CAREER PATH PLANNING AND ITS IMPACT ON PREPARING AND QUALIFYING FUTURE LEADERS: FIELD STUDY ON SOME CORPORATIONS WORKING IN BUILDING, CONSTRUCTING AND MAINTENANCE OF SHIPS IN EGYPT

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ABSTRACT: *The research purpose is to analyse the relation between career path planning and preparing the future leaders. The sample is the 278 units and the researcher use the regression analysis to analyse the data. The research hypotheses are four hypotheses of the measurement of the main variables. The finding there is a relation between the independent variable and dependent one.*
KEYWORDS: Career, Career path planning, employees awareness, career progression

INTRODUCTION

The dredging of the canal took almost 10 years using Egyptian labor, and it was opened for navigation for the first time in 17 November 1869. Its depth was about 8 meters, its water are was 304 m 2 and the largest ship load that can pass through was 5000 tons, which was typical for ships sizes in these days. As the ships developed and increased its sizes, the canal needed to be developed, which happened when it was still a foreign joint venture before being publicized to take ships with depth of 35 feet and its water area to be 1200 m 2 by the end of 1956 and when the canal was publicized by the Egyptian government on the 26th of July 1956. The Egyptian administration was keen to develop the Navigation canal even more on different stages.

In May 1962, the water area of the canal was to reach 1800 m 2 and the allowed depth to 38 feet. In June 1966, a development was to be executed on 2 stages as it was announced the depth would reach 48 and 58 feet consecutively. This program was started, but was soon halted due to the war that erupted on the 5th of June, 1967. It was reopened for international; navigation in June 1975 after purifying it from the ships that sank in its bottom during in the 1967 and 1973 wars,The canal still with the same water area and depth as before it was closed.

The development projects then started by the Egyptian administration and received to ships of a 210,000 tons load, especially after increasing the water area to 4800 m 2 and a ship draft of 62 feet , with a length of 191.80 km, in addition to the redesign of the canal's turns so that each one has a radius of at least 5000 m and also dredging a new bypass starting from the 17th km south of port said heading directly to the Mediterranean east of port Fouad to allow the loaded ships going north to go to the sea without passing through port said port.

The ship draft reached 66 feet by 2010, this stage taking all container vessels; about 17,000 container vessels; as well as taking all bulk vessels worldwide. The Canal will be able to take in about 99 % of all methods used in world maritime transport after reaching a depth of 72 feet (Target stage,Under Study), as well as taking about 96.2% of the dead weight tons for the bulk

vessels 80.3% of the petroleum tanks and a 100% of all the remaining types of ships used in maritime transport; specially container vessels with all its future generations; in addition to empty vessels reaching up to 440 thousand tons.

One of the strongest companies in suez canal is Suez Shipyard company and ElTemsah company , where Temsah company was published at 1961 . the employees at the company were 1378 labors and technicians . the company owns two arsenals at Ismailia and Aboer at Alexandria the following is the main activities :

✸ Building of different types of vessels, marine units, tugs, fast service launches, passenger boats and lash boats.
✸ Specialized in the design, construction and maintenance of all types of mooring systems, platforms for oil industry, beacons, dolphins, pilot & Light buoys, sea berths and quays.
✸   Formatting and construction of all steel works such as: fuel & water tanks, pipelines, siphons and barley & corn storage silos.
✸Ship repairs (docking of floating units up to 1500 tons for maintenance and repair).
✸ Renting marine units and tugs to oil companies
✸ Dredging works.
✸ Carrying out underwater welding & cutting operations by a well-equipped
and qualified salvage team who obtained IMCA certificate

The second company is suez shipyard which is the main activities are the following:
Repair and maintenance of ships and different marine units transiting the Suez Canal, as the company owns a floating dock (up to 55000 tons), a dry dock (up to 800 tons) and synchrolift of 900 tons lifting capacity.
✸ Building of marine units (floating cranes, barges).
✸ Manufacturing and installation of steel structures such as: lighting towers,
tanks, hangers, storage silos and marine scaffolds.
✸ Manufacturing and maintenance of pipelines of all diameters.
✸ Installation of water and sewage pipes.
✸ Manufacturing pontoons and dredging discharge pipes in addition to
maintenance of dredging equipment.
✸ Manufacturing fibre glass mill blades.

