

STAYING IN CAREER: AN INTERACTIVE APPROACH TO CAREER MANAGEMENT AND STRATEGIC ORGANIZATIONAL PERFORMANCE

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Abstract.

Career management is a challenge to both individuals and organizations. While employees embark on their jobs to satisfy their various needs and attain professional fulfillment, organizations engage in corporate survival strategies designed to ensure that organizational objectives are acted out and delivered to acceptable standards. Ultimately, the cost of voluntary turnover on both employees and organizations and the contemporary career paradigm demand adequate planning and management to ensure sustainable career well-being for the individuals and increased corporate strategic performance. Proper career management process otherwise called staying in career aims at achieving perfect integration of employees into organizational system and the attainment of both professional fulfillment and increased organizational viability. This paper studied career management drawing from both person and corporate perspectives. The study focused on the Nelson & Quick's four career stages model through which employment career can be managed successively. It emphasizes the adoption of RJP, mentoring and career anchors in career management as both integrative and motivational forces that guide career decisions in a turbulence employment context. It provides constructive knowledge for embracing and maintaining career as well as enhanced strategic organizational performance. The study recommends among others that organizations should adequately ensure the alignment of both employee needs and organizational objectives in career management.

Keywords: Career management, employees, professional fulfillment and organizational viability.

Introduction

After entry into organizations, individuals embark on their careers. This entails embracing and maintaining one's job. It encompasses all efforts towards upholding a particular occupation or vacation. The process is simply referred to as staying in career or career management. It is geared towards perfect integration of individuals into organizational system essentially for attainment of both professional fulfillment and increased organizational viability.

In the world of work, the challenges arising from globalization, diversity, scientific and technological advancement, ethics as well as the realities of natural disasters provide unique opportunities and threats for career management. For instance, the reconstruction of American Organizations in 1992 resulted in a reduction of 25% of the jobs held in the Fortune 500 companies (O'Reilly, 1992). The flattening of the organizational hierarchy resulted in fewer opportunities for promotions. This caused many employees to move between jobs or even sought for new jobs outside the organization. Again, the recent global pandemic of Corona-virus is another big lesson to humanity. The outbreak caused many companies to shutdown leaving millions of employees jobless. It was difficult for people to maintain their jobs. Today, as companies are re-opening, the world is taking a new shape, the entire economic situation looks like the dawn of a new era. Many

employees have strong urge to change their jobs because of the present economic situation or are ardently longing for salary increase to compensate for the rapid rise in inflation. Furthermore, the workforce of the future is likely to look very different from what the world is experiencing today. Automatic and artificial intelligence turns the main driver of emerging technologies such as big data robotics and internet of things (IoT) (Thomas, 2022). Artificial intelligence is shaping the future of humanity across every industry. Invariably, it is changing jobs, creating new ones and eliminating old jobs.

Only proper career management would enable both individuals and firms undergo effective planning and harmonization of career decisions for sustainable career well-being and organizational viability. Globally, managers need to understand the experiences of their employees and colleagues as they pass through the various stages of their careers. This serves as a check against low job satisfaction, turnover and low productivity for survival of the organizations. Supporting the above view, Duradoni and Di Fabio (2019) asserted that the contemporary world which is highly sensitive to the effects of information factors such as scientific and technological developments, changing environmental conditions, increasing competition pressure, social and political structures whose expectations differ requires organizations to be sustainable. Based on the above necessities, it would not seem unthoughtful both individuals and organizations embarking on career management.

This study aims at providing both employees and organizations with constructive knowledge for embracing and maintaining careers as well as enhancing strategic organizational performance. It highlights the concepts of career management, realistic job previews (RJPs) which aims at creating more effective matches between employees and organizations to ensure lower turnover and higher job satisfaction and organizational commitment. The study also emphasizes the various stages through which employees' careers can be managed in an organizational system. Its focus is proper career management process otherwise called staying in career as a part of larger human resource system design to achieve perfect integration of individuals into organizational system and the attainment of both professional fulfilment and increased organizational viability.

