

CAREER PATH MANAGEMENT AS A MOTIVATIONAL TOOL FOR EMPLOYEES

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ABSTRACT

The article tackles the concept of Career path management in Lebanese companies. As the rapidly changing environment is causing velocity, difficult for individuals to cope with in their professional lives, the literature review shows the importance of career path management as a motivational tool and as a factor influencing positively the productivity and the impact of reducing high turnover rate in companies. The contribution of the empirical part lays in the necessity of a strong focus on career path management as a process in the Human Resources department. It also reveals the concerns and the difficulties decision makers face in the proper implementation of the concept.

Keywords: Career path management, motivation, process, Human Resources department, satisfaction, productivity, loyalty, improve, career planning, environmental changes, individual career paths

INTRODUCTION

In the new economy age of today's world, the environment is changing rapidly causing a velocity difficult for individuals to cope with mainly in the professional life. This situation is becoming the source of increased job stress and emotional exhaustion at work causing burn out or physical and psychological distress (Shani, Reichel & Ginsburg, 2013).

At a certain place of the professional life, employees might come to a point where the need for wholeness can be pivotal. Being productive and live a self-rewarding professional life can be a struggle for existence while coping with the socially engaged life, as well as for developing internally as humans.

Career development can be looked through different stages taken into consideration within the professional business life and the personal life. Career path management can have a role as a trigger to improving employee motivation. As fundamental tool and policy in the human resources management, career path management exhibits what is required as necessary skill and experience at each level of one's professional life in order to develop in the company. Career path may be mentioned as a planned and logical progression of jobs that includes lateral and vertical progress throughout an organization.

Managing a good career path management, will by a result create successful organizational development. However, it is necessary to focus on the employee's individual goals in order to be in correspondence with the core plans of the organization. Companies should plan and make their achievement possible by including the employees throughout the various steps of career development paralleled with company development and growth.

The purpose of this article is to raise a questioning around the issue of career development and analyse the path of career move within the individuals at work and how it may become a motivational source for employees.

The topic of the first section covers the literature review linking definitions and explanatory information concerning the component of career path management. Section two covers the issues of career path management.

The third section presents the empirical stage of the research, finding and describing the results of the qualitative methodology.

The importance of the implementation of the management process of career path as a tool for motivation and the necessity to engage companies in relying on career path highlights the contribution of this paper to be detailed in the following paragraphs. Another aspect of the contribution to be mentioned is the scepticism decision-makers show toward the concept of "career path" as a motivational tool in the difficult economic environment of Lebanon.

1. DEFINITION OF CAREER PATH MANAGEMENT

Albert Einstein once said, that to continue to do the same thing over and over again and expecting different results is moreover insanity (Business Insider, 2013). Talking about development, there is a link between what Einstein said that had a clear and accurate perception on what is important, and the way of working for a better development. Career path management may represent an important tool of policy to be implemented by the human resources management of organizations. In the past, it may have been viewed as something less complex and furthermore less focused on in implementation in the work for better growth. However, as it turns out through the contribution of many authors career path is complex and very dynamic.

Career path is the sequence of work positions or roles that a person holds for a span of a lifetime. It can take many different forms, both planned and unplanned, that includes upward, lateral and downward moves (Carter, Cook & Dorsey 2009, 1). Career path can take place in the smallest businesses up to the largest organizations. It is to be found in every career; depending of which direction an employee wants to move compromises in the individual's career.

In order to keep up with the changes, human resources in every organization must continually improve performance, quality and productivity at a reduced cost to compete with the external market (Becker & Gerhart 1996, 779).

Human resources must continually improve the way work is organized within the company for the sake of the employees and the output. According to this the department may be its sole source of sustainable competitive advantage to the organizations (Ferris, Hochwarter, Buckley, Harrels-Cook, and Frink, 1999). This puts a crucial constraint on the human resources department for its activities of recruiting, retaining and managing the workforce in order for the organization to have a profitable growth.

