

Career planning and choosing one's career is a most important factor that affects every sphere of life (Herr & Cramer, 1996). According to Tarlow and Tarlow (2002), 32 percent of people plan and choose their jobs on their own but 50 percent report dissatisfaction. In the past, the notion of career was linear and hierarchical. This argument is well presented in the first chapter. None of the existing models/theories of career planning present a holistic picture of career intricacies. However, National Career Development Association (2008) framework seems to have incorporated some of the complexities of career by advocating a revised definition of career which is "the total constellation of psychological, sociological, educational, physical, economic, and chance factors that combine to influence the nature and significance of work in the total lifespan of any given individual" (p. 2), this is similar to system theory (Patton & McMahon 1999, 2006).

The present research was also conceived on similar lines as it incorporated many predictors of career planning such as personality, interest, work motivation, social support system, socio economic status, gender and work experience. For mapping the same the first research question was formulated: *what are the antecedents of career planning of youth?* The second and the third research questions were formulated to have a deeper understanding about the process of career planning, as it tapped indirect and direct consequences of career planning. The study also examined the second and third research questions across two groups of participants who differ in terms of their work experience. The second research question was: *What would be the effect of antecedent on the consequences through the mediators for the two groups of youth.* As explained in earlier chapters, this phase explored the relationship between career planning and three consequences (work engagement, happiness and career satisfaction) through the mediators (networking, organizational career management).

And the last research question was formulated to understand the direct effect of career planning on its consequences hence *what are the consequences of career planning for youth* was formulated. The review of literature along with the operational definition, rationale of the study all have been dealt at length in previous chapters. Chapter two covers methods, procedures and statistical techniques for analysis of data. In chapter three one can find results and interpretation with tables and figures. The present chapter discuss results and an effort has been made to elucidate and substantiate the findings of the results with the help of existing theory and research.

Sections below begin with hypothesis, followed by discussing obtained results, and a descriptive explanation after culling meaning based researches.

*H1: The influence of various antecedents (personality, interest, work motivation, social support system, socio economic status, gender and work experience) would be different for the career planning process of youth.*

Descriptive and correlation coefficient results have already been presented in Chapter-III. The correlation tables depicts, some constructs, have negative correlation with career planning such as neuroticism, artistic, enterprising, survival safety motive and socio economic status. This means that when neuroticism is high career planning will be low in the similar manner when artistic and enterprising scores are high then career planning would be low and vice versa.

High scores on survival and safety motive also depict similar results for career planning. Socio economic status even showcases the same patterns. All the other antecedents have positive correlation with career planning: personality (extroversion); interest (realistic, investigative, social and conventional); work values (affiliation motive, self esteem motive, fulfilment motive); & socio support (family, friends and significant others). The stepwise backward method of regression was used for analysis

to see the effect of predictors on the criterion variable. The overall model fit was achieved and the  $R^2$  value obtained is .14. This means 14% of variance in career planning can be accounted to the predictors of this model. However interpretation of the results would remain incomplete until the beta values are discussed. The beta values tell us to what degree each predictor affects the outcome *if the effects of all other predictors are held constant* (Field, 2009).

The beta values obtained on many of the predictors in the research work were also negative which explains that predictors (such as neuroticism; realistic, artistic, enterprising, survival and safety, self esteem and fulfilment, family, friends and socio economic status and work experience) have a negative relationship with the criterion variable: career planning. The beta values for the predictors - extroversion, investigative, social, conventional affiliation motive, significant other and gender depict a positive relation with career planning. The findings obtained are largely supported by the existing literature on career planning.

