

Role of Career Management and Employee Development on Performance in select Indian IT Organizations

Dr. D. Rose Mary, PhD, UGC Post Doctoral Fellow,
Ananthapuram, Andhra Pradesh, India. Mail: rosemary.dara@gmail.com

ABSTRACT

Employee development programs assist in the growth and development of employees, who are the true assets of any organization and they require to respect their employees for them to undergo motivated and build up a sense of devotion and attachment towards the organization. It spans one's whole lifetime. Employee development is an influential tool that motivates and retains, not to state a competitive strength while it comes to attracting new talent, all of which can have a reflective blow on an organization bottom line. Employees who feel contended express gratitude in performance and are more prolific and more likely to stick to the organization, when they believe their employers value them. Employee development initiatives are offered by an organization for its personnel and concentrates on identifying, assuring and serving stir up new insight through deliberate learning. This paper investigates correlation between career management, performance and employee growth and explores the association between individual and organization's career planning. Questionnaire was administered to 100 employees of five Indian IT companies followed by personal interviews. This study emphasizes that many elements like career guidance, leadership, network building, mounting new skills, handling unique assignments and captivating productive feedback of the employees by the superior engage in the most vital role in making the career path smoother and helps to augment the performance and employee growth. This study explores the consequences and implications in Indian IT organizations.

Keywords: Career Management, Employee Development, Employee Growth, Employee Performance, etc.

INTRODUCTION

In a business environment, change may not constantly be welcomed but many times, it is unexpected. Changes in the business environment occur continuously. The economy fluctuates frequently allowing businesses to amend the mode they function. New competitors keep entering the market at the same time some leave. Continually-shifting weather patterns and natural disasters, political turbulences, wars and the implementation or rejection of laws and rules create a change in a business environment. As can latest advanced technologies, products and innovations pilot to alter in a business environment as can population shifts. Turbulences in the businesses also allow changes in the organization internally when a prospective employee leaves, gets ill or dies. Organizations operating in this competitive and complex business environment are constantly occupied in restructuring and redesigning processes, facilitating mergers and acquisitions and implementing technological advancements to deal with the vibrant pressures of globalization. These revamping at the organization level have exposed the significance of effective management of people at work, and in specifically, the managing and developing of their careers. It is an undeniable fact that the aspirations that individuals have for their careers are a significant factor in addition to the opportunities for growth and development.

A career development initiative should consider the aspirations of all prospective employees and the available organizational opportunities that basically can be anticipated to progress for each. Failing to balance the internal career aspired by the employee and the

external career proffered by the organization results in suboptimal management of human resources. Hence, career management calls for initiative from both organizations and also the individuals so as to provide utmost benefits for both. It is the responsibility of all to be successful organizations to endow with greater opportunities for their employees to develop both individually and professionally. Therefore it is very prominent for the organizations to hire right people following their management in the organization by concurrently developing their careers. This leads to continuity of management, knowledge and creates an environment for the employees to prosper and develop. It is proven through many studies that approbation and development act as sturdy motivators for an employee than financial rewards money which decreases attrition rate, boosts better customer service and finally yields high profits for the company. Employees should be assured that their employer is devoted to provide every support to educate them and puts in effort to expand their precincts.

According to McDaniel and Gysbers (1992), career development is the sum collection of psychological, sociological, educational, physical, economic, and chance factors that coalesce to figure the career of any given being over the life span. Greenhaus, Callanan and Godshalk (2000) advice that career development is an enduring process which leads to individuals' growth through a sequence of stages each of which is characterized by a comparatively exclusive set of programs, projects and tasks.

Career development programs are most successful if incorporated with the organization's enduring training and development strategies. Effective, well-planned and well-designed career management system benefits not only organizations but also the employees and it fosters effective communication among employees, managers or supervisors. All the parties associated with the organization gain benefits mutually which helps to set an organizational culture which in turn supports various types of activities in the organization.

REVIEW OF LITERATURE

The review of literature concentrates on the appliance of career management and career development initiatives for developing employees' career motivation and loyalty as a presumed relation between career management, performance, developmental behaviour, and involvement in progressive actions.

