

1. Introduction

1.1 Introduction:

1.1.1 Background:

The career of the individual in the recent past simple and easy, but current challenges that impose themselves on the work environment requires bring about changes to keep pace, because the institution does not operate in isolation from the environment in them, they affect and are affected what happens from external changes.

In the midst of these circumstances experienced by the Sudanese institutions, the need arises to develop programs that are carried out by the management of human resources for the purpose of continuity and improve competitive, and in light of its own strategy - driven and serve the message and strategy due to the institution to be responsible for activities related to the most important resource is owned by, namely, human resources, and special programs within the activities of the department of human resources, that depend on them as key tools are planning programs and programs and evaluate the polarization and review the performance and various training programs, seminars or research for management development and others, have been aimed at the enterprise and human resource management from the adoption of these programs for use optimization and better skills possessed by, but due to the lack of integration of these programs with each some characterized not effective, so the application of career planning programs for each individuals, may help the organization achieve the desired integration of different programs as shown in the path of each individual through his career by searching unrealistic In the current circumstances and environment of the career path of current and future individual realizes what are the job will start them?

What are the jobs likely to live up to it during his lifetime Functional? This means that the talk is about those who have ambitions and want to achieve functional over the course of their working lives by upgrading , and be planning a career path more accuracy and objectivity and to acquire the status of support staff, it is important to make this planning and achieve a shared responsibility between the employee himself and his direct supervisor, and resource management human, the latter of which is not limited role on the search for just the right person to fill the jobs already exist, but their role extends to other liability finding a job appropriate and economic action appropriate for each person who has the capacity and skills to perform levels planned production. Under the current circumstances experienced by the institutions of the Sudanese especially in globalization and liberalization of world trade, and increasing competition, has become a resource management and planning Human and its programs, especially program career planning for individuals necessity as a possible solution helps organizations determine how which they can control in the workforce and direct them in specific channels for the purpose of motivating and achieving ambitions at work, and in light of the difficulties experienced by the majority of institutions in the application of various economic programs for the management of human resources, the researcher found that it is necessary to study the process of career planning and the various ways in which used by the department of human resources to activate it in the Sasu company.

1.1.2 Research problem:

In the context of the difficulties experienced by the majority of Sudanese institutions to apply different modern methods of management, including the management and planning of human resources due to the changes permanent and developments in various areas of work, and in the work environment dominated by renewed competition where the reliance on scientific methods which include career planning is necessary to ensure continuity, this study highlights the problem most institutions in Sudan they haven't career path & some institutions suffer to identify training needs and clear methodology; this is due to the lack of a career path, if we have effective career path they identify training needs for any institution also there is no consensus among the goals of the institution and organization members.

1.1.3 The importance of the topic:

Career path represents both the subject matter of the individual and the institution alike so trying to identify in the context of this study, the effective role played by resource management human face of the growing need for organizations to determine how they attract individuals qualified to work out and keep their existing skills and their optimal use for individuals talented, creative people, and innovators by introducing some of the methods and practices relating to the activities of human resources.

The importance of research in the following points:

- To specify how to obtain suitable workers for jobs that exists.
- To specify how to make sure that every job filled by an appropriate individual.
- To Identify the various methods that help in the future and provide an appropriate functional per worker.
- To specify the importance of career planning for each of the individual and the institution.

1.1.4 Research Hypothesis:

Proceeding of the problem posed above can rely on the following assumptions:

1. Most institutions in Sudan they haven't career path.
2. Some institutions suffer to identify training needs and clear methodology; this is due to the lack of a career path, if we have effective career path they identify training needs for any institution.
3. Importance of career planning in the alignment between the goals of the institution and individuals.

1.2 Literature review:

1.2.1 Previous Research:

Study (Alwan, 1999)

A study entitled (career planning for employees as an input to form young leaders). The study aimed to analyze the reality of a career path planning process, and diagnose the level of effectiveness and the level of enjoyment of the components of this efficiency. And use the questionnaire as a tool for data collection and included (50) individuals and the statistical methods used Spearman correlation coefficient, simple regression coefficient. The most important finding is the existence of a correlation between the levels of career planning for employees with the formation of young leader's dimensions.

Study (TAN 2008)

His studies title (Linking career development practices to turnover) the study aimed to organizational knowledge of the support that can be seen in the career development of employees through targeted practices to develop the capabilities and skills of the individual. And use the questionnaire as a tool for data collection and included (750) individuals. The most important finding is the conclusion that career path can lead to attracting interest working towards the development of their careers.

Study (Alhuasi, 2009)

A study title (the impact of work on the design dimensions of career management activities) and the study aimed to determine the impact of design work in career management activities and indicate the level of significance in the light of the moral dimensions, Statistical method that will determine that. The study was conducted some Mustansiriyah university faculties. Use

questionnaire as a tool for data collection and included (75) individuals and the statistical methods used arithmetic average, Spearman correlation coefficient, simple regression coefficient. The most important finding is the presence of correlation between design work and management career path as a whole.

Study (Alsmmrani, 2010)

A study title (the impact of training strategies for the development of human resources in the public sector). The study aimed to identify the impact and relationship training strategies on human resources development. And use questionnaire tool to collect statements included (67) individuals and the statistical methods used Spearman correlation coefficient, simple regression coefficient. The most important finding is a correlation between the strategies and the impact of human resource development relationship.

Study (Marwa Saleh -Saadoun al, 2011)

A study title (Impact of career path to determine training program type). The study aimed to deepen the intellectual and philosophical framework of each of the career path and the type of training program requirements and employ result findings of the research in this aspect. And the study of the dimensions of the career path requirements in determining the training program the type of effect, has been gathering information for the subject of research through selected scientific sources (books, research studies) and resolution individuals and the statistical methods used arithmetic, coefficient of variation of the distribution recurring percentages, simple regression coefficient. The most important findings of the study, there is significant impact to the requirements of the training program type.

In these studies: Alwan said that (The existence of a correlation between the levels of career planning for employees with the formation of young leader's dimensions). When TAN said that (The career path can lead to attracting interest working towards the development of their careers).

Alhawasi said that (The presence of correlation between design work and management career path as a whole). Alsmmarani (there is correlation between the strategies and the impact of human resource development relationship). Finally Marwa study by illustrate (there is significant impact of career path to the requirements of the training program type).

But this study specify how to obtain suitable workers for jobs that exists, how to make sure that every job filled by an appropriate individual, Identify the various methods that help in the future and provide an appropriate functional per worker, and specify the importance of career planning for each of the individual and the institution which not mentioned in that previous studies.

1.2.3 Definitions:-

1.2.3.1 Management:-

Management is essentially the simple process of running an organization so that the variety of people who want something's out of it will go on supporting it in such a way that it is able to continue its existence into the future. (waston.1995.215).

1.2.3.2 Human resource (HR):-

Human recourse management has a direct personal impact on us as employees, in shaping, for example, the nature of our work, our pay and our career prospects. The reputation that an organization develops, as a 'good employer' helps to attract and to retain quality employees. The 'people management' activities of an organization are usually handled by a specialized function.

(Organization behavior an introductory text).

1.2.3.3 Career:-

Career is defined by the Oxford English Dictionary as a person's "course or progress through life (or a distinct portion of life)". In this definition career is understood to relate to a range of aspects of an individual's life, learning and work. Career is also frequently understood to relate to the working aspects of an individual's life e.g. as in career woman. A third way in which the term career is used to describe an occupation or a profession that usually involves special training or formal education. And is considered to be a person's lifework. In this case "a career" is seen as a sequence of related jobs usually pursued within a single industry or sector e.g. "a career in law" or "a career in the building trade".

Career management is the combination of structured planning and the active management choice of one's own professional career.

The outcome of successful career management should include personal fulfillment, work/life balance, goal achievement and financial security.

(Career. The Free Dictionary. 2013. Retrieved 2012-02-10).

1.2.3.4 Planning:-

Planning (also called forethought) is the process of thinking about and organizing the activities required to achieve a desired goal.

Planning involves the creation and maintenance of a plan. As such, planning is a fundamental property of intelligent behavior. This thought process is essential to the creation and refinement of a plan, or integration of it with other plans; that is, it combines forecasting of developments with the preparation of scenarios of how to react to them.

(www.organizational-career-planning.blogspot.com)

1.2.3.5 Career Planning:-

Career planning process spans the entire or a significant portion of one's life. To start with it includes aiming for an occupation, getting necessary and related formal professional education, choosing a specific profession stream and getting an appropriate job.

Next step includes growing in one's job, possibly changing careers before finally, retiring. For some, it may be just once for every phase in career and for others, it may be a more dynamic process. For the latter, it is more likely to happen several times in their life span as they first define and then redefine their life time goals.

(www.organizational-career-planning.blogspot.com)

1.2.3.6 Career Planning within Organizations:

Corporate and HR Responsibility

While each individual on his job in an organization will start planning out his career growth path and crossing the mile stones along the path to finally reach his goals, organization where he works is also responsible to support or to proactively carve his career progression. Therefore, the organizations should keep a track on the performance and progress of all the professionals working in the organization.

Organizations should enable their people with the knowledge of the existing and future opportunities and growth avenues that can be pursued and achieved within. Organizations should also let their people know about what kind of systems and interventions the organizations have to support the attainment of these growth possibilities. While organizations at the corporate level will be concerned about the career planning of their professionals even as a corporate strategy, it may finally be human resources departments' responsibility to execute this function. It is considered an important function of HRM but it is true also that it is one of the most the most neglected and least developed functions in large number of organizations. HR departments should chalk out well-structured system of career planning in their organizations.

(www.organizational-career-planning.blogspot.com)

1.2.3.7 Advantages of Career Planning

A well-structured career plan in an organization helps it to retain those employees whom the company wants and to motivate them fully to use their potentials, talents and capabilities in the best possible ways.

A good career planning system sends out a message that the organization believes in providing fairness and equal opportunities to all its employees with transparency.

Since training and development of employees is an integral aspect of career planning, it prepares more competent professionals in the organization on an ongoing basis. This is advantageous to the organization as well as the employees.

(www.organizational-career-planning.blogspot.com)

1.2.3.8 Challenges in Introducing Effective Career Planning Structure

Competent human resource is scarce and all the organizations compete for it. Hence attracting, satisfying, motivating and retaining the competent people are a huge challenge. On top of it, in situations when the growth opportunities for the employees are less in the organization, meeting the expectations of all the talented and capable persons is an additional challenge. Yet another challenge in career planning is how to provide support to the marginal or average performers and how to facilitate the separation of the poor performers from the organization in a dignified manner.

