



## **MAXIMIZE EMPLOYEE AND ORGANIZATIONAL POTENTIAL THROUGH CAREER DEVELOPMENT**

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**Abstract:** Career development in organizations is a vital and dynamic process that aims to enhance employees' skills, knowledge, and experiences, fostering their professional growth within the organizational framework. This multifaceted approach involves identifying individual career goals, strengths, and areas for improvement to create personalized development plans aligning with both individual aspirations and organizational objectives. Training programs form a cornerstone of career development, with organizations investing in workshops and educational opportunities to equip employees with the skills necessary for their current roles and future advancement. Mentorship and coaching initiatives contribute significantly, providing guidance and support from experienced professionals, facilitating skill diversification, and helping individuals navigate their career paths. Promoting career mobility through lateral moves, promotions, or special projects allows employees to gain diverse experiences, contributing to a well-rounded skill set. Performance evaluations provide crucial feedback and recognition, guiding employees in their development efforts and motivating continued investment in their careers.

**Keywords:** Organizational Growth, Mentorship, Personalized Development Plans

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### **1. INTRODUCTION**

Globalization, significant advancements in information and communication technology, and increased competition in practically every industry have altered people's working life. Lifetime careers are obsolete. When people shift occupations, whether full-time, part-time, contract, or casual, their output suffers. Because of job insecurity and constant change, one must act consciously and conscientiously in order to succeed. In all of these cases, the role of the organization drives professional development. These deliberate and purposeful behaviors should provide one with the attitudes, competences, and information required to integrate into an organization and contribute to its goals.

**Career**

Education, training, paid and unpaid labor, raising a family, volunteering, leisure activities, and other activities are all part of a person's career. Traditionally, careers have consisted of one occupation and one paid job. The tide has shifted today. A career is now viewed as a continual learning and growth process that should assist employees in developing values. Comparisons of careers and jobs demonstrate the distinction. A job is anything done for money, whereas a career is a series of connected jobs. Jobs are transient and have little impact on one's career, whereas careers provide lasting experience and competence. A few academic terminologies can help to clarify a professional path. According to Herr et al. (2004) and Beukes (2009), a person's "career"

is defined as their lifetime connections with organizations, society, and education. According to Arthur et al. (1989), a career is defined as a set of job experiences. For a big chunk of life, work gives challenge, fulfillment, money, and significance. Weinert (2001) defines a career as a pattern of work experiences that comprise a larger portion of a person's life and are linked to several periods or stages that represent life's changes. A career, according to Shertzer and Stone (2004), is a person's chosen path, life's work, and level of performance in their field of employment, consisting of major roles they play throughout their lives. A career, according to the above and other definitions, is a set of activities and responsibilities in a person's life linked to vocations, employment, and occupations. Careers are crucial in talent management, although they are viewed differently by organizations and individuals. Employees are primarily in charge of their own professional growth. As a result, the man must work hard in order to advance in his career.

#### Professional development

The management of a person's career advancement is referred to as career development. Career development is defined by Braer, Flexer, Luft, and Simmons (2008) as a lifelong process that encompasses maturational processes throughout working adulthood and retirement, childhood growth and change, and formal career instruction at school. Career development is defined as "the lifelong process of managing learning, work, leisure, and transitions in order to move toward a personally determined and evolving preferred future" by the Canadian Standards and Guidelines for Career Development Practitioners. According to Schreuder and Coetzee (2006), each professional level presents its own set of challenges. As a result, as their careers improve, different persons may face different issues, which may lead to differing perspectives on professional development and advancement.

#### **Career Development Perspectives, Career Planning, and Career Management**

This ongoing process can be explained from a variety of professional perspectives. According to the protean approach, people will match their vocations and goals to their lifestyles. The

second point of view is that there should be no barriers to a career. This enables a person to choose from a variety of career paths, many of which span organizational boundaries. The portfolio career paradigm envisions self-managed professions with a wide range of interests and abilities. People with profound personal understanding seek "true-to-self" vocations, according to the second career perspective (Mathis & Jackson, 2011). These many points of view demonstrate how each individual planned and conducts their career. This is not to say that groups have no impact on professional growth. Organizations determine career advancement. A company that focuses on career development might benefit from talented, skilled, and trained employees. As a result, an HR manager who recognizes this potential may be able to improve his company's performance and competitiveness. The cornerstone of organization-centered career planning is a well organized career development program that includes planning and succession, performance evaluation, talent management, development activities, and transfer and promotion prospects. Employees can prepare for and learn for their future careers through career classes, publications, and counseling. On their websites, organizations have career pages. Current employees who want to change jobs can find open vacancies in these sections. A company's website connects it to the outside world and assists its personnel in their professional development. These websites provide information, education, and career counseling. When creating their websites, businesses should incorporate career sections for recruiting and growth. Businesses use career paths, often known as "maps," to assist HR managers in advancing employee careers. An employee's professional path demonstrates their advancement through opportunities. Although most professional pathways are upward, there are some outstanding horizontal opportunities. Typically generated and sent to certain staff members. Employee career development has assisted firms in retaining valuable personnel (Mathis & Jackson, 2011). Many employees have previously modified their professional objectives. Downsizing, mergers, technological improvements, retrenchments, and other organizational