Personality dimensions such as high extroversion and low neuroticism are the prominent personality factors that have been found to be consistently related to increased career information-seeking and decidedness (Lounsbury, Hutchens & Loveland, 2005; Reed, Bruch & Hasse, 2004). Similar results were also reported by (Chen, Feng & Zuo, 2006; Hartman & Betz, 2007). There is also cross cultural support reported for this relationship (Andrews & Buzzetta, 2011; Hartman & Betz, 2007; Jin et al., 2009; Rogers et al., 2008; Wang et al., 2006; Bullock-Yowell et al., 2011; Fuller & Marler, 2009; Major et al., 2006). Extroversion have been associated with openness to exploration and career planning whereas, neuroticism or people with neurotic traits have been found to engage in fewer such behaviours (Tokar et al., 1998; Savickas et al. 2002; Judge & Ilies, 2002; Blustein & Flum, 1999;

Super, 1980). The results of the present study are also in sync with the existing researches as we have found that extraversion emerged as the significant predictor of career planning.

Interest was the next predictor in the model and one of the most frequently assessed construct in career planning (Rayman & Atanasoff, 1999). In a study conducted in Hongkong, Holland circular model was tested and a fit was found for the local sample. However the results were contrasting in context of the US population. Farh, Leong, and Law (1998) replicated this research in India and found a partial fit for the Holland circular model of interest.

In the present research findings suggest artistic, realistic and enterprising interests have negative relationship with career planning. In some of the studies the life patterns of artistic community vis-à-vis their interest had been explored. It showed very distressing conditions of people as most of them do not get jobs after completion of formal programs in arts (Menger 1999), many of them settle for low paid jobs (Comunian et al.2010) and also unrelated jobs (Abbing, 2002). These could be the causes that make an artist take a back seat from planning their career aggressively. The beta value obtained on the dimension - realistic, show a negative relationship between these two constructs. Brandel (1978) found that people with realistic interest value stability at work more than any other things. Lievens, Coetsier, De Fruyt, and De Maeseneer (2002) observed that people with realistic interest were low on extraversion and it has been already proven that extraversion as a trait is positively related with career planning. From this, it can be assumed that realistic would be low on career planning or there would be negative relationship between these two constructs, however, this needs to be further explored in future researches.

Another dimension of interest which has a negative relationship with career planning is enterprising. In a study on enterprising interest, it was observed that if one comes from an entrepreneurial background they were found to be putting in less effort in developing their career in the same area (Schmitt-Rodermund & Vondracek, 2002). This was because of the self belief that they have inherited skills for the same; hence no extra effort is required. However, this may not be the case if people are choosing different careers; that are distinct from their family businesses.

Investigative, social and conventional were three interests which showed positive relationship with career planning process. To understand these results one needs to look at the current employment scenario in India. The top three sectors which produce jobs are IT, telecom and health care. There is sudden boom seen in this industry since 1991 with the emergence of MNC's and liberalization movement (Quora, 2013).

Positive relationship between career planning and investigative vocational interest could be attributed to this boom in these market segments. Conventional vocational interest has seen its aggressive emerging trend as a career, since the beginning and it has not waned till date (Chanana, 2000). This relationship holds true for both genders.

The social vocational interest areas have a positive relation with career planning because it is one of the most preferred employments areas by the fairer gender. This has resulted in the feminization of profession to a greater extent. The shortage of professional in the teaching field (social interest areas) is 1.2 million, as predicted by the Ministry of Human Resource Development (Hindustan Times 6<sup>th</sup> April 2015) and perhaps has made this profession as a lucrative career option for females. However the situation is difficult to explain in the context of males, which needs to be taken up for future researches.