In accordance with the important role of human resources, it is stated that human resources creates values in an approach that is extraordinary, that cannot be imitated nor be substituted (Ferris, Hochwarter, Buckley, Harrels-Cook, and Frink, 1999). Concerning employee development, human resources management implements strategic approaches to constantly improve practices in the field of human resources. Three aspects of this strategic approach will be mentioned: leadership development, self-development and the major focus on career development.

1- In the leadership development, the focus is on human capability, which has in today's agenda become rather an important focus within the organizations (Leskiw & Singh, 2007). Leadership development is seen as purposeful investment in human capital (Day, 2001), which focuses on intra-personal competency including self-awareness and self-motivation. It is predominantly individualistic and related to schemes of personal development (Iles & Preece, 2006).

Leadership development can be drawn into three sets of functions listed as follows:

- Relational where interactions and relationships are included
- Structural characterized with social network ties
- The cognitive function including a shared representation of collective meanings.

It is to be mentioned that Day (2001) concentrates the leadership development rather as related to interpersonal behaviour whilst Iles & Preece (2006) focused the strategy as an extroverted behaviour with a contextual and collective nature. However, notwithstanding the differences the three authors share one

agreement on the fact that the leadership development should and is necessary to be synchronized in a developmental program.

- 2- This leads to the necessity of a more in-depth explanatory analysis about self-development. Firstly, developing itself is to be explained as process between an interaction and neurocognitive growth as well for social cultural experiences (Kooch & Wang, 2012). It is not surprising that self-development gradually improves the ability for constructive decision making as well for skills of building professional relationships within the organizations between co-workers. Studies show that implementing a focus on developing the self can improve the skills of being a better employee and seeking opportunities of personal growth within the organization.

Self-developing can help the employees developing oneself into setting clear and capable goals in what to be accomplished within the organization. By developing a plan, they know what is needed that necessitates defining goals for oneself, using self-directed strategies to accomplish these goals and furthermore to assess them (William, Pettibone & Thomas, 1991). Effective development consists in training the employees, and whether it is necessary to focus on key areas of certain skills for growth. By so, the practices included in the training are based on the concept of organizational support, supervisor support as well for job support (Tracey & Tews, 2005). Consequently, self-development can be acknowledged as a pivotal tool to support employee development in the modern society (Conlon, 2004).

- 3- Furthermore, the third strategic approach is career development. With this term, stated from the Social Cognitive Theory by Lent, Brown and Hackett (1994), career development is the path of gaining career or academic interests that leads to making career-related performance, and that self-development performs as a principal variable in this theory. Career development includes a variety of future goals that have a desire to be accomplished within the organization, including the right set of cognitive understanding and the right set of work values. It is shown that the approach provides a significant and positively job satisfaction for employees, which are beneficial for the organization's final output.

After the career development stage, the next step to be included and important to mention, is the career management. This important process includes an acquired feedback from individuals regarding career progress and opportunities to develop an insight into themselves as well as for the surroundings, which in this case is the environment. Furthermore, the process formulates the strategies to meet the career goals (Greenhaus, Callanan & Godshalk, 2009). Studies show that employee development is and will continue to be an important process for the purpose of the organizational benefit as well as for the performance levels obtained within the organization.

Employee development can promote job satisfaction, increase organizational commitment, reduce significant high levels of turnover, give an increased motivational will and reduce as well as prevent absenteeism at work which is a key problem for the organization.

Career path management, helps the Human Resources department in guiding the employees to the right road, following necessary training of skills and abilities, by identifying and developing innate capabilities of employees.

However, there is a difference between training and development. Development is a pro-reactive process, which allows the individual to create learning abilities. The objective is to meet the future needs of an employee. On the contrary of the training where the focus is on the skills. It is a reactive process that aims to develop the additional skills of an employee. It is important to mention that training might not include development. By so, it is necessary to identify whether training is needed for an employee to precede further within the company, or rather focus on the development for the purpose of evolution of the total personality is better. Knowing the path allows individuals in the organizations to understand better the values and goals that are set with the workplace strategy as well as for individual goals and values.

