

HUMAN RESOURCE MANAGEMENT – LECTURE 10

CHAPTER 10 – DEVELOPING EMPLOYEES AND THEIR CAREERS

LESSON 10

How Can Strategic Employee Development Make an Organization Effective?

Employee development entails actions that impact personal and professional development. Generally, development programs help individuals acquire abilities that will be useful in future employment. This varies from employee training, which focuses on ensuring that individuals have the knowledge and abilities to execute their existing positions; employee training was discussed in Chapter 9. Career development is closely tied to employee development and comprises activities that help individuals manage the growth of their work experiences throughout their life. This chapter discusses both employee and career development under the umbrella term employee development.

Employee development

Activities that influence personal and professional growth.

Career development

Activities that help people manage the progression of their work experiences across their lives.

How Is Employee Development Strategic?

External Versus Internal Labor Orientation

Organizations employing the Free Agent and Bargain Laborer human resource management techniques rely largely on the external labor market for talent, hence they are in competition with other organizations for employees. However, enterprises utilizing the Bargain Laborer firms are unlikely to spend much in the long-term development of their personnel. They may provide development that complements job training to ensure that personnel are well-versed in their duties. However, this growth is not substantial, as the work performed by people in these businesses is typically straightforward.

Differentiation Versus Cost Strategy

Employee development is essential for both differentiation and cost-based strategies. Both ends of this continuum must continue to recruit and retain high-performing employees. In contrast, organizations pursuing a differentiation strategy must leverage development to encourage high-quality service and innovation.

Career

The pattern of work experiences a person has over his or her lifetime.

Career ladder

A career characterized by step-by-step, hierarchical transitions from jobs with lower pay and responsibility to jobs with higher pay and responsibility.

What Are Careers Like Today?

The significance of employee development in businesses today is best appreciated in light of changes in the pattern of work experiences that individuals have throughout the course of their lifetimes. This sequence is known as a career. This section describes the current state of careers, including fundamental alterations in who is accountable for employee growth and how people define success. Historically, the conventional job path consisted of attending school, joining a company, and remaining with that company until retirement. Particularly with large organizations, worker demands were predictable, thus employees could reasonably expect to remain with the company for an extended period of time if they provided satisfactory performance. This is what we refer to as "moves up the career ladder" or "promotions" However, modern occupations do not often follow the hierarchical, sequential progression envisaged by the phrase career ladder.

Protean career

A career marked by individual accountability, constant and self-directed growth, and a focus on psychological success. Protean typically denotes diverse and adaptable. As indicated in Table 10.1, the shift in emphasis on psychological achievement is one of the characteristics of the new career. In addition, the Protean career stresses continual, self-directed, relational, and work-related development. This indicates that employees are increasingly anticipating learning opportunities outside of those provided by their businesses. And, basically, it implies that employees are increasingly responsible for picking and pursuing development opportunities, while businesses are largely responsible for making them available. As stated previously, firms gain from assisting employees with career management through the provision of specific developing programs.

Career path

The series of work experiences that prepare an employee for higher-level jobs.

How Can Organizations Help Employees Develop?

Formal Education

Formal education is a type of development that encompasses formal learning activities like training courses. These courses might be a single event or a series of events, but the essential is that they must assist employees acquire future-relevant skills. Courses may be structured to assist employees in obtaining public recognition for their abilities in the form of a certificate or license.

Courses

Formal education is a form of development that includes courses tailored expressly for the company's personnel, courses offered by consultants, trade organizations, or universities, and courses that are part of degree programs from approved institutions such as community colleges.

Certification and Licensing

Certificates and licenses are earned by proving proficiency in a certain field of professional practice. The licensing process is governed by state governments. In many fields, obtaining a license is required to lawfully conduct business. For instance, doctors, lawyers, and real estate brokers are required to hold licenses in order to practice. In contrast, there is no legal necessity for individuals to be certified. Certificates are still significant, though, because they reflect that the holder has demonstrated general knowledge and competence in the field being certified.

License

A required designation of competence within a professional field.

Certification

An optional designation of competence within a professional field.

Assessments and Feedback

Using evaluations and feedback for growth entails gathering information and providing employees with feedback about their preferences, interests, personality, behaviors, and abilities. The feedback can assist employees in determining the type of work that best aligns with their interests, abilities, and job requirements. Additionally, feedback might assist them select which types of development activities to pursue.

Career Assessment

In terms of career interests and career fit, the most popular evaluation instruments are based on a typology created by John L. Holland. The Holland typology defines six distinct personality types that correspond to six distinct job environments: realistic (R), investigative (I), artistic (A), sociable (S), and entrepreneurial (E). The Self-Directed Search (SDS), an instrument based on this typology, can assist employees acquire insight into their interests, skills, and preferred working conditions.

Holland typology

A classification devised by Dr. John Holland of people's interests, values, and skills, as well as their work surroundings; the typology says that individuals will be more content and successful in professions that closely fit their qualities.

