

## **CAREER DEVELOPMENT: DEVELOPING A HIGH PERFORMING WORKFORCE**

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*Today's business environment, driven by changing technology, operating methods, and social forces, has created a need for organization to enhance their career development programs. Changing rechnology and new business methods cause ongoing shifts in job duties, skills, demands, and number of employees need in different types of jobs within organization, therefore, Human Resource Manager must be sensitive to changes in markets, people, and competition and become aware of the need for an adaptive and flexible career program. A good career development program can cintribute to the high-performing organization by utilizing the individual difference among employees motivating them, and also influencing the job satisfaction and productivity. Organization has two primary motives for implementing career development programs: (1) to develop and promote employees from within and (2) to reduce turnover.*

**Keywords:** *career planning, career management, career develompment, career stages.*

### **Introduction**

According to Drucker (1986) “the most seccessful planning in the future business will start out trends and developments in the supply of people rather than with financial goals or market projection”. Unfortunately, many performance problemsare career related, employees ofthen fell trapped, stagnated, or overlooked in their present jobs or occupation. Many find little pleasure in them, which contributes to increased stress and lowered output. These workers do not work up to their full potential and often fail to meet organization expectation. Either employee have lost their occupational mission in life or they have been unable to identify their vocational pupose,

To futher complicate matters, many supervisors are reluctant to approach employees in performance problems. They hold breath, look the other way, cross their fingers, and hope that somehow the situation will work itself out. But it is the supervisors who are still held accountable for their subordinates (Gilley, 1989). By providing a more systematic way to reduce performance prombelms for both the subordinate and the supervisor, career development programs have become vital to business industry. According to Kaye (1984), career development administrators, personnel officers, strategy among training and development administrators, personnel officers, 2and organizational condultant. It allows and encourages employees to examine future career paths, and is programs help them analyze their abilities and interests in order to better match their personal needs for growth and development with the needs of the organization.

An effective career development programs will focus on long-term result and a seccessful career development program is not viewed as a separate activity or entity but it is integrated into the organization. There are six integrative activities that cann be adopted by HRD practitioners: (1) forecasting future organization needs, (2) utilizing performance appraisal, (3) job announcement ans posting, (4) career pathing for employees, (5) training

and development, and (6) the development of consistent compensation practices. (Brown, 2002)

## Career Planning and Career Management

In career development, the employee is responsible for career planning and the organization, more specifically the Human Resource Manager, is responsible for career management. These two separate but related processes combined to make up the organization career development process. Career planning and career management are joint processes. It is because career planning is related to planning for individual career in a personally satisfying and productive manner and career management is the selection, assessment, assignment and development to provide a pool of qualified people to meet future corporate need. According to Gilley (1989) a marriage between the organization and the individual is essential in career development, therefore, successful career planning put equal responsibility on the individual and the organization, whereby the individual identifies his aspirations and abilities, and training and development are recognized for a particular career path. Likewise, the organization must identify its needs and through human resource planning. The organization must see to it that they fit into their career plans are well taken care of. It is not therefore enough for the company to think about the career development of manager level but it also means caring for employee career, because most employees don't just to work, they will consider to move some other companies who can provide better improvement of skill and career development, because successful career development is a partnership among employees, manager, and organization each with a particular set of roles and responsibilities to carry out.

The two facets complement and reinforce each other

**Figure 1. A Working Model of Organization Career Development**



**Source:**

Douglas T. Hall and Associates, (1986). *Career Development in Organization*, p. 54.

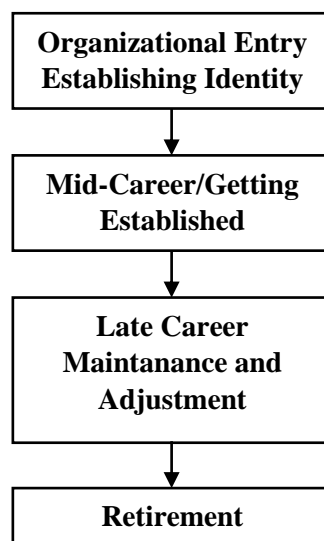
### **Factors Influencing Employees and the Career Stages**

The concept of individual differences confirms the uniqueness of each individual. These differences result from the interaction of each individual's biological inheritance and specific characteristics with the particular and general environment that surround the persons. Factors that influence the human and work differences of individual could be divided into 2 factors, these are: (1). Internal factor. These relate directly to individual which subdivided into three categories – generic, personal psychological, and personal sociological; (2). External factors. These factors relate to the job, work setting, or societal items which divided into three categories – work situation, sociological, and economic. (Issacson, 1997).