According to Ester, Braun, and Mohler (2006) work value and motivation plays an essential roles in one's work roles as these are "salient, basic, and influential" (p.92) in guiding one's work behaviour. In the present research work four work values were identified they are survival and safety, affiliation, self esteem and fulfilment their relationship is explored with career planning. Schwartz's (1992) identified four higher order values having universal significance they are intrinsic, extrinsic, social and status categories. The four work values used in the present research were largely based on this framework. The results obtained depicted negative relations between career planning and three work values (survival and safety, self esteem and fulfilment motives). The results would be wisely understood if the account of career stage one is in is taken into consideration. It was found in studies that when one begins their career they are more attuned to the realities of life like making more money, having a comfortable lifestyle, keeping a family. Individuals are also seen to be inclined towards extrinsic and materialistic version of values and as when they progress there is a shift seen in value system towards status and latter towards intrinsic values (De Cooman et al., 2009; Riordan, Griffith, & Weatherly, 2003; Cennamo & Gardner, 2008; Wong, Gardiner, Lang, & Coulon, 2008). A positive relationship between career planning and affiliation motive was found in the present research the findings could be substantiated by work of (Sheldon 2005; Sheldon, Arndt & Houser-Marko, 2003; Sheldon & Kasser 2001). They reported that values change because of liberal environment and unconstrained thinking, away from the materialism and extrinsic values. Therefore one could build inferences that the youth in current era value companionship, affiliations over materialism or extrinsic values as the present environment provides lot of opportunities.

Social support is a well researched career planning antecedent. The literature on social support (Ali & McWhirter, 2006; Ali et al., 2005; Ali & Saunders, 2009; Gushue, 2006; Gushue & Whitson, 2006; Metheney et al., 2008; Wettersen et al., 2005) shows a positive relationship with career and its outcomes. Family as a dimension of social support have been seen as a integral element because of which a youth get an option for exploring educational as well as vocational environment (Vignoli, Croity-Belz, Chapeland, de Fillipis & Garcia, 2005) and similar findings existed in the case of friends and significant others also. There are many more studies which have been covered at length in the review of literature on family friends and significant others. The findings of the present research work are slightly different from the empirical work on social support. There is a negative relationship between family, friends and career planning. The beta values obtained on the dimension of family and friends were negative however for the dimension of significant other the beta value is positive.

This could be explained with the help of expectancy theory of work motivation. It depicts until the support is very specific (in this case support for career planning) it won't make any difference (Tharenou, 2001; Noe & Wilk, 1993). Despite the fact that there was high amount of social support provided by family and friends, they still fail to provide any positive connections with career planning process. The support provided by family and friends is emotional and not specific which is required in the context of career planning.

In the present research work positive support evidently emerged from significant others and not from the family and friends. To understand the findings of these antecedents one needs to look at the demographics of the sample in the study. Most of the participants hail from different cities in search of better work opportunity. Hence

the touch point with parents and friends is mostly missing if it exists also it's not specific to the task of career planning. Wherein the presence of significant other at proximal distance and the support provided by them is specific which leads to seeing them as positive support providers in comparison to others. The similar findings were reported in a recent study by Zou and Shahnawaz (2013).

Socio economic status has negative relation with career planning in the present research. In the context of career planning and socio economic statuses ample of researches exist to proof a positive relation between these two concepts (Erikson & Jonsson, 1996; Schoon, Martin & Ross, 2007; Schoon, Ross, & Martin, 2007).

Nonetheless at the same time there are evidences existing which show that current career theories are not applicable to those from low SES (Blustein, 1999; Kerka, 1998; McWhirter, Crothers & Rasheed, 2000). The findings of this present research are also different from existing empirical literature on the career planning and SES. This could be because the participants of the present research were mostly youth who have picked up employment without considering their parents occupation and status (Rowney et al., 2012). A big percentage of the participants of the study have left their home town in search of better scope of employment. The similar findings to substantiate our results were also available in researches but only for the male population (Ashby & Schoon, 2010). In a study by Davies and Guppy (1997) it was found that students from households with lower socioeconomic status were more likely to choose more lucrative fields of study. This also corroborate with the results of our study signifying a negative relationship between career planning and SES. This is an interesting lead may be dwelled more.