LITERATURE REVIEW

1-   Career path planning:
The career is all the jobs that are held during ones working life. According to E.B. Flippo', career is a sequence of separate but related work activity's that provides continuity, order and meaning in a person's life. (Dwivedi & Mahila , 2017) . First of all, it is necessary to distinguish between a job and a career. Definitions of a career suggest the idea of an occupation chosen as the means of one's progress through life.(*Farmer , Ward & wood, 1996).* During the last few decades, career planning and management has appeared to be one of the fastest developing areas in the field of human resource management (HRM).

This holds true for theoretical research as well as practical purposes (Baruch,1996). Career planning starts from the basic assumption that a person starts to work after placement in an organization will continue to work for the organization until he retires. (Triandani &Anggriani

, 2009). Mangkuprawira (2002) stated, "the career path planning is a sequential pattern of work that make up one's career". An important aspect of career planning is to establish the extent to which the two parties (individuals and organizations) are responsible in this process. On one hand, the individual is responsible for its development along the stages of his life and, secondly, the organization involved in planning and development of career helps to improve the organizational environment and enhance employee satisfaction at work. (ANTONIU ,2010). Puah and Ananthram (2006) have identified career planning and career management as the two main antecedents of career development. The integration of both employees' career planning and organizational career management practices result in effective career development (Hall, 1986).

Career planning, career management and career development are overlapping terms sometimes used interchangeably in the research literature, by practitioners, and by workers and employers themselves. Both individuals and organisations engage in all three processes, although they have somewhat different motivations, practices and expected outcomes. (creed & Hood, 2009).

Career Development Is A Process Where An Employees Wants And Increase In Its Work. The Increase Includes The Increase Of Position Authority And Responsibility. Clear Career Advancement System Will Motivate Employees To Work Harder So That They Performance Will Increase Which Will Directly Have A Good Impact For The Employees. (Triandani & Anggriani , 2015).

Career path is the way that demonstrates a series positions in an incremental outline in which the worker moves and support through his career life in the association (Eliza, 2010, 1). Career path defines as the succession of job experiences that position an individual for advanced rank jobs (Stewart and Brown, 2011, 381).

In human resource management, career planning aims to identify needs, aspirations and opportunities for individuals' career and the implementation of developing human resources programs to support that career. According to Edgar Schein *career planning* (Manolescu, 2003) is *a continuous process of discovery in which an individual slow develops his own occupational concept as a result of skills or abilities, needs, motivations and aspirations of his own value system* .

Career pathways are connected systems of education and training programs that build upon one another to help a person enter and advance in his/her career in an industry. Pathways are business-defined and business-driven and aligned to the skill needs of targeted industry sectors and are explicitly focused on helping people more easily and quickly enter into and advance in their careers. In many cases, career pathways are an example of a priority industry sector strategy pursued by sector partnerships. (pathways , 2018).

Career planning, career management and career development are overlapping terms sometimes used interchangeably in the research literature, by practitioners, and by workers and employers themselves. Both individuals and organisations engage in all three processes, although they have somewhat different motivations, practices and expected outcomes. Here we briefly outline, from the organisational perspective, individual career planning, management and development, in which, nevertheless, it will be seen, the organisation plays a major role. The

following section focuses on organisational career planning, management and development which, for convenience, we subsume under the heading of organisational career management (Baruch & Peiperl, 2000).

Leadership

The millennial leader will change leadership, just as the generation is beginning to change what it needs from companies, careers and leaders. For many millennials, their first job is out of college, leaving the list of job experience little to none. The common practice currently in promoting leaders is that the right leader is someone who has the "right" list of experiences combined with the "right" personality characteristics. So what will a successful leader look like? Good leadership and how the definition of a good leader can be elusive, but in almost every article, book, journal entry, magazine and blog leadership success if defined by the ability of a leader to identify, sustain and inspire other talented people (Bennis and Thomas, 2007, p. 10). With that being the foundation of success, curiosity and belief will lend themselves to continued success in current leaders as well as be the traits that can be passed on to the leaders of the future. (Akers ,2015).

Today's work environment requires a new type of leader development. It is no longer enough for leaders to be qualified and knowledgeable. Leaders must be focused, adaptable, and resilient in order to be effective amid the increasingly distracting and chaotic organizational world. We argue that current methods of leader development need to evolve to encompass leader well-being and focus on intrapersonal competencies in order to adequately prepare leaders for today's stressful work world. We provide a holistic development framework for leaders which we believe is a better match for the intrapersonal capabilities required by leadership roles. Our approach is two-fold. First, we believe it is important to edu- cate leaders on the potential interaction between the external sources of stress and leaders' neurophysiological and subjective well-being. Second, we believe leaders need different development experiences, ones that can help renew psychological resources. We review four categories of holistic (Clerkin &Ruderman).

