

# “IMPACT OF CAREER MANAGEMENT ON INDIVIDUAL EMPLOYEE PERFORMANCE”

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## Abstract

Human resources management is undergoing a profound change. The development of a company depends largely on the individual performance of its employees. Thus, it is important to know how to orient employees in careers that are more adapted to the skills and aptitudes they possess in order to bring about greater productivity. In this vision, adopting a human resources management strategy oriented towards career management is essential. But the question that arises is how does career management lead to individual employee performance? Since career management is the management of an individual's career path from entry to retirement, the objective of this research is to show the influence of career management on individual employee performance. An opinion survey of a sample of employees in large companies found that effective career management can be a source of individual employee performance.

**Keywords:** *Human Resources, Career management, Career planning, Employees, Performance*

## INTRODUCTION

HRM has become more practical and is increasingly focused on what a person can contribute or how he or she can contribute to the work of a company. Human resource management is the whole of personnel management and activities within a company. For **Igalens J., Roussel, P. (1998)**, HRM is the set of activities that aim to develop the collective efficiency of the people who work for the company. Since effectiveness is the extent to which objectives are achieved, HRM's mission is to lead the development of human resources in order to achieve the company's objectives. HRM defines the human resource strategies and means, organisational operating modes and supporting logistics to develop the skills needed to achieve the company's objectives.

Over time, the function and practice of HRM has become increasingly focused on individual management. Thus, the success of a company inevitably depends on its ability to acquire the skills necessary for its growth, to retain its staff, to develop them and, even better, to build their loyalty.

The main objective of human resource management is the performance of the organisation by objectively exploiting the capabilities of human resources. Performance is the ability of an individual or a group to achieve the objectives that they have set for themselves or that have been set for them. An employee's performance is his

or her ability to meet the expectations expressed by his or her management in order to satisfactorily fulfil the tasks attached to his or her position. Effective management of employees' performance enables them to be motivated and given the means to achieve their objectives. Career management is the set of management rules that enable the adaptation of employees to the company's strategy and future needs, taking into account their skills and personal aspirations.

Career management is still a new concept for Malagasy companies; only large companies include it in their human resources management. However, it is essential to ensure a smooth employment/human resources match within the company, which can guarantee performance. In an environment characterised by strong competition and an increased financial crisis, the competitiveness of companies depends more and more on the performance of their human capital. This context pushes to prove the impact of career management on the individual performance of employees. The question that arises is how does career management lead to individual employee performance?

This analysis is based on the exploitation of data from an opinion survey of a sample of 153 employees of large Malagasy companies. The analysis of the results relating to their opinions of career management within their company and their individual performance will serve to demonstrate the dependence between these two variables.

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## CONCEPTUAL FRAMEWORK

The many turnover models found in the HRM literature illustrate the importance of employee retention (**Steel & Lounsbury, 2009**). Career management is the relationship between the employee's capabilities in relation to the company's objective and the possibilities of development of these employees. It concerns the career development of an employee from the beginning (recruitment) to retirement.

In career management, there is then experience, training, transfer, employability and mobility. For **Cardinal (1998)** "the career corresponds to a professional pathway in which several positions follow one another, which are quite varied in terms of nature and duration and, above all, which cross the structural limits of an organisation; it is therefore a career characterised by a high degree of mobility, by frequent changes of job and even of field, with a predominance of horizontal movement within several organisations".

There are five actors in career management. First of all, the company's management, which determines the company's strategy, which is the basis for any approach. Its role is above all informative: it must explain to everyone (employees, managers, directors, shareholders) the economic, technical and social issues of employee employability.

Secondly, the HRD has a role as facilitator and catalyst: it coordinates the process, proposes and finalises the career management tools and action plans.

Employee representatives should not be neglected; they also have a role to play in ensuring that career management is implemented in the interests of employees and the company. Local managers have a central role as they are a local player. They are the ones who know their employees best and are best able to detect their potential.

And last but not least, the employees who are the driving force in developing, implementing and measuring their capabilities.