changes frequently cause this shift, stressing the necessity of individual-centered career planning. This puts professional responsibilities over organizational responsibilities. Employees can better manage their careers by doing a few basic tasks. Setting career objectives, obtaining realistic criticism, and self-evaluation are all necessary. Employees should be aware of their own strengths, shortcomings, likes, and dislikes when self-evaluating. Using the Strong Interest Inventory, career consultants can assist employees in self-evaluation (Mathis & Jackson, 2011). Employees require feedback on their performance as well as how they fit into the company's long-term goals. This information is obtained through performance assessments and professional development meetings. Along with selecting a goal, the employee must select a career path, set deadlines, and prepare for their future. Plans for the employee to get the necessary skills and experience to attain the goal help to support career aspirations. So far, the company and the individual have shared professional development. This collaborative action clarifies management and planning. Career planning, according to Storey (as cited in Hall, 1986), is the process by which each employee evaluates himself, actively seeks opportunities, limitations, decisions, and outcomes, and programs himself through education and training to acquire the necessary attitudes, abilities, and knowledge. Career management, according to Storey (quoted in Hall, 1986), is the continuing process of developing, implementing, and monitoring career plans by an individual or through the organization's career system. The management process necessitates that employees have the necessary abilities and provides a framework for their career objectives. Career management entails satisfying the needs of each employee and training the workforce to meet the career goals of the firm and the state. Brown (1998) states that the organization gives the structure, opportunity, resources, and support for employees to manage their careers and take advantage of skill development and employability opportunities.

### **The Stages in Career Development -General Career Periods**

Characteristics	Early Career	Mid Career	Late Career	Career End
Age group	20years(+/-)	30-40years	50years(+/-)	60-70years
Needs	Identifying interests, Exploring several jobs	Advancing incareer; lifestyle may limit options, growth, opportunities.	Updating skills; individual is unsettled in; individual is a leader whose opinions are valued.	Planning for retirement, examining non work interest.
Concerns	External rewards, acquiring more capabilities	Values, contributing, integrity, well-being	Mentoring, disengaging, organizational continuance	Retirement, part-time employment

Source- Mathis & Jackson, 2011

The authors disagree on the stages of professional development. Mathis and Jackson (2011) depict four career periods in the image above: early, mid-career, late career, and career end. They emphasize the requirements and problems of the stage. According to Super (quoted in Santrock, 2000), persons have five career stages. He mentioned expansion, exploration, establishment, upkeep, and demise. A close examination of these two time periods reveals that Mathis and Jackson (2011) overlooked Super's formative years—the growing stage. As they grow older, children discover who they are and how they fit into their family, school, and society. Physical and cognitive development occurs from infancy until adolescence. During this stage, children progress from having little interest in jobs (0-3 years old) to having vivid ideas about careers (4-10 years old), career interests based on likes

and dislikes (10-12 years old), and career decisions based on abilities (13-14 years old). Given the definition and description of career development, which say that career advancement is a lifelong process, Super's categories merit attention in this study. **Career Development Theories**

Theories about career growth differ. Every theory is founded on assumptions derived from human behavior research. Career development theories aid in career planning by highlighting client priorities and factors to consider. Theories provide direction, resources, and ways for application. These ideas have disadvantages. There is no single theory that addresses all aspects of professional growth; each approaches work selection and progression from a different angle. Keep in mind that many of these theories are context and culture specific, and hence may not apply to other societies. This essay will go over Maslow's hierarchy of requirements, Donald E. Super's career development theory, and trait-and-factor theory.

#### **Trait-and-Factor Theory**

This hypothesis explains the various personality types. The following are major theory assumptions:

- Everyone has their own set of requirements, values, interests, abilities, and personality traits.
- Occupations have unique requirements, motives, and tasks.
- People's and professions' distinguishing characteristics can be quantified.
- Employers and employees are most satisfied when a worker's talents meet the requirements of the job (Klein & Weiner, 1977).

#### **Career Development Theory by Donald E. Super**

This hypothesis is concerned with how a person's vocation evolves throughout the course of their life. The theory makes the following claims:

- Individuals differ in terms of their abilities, dispositions, needs, principles, passions, qualities, and self-perceptions.
- Individuals possessing these characteristics are well-suited to a variety of occupations.
- Each vocation necessitates a specific set of abilities and personality qualities.

- Vocational preferences and competencies, as well as the environment in which people live and work, and hence their self-concepts, vary throughout time and experience.
- This transition process can be summarized as a succession of life stages that include growth, exploration, establishment, maintenance, and decline.
- The individual's parental socioeconomic status, mental ability, education, skills, personality characteristics (needs, values, interests, attributes, and self-concept), professional maturity, and the chances to which an individual is exposed affect the nature of the career pattern.

#### **Maslow's Hierarchy of Needs**

Developed in the 1940, it specifies that

- Each of us is motivated by needs
- We must satisfy each need in turn starting with survival itself
- When the lower order demands of bodily and emotional well-being are met, we may turn our attention to the higher order needs of personal development.

