DOCTORAL PROGRAMME

ORGANIZATIONAL CAREER MANAGEMENT PRACTICES AS A PREDICTOR OF CAREER SATISFACTION AND INTENTION TO QUIT: A ROLE THEORY PERSPECTIVE

By

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ABSTRACT

ORGANIZATIONAL CAREER MANAGEMENT PRACTICES AS A PREDICTOR OF
CAREER SATISFACTION AND INTENTION TO QUIT: A ROLE THEORY
PERSPECTIVE

The prominence of individual career management processes has been emphasized by contemporary career literature, wherein, individuals take charge of their careers, and flexibly adjust to the dynamic environment to achieve career success; and organizational career is portrayed as increasingly irrelevant. However, this state of literature is extreme, and the present study argues that not only does organizational career subsist, but it still is desirable and significant. The study explores how organizational career management (OCM) practices lead to increased career satisfaction (CS) and decreased intent to quit (IQ). A conceptual framework is developed, using role theory, explaining how OCM practices are related to CS and IQ. Role theory states that organizations, through their policies and practices, create and maintain expectations about the work role, which impact employees' career attitudes, wherein, properties of the individuals (e.g., experience) can enhance the enactment of specific roles. The study proposes that OCM practices increase employees' understanding of the role, thereby increasing role clarity and role efficacy, and reducing role overload, which then enhances career attitude (e.g., increased career satisfaction and reduced intent to quit); and that the various types of experience an individual has, influence the OCM practices-role understanding link.

   The results, obtained using cross-sectional data collected from 386 Indian employees, supported the predicted positive (negative) relationship between OCM practices and career satisfaction (intention to quit). Further, the results indicated that role clarity positively related

to career satisfaction, and negatively related to intention to quit; role efficacy positively related to career satisfaction, but was not significant, and contrary to what was expected, was positively related to intention to quit; and role overload negatively related to career satisfaction, and positively related to intention to quit. More analysis was performed to find if the OCM practices and role behaviour relationship varied across individuals with different types of experience in terms of the number of organizations worked with, organizational tenure, and total experience. The results showed that organizational tenure weakened the positive relationship between OCM practices and role clarity, and strengthened the positive relationship between OCM practices and role efficacy. The total experience was found to moderate the relationship between OCM practices and role clarity such that, total experience strengthened the positive relationship between OCM practices and role clarity.

The findings from the study suggest that organization career management is beneficial, not only for the employees, but also for the organizations. Effective career management practices aid employees in remaining up to date with the progress and knowledge of the industry developments, and increase competitive competency of employees, which further contributes to the development of the firm's competency.

The study has enhanced the theoretical and empirical legitimacy of the positive (negative) relationship between OCM practices and career satisfaction (intention to quit). Managers can use the findings of the study to formulate practices and policies to identify, monitor and address different career needs of their employees, and can arm organizations to retain their valuable employees through increased trust and employee commitment.