Gender was the next variable/predictor used in the present study. According to Osipow and Fitzgerald (1996), gender is clearly one of the most powerful of all

influences on vocational behaviour. There is a positive relationship found between gender and career planning in the present research and number of studies also exists to substantiate the finding. Harmon, Hanson, Borgen and Hammer (1994) found gender plays a positive role in the career planning. The findings of this study show that females are more concerned about their career and plan their careers. There is no doubt that the population of working women had increased worldwide (Searfin, 2013) and their roles had also undergone transformation. The traditional role of males as a bread winner (Kang & Rowley 2005) is also seeing a shift. However in the review of literature on gender and career planning number of studies are found showing males taking career and career planning as their primary roles versus women. Overall the common concern of both the genders is about effectively combining the work and family roles (Perrone, Wright & Jackson, 2009).

Work experience as a predictor of career planning is not a very extensively researched phenomena. Though work experience is recognized as an important component in the identity formation and development of an independent self. It is a significant form of practice throughout one's life but is more salient in adolescence and young adulthood (Baltes & Silverberg, 1994; Grotevant & Cooper, 1998; Zimmer-Gembeck & Collins, 2003). The results of our study showed a negative relation between career planning and work experience. This means that when work experience is high career planning would be low and vice versa. Though work experience is not a well explored construct in the area of career planning, some studies indicate that work experiences help youth to explore career choices and plan future (Finch et al., 1991; Fine et al., 1990; Steel, 1991). It also provides chance to youth to interact with others in fields other than their close networks (Finch et al., 1991; Blustein et al., 1997; Bynner et al., 1997; Feij, Whitely, Peiro & Taris, 1995; Kenny, Blustein, Chaves, Grossman &

Gallagher, 2003) which also provides them with opportunities to get more work. However, as one grows and derives more work experience it is assumed that they would also have a network (Granovetter 1973, 1974; Burt 1992, 1998). Any network of experienced people largely constitutes of similar people having the same kind of background and as a result the same kind of information is recycled in the group which saturates after some time. The result of the present study was largely in sync with the existing researches. In the beginning of one's career, experience would help to choose a better career path, however, the salience of the experience would vitiate after some time.

Though there are number of antecedents explored in the present research and some of them portraying a positive relation with career planning and some negative. The overall fit for the model is good ( $R^2 = .14$ ) which is 14 percent of the variance in the model could be explained by the antecedents (personality, interest, work motivators, social support system, socio economic status, gender and work experience) and the effect size for the same is medium. The models does not explain in a holistic manner what all should be considered integral when career planning is concerned. This could be explained well with the help of the system theory framework by Patton and McMahon (1999, 2006). According to the traditional theories of career the focus is mainly on one dimension or sometimes a combination of few antecedents. In doing so the focus is on one or just few dimensions of career planning the number of other important factors, dimension or predictors are undervalued or mostly ignored. Though all the factors operate when career planning is done example the intrapersonal factors like gender, personality, ability, individual social system like family, peers and the boarder environmental societal system like labour market, globalization. This interaction among factors is dynamic and ever evolving like an open system and

located within a framework of time. However, it is also true that it is not possible to take into account all the possible antecedents in one study. Thus the present study contributed enormously in the existing body of knowledge on career planning literature.

The chapter so far presented the results and discussion based on antecedent of career planning. The section below shows the correlates phase2 of the research. Here correlates are being conceptualized as the mediators which indirectly affect the relations of antecedents and consequences. This section also follows the sequence of the first section i.e., first the hypothesis is presented followed by a brief outline of results obtained and then an explanation of results based on existing literature.

*H2. The relationship between career planning process and outcome variables shall be mediated through five mediators: strategies for networking, who are in your network, who do you contact in your career network and why, does having people from different domain help and organizational career management would be different for each group of youth.*

Career planning is a common antecedent in all the six regression equations and has been symbolized as (X). Three criteria variables (Y) are work engagement, happiness and career satisfaction has been separately used for group 1 and group 2. In total there were six regression equations. The set of 5 mediators (strategies for networking, who are in your network, who do you contact in your career network and why, does having people from different domain help and organizational career management would be different for each group of youth) remain common in all the six equations.