Davis P (2015): – Illustrates how to build commitment and retain employees through career-development strategies and the approach adopted here presents how organizations habitually mismanage career development and how they could do better. The study discusses that if there is lack of career development strategies, it continues to be a major cause of employee dissatisfaction and leads to employee turnover and it also shows how this can be avoided.

Merchant R (1992): In this paper, the role and importance of Career Development Programs in developing and retaining employees is examined. Author says that employees' today are more career conscious than ever. While choosing an organization or to retain with the current organization, they demand more in terms of personal growth and development. And those organizations that fail to allow employees to meet their individual needs will be losing valued employees. Career Development Programs seek to match the needs of the employee with those of the organization by using certain major components of career development.

Murale V, Preetha R, Kasthurika K (2016): The biggest challenge that today's Managers face is to identify with the characteristics and expectations of people belonging to Gen 'Y.' The study has significance because the existence of a multi-generational workforce affects two areas of human resources practices and employee development efforts: retention and motivation. Employees of different age groups react differently to different programs designed to address these two areas, and also have differing expectations.

Sirianni N (2009): This article provides a conceptual model of career development which proves to be useful to service managers in assessing their own career development efforts. Herein, it has also been presented a framework for tying together several contrasting areas of career development that have heretofore been dealt with separately in the services literature. Before they can become keen to serve the needs of their customers, employees should have satisfaction that their own needs are being met within the organization.

Hite L, McDonald K (2008): In recent years, a extensively considered primary function of HRD, that is Career Development, has been more elevated due to changing employer—employee loyalties, growing interest in portable careers, and the increasing significance of subjective career goals.

Moon J, Choi S (2017): This study investigated the consequence of career management behavior (CMB) and organizational support for career development (OSCD) on slanted career success (SCS) and ultimately on organizational commitment. Based on survey data, the significance of career management behavior (CMB) for organizational outcomes is determined. The results demonstrate that SCS positively affects organizational commitment and positively mediates both the relationship between CMB and organizational commitment and the association between OSCD and organizational commitment.

OBJECTIVES OF RESEARCH]

- To study the employee's perceptions on career management and employee development initiatives.
- To explore the characteristics of career goals of employees,
- To determine the extent of career exploration by employees,
- To study the extent of career strategies employed by the employees,
- To study about organization's support for employee development and to evaluate the willingness of the employees to partake in developmental activities,
- To study the extent to which employees are engaged in developmental behavior.

METHODOLOGY USED

Sampling Technique and size

This is an exploratory study conducted with an aim to study certain variables that relate career management and employee development to performance in Indian IT organizations. Simple random sampling technique was adopted and a sample size of 100 employees was chosen as the sample population from 5 top Indian IT Companies.

Sources of Data

Primary data was collected to know the responses of respondents by using a self-administered and most relevant five-point scale questionnaire as a data collecting tool that comprised of 19 statements. The scale adopted was Likert's five-point scale and the respondents were to rate each statement on a 5- point Likert scale portraying the significance and frequency of activities practiced by them. Secondary data was collected from journals, books, Internet, business magazines, newspapers, etc.

Respondent Profile

The sample consists of both male and female respondents with 62% and 38% respectively. Respondents belong to different age groups in which 42% of them were in the age group of 26-35 years followed by 36% in the age group of 18-25 years, 14% of the respondents belong to 36-40 years and remaining 8% were above 40 years. And also the respondents were having varying Work experience in the present organization where 27% have less than 1 year, 36% of them have 1-2 years experience, 17% were between 2-4 years and the rest of 20% respondents had more than 4 years of experience.

Variables under Study

Career Management

Career management is mindful scheduling of one's actions and engagements in their jobs in the career path of his/her work life for improvement, fulfillment, development and financial stability.

Career management is seen more or less similar to the organizational management because an organization is nothing but people working for it. The process of career management starts with establishing the goals and objectives that are destined to be accomplished.

Employers encompass a big effect on employees' careers. Some set up formal career management programs, whereas others execute little. Career management is considered as a process that facilitates employees to better comprehend and develop their career skills and aspirations and employ these skills and aspirations most effectively both within the company and even after they quit the company. Career management initiatives comprise of offering realistic career-oriented appraisals, offering open jobs, and providing formal career development programs.