(www.organizational-career-planning.blogspot.com)

1.2.3.9 Elements of Well Structured Integrated Career Planning System

It is necessary for the organizations to design a well structure integrated career planning system for its employees which may preferably contain the following elements:

1. Competency model: Organizations can do well by designing and implementing competency matrix and competency mapping system for defining the required technical and behavioral competencies for each job position and then, evaluating the existing competencies of the job holders against these. The competency gaps can be addressed and rectified by various interventions like on and off the job training and education, coaching, mentoring, task force assignments, job rotation, job enrichment, transfers etc.
2. Performance appraisal system: Well designed and well implemented performance appraisal system facilitates evaluation of an employee

objectively on their existing jobs and for their potential for the jobs at higher hierarchical levels. The strengths and weaknesses of the employee allow the organization to plan to carve out an appropriate career plan and associated interventions. The decisions to promote an employee to a higher hierarchical level or motivating him at the current level by giving accelerated increments or other suitable rewards, Empowerment.

3. Mentoring and career coaching: Counseling through formal or informal mentoring system in the organization and/or positioning of career coaches help the employees in getting insight into the career path they can steer through and for this what development tools should they use.
4. Establishing corporate campus: In partnership with the local colleges and consultants, the organizations can make available for its employees career development programs and courses. Based on the career plan, the employees can choose to join these programs/courses or be deputed by the organization.
5. Job rotations, job enrichment and job transfers: These are well tried out systems to prepare the employees to take on the responsibilities of different jobs/assignments so as to groom them as per their career plans.
6. Training and development: In-company training and development system can provide necessary inputs to the employees on the subject of career planning and also on various competencies and skills that will be necessary to be imparted to make the employees ready to take up the responsibilities that will come their way as they progress on their career paths in the organization.

(www.organizational-career-planning.blogspot.com)

1.2.4 EFQM Excellence Model:

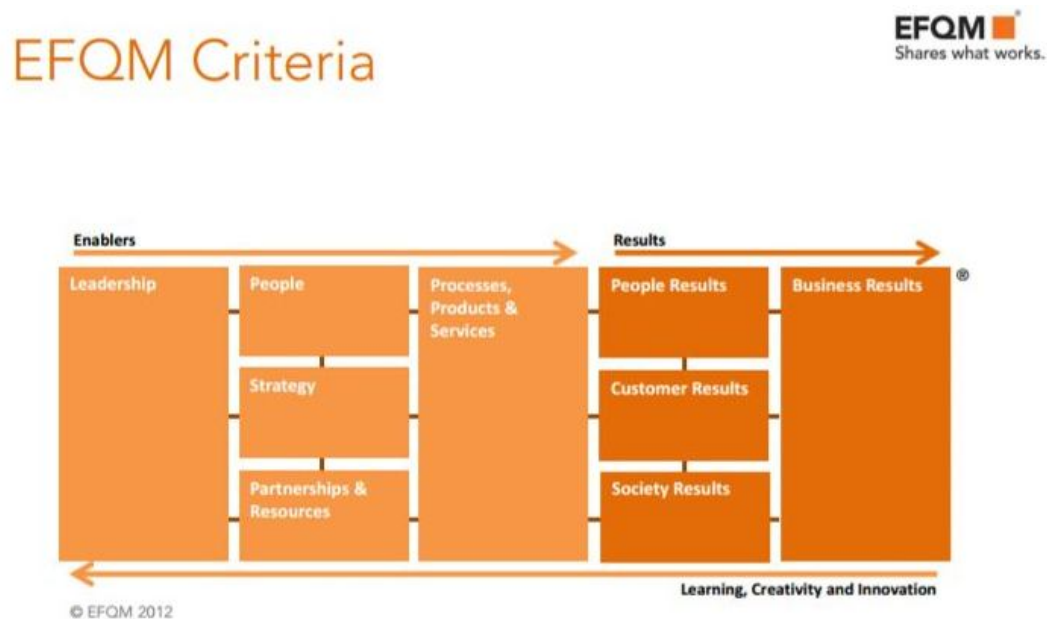
Fundamental Concepts, which are continually adapted and improved:

The European Foundation for Quality Management (EFQM) was founded in September 1988, initiated by directorate general III of the European Union. The model was developed on the principle of identifying why these companies were

successful, and how these principles of excellence could be encapsulated in the form of a model from which others could learn.

The aim of the European Award, and of other national and regional awards that have developed across Europe, is to stimulate competitiveness and establish role models of excellence from which others can learn.

EFQM it has main criteria divided in to two groups known as enablers and result. Figure 1.2.4: EFQM Excellence Model:



People Development and Involvement “Succeeding through People”

- **The concept** – Excellence is maximising the contribution of employees through their development and involvement.

How the concept is put into practice –

- Excellent organisations identify and understand the competencies needed, both now and in the future, in order to implement the organisation’s policies, strategies, objectives and plans.
- Personal development is promoted and supported allowing people to realise and unlock their full potential.

- They recognise the increasing importance of the intellectual capital of their people and use their knowledge for the benefit of the organisation.
- They seek to care, reward and recognise their people in a way that builds their commitment and encourages their loyalty to the organisation.
- They maximise the potential and the active involvement of their people through shared values and a culture of trust, openness and empowerment. They utilise that involvement to generate and implement ideas for improvement.

(EFQM Model 2013)

1.2.5 Training

Training is the acquisition of knowledge, skills, and competencies as a result of the teaching of vocational or practical skills and knowledge that relate to specific useful competencies. Training has specific goals of improving one's capability, capacity, productivity and performance. (ISO 9001- 2008).

1.2.5.1 Important of training:

The training of personnel is very important for continue improvement:

The organization shall:

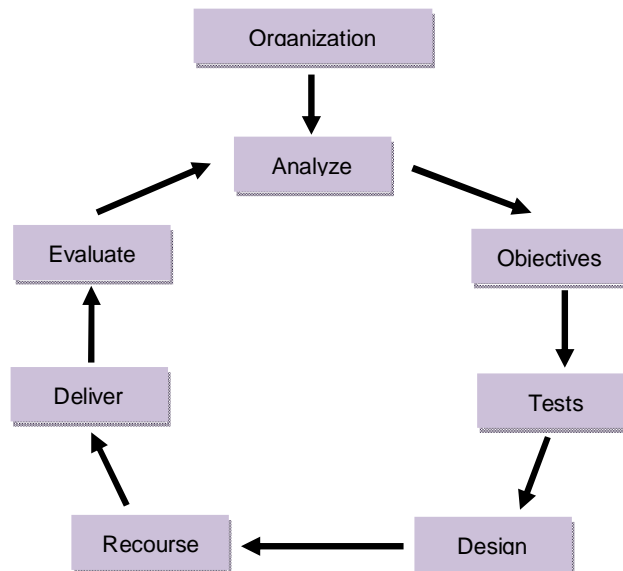
- a) Determine the necessary competence for personnel performing work affecting conformity to product requirements,
- b) Where applicable, provide training or take other actions to achieve the necessary competence,
- c) Evaluate the effectiveness of the actions taken,
- d) Ensure that its personnel are aware of the relevance and importance of their activities and how they contribute to the achievement of the quality objectives, and
- e) Maintain appropriate records of education, training, skills and experience.

6.2.2 Competence, Training and Awareness - Quality management systems- Requirements. (ISO 9001- 2008).

1.2.5.2 Systematic Approach to Training

A classic modernist approach to the management of training and development is derived from engineering science and resembles a feedback loop. As such it echoes the Deming cycle and Kolb's learning cycle.

Figure 1.2.5.2: The Deming cycle and Kolb's learning cycle:



(Human factor Module (1))

1.2.5.3 Training Needs

Simply stated, a training need is the difference between what an individual can do now (ACTUAL attribute) and that 100 % you want them to do (DESIRED attribute).

$$\text{ACTUAL} = \text{DESIRED} = \text{NO TRAINING}$$

Define a training need in terms of actual and desired attributes.

- Actual attributes.
- Desired attributes–Pretest.
- Prerequisite.

1.2.5.4 Dynamic Training Model

- Determine training needs.
- Set objectives.
- Determine best method(s).
- Conduct training.
- Evaluation.

1.2.5.5 Definitions

- Actual Attribute (What a trainee can do now).
 - Desired Attribute (100 % after training).
 - Pre-Test (Testing before training to determine actual attributes).
 - Pre-Requisite (Level of skill trainee must have before training).
- https://en.wikipedia.org/wiki/Training_needs_analysis).

1.2.5.6 A Methods of Determining Training Needs:

- Analysis of an Activity (Process, Job, Operation).
- Analysis of Equipment.
- Analysis of a Problem.
- Analysis of Behavior.
- Analysis of an Organization.
- Appraisal of Performance.
- Brainstorming.
- Incident Pattern.
- Observation.
- Surveys.

1.2.5.6 B Additional Methods:

- Task Force.
- Committee.
- Conference.
- Consultant.
- Counseling.
- Interviews.
- Workshop.
- Research.

- Role Playing.
- Skills Inventory.
- Studies.
- Test.
- Questionnaire.
- Task Analysis.

(https://en.wikipedia.org/wiki/Training_needs_analysis).

1.2.5.7 Identify Training Need Process:-

Training Analysis (sometimes called Training Needs Analysis (TNA)) is the process of identifying the gap in employee training and related training needs. Training needs analysis is the first stage in training process and involves a procedure to determine whether training will indeed address the problem, which has been identified. Training can be described as “the acquisition of skills, concepts or attitudes that result in improved performance within the job environment”.[citation needed] Training analysis looks at each aspect of an operational domain so that the initial skills, concepts and attitudes of the human elements of a system can be effectively identified and appropriate training can be specified.

(https://en.wikipedia.org/wiki/Training_needs_analysis).

1.2.5.8 Training analysis as a process often covers:

Training Analysis is most often used as part of the system development process. Due to the close tie between the design of the system and the training required, in most cases it runs alongside the development to capture the training requirements.

(https://en.wikipedia.org/wiki/Training_needs_analysis).

1.2.5.9 Training Analysis Process:

Over the last 20 years the critical nature of the man-in-the-loop has changed from simply manual dexterity and procedural operation to a state in which their decision making, cognitive abilities, data assimilation, communication skills, and attitude are all crucial. In addition the job structure of the personnel operationally involved with modern systems has diversified in direct proportion to the complexity of the technology. This has fueled the need for a formal approach. The task of training can be broken down into a number of discrete components, each addressing a different part of the overall learning process.

This breakdown is as follows:-

1. Psycho-motor Skills.
2. Procedural Skills.
3. Knowledge Transfer.
4. Communication Skills.
5. Colossal Thinking.
6. Attitude Learning.
7. Performance Training.
8. Physiological Stresses.

The role of training analysis is to build a formal bridge between the available design data and the training media and training objectives, in order to facilitate the transfer of training elements into the operational environment. For complex multi-user system a user-to-task map is often constructed to present the relationship between the tasks and the identified team structure and also to identify new groups of users that would need to have an understanding of the system. The training gap is assessed by a comparison between the goals and tasks undertaken by the individuals and the existing training.

There is a wide variety of training media that can be used, ranging from traditional lecture-based teaching to sophisticated simulators. Different media

will be more or less appropriate for different activities. It is necessary to determine the most suitable and cost-effective training media for the different areas. There have been many different approaches defined; however, the system approach to training has been the most successful.