The LDP offers opportunities for developing young engineer and technologist's character and interpersonal skills to become leaders in their field. Additionally, the LDP provides students with the opportunity to learn from manufacturing executives, tour world-class manufacturing companies, and participate in workshops designed to develop their leadership skills, social etiquette, and business decorum. From an institutional perspective, it strengthens existing relationships between the university and community colleges, which may positively affect future transfer numbers. Because the selected cohorts are strong academically; retention, graduation, and job placement rates are also likely to rise, thereby increasing the number of high-quality graduates entering the engineering workforce. Such visible success will in turn strengthen partnership opportunities between the university and the hiring industry. (palmer, Neuhoff & kowlchulf, 2015)

Research problem

AS the field study is on Timsah Shipbuilding Company and the Suez shipyard has some problems related to the career path planning and leadership. Timsah shipbuilding has no planning for the career path along with all levels of management as the company was established at 1961 and its home business at Ismailia and it is one of the suez canal companies

and the employees at this company is 1378 labors and technical and the suez shipyard has no plans for preparing future leaders as this company one of the sue canal companies and was established at 1963 and its one of the most important companies in repairing ships in red sea area so the problem of the research will be as follow:

"there is a shortage in two companies in applying the concept of career path planning and preparing future leadership and this will be the focus of this research".

Independent variable	Dependent variables
Stating career path purposes	Top management strategic direction
Employee awareness for career path	Future leaders IT
Career progression opportunities	Innovative and creative training
Career path development	Succession planning

RESEARCH METHODOLOGY

Research design
The researcher used two types od data sources as follows:

Secondary data
The data that has been used to achieve the research purposes upon the research problem and variables as the researcher depend in formulating the theoretical background on the arabic and English books and scientific journals and periodicals and the specific published and un published research

Primary data
The data has been collected from all levels of management in Temsah company and Shipyard Company through questionnaire to collect the sample opinions and attitude which serve the research topic and this to test the hypotheses in addition to make some interviews and this according to the following:
1-   Questionnaire : the questionnaire was designed to know the employees attitude at both Temsah and Shipyard companies at Egypt and the questionnaire formulated to conclude all the research variables which classified into 2 sections :
First part: questions related to career path planning indicators and consist of 20 statement.
Second part: questions related to preparing future leaders and consist of 20 statement.
2-   Interviews: the researcher held interviews to analyze the questionnaire to understand interviewees' responses and get some information, data, notes and opinions from interviewees.
3-   Analytical study: questionnaire was collected, classified and categorized to be analyzed and explained to summarize the result and recommendations.

Research population and sample

1-   Research population :
The research population represent the employees in top and middle level of management at Temsah and Shipyard companies which represent 624 according to data at 2018.
2-   Research sample:

The research used sample form top and middle management at the Temsah and Shipyard companies at Egypt , therefore stratified random sample was selected at significant level 95% and error 5% and the sample was stated according to the following equation:

$$n = \frac{p(p-1)}{\frac{2_{(d)}}{2_{(S)}} + \frac{p(1-p)}{N}}$$

Through solving this equation the sample will be 237.775 units

Reliability and validity test

The validity test for every indicator in the research greater than .60 and the validity test for questionnaire was .842 which make the questionnaire specified with high level of validity. The reliability test for all indicators greater than .60 and for all the questionnaire was 0.918 which specified the questionnaire with high degree of reliability .

No.	Indicators	Validity	reliability	Statement numbers
1	Stating career path purposes	0.822	0.907	5
2	Employee awareness for career path	0.787	0.887	5
3	Career progression opportunities	0.854	0.924	5
4	Career path development	0.705	0.840	5
5	Top management strategic direction	0.861	0.928	5
6	Future leaders IT	0.872	0.934	5
7	Innovative and creative training	0.889	0.934	5
8	Succession planning	0.806	0.898	5
	Overall questionnaire	0.842	0.898	40

Research limitations
-       Human Limitation: the field study include all employees in middle and top management level at both companies ElTemsah and suez shipyard at Egypt .
-       Spatial limitation: the study was applied on all branches of Temsah and Shipyard companies at Egypt .
-       Time limitation: the information and data was collected through 2018

Hypotheses test:
The Null hypothsis for the study is " there is no significant relation between career path planning and preparing future leaders and this hypothesis classified into the following two sub hypotheses:
1-   There is no significant relation between career path planning goals and preparing future leaders and to test this hypothesis the following test has been performed :

a-   Correlation coefficient :
The following table clarify the correlation coefficient between identifying career path planning goals as independent variable and preparing future leaders as dependent variable

Preparing future leaders	Identifying career path planning	test	Variable
0.558	1	Pearson Correlation	Identifying career path planning
0.000	0.000	Sig.	

