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## Study on the relationship between organizational career management and job involvement

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**Abstract** This research aims to examine the relationship between organizational career management(OCM) and job involvement(JI). The measures are the OCM scale developed by Long(2002) which was based on Chinese native enterprises' status and the JI scale developed by Kanungo(1982). We administrated surveys in five enterprises and acquired a sample of 192 valid cases. Results show that the correlation between OCM and JI is significant ( $\alpha=0.01$ ). Moreover, the correlation between the four dimensions of OCM and JI is significant. Among the dimensions of OCM, Promotion exhibits the highest correlation with JI whereas Focus on Training has the lowest correlation with JI. Results show the vitality of the organizational career management in organizations.

**Keywords** organizational career management, job involvement

**摘要** 以龙立荣开发的组织职业生涯管理问卷的简缩版和修订过的Kanungo的工作卷入问卷为测量工具,对多家企业的员工进行了调查。统计分析结果显示:组织职业生涯管理与员工的工作卷入之间存在显著的正相关关系,组织职业生涯管理中的各个维度与员工工作卷入的相关关系均达到了显著性水平,其中与员工工作卷入相关性最大的是“晋升公平”,相关性最小的是“注重培训”。研究证明了组织职业生

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涯管理的必要性。

**关键词** 组织职业生涯管理, 工作卷入

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## 1 Introduction

### 1.1 Background

Since the 1950s and 1960s, an increasingly number of enterprises has realized the acquisition of successful career is the employees' important motive. To attract and retain employees, many corporations, from the perspective of organization, began to launch career management programs for their employees to help them achieve personal career objectives. After the entry into the 21<sup>st</sup> century, however, the foundation on which career management as an independent practice area within organization is based suffers rigorous challenges. Managers once maintained that inputs into employees would get their loyalty and stability in return, such as paying for performance, granting promotions, focusing on career development. In recent decades, people have notified the breach of traditional, consolidated, mutual-loyal psychological contract due to two facts: the large-scale downsizing of organizations and the frequent job-hopping of employees. For these reasons, the value of organizational career management is questioned. The opponents argue that the possibility of long-term return on career management decreases because of the breach of psychological contracts. They emphasize that organizations would suffer great loss if they bear all cost of career management and development and employees obtain all benefits exclusively. As a result, they point out that the main body of career management should be individuals instead of organizations, which indicates individuals should undergo risks and benefits of career management and development.

Is there any true value in organizational career management? Do the management activities initiated to meet the career needs of employees and improve their employability play a more important role in retaining employees or bear more risks? To tackle these problems, the researchers pay much attention to the relationship between the OCM and a series of consequences, including organizational commitment, job involvement, turnover intention, job satisfaction, career satisfaction. These researches come to a consented conclusion: organizational career management has positive impact on employees' psychology and behavior.

Though there is no systematic organizational career management in some Chinese enterprises, it doesn't mean organizations don't have any practices

beneficial to employees. For instance, some organizations have carried out practices such as providing free training, releasing the job vacancies in time, designing the position ranking and career channels. The aim of this empirical study is to find out the effectiveness of such practices so as to facilitate the human resource management and enhance the organizations' competitive edge.

## 1.2 Definition of the research question

Organizational Career Management(OCM) is defined as a series of management methods executed by organizations that aim to develop employees' potential, retain employees, and help them achieve self-actualization(Long, 2002). Based on foreign scholars' research outcomes, Long(2002) employed in-depth interviews and questionnaires to propose a four-dimensional structure of OCM in China, involving Career Development(providing opportunities in career self-recognition), Focus on Training( providing opportunities in career training), Promotion Equity(establishing fair promotion system), Information Offering(providing information on job vacancies). This research utilizes this connotation defined by Long. Job Involvement(JI) refers to the extent to which individuals show psychological identification with the jobs they are engaging in(Li and Long, 1999). Job involvement, from the perspective of organization, is regarded as the key factor to motivate employees and the principal foundation on which the competitive advantages established. Improving job involvement could enable employees to work to their potential, thus, to enhance the organizational efficiency and productivity. From the view of the individuals, work constitutes the most fundamental and important part of people's quality of life. Improving job involvement makes people feel their work more meaningful. As a result, they devote themselves to their work more joyfully and absorbedly. This paper aims to verify the relationship between organizational career management and job involvement through an empirical study, using the former as independent variable and the latter as dependent variable. In addition, this study will emphasize on an integrated evaluation on the practical significance and the value of the organizational career management. Key questions discussed in this research are as follows:

(1) Is there a positive correlation between the perception employees have of the OCM and JI? How does every dimension of OCM correlate with JI?

