

Enhancing Employee's Satisfaction and Commitment by Providing Right Career Development Interventions

Amita Chourasiya*

Introduction

Career is defined as a 'sequence of experiences in life time' (Arthur, 1989). Career development involves the creation of a career, style of decision-making, integration of life roles, values expression. (Herr and Cramer, 1996). Whereas Career development intervention involves the activities that empower individuals for effective career development tasks (Spokane, 1991). The employee's commitment is very important to the organizations. Employee who committed to the organization are serve it better, it also lowers the costs associated with human resources, like as absenteeism, turnover, and low motivation will be reduced. Allen and Meyer (1990) introduced three-component theory of organizational commitment i. e. affective, continuance, and normative commitment.

- **Affective Commitment:** It involves the employee's emotional attachment, identification, and involvement in the organization. Employee's strong affective commitment helps with to continue employment with the organization because they want to associate with the organization.
- **Continuance Commitment:** It includes or refers to the awareness of the costs associated with leaving the organization. Employees whose primary link to the organization is based on continuance commitment remain because they need to do so.
- **Normative Commitment:** It reflects a feeling of obligation to continue employment. Employees with a high level of normative commitment feel that they *ought* to remain with the organization.

* Assistant Professor, Amity Business School Amity University, Rajasthan, India.

Career Development Interventions

Career Development Interventions are the activities that help the employees to improve or develop their career effectively. It helps

- Employees to development the self-awareness
- Create the occupational awareness
- Improve employee's decision-making skills
- Acquiring job search skills
- Effectively and positively deals with job stress

Changing workforce expectations and the changing psychological are the two major factors which lead organizations to pay more attention towards career management interventions. Intervention in vocational development can be defined in a variety of ways .It may be defined as efforts which involves a planned, deliberate, and programmatic intrusion into the development of career of an employee. It is multiple forms of vocational assistance which include vocational or career counseling, self help devices, career courses, occupational information, interest inventories and vocational card sorts etc.

The interventions can be given by multiple techniques and treatment. The purpose of interventions is to change a career wise indecisive person into decisive one. Intervention programs enhancing ability to learn about oneself, learn about career opportunities, clarify values, make plans, see oneself in control, engage in exploratory process with satisfaction etc. The intervention programs may help the employees to:

- Career decision making skills
- Career or vocational maturity
- Improve in the quality of choice
- Improve employment seeking skills
- Enhance job performance and satisfaction.

Types of Career Development Interventions

- Realistic job preview
- Job Pathing
- Performance feedback and coaching
- Challenging and visible assignment
- Mentoring
- Assessment Center
- Dual career accommodations
- Development Training
- Job Rotation

- Mid-Career Counseling
- Consultative Roles
- Phased Retirement
- Retirement Counseling

Current Scenario of Career Development Intervention in Service Sector

Career development is providing career resources and enables the employees to make choices about what they want in their future career. An effective career development process is responsible for that the organization should have the right people with the right skills to get the job done and meet organizational objectives effectively. Organizations cannot afford the costs and missed opportunities created by high turnover or low morale. Through or by providing career development interventions in the private sectors, organizations are trying to lower the turnover rate and enhancing the morale of the employees. In today's scenario, companies need their employees to perform at full capacity, for the organization growth.

Importance of Career Development for Organizations:

- **Attract talent employees:** Career prospects and learning opportunities influence the potential employees, when they have to choose between job offers. Employees who perceive their employer to provide career growth opportunities show a greater commitment to their organizations. So, career development is important for attracting top talent. If organizations provide Career development interventions and also implement competitive employment packages, it will improve