The interpretation of the results obtained when one is using multiple mediators requires the researcher to pay most of their attention to the specific indirect effect and

the direct effect Hayes (2013). The specific indirect effect is what will be covered in this phase of discussion, while the direct effect will be presented later in the chapter (as this is related to the consequences the phase).

To understand the results obtained one must refer to the matrix created in the chapter on results and interpretation and particularly to the column of specific indirect effect (table 3.14). If one observes there are clear visible patterns available. One can see only in the group two and for the mediator organizational career management the relationship is significant or the path of influence is different from zero. The last equation when career planning is exerting its effect on career satisfaction it is mediating through the variable 'who do you contact in your career network and why' which is significant or the path of influence generated through this is different from zero.

Though specific indirect effects are positive in most of the case in the group one and also group two. However the path of influence is generated only in the case of group two and that too mainly through the mediator- organizational career management with an exception of 'who do you contact in your career network and why' in the last equation.

Hence before the results are discussed thoroughly, a brief on 'organizational career management' is needed. Organizational career management has been described as a series of formal and less formal activities designed and managed by the organization to influence the career development of employees (Arnold, 1996) thereby to improve organizational effectiveness. It covers various policies and practices, deliberately established by organizations to improve the career effectiveness of their employees (Orpen, 1994).

As the technique of data analysis and the idea of parallel mediation is of recent origin (Preacher and Kelley, 2011). Therefore could not find any reported study where parallel multiple mediation has been used, in the context of career planning.

Nevertheless, in the following section an attempt has been made to discuss the results of the present study based on whatever literature which could be found.

Firstly, the results of the equation 2 are discussed wherein career planning is exerting its effect on work engagement through the five mediators (strategies for networking, who are in your network, who do you contact in your career network and why, does having people from different domain help and organizational career management), this is being explored from the framework of group 2.

The obtained result after the analysis shows that out of the five mediators, organizational career management was the only mediator, through which career planning was able to exert its positive and significant effect on work engagement on the youth of group two. This can be explained with help of job demand and resource model (Bakker & Demerouti, 2007) and the social exchange theory of Blau (1964).

Organization career management (OCM) refers to many organization based initiatives in which employees are involved in various work, programs, or projects which allow them to handle varying profiles. This intends to provide first hand experiences eventually leading to career growth. Taking the idea from the two theoretical models mentioned above, OCM initiatives would help the employers to create and develop many resources at the disposal of employees enabling them to handle and negotiate job demands. The idea of exchange would mean that by these initiatives organizations are hoping that employees would pay back by performing better (Eisenberger et al., 1990).

When the direct effect is observed, there is negative effect indicating that the antecedent (career planning) and criterion (work engagement) in the case of group two are negatively related to each other. But its effect turns out to be positive and significant when the mediator is introduced through which the effect of career planning is carried to work engagement. This clearly signifies the role OCM plays in a youth's life. In one of the articles published in Harvard Business Review by (Monica et al., 2012) it was reported the young managers quit the organizations if their needs such as training, coaching and more (which are the OCM attributes) are not met besides job related needs. When youth with certain years of work experience join work force, they do not hesitate to inquire about the OCM policies as their notion of career decision making process have undergone some change (Armstrong & Murlis, 2007). In the contemporary flat organizations, transactional psychological contract (Rousseau, 1995) is the reality of organizations, hence OCM initiatives redefine the employer and the employee relationship based largely following social exchange framework. If employees receive support from their employer in the form of career development (like training, job enrichment), then they will reciprocate appropriately by working efficiently (Eisenberger et al., 1990; Brief & Motowidlo, 1986; Organ & Konovsky, 1989). Job demand and resource model can be cited to explain the relationship. As the organization provide more resources to employees there would be positive link between organizational support and work engagement (Crawford, LePine & Rich, 2010; Nahrgang, Morgeson & Hofmann, 2011). These studies provide enough credence to the present results that the relationship between career planning and engagement is mediated through OCM.