In the presence of several concerning issues, the past few years, immense changes have occurred in the labour market. For some time, careers were based on environmental stability, hierarchical structures, and a continuous exchange between employer and employee with a growing economy (Sullivan & Baruch, 2009).

Today, due to the turbulent shifting environment the majority of modern organizations are facing difficulties namely in the ability to retain productive employees who are having many alternatives. Environmental changes such as increased globalization, rapid technological advancements, increased workforce diversity, and the expanding use of outsourcing and part-time and temporary employees have altered the traditional organizational structures, employer-employee relationships, and the work context, creating changes in how individuals enact their career (Sullivan & Baruch, 2009).

In addition to environmental changes, it is shown that individuals are as well changing their attitudes and behaviour towards career, due to many factors such as increasing life spans and hence work lives; changing family structures, including the increasing amount of dual-career couples, single working parents, and employees with eldercare responsibilities; and a growing number of individuals seeking to fulfil needs for personal learning, development and growth (Sullivan & Baruch, 2009; Hall, 2004). Furthermore, explaining the shifting needs in behaviour and attitudes, there are many changing needs in response of the professional life of individuals. Some of them are a response due to career reflection where many individuals have become more self-directed in their careers, self-initiating international careers or choosing lateral

or as well downward, job moves to fulfil their personal needs (Sullivan & Baruch, 2009; Tharenou, 2009; Hall, Gardner & Baugh, 2008). Due to the complexity of the changing environment in the labour market, careers in organizations must be ranked as significant where the essential values of the individual is in charge and the organization's main success criteria is subjective. However, this might not always be the case, since many big companies can easily neglect the importance of the employee's interest and the chance for expanding their capabilities, putting the priority solely on organizational performance.

The next section will shed the light on the concept of career path as presented by authors in the management literature.

2. THE ROLE AND IMPACT OF CAREER PATH MANAGEMENT IN ORGANIZATIONS

Understanding how the career path functions through the right set of management decisions it is essential to look at how it is implemented through career development. This requires a two-way process examination looking at how individuals plan and implement their own career goals, which refers to career planning, and how organizations design and implement their career development programs through paths, which in this context refers to career management (Bernardin & Russel 1993, 340). The process is exposed below in figure 1.

Figure 1: Organizational Career Management Model Source: Bernardin & Russel 1993, 340.



Career planning, a sub-process:
Identify career options and self-development

- Set career goals
- Set organizational choice
- Adjust and examine

Career management, a sub-process:

- Analyse and prepare

- Manage recruitment and selection
- Evaluation and feedback
- Implement training and development
- Supervise career goals

Based on the status of today's market, more and more individuals are showing an interest in the concept of "individual's career path" much more than over the three past decades due to the increasingly dynamic organizational, societal, and global economic environment (Carter, Cook & Dorsey 2009, 1).

Given the complexity of social patterns and the cultural changes, career path management may have the ability to understand the criteria and needs of the employees and shaping the current position intend in a matter that are fulfilling the organizational and individual desires. Most importantly, career path and its management can focus on the extended need of skills and abilities of the employees to connect towards the specific roles in the organization and little to moderately on the "job" as traditionally defined (Carter, Cook & Dorsey 2009, 3).

The research field presents many models in understanding and explaining the "concept of career path".

In the following paragraph the "Kaleidoscope Career model" will be presented since its components are in line with the scope of this paper. The kaleidoscope model describes the result of changing patterns when interaction is moving. The kaleidoscope career model describes how individuals change their patterns due to the shifting or rotating lives between relationships and roles that best suit the work demand (Mainiero & Sullivan, 2006). Furthermore, individuals focus on three parameters which are: authenticity, that permits the individual to be true to themselves; balance, to have a harmony between work and private life; challenge, which refers to the need of challenges at work and career advancement for stimulation (Sullivan & Baruch 2009, 1557). The model can help limit the search of finding the right behaviour and capabilities that fit the need to follow in order create the right pattern in the path of the career. Kaleidoscope career model can be necessary to implement, when the need for internal changes might be a focus due to a shifting need.

