND INDIVIDUAL VIEWS

The paradigmatic extremeness of the views presented above limits the understanding of the phenomena of career management. It is because the factors leading to shift from organisational view to individual view in managing
careers are not freely chosen. Many a times they are organisationally induced. For example, mergers, acquisitions, and downsizing are all indications of general shifts between declining and growing sectors of the economy that affect individuals. In addition, these shifts have been accompanied by the organisational trend to explicitly encourage individuals to actively manage their own careers.

These dynamics have changed the assumptions of employment contract, along with the changing nature of careers beyond the context of a single, traditional organisation. Under such circumstances, it is essential to understand career from both organisational and individual perspectives. Because, it is in the context of organisation that individual shapes his career and organisations manage career in the context of individuals. This becomes even more important as the nature of organisational life is becoming unpredictable. Hence, joint management of one’s career may be the only way to navigate through the turbulent world.

There is a consensus that the responsibility for career management rests neither with the individual nor with the organisation, but rather it is shared by both. Organisations establish career management programmes because they accept their share of the joint responsibility. It is believed that career management programmes contribute to the career development of an individual – that is, to enhance career effectiveness of an employee. ‘Joint responsibility’ conveys the idea that organisational efforts as well as individual efforts are needed in order to foster individual career development.
Career management therefore can be defined as ‘the combination of individual’s career goals supported by the organisational career management practices’. In other words, the concepts of career management entails an ongoing process by which individuals progress through a series of stages, each of which is characterised by a relatively unique set of issues, themes and tasks. Career management is ‘a lifelong process of working out a synthesis between individual interests and the opportunities (or limitations) present in the external work-related environment, so that both individual and organisational objectives are fulfilled’. The stages are conceptualised as ‘career path’; which are the pre-determined steps employees follow along with developing expertise to achieve their career goals. The organisation itself is involved in periodic checks to evaluate the progress, as well as determining the need for further training and experience that are needed to move to the next step.

The changing perspectives, in management of careers, from organisational view to individual view and finally to a joint responsibility indicate that individual’s careers are made within organisations. Joint responsibility refers to the efforts made by individuals to achieve their career objectives within the framework of an organisation. And organisations try to achieve its objectives by effectively managing careers of its employees. This new perspective of joint responsibility implies that there are increased prospects for intra-organisational mobility as well as inter-organisational mobility.
However, careers are usually made within organisations, therefore, career dynamics are influenced to a considerable degree by organisational factors. Research studies have shown that the characteristics of internal labour market structure, type of career system, organisational size, structure and technology shape employee mobility patterns and career development opportunities an individual obtains.

2.5 CAREER CONCERNS

Career concerns are the perspectives, expectations and preferences of an individual towards the ‘world of work’. Career concerns leads to the formation of rationale for an individual to develop career objectives, strategies and to make related decision making. These career concerns mediate between organisational career management, career self-management and formation of career success, specifically, objective career success and subjective career success. An individual will have two types of concerns. They are (i) work concerns and (ii) non-work concerns.

Work concerns can be defined as an individual’s work and company related perspectives, expectations and preferences. Works concerns consist of autonomy to define their own career, career stability, ethical treatment at workplace, fair opportunities for career advancement, expectation of steady increase in income, support by superiors and organisation, aspiration for challenging work, high quality of work life, size and structure of the organisation.
Non-work concerns can be defined as an individual’s life and family related perspectives, personal choices and aspirations. Non-works concerns consist of opportunities for work-life balance, recognition from family members, contribution towards well-being of family members, contribution towards educational requirements of family members, responsibility towards dependents, adequate time to spend with family and for personal accomplishments, opportunity to achieve desired social status and attainment of minimum standard of living.

2.6 CAREER SUCCESS

On successful management of careers, individuals develop a sense of career success. Career success is a resultant of an individual’s career related experiences. There are two broad factors that cause career success among individuals. They are (i) subjective career and (ii) objective career.

Subjective career is only experienced by the individual. It comprises of feelings towards the career. Intrinsic measurement of subjective career is possible. Whereas, objective career comprises of physical, upward movement (career progression) that is attainment of desired position and achievement of desired income level. Objective career is extrinsically measurable in nature.

Indicators of subjective career success, defined from the perspective of individuals, are increases in competence, recognition from peers, superiors and family, education and learning opportunities. Subjective career success is more of psychological in nature. Hence, it cannot be measured directly by
others. It is a felt, intangible, psychological feeling developed by an individual over period of time. Subjective career success is ‘perceived’ in nature.