Review of related literature

Career management

Career management refers to a life-long process of learning about self, job and organization (Nelson & Quick 2006). Combs, Crook and Shock (2005) describe it as a corporate survival strategy which involves the alignment of both employees and organizational needs in achieving strategic organizational performance. It involves all efforts aimed at helping employees to assess their own career strength and weaknesses, set priorities and specific career goals, provide information on various career paths and alternatives within the organization and offer employees yearly reviews of their progress towards these goals by managers who have received training in conducting such assessment (Baron & Greenberg, 1990). Career management is a grooming process that is very essential for both individuals and organizations. It enables individuals take anticipatory measures in planning and harmonizing career decisions as they progress in the world of work. On the part of the organizations, the process aims at ensuring that organizational objectives are acted and delivered to acceptable standards. In organizational career management process, job seekers are provided with realistic job previews (RJPs) as part of the recruitment practices usually before the new hires' entry into the system to ensure more effective matches between individuals and the organizations.

The Realistic Job Previews (RJPs)

Realistic job preview is a human resource management approach which aims at providing both positive and negative information to potential employees about the job they are seeking, thereby giving them a realistic picture of the job at their entry into the organization (O'Neill, et al. 2001). RJPs serve as a recruitment tool designed to eliminate poor screening and selection practices that result in poor job matches and increased organizational cost (Buckley, et al. 2002). The organizational selection and entry process is usually very complex due to certain conflicts that might arise between job candidates and the organizations into which they are employed. The conflicts usually occur due to a mismatch between the individuals' expectations and organizational expectations based on both the needs and goals of the two parties. For instance, recruits sometimes enter organizations with the expectation that they will receive explicit work directions from their bosses, only to find that they are left with ambiguity on how to do the job. Again, they may expect that promotion will be based on performance, only to find out that promotions are based mainly on political considerations. Some may expect to be given managerial responsibilities right away, however, this is not often the case. Consequentially, these unmet expectations may give rise to intra/interpersonal conflicts that may not be healthy for both the individuals and the organizations. Therefore, giving potential employees a realistic picture of the jobs they are applying for becomes a necessity.

Researches on RJPs revealed that it improves retention of new employees by providing potential new hires with accurate picture of the jobs for which they are being interviewed before the organizations makes a job offer (Buckley, et al, 2002, Bashir & Bashir (2016); O'Neill, et al, 2001). RJP provides candidates with details of the job including the possible career paths available to the employees in the organizational system (O'Neill, et al, 2001). This helps to ensure that recruits who accept the positions will be less likely to leave due to problem of personal job satisfaction (Bashir & Bashir (2016). This in turns helps to save organizations from increased recruitment cost that is a consequential outcome of early voluntary turnover which leaves high work-load for available workers (Buckley, et al, 2002). By implication, excess work-load as a result of turnover in an organizational system lowers the employees' morale and could bring about reduction in general productivity in the system.

Furthermore, Buckley, et al. (2002) reported that employees who received RJPs have the necessary cognitive ability to perform their job tasks and hence experience increased level of psychological empowerment especially in the form of competence. Morse, (2007) in a comparative test of RJP and expectancy lowering procedure reported RJP as a useful, generalized realistic recruitment procedure that was also resistant to adverse self-selection. These suggest that RJP is an essential component in career management process.