In addition, several areas of HRM can characterise career management, firstly recruitment defined as the hiring of a person for a specific position and for a specific or unspecified period of time in a company, taking into account the competence of the person and the needs of the company. Secondly, training is defined as a means, a method of encouraging employees to improve their knowledge, behaviour, attitude, mental capacity and professional skills necessary both for the proper performance of their present and future duties and for the achievement of the company's objectives. Lastly, staff retention and remuneration, for a company to retain staff is an important challenge. This loyalty is linked to the mobilisation of employees. Remuneration is a means for a company to retain its employees. Having an effective remuneration system is therefore of great importance, especially considering that the workforce is highly mobile and that the associated cost is usually the largest budget account.

For an organisation, having effective career management develops the human potential available to it, and increases its flexibility to build on the sustainability of current relationships to anticipate future needs. For employees, having job security develops and deepens their skills, develops a sense of belonging, satisfies basic needs (esteem and recognition) and makes the most of their skills in performing their jobs.

Individual performance is the ability of an individual to achieve the goals that he or she has set or been given. Therefore, performance management aims to define the performance objective, activities and target according to the individual accountability plan and to measure performance periodically - annually or quarterly. Therefore, talking about performance often refers to the following concepts: result, achievement of objectives, effectiveness, efficiency and means used (Gilbert 1980). In other words, individual performance is the ability of the employee to meet the objectives of his or her job. Furthermore, performance is important to individuals in the

sense that task accomplishment and high performance can be a source of satisfaction and feelings of mastery and pride.

The performance evaluation process consists of setting objectives, measuring their achievement, explaining any discrepancies and, above all, informing the decisions to be taken. This is why it is essential to approach it in terms of the purpose of performance and to specify what indicators of means, products or results are.

The central role of individual performance in organisational success requires companies to pay particular attention to its conceptualisation and to the detection of triggering factors. In the practice of career management, the company allows employees to feel listened to, valued and above all expected. This is a guarantee for a better result, the achievement of objectives and better performance, because in exchange for the confidence and appreciation that the company makes employees feel by doing career management, they are obliged to work.

## RESULTS

The identification of the respondents will allow us to further develop the analyses related to our study variables. Thus, the table below shows the information on the sampled respondents.

**Table 1: Identification of respondents**

		Frequencies
Type	<ul style="list-style-type: none"> <li>• Male</li> <li>• Woman</li> </ul>	66.2% 33.8%
Age group	<ul style="list-style-type: none"> <li>• Under 40 ;</li> <li>• From 41 to 50 years old ;</li> <li>• Over 50 years old ;</li> </ul>	26.0% 28.6% 45.5%
EXPERIENCE	<ul style="list-style-type: none"> <li>• Under 6 years old ;</li> <li>• 7-15 years;</li> <li>• over 15 years ;</li> </ul>	55.8% 17.5% 26.6%
OLD BUSINESS	<ul style="list-style-type: none"> <li>• Under 6 years old ;</li> <li>• 7-15 years;</li> <li>• over 15 years ;</li> </ul>	14.3% 15.6% 70.1%
DIPLOMAS	<ul style="list-style-type: none"> <li>• BEPC ;</li> <li>• LAC ;</li> <li>• BAC+2 ;</li> <li>• BAC+3 ;</li> <li>• BAC+4/5 and above;</li> </ul>	11.0% 22.7% 21.4% 13.6% 31.2%
CSP	<ul style="list-style-type: none"> <li>• Head of Department</li> <li>• Head of Department</li> <li>• Responsible for</li> <li>• Supervisory officer</li> <li>• Implementing agent</li> <li>• Other</li> </ul>	14.3% 27.3% 30.5% 14.3% 9.1% 4.6%

Source: Authors, 2020

## Characteristic of career management

The following table summarizes employees' opinions of career management in their organizations according to response modalities measured by Likert scale.