(2) Do the demographic variables(e.g. age, sex, position rank) have impacts on the relationship between employees' perception of OCM and JI? If so, is that impact significant?

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## 2 Literature review and research hypotheses

### 2.1 Literature review

Researches on OCM center on the following aspects:

#### 2.1.1 Studies on the structure of OCM

The connotation and dimensions of OCM are first questions to be answered in researches related to OCM. It is found out that the definitions of OCM that different researchers used vary a lot, while the research methods and approaches have something in common, which indicates the structure of OCM are induced by summarizing and extracting the common methods that different organizations implement.

Gutteridge(1986) generalized western OCM methods in a fairly systematic exploratory research, including providing individuals with tools and opportunities for self-assessment, providing career development counseling tailored to employees, releasing information of internal labor market, setting up potential assessment center, implementing training and development plans. Crabtree(1999) measured the employees' perception on OCM, and studied the validity and reliability of the measurement. The content domain mentioned in his research is composed of job arrangement, release of information on job vacancies, career planning, mentoring for employees, training and development activities, etc.

Herriot, Gibbons, Pemberton and Jackson(1994) classified OCM into 8 dimensions using factor analysis. The various dimensions are development-orientation, organization's selectivity and driving force in career decision-making, clearness of future, focus on value of profession, impartial treatment, organization's responsibility, the extent to which employees or organizations decide to stay or quit the organization, openness of job opportunities.

Based on the previous related research and practice, Long(2002) utilized in-depth interview and questionnaires to implement an exploratory factor analysis on a 25-item questionnaire. After revision and simplification, he formed an 8-item OCM questionnaire accustomed to Chinese enterprises, and also put forward the structure of Chinese enterprises' organizational career management: providing opportunities of career self-recognition(e.g. feedback, year-end job statement), providing opportunities of career training (including job rotation, visit, diploma education), establishing impartial promotion system, providing information on job vacancies.

#### 2.1.2 Studies on the impact of OCM on personal psychology and behavior

Pazy(1988) studied the effectiveness of OCM. She classified the connotation of

OCM into 3 categories: career development policies, activities facilitated to employee career development, and providing job vacancies information for employees. After controlling the variables such as age, sex, working age, individual career management by statistical methods, she found out there was no significant correlation between OCM and employee performance and between OCM and adaptation to career, whereas OCM has a significant impact on career satisfaction, job involvement and occupational identification.

Moreover, the research of Herriot, Orpen and Christopher(1994) on OCM and career guidance proved the employee group that have perception on OCM would indicate higher satisfaction, career commitment and job involvement.

Long's research also confirmed there was correlation between OCM and employees' psychology and behavior as conceived in the theories. All four dimensions of OCM significantly positively correlate with employees' behavior (such as organizational commitment, career commitment and job performance). They also significantly negatively correlate with employee's turnover intention.

### 2.1.3 Studies on the relationship of OCM and JI

In academia, few researches have been done on the relationship between OCM and JI. Only two literatures are connected to this theme in all literature searched. In the research mentioned above on effectiveness of OCM that Pazy carried out, JI was considered as part of the career attitude. Her research, where JI was not regarded as a single effect variable, turned out that OCM had no significant impact on employee career attitude. Aryee and Chay(1994) regarded JI as the dependent variable in the research of mentoring, where showed job involvement with mentoring group was higher than that without mentoring group.

To put it in a nutshell, numerous researches claimed the appropriate OCM activities organizations carried out to employees would generate positive influence on their psychology and behavior. However, the researches on the relationship between OCM and JI are inadequate and too general. Therefore, specific researches are needed to fill in the gaps.