However, Carter, Cook & Dorsey (2009) mention in their findings that patterns are the attributes to career path that can relate directly to career success factors. Exploring these attributes, an example to understand the differences within the attributes is presented in the following figure.

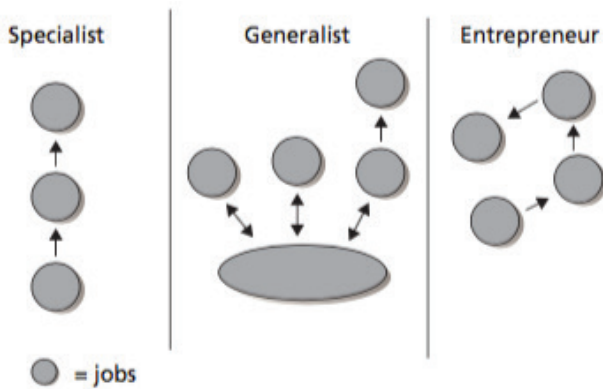


Figure 2: Example of Career Path Patterns. Source: Carter, Cook & Dorsey 2009.

The patterns of the specialist show a vertical move and low mobility, where the occupational field represents an involvement in education, knowledge and skills with right set of expertise and additionally technological skills.

The generalist represents a more horizontal move that goes back and forth that builds a basic support of knowledge, skills and the ability of general expertise. The mobility is high; however, the formality might seem to be low with a moderate activity. The generalist might one-day move into a path of a management role, which makes it into a vertical path.

Lastly, the entrepreneur has the pattern of the two previous patterns consisting in frequent movement, high level of mobility, a diverse expertise and low formality and connectivity. However, this type of pattern can be unpredictable depending on the main interest (Carter, Cook & Dorsey 2009, 28-29). It is important to mention that the patterns have little value if they are not set to the right set of values and objectives for the organization and more importantly for the employees.

As mentioned in a study from the Society of Human Resource Management (2015) aligning employee’s career goals with the strategic goals not only is beneficial for the organization but also helps due to the following: differentiate from the labour market, retain important key employee’s and a significant decrease of employee turnover. However, there is a necessity to look at an even further overall understanding of those who benefit from the career management approach.

In view of today’s environmental change, with advances in artificial intelligence and technology, the employment prospects have changed, varying the career with actuality of technology. By 2020, many office occupations might be lost concerning the velocity of artificial intelligence (Callanan, Perri & Tomkowicz 2016, 357-358; World Economic Forum, 2016). Furthermore, an increase in job

security has progressed due to the modern changes. The desire of an organization to abide flexibility and enhance competitiveness through cost cutting, have resulted in a change in the psychological contract between labours and hirers (Callanan, Perri & Tomkowicz 2016, 354). Based on many career-related research, a term that comes frequently is *employability*, an individual's capacity to control employment options by creating, identifying and realizing career opportunities. It requires the employers to be launchers of their own career actions in order to achieve their career goals (Callanan, Perri & Tomkowicz 2016, 359; Baruch, Szücs & Gunz, 2015; DiRenzo & Greenhaus, 2011).

Following the previous frame of reference regarding career path management, in this section of the paper we will look closer to the role and impact of the career path management within the organizations. The studies have so far focused on the external effects on the organization, developing further into a more individual approach for career management. A term occurring often through several research studies, are *boundary less careers* (Tams & Arthur, 2006; Arthur & Rousseau, 1994) that have moved into a new thinking for the responsibility of career success in the organization. The term focuses on the fact that the career has moved into a more personal and flexible behaviour of the individual, where the focus is more on the responsibility of employees and less organizational practices. Additionally, the behaviour of the career management has changed over the decades where individuals are considered essential for the career success.