It is the challenge of human resource manager to recognize the difference among the employees and arrange the diversity of career development programs. Harvey (1996) challenged human resource manager to understand the complex issues employees face as they move forward in their career. As the success system model shows, that organization cannot function at its fullest unless a way is found to develop the human potential of organization members.

Researchers have found that individual progress through several career stages which follow life patterns and each career stage is distinguished by differing needs, motives, and task. Each stage presents distinct development and challenges for the individual.

**Figure 2 Career Stages**



**Source:**

Harvey & Bowin, (1996). *Human Resource Management: An experience approach*.

### **Career Planning and Management Activities**

In general career development can be group into two general types of career developmen program: career planning programs and career management programs. Career planning programs are designed to help individual employees explore career development areas and make decisions about personal objectives and development plans. Career

management programs are designed to help managers make more informed decisions about employees in regard to the organization's human resource needs. The amount of time spent and degree of importance place on these activities together enhance harmony between the employees and the organization. The goal of career development, for both employees and organizations, is to increase the harmony for both employees and organizations, because this will result for the improvement of human resource and therefore enhanced organization efficiency.

Leibowitz and Schlossberg (in Hall 1986) described the career planning and career management activities and detail allocation of these activities among employees, managers, and the organization.

## **1. Career-Planning Activities**

### **Employee's responsibilities:**

- Self-assess abilities, interest, and values.
- Analyze career options.
- Decide on development objectives and needs.
- Communicate development preferences to manager.
- Map out mutually agreeable action plan with manager.
- Pursue agreed-upon action plan.

### **Manager's responsibilities:**

- Act as catalyst, sensitize employee to the development planning process
- Assess realism of employee's expressed objectives and perceived development needs.
- Counsel employee and develop a mutually agreeable plan.
- Follow up and update employee's plans as appropriate.

### **Organization's responsibilities:**

- Provide career-planning model, resource, counseling, and information needed for individualized career planning.
- Provide training in career development planning to managers and employees and career counseling to managers.
- Provide skills training programs and on-the-job development experience opportunities.

## **2. Career Management Activities**

### **Employee's responsibilities:**

- Provide accurate information to management as needed regarding their skills, work experiences, interests, and career aspirations.

### **Manager's responsibilities:**

- Validate information provided by employees.
- Provide information about vacant job position for which the manager is responsible.
- Use all information provided by the process to (1) identify all viable candidates for a vacant position and make a selection and (2) identify career development opportunities (job openings, training programs, rotation assignments) for employees and place them accordingly.

### **Organization's responsibilities:**

- Provide information system and process to accommodate management's decision-making needs.
- Organize and update all information.
- Ensure effective usage of information by: (1) designing convenient methods for collecting, analyzing, interpreting, and using the information and (2) monitoring and evaluating the effectiveness of the process

## **Career Development System Components and Planning**

As previously discussed, career development programs must incorporate individual as well as institutional elements. Thus, while specific career tools and techniques will vary from one organization to another, there is a series of generic elements that must be incorporated into any comprehensive career system. These elements include: (1) individual self assessment data concerning employee's attitude, interests, skill/abilities/competence, values, and the like, (2) organizational data concerning such factors as available career opportunities and associated skill requirements, projected organization employment needs, the organizational value system, and availability of various career tools, (3) system for inputting data from individual to organization and from organization to individual, (4) system to ensure meaningful dialogue and feedback between the individual and the organization concerning the match between employee career needs and organizational employment opportunities, and (5) development systems that provide opportunities for personal and professional growth in line with individual career strategy. Following are profiles some of the more common tools and techniques incorporated within organizational career development programs:

### **1. Self-assessment tools**

- Career planning workshops
- Career workbooks
- Pre-retirement workshops

### **2. Individual Counseling**

- Personnel staff
- Professional counselor (internal or external)
- Outplacement
- Supervisor or line manager

### **3. Internal labor market information/placement exchanges**

- Job posting
- Skills inventories
- Career ladders/career path planning
- Career resource center
- Other career communication formats