## 2.2 Research hypotheses

This research, based on Kanungo's idea, considers JI as a work attitude that reflects the extent to which individual needs are met. The more highly the individual needs are satisfied, the higher JI behaviors they would show and vice versa. Thus, job involvement is a changing attitude which varies as the people's perceptions of the working environment change. Previous research has showed that some variables related to organizational behavior such as communication,

employee engagement, task feedback, have positive impact on job involvement (Li and Long, 1999). Likewise, organizational career management policies and actions utilized for employees can help them set up clearer career objective, feel more support and respect to self-development from organizations, and enhance their recognition and identification with the work they engage in. Therefore, we put forward the first hypothesis:

**H1:** There is a positive correlation between OCM and JI.

According to Long's research and the outcome of his exploratory factor analysis, the structure of localized OCM is composed of four dimensions, namely Career Development, Focus on Training, Promotion Equity, and Information Offering. Thus, four sub hypotheses are put forth here:

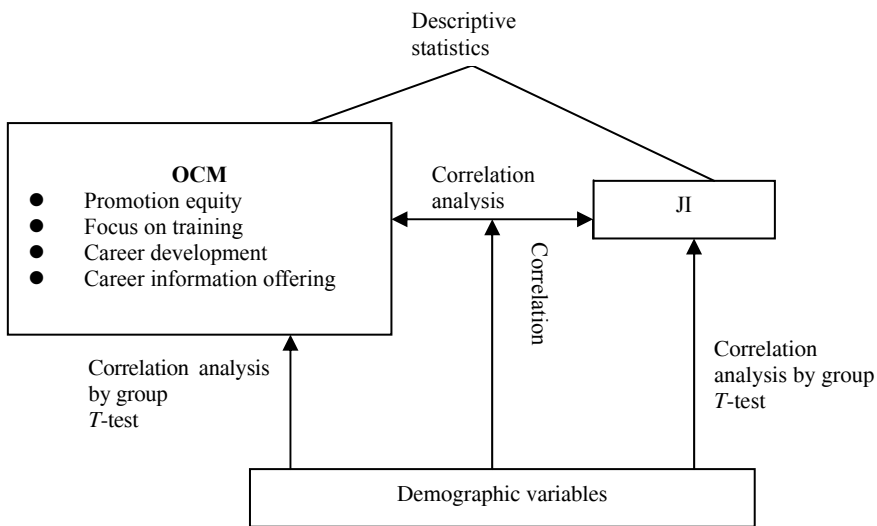
**H1a:** There is a positive correlation between Promotion Equity and JI.

**H1b:** There is a positive correlation between Focus on Training and JI.

**H1c:** There is a positive correlation between Career Development and JI.

**H1d:** There is a positive correlation between Information Offering and JI.

The research framework is shown as Fig. 1:



**Fig. 1** Research process

### 3 Research design and methods

Both questionnaires and interview were used in the current research. We put employees as analytical units, and conducted a cross-sectional study on the samples. The survey process included two phases: pilot test and formal

measurement.

### 3.1 Instruments

#### 3.1.1 OCMQ

In previous classical studies on relationship between OCM and employees' psychology and behavior, researchers examined the perception of employees on OCM as the objects of measurement. The reason lies in the possible contradiction of analytical bodies in case we first measure the organizations' practices of OCM, and then measure the employees' psychology and behavior in empirical researches. Accordingly, researchers usually choose employees as objects for measurement to avoid that conflict. Furthermore, in practical management, OCM influences employees' psychology and behavior through employees' perception, and that perception reflects and predicts their psychology and behavior. Consequently, it is very reasonable to take employees as measurable objects because of both feasibility and logic.

This research examined the perception of employees to OCM as measurement objects, using Long's simplified edition questionnaire of Organizational Career Management Questionnaire (OCMQ) that is specifically accustomed to the Chinese environment. The 8-item OCMQ is a 5-point Likert-type scale. Previous empirical researches have shown that the scale has a high Cronbach  $\alpha$  of 0.950.