Career path serves as a practical tool for guidance and attracting, developing and retaining talent that are critical elements in maintaining the organization's resilience. According to Carter, Cook & Dorsey (2006), career path management has the impact to connect the employees to the organization by increasing a non-linear career path influenced with two factors:

- a- Transferability and marketability of competencies and mobile skills
- b- Strength of the implied contract between the employee's and the organization also referred to as internal work values.

The information provided in the previous paragraph shows the necessity to consider a change in the traditional approach to the role of the human resource department as well as a change in structure derived from the change that the new concept implies. The resilience of successful organizations will come through the correct implementation of career path management.

3. THE EMPIRICAL RESEARCH

This section covering the empirical research of career path management highlights the methodology used, the research approach and design, the research objectives, data collection procedures and measurements, and data analysis.

A qualitative approach consisting with several in-depth interviews was implemented.

The purpose is to examine whether career path management is a motivational tool to be used by organizations as a means to get better employee performance and engagement, strong organizational commitment and minimizing turnover.

The field work was conducted with upper level managers that can be involved in strategic managerial decision making. The purpose of this choice was to see the interest of whether career path management can be used as a motivational tool as well as to have an understanding if the administration is aware of the importance of this concept if correctly implemented.

The upper management are to be considered as the one in charge of implementing a right form of management ensuring that the employees accomplish work smoothly. Information was gathered from respondents in various organizations.

Respondents’ profile:

Composition	Number of participants
Senior Manager	2
General Manager	3
HR Manager	2
Manager	3
Total	10

Below are the predicted objectives as to what is to be expected as achieved in this study.

Table 1 – Pre-set codes assumed from the questionnaire

1. Expectations	6. Employee relations
2. Commitment	7. Empowerment
3. Extrinsic rewards	8. Achievement
4. Autocratic leadership	9. Induction
5. Coercion	10. Liability

In other words these objectives have been identified as predicted objectives, since the literature review allows us to have the following framework for information collection:

- To assess the knowledge level of employee development in organizations by implementing a career path management
- To determine if career path management brings the organizations closer to its business objectives by implementing it as a tool to be achieved within the available resources based on an expected timeframe of immediate effect.
- To verify if management can implement career path management in the organization to affect employee motivation.
- To propose recommendations about career path management as a tool in terms of increasing employee motivation affecting the organizational commitment and strategy, whereby suggesting to lower the time used for recruiting and rather focus on retaining the employees through this tool.

As the list of predicted objectives reflect the conceptual framework and common problem areas they are also connected to the questionnaire. This list also identified as list of codes will determine a pre perception of whether the actual answers could relate to the codes or not.

To find a frequency of the codes, the Qualitative Research Program ‘Nvivo’ was used to find an accurate percentage of 15 most frequent words during the interview. Below is a list following a percentage whereby the frequent words are in a total score of 24.19 % out of 100 %.

Table 2 : List of 15 most frequent used words during the interviews

Summary		Word Cloud		
Word	Length	Count	Weighted Percentage	Similar Words
employees	9	51	5,60%	employee, employees
company	7	26	2,86%	companies, company
managing	8	22	2,42%	manage, managed, management, manager,...
work	4	15	1,65%	work, working
training	8	13	1,43%	trained, training, trainings
job	3	12	1,32%	job
making	6	11	1,21%	make, makes, making
depending	9	10	1,10%	depending, depends
need	4	10	1,10%	need, needed, needs
required	8	10	1,10%	required, requirements
development	11	9	0,99%	develop, development
position	8	9	0,99%	position, positions, positive
organizational	14	8	0,88%	organizational
answer	6	7	0,77%	answer, answered, answering, answers
give	4	7	0,77%	give, gives, giving

In qualitative research, it is common and of great use to code the frequent answers when participants in an interview have the choice to talk “freely and openly” to express their opinions. In this matter, the participants had the opportunity of speaking out of choice, with non-judgemental condition.