The next results of the equation 4 is about happiness; wherein career planning is exerting its effect on happiness through the five mediators (strategies for networking,

who are in your network, who do you contact in your career network and why, does having people from different domain help and organizational career management) this is only being explored for group 2 (as here we got significant results). It is observed that though there is positive effect evident in the case of both the group when career planning is exerting its effect on happiness but it is significant or the path of influence is different from zero in the case of group 2 only. This is when the effect is mediated through the mediator OCM out of the five mediators.

The relationship with career planning per se and happiness could not be found in the review of literature; however, an attempt has been made to explain the results. The finding of the present research work shows a positive relationship between career planning and happiness which is significant in the case of group 1 when the direct relationship is under study and significant in the case of group 2 when it is mediated through the mediator OCM only. The finding of the direct effect shows that a hedonist approach of happiness is prevalent among the participants of group 1 (Peterson et al., 2005). This can be substantiated by the work of Peterson et al. (2005) where they reported: when youth joins work force they are carefree and without much responsibility, hence supporting the findings of the present study. But in case of group 2 the path of influence is significant between career planning and happiness indirectly through OCM. That means it became different from zero implying that the indirect path is significant. From this it could be assumed that people with number of years of experience had more responsibilities but at the same time greater availability of resources. It is also proven career experiences and success both are positive and important determinants of happiness (Judge & Locke, 1993; Boehm & Lyubomirsky, 2008).

The results of the equation 6 are discussed here wherein career planning is exerting its effect on career satisfaction through the five mediators (strategies for networking, who are in your network, who do you contact in your career network and why, does having people from different domain help and organizational career management). The result reveals that there is positive relationship between career planning and career satisfaction in the case of both the groups (direct effect). However the relationship is significant or the path of influence is different from zero in the case of group 2 only when the mediators were introduced. Out of the five only two mediators OCM and 'who do you contact in your career network and why' are found to be playing significant role in this equation.

To comprehend the results especially the indirect/mediation results, we need to focus on the nature of the group and its members. The group 2 includes people with 4-6 years of work experience hence it could be assumed that on the continuum of objective career success (salary, job, number of promotions) they are better placed than group 1. It is empirically proven that there is an interdependence between objective career success and subjective career success and also a positive link between one's objective success and career satisfaction (Abele & Spurk, 2009; Greenhaus, Parasuraman & Wormley, 1990; Ng, Eby, Sorensen & Feldman, 2005).

There are number of studies existing depicting a direct relationship between career planning and career satisfaction; and career planning with OCM and networking (Brown et al., 2006; King 2004; Armstrong & Murlis 2007; Eisenberg et al., 1990; Organ & Konovsky, 1989). However, there is no such research which explores the indirect path involving career planning and career satisfaction with mediators (OCM and networking). The results of the present study are an attempt in this direction.

It could be inferred that people who have more career experience (Ng et al., 2005) would have greater career satisfaction. This finding can also be substantiated with the studies from Sturges, Guest, Conway and Mackenzie Davey (2002). In their work they depicted OCM work like socio emotional support provided by the organization which buffer from the negative effect of job stress and increases career satisfaction among employees. OCM is largely available to employees who have good amount of work experience and not to fresher.

The other mediator 'who do you contact in your career network and why' career planning is exerting positive and significant effect on career satisfaction of youth but only in the group 2. The results are in synced with the existing literature on networking and career satisfaction. It is seen that networking and career satisfaction are positively related, as networking (Forret & Dougherty 2004; Langford, 2000; Michael & Yukl, 1993; Orpen,1996), provides job opportunities, growth and mobility (Eby, Butts & Lockwood , 2003; Cao et al. 2012). It is important to note that networking is an important element for one's growth. It is directed towards an intended impact rather a reactive approach (Grant & Ashford, 2008) especially in the second group career network is more likely to be developed as compared to the freshers . They would be in a much better position to use the career network for planning their career leading to career satisfaction. However, these are initial leads which need to be further corroborated with more researches.