#### 3.1.2 JI scale

In researches on job involvement, the most frequently used three scales are: Lodahl and Mathilde's 20-item scale, Lawler and Hall's 6-item scale(simplified edition of Lodahl and Mathilde's version), and Kanungo's 10-item scale. Lodahl and Mathilde's scale is substantially complicated because it also contains the concepts of intrinsic motivation and work involvement except the concept of job involvement. Lawler and Hall's scale lefted out the concept of intrinsic motivation, but still did not differentiate JI from Work Involvement(WI). Compared to the above, Kanungo's 10-item scale separated the intrinsic motivation and work involvement from the JI, with only single clear dimension left. The Cronbach  $\alpha$  of the scale is 0.87, and re-test reliability 0.85. The validity is also acceptable. Therefore, we utilized this most frequently used scale in our research.

Since JI scale was translated directly from original English version, and there was no local research on the reliability and validity of the scale, we did a pilot test before the formal survey. The pilot test was used to test and revise the

reliability and validity of the scale. We distributed 55 questionnaires at an on-job postgraduate class, and collected 48 valid responses. The valid response rate was 87.3%. Factor analysis was employed to test the validity of the JI scale. According to Kaiser, when KMO(Kaiser-Meyer-Olkin) is less than 0.5, the scale was not appropriate to do the factor analysis. The JI scale we used showed a 0.88 KMO, which indicated it was acceptable for factor analysis. Based on the data from the pilot test, we used Principal Component Analysis to extract common factors. Both of the two identified factors' eigenvalues were more than 1. The factor loading of the two factors on the 10 items are displayed in the Table 1 below.

**Table 1** Factor loading on 10-item (Component matrix)

	Component	
	1	2
VAR01	.388	.662
VAR02	.564	.418
VAR03	.749	-.179
VAR04	.759	-7.704E-03
VAR05	.822	-.318
VAR06	.833	-.209
VAR07	.574	-.489
VAR08	.800	.160
VAR09	.767	.278
VAR10	.803	2.803E-02

Extraction Method: Principal Component Analysis. a. 2 components extracted.

The Cronbach  $\alpha$  of the scale is 0.85, indicating a high internal consistency.

However, the two-factor structure of the scale in realistic measurement contradicts with single dimension hypothesis. It turned out that the first factor loading on every other item is considerably higher than the second factor's except the first item. Hence, we deleted the first item, and did factor analysis one more time. The outcomes are showed in Table 2.

**Table 2** Factor loading after first item deleted (Component matrix)

	Component
	1
VAR02	.552
VAR03	.756
VAR04	.756
VAR05	.831

*(To be continued)*



*(Continued)*

	Component
VAR06	.836
VAR08	.799
VAR09	.764
VAR10	.807

Extraction Method: Principal Component Analysis. a: 1 components extracted.

With the first item deleted, the Cronbach  $\alpha$  reached 0.900. Obviously after revision, the scale displayed one-dimensional characteristics, namely fine structure validity and improved reliability. We used the revised edition scale with 9-item involved.

### 3.2 Demographic variables

This research also measured demographic variables, such as: sex, education level, age, working age position rank and function. Age and working age data were collected by open-ended questions, and the rest of them by multiple choices. To conduct a grouping analysis, we recoded and transformed the age and working age data into qualitative variables.

#### 3.2.1 Grouping by age

People perform different psychological and behavioral traits in different career period, when people have various career objectives and recognitions with organizational environment. Accordingly, the grouping methodology was based on the classification of different career stages. Edger H Schein, whose method was accepted widely, classified career stages according to person's life cycle (each stage begins with integer times of ten, every ten years is called a stage). Relevant literature has shown that this method is also applicable in China. Similarly, we also grouped age into four ranges: career exploration (29 and below), career establishment (30 to 39), career stability (40 to 49), and post-career period (50 and above).

