

# The Effect Of Career Planning On Enhancing The Stock Of Skills In Business Organizations

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## ABSTRACT:

The study aimed to identify the effect of career planning on enhancing the stock of skills in business organizations. The researcher adopted the descriptive and analytical approach. The study sample reached (60) managers and their assistants in business organizations in Jordan, and a questionnaire was used as an instrument for collecting information, and the study reached a set of results the most important of them that the responses of the study individuals towards the effect of career path planning on enhancing the stock of skills in business organizations came in a (low) degree, as the total arithmetic mean reached (2.32). This mean falls in the fourth category of the fifth scale. The results also showed that there is a positive relationship between the total degree of the effect of career planning in business organizations and the degrees of enhancing the skill stock within business organizations, and accordingly the study recommended the necessity of the commitment of human resources management in business organizations in Jordan to promote the spread of the culture of career planning.

## Keywords:

career planning, skill stocks, business organizations.

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## 1. INTRODUCTION

The human element is seen as the basic engine of organizations, and it is the priority among the various resources that organizations need to achieve their vision, mission and goals in society, because the effectiveness and success of the organization and its achievement of a high level of performance depends greatly on maximizing the use and optimal investment of its human resources, in addition to enhancing the stock skills in business organizations.

Therefore, business organizations represented in human resources management began to pay attention to developing and directing human resources, by setting strategies, drawing plans, and preserving cadres and talents in order to push the organization to grow and develop and keep pace with continuous renewal and improvement (De Mauro et al, 2018).

In light of this came the importance of the role of human resources management in working on good planning for employees in a way that makes them achieve effective alignment between their goals and needs, and the goals and aspirations of business organizations (Crane & Hartwell, 2019).

This is done by working with the employee and assisting him in drawing and planning the career path, and predetermining the promotions and horizontal and vertical transfers of the successive jobs that an individual can occupy throughout his career service (Turner & Endres, 2017).

It should be noted that career planning plays a major role in uncovering promising administrative leaderships, training and developing them early, so that they are ready to take over responsibility, and this is by enhancing the stock of skills in business organizations (Bhagra & Sharma, 2018).

It is noteworthy that career planning is considered an essential tool for employee development and retention within the organization, as it ensures that employees have a clear vision of the career options available to them, and how these options are in line with their future aspirations, and this as a result leads to enhancing the stock of skills in business organizations (Succi & Canovi, 2020).

Ghazaleh's study (2019) confirmed the positive relationship between career path dimensions and job satisfaction, and Ghadban & Awalami (2018) confirmed that there is a positive relationship between career path and employee performance

and enhancing the stock of skills in business organizations, and Al-Omari (2017) indicated that the career development has a positive impact on the performance of the employees, and the development of their skill stock.

In light of the above, the importance of the effect of career planning on enhancing the stock of skills in business organizations to bring about the intended positive change, and investing human resources and competencies, as it has an influential role in raising the efficiency and effectiveness of organizations (Subramony et al, 2018). This investment is best embodied in competency management, which represents a highly valuable human resource and capital, which made the management of competencies and the proper selection of employees, discovering their talents, developing them, and developing their career paths at the forefront of the priorities of business organizations (Bocciardi et al, 2017).

### **PROBLEM OF THE STUDY**

It has become known to researchers and administrators in business organizations that the effective investment of competencies makes organizations able to achieve organizational excellence, which refers to reaching performance that exceeds the performance of other competing institutions and achieves the aspirations of higher management and employees.

Organizational excellence has become an important direction for business organizations at different levels, and a necessity for administrative development to raise performance levels by developing the skills and capabilities of all employees, and involving them in the decisions that relate to them, and the ability to reconcile and coordinate the elements of the organization and operate them in integration and interdependence to achieve the highest rates of effectiveness.

However, those observing the reality of career planning on enhancing the stock of skills in business organizations in Jordan, and through the practical experience of the researcher in the Ministry of Education and some sectors of business organizations in Jordan, he found that there is a weakness in career development and promotion opportunities, and a weakness in the current perception of the concept of career

planning on enhancing the stock of skills and their role in achieving true matching between the individual, the job and the organization. Based on the above, the current study will try to answer the following main question:

### **What is the effect of career planning on enhancing the stock of skills in business organizations in Jordan?**

### **QUESTIONS OF THE STUDY**

1. What is the reality of career planning on enhancing the stock of skills in business organizations in Jordan from the point of view of managers and their assistants?
2. Is there a statistically significant relationship between career planning in enhancing the stock of skills in business organizations in Jordan?