The preceding table clarify that there is significant correlation at percent of 55.8% at significant level .05 between the two variables .

b-	The coefficient of deterimination:

Std. Error of the Estimate	Adjusted R Square	R Square	Independent variable
11.24064	0.308	0.312	Identifying career path planning goals

The preceding table clarify that coefficient of deterimination R^2 is .312 which mean that identifying career path goals explain preparing future leaders at percent of 31.2% , the remaining percent explained by other variables not included in the relation in addition to random error as aresult to sample collection and measurement accuracy.

c-	ANOVA test

Sig.	F	Mean Square	Df	Sum of Squares	Model
0.000	88.389	11168.19	1	11168.189	Regression
		126.352	195	24638.644	Residual
			196	35806.832	Total

The preceding table clarify that there is a positive relation between two variables and this abvious from value of F which is at significant level .05 which clarify the presence of relation between the two variables .

d-	Regression analysis :

Sig.	T	Standardized Coefficients	Unstandardized Coefficients		Model	
		Beta	Std. Error	B		
0.000	5.62		4.133	23.229	Constant	1
0.000	9.402	0.558	0.25	2.348	Identifying career path planning goals	

The preceding table clarify that value of T for all statements od independent. Variable at significant level of .05 which represent the strong relation between the two variables .
From the table researcher can summarize the following:
-	The significant level of pearson and regression less than .05 which stated a relation between the two variables .
-	The sign of pearson is positive which stated positive relation between two variables .
-	From ANOVA test result researcher can generalize the result .
-	Beta indicated that identifying career path planning goals influence preparing future leaders at different percentages and this explanation not by chance .

- From preceding the researcher can accept the alternative hypothesis there significant relation between the two variables .

The second sub-hypothesis:
There is no significant relation between employee awareness of career path on preparing future leaders .
To test this hypothesis the researcher perform the following:
a-   Correlation

Preparing future leaders	Employee awareness of career path planning	Test	Model
0.643	1	Pearson Correlation	Employee awareness of career path
0.000	0.000	Sig.	

The preceding table clarify that there is a correlation at 64.3% at significant level .05 between the two variables .
b-   Coeffiicient of deterimination :

Std. Error of the Estimate	Adjusted R Square	R Square	Model
10.38071	0.411	0.413	Employee awareness of career path

The table present that the coefficient of deterimination .413 which indicate that independent variable explain dependent one by 41.3% .
c-   ANOVA test:

Sig.	F	Mean Square	Df	Sum of Squares	Model
0.000	137.286	14793.79	1	14793.79	Regression
		107.759	195	21013.04	Residual
			196	35806.83	Total

There is positive relation between two variables which presented from value of F at significant level .05.
d-   Regression analysis :

Sig.	t	Standardized Coefficients Beta	Unstandardized Coefficients Std. Error	B	Model	
0.000	5.759		3.563	20.518	Constant	
0.000	11.717	0.643	0.223	2.608	Employee awareness of career path	1

The preceding table clarify that value of T for all statements to independent. Variable at significant level of .05 which represent the strong relation between the two variables .
From the table researcher can summarize the following:

- The significant level of pearson and regression less than .05 which stated a relation between the two variables .
- The sign of pearson is positive which stated positive relation between two variables .
- From ANOVA test result researcher can generalize the result .
- Beta indicated that identifying career path planning goals influence preparing future leaders at different percentages and this explanation not by chance .
- From preceding the researcher can accept the alternative hypothesis there significant relation between the two variables .

2-   The third sub- hypothesis :

There is no significant relation between career development opportunity on preparing future leaders .

To test the hypothesis the researcher perform the following:

a-   Correlation :

Preparing future leaders	Career progression opportunity	Test	Model
0.683	1	Pearson Correlation	Career progression opportunity
0.000	0.000	Sig.	