Work-related needs are ranked third in the Maslow hierarchy of needs, behind Love and Belonging. This level is concerned with workplace integration. The idea is to avoid discussing work until physiological and safety demands are addressed. Level 4: Self-esteem: We have professional success and a good reputation. As previously said, understanding the theories enables career counselors and advisors to deal with complex professional development challenges. Many organizations provide employee-only activities to assist employees advance professionally. Employees may, however, go above and beyond to benefit from autonomous initiatives and progress their careers. Some events designed to provide personnel with the necessary information, abilities, and attitudes include:

- Workshops
- Seminars
- Short Courses
- Mentoring /Career Coaching
- Career Guidance Programmes
- Job Rotation
- Job Enrichment
- Promotions/Transfers

#### **Importance of Career Development**

Participating in the career development process is advantageous for a variety of important reasons. Among these, the ones featured below stand out.

#### **Developing your career management skills**

You can increase your capacity to manage your career by actively participating in the process of professional growth. One of the skills required to manage your profession is the capacity to understand your own strengths, limitations, needs, desires, interests, abilities, and intended objectives. Furthermore, it is critical to connect these individuals with existing educational options and future employment opportunities that may be available to them as a result of attaining a certain academic qualification.

#### **Identification of jobs and career paths**

Career development can assist people in selecting careers that are a good fit for their abilities and aspirations. As a result, one is more dedicated and productive in their chosen career, which leads to personal and professional success.

#### **Opportunity to access good-quality career information**

When one participates in the career development process, he or she will have access to high-quality career information on education and training opportunities, vocations and their features, and labor market supply and demand. It will also enable you to obtain information on the occupational implications of educational choices, as well as the learning paths that lead to specific occupational destinations. Participating in the career development process will allow you to confirm and settle on an educational and career goal in a well-informed and well-thought-out manner.

#### **Personal Support**

Participating in the career development process will give you with personal assistance in the form of advice and guidance from a qualified Career Development Advisor. This person can help you uncover the information you need, comprehend it and relate it to your own requirements and circumstances, and then transform that information into a personal career action plan.

### **Challenges in Career Development**

Employees face a variety of challenges in their professional development. A couple of these difficulties are listed below.

#### **Mobility**

Employees that want to grow in their careers quickly do not stay in one position or even in the same organization. They travel from position to position and organization to organization, mostly upward but occasionally laterally. These lateral movements might be either internal or exterior. When an employee is loyal to the organization, lateral moves are internal; the employee may move from one department to another. In that scenario, this department may provide him with a completely different profession and lifestyle. This may have an impact on his career future.

#### **Career and Family**

Men and women who seek their own careers face unique challenges. When professional men are preoccupied with their jobs, they tend to neglect their responsibilities at home. They want their spouses to handle all family problems and not to bother them. Professional men prioritize their careers over non-work matters such as family, socialization, and leisure activities. Because professional men spend the majority of their time and energy at work, they want to unwind at home and avoid difficulties. If they deal with challenges at home, it is likely that their efficiency and behavior at work may suffer. Professional men should share concerns at home with their spouses as their children grow older. Professional women experience a significant tension between work and family obligations. Work commitments may limit the amount of time women may dedicate to housework.

#### **Dual-Career Family**

Nowadays, both spouses in a family have professional employment, and husband-wife couples frequently face problems between their work and family commitments. Family members develop a dedication to both vocations. They promote flexibility both at home and at work. To lessen the impact of their employment on their family lives, everyone must be willing to change their plans as needed. Time management skills are required for members of two-career households. These

couples are under a lot of stress as a result of this. If they are newlyweds, the situation is even worse.

### **Inadequate Financial Resources**

Limited financial resources can be a major impediment to job advancement. This generally inhibits young people from pursuing their ideal jobs. This is because it prevents them from pursuing additional education or training. It is significantly more prevalent in Sub-Saharan Africa, where many families live in poverty.

### **Inadequacy of Employment Opportunities**

The issue of limited employment opportunities is a major impediment to career advancement. People may be eager to advance their careers along a specific designated path, but the insufficiency or, in some circumstances; lack of has become excessively busy, necessitating the possession of up-to-date attitudes, knowledge, and abilities. It is imperative that both the business and the employee do not leave career advancement up to chance in order to thrive in the competitive world of work. According to what has been mentioned previously, career development is a collaborative endeavor that involves both the individual worker and the business. In order to maintain a successful working environment that will contribute to the highest possible level of productivity, all parties should perform what is required of them.

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employment possibilities stymies their enthusiasm for such noble paths. This is quite frequent among university grads.

### **CONCLUSION**

The development of one's career is an essential activity that cannot be disregarded. As a result of the current technological innovation and globalization, as well as the prevalent rivalry among corporate organizations, the world of work has become excessively busy, necessitating the possession of up-to-date attitudes, knowledge, and abilities. It is imperative that both the business and the employee do not leave career advancement up to chance in order to thrive in the competitive world of work.

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