### **OBJECTIVES OF THE STUDY**

1. Identifying the reality of career planning on enhancing the stock of skills in business organizations in Jordan from the point of view of managers and their assistants.
2. Identifying the statistically significant relationship between career planning in enhancing the stock of skills in business organizations in Jordan.

### **SIGNIFICANCE OF THE STUDY**

The theoretical significance of the study

1. The study may be a reference for leaders, researchers and those interested in planning career paths to enhance the stock of skills in business organizations.
2. It is hoped that the study will contribute to enriching the educational library and Arab research with regard to the concept and mechanism of career path management, and shed light on the reality of career path management in business organizations in Jordan.

The practical significance of the study:

1. In line with Jordan's aspirations in building qualified human resources and meeting the requirements of the labor market in business organizations, the current study

may contribute to developing the skill stock in business organizations in Jordan.

2. The study may contribute to directing the attention of administrators in business organizations to the importance of taking practical measures to develop career path planning in enhancing the stock of skills in business organizations with the aim of achieving organizational excellence.
3. The study may contribute to providing decision-makers and officials in the Ministry of Industry, Trade and Supply with information on the level of career planning, in order to develop plans and programs that enhance performance improvement.

## BACKGROUND

The human resource is one of the valuable and necessary assets of business organizations, which is concerned with it for the purpose of competition, survival and continuity (Newberry et al, 2020). Therefore, in recent years, many business organizations have begun to view human resource management practices as the direct means to achieve their goals (El Sedafy & Yehia, 2019). Accordingly, human resources management began to take a new approach to developing the concept of human resource through developing the career path of human resources (Al-Abri & Kooli, 2018).

Career paths are defined as moving from a lower level to a higher level in the organization with the purpose of achieving goals, promotion, job improvement or self-realization, by reconciling the capabilities of workers and developing their skill stock, in addition to developing the capabilities of the organization (Mehdibeigi et al, 2018).

As for career path management, it means that process in which the individual plays a major role in cooperation with the organization in determining his career goals and the appropriate way to achieve them, and his career paths in achieving a compatibility between the individual and the job (Tabiu & Nura, 2020). From this vision, career path management is the process of the employee's transition from his current job to a higher position, in terms of powers, duties and

economic situation, and this job is concerned with bringing about compatibility and congruence between the individual and the jobs he occupies (Dahl et al, 2020).

In the same context, career path management is defined as a process that describes the sequence of job positions, and the professional steps that an employee must take in the government organization in line with the progress he makes in his job, and it includes an understanding of the skills, characteristics and experiences required in each step, in addition to the capabilities of the employee himself (MacKinnon, 2020). In light of this, the career path management process needs an effective strategic action plan drawn up by the organization in partnership with the employee in order for the employee to progress towards achieving his goals and aspirations in proportion to his skills and abilities and lead to achieving the goals of the organization (Fodor et al, 2018).

Speaking of the traditional view and the contemporary view of career path management, Bussin (2015) states that the traditional career path system was characterized by hierarchy, and was managed in a planned manner by the organization and allowed promotions and career development for administrative jobs only, and this was not allowed for specialized technical jobs.

Because of many changes, Vobava et al (2015) states that the career path has been developed by allowing individuals in technical positions to move to higher technical positions or move to other administrative positions in the organization, thus contributing to attracting and retaining qualified technical employees for critical positions in the organization and ensuring the continuity of career development of individuals in the organization. Accordingly, the importance of career path management is evident as follows: (Gyansah & Guantai, 2018)

1. Achieving the goals of the individual through growth in work and satisfaction with it, and achieving the goals of the organization in productivity and profit by placing the right person in the right place.
2. Renewing the skills of workers, and maintaining what can be used in terms of skills and capabilities.

3. Providing employees with feedback that includes the organization's view of their efforts and capabilities
4. Giving workers the opportunity to be close to advanced job experiences that increase the expertise and skills of the individual.
5. Reducing work turnover and absenteeism rates.
6. Preventing employees' statute of limitations by encouraging them to develop themselves by joining training courses, which would help build an educated, multi-skilled force.