#### 3.2.2 Grouping by working age

Domestic enterprises usually first sign 5-year contracts with employees. In the first 5 years in organizations, employees would perform unstable relations with the employers, while they would establish stable psychological contract with their employers after around 5 years. With the increase of the years of working,

many employees would review their career. From interviews with employees, we found that this would happen after they have worked 15 years to 20 years. Thus, we grouped by working age like this: 1="5 years or less", 2="6 to 15 years", 3="16 years or more".

### 3.3 Samples

Considering that the industries and financial property to which the enterprises belong, may influence the perception of the employees on OCM, we chose different types of enterprises as the samples. The 5 enterprises we chose belong to architecture, medicine and pharmaceutical, telecommunication, insurance, hi-tech, and the property covers state-owned enterprise, Joint-Stock Enterprise, and foreign-owned company.

We sent out 227 questionnaires within the 5 firms and directed the employees to fill in the scales. 192 valid scales were collected, and the valid response rate was 84.6%. Among them are 48 valid ones out of 56 from architecture enterprises, 28 out of 35 from medical firms, 33 out of 37 from telecommunication firms, 49 out of 55 from insurance firms, 34 out of 44 hi-tech firms. Basic characteristics of the samples are displayed in Table 3.

**Table 3** Sample Distribution

Demographic V	Value	Number	Percentage (%)
Sex	Male	116	60.4
	Female	76	39.6
Education level	High school or lower	7	3.6
	Vocational College( or associate degree)	44	22.9
	Undergraduate	101	52.6
	Graduate	35	18.2
	Ph.D.	5	2.6
Age	29 or younger	96	50.0
	30–39	65	33.9
	40–49	22	11.5
	50 or older	9	4.7
Working age	5 years or less	115	59.9
	6–15 years	46	24.0
	16 years or more	31	16.1

*(To be continued)*

(Continued)

Demographic V	Value	Number	Percentage (%)
Position rank	Employees	107	55.7
	Line managers	25	13.0
	Intermediate managers	42	21.9
	Executives	18	9.4
Position function	Administrative	26	13.5
	Function management	60	31.3
	Party and mass	15	7.8
	Engineering and technology	59	30.7
	Sales and marketing	22	11.5
	Service and operation	5	2.6
	Others	5	2.6

## 4 Outcomes

### 4.1 Relationship between OCM and JI

The Pearson correlation between OCM and JI is 0.395 ( $p < 0.01$ ), indicating there is a significant positive correlation between the two. Statistical outcomes are showed in Table 4 as below.

**Table 4** Relationship between OCM and JI

		OCM	JI
Organizational	Pearson correlation	1.000	0.395**
Career	<i>Sig.</i> (2-tailed)	—	0.000
Management	<i>N</i>	192	192
Job	Pearson correlation	0.395**	1.000
involvement	<i>Sig.</i> (2-tailed)	0.000	—
	<i>N</i>	192	192

Notes: \*\* Correlation is significant at the 0.01 level (2-tailed).

### 4.2 Relationship between each dimension of OCM and JI

The correlations between the each dimension of OCM and JI are significant. Among the outcomes, the dimension score on Promotion Equity highly correlates with JI. There is a low correlation between the dimension Focus on Training and JI. Statistical outcomes are showed in Table 5.

**Table 5** Relationship between each dimension of OCM and JI

		Promotion equity	Focus on training	Consideration on career development	Information offering
Job involvement	Pearson correlation	0.377**	0.221*	0.273**	0.337**
	Sig. 2-tailed)	0.000	0.037	0.001	0.000
	N	192	192	192	192

Notes: \*\*Correlation is significant at the 0.01 level (2-tailed).

\* Correlation is significant at the 0.05 level (2-tailed).

### 4.3 Relationship between demographical variables and employees' perceptions of OCM

We grouped the samples by sex, education, age, working age, position rank, and position function, and tested whether there was significant variance among different perception with T-test and ANOVA.

#### 4.3.1 Gender difference to variance in perception

It is displayed in the descriptive statistical outcomes that the mean of female employees is higher than that of the male counterparts. Independent sample T-Test was used, as it shows in Table 6.