Until this point in the chapter the antecedents of career planning and its indirect effect on the consequences through the mediators have been discussed and the results obtained after the analysis are explained with the help of the existing theoretical framework, as well as few studies which were available. The next section of the chapter is dedicated to create an understanding about the consequences of career

planning. For which few research questions and hypothesis were formulated to understand the role career planning plays on some outcome variables such as work engagement, happiness and career satisfaction.

It is well established fact that an individual spends one third of his/her life in work related activities (Wrzesniewski, McCauley, Rozin & Schwartz, 1997). The notion of work or the definition of work has changed drastically from the earlier times. The baby boomers to the millennial have seen the shifts from organization being the in charge of one's career to people taking charge of their career. The concept of work or job is seen from a much broader prospective today as many see it as a lifelong career and for many it is their calling (Dik & Duffy, 2008; Peterson et al., 2009). The notions of job satisfaction and organizational commitment are replaced by concepts like work-role fit, meaning of work, psychological meaningfulness and work engagement (Dik & Duffy, 2008; May, Gilson & Harter, 2004; Olivier & Rothmann, 2007; Schaufeli & Bakker, 2004). As the dynamics of work are changing in the contemporary world so are its implications for employees as well as for the organization. To understand how this relationship between career planning and its consequences would differ among youth with certain years of experience in comparison to beginners at work. Following hypothesis was created:

*H3: The influence of career planning on work engagement would be different for each of the group.*

The results showing the direct effect of IV and DV revealed that career planning has a positive effect on work engagement of youth in the first group and the 95% BC bootstrap confidence intervals were above zero and significant. However it is opposite

for the group 2 i.e., career planning has a negative effect on work engagement of youth in the group 2.

The result for the first group of participants can be substantiated with the findings of a recent work of Tladinyane (2013). Tladinyane found that when people join work force they are looking for variety and also for career values like growth and development and all these are strongly related to career and work engagement.

To explain the relationship/influence between career planning and work engagement we need to understand career planning. Career planning may not change with experience but there is some subtle change which comes with experience. The result shows a negative relationship between career planning and work engagement for the participants of group 2 (having work experience of 4-6 yrs). As the age range of the participants is 19-32, they can be called the millennial. There are evidence that millennial do their career planning before joining work force as well inquire in advance about the organizational policies (Meister, 2012). Millennial are very clear about their choices related to life and also work (Van et al., 2010; Bakker et al., 2005; Langelaan et al., 2006; Llorens et al., 2007). Hence would result to work engagement as it is based on their own explorations.

However, there is also a possibility that after spending some time in the industry/organization they acquire experiences that might results in even better awareness and in some cases disillusionment as well. In India one's career/job is also planned by the parents/family member (Map My Career, 2015 ). This may prove problematic in many cases as people might not be able to fit with the work of the organization. There is also evidence that youth would start searching for meaning, purpose and their 'calling' after some disillusionment/frustration etc (Dobrow & Tosti-Kharas, 2011; Hirschi, 2011).

It is observed in a qualitative work by Berg et al (2010) that people reported feelings of regret and stress when they had not responded to their callings. Calling has also been shown to be positively related to work engagement (Luyckx et al., 2010). Hence, when the calling is not achieved or when the work role fit is compromised then it does effect an employee's work engagement (May et al., 2004; Olivier & Rothmann, 2007) negatively.