The Career Stages Model

Individuals' careers can be managed systematically through successive stages. Crities (1989) opined that a common way of understanding careers is viewing them in a series of stages through which individuals pass during their work life. Following the above assertion, Nelson and Quick (2006) developed a four stage career model. The career stage model is a typical representation of the four successive stages through which individuals pass while staying in their careers. These stages include: establishment, advancement; maintenance and withdrawal. Work and personal life are inseparable and to understand a person's career experiences, one must also examine the unfolding of the individual's personal experiences. Therefore, the model describes a journey

through an adult's work developmental stages; considering the unique challenges which accompanies each stage in an individual's work life. They include:

Establishment stage

Establishment stage is the beginning of an individual's career. It is a period of transition from school/training to work. A period at which an individual separates himself gradually from both emotional and financial dependency on parents and moves into a fairly stable period of exploration of adult role and establishing one's self. Establishment stage is a period of entry into a new job in an organization and of great dependency on others as one learns about the new job and the organization. There are three major challenges/tasks that face an individual at this stage. These include:

- a. Negotiating effective psychological contracts
- b. Managing the stress of socialization in the new system
- c. Making a transition from organizational outsider to organizational insider

a. Negotiating effective psychological contract;

Psychological contract refers to an indirect agreement between a new recruit and the organization that specifies what each is expected to give and receive in the relationship. Usually in real work situation, an employee expects to receive salary, status, advancement opportunities and challenging work to meet their needs whereas organizations, on the other hand, expect to receive time, energy, talents and loyalty in order to meet their goals. Working the psychological contract with the organization starts with the candidate's entry into the organization but the contract is modified as the individual proceeds through the career. This helps to establish good organizational climate between the employees and the organization. Psychological contracts also take place among the newcomers and other individuals in the organization. This involves the attachment relationships which the candidates form with other old workers in the organization. Working out effective psychological contract within each relationship is very important as it provides the new candidates with social supports which he needs for better adaptation in the work environment.

b. Managing the stress of socialization in the organization

This borders on navigating the three phases of stress that a candidate undergoes in adjusting to the new environment. These include: anticipatory socialization phase, encounter phase and change and acquisition phases.

- The anticipatory socialization phase: At this phase, the new candidate gathers information from various sources about the job and the new organization. The major stressor in this case is mostly ambiguity. As someone new in the system, the recruit needs accurate information that will enable him operate better. It is at this point of entry that the psychological contracts are formed. It is essential that both parties (the individual and the organization) go into it with good intentions of keeping up their ends of the agreement.
- The Encounter Phase: At this phase, the demands of the job in terms of the role, tasks, interpersonal relationship and physical setting becomes apparent to the new employee. This is simply referred to as the realities of organizational life. In this phase, the expectations formed in anticipatory socialization may clash with the realities of organizational life, and "reality shock" may occur. Reality shock describes surprise reaction or emotional disturbance which follows an unexpected experience. The degree of the reality shock depends on the expectations formed in

the anticipatory socialization stage. If these expectations are unrealistic or unmet, reality shock may be a problem. Most organizations usually allow some time for recruits to adapt. For example, two to three months may be allowed for proper adjustment and adaptation of the new employees and for them to reach some levels of independence. This unwritten rule will mean that new comers who cannot quickly catch up to speed on the organizations and workgroup (team) norms and procedures will quickly find themselves experiencing negative feedback from co-workers.

- The change and acquisition phase: At this stage, the new employees begin to master the demands of the job. There is the need to feel that they have some means of control over the job demands. Their personality factors such as EI, locus of control, self-concept and most preferred need/interest will enable them attain perfect adjustment and integration into the system.

c. Making the transition from outsider to insider

Joining an organization as a new comer is stressful. The process of becoming a functional member of an organization takes time and requires some support on the part of the organization itself. A successful transition from outsider to insider can be ensured if both the new employees and the organization work together to achieve this goal.