Al-Jabali (2016) also indicated that the parties involved in drawing up the career path are as follows:

1. **The Human Resources Department:** establishes a system of planning and career development, which includes training the executive directors on advice, helping individuals to assert their interests, planning their paths, and practicing some career path methods, such as: transportation, entertainment, training, rehabilitation, rotation, and assessing the suitability of the employee's career path options. This can be achieved through a number of methods such as: performance evaluation and career path laboratories, which are exercises and choices, the main purpose of which is for the individual to reveal his ambitions and career hopes, and to reveal his capabilities, abilities and skills that help in achieving them.
2. **Line manager:** observes the subordinates to identify the compatibility between their skills and the jobs they are looking to move to and to provide advice, experience and advice.
3. **The individual himself:** through insight into job hopes, and identifying the capabilities, capabilities and skills required and how to develop his capabilities to keep up with them.

In light of this, it becomes clear that the career path planning process is a joint, integrated process that is not carried out in isolation from any of the three parties (human resources management, line manager, employee) to achieve the desired goal.

The process of planning pathways for human resource development with the aim of strengthening the stock of skills in business organizations includes the following: (Chetana & Mohapatra, 2017)

1. **Tools:** There are two tools that must be considered when implementing the process of planning paths to enhance the skill stock in organizations and they are as follows:
  - **Job group-based career path:** This tool develops various career path options for the employee working in the current job group, as well as the options available to him in other job groups.
  - **Career Path Map for Critical Jobs:** This tool studies the organizational structure of the organization, and develops a set of paths in the form of a map for all critical jobs in the organization, which suddenly leaving them may lead to the disruption of basic operations in the organization.
2. **Framework for Action:** The Pathways framework for enhancing the skills stock in organizations consists of three elements, which are as follows: (Basavaraj & Aranha, 2021)
  - **Draw pre-defined career paths:** The Human Resources Department charts career paths for all positions in the organization by drawing career paths for job groups, in addition to drawing specific career paths for critical jobs in the organization.
  - **Mapping a career path for one employee:** The manager and employee use the "career paths" and "career path maps" developed by the Human Resources Department as a reference for their discussion in the process of mapping an employee's career path in line with the job's needs and the employee's aspirations.
  - **Sharing and following up the career path:** The career path agreed upon for a specific employee is converted into an actionable work plan that includes training and development processes that are in line with the requirements to achieve the required career path.

## FIELD STUDY

### Methodology

The researcher adopted the descriptive and analytical approach by investigating the opinions of the study sample individuals to find out their views on the effect of career path planning on enhancing the stock of skills in business organizations through a case study of business organizations in Jordan.

### Sample of the Study

The sample of the study was (60) of managers and their assistants in business organizations in

Jordan, and the size of the sample was determined based on the law of the minimum selection of samples.

### Instrument of the Study

To achieve the objectives of the study, the researcher developed a questionnaire for the effect of career path planning on enhancing the stock of skills in business organizations.

### Validity of the Questionnaire

The correlation coefficients were calculated between the total score for each dimension; The following table explains the procedures for calculating the validity of internal consistency.

**Table (1) Pearson Correlation Coefficients**

Dimension	Correlation Coefficients	Value of Significance
Career path planning to enhance the stock of skills in business organizations	0.874**	0.000

It can be seen from the previous table that the correlation coefficient reached (0.874), which is a high coefficient and statistically significant at a level of significance (0.05).

The reliability of the questionnaire was tested using Cronbach's Alpha equation. It is a method that requires the calculation of correlation of items with one another. The following table shows the coefficient of reliability using Cronbach's Alpha.

### Reliability of the Questionnaire

**Table (2) Cronbach's Alpha stability coefficients**

Dimension	Cronbach's Alpha
Career path planning to enhance the stock of skills in business organizations.	0.729
Total Reliability	0.948

It is evident from the previous table that the total reliability coefficient of the questionnaire reached (0.948), which is a high reliability coefficient indicating that the questionnaire has a high degree of reliability and can be relied upon in the field application of the study.

organizations in Jordan from the point of view of managers and their assistants?

### The first dimension: Holistic Marketing Strategy

To answer the question, arithmetic means, standard deviations, and ranks were calculated for the responses of respondents on the effect of career path planning on enhancing the stock of skills in business organizations, and the following table illustrates this.