The fourth hypothesis of the study is:

*H4. The influence of career planning on happiness would be different for each of the group.*

The results showed that career planning exerts a positive effect on happiness on both the groups of youth. It is observed that those individuals who view life had a meaning and saw their lives as purposeful were motivated to explore or plan their career (Germeijs et al., 2006). Duffy and Blustein (2005) also reported the same results. In the present study the mean career planning score were 14.2 (for the first group), indicating high score on career planning. The results further indicated that 95% BC bootstrapping CI is above zero only for group 1 (less experienced group). The result implies that career planning and happiness is more meaningfully related to each other only in first group than in the second group. Peterson, Park and Seligman (2005) found that younger; less educated or unmarried people have higher orientation towards happiness.

The present result could be the artefacts of the tools used in the present research. The tool was developed by Hills and Argyle (2001) and is based on hedonic framework of happiness. The results were more meaningful for member of group 1 who were young unlike for the members of group 2, as found in the study of (Peterson et al., 2005). As

already mentioned that experience brings out critical quest for meaning, purpose and calling or even at re-looking at the career planning process. Thus the relationship between career planning and happiness was not that significant for the experienced employees of group 2, as the tool asked happiness only in terms of positive and negative effects.

The next relationship to be explored in this phase was career planning and career satisfaction.

“Career satisfaction refers to a person’s subjective reflection and evaluation of his or her professional development across individually relevant dimensions” (Heslin 2005).

To understand this organizational phenomenon and its implication in the arena of career planning following hypothesis was generated:

*H5. The influence of career planning on career satisfaction would be different for each of the group.*

The results show that there are positive relationship existing between career planning and career satisfaction for the youth of both the groups. Though there is a positive effect found for the both the groups but the results are significant and the 95% BC bootstrapping confidence interval level is above zero in the case of group 1 only.

Career satisfaction is a subjective evaluation of one’s career success defined and conceptualized by an individual. It is based on one’s career experiences (Nicholson, 2000), in contrast to the objective criteria of measuring career success through pay, promotion, occupational status etc.

Career as a concept is an age old phenomena but career planning in India is in its infancy. A lot has been spoken about career, career theories, and its issues in the Indian context or its gap areas (Comunian & Faggian, 2010; Arulmani et al., 2003;

Channa, 2000; Chirenjeevi & Rajaram, 2015; Leong et al., 1998; Yadav, 2014).

According to the-Labour Ministry's Youth Employment- Unemployment Scenario (2012-2013), 1 in 3 graduates up to the age of 29 is unemployed. The results obtained shows that career satisfaction is higher among freshers this could be because when as freshers/ youth start their careers they are excited about their new jobs if the job is as per their expectation. They want to outperform and they are more than willing to prove their worth. Moreover, the career view they hold at this point of time is limited and narrow. As time passes by, the limitations and drawbacks of working or having a career start to surface in some cases. For example, changes in work and life priorities (De Cooman et al., 2009; Riordan et al., 2003; Cennamo & Gardner, 2008; Wong et al., 2008) leading to dissatisfaction, disenchantment and disengagement among employees. There is also a tendency evident of switch in careers in mid and quarter lives (Robinson & Smith, 2010). Studies also suggest job-experience, salary (Seibert, Crant & Kraimer, 1999) the kind of mentoring received on job (Allen et al. 2004), numbers of hours worked (Wallace, 2001), opportunity to achieve career goals (Reitman & Schneer, 2003) etc play significant roles in a person's life when he/she has been in the work place for a considerable amount of time, hence the results of the present study could not find a direct connection between career planning and career satisfaction for the experienced employees.

The relationship between career planning and career satisfaction has not been explored in the past but the findings of the present study show that high career planning would result in high career satisfaction especially in the beginning of one's career. The relationship may not be as strong for experienced employees, and in some cases as reported by Judge et al. (1995) the relationship would be negative between the two constructs. At later stages in one's career there may be many moderating and

mediating variables which need to be looked into (such as meaning, calling, economy, children and family etc) which can be taken up by the future researchers to shed some more light on the complex relationships between career planning and career satisfaction.