### **4. Organizational potential assesment processes**

- Assessment centers
- Promotability forecasts
- Replacement/succession planning
- Psychological testing

### **5. Development programs**

- Job rotation
- In-house human resource development programs
- External seminars/workshops
- Tuition reimbursement/education assistance
- Supervisory training in career counseling
- Dual-career programs
- Mentoring system

Sonnenfeld and Emory University Management Professor, found startling result in as study conducted of 300 mid-career executives in the financial services field. About 20 percent believed they lacked the skills to meet the expectations or their bosses, and onether 75 percent replied they would probably behind the curve within five years. (Sonnenfeld in Harvey and Bowin, 1996). It is therefore important for a career program planning should be issue or objective driven rather than technique oriented. It should concern to the changes in the environment, and the company should response to the changes in the environment, and the

company should response to the following questions: (1) Where does the organization want to be in the human resource (career) area? (2) Where is the organization now in term of its current human resource (career) condition? (3) How does the organization get from where it is now to where it wants to be? And (4) How did the oganization do in achieving its desired human resources (career) outcomes?

Gutteridge (1986) proposed a career development program planning. The Career development program planning could be divided into 7 phases:

1. Identify problems, pressures, needs, and opportunities.
2. Identify success indicators.
  - a. Employees (career plan prepared, career discussion held)
  - b. Manager (better employee performance ratings, less time required to fill job opening)
  - c. Top management (improved employee morale, lower turnover)
  - d. Human resource development staff (greater employee use of existing development program, positive internal evaluation of career system)
3. Evaluate existing processes, tools, and techniques.
4. Program design.
5. Develop implementation strategy.

- a. Resource requirements (human and budfetary)
  - b. Support elements and barriers
  - c. Approaches for enhancing organization commitment
  - d. Time priorities and sequencing
  - e. Communication of program effectiveness to organization
  - f. Evaluation strategy
6. Introduce and evaluate pilot.
  7. Begin full-scale implementation.outgoing evaluation.

## **Indicators of Program Effectiveness**

As shown by Gutteridge (1986) the priprary key to making career development effective is an institutional commitment to using specific practices to satisfy the need of particular employee group and resolve identified human resource issues rather than establishing a generak program driven by a desire to implement particular career techniques. Therefore it is suggested that organizational career development program should be issue and objective ariented rather than technique driven. Following are the indicators of career program effectiveness:

### **1. Goal attainment**

Achievement of prespecified individual and organizational objectives on qualitative as well as quantitative demensions:

#### **Individual**

- Exercise greater self determanition
- Achieve greater self awareness
- Acquire necessary organization
- Enhance Personal growth and development
- Improve goal setting capability

#### **Organization**

- Improve career communication between employees and supervisors
- Improve individual/organization career match
- Enhance organization's image career information
- Respond to equal employment opportunity
- Identify pool of management talent

### **2. Action/even completed**

- Employee use of career tools (participation in career workshops, enrollment in training courses)
- Career discussions conducted
- Enployee career plans implemented
- Career actions taken (promotions, cross-functional moves)
- Management successors identified

### **3. Changes in performance indexes**

- Reduced turnover rates
- Lower employee absenteeism
- Improved employee morale
- Improved employee performance ratings
- Reduced time to fill job openings

- Increased promotion from within

#### **4. Attitudes/perception**

- Evaluation of career tools and practices (participant reaction to career workshop, supervisor's evaluation of job-posting system)
- Perceived benefits of career system
- Employees express career feeling (responses to career attitude survey)
- Evaluation of employee career-planning skills
- Adequacy of organizational career information

#### **Conclusion**

It can be the management concluded that for “career development program to be successful”, the employees and commitments must work together as a team. The amount of time spent and the degree of importance placed on these activities together enhance harmony between the employees and the commitments. This harmony is known as the area of congruence, therefore, the objective of the company and employees is to increase the area of congruence.

For the company, the essence of a progressive career development program is built on providing support for employees to continually add to their skills, abilities, and knowledge. This support includes:

1. Clearly communicating the organization's goal and future strategies
2. Creating growth opportunities
3. Offering financial assistance
4. Providing the time for employees to learn

Employees in other side must manage their careers like entrepreneurs managing a small business. They should think of themselves as self-employed, even if employed in a large organization.

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