**Table 6** Employees' perceptions of OCM

	N	Mean	Std. Deviation	Std. Error
Male	116	22.84	5.82	.54
Female	76	23.37	6.46	.74
Total	192	23.05	6.07	.44

Significance value (0.544) is much higher than 0.05, which verifies sex has no significant impact on the employees' perception of OCM.

**Table 7** T-test for equality of means

Levene's Test for equality of ariances			T-test for equality of means					
<i>F</i>	<i>Sig.</i>	<i>T</i>	<i>Df</i>	<i>Sig.</i>	<i>Mean difference</i>	<i>Std. error difference</i>	95% <i>CI</i> of the difference	
							Lower	Upper
1.506	.221	-.593	190	.554	-.53	.90	-2.30	1.24

### 4.3.2 Education levels to variance in perception

**Table 8** Levene's statistics

Levene Statistic	<i>df</i> 1	<i>df</i> 2	<i>Sig.</i>
0.645	4	187	0.631

The level of significance is 0.631, which indicates there is no significant variance in different education leveling groups. The outcome of ANOVA also verifies education level has no significant impact on the employees' perceptions of OCM (see Table 9).

**Table 9** Educational level-ANOVA

	Sum of squares	<i>df</i>	Mean square	<i>F</i>	<i>Sig.</i>
Between groups	255.026	4	63.756	1.756	0.140
In groups	6789.552	187	36.308		
total	7044.578	191			

### 4.3.3 Age difference to variance in perception

Again, there is no significant impact on the employees' perception of OCM among different age groups (see Table 10).

**Table 10** Age difference-ANOVA

	Sum of squares	<i>df</i>	Mean square	<i>F</i>	<i>Sig.</i>
Between groups	16.306	3	5.435	0.145	0.933
In groups	7028.272	188	37.384		
total	7044.578	191			

### 4.3.4 Working age difference to variance in perception

There is no significant impact on the employees' perception of OCM among different working age groups (see Table 11).

**Table 11** Working age difference-ANOVA

	Sum of squares	<i>df</i>	Mean square	<i>F</i>	<i>Sig.</i>
Between groups	11.107	2	5.553	0.149	0.861
In groups	7033.472	189	37.214		
total	7044.578	191			

#### 4.3.5 Rank difference to variance in perception

There is no significant impact on the employees' perception of OCM among different position rank groups (see Table 12).

**Table 12** Position rank-ANOVA

	Sum of squares	<i>df</i>	Mean square	<i>F</i>	<i>Sig.</i>
Between groups	88.243	3	29.414	0.795	0.498
In groups	6956.335	188	37.002		
total	7044.578	191			

#### 4.3.6 Position function difference to variance in perception

There is no significant impact on the employees' perception of OCM among different position function groups (see Table 13).

**Table 13** Position function-ANOVA

	Sum of squares	<i>df</i>	Mean square	<i>F</i>	<i>Sig.</i>
Between groups	358.009	6	59.668	1.651	.135
In groups	6686.569	185	36.144		
total	7044.578	191			

It was found out in the above tests that demographic variables have no significant impact on the employees' perception of OCM. More specifically, OCM measures are impartial and non-biased to employees of any sex, age, education level, position rank, and position function. At least the staff feels justice when they benefit from OCM.

### 4.4 Relationship between demographic variables and JI

#### 4.4.1 Gender difference to variance in JI

**Table 14** Gender difference in JI

	<i>N</i>	Mean	Std. Deviation	Std. Error
Male	116	32.06	6.37	0.59
Female	76	31.38	7.04	0.81
Total	116	32.06	6.37	0.59

The male employees' mean of JI is higher than that of their female counterparts. Independent sample T-Test was used, as it shows in Table 15.

**Table 15** T-test for Equality of Means

Levene's Test for equality of variances				<i>t</i> -test for equality of means					
<i>F</i>	<i>Sig.</i>	<i>T</i>	<i>Df</i>	<i>Sig.</i>	<i>Mean</i> difference	<i>Std.</i> error difference	95% <i>CI</i> of the difference		
							Lower	Upper	
2.086	.150	.692	190	.490	.68	.98	-1.26	2.61	

Significance value (0.490) is much higher than 0.05, which verifies sex has no significant impact on JI.