Multisource Assessments

Multisource assessments and feedback are becoming increasingly popular as a sort of assessment and feedback software.

Raters are often asked to evaluate the individual on a variety of dimensions. ManagerView360 is one example of an instrument used for this type of evaluation. This test assesses twenty managerial qualities grouped into four broad domains: task/leadership, interpersonal, communication, and problem solving. As with other assessment exams, the results of these evaluations, coupled with the employee's comments, can be utilized to identify strengths and weaknesses and direct development initiatives.

Multisource assessments and feedback

A procedure in which an employee's superiors, peers, and occasionally subordinates and customers respond to inquiries regarding the individual. Combined responses are supplied to the employee as developmental feedback.

Work Experiences

Utilizing work experiences for staff development can be highly beneficial, and as an added bonus for businesses adopting cost-cutting methods, they are reasonably inexpensive.

Adding challenges or new duties to employees' occupations is job enrichment. Enrichment may involve a project assignment outside of an employee's regular duties or a role exchange in which the employee temporarily assumes the obligations of another employee.

Job enrichment

The addition of challenges or new responsibilities to jobs.

Job rotation

A time-limited lateral work assignment for the purpose of helping employees develop new knowledge and skills.

Job transfer

A permanent lateral work assignment for the purpose of helping employees develop new knowledge and skill.

A lateral move is a change in responsibilities without an increase in compensation, rank, or responsibility. Included in lateral moves are job rotations and transfers. Job rotations are temporary work assignments in which employees are expected to switch between several positions within a predetermined time frame. Job transfers are permanent lateral moves meant to acquire new information and abilities.

A promotion is often characterized by a rise in responsibility, compensation, and standing. Promotions are often viewed as developmental opportunities by employees. When employees are promoted, they receive material rewards along with increased responsibilities and learning opportunities. A demotion implies accepting a position with less responsibility and authority. Not surprisingly, employees are frequently opposed to downward moves because they frequently involve a loss of salary and responsibility. Employees may be less satisfied with a demotion or lateral move compared to a promotion, and so more likely to resign. However, a downward movement may be required for a person to develop knowledge and skills in a new sector.

Upward move

A career move resulting in an increase in responsibility, pay, and status; also known as a promotion.

Downward move

A career move resulting in a decrease in responsibility, pay, and status; also known as a demotion.

Developmental Relationships

Relationships that provide support and encouragement for personal or professional development are developmental. These interactions may include mentors, coaches, supervisors, coworkers, subordinates, and support groups.

Coaching

Coaching is an increasingly prevalent form of developing relationship in enterprises. Coaches assist individuals with the necessary skills, knowledge, and opportunity to become more effective. Coaches may be professionals from outside the firm, or they may be individuals tasked with enhancing the performance of other employees.

Coaching

When a person works with others to equip them with the tools, knowledge, and opportunities they need to become more effective at work.

Mentoring

Mentoring refers to a one-on-one connection between a less experienced and a more experienced someone that aims to promote personal and professional development. Mentoring can be official, such as when a company matches an employee with a more senior management, or informal, such as when a mentor-mentee connection develops naturally through day-to-day working arrangements. Mentors typically provide two benefits to their mentees.

Mentoring

When an experienced person helps a less experienced person learn and grow.

How Do Organizations Integrate Development Efforts?

Companies with successful human resource strategies implement their development initiatives in a deliberate and methodical manner. They use competency models to combine their development efforts with the company's strategy and goals, motivate staff to follow a detailed process with a lot of discrete steps, and integrate development with other human resource tasks using technology.

Competency Model

Forward-thinking firms utilize competency models to build a set of linked programs, link them together, and ensure they are consistent with other HR procedures, as opposed to randomly selecting programs.

Career Development Process

The career development process is utilized by forward-thinking businesses to assist employees in managing their development. This is a sequence of activities designed to assist employees in identifying and pursuing professional goals, as well as setting appropriate developmental objectives to help them reach their long-term career objectives.

Career development process

A series of steps that people can use to identify and pursue their long-term career goals.

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Self-assessment

A process in which employees determine their interests, values, personalities, and skills.

Reality check

A process in which employees determine the accuracy of their self-assessments and how those assessments fit with opportunities in the environment.

Goal setting

A process in which employees set milestones or desired achievements for the future.

Action planning

A process in which employees plan how they will achieve their goals

Technology

Effective human resource practices include the use of technology to provide employees with fast access to a variety of professional development options. A shared database of competencies and associated learning events can then be utilized to create and track development plans.

What Are Some Important Career Development Challenges?

Organizations in general, and HR departments in particular, encounter a number of significant obstacles in the field of employee career development. These problems include efficiently orienting new employees, reducing employee burnout, assisting employees in achieving a work-

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life balance, establishing a diverse workforce, and assisting employees in managing overseas assignments. Fundamentally, these issues represent possibilities for firms to help their people develop and advance within the organization, preventing them from leaving in search of better chances elsewhere. In addition, businesses with programs to address these difficulties are more likely to be attractive to potential candidates, therefore these programs can aid in recruiting.