**Table 2: Respondents' views on career management in their company**

Variables	Average	Standard deviation
<b><u>Career management :</u></b>		
Item 1 : Career management -Procedure	4.40	1.751
Items 2 : Valuation of the job through a career plan	4.86	1.749
Items 3: Satisfaction with progress	4.66	1.780
Items 4 : Existence of a career plan	3.78	1.776
Items 5: Linking the career plan with training	4.20	1.724
Items 6: Importance of the career plan	4.36	1.648
Items 7: Job-related benefits	5.29	1.503

Source: Authors, 2020

For career management, in items 1, 2, 3 and 7 the respondents gave a rather positive response, the majority being in the "slightly agree-totally agree" category. And for items 4, 5 and 6 they were rather neutral, as the majority of responses were "neither agree nor disagree".

The reliability analysis of the seven items selected to characterize career management shows that these measurement items are reliable for characterizing career management, as Cronbach's alpha greater than 0.7 justifies this reliability.

**Table 3: Analysis of the reliability of career management**

Cronbach's Alpha	Number of items
0,866	7

Source: Authors, 2020

In addition to the general items characterising career management, the career management procedure deserves particular attention. Thus, an analysis of the correlation between career management and the characteristics of the respondents showed that there is a correlation of -0.320 between the degree and the career management procedure, i.e. the higher the level of education, the less concerned the person is with the career management procedure within the company. For the generalities of career management there is a correlation of -0.220, which means that the more the person has a diploma, the less concerned he or she is with career management within the company.

With regard to "experience" in career management generality there is a correlation of -0.205, which means that the more experienced the person is in a given position, the less interested he or she is in career management generality within the company such as individual career planning, training and career development.

For "seniority" in the career management procedure, there is a correlation of -0.182, which means that the longer the person has been with the company, the more interested he or she is in the career management procedure within the company, as this enables him or her to know the procedures necessary to progress in his or her career.

As far as socio-professional category is concerned, there is a correlation of 3.078, so the higher the CSP, the more interested they are in career management procedures in order to benefit from the related advantages. For general career management, the correlation is 2.578, so the evolution of the SSC pushes people to be more and more interested in their career within the company.

**Table 4: Correlation test table between employee characteristics and career management**

Dimension	SEX	AGE	DIPLOMA	EXPERIENCE	OLD BUSINESS	CSP
GC_Procedures	0.330	0.024	-0.320**	0.137	0.182*	3.078**
GC_General	2.390	1.021	-0.220*	0.205*	0.154	2.578**

correlation is significant at the 0.01 level

correlation is significant at the 0.05 level

Source: Authors, 2020

#### Individual performance assessment

With regard to individual performance, the respondents evaluated their performance positively, as the majority of responses ranged from "slightly agree to totally agree" on the four items selected.

**Table 5: Respondents' views on their individual performance**

Variables	Average	Standard deviation
<b>Individual performance :</b>		
Item 18 : Performing tasks efficiently and effectively	6.01	1.048
Item 19 : Skills needed to perform the job	6.18	0.923
Item 20 : Knowledge of weekly objectives	5.87	1.153
Item 21 : Achievement of weekly objectives	5.61	1.062

Source: Authors, 2020

According to the reliability test that follows the four items are 85.2% reliable and very satisfactory, as the test of these four items gave a Cronbach's alpha of 0.852 which is well above 0.7.

**Table 6: Analysis of item reliability**

Cronbach's Alpha	Number of items
,852	4

Source: Authors, 2020

## IMPACT OF CAREER MANAGEMENT ON INDIVIDUAL PERFORMANCE

The linear regression test seeks to establish a relationship between individual performance and career management

The ANOVA table below presents the dependence between independent variables (career management) and control variables with dependent variable (individual performance).