Training Needs Analysis (TNA) is defined as the “Identification of training requirements and the most cost effective means of meeting those requirements”. A TNA should always be performed where a major new development in policy, equipment acquisition or procedures is deemed to have potential impact upon the current training regime.

https://en.wikipedia.org/wiki/Training_needs_analysis).

1.3 Objectives:

1.3.1 General Objective:

The research is aim to study career planning and its impact on identify training needs.

1.3.2 Specific objectives:

Considering that human resources management comprises a set of key functions directed to facilitate career planning that work on the link between the goals of individuals and the organization to achieve the aspects of the human resources management and included in the strategic plan of the institution. According to that we can identifies the specific objectives of this research as:

1. To identify the challenges that hinders the process of career planning.
2. To highlight the importance of career planning and its Impact on identify training needs.
3. To highlight the importance of career planning in the alignment between the goals of the institution and individuals.

2. Materials and Methods

2.1 Materials:

2.1.1 Study Design:

Based on the literature on the subject under study and relates to the research objectives, scope and the adapted research design, descriptive study was carried out, three hypotheses were postulated to evaluate the career planning and its impact on identity training needs survey questionnaire was administered to sample of (60), statistical analysis were conducted using SPSS to calculate reliability of questionnaire, descriptive statistic and statistical inference were used to test the hypotheses.

2.1.2 Study area:

This study was conduct in (Sasu Company) in Khartoum stats during (December 2013 to march 2015).

2.1.2.1 About Case Study:

- a) SASU for Safety and Environment is a Risk Management Service provider in the areas of Safety, Health, Environment and Quality (SHEQ).
- b) SHSE assists clients to address the avoidance of loss in a cost effective and practical manner which allows them to manage their operational activities to the best interest of all stakeholders including the company, the employees, the community and the environment.
- c) SHSE began its operations in Khartoum Sudan in Oct 2008 with a joint venture of Sudan Master Technology with IRCA Middle East. IRCA Middle East is part of IRCA Global having an uninterrupted growth pattern for the last 30 years as a Risk Management Solution provider in the fields

of Safety, Health, Environment and Quality (SHEQ) and has successfully established a global footprint.

- d) SHSE is placed in Khartoum to have local support services available to country Sudan and North Africa.
- e) SHSE is supported by a total of over 300 professionals across the globe and draws its expertise from a local and international pool of resources, and delivers a wide variety of professional services to clients.

2.1.2.2 Vision:-

SHSE will be the preferred provider of specialist SHEQ Risk Management Solutions, enhancing sustainable business performance in the Region.

2.1.2.3 Mission:-

To achieve significant profitable growth by developing our capabilities and delivering professional value added SHEQ Risk Management Solutions to clients through sustainable relationships.

2.1.2.4 Quality Policy:-

- They will strengthen the businesses abilities by nurturing the People capabilities, systems & Processes capabilities and Industry wise Technical capabilities.
- They will help the businesses continually to grow their performances through the world class business strategies, best revenue models, right systems, processes and desired technical knowledge.
- They will help the businesses to innovate continuously by analyzing their performances periodically & providing consultancy to achieve their Business goals.

2.1.2.5 Performance evaluation in SASU Company:

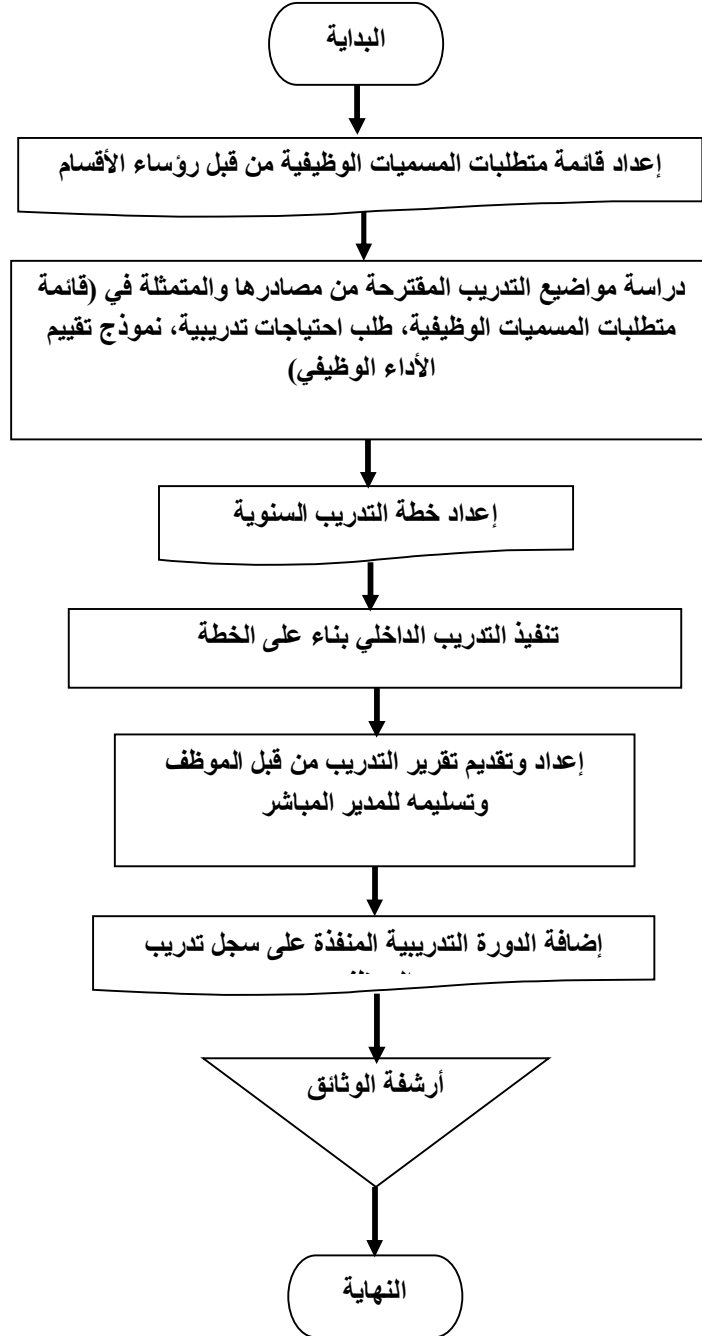
The performance evaluation in SASU Company, illustrate that the top management doesn't identifies clearly the job description of all position in the organization; also it's so difficult for the HR department to predict the competence requirement to any job. So the key performance indicator (KPIs) doesn't met purpose of position. Form (PE01).

2.1.2.6 Identify training needs in SASU Company

The training needs building base on financial perspective without undertake people needs upon the job description, the mission of job, and the training exclusive to SASU training center plan. SASU people were not allowed to join external training. The identification of training needs achieved through people and approved from department manager and delivered to training department manager. That leads to misalignment between the goals of the institution and individuals. Form (TE01)

So this ambiguity of information may influence in career planning that reflect to organization performance because the scope of SASU depending mainly on people. The current process of training needs is below in the figure.

مخطط سير العمليات الخاصة بتدريب الموظفين: Figure 2.1.2.6



2.1.3 Study population:

The targeted populations of this study consist of personnel from all department of (Sasu Company) in Khartoum – Sudan.

2.1.4 Sampling:

Random sample technique is used to select 60 samples from target population.

2.1.5 Inclusion Criteria:

The participant in this study is chosen according to the following criteria:

1. Top Management.
2. Supervisory Management.
3. Employee.

2.1.6 Exclusion Criteria:

The participant in this study is excluded according to following criteria:

1. Worker.
2. The participant is excluded if has experience less than one year.

2.1.7 Ethical consideration:

1. Firstly I got permission from the participant whom involved in this study and treating their options honestly , fairly, respectfully and not allowing my personal biases and options to get into the study, professional and scientific responsibility were adhere to highest scientific and professional standard and accept responses.
2. Information's participants by were kept confidential and used only for this study.

2.1.8 Data collection:

The research selects the career planning and its impact on defining training need, a survey questionnaire was developed using 5 point liker scale (1= Strongly disagree; 2= Disagree; 3=Neutral; 4= Agree; 5= Strongly Agree) to obtain feedbacks about the opinions of participants on different variables.

2.1.9 Data analysis:

- After data collection has finished, the researcher used SPSS software for the analysis of collected data by using Cronbach's Alpha (a) test, Chi-Square test and Frequency Test.
- 60 questionnaires were distributed, 1 of them were incomplete. Therefore, the number of remaining samples to analyze was 59.

2.2 Method:

The study based on theoretical background of methodology and the quantities design using a hypothesis testing approach.

2.3 Reliability Test:

***** Method 1 (space saver) will be used for this analysis *****

RELIABILITY ANALYSIS - SCALE (ALPHA)

2.4 Reliability Coefficients

N of Cases = 59.0

N of Items = 20

Alpha = .9546

3. Analysis

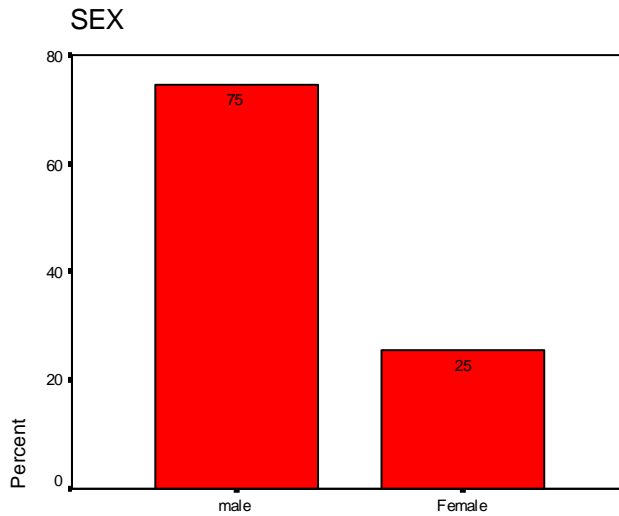
3.1 Frequencies Tests

Table 3.1: SEX

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	44	74.6	74.6	74.6
	Female	15	25.4	25.4	100.0
	Total	59	100.0	100.0	

(The Researcher)

Figure 3.1: SEX



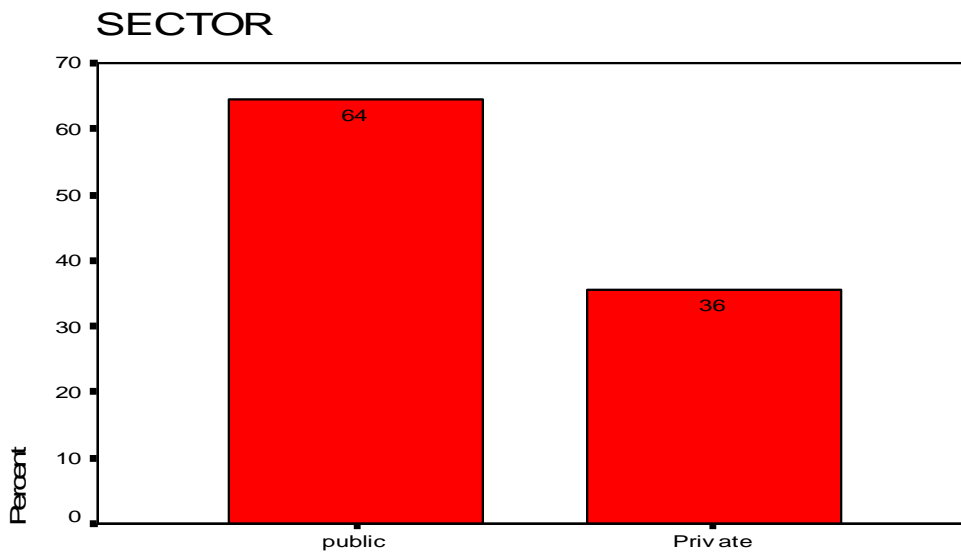
We observe the most population from male by 74.6% and 25.4% female.

