

CAREER DEVELOPMENT INTERVENTION FOR THE EMPLOYEES AT DIFFERENT CAREER STAGES

Ms. Amita Chourasiya
Assistant Professor

Prof. Dr. Vinitaa Agrawal
Director of ADDOE

Amity University Rajasthan

Abstract

In this paper the authors have made an attempt to find and describe the importance of career development interventions. It is very crucial for an organization to understand and identify their employee's goals, aspirations and expectations, so that right efforts can be put by the organization for the employee's career development. Various researchers say that employee's need can be identifying by their respective career stage they belongs to. This will help to identify the right career development intervention for them. If employee's needs are satisfied, if they find proper support and resource timely from their organization they will be motivated and their performance will increase, which accelerates the organization's productivity.

Key Words

Career, Career Development, Career Development Interventions, Career Needs, Career stages Employees satisfaction and Organization's productivity.

Introduction

Career development is vital for both the employees and employers (Hall, 2002). Career development is mutual beneficial process because it gives imperative outcomes to employer and employees, (Hall, 1996). "career development is a process requiring individuals and organizations to create a partnership that enhances employee's knowledge, skills, competencies, and attitudes required for their current and future job assignments" To gain and maintain competitive advantage. Organizations require talented & productive employees and these employees need career development to enhance and cultivate their competencies. It is about helping employees to become change resilient, more secure in them and their future as the organization adjusts to changing market situations. It is about increasing employability that broadens the range of potential job roles open to the individual and extends the value of their staying with this employer. Career development involves one's whole life, not just occupation. As such, it concerns the whole person, needs and wants, capacities and potentials, excitements and anxieties, insights and blind spots, warts and all.

Career Development Interventions are the activities that empower people to cope effectively with career development tasks. It involves the development of self-awareness, occupational awareness learning

decision-making skills, acquiring job search skills, adjusting to choices after their implementation, coping with job stress.

Types of Career Development Interventions and their importance in different career stages

1. Realistic job preview:- At the time of joining, if employee's expectations are not fulfilled they get reality shock, it may cause negative motivation, and even employee turnover. Prior to signing the employment contract employees expect the realistic expectations about the job. It is important for new employees to assess whether the company and job are likely to be consistent with their career plans. This career intervention is for the employees who just started with their career. If we consider super's career stage model this intervention is more relevant for first career stage exploration (age 15-24).

2. Job Pathing:- Job pathing is the planned movement of an individual through a carefully developed sequence of job assignment to develop his/her skills, knowledge, and competencies. It provides challenging job assignments to employees fairly early on their careers. An effective job pathing describes the target job for employees, required skills and experience to reach this target job, laying out a sequence of jobs, assigning the employee to each job in this sequence one at a time. Each subsequent job in this career path requires more advanced skills and knowledge. This intervention is more powerful for those who just started their career and trying to choose their right career path and developing their skills for the growth and advancement in the career.

3. Performance feedback and coaching: - Performance feedback and coaching employees are helped in getting the job done. Career establishment can be facilitated by a superior by providing performance feedback, coaching and on the job training. In the beginning of the career (Super's first career stage exploration) employees expects the real feedback and guidance from their superiors.

4. Challenging and visible assignment: - Challenging and visible assignment motivates the employees who is in establishment stage and give them more chance to create intimacy and involvement with the organization. If they will get challenging assignments with the time it will enhance their performance and through this organization can develop their employees for higher positions.

4. Mentoring:- Mentoring involves establishing a close relationship with a superior who takes a personal interest in the employee's career and guides and sponsors the employee. A mentor ensures that the hard work and skills advancements of the employee get noticed and rewarded. So it will give the visibility to the employee who is trying to establish their career in the organization.

6. Assessment Center: - Assessment center are used for the selection of high potential employees. It will encourage the employees to enhance their skills for promotions and rewards. When this approach is used for

career development purpose the organization becomes a partner in individual development by providing employees with the support and direction needed for career development.

7. Dual career accommodations: - Most individuals are likely to settle down with a partner or spouse. It is the career development intervention for those where both husband and wife are working. The transfer of either one of them would mean that the spouse also relocates. So, to prevent and hold the good employees it's a good idea. It also facilitates with relocation, flexi-time and day care centers.