**Table 7: ANOVA on career management and individual performance**

Model		Sum of squares	Ddl	Medium square	F	Sig.
1	Regression	62,525	6	10,421	,547	,772b
	Residue	2799,585	147	19,045		
	Total	2862,110	153			
2	Regression	722,722	8	90,340	6,123	,000c
	Residue	2139,389	145	14,754		
	Total	2862,110	153			

a. Dependent variable : PERFORMANCE

b. Predictors: (Constant), YEARS\_2, Gender\_2, What is your socio-professional category, EXPERIENCES\_2, Degree-2, Age\_2

c. Predictors: (Constant), YEARS\_2, Gender\_2, What is your socio-professional category, EXPERIENCES\_2, Degree-2, Age\_2, CG\_Generalities, CG\_Procedures

Source: Authors, 2020

Model 1 shows a P-value of 0.772 greater than 0.5 so this model is not significant and model 2 gives a P-value of 0.000 less than 0.05 so this model is significant then performance has a fairly strong dependence of 61.23% with the 2 career management variables.

The following summary table of models shows that model 1 has a P-value of 0.772 which is greater than 0.05 and therefore not significant while model 2 has a P-value of 0.000 and therefore significant. The R-squared value of model 1 is 2.2%,

By introducing the explanatory variables, career management generalities and career management procedure, model 2 gives a variation of 23.1%, which is why the model explains 25.3% of the dependent variable.

**Table 8: Summary table of models**

Model	R	R-two	R-two adjusted	Standard error of the estimate	Editing statistics				
					Variation of R-two	Change in F	ddl1	ddl2	Sig. Change in F
1	,148a	,022	-,018	4,36403	,022	,547	6	147	,772
2	,503b	,253	,211	3,84115	,231	22,373	2	145	,000

a. Predictors: (Constant), YEARS\_2, Gender\_2, What is your socio-professional category, EXPERIENCES\_2, Degree-2, Age\_2

b. Predictors: (Constant), YEARS\_2, Gender\_2, What is your socio-professional category, EXPERIENCES\_2, Degree-2, Age\_2, CG\_Generalities, CG\_Procedures

Source: Authors, 2020

The econometric modelling coefficient indicates the percentage coefficient of the variable.

**Table 9: Econometric modelling coefficient**

Model		Non-standardised coefficients		Standardised coefficients	t	Sig.
		B	Standard error	Beta		
1	(Constant)	31,462	3,077		10,224	,000
	What is your socio-professional category?	,086	,304	,027	,283	,778
	Age_2	-,677	,589	-,130	-1,149	,252
	Diploma-2	-,339	,311	-,110	-1,090	,278
	Genre_2	-,206	,762	-,023	-,271	,787
	EXPERIENCES_2	-,130	,459	-,026	-,283	,778
	OLD_2	,437	,767	,074	,570	,570
2	(Constant)	25,154	2,898		8,680	,000
	What is your socio-professional category?	,067	,271	,021	,247	,805

Age_2	-,184	,525	-,035	-,350	,727
Diploma-2	-,044	,280	-,014	-,159	,874
Genre_2	-,973	,681	-,107	-1,429	,155
EXPERIENCES_2	-,485	,410	-,097	-1,183	,239
OLD_2	-,087	,680	-,015	-,127	,899
CG_General	,230	,078	,250	2,943	,004
CG_Procedures	,253	,063	,344	4,017	,000

a. Dependent variable : PERFORMANCE

Source: Authors, 2020

According to this table, in model 1: the control variables are not significant. Whereas in model 2, by adding the two (2) career management variables, a significant P-value is obtained.

Thus, 23% of the variation in individual job performance is explained by career management generalities

And 25.3% of the variation in individual job performance is explained by the career management process.

These results show a relationship between career management and individual performance.

## CONCLUSION

In conclusion, the role of HRM is both strategic and operational, and it deals with all the support functions of the company, providing the company with the personnel necessary for its proper functioning. This implies ensuring that it has a sufficient number of competent and motivated resources for the smooth running of the organisation. The development of the company is therefore largely the result of the individual performance of these employees, which is based on the effectiveness of the HRM dimensions. Career management is one of the dimensions characterising the functioning of HRM. The analysis of the dependencies between the individual performance of employees and the existence of career management through a sample of employees of large companies has made it possible to affirm that career management has its role in the individual performance of employees.

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