Below is Table 3 including the major codes :

Major codes	Answers	Major codes	Answers
Commitment	Fulfils the requirements of the organizational strategy, performs well at work	Liability	HR provides risk management ensuring employees are treated fairly, trying to satisfy
Development Strategy	Training for necessary skills and competency required for the current job	Induction program	Standard program for new hires describing the opportunity of working in the company
Reward System	Non-monetary and monetary, bonus, raise, voucher, recognition	Standardized	Automotive training for the job
Job Enlargement	Horizontal loading, adding more duties to the current job	Poor managerial relationships	Poor relation with management, consequence of increased turnover
Unawareness	Career path management	Closed Loops	Default/poorly communication from management to staff

Comparing the pre-set codes and the codes that were set after the interview, five codes were the same: liability, induction, commitment and standardized. As a pinpoint, it set awareness of what were perceived as current status for the employees based on the perception and the actual response. This could give a stronger awareness of the main component and the findings that would further be proved.

Measuring the essential collection of data would locate the fundamental concepts, and determine the located concern that can answer whether the existing theory could be a reality with a thorough implementation.

Additionally, a use for calculating the frequency of ‘employee development’ during interview where measured, also through Nvivo.

The detailed tables of scores and relevant explanations are provided in Appendix A.

The points below display an overall interest of the linkage between the words and the concept of this paper:

- The focus on *the recruitment process* led to interesting response with the coded words. Organizations in general rely on external sources for recruitment. They

are not utilizing thoroughly the existing employees who have the necessary skills and abilities to fill the job within the organization. This finding is essential, due to the fact of applying career path management as a tool to motivate employees in reaching an excellent level in the organization. Considering the fact of how time consuming it is for selecting candidates, recruiting new hires, and giving them the required training to be productive, puts a challenge on the management approach of Human Resources department.

- The *motivational impact for employees* in the Lebanese market were considered to be primarily monetary and non-monetary at a lesser degree. Employees might feel motivated with development plans related to their career in the company and also by the leadership style used by managers in the organizations. However, a concern of titles and status, might put pressure on decision makers in organizations pushing them to come to different solutions to employee motivation. This situation of “providing” titles may become a double edged sword. One aspect is the effort to reach goals stated by the managers and the second aspect may be a contentment situation. These negative impacts can be a decrease in performance due to the fact that the employees get the status they want without actually fulfilling the requirements. It has been shown earlier that some employees might get the title they want without any acceptable process or training for it, leading the weakening of the workforce performance.
- *The Evaluation process* gave main findings in a matter of standardized performance appraisal provided by the Human Resources department.

The evaluation is to be followed as a step-by-step to evaluate whether the employees are performing to a certain required level of the job. Mentioning if the motivation of the employees is to be considered important, the inquiry of the participants were ordinary agreement stating with an affirmative response.

Since the evaluation process could be standardized based on the response, a consideration of a linkage between standardization and employee motivation were to be reasoned. Concerning the fact that information given earlier about the focus of status and titles in the Lebanese work market is to be considered high, the matter of employee motivation are to be considered important with covering the applicable solution for it. Furthermore, development opportunity is considered essential in this concern, relating to the fact of whether the employees are getting the probability for enhancement.

Concerning the fact of assuring or explaining the opportunity for enhancement for the employees seemed for some respondents to be vague. Concerning the fact that employee development not only beneficial and efficient for organizational outcome, but having the opportunity for advancement in the company can lead to great successful factors for both the employees and the organization. The induction program was perceived as a standard form of program describing the opportunity of development within the company.

When asked how it was done, the ordinary answer seemed interesting. The employees are getting the opportunity for development, based on training them for certain skills and competency that are required for the job and for further request.

- As for *the training programs* being standard might not affect immediately any of output. On the contrary it can be beneficial for the company to implement a standardized program when newly hires are joining the company. Respondents mentioned training important with 58 % as a score. Training would be the beneficial process to make sure that employees have the right set of skills. However, it was mentioned Training Needs Analysis as an optional suggestion for enhancing the skills and capabilities of the employees. This theme scored only 11 %, questioning the fact of whether the employees are getting the right training for the needed enhancement in the workforce.
- Concerning *the fact that employee development* not only be beneficial and efficient for organizational outcome, but having the opportunity for advancement in the company can lead to great successful factors for both the employees and the organization.