Table 3.2: SECTOR

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	public	38	64.4	64.4	64.4
	Private	21	35.6	35.6	100.0
	Total	59	100.0	100.0	

(The Researcher)

Figure 3.2: SECTOR



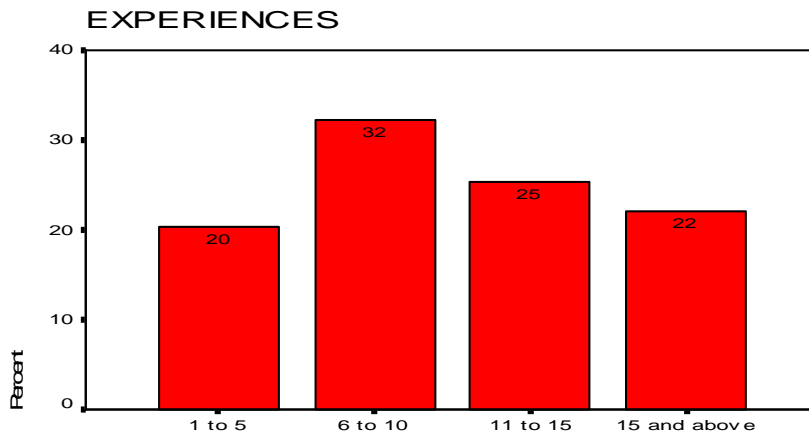
The most population from public sector by 64.4% and 35.6% from private sector.

Table 3.3: EXPERIENCE

	Frequency	Percent	Valid Percent	Cumulative Percent
1 to 5	12	20.3	20.3	20.3
6 to 10	19	32.2	32.2	52.5
11 to 15	15	25.4	25.4	78.0
15 and above	13	22.0	22.0	100.0
Total	59	100.0	100.0	

(The Researcher)

Figure 3.3: EXPERIENCE



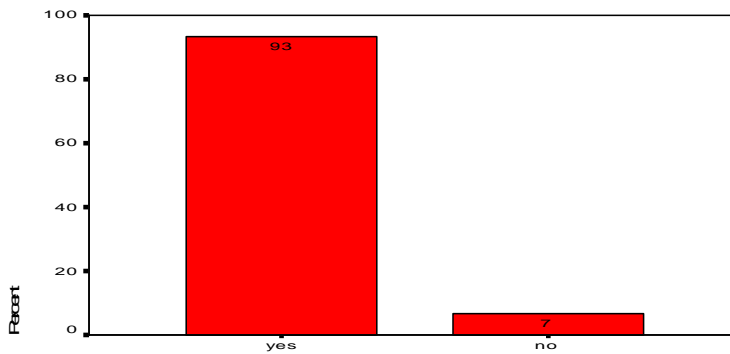
The experience from (1-5) years about 20.3%, and The most population has experience from (6-10) years by 32.2%, and 25.4% between (11-15) years , then we have 22% more than 15 years

Table 3.4 Q1: Is there clear training activates in your organization?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	55	93.2	93.2	93.2
	no	4	6.8	6.8	100.0
	Total	59	100.0	100.0	

(The Researcher)

Figure 3.4 Q1: Is there clear training activates in your organization?



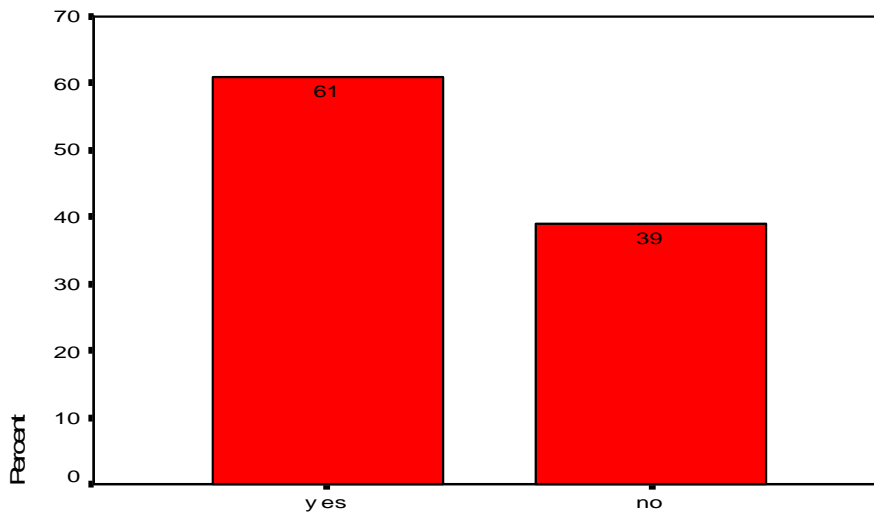
We observe 93.2% from population Approved there clear training activates in your organization and about 6.8 % don't approve that.

Table 3.5 Q2: Is training activates match with organization planning & objective?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	36	61.0	61.0	61.0
	no	23	39.0	39.0	100.0
	Total	59	100.0	100.0	

(The Researcher)

Figure 3.5 Q2: Is training activates match with organization planning & objective?



We observe 61% from population Approved training activates match with organization planning & objective and about 39 % don't approve that.
(The Researcher)

Table 3.6 Crosstabs between Q1 & Q2

		Q1		Total
		yes	no	
Q2	yes	36	0	36
	no	19	4	23
Total		55	4	59

(The Researcher)

36% from the population approved there clear training activates in their organization and match with organization planning & objective, and there is 4% for population there is no training activity. 19% from population approved there clear training activates in their organization but doesn't match with organization planning& objective.

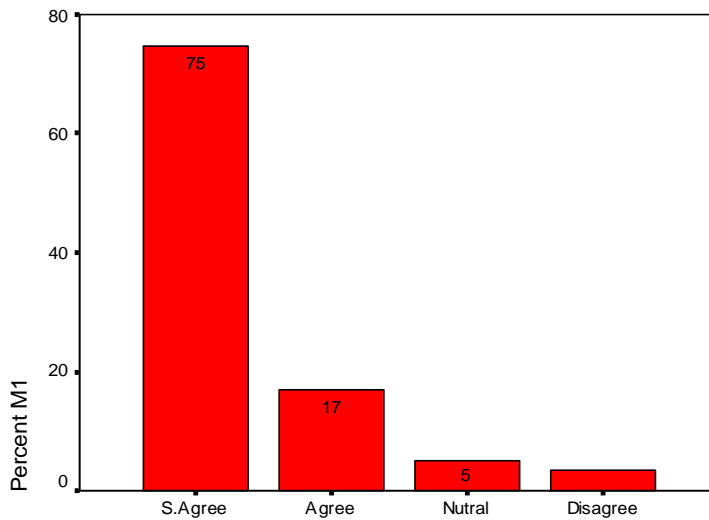
Section one: Career Path:-

Table 3.7: Is the organization undertakes its activities through a clear vision?

	Frequency	Percent	Valid Percent	Cumulative Percent
S.Agree	44	74.6	74.6	74.6
Agree	10	16.9	16.9	91.5
Neutral	3	5.1	5.1	96.6
Disagree	2	3.4	3.4	100.0
Total	59	100.0	100.0	

(The Researcher)

Figure 3.7: Is the organization undertakes its activities through a clear vision?



M1

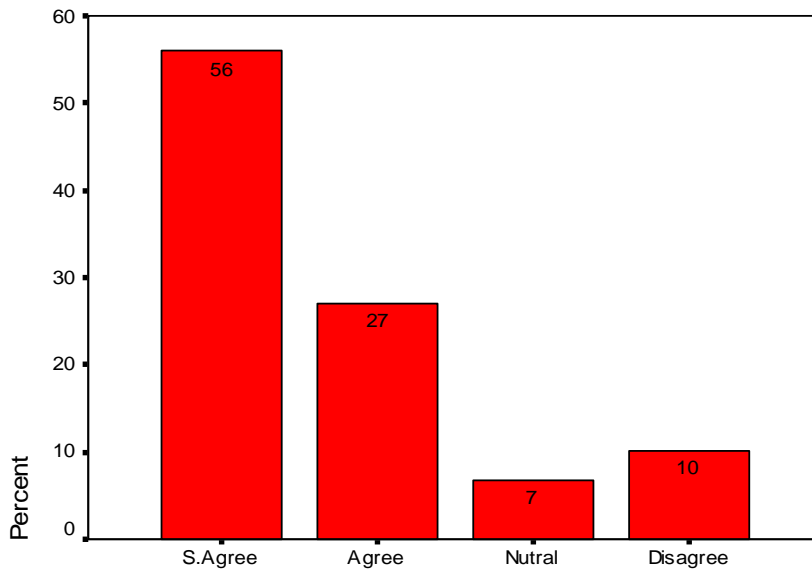
The most population they are Strength agree by 74.6%, and about 16.9% Agreed, and 5.1% from the population they are neutral , then lowest population we have 3.4% Disagree, and we observe there no cases in the population chose Strength disagree.

Table 3.8: Is the organization going towards its goals always through a specific career path?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	S.Agree	33	55.9	55.9	55.9
	Agree	16	27.1	27.1	83.1
	Neutral	4	6.8	6.8	89.8
	Disagree	6	10.2	10.2	100.0
	Total	59	100.0	100.0	

(The Researcher)

Figure 3.8: Is the organization going towards its goals always through a specific career path?