Individual actions: The recruits should make efforts to know about the negative sides of the job if they were not given a realistic job preview (RJPs). Specifically, they should ask questions about the stressful aspects of the job. Other employees are good sources of this information. Research shows that new workers who underestimate the stressfulness of their job demands do not adjust well (Nelson and Sutton, 1999). Moreover, new recruits should provide honest and accurate information about their own weaknesses as both actions can promote good matches. At this point, recruits must prepare for reality shock; realizing that slight depression is natural when adjusting to a new job. This can help alleviate the distress. They can also plan how to deal with job stress beforehand. Proper interpersonal relationship with other old employees can serve as social support in this phase of transition. Networking with other new employees who empathize can also be of some help in coping with the stress of a new job. In this case, they can set realistic goals and take credit for the success that occur as they master the job. This involves seeking feedback on job performance from their supervisors and co-workers

Organizational actions: Organizations can assist new employees in their transition from outsider to insider. Realistic job preview start the relationship with integrity and honesty. Careful recruitment and selection of new employees can help ensure good matches. During the encounter phase, organizations should provide early job assignments that present opportunities for the new recruits to understand their job better. Studies have demonstrated that new recruits who experience success in the training gain increased self-efficacy and adjust to the new job more effectively; and that those who face early job challenges successfully tend to be higher performances later in their careers (Nelson & Sutton, 1999). Providing encouragement and feedback to the new employees during this stage is crucial. The immediate supervisor, peers, other new workers and support staff are important sources of support during this encounter. During the change and acquisition phase, rewards are important. Organizations should tie the new workers' rewards as clearly as possible to performance. New workers should receive daily, consistent feedback. This shows that the

organization is concerned about their progress and wants to help them learn their new jobs well. Individuals who successfully complete the establishment stage go through many positive changes, including increased self-confidence, interpersonal skills acquisition and self-knowledge (Davey & Arnold, 2000). Once they have met their needs to fit in, they move on to the advancement stage of their career.

Advancement stage

The advancement stage is a period when many individuals strive for achievements in their career. They seek greater responsibility and authority and strive for upward mobility. Usually around the age of thirty, an important life transition occurs. Individuals reassess their goals and feel the need to make necessary changes in their career dreams. The transition at the age of thirty is followed by a period of stability during which the individual tries to find a role in adult society and wants to succeed in the career.

During this stage, several issues are important such as exploring career paths and career ladder, finding a mentor, working out dual career partnerships and managing conflicts between work and personal life.

Exploring career paths and career ladder: career paths refers to sequences of job experiences along which employee's moves during their career at an advancement stage. Individuals examine their career dreams and the paths they must follow to achieve these dreams. These employees' movements are to seek additional challenges, self-fulfillment and freedom. Career ladder on the other hand refers to a structured series of job positions through which an individual progresses in an organization. For example; in many organizations it is customary to move through series of alternating line and staff supervisory assignment to advance toward upper management. Supervisors in customer service might be assigned to the training staff and then rotate back as line supervisors in network services to gain experience in different departments.

Some companies use the traditional concept of career ladder to help employees advance in their careers. Others take a more contemporary approach to career advancement such as innovation and creativity. In this case, individuals have the freedom to move on to interesting and challenging job assignments without notifying their supervisors. If they join a new project team, their current boss is expected to let them move on. This is referred to as self-promotion philosophy. It is seen as a key to high levels of innovation and creativity in organizations. Another approach to the career ladder is called career lattice. This refers to a process of building competencies by moving laterally through different departments in the organization or by moving through different projects. The career lattice approach is an effective way to develop an array of skills to ensure one's employability.

Finding a Mentor: a mentor is an individual who provides guidance, coaching, counseling and friendship to a protégé. Mentors are very essential to protégé's future career success because they perform both career and psychosocial functions (Kram, 1985; Allen, et al. 2003). The career functions provided by a mentor include sponsorship, facilitating exposure and visibility, coaching and protection.

- Sponsorship means actively helping the individual get job experiences and promotions
- Facilitating exposure and visibility means providing opportunities for the protégé to develop relationships with key figure in the organization in order to advance.
- Coaching involves providing advice in both career and job performance
- Protection is provided by shielding the protégé from potentially damaging experiences.