With the development opportunity the findings gave probability of whether the employees are getting the right information for enhancement. Viewing the main findings of this query, the fact of induction program scored high. However, the findings indicated a standard process leading towards the questioning of whether organizations are properly evaluating the positive outcomes out of it.

- The next point, *concerned the coercive actions* in case of negative results. The results exhibited three-coded points withholding the need for certain action due to negative outcomes from the employees, yet the focus would be on the code that scored the highest percentage of them three. The question was inquiring about which actions where to be taken, when employees have difficulties to proceed properly as to the organizational expectation and result. Displaying the three answers, dismissal or transfer scored the highest with 46 %. If employees repeatedly show behaviour that does not live to the organizational commitment, environment or if the fulfilment of work is not accomplished, training is implemented in order to obtain a change. However, if training did not consider being beneficial nor successful change was implemented, transfer within the company to a different position was the alternative to be implemented. Moreover, if the solutions were not being accepted as applicable the final step would be dismissal. Nevertheless, dismissal should always be the last alternative and not considered as a quick option due to company policies and legal implications, yet it is considered as a coercive option if necessary.
- *Turnover rate* came out to be considered sensitive, and not surprisingly an important matter. However, the respondents mentioned that it is a complex

matter on solving it. One solution can be through providing trainings but this issue can end up to be very costly and time consuming in an unpredictable and difficult environment where workforce commitment is highly related to salary levels much more than any other internal policies of the company. However, it turns out from the study that the level of satisfaction of employees and distressed matters where of interest.

- Within the context of *organizational commitment*, the findings are of interest to be viewed at further, whereby the result of organizational commitment are an effect by organizational strategy of qualified and achieved performance, employee independence and ordinarily communication between management and employees.

CONCLUSION

The purpose of this paper was to find the benefits for motivational aspects, by implementing career path management as a tool.

It becomes critical for the resilience of organizations operating in difficult environment to implement Career path management as a motivational tool for employees.

The results obtained in the empirical part of the paper showed the absence of any strategic consideration as to the use of career path management as a motivational tool. According to the answers collected extrinsic and intrinsic incentives are regarded as having a significant impact on the motivational level of employees, There were no indications of well-developed motivational relationship between managers and employees and the commitment for the organization was yet vaguely explained, although the literature review presented in the article shows positive evidence of the extent to which career path management could affect the organizational development objectives and the commitment of the employees towards the organization.

It is worth mentioning that all respondents answered positively towards the idea of implementing a career plan for the employees, which gave definite indications that career path management can be implemented successfully if the willingness is there as a matter. The implications of career path management were perceived as a possibility to acknowledge and acquire new skills, capabilities and motivate the employees for enhancing the performance at work.

A significant finding was the issue of status, and the importance employees attach to this matter in Lebanese organizations.

Career path management were to be positively desirable for most of the respondents. However, the results of awareness showed some negative outcome whereby the procedure of learning and implementing such a change is still under development. This implementation process is yet complex and it involves a significant understanding and acceptance of the concept of change.

To conclude, to develop an enhancement plan for employees, is still under construction that can indicate an openness to take into consideration new ideas for changing the management process so that careers are accepted and implemented successfully. Certain changes can take time, and especially when there are few persons in the Human Resources department to encourage for the change this can be complex when the matter of implementing career path management as a tool.

The changing nature of careers demands that organizations move from a traditional focus of practice into an approach of supportive and developmental approach (Clarke, 2013). Mentioning a supportive and developmental approach, it is defined as practices to develop and support individuals in their own career performance rather than the traditional top-down procedure from the organization (Baruch, 2006; Segers & Inceoglu, 2012).

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