#### 4.4.2 Education level, age, working age, position rank and position function's difference to variance in JI

**Table 16** ANOVA

	Groups	JI <i>Mean</i>	<i>F</i>	<i>Sig.</i>
ANOVA Education Level	High school or lower	34.71	1.171	0.325
	Vocational College	33.14		
	Undergraduate	31.15		
	Graduate Ph.D.	31.69 29.60		
ANOVA Age	29 or younger	30.36	3.386	0.019
	30–39	31.78		
	40–49	33.09		
	50 or older	34.18		
ANOVA working age	5 years or less	30.86	3.077	0.084
	6–15 years	33.57		
	16 years or more	31.57		
ANOVA Position rank	Employees	32.61	0.903	0.441
	Line managers	30.36		
	Intermediate managers	32.95		
	Executives	32.39		
ANOVA Position Function	Administrative	32.27	1.307	0.256
	Function management	31.05		
	Party and mass	33.27		
	Engineering and technology	30.81		
	Sales and marketing	34.86		
	Service and operation	32.60		
	Others	31.00		

The outcomes show, aside from age and working age, the other variables have no significant impact on JI. It is consistent with the conclusion of Brown who argued that “there is no correlation between JI and demographic statistics.” The outcome that age and working age pose an impact on JI is mainly because older employees or longer-working employees may have more profound knowledge of their job. Thus, they would possibly have more identification. This finding is consistent with many foreign researchers’ conclusion. Jian(2003) also proved that there was positive correlation between age and JI.

#### 4.5 The impact of demographic variables on the relationship between the perception of OCM and JI

We conducted comparative analysis among different groups of employees, to test whether there are significant variances between groups by sex, education level and age.

##### 4.5.1 The impact of gender difference on relationship between perception of OCM and JI.

**Table 17** Gender difference

Sex	Correlation	Sig. (2-tailed)
Male (N=116)	0.281*	0.021
Female (N=76)	0.443**	0.000

Both correlations of the two groups are significant. In addition, female’s correlation (0.443) is apparently higher than 0.281 of male group.

##### 4.5.2 The impact of education level on relationship between perception of OCM and JI.

**Table 18** Education level

Education	Correlation	Sig. (2-tailed)
High school or below (N=7)	0.448	0.313
Vocational (N=44)	0.343**	0.023
Postgraduate (N=101)	0.349**	0.000
Graduate (N=35)	0.208	0.230
Doctors (N=5)	0.322	0.315



As indicated in Table 18, the correlations of the two variables among the samples who were vocational college students and postgraduates are significant. The correlation is highest in postgraduates group. Furthermore, an interesting phenomenon was found out that the correlation increases when the education level goes up, but it becomes insignificant when the education level reaches graduate or above.

#### 4.5.3 The impact of age on relationship between perception of OCM and JI

**Table 19** Age difference

Age	Correlation	Sig. (2-tailed)
29 or younger (N=96)	0.314**	0.002
30–39 (N=65)	0.394**	0.001
40–49 (N=22)	0.253	0.256
50 or older (N=9)	0.126	0.427

The statistics show that correlations of two age groups (“30 to 39”, “29 or below”) are significant, and the “30 to 39” group displays a highest correlation. However, the correlation becomes insignificant in groups that above 40.

#### 4.5.4 The impact of working age on relationship between perception of OCM and JI

The outcomes show the correlation is most significant in working age group “6 to 15 years”, and it is also significant in group “5 years or less”.

**Table 20** Working age

Working age	Correlation	Sig. (2-tailed)
5 years or less (N=115)	0.309**	0.001
6–15 years (N=46)	0.435**	0.003
16 years or more (N=31)	0.186	0.317

#### 4.5.5 The impact of position rank on relationship between perception of OCM and JI

Mid-level managers’ and employees’ correlations are significant, while line managers’ and executives’ are not.