The mentor also performs psycho-social functions such as role modeling, counseling, etc. Role modeling occurs when the mentor displays behaviours for the protégé to emulate. This facilitates social learning. Counseling by a mentor helps the protégé explore personal issues that arise and requires assistance. Friendship is another psychological function that benefits both mentor and protégé alike. Acceptance and confirmation is important to both the mentor and protégé. When the protégé feels accepted by the mentor it fosters a sense of pride. In the same way, positive regards and appreciation from the junior colleague provide a sense of satisfaction for the mentor. Mentoring serves as a perfect means of integrating employees in an organization. Mentors are important to protégé's future success. For example, studies have demonstrated that individuals with mentors have higher promotion rates and higher incomes than individuals who do not have mentors (Horgan & Simeon, (1990; Allen, et al, 2004) and that the quality of the relationship not just the present of the mentor is most important (Ragins, Cotton, & Miller, 2000).

During the advancement stage, many individuals face another transition: settling into a relationship with life partners. This lifestyle transition requires adjustment in many respects.

- Learning to live with another person
- Being concerned with someone besides yourself
- Dealing with an extended family
- And many other demands

The partnership can be really stressful if both members are career oriented. This situation is referred to a dual-career orientation. It is also known as a dual-career partnerships. It describes a relationship in which both partners have important career roles. The advancement stage is filled with the challenges of finding a mentor, balancing dual-career partnerships and dealing with work-home conflicts. Developmental changes that occurs in either the late advancement stage or the early maintenance stage can prove stressful too. The midlife transition, which takes place between the age of forty and forty five is often a time of crisis. Levinson (1986) outlined three major changes that contributes to the midlife transition. They include:

- People realize that their lives are half over and that they are mortal
- Age forty is considered by people in their twenties and thirties to be “over the hill” and not part of the youthful culture.
- People reassess their dreams and evaluate how close they have come to achieving these dreams

All these factors make up the midlife transition.

Maintenance stage

According to Nelson & Quick (2006) maintenance may be a misnomer for this career stage because some people continue to grow in their careers, although the growth is usually not at the rate it was earlier. A career crisis may accompany the midlife transition. Thus, the maintenance stage is actually a period of dealing with the career crisis. Some individuals who experience a career crisis are burned out. They usually need a period of vacation to rejuvenate them. It could be a month's vacation, sabbatical leaves or bonuses. Sabbaticals is always better than bonuses. On the other hand, some individuals reach the maintenance stage with a sense of achievement and contentment, feeling no need to strive for further upward mobility. Whether the maintenance stage is a time of crisis or contentment, however, there are two issues to contend with: sustaining performance and becoming a mentor.

Sustaining performance: Remaining productive is a key concern for every individuals in the maintenance stage. This becomes challenging when one reaches a career plateau. Career plateau refers to a point in one's career where the probability of moving further up the hierarchy is low. Some people handle career plateau fairly well, but others may become frustrated, bored and dissatisfied with their jobs. This could cause psychological problems like anxiety, depression and both personal and social alienation which result from feeling of being a failure in one's career (Korman, Witting-Berman & Lang, 1981). To keep employees productive, organizations can provide challenges and opportunities for learning. This can be through lateral movements, involvement in project teams that provides new tasks and skill development. The idea is to keep the work stimulating and moreover, involved individuals at this stage also need continued affirmation of their value to the organization. They need to know that their contributions are significant and appreciated.

Becoming a Mentor: During maintenance stage, individuals can make a contribution by sharing their wealth of knowledge and experience with others. Opportunities to be mentors to new employees can keep senior workers motivated and involved in the organization. It is important for organizations to reward mentors for the time and energy they expend. Some employees adopt naturally to the mentor role but others may need training on how to coach and counsel younger workers. In all, maintenance is a period of transition, like all career stages. It can be managed by individuals who know what to expect and plan to remain productive, as well as by organizations that focus on maximizing old workers' involvement in work.