Indicators of objective career success are status, position, power, hierarchy, level of income and level of responsibility. Objective career success is directly measurable. Objective career success is ‘real’ in nature.

### 2.7 MODELS OF CAREER MANAGEMENT

Models of career management that emerged in manufacturing age suggest that individuals work for single organisation, careers were designed as a structured pyramid and success was measured by upward movement within one or two companies until retirement. For example, traditional ‘linear career model’ proposed by Super.

The concept career management in most organisations and among individuals are conceptualised within the bureaucratic framework of long-term career planning. Therefore, the objectives of individuals have been expected to conform to those of the environment – specifically those of employing organisations. The result was ‘traditional organisational careers’ that were externally-oriented, emphasising vertical progression through positions carrying increasing responsibility, status, and rewards as defined by the organisation. The traditionally established paradigm of career management is unsuitable for the organisations operating under dynamic and turbulent business environment. Because, the traditional career contract between workers and employers seems to be shifting to a self-managed career model.
based on self-direction in the pursuit of psychological success in one's (employee's) work.

However, the conceptualisation of ‘boundaryless career’, by Arthur and Rousseau, can be viewed as a transitional model wherein career was viewed independent of functional silos from, rather than dependence on, traditional organisational career arrangements. The individual centric models are exemplified by Levinson’s ‘life stage model’ characterised by alternating periods of stability and turbulence. As per this model issues regarding employee development needs to be addressed, in order, for an employee to continue to grow and mature. In this approach, management of careers involves multiple and short learning cycles over one’s life span. Similarly, ‘protean career’, as described by Hall, provided a shift in thinking from organisationally managed careers to self-management of careers. In the protean view, the person, not the organisation, is in charge of the career management. The core values are freedom and growth, and the main success criteria are subjective (psychological success) rather than objective (position, salary).

In the similar lines, Schein’s typology of ‘career anchors’ highlights the importance of the individual career management and suggests that individuals become more aware of their own abilities, motives, needs, attitudes and values after being in the workforce for several years. The typology labels these stable constellations of job preferences as career anchors and
postulates that ‘individuals set reasonably strong parameters within which future career decisions are made’.

Kaleidoscope career model describes that career pattern shift according to change in needs and interests of an individual. According to this model, authenticity, balance and challenge influence career decisions. Authenticity can be defined as being truthful to oneself. Authenticity specifies that individuals search for jobs that can be matched with their ethical values. The desire to aggregate life and work aspects is termed as balance. Challenge is the aspiration to have autonomy to decide one’s own career and responsibility. Further, challenge specifies that individuals will be willing to learn and grow.

### 2.8 CAREER STAGES

Expectations of individuals from their careers vary according to the stage of one’s career. Factors important in early stage may not be so important in a later stage. Five distinct career stages have been identified: (i) initial trial stage, (ii) establishment stage, (iii) mid-career crisis sub stage, (iv) mid-career stage, and (v) late career stage. Individuals will have different career needs and interests in each of these stages. Also they face different challenges related to work and non-work during each of these stages.

#### 2.8.1 INITIAL TRIAL STAGE

This initial trial and error stage begins as soon as an individual completes education and starts searching for a job. Activities in this stage
comprises of career exploration, career goal setting and conducting experiments to identify right profession. During this phase, individuals try many jobs and companies before making decision to select most appropriate job for themselves. Usually this stage ends at the age of mid-twenties. This trail, unfortunately, leads to high labour turnover in the employing organisations.

2.8.2 ESTABLISHMENT STAGE

During this stage, an individual will finalise the career direction and will have concern for achievement, performance and advancement. During this stage individuals are oriented towards high productivity and career growth. Individuals will possess high motivation and energy to achieve their career goals. To achieve their career goals and to survive in the job market, individuals give importance to acquiring necessary skills and knowledge. Individuals display creativity and innovation during this stage. Individuals also desire for autonomy in their professional activities. This stage usually occurs between ages of mid-twenties and mid-thirties years.