The career management process comprises of four steps:

- **Self-assessment:** Information is generated by employees and this information is used to verify their career aspirations, values, aptitudes and behavioral tendencies which are often collected through psychological tests.
- **Reality check:** In this phase, employees receive information about how the organization evaluates their skills and knowledge and how and where they fit in the organization.
- **Goal setting:** During this phase of the career management process, employees will develop their short term and long term objectives and it is done by usually discussing with the manager or by writing a development plan.
- **Action planning:** In this last phase, employees decide how they will accomplish their short term and long term objectives. They establish the steps required to undertake to attain the established goals.

Employee Performance

The success of any business is directly related to the job performance of its employees. The way employees perform each day in the business will have its impact on the firm's success or failure. Employee performance comprises elements like quality, quantity and effectiveness at work and also the behaviors of employees exhibited in the workplace. Organizations have direct control over establishing these prospects and evaluating them regularly. Being aware of and having the knowledge of performance metrics, employee performance assessment methods and methods to enhance performance will help the organization to ensure their personnel that they can achieve business's requirements and customers' requirements. Employee performance refers to how the employees perform in the workplace and how sound they execute the job duties that an organization compelled to them. For an individual employee, performance includes the work efficiency, quality and effectiveness at the task level.

EMPLOYEE DEVELOPMENT

Employee development is a process in which the employee with the support of employer undergoes a variety of development programs to augment his/her skills and obtain latest knowledge and skills. Employee development is renowned as a strategic tool for continuing growth, efficiency and capability to retain potential employees. Individuals in an organization are the essential resource and must be esteemed, developed and retained because they are the most precious assets and beyond doubt form the backbone of the organization.

If organizations ignore the challenges, then the employee development process will be onerous for them, annoying the employees and of vague significance for both. Employers invest their time and various other resources in training and developing their personnel to

craft them as crucial resources later on. Employees should be prepared and equipped to handle the nastiest situations. Employee development does not represent exclusively to optimizing an individual's skill set for a specific role but refers to sustained learning that nurtures professionals and facilitates them to improve on their individual career path.

FINDINGS & INTERPRETATION

Objective-1: To study the employee's perceptions on career management and employee development initiatives.

Table-1

Career Management / Employee Development initiatives	Means
Developmental behavior	3.57
Career Exploration	3.15
Characteristics of Career goals	3.01
Career Strategies employed	3.00
Willingness to partake in developmental activities	2.95
Organization's support for development	2.79

Source: Primary data

The mean values specify that maximum IT employees in study perceive career management and employee development as an important developmental tool (3.57) followed by opportunities to career exploration (3.15) and characteristics of career goal (3.01). Organization's support for development was perceived the lowest (2.79) and willingness to partake in developmental activities is perceived moderate (2.95).

Objective-2: To determine the extent of career exploration by employees,

TABLE-2

Career Exploration	Means
The extent to which you hunted for information on particular career areas in which you are more interested?	3.64
The extent to which you mapped your experiences that can be incorporated into your future career?	3.20
To what level you looked for new work roles?	2.67

Source: Primary data

The mean values specify that IT employees explore about the career by hunting for more information on specific career areas in which they are interested (3.64), followed by mapping their past experiences to be incorporated into their future career (3.20) and the level they looked for new roles was perceived least (2.67).

Objective-3: To explore the characteristics of career goals of employees

Table-3

Characteristics of Career Goal	Means
How confident are you regarding your career goal?	3.19
Do you feel that you need many positions or jobs to cling to in order to accomplish your career goal?	3.01
Do you feel you accomplished your career goals?	2.84

Source: Primary data

IT employees were much confident about their career goals (3.19), and were of the view that they need many positions or jobs to cling to in order to accomplish their career goal (3.01), and they were not completely certain that they have accomplished their career goal (2.84).