Withdrawal stage

The withdrawal stage is the last period of transition in the career path. It refers to the exit period in one's career. This usually occurs around the age of fifty. Withdrawal stage is another time for reevaluating the life dreams and working further on the issues raised in the midlife transition. It is usually a fairly stable period. During this stage, individuals begin to plan seriously for withdrawing from their careers. Older workers may face discrimination and stereotyping. They may be viewed by others as less productive, more resistant to change and less motivated. Invariably, older workers are one of the most undervalued groups in the workforce (Nyanjom, 2019). However, they can provide continuity in the midst of change and can serve as mentors and role models to younger generation of employees. Discrimination against older workers is prohibited under the age discrimination in employment (Dreher & Bretz, 1991). Therefore, organizations must create a culture that values older workers' contributions. They indeed have a lot to contribute with their level of experience, strong work ethics, and loyalty. They are more safety conscious and more satisfied with their jobs than the younger workers

Withdrawal stage is usually marked by the following basic tasks: planning for change and retirement. The decision to retire is an individual one, but the need for planning is universal. This involves careful articulation of not only the transition but also the activities one will be involved in once the transition is made. It should also include not only financial planning but also a plan for psychological withdrawing from work. The pursuit of hobbies and travel, volunteer work, or more time with extended family can all be part of the plan. Early and careful planning is crucial. Individuals should as well anticipate the transition with a positive attitude and a compiled list of desirable activities.

Retirement

This refers to the act of withdrawal from work. The retirement trends right now include: early retirement, phased retirement and bridge employment or never retiring (Nelson & Quick, 2006). Some adults choose a combination of these options. Early retirement refers to leaving the first career for some time off before re-entering the workforce either part-time or full time doing something one enjoys. Phased retirement: retirement need not be a complete cessation of work. Many alternative work arrangements can be considered and many companies offer flexibility in these options. Phased retirement is an option for retirement age workers who want to gradually reduce their hours and/or responsibilities. Different forms of phased retirement include:

- reduced workdays or workweeks
- job sharing
- consulting and
- mentoring arrangements.

Bridge employment: Many organizations cannot afford the loss of larger numbers of experienced employees at once. In this case they adopt bridge employment. This employment takes place after a person retires from a full-time position but before the person's permanent withdrawal from the workforce. Some companies help employees transition to retirement in innovative ways. Retired individuals can continue their affiliation with the organization by serving as mentors to employee who are embarking on retirement planning or other career transitions. This diminishes the fear of loss some people have about retirement, because the retiree has an option to serve as a mentor or consultant to the organization.

Factors in retirement includes:

- Company policy
- Financial considerations
- Family support or pressure
- Health
- Opportunity for other productive activities.

During the withdrawal stage, the individual faces a major life transition that Levinson (1986) refers to as the late adulthood transition. This occurs between ages sixty to sixty-five. At this stage, one's own mortality becomes a major concern and the loss of one's family members and friends becomes more frequent. The individual works to achieve a sense of integrity in life. In other words, the person works to find the encompassing meaning and value in life.

Career Anchors

Career anchors are self-perceived talents, motives and values that guide an individual's career decisions. It involves constructing a psychological career profile that guides one in formulating an effective career plan. Much career anchors are developed following an individual's interest in the course of career development. Schein (1990) developed eight career anchors which includes:

1. **Technical/functional competence:** People with this career anchor want to specialize in a given functional area e.g. finance or marketing and become competent. The idea of general management does not interest them.
2. **Managerial competence:** People with this career anchor want general management responsibility. They want to see that their efforts have an impact on organizational effectiveness.