M2

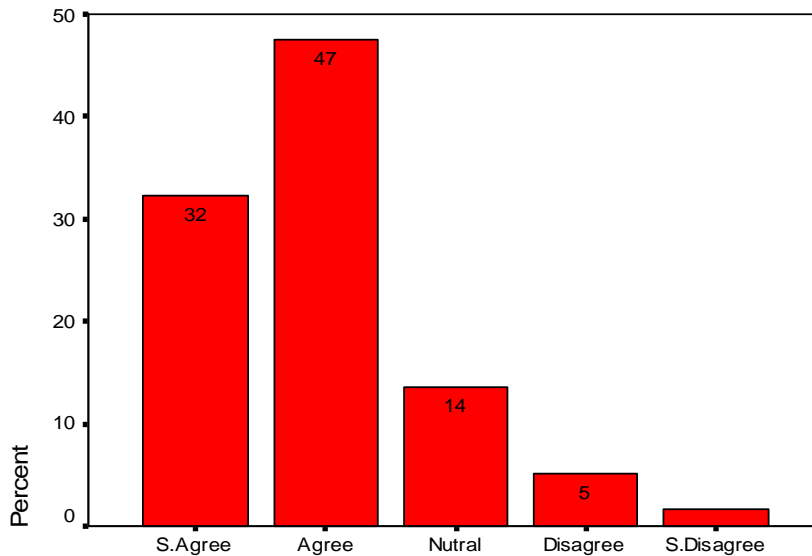
The most population they are Strength agree by 55.9% , and about 27.1% Agreed, and the lowest population they are neutral by 6.8% , then we have 10.2% Disagree and we observe there no cases in the population chose Strength disagree.

Table 3.9: Career path of the institution are not seek just to achieve profitability targets, but only to multiple targets and comprehensive development?

	Frequency	Percent	Valid Percent	Cumulative Percent
S.Agree	19	32.2	32.2	32.2
Agree	28	47.5	47.5	79.7
Neutral	8	13.6	13.6	93.2
Disagree	3	5.1	5.1	98.3
S.Disagree	1	1.7	1.7	100.0
Total	59	100.0	100.0	

(The Researcher)

Figure 3.9: Career path of the institution are not seek just to achieve profitability targets, but only to multiple targets and comprehensive development?



M3

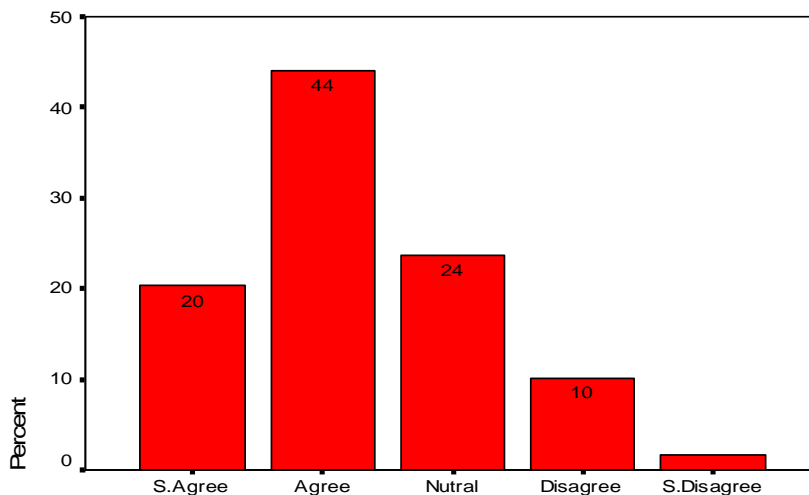
32.2% They are Strength agree , and The most population they are agree by 47.5% , and 13.6% from the population they are neutral , then we have 5.1% Disagree and we observe the lowest population they are Strength disagree by 1.7% .

Table 3.10: The organization is committed to career path planned in all administrative operations?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	S.Agree	12	20.3	20.3	20.3
	Agree	26	44.1	44.1	64.4
	Neutral	14	23.7	23.7	88.1
	Disagree	6	10.2	10.2	98.3
	S.Disagree	1	1.7	1.7	100.0
	Total	59	100.0	100.0	

(The Researcher)

Figure 3.10: The organization is committed to career path planned in all administrative operations?



M4

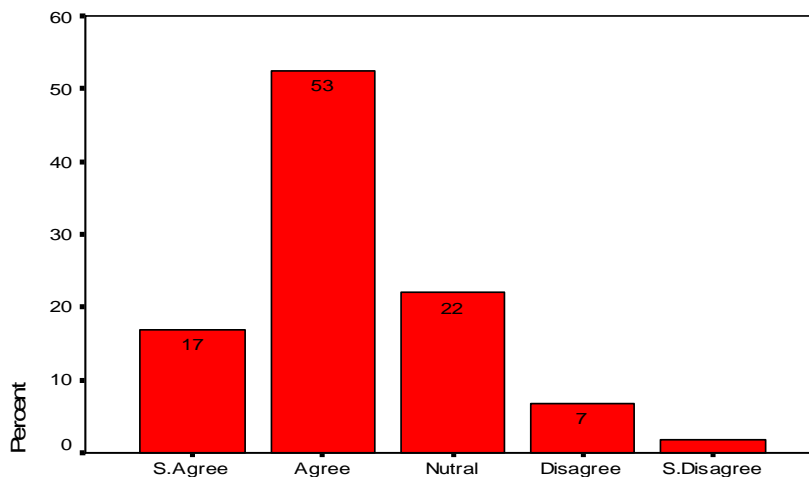
20.3% They are Strength agree, and the most population they are agree by 44.1% , and 23.7% from the population they are neutral, then we have 10.2% Disagree and we observe the lowest population they are Strength disagree by 1.7%.

Table 3.11: The organization seeks to continuously improve and develop career path to cope with external changes?

	Frequency	Percent	Valid Percent	Cumulative Percent
S.Agree	10	16.9	16.9	16.9
Agree	31	52.5	52.5	69.5
Neutral	13	22.0	22.0	91.5
Disagree	4	6.8	6.8	98.3
S.Disagree	1	1.7	1.7	100.0
Total	59	100.0	100.0	

(The Researcher)

Figure 3.11: The organization seeks to continuously improve and develop career path to cope with external changes?



M5

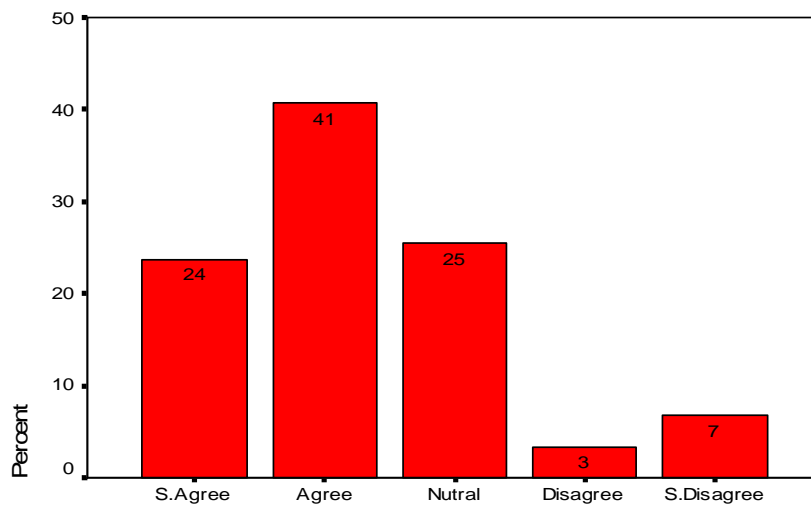
16.9% They are Strength agree , and The most population they are agree by 52.5% , and 22% from the population they are neutral , then we have 6.8% Disagree and we observe the lowest population they are Strength disagree by 1.7%.

Table 3.12: The organization continuously trained workers through various training activities?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	S.Agree	14	23.7	23.7	23.7
	Agree	24	40.7	40.7	64.4
	Neutral	15	25.4	25.4	89.8
	Disagree	2	3.4	3.4	93.2
	S.Disagree	4	6.8	6.8	100.0
	Total	59	100.0	100.0	

(The Researcher)

Figure 3.12: The organization continuously trained workers through various training activities?



T1

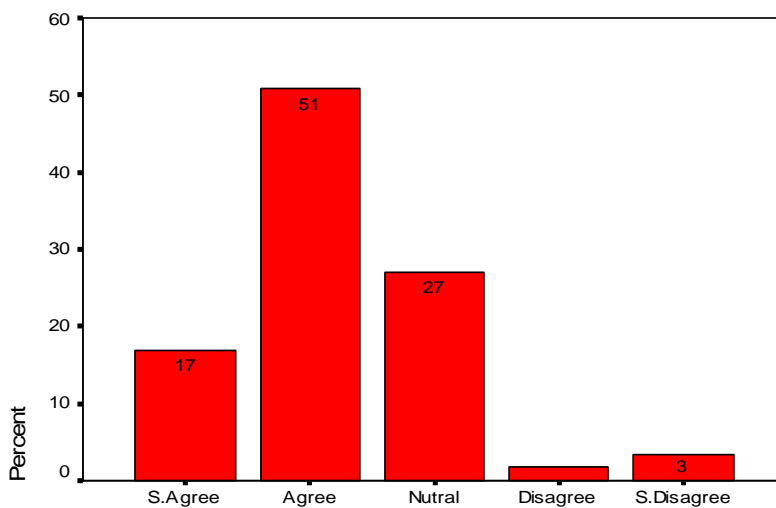
23.7% They are Strength agree , and The most population they are agree by 40.7% , and 25.4% from the population they are neutral , the lowest population they are disagree by 3.4% , and 6.8% they are Strength disagree .

Table 3.13: Training activities are aligned with the direction of the organization toward its goals?

	Frequency	Percent	Valid Percent	Cumulative Percent
S.Agree	10	16.9	16.9	16.9
Agree	30	50.8	50.8	67.8
Neutral	16	27.1	27.1	94.9
Disagree	1	1.7	1.7	96.6
S.Disagree	2	3.4	3.4	100.0
Total	59	100.0	100.0	

(The Researcher)

Figure 3.13: Training activities are aligned with the direction of the organization toward its goals?



T2

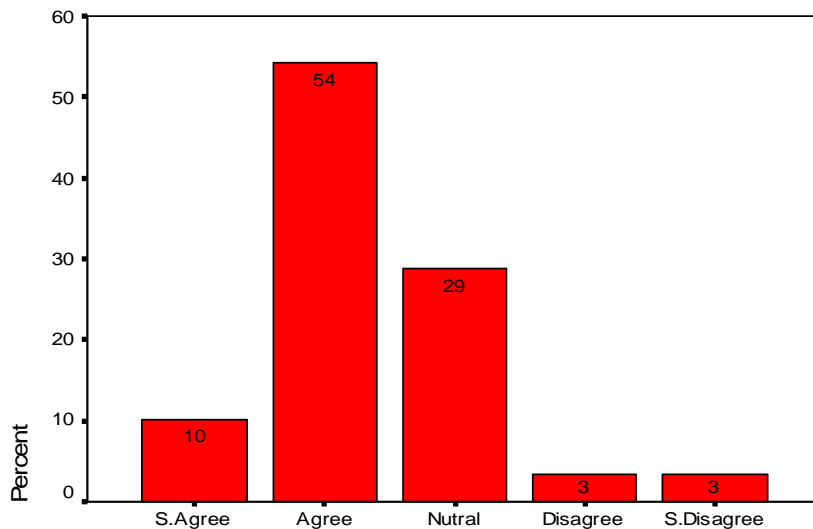
16.9% They are Strength agree, and The most population they are agree by 50.8%, and 27.1% from the population they are neutral , the lowest population they are disagree by 1.7%, and 3.4% they are Strength disagree .