Objective-4: To study the extent of career strategies employed by the employees,

Table-4

Extent of Career Strategies Employed	Means
To what extent you have put efforts to develop skills, which are essential to achieve your career goal?	3.34
To what extent you have developed a network of relationship with people in your workplace, which might lend a hand further for your career development?	3.24
To what extent you have developed a network of contacts in your workplace for gathering information about the programs, changes, or activities within the division?	3.13
To what extent you have played in a leadership role in the work areas where you felt there was no leadership?	2.74

Source: Primary data

IT employees gave priority to develop their skills (3.34) as the main strategy for accomplishing career goal which is followed by developed a network of relationship with people in the workplace which might lend a hand further for one's career development (3.24), and developing a network of contacts in the workplace for gathering information about the programs, changes, or activities within the division (3.13), and the least favored strategy was to play the role of a leader in the work areas where there seemed to have no leadership (2.74).

Objective-5: To study about organization's support for employee development and to evaluate the willingness of the employees to partake in developmental activities,

Table-5

Organization's Support For employee Development and Willingness To partake in Developmental Activities	Means
To what extent do you feel that your manager provides feedback about your performance?	2.79
To what extent you are fascinated in attending workshops, meetings, seminars or any other new work methods?	2.95

Source: Primary data

The respondents opine that they have moderate support from their manager in terms of providing feedback about their performance (2.79) and it was exhibited that IT employees were just moderately fascinated to attend workshops, meetings, seminars or any other new work methods (2.95). It is evident with this data that, IT managers moderately provide feedback about their employees' performance, which can assist them to build career choices and craft their prospect career and it is also clear from this study that, IT employees either do not get the time to focus on career workshops or seminars or do not have admittance to these to aid them compose suitable career choices and undergo career progression and development.

Objective-6: To study the extent to which employees are engaged in developmental behavior.

TABLE-6

Developmental Behaviour	Means
To what extent you are enthusiastic for taking up projects, committee or team work, or unique assignments in order to develop skills or obtain new skills?	3.55

Source: Primary data

The respondents opine that they are moderately enthusiastic in taking up projects, committee or team work, or unique assignments in order to develop skills or obtain new skills (3.55).

IMPLICATIONS TO IT ORGANIZATIONS

To augment Individual factors in career management and employee development, employees must engage in counseling, attend career workshops and seminars, use career workbooks, enroll for e-learning programs, chose job rotation and use formal and informal networks to debate career interests and explore career options through learning and training.

To enhance managerial factors managers ought to provide coaching, mentoring, continuous feedback on performance and provide opportunities for growth and networking. they must attempt to be told the employee's career interest and supply them the opportunities. Career paths and succession planning should be communicated to them.

To enhance organizational processes as they affect the career management and employee development IT organizations ought to introduce systems that are fair and just. Provide opportunities for growth and development by allowing employees to interact in special assignments and provide detail information about opportunities for career growth and development. Introduce growth that's more horizontal and job enrichment, by providing challenging assignments and a spread of tasks to employees.

Organizations ought to create a proactive and developmental culture, which revolves around maintaining and forging positive friendship and relations among members of various levels, job rotation and enrichment program to develop new skills and formal career guidance programs. Opportunities should be created by increasing the quantity of positions and roles within the organizations that are not only challenging but also where employees can experience growth and development and leverage their experiences.

CONCLUSION

The study found that individual factors contributed maximally thereto employee's career growth, followed by managerial factor, organizational processes, organizational culture and least factor was opportunities for career growth. The strongest individual factor that influences career growth was found to be meeting career goal, followed by new work roles, special assignments, develop new skills and leveraging past experiences.

A career is not only employment, but revolves around a process, an attitude, behavior and a situation during a person's work life to appreciate set career goals. Although career is that the property of people, except for the employed, organizations should plan and manage employee careers. Career management requires initiative from both organizations also as individuals so on supply maximum benefit for both. Within the budding world of this and therefore the future, the practices of career development are being challenged to search out new paradigms and new scientific bases. With proper career planning and career management, a non-public expects to reap the results of such investment by attaining career development.

LIMITATIONS OF STUDY

- The whole domain of career strategies and performance outcome wasn't investigated. Objective performance outcomes (e.g. innovations, cost-savings) not collected during this study can be related to career management.
- Different career strategies like job involvement might positively influence performance or developmental behaviour.
- Lack of comparison between the staff and managers who participated within the study with the non-respondents.

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