3. **Entrepreneurial capacity and creativity:** People with this career anchor feel a strong urge/need to create something. They are often entrepreneurs. They value income/profit and often seek opportunities for creativity and identification for new business, product or services (innovativeness).
4. **Autonomy and independence:** Freedom is the key to this career anchor, and often these individuals are uncomfortable working in large organizations. They seek autonomous careers such as writers, professor, or consultant.
5. **Security/stability:** Long-term career stability whether in a single organization or in a single geographical area fits people with this career anchor. Some government jobs provide this type of security.
6. **Life style:** People with this career anchor value flexibility and balancing personal and family welfare with work commitment.
7. **Service/dedication to a cause:** individuals with this career anchors value helping others, organizational mission, and working for the good of organization and communities. Desire influence and the freedom to operate autonomously in pursuit of personal value or higher purpose/goal.
8. **Pure challenge:** People with this career anchor value novels or challenging work and testing personal endurance through risk project or physical challenging works. Desire power and influence to be competitive and win.

Career anchors emerge overtime and may be modified by work or life experiences. It acts as the motivational force that guides individual's career decision and preference for work and work environment (Schein, 1990). Having a clear sense of one's career anchor (abilities, talents, needs, interests, motivations and value) is essential to help the individual make effective career decision and thus enjoy career success (Valcour & Ledge, 2008). Career anchor can help individuals find a match between themselves and organizations. For instance, individuals with creativity as an anchor may find themselves suppressed in bureaucratic organizations. Researches reveal that people draw on their internal resources and capacities (strengths, intrinsic motivations, values, aspirations and coping strategies) to be more resilient and adaptable in negotiating the person-environment fit in a more turbulent employment context (Coetzee & Schreuder (2014)). By understanding what underpins ones success, an individual will be in a better position to adapt oneself to changing world and develop a career that gives true satisfaction and fulfilment.

Findings

From the above discuss, the study reveals that:

- Career management enables employees take a proactive approach in planning and harmonizing carrier decisions as they progress in work life which results in increased career-wellbeing and professional fulfillment (Nelson and Quick, 2006).

- Career management as a corporate survival strategy enables organizational objectives to be acted-out and delivered to acceptable standards (Combs, Crook & Shock, 2005).
- The alignment of employee needs (aspirations) and organizational objectives is crucial in achieving strategic organizational performance (Combs, Crook & Shock, 2005).
- RJP was found to be a useful tool for integration of new workers into organizational system as well as for improving person job matches (Buckley, et al. 2002; O'Neil, et al. 2001; Morse, 2007).
- Employees that received RJP have the necessary cognitive ability to perform their job tasks and therefore experience increased levels of psychological empowerment, especially in the form of competence, self-determination as well as meaning (Buckley, et al. 2002).
- Having a clear sense of one's career anchor (abilities, talents, needs, interests, motivations and value) is essential to help individual make effective career decision and thus enjoy career success (Valcour & Ledge, 2008).
- Mentoring is an essential component of career management as employees who have mentors enjoy high promotional rates and higher as well as more psychological benefits than those who do not (Allen, et al. 2004).

Recommendations

Given the above findings, the study recommends that:

- Organizations should adequately ensure the alignment of both employees' needs and organizational objectives when designing career management plan.
- Organizations should integrate RJP in job selection procedures to give new workers the necessary cognitive disposition in performance of their tasks which expresses increased level of psychological empowerment especially in the form of competence, self-determination and meaning.
- Organizations should adopt a knowledge sharing through mentorship programme. This involves creating a structure that encourage and support mentorship relationship between employees of different departments and experience level.
- Individuals should construct a psychological career profile that will help them make effective career decisions and thus experience increased career well-being and success.

Conclusion:

Career management as part of a larger human resources system is a process which plans and shapes the profession of individuals within an organization in accordance with the organizational needs and objectives and a joint responsibility of both the individuals and the organization. RJP as a

component of hiring process eliminates poor screening and selection practices that result in poor job matches and increased cost. It ensures more effective matches between individuals and organizations which enhances adequate employees' integration and achievement of strategic performance in the organizations.

The four important stages in a person's career include: establishment, advancement, maintenance and withdrawal; each stage has unique characteristics and challenges as discussed in this paper. Mentoring is very important for career success of young employees as well as for self-fulfillment needs among the older workers. Career anchor enables an individual establish a career identity and be able to find direction in career.

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