Table 3.14: The Organization committed to identifying appropriate training needs?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	S.Agree	6	10.2	10.2	10.2
	Agree	32	54.2	54.2	64.4
	Neutral	17	28.8	28.8	93.2
	Disagree	2	3.4	3.4	96.6
	S.Disagree	2	3.4	3.4	100.0
	Total	59	100.0	100.0	

(The Researcher)

Figure 3.14: The Organization committed to identifying appropriate training needs?



T3

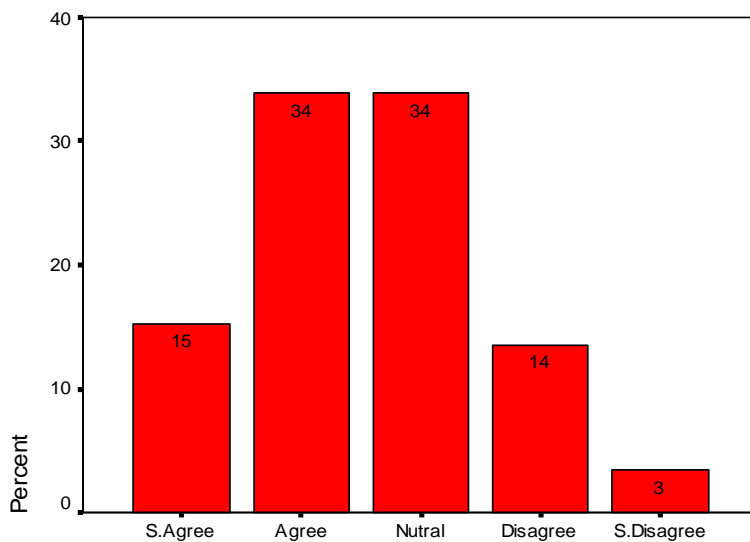
10.2% They are Strength agree , and The most population they are agree by 54.2%, and 28.8% from the population they are neutral , and We observe the lowest population are disagree & Strength disagree by 3.4%.

Table 3.15: The career path of the organization is interested to identifying training needs effective methodology?

	Frequency	Percent	Valid Percent	Cumulative Percent
S.Agree	9	15.3	15.3	15.3
Agree	20	33.9	33.9	49.2
Neutral	20	33.9	33.9	83.1
Disagree	8	13.6	13.6	96.6
S.Disagree	2	3.4	3.4	100.0
Total	59	100.0	100.0	

(The Researcher)

Figure 3.15: The career path of the organization is interested to identifying training needs effective methodology?



T4

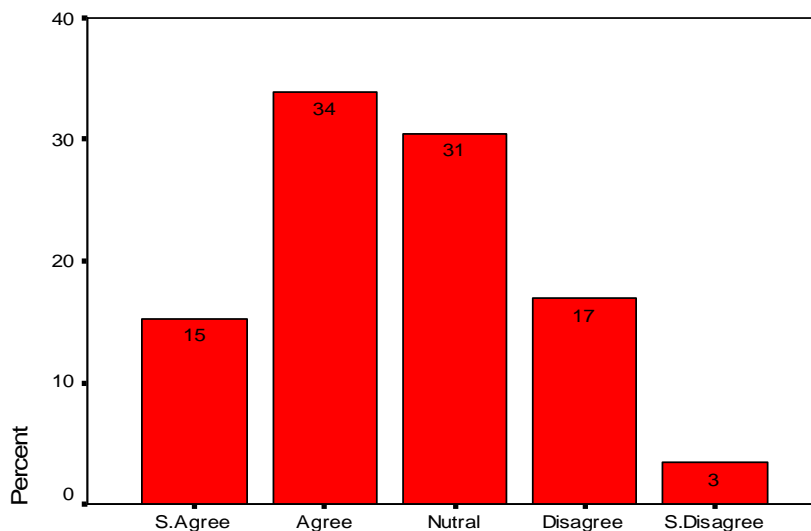
15.3% They are Strength agree, and The most population they are agree & neutral by 33.9% , and 13.6% from the population they are disagree, and we observe the lowest population are Strength disagree by 3.4% .

Table 3.16: There are competent views within the organization they specify the appropriate training needs?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	S.Agree	9	15.3	15.3	15.3
	Agree	20	33.9	33.9	49.2
	Neutral	18	30.5	30.5	79.7
	Disagree	10	16.9	16.9	96.6
	S.Disagree	2	3.4	3.4	100.0
	Total	59	100.0	100.0	

(The Researcher)

Figure 3.16: There are competent views within the organization they specify the appropriate training needs?



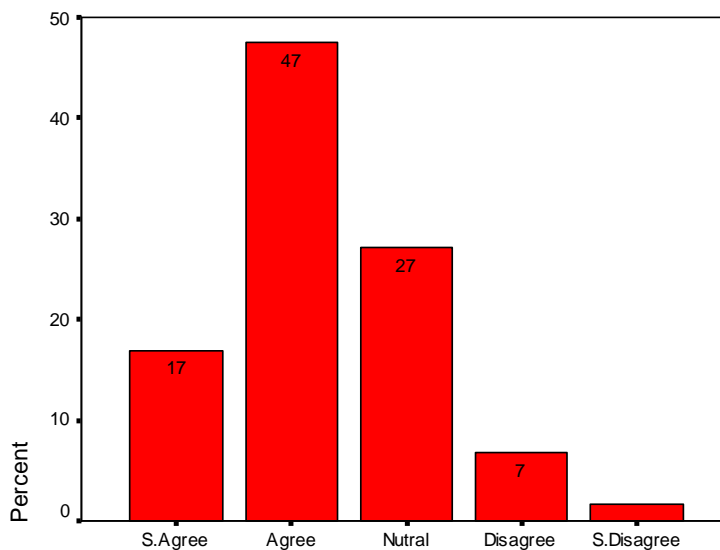
T5

15.3% They are Strength agree, and The most population they are agree by 33.9% , and 30.5% from the population they are neutral , and 16.9 they are disagree and we observe the lowest population are Strength disagree by 3.4%.

Table 3.17: The organization seeks to continuously improve performance through continuous development of training curricula, even aligned with the evolution of the external environment?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	S.Agree	10	16.9	16.9	16.9
	Agree	28	47.5	47.5	64.4
	Neutral	16	27.1	27.1	91.5
	Disagree	4	6.8	6.8	98.3
	S.Disagree	1	1.7	1.7	100.0
	Total	59	100.0	100.0	

Figure 3.17: The organization seeks to continuously improve performance through continuous development of training curricula, even aligned with the evolution of the external environment?



T6

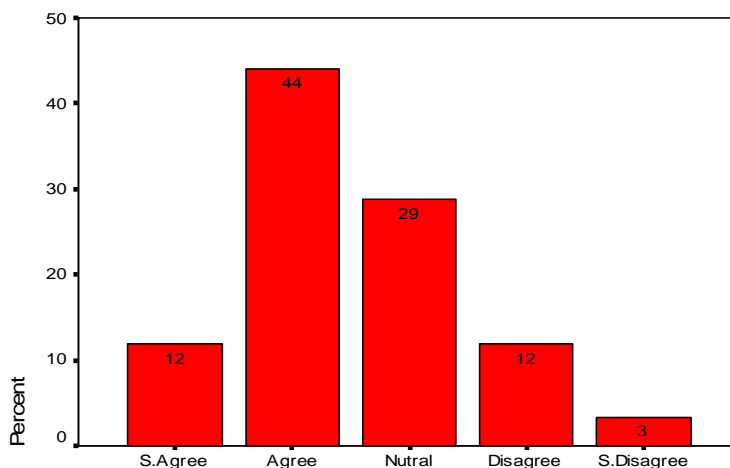
16.9% They are Strength agree , and The most population they are agree by 47.5%, and 27.1% from the population they are neutral , and 6.8% they are disagree and we observe the lowest population are Strength disagree by 1.7%.

Table 3.18: Career path within the organization supports the development of human resource through which to identify deficiencies in the resource and find solutions and methods for the development of these aspects?

	Frequency	Percent	Valid Percent	Cumulative Percent
S.Agree	7	11.9	11.9	11.9
Agree	26	44.1	44.1	55.9
Neutral	17	28.8	28.8	84.7
Disagree	7	11.9	11.9	96.6
S.Disagree	2	3.4	3.4	100.0
Total	59	100.0	100.0	

(The Researcher)

Figure 3.18: Career path within the organization supports the development of human resource through which to identify deficiencies in the resource and find solutions and methods for the development of these aspects?



T7

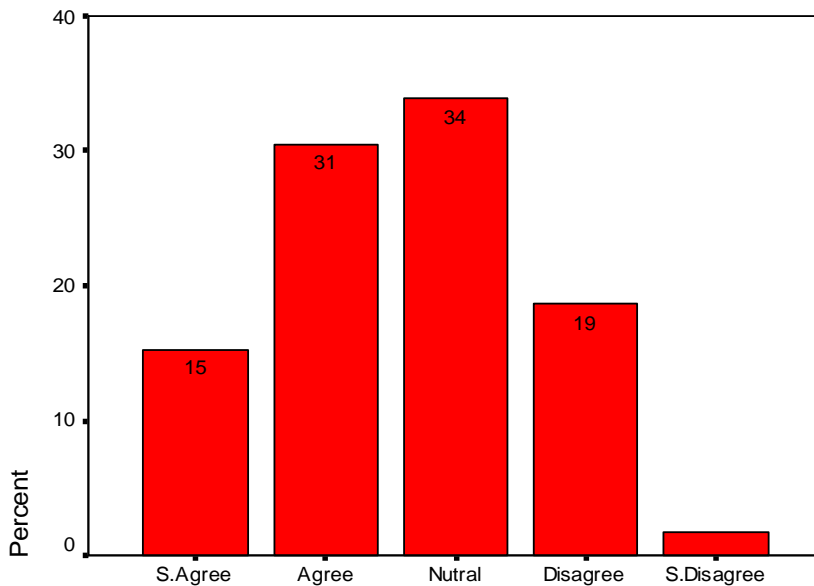
11.9% They are Strength agree , and The most population they are agree by 44.1%, and 28.8% from the population they are neutral , and 11.9% they are disagree and we observe the lowest population are Strength disagree by 3.4% .

Table 3.19: Provide the training needs of the organization's priorities in her career?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	S.Agree	9	15.3	15.3	15.3
	Agree	18	30.5	30.5	45.8
	Neutral	20	33.9	33.9	79.7
	Disagree	11	18.6	18.6	98.3
	S.Disagree	1	1.7	1.7	100.0
	Total	59	100.0	100.0	

(The Researcher)

Figure 3.19: Provide the training needs of the organization's priorities in her career?