2.8.3 MID-CAREER CRISIS SUB STAGE

During this sub-stage, individuals develop and experience professional insecurities due to increased competition from youngsters, changing demands for the professional work and change in technology. Often individuals make a major reassessment of their career goals and preferences. Usually, this stage occurs between mid-thirties and mid-forties.
2.8.4 MID-CAREER STAGE

Mid-career stage is also referred to as maintenance stage. During this stage, an individual tries to maintain the present position and to survive in the organisation. There may not be much job opportunities available for an individual. This becomes a limiting factor in the career progression. To survive, individuals have to update themselves about the latest developments in their field of operations. Organisations have to make efforts to avoid career stagnation and early decline among their employees passing thorough this stage. The mid-career stage usually occurs between the ages of mid-thirties and early fifties years.

2.8.5 LATE-CAREER STAGE

This stage is also termed as career decline stage. During this stage, an individual plans for retirement or plans for alternative career for keeping oneself occupied. Individuals try to develop social identity outside the work environment. This stage normally occurs after early fifties years of age till retirement.

2.9 NEED FOR CAREER MANAGEMENT

Career management is considered as an essential feature of managing men for obtaining optimum performance from them. Achievement of organisational development, increased productivity and fulfilment of corporate objectives can be possible only if the employees of the organisation get a feeling of satisfaction and achievement, and feel part of the organisation. Normally employees have aspirations to advance and grow in one or more
organisations, and also a desire to achieve a sense of career success. Unless
these aspirations and desires of employees are taken care of, the
organisation cannot be taken to higher levels of efficiency and productivity. An
organisation will gain strength and vitality only when its employees are
convinced that they will be benefited, not only in financial and other tangible
terms but also in psychological and intangible terms. One of the ways to
achieve all this is through a well designed system of career management.

The need for an effective career management is caused by two types
of corresponding forces viz., (i) economic & social forces; and (ii) individual &
organisational forces. To survive in this highly competitive and ever changing
environment, an organisation has to adopt an effective and sound policy to
develop its human resources constantly.

In earlier days career management was considered as a property of an
organisation wherein employees would join one organisation and eventually
retire from the same organisation. But, now-a-days, there is change in
thinking: career management is considered as a ‘joint responsibility’ of both
individuals and organisations. A step ahead, individuals claim major stake in
managing their careers and they consider the organisation as means to
realise their career objectives. These days we find individuals work in many
organisations, till their retirement, to achieve career success which are
summation of job satisfactions earned in all jobs held so far.
Today, individuals ascertain the career progression opportunities available for them much before joining any organisation. After joining, if they feel that there are fewer opportunities for realising their expected career progression, they simply quit the organisation. They seek better opportunities through which they can achieve their career objectives. For attracting and retaining competent human resources, organisations need to develop and implement an appropriate career management policy.

2.10 ADVANTAGES OF CAREER MANAGEMENT

Properly designed career management programme benefits both the management as well as employees. Efficient career management practices are results of the efforts aimed at understanding individual career objectives and organisational man-power related requirements. Effective career management would help in attracting and retaining highly knowledgeable and skillful employees for longer term. Employee turnover and absenteeism can be reduced by matching individual career objectives and organisational requirements.

Morale and motivation of employees can be increased by matching individual abilities and needs of the organisation. Motivated employees perform better and stay for longer time in the organisation, thereby reducing labour turnover costs. By involving employees in career management, their motivation and morale can be increased that would result in high productivity and employee retention.
Career management complements other functions of human resources management like, human resource planning, succession planning, etc. With career planning, an individual is aware of the career progression opportunities available for himself/herself within the organisation. This gives impetus to avail the training and development facilities and develop according to requirements of higher level positions. As career management is participative in nature, employees take part actively. Employees are concerned about their own careers as well. An organisation with well-designed career management plans can develop goodwill in the labour market thereby attracting knowledgeable individuals.

2.11 DISTINCTION BETWEEN HUMAN RESOURCE PLANNING, SUCCESSION PLANNING AND CAREER PLANNING

Human resource planning is a continuous and dynamic process of estimating the organisational requirement in terms of human resources and skills. It helps in estimating the total number of people required to run the organisation smoothly. Further, human resource planning details the inventory of skills and potentials available in the organisation, so that the top management can effectively utilise them to achieve the organisational goals and objectives easily.

Succession planning involves identification of vacancies that are likely to occur in the medium and top levels and to identify the probable successors. Succession planning identifies employees who can hold the position in the future. Succession planning is generally required for top level positions.
In career planning, career charts are developed to show the career paths or structure (ladder) that can be followed by an individual to move up in the hierarchical structure in an organisation. Career planning provides various career progression opportunities available for an individual. It encompasses employees at all levels.