**Table 21** Position rank

Position	Correlation	Sig. (2-tailed)
Non-manager employees (N=107)	0.360**	0.000
Line manager (N=25)	0.115	0.585
Intermediate manager (N=42)	0.367**	0.017
Executives (N=18)	0.006	0.981

#### 4.5.6 The impact of position function on relationship between perception of OCM and JI

There seem no significant findings in the above results due to a possible limitation of sampling. We, however, are not going to discuss it in details in the present article.

**Table 22** Position function

Position function	Correlation	Sig. (2-tailed)
Administrative (N=26)	0.182	0.374
Functional management (N=60)	0.201	0.124
Party-mass (N=15)	0.590**	0.021
Engineering and technology (N=59)	0.313**	0.016
Sales and marketing (N=22)	0.501**	0.018
Service and operation (N=5)	0.392	0.514
Others (N=5)	0.108	0.851

## 5 Conclusion

(1) There is a significantly positive correlation between OCM and JI. Each dimension of OCM also significantly correlates with JI, especially the dimensions of Promotion Equity and Focus on Training.

(2) There is no significant impact of sex, education level, age, working age, position rank and position function on employees' perception of OCM. Similarly, except age and working age, the other demographical variables have no significant impact on JI.

(3) Demographical variables have impact on the relationship between OCM and JI.

a) With the improvement of education level, the correlation between employees' perception of OCM and JI becomes stronger. The correlation is strongest in postgraduates group, while it becomes insignificant when the education level reaches graduate or above.

b) As the position rank increases, the correlation between perception of OCM and JI turns out to be stronger. It is highest among intermediate managers, but insignificant among executives.

c) The “30 to 39” age group displays a highest correlation and the correlations of two age groups (“30 to 39”, “29 or below” are significant. However, the correlation becomes insignificant in groups that above 40.

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## 6 Discussion and implications

Our purpose is to discuss the importance and significance of implementing the OCM practices in Chinese organizations.

Based on the statistics, there is a positive correlation between OCM and JI, which means the practice of OCM, has a positive impact on employees’ JI. It is consistent with the researches of Long et al. (2002). Thereby it verifies that it is meaningful to conduct OCM in Chinese enterprises.

The fact that the hypothesis was supported shed light on the suggestion that we improve employees’ JI by providing better OCM programs. However, the positive correlation between the perception of OCM and JI does not cover all groups of employees. Demographic variables play a mediating role in some of the groups that may need more career assistance to enhance their involvement with jobs.

### 6.1 Employees that were vocational students or undergraduates

This group of people are skilled workers who have their own perspectives on career planning. However, they are not considered as advanced talents, and many of them also have not developed independent ideas about careers. More directions and support are needed to help them improve their understanding of jobs.

### 6.2 Employees in the intermediate managerial position

Employees in higher positions may have a more profound comprehension of their career. In case they can clearly perceive the guidance and support from the organizations, they are supposed to perform more actively in psychology and behavior. That is why we conclude “as the position ranks reach higher, the correlation between perception of OCM and JI turns out to be stronger”. Nevertheless, this finding is not adaptable to executives who generally have high accountability and active attitude. Their high JI usually exist exclusively from

external contextual factors, hence, their stimulus that motivates them to devote to job may derive from inner motives (such as need for authority and achievement), not from outer management policies.

### 6.3 Employees in career exploration and establishment periods

Employees at the beginning of the career exploration period would try different jobs or work for different employers to choose a favorite and suitable career. It is obvious that they haven't formed a definite perception to their current jobs. Thus they show a low JI as the outcome displays. On the other hand, employees in career establishment period highly care about their growth, development and promotion as a result of being a career beginner and not knowing the future. Consequently, appropriate organizational career management should be directed to these two groups so that the practices would receive positive response and an increase in JI.

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## 7 Suggestions

To study the effectiveness of OCM, a longitudinal research that examines the change in employees' psychology and behavior in different phases within the same organization is much more appropriate. A defect of this research lies in the cross-sectional data which can not get rid of the variance of systematic errors. It is suggested that future researcher should use longitudinal method to track the change of the variables in multiple phases and test the stability of the relationship between the two.

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