T8

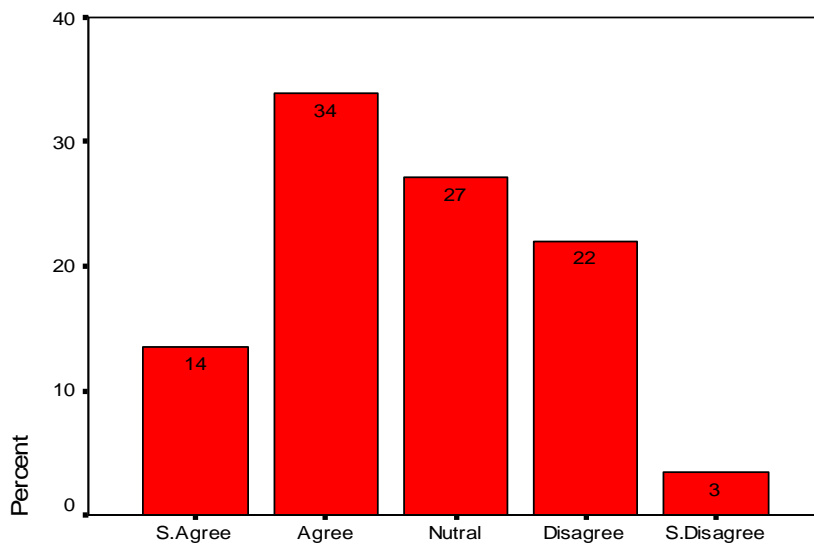
15.3% They are Strength agree , and 30.5% they are agree, and the most population they are neutral by 33.9%, and 18.6% they are disagree and we observe the lowest population are Strength disagree by 1.7%.

Table 3.20: There is a clear methodology for the organization with regard to training and needs?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	S.Agree	8	13.6	13.6	13.6
	Agree	20	33.9	33.9	47.5
	Neutral	16	27.1	27.1	74.6
	Disagree	13	22.0	22.0	96.6
	S.Disagree	2	3.4	3.4	100.0
	Total	59	100.0	100.0	

(The Researcher)

Figure 3.20: There is a clear methodology for the organization with regard to training and needs?



T9

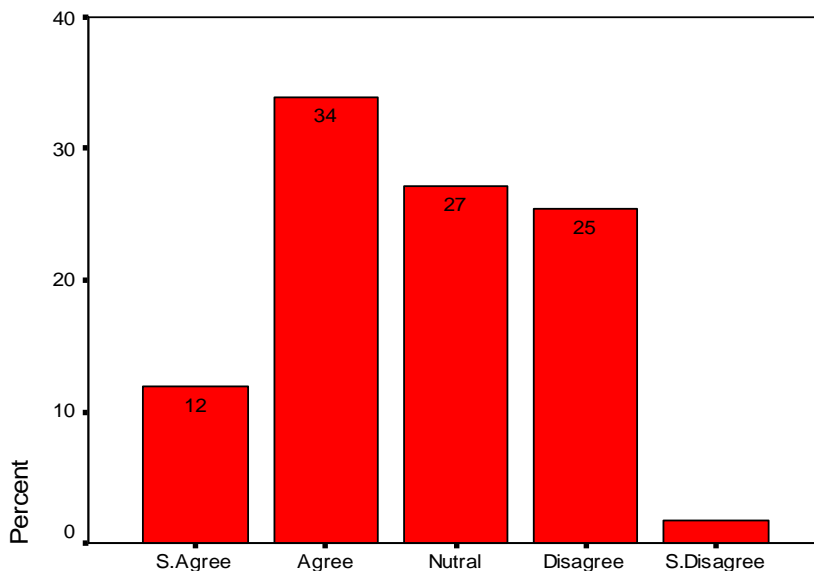
13.6% They are Strength agree, and The most population they are agree by 33.9%, and 27.1% from the population they are neutral , and 22% they are disagree and we observe the lowest population are Strength disagree by 3.4%.

Table 3.21: The Organization shall ensure the availability of all the financial and technical resources to support organization development?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	S.Agree	7	11.9	11.9	11.9
	Agree	20	33.9	33.9	45.8
	Neutral	16	27.1	27.1	72.9
	Disagree	15	25.4	25.4	98.3
	S.Disagree	1	1.7	1.7	100.0
	Total	59	100.0	100.0	

(The Researcher)

Figure 3.21: The Organization shall ensure the availability of all the financial and technical resources to support organization development?



T10

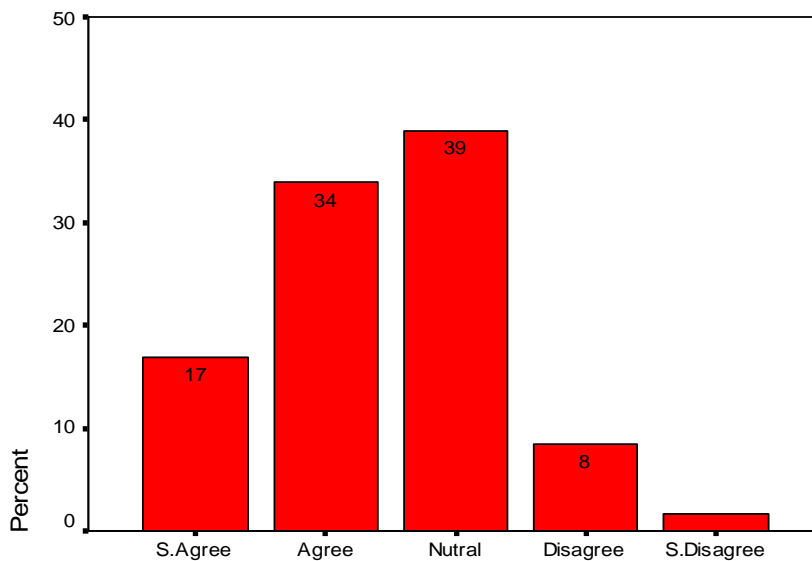
11.1% They are Strength agree, and The most population they are agree by 33.9%, and 27.1% from the population they are neutral , and 25.4% they are disagree and we observe the lowest population are Strength disagree by 1.7%.

Table 3.22: Organization planning to achieve clear and specific objectives includes all goals short and long term?

	Frequency	Percent	Valid Percent	Cumulative Percent
S.Agree	10	16.9	16.9	16.9
Agree	20	33.9	33.9	50.8
Neutral	23	39.0	39.0	89.8
Disagree	5	8.5	8.5	98.3
S.Disagree	1	1.7	1.7	100.0
Total	59	100.0	100.0	

(The Researcher)

Figure 3.22: Organization planning to achieve clear and specific objectives includes all goals short and long term?



Q1

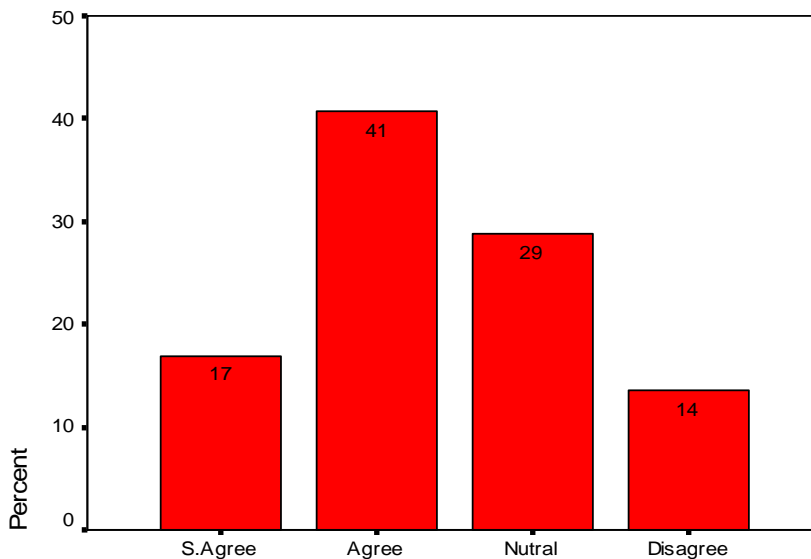
16.9% They are Strength agree, and 33.9% they are agree, and the most population they are neutral by 39%, and 8.5% they are disagree and we observe the lowest population are Strength disagree by 1.7%.

Table 3.23: Culture of the organization is seeking to continually compatibility with employee goals?

	Frequency	Percent	Valid Percent	Cumulative Percent
S.Agree	10	16.9	16.9	16.9
Agree	24	40.7	40.7	57.6
Neutral	17	28.8	28.8	86.4
Disagree	8	13.6	13.6	100.0
Total	59	100.0	100.0	

(The Researcher)

Figure 3.23: Culture of the organization is seeking to continually compatibility with employee goals?



Q2

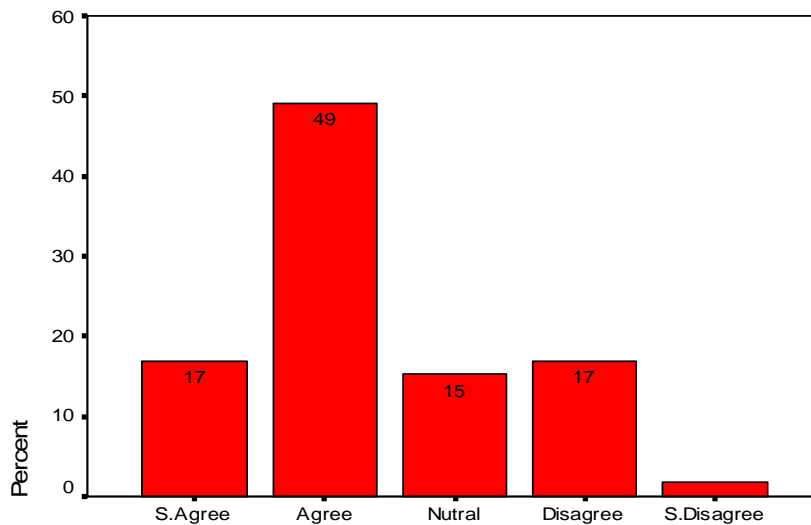
16.9% They are Strength agree, and The most population they are agree by 40.7%, and 28.8% from the population they are neutral , and the lowest population are 13.6% they are disagree and we observe there no cases in the population chose Strength disagree.

Table 3.24: Planning within the organization cares about achieving the goals and objectives of the organization working at the same time?

	Frequency	Percent	Valid Percent	Cumulative Percent
S.Agree	10	16.9	16.9	16.9
Agree	29	49.2	49.2	66.1
Neutral	9	15.3	15.3	81.4
Disagree	10	16.9	16.9	98.3
S.Disagree	1	1.7	1.7	100.0
Total	59	100.0	100.0	

(The Researcher)

Figure 3.24: Planning within the organization cares about achieving the goals and objectives of the organization working at the same time?