### Results related to the first question and their discussion:

What is the reality of career planning on enhancing the stock of skills in business

**Table (3) means, standard deviations, and ranks of the effect of career path planning on enhancing the stock of skills in business organizations**

No.	Items	Means	Standard Deviations	Ranks
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No.	Items	Means	Standard Deviations	Ranks
1	Business organizations are working to spread the culture of career path planning among employees.	2.42	1.042	8
2	Workers in business organizations have career paths that Determined their skill stocks.	2.54	0.93	2
3	There are career path maps for critical jobs that Determined skills for workers.	2.10	0.89	12
4	The employee's career paths are aligned with his aspirations and goals	2.46	0.98	
5	There is a job description outlining the duties, responsibilities and conditions in the career path planning process	2.83	1.12	1
6	Career path planning enhances the skill stock in organizations.	2.13	1.11	11
7	Models for career paths are available on the Human Resources database in the organizations	2.33	1.00	9
8	Career paths are charted with the aim of enhancing skills and abilities within organizations	2.43	1.15	6
9	The Human Resources Department continues to ensure that discussions regarding career path planning are undertaken	2.08	0.95	13
10	Training and professional development activities focus on future job roles	2.43	1.13	5
11	There are clear criteria for career path planning evaluations on Skill stocks	2.46	0.93	3
12	Career performance outcomes are related by effectively planning career paths	2.46	1.06	3
13	The career path planning process is reviewed on the skill performance of the employees	2.17	1.02	10
14	Career paths are evaluated based on skills and abilities within organizations	2.01	1.02	14
15	Business organizations apply job rotation policy to the career path planning department service	1.96	1.01	15
Total Mean		2.32	0.75	-

By looking at Table (3), the following becomes clear: The responses of the study individuals towards the effect of career path planning on enhancing the stock of skills in business organizations from the point of view of managers and their assistants in business organizations in Jordan came to a (low) degree, where the total arithmetic mean reached ( 2.32), and this mean falls into the fourth category of the fifth scale.

It is also clear from the table that one items came with a degree of approval (medium), which is statement No. (5). There is a job description outlining the duties, responsibilities and conditions in the career path planning process. The researcher attributes this result to the fact that the efforts of business organizations provide procedural and organizational evidence, and what they contain in terms of job descriptions of various administrative functions. There is no doubt that job descriptions play an important role in helping employees understand their responsibilities, and assist managers in evaluating employee performance, and they also have a

pivotal role in the effective implementation of the career path management process. In spite of that, these job descriptions are comprehensive for leadership and administrative positions only, and clear job descriptions are not available at the detailed level required for all jobs in business organizations.

While the rest of the dimension items got a (low) score, and this result can be interpreted as there is a decrease in the level of alignment between job performance evaluation criteria and the level of progress in the career path, as the performance evaluation criteria are not closely related to the employee's goals and the core skills and competencies he possesses. This result is also explained by the weakness of spreading the culture of career path planning on the skill stock, in addition to the absence of career path maps for specific and critical jobs within organizations from the application of career path management, which can be achieved through concerted efforts and sharing responsibility between the various relevant departments in business organizations.

**Results related to the second question and their discussion:**

Is there a statistically significant relationship between career planning in enhancing the stock of skills in business organizations in Jordan?

To answer this question, the researcher used the Pearson correlation coefficient to measure the relationship between the research sam

ple scores. The following table shows the results that were reached:

Dimension	correlation coefficients	Value of Significance	The Relationship
The impact of career path planning	0.4115	0.000 Significant at the level of 0.01	Positive relationship
Enhancing the stock of skills within business organizations	0.2222	0.000 Significant at the level of 0.01	Positive relationship

**Table (4) Pearson correlation coefficients to measure the relationship between career path planning and enhancing the skill stock within business organizations**

It is evident from Table (4) that there are positive relationships between the total degree of the impact of career path planning in business organizations and the degrees of enhancing the skill stock within business organizations, indicating that the higher the level of career path planning in business organizations, the higher their scores in enhancing the skill stock within those organizations, those relationships were statistically significant at the level of 0.05 or less.

**Recommendations**

1. The necessity of the commitment of human resources management in business organizations in Jordan to promote the spread of the culture of career path planning.
2. Providing a comprehensive job description for all job roles in business organizations to facilitate the career path management process.
3. Working on developing career paths for specific jobs within the functional group, and career path maps for critical jobs in business organizations.
4. Providing the career path models available to employees on the human resources database.
5. Working to enhance the human potential of employees through training them and equipping them with the skills and abilities necessary for creativity, undermining them with tasks, and

applying the policy of job rotation, which contributes to the advancement of their work and career path management service.

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