 The preceding table clarify that there is a correlation at 68.3% at significant level .05 between the two variables .

b-   Coefficient of deterimination :

Std. Error of the Estimate	Adjusted R Square	R Square	Model
9.89486	0.464	0.467	Career progression opportunity

The table present that the coefficient of deterimination .467 which indicate that independent variable explain dependent one by 46.7% .

c-   ANOVA

Sig.	F	Mean Square	Df	Sum of Squares	Model
0.000	170.718	16714.71	1	16714.71	Regression
		97.908	195	19092.12	Residual
			196	35806.83	Total

There is positive relation between two variables which presented from value of F at significant level .05.

d-   Regression analysis

Sig.	t	Standardized Coefficients	Unstandardized Coefficients		Model	
		Beta	Std. Error	B		
0.000	6.819		3.138	21.397	Constant	
0.000	13.066	0.683	0.198	2.583	Career progression opportunity	1

The preceding table clarify that value of T for all statements to independent. Variable at significant level of .05 which represent the strong relation between the two variables.
From the table researcher can summarize the following:

- The significant level of pearson and regression less than .05 which stated a relation between the two variables .
- The sign of pearson is positive which stated positive relation between two variables .
- From ANOVA test result researcher can generalize the result .
- Beta indicated that identifying career path planning goals influence preparing future leaders at different percentages and this explanation not by chance .
- From preceding the researcher can accept the alternative hypothesis there significant relation between the two variables .

3- Forth sub-hypothesis:
There is no significant relation between career path expansion and preparing future leaders .
To test the hypothesis the researcher perform the following :

a- Correlation:

Preparing future leaders	Career path expansion	Test	Model
0.612	1	Pearson Correlation	Career path development
0.000	0.000	Sig.	

The preceding table clarify that there is a correlation at 61.2% at significant level .05 between the two variables .

b- Coefficient of determination :

Std. Error of the Estimate	Adjusted R Square	R Square	Model
10.72162	0.371	0.374	Career path development

The table present that the coefficient of deterimination .374 which indicate that independent variable explain dependent one by 37.4% .

c- ANOVA:

Sig.	F	Mean Square	Df	Sum of Squares	Model
0.000	116.49	13390.96	1	13390.96	Regression
		114.953	195	22415.88	Residual
			196	35806.83	Total

There is positive relation between two variables which presented from value of F at significant level .05.

d-   Regression analysis:

Sig.	t	Standardized Coefficients		Unstandardized Coefficients		Model	
		Beta		Std. Error	B		
0.000	3.881			4.232	16.424	Constant	1
0.000	10.793	0.612		0.257	2.769	Career path development	

The preceding table clarify that value of T for all statements to independent. Variable at significant level of .05 which represent the strong relation between the two variables .
From the table researcher can summarize the following:

-       The significant level of pearson and regression less than .05 which stated a relation between the two variables .
-       The sign of pearson is positive which stated positive relation between two variables .
-       From ANOVA test result researcher can generalize the result .
-       Beta indicated that identifying career path planning goals influence preparing future leaders at different percentages and this explanation not by chance .
-       From preceding the researcher can accept the alternative hypothesis there significant relation between the two variables.

From the preceding analysis the four sub hypotheses has been rejected so the Null hypothesis has been rejected and accept the alternative one "there is significant relation between career path planning and preparing future leaders "

The second Hypothesis:
There is no significant differences between sample opinions in ELTEMSAH company and suez Shipyard company on preparing future leaders the following table represent the analysis:

Significant	Test value	Standard deviation	Mean		Field
		0.58	3.18	Temsah	Identifying career path goals
0.023	5.290	0.69	3.30	Suez shipyard	
		0.53	3.05	Temsah	Employee awareness of career path
0.000	17.841	0.77	3.21	Suez shipyard	
		0.53	2.99	Temsah	Career progression opportunity
0.000	19.185	0.84	3.19	Suez shipyard	
		0.43	2.96	Temsah	Career path development
0.006	7.814	0.61	3.50	Suez shipyard	
		0.56	2.96	Temsah	Strategic direction for top management
0.000	14.012	0.79	3.27	Suez shipyard	
		0.65	2.91	Temsah	Effective information system to future leaders
0.002	10.03	0.81	3.25	Suez shipyard	
		0.71	2.82	Temsah	Creative and innovative training
0.002	9.491	0.89	3.17	Suez shipyard	
0.168	1.916	0.65	2.88	Temsah	Leadership succession planning
		0.70	3.27	Suez shipyard	

From the preceding table we can summarize the following :
-       The researcher can accept the second main hypothesis because of the value of F .

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