Q3

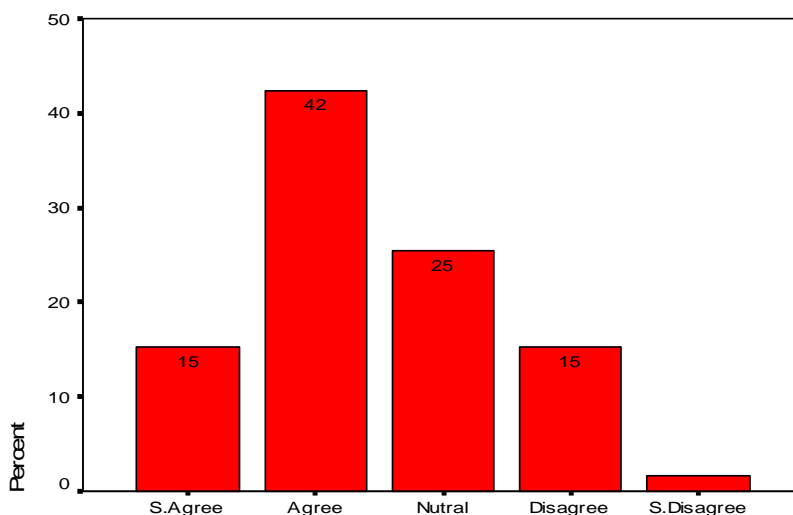
16.9% They are Strength agree, and The most population they are agree by 49.2% , and 15.3% from the population they are neutral , and 16.9% they are disagree and we observe the lowest population are Strength disagree by 1.7%.

Table 3.25: The planning care within the organization to develop methods that leads to achieving the general objectives and compatibility with employees?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	S.Agree	9	15.3	15.3	15.3
	Agree	25	42.4	42.4	57.6
	Neutral	15	25.4	25.4	83.1
	Disagree	9	15.3	15.3	98.3
	S.Disagree	1	1.7	1.7	100.0
	Total	59	100.0	100.0	

(The Researcher)

Figure 3.25: The planning care within the organization to develop methods that leads to achieving the general objectives and compatibility with employees?



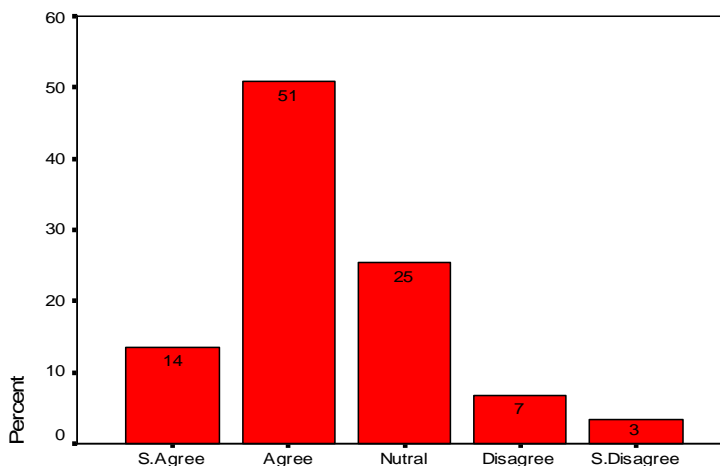
15.3% They are Strength agree, and The most population they are agree by 42.4% , and 25.4% from the population they are neutral , and 15.3% they are disagree and we observe the lowest population are Strength disagree by 1.7% .

Table 3.26: The organization planning always seeks to remove the obstacles between the goals and objectives of the organization and its employees to create an environment of compatibility between these goals?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	S.Agree	8	13.6	13.6	13.6
	Agree	30	50.8	50.8	64.4
	Neutral	15	25.4	25.4	89.8
	Disagree	4	6.8	6.8	96.6
	S.Disagree	2	3.4	3.4	100.0
	Total	59	100.0	100.0	

(The Researcher)

Figure 3.26: The organization planning always seeks to remove the obstacles between the goals and objectives of the organization and its employees to create an environment of compatibility between these goals?



Q5

13.6% They are Strength agree, and The most population they are agree by 50.8%, and 25.4% from the population they are neutral , and 6.8% they are disagree and we observe the lowest population are Strength disagree by 3.4%.

3.2 Chi-Square Test (Test of Hypothesis)

3.2.1 The First Hypothesis:

Table 3.3.1: Most institutions in Sudan they haven't career path.

Test Statistics

	M1	M2	M3	M4	M5
Chi-Square(a,b)	79.915	35.712	44.305	30.237	46.678
Df	3	3	4	4	4
Asymp. Sig.	.000	.000	.000	.000	.000

(The Researcher)

- a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 14.8.
- b. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 11.8.

The interpret result:

According to Chi-Square Test results in the previous table which result sig <0.05 for all Hypotheses and which reject the null Hypothesis and accept the researcher hypotheses **most institutions in Sudan they haven't career path.**

3.2.2 The Second Hypothesis:

Table 3.3.2: Some institutions suffer to identify training needs and clear methodology; this is due to the lack of a career path, if we have effective career path they identify training needs for any institution.

Test Statistics

	T1	T2	T3	T4	T5	T6	T7	T8	T9	T10
Chi-Square(a)	27.186	47.864	56.000	21.424	18.034	39.051	31.424	19.559	16.678	19.898
Df	4	4	4	4	4	4	4	4	4	4
Asymp. Sig.	.000	.000	.000	.000	.001	.000	.000	.001	.002	.001

(The Researcher)

A 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 11.8.

The interpret result:

According to Chi-Square Test results in the previous table which result sig < 0.05 for all Hypotheses and which reject the null Hypothesis and accept the researcher hypotheses some institutions suffer to identify training needs and clear methodology; this is due to the lack of a career path, **if we have effective career path they identify training needs for any institution.**

3.2.3 The Third Hypothesis:

Table 3.3.3: Importance of career planning in the alignment between the goals of the institution and individuals.

Test Statistics

	Q1	Q2	Q3	Q4	Q5
Chi-Square(a,b)	30.407	10.763	36.169	26.847	43.458
Df	4	3	4	4	4
Asymp. Sig.	.000	.013	.000	.000	.000

(The Researcher)

A 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 11.8.

B 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 14.8.

The interpret result:

According to Chi-Square Test results in the previous table which result sig <0.05 for all Hypotheses and which reject the null Hypothesis and accept the researcher Hypothesis **Importance of career planning in the alignment between the goals of the institution and individuals?**

4. Discussion, conclusion and recommendation

4.1 Discussion:

When the researcher studies the Career planning and its impact on identity training needs in Sasu company as case study, the research has find out the most institutions in Sudan they haven't career path, Some institutions suffer to identify training needs and clear methodology; this is due to the lack of a career path, and career planning in the alignment between the goals of the institution and individuals.

Career planning of all this issue, if the Sudanese institution implement effective career path they identify training needs for any institution, Increase the satisfaction of the employees & alignment between personal goals and objectives of the institution.

According to Chi-Square Test results in the previous table which result sig value <0.05 for all hypotheses and which reject the null hypothesis and accept the researcher hypotheses.

4.3 Conclusion:

From this study we can conclude that:

1. Most institutions in Sudan they haven't career path.
2. Some institutions suffer to identify training needs and clear methodology; this is due to the lack of a career path, if we have effective career path they identify training needs for any institution.
3. Importance of career planning in the alignment between the goals of the institution and individuals.

4.4 Recommendations

This research recommends that further research will help solving limitations of it's by taking the following points in account:

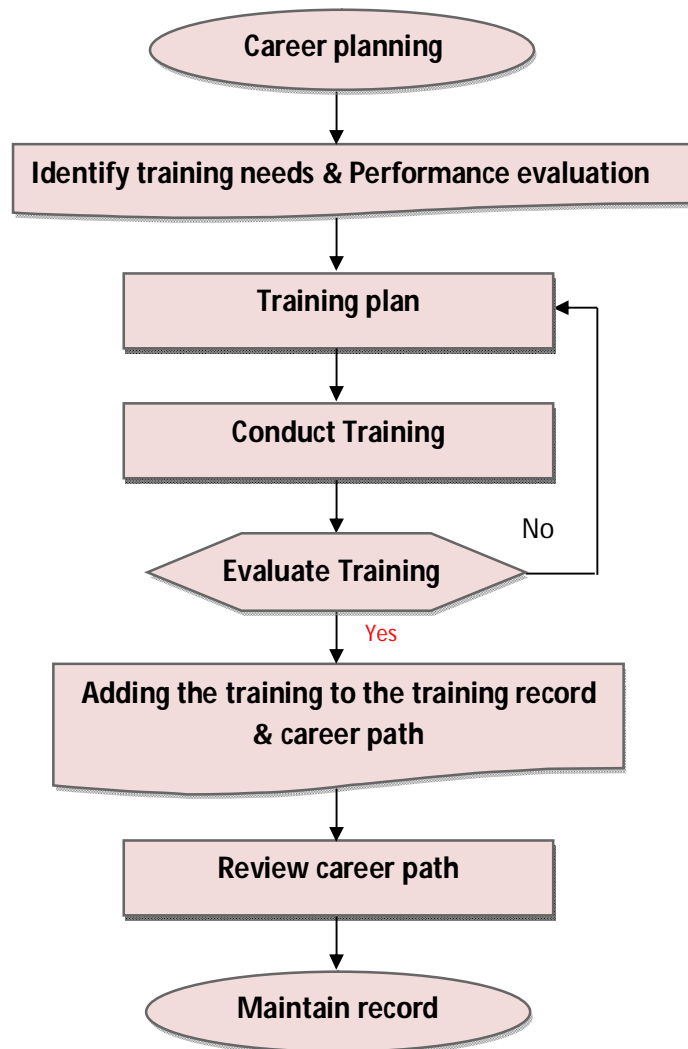
1. Most institutions in Sudan they haven't career path we note this research is more useful if it's studied in a larger scope which covers large number of institutions in Sudan. And the further research needs to study impacts of applying carrier planning in identifying training needs.
2. Importance of career planning in the alignment between the goals of the institution and individuals depend. They need effective career path to identify training needs for any institution. And it's important to assess in the alignment between the goals of the institution and individuals.
3. The development is occurring day by day particularly with the continuing evolution in the outside world and global competition; therefore the Sudanese institution must planning to develop effective carrier path. Therefore top management must take care of career planning and approved as key factor in the input training plan.

4. **The Impact of career planning in training needs:**

From theoretical and practical study of the subject of career planning we can conclude how important of career path for the individual and the institution, which can focus on it in order to pay the individual to work efficiently and dedication. That means allowing peoples to achieve satisfaction and maintain them in light of developments that are known as the economy as well as the competition argument faced by institutions. In order to achieve these goals the institution must monitoring and evaluate systems that represent the necessary tools in order to develop a good policy

for the movement of people within the organization to take the right decision at the time appropriate. In addition to relying on the good foundations for the selection of individuals who deserve promotion and taking into account all of the experience and competence to achieve compatibility between individuals and jobs they occupy. Thus cope with the various developments, a primary concern for each trajectory seeks to maintain the institution and this is not only to maintain its members. Which Shown by the figure below:-

Figure: 4 Identifying Training Needs Process Improvement



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