8. Developmental training:-It is more commonly adopted intervention by the organization. Most organization is focused on developing and grooming less-experienced employees for higher responsibilities. This intervention focused on maintenance career stage employees, who is reassessing their achievements and trying to develop new skills.

9. Job rotation: - Job rotation is an important career development intervention for maintenance career stage employees. When employees are moved to a new job, it provides them with new challenges and opportunities for learning and contribution.

10. Midcareer counseling: - Providing counseling to help the employees those with little chance of further advancement, accept their role in the company can help them continue to have satisfying and productive careers.

11. Consultative role:-Consultative role is a kind of intervention for the decline career stage employee, who is in the senior position in the organization and soon going to be retiring from the job. This role provides employees the opportunity to apply their wisdom and knowledge to help others in solving organizational problems.

12. Phased retirement:-Phased retirement is an effective way to reduce the time devoted to the organization gradually before an employee is going to be retiring from the work. An important advantage of phased retirement is that it allows them to withdraw emotionally from the organization. It is the intervention for decline career stage employees.

13. Retirement counseling:-Retirement counseling is the intervention tool for the employees who are about to retire, organization can facilitate a smooth work to non work transition. It can also include retirement workshops, providing material on post retirement financial planning, and organizing alternative skills training programs. The workshops have a spiritual element too with discourses by spiritual leaders.

Conclusion

Organizations are providing number of career development interventions to their employees. It is difficult to identify the contexts in which they are effective. All interventions are not beneficial for all the employees.

Before implementing any, it is important to identify the relevance and importance. For this it is necessary to categorize the interventions in different career stages. Because employees belongs to the same career stages probably has same expectation and requirements from the organization. Once the organization successfully attempts this, it will give immense satisfaction and motivation to the employees. And in the long run accelerate the productivity of the organization.

References

1. Arthur, M. B., & Rousseau, D. M. (1996). *The boundaryless career: A new employment principle for a new organizational era*. New York: Oxford University Press.
2. Bartlett, K. R., Kowske, B. J., & Anthony, K. (2003). Human resource development on the web: An examination of references to HRD on Fortune 500 websites. *Proceedings of the Academy of Human Resource Development, USA*, 34-41.
3. Baruch, Y. (2001). Employability: A substitute for loyalty? *Human Resource Development International*, 4(4), 543-566.
4. Boudreaux, M. A. (2001). Career development: What is its role in Human Resource Development? *Proceedings of the Academy of Human Resource Development, USA*, 805-812.
5. Brown, B. L. (1996). Career resilience. *ERIC Digests No.178*. . ERIC Clearinghouse on Adult, Career, and Vocational Education. (ERIC Document Reproduction Service No. ED402474).
6. Brown, B. L. (1997). The future of career development. . ERIC Clearinghouse on Adult, Career, and Vocational Education. (ERIC Document Reproduction Service No. ED417295).
7. Conlon, T. J. (2003). Development of an operational definition of career development for the 21st century workplace. *Proceedings of the Academy of Human Resource Development, USA*, 489-493.
8. Davis, D. D. (1995). Form, function, and strategy in boundaryless organizations. In A. Howard (Ed.) *The changing nature of work*. (pp. 112-138). San Fransisco: Jossey-Bass.
9. Feldman, D. C. (Ed.). (2002). *Work careers: A developmental perspective*. San Fransisco: Jossey-Bass.
10. Gutteridge, T., Leibowitz, Z. B., & Shore, J. E. (1993). *Organizational career development: Benchmarks for building a world-class workforce*. San Fransisco: Jossey-Bass.
11. Hall, D.T. (1996). *The career is dead: Long live the career*. San Fransisco: Jossey-Bass.
12. Mau, W.C., Sudjanto, R., Wine, T (2006) Effectiveness of career interventions in college/university settings. Paper presented at the annual meeting of National Career Development Association, Chicago, July 6 – 9, 2006.
13. Powell, T., Hubschman, B., & Doran, M. (2001). Career development through informal learning: A review of the literature. *Proceedings of the Academy of Human Resource Development, USA*, 821-827.

14. Russel, J. E. A. (1991). Career development interventions in organizations. *Journal of Vocational Behavior*, 38(3), 237-287.
15. Van der Sluis, L. E. C., & Poell, R. (2003). The impact on career development of learning opportunities and learning behavior at work. *Human Resource Development Quarterly*, 14(2), 159-179.