Orienting New Employees

Every time a new employee is hired, organizations face a challenge. New employees need assistance in making the shift from being an outsider (with only a tenuous connection to the business) to becoming competent and comfortable in their function inside the organization (an insider). Orientation is the process of integrating new employees into an organization and assisting them in adjusting so that they can perform their duties efficiently. This procedure is also referred to as onboarding, induction, and socialization.

New employee orientation

A process in which organizations help new employees adjust so that they can perform their work effectively.

Reducing Burnout

Burnout is a psychological condition characterized by emotional weariness, cynicism, and a loss in work-related perceptions of competence. This concept was initially introduced in Chapter 4, when we examined work design. Burnout is characterized by the following symptoms: (1) emotions of being overextended and emotionally fatigued, (2) apathy or a detached attitude toward work, and (3) diminished expectations of continued performance. These symptoms of burnout are comparable across industries and nations. Organizations must address the issue of burnout or risk losing personnel. Strong levels of burnout correlate with low levels of commitment and high intentions to leave the company.

Burnout

A psychological phenomenon involving emotional exhaustion, cynicism, and a decline in feelings of competence about work.

Helping Employees Balance Work With Personal Lives

The strain of combining the demands of work and home life might result in discontent and the subsequent resignation of employees. Nevertheless, groups can take action. Programs that allow flexible work hours, offer aid with child care, and provide time off for family illness can all assist employees in meeting the demands of their personal lives.

A study indicates an intriguing finding regarding such programs. These programs demonstrate to nearly all employees that the organization cares about its employees. Even employees who do not utilize these programs view their existence as beneficial. In particular, employees are more loyal to firms with family-friendly policies, even if they do not utilize the programs.

Developing A Diverse Workforce

Giving individuals of a diverse workforce access to developmental initiatives, such as work experiences and developmental relationships, is one method to assist their careers. This program assists these individuals in advancing their careers and piques their interest in future prospects with the organization.

Affinity group

A group of similar employees that meets to support one another.

Managing International Assignments

What can companies do to assist employees in preparing for an international assignment and increase the likelihood that they will not depart early? They can offer assistance through pre-departure, onsite, and post-return options.

Expatriate. An employee who goes to another country for a time to work.

Culture shock. Stress caused by uncertainty and confusion that may arise when people must deal with an unfamiliar culture.

Repatriation

The process of adjusting to a home culture after returning from living and working in another culture.

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Essay

1. How is employee development strategic?

Answer. Organizations benefit from development strategies because they help to expand the knowledge and skills of their employees and recruit and retain outstanding individuals. Both advantages result in enhanced adaptability and flexibility in response to market needs. Organizations with an external labor orientation are required to provide programs that prepare individuals for employment and are appreciated by the external labor market. This is especially true for businesses employing a Free Agent model, as they must provide employees with valuable possibilities, such as formal education and support for licensure and certifications, to attract them. Organizations with an internal labor orientation must provide a greater selection of programs, such as assessments and developmental partnerships. In terms of price and differentiation, development is of equal importance but has a different emphasis. Using work experiences for development, organizations with a cost strategy can control their development expenses. In order to stimulate innovation and collaboration, organizations with a differentiation strategy offer a broader range of developmental opportunities.

2. What are careers like today?

Answer. The usual professional trajectory has shifted from a predictable progression of advancements — a career ladder — to a diverse assortment of experiences that may include: Changes in the composition of companies and industries. The emphasis has shifted from objective indications of career success, such as money wealth, to more psychological measurements of success, such as job happiness and work-life balance.

3. How can organizations help employees develop?

Answer. Formal education, evaluation and feedback, job experiences, and developmental feedback constitute the four primary categories of development. Within each of these areas, firms can offer more specialized programs to assist employees in acquiring the skills necessary to achieve their career objectives.

4. How do organizations integrate development efforts?

Answer. Information acquired via the use of competence models enables firms to strategically fill crucial jobs with individuals who possess the requisite competencies appropriate characteristics. The career development process consists of four steps: self-assessment, reality check, goal setting, and action planning. Through these steps, employees can define and pursue career goals.

5. What are some important career development challenges?

Answer. (1) orienting new employees, (2) preventing burnout, (3) assisting employees in managing a work–family balance, (4) establishing a varied workforce, and (5) developing a diverse workforce are five crucial challenges workforce, and (5) aiding overseas tasks. Each is essential for preventing employees who receive development from leaving the firm. Failing to satisfy these objectives is a certain method to motivate affected personnel to leave and take their abilities to a rival firm!

True or False

1. The fact that training is a break from work makes employees happy, but it has minimal effect on the organization's bottom line.
2. If students learn throughout training, they will use that knowledge on the job.
3. The lecture is a bad technique of training delivery.
4. Training delivered in person is always more successful than training delivered using computer technology.
5. Training evaluation is a waste of time.

Answers.

1. False

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2. False
3. False
4. False
5. False