Human resource planning is organisation-centric, succession planning is position-centric and career planning is individual-centric. Therefore, these concepts of human resources management should not be treated as synonymous. Doctrine of human resources management cannot be fulfilled if these concepts are kept in isolation. Although career planning, human resources planning and succession planning are not synonymous, they are distinct, complementary yet inter-related to each other. All the three concepts are essential for an organisation to grow and survive.

2.12 DISTINCTION BETWEEN JOB SATISFACTION AND CAREER SATISFACTION

Job satisfaction is related to a particular job held by an individual in an organisation. If a job is interesting, challenging, rewarding and according to the expectations of an individual, then it will cause job satisfaction in an employee. Satisfied employees contribute for the achievement of individual objectives as well as organisational objectives. Such satisfied employees stay in the organisation for long time thereby reducing costs of recruitment and training new employees.
Career is series of jobs involving many organisations and/or many professions (for example: software engineer becoming entrepreneur and later becoming an academician) held by an individual in his/her life time. Career satisfaction (also termed as career success) is formed from the series of individual job satisfactions occurred in the past.

Formation of career satisfaction is depicted in the following picture.

**Figure No. 2.1: Formation of career satisfaction**

Formation of career satisfaction is influenced by three major factors viz., personal, organisational and environmental factors. Personal factors comprise of sub-factors like age, gender, qualification, experience, expectations, career objectives, career strategies, etc. These personal factors motivate an individual to work. Organisational factors comprise of sub-factors like organisational objectives, policies relating to manpower planning and succession planning, training and development, mentoring, career
counselling, compensation and benefits, etc. Organisational factors provide opportunities for individuals to work and achieve their career objectives. Environmental factors comprise of technological, economic, political, legal, social, cultural, and other factors in which organisations exist.

## 2.13 ROLES IN CAREER MANAGEMENT

Three key players share responsibility for an individual’s career management, viz. individual, manager (superior) and organisation. Primarily the responsibility lies on the individual, but managers and organisation should provide necessary assistance. To manage careers successfully following responsibilities shall be borne by these players.

An individual’s responsibilities include developing career goals and objectives; self-assessment; and acquiring necessary knowledge, skills and attitude through appropriate education and training. Manager’s responsibilities include providing prompt and unbiased feedback; identifying employee’s potential; and providing appropriate support and opportunities. Finally, the organisation’s responsibilities include setting and communicating missions, objectives, and policies; providing information on career structure (ladder); providing training and development; and creating a conducive environment where tenets of career management are achieved.

## 2.14 LIMITATIONS OF CAREER MANAGEMENT

Like any other function of management, even career management suffers from certain limitations. As and when there is a change in internal and
external factors of business environment, career management policies needs to be changed, if not, the efforts will lead to an unproductive and waste activity. Career management should be as dynamic as the environment. One of the major difficulties in career management is synchronising the organisational career management objectives with individual career objectives.

Long-term career planning may not be feasible under dynamic and ever changing environmental factors. Career management does not suit small organisations as there will be fewer opportunities for vertical mobility of an employee.

It may not be so effective for lower level employees who are mostly less educated, unskilled and are available in abundance in the labour market. Lack of career aspirations among these lower level employees makes implementation of career management even more difficult task.

Recruitment from outside the organisation sometimes may be detrimental to the career management policies and programmes. Ignorance of the management of an organisation about benefits of career management will cause hindrance to the effective implementation of career management policies. If various limitations of career management are successfully manoeuvred, the organisations and individuals will have an advantage of achieving their objectives.
2.15 RESEARCH GAPS

The increasing importance of knowledge in the current business environment over the past few decades has led to the growth of research in management of human resources. Specifically, researchers have focused on managing the career of individuals who are carriers of knowledge. Literatures in the area of career management reveals vide diversity in conceptualising the meaning of career and career management. Various models in this regard have been developed consisting of several dimensions, antecedents, moderators, mediators and consequents.

The concept of career is not a property of any one theoretical or disciplinary view. The concept of career is viewed from the perspective of management science, psychology, sociology, anthropology, economics, political science, history and geography.

Literature has recognised many ‘mediators’ and ‘moderators’ that influence employee perception of career success. Individual factors, such as career ambitions, values, individual career management initiatives, and socio-demographical characteristics such as age, gender or marital status impact individuals’ career mobility. Also, career dynamics are influenced by organisational factors such as, internal labour market structure, type of career system, organisational size, structure, and technology in shaping employee mobility patterns and the career development opportunities for an individual.
Changes in the corporate environment like declining promotions, lack of concern for work-life balance have resulted either in employees starting their own businesses to integrate their work and non-work lives, or individuals taking up more flexible or part time jobs. Therefore, the ‘career success’ may also be influenced by ‘work concerns’ and ‘non-work concerns’.

With an extensive review of literature, it is found that the area of career management has received inadequate focus so far. The fact that there is less research in the area of career management pertaining to Indian Information Technology industry gives the researcher an enormous scope for conducting an academic research. This proposed research attempts to fill the following research gaps by studying the dynamics of career management.

1. There is no clarity to the extent to which both organisational career management and career self-management activities affect the career of individuals. A better understanding of the role of organisational career management and career self-management in shaping the careers of professionals working in Indian information technology industry is required.

2. In light of the latest developments in the world of work, current models of career management do not recognise the delicate mediation by work concerns and non-work concerns.

3. Further, these models do not explain the moderating influence by age, gender, marital status, level of experience and level of education on career enactment.
4. The existing literature is not adequate to explain the influence of organisational career management and career self-management on the sense of career success among IT professionals.

5. In addition to above, most of these investigations in the area of career management have been carried out in the context of western and developed nations. There are very few researches made in Indian context, more specifically in Indian IT industry.

2.16 VARIABLES AND THEIR OPERATIONAL DEFINITIONS USED IN THE STUDY

In the following paragraphs various variables and their operational definitions (developed by research scholar and guide) are discussed. Four types of variables have been used in the study. They are (i) independent, (ii) dependent, (iii) mediating and (iv) moderating variables.

2.16.1 INDEPENDENT VARIABLES

Independent variables considered for the study are (i) organisational career management (OCM) and (ii) career self-management (CSM) which are collectively termed as ‘career management’. These independent variables act as ‘antecedents’.

Operational definition of organisational career management is “career related dynamic activities, initiated by an organisation, in terms of planning, commitment towards implementation, counselling, mentoring, development, providing information and creating opportunities as perceived by an employee”. 
Based on the above stated operational definition, variables identified to measure organisational career management are as follows:

i. Organisational career planning
ii. Career commitment
iii. Career counselling
iv. Career development
v. Career information

Operational definition of career self-management is “career related dynamic activities, initiated by an individual, in terms of planning, strategy formulation and implementation, appraisal, education and use of networking”.

Based on the above stated operational definition, variables identified to measure organisational career management are as follows:

i. Individual career planning
ii. Career strategy
iii. Career appraisal
iv. Education
v. Networking

2.16.2 DEPENDENT VARIABLES

Dependent variables considered for the study are (i) objective career success (OCS) and (ii) subjective career success (SCS) which are collectively termed as ‘career success’ or ‘sense of career success’. These dependent variables act as ‘consequents’.
Operational definition of sense of career success is “psychological feeling that is formed as a result of successful accomplishment of career objectives”.

Operational definition of objective career success is “career success formed as a result of successful accomplishment of extrinsically measurable career objectives like desired level of status, position, power, hierarchy, income and responsibility”.

Operational definition of subjective career success is “career success formed as a result of successful accomplishment of intrinsically measurable career objectives like increases in competence, recognition from peers, superiors and family, education and learning opportunities”.

2.16.3 MEDIATING VARIABLES

Mediating variables considered for the study are (i) work concerns (WC) and (ii) non-work concerns (NWC) which are collectively termed as ‘career concerns’.

Operational definition of work concerns is “an individual’s work and company related perspectives, expectations and preferences”.

Operational definition of non-work concerns is “an individual’s life and family related perspectives, personal choices and aspirations”.
2.16.4 MODERATING VARIABLES

Further, demographic factors such as age, gender, marital status, educational level, experience, department and management levels are considered as moderating variables.

2.17 CHAPTER SUMMARY

This chapter provided a detailed review of literature that contributed for identification of research gaps for the research study. Various career related terminologies like career, career planning, organisational career management, career self-management, objective career success and subjective career success are defined. Apart from explaining the reasons for convergence of organisational career management and career self-management into joint responsibility, the chapter gave overview of various career models.

Additionally, this chapter provided distinction between human resource planning, succession planning and career planning; and also between job satisfaction and career satisfaction. Roles played by stake-holders of career management are explained. Need, advantages and limitations of career management are delineated. An explanation of variables along with their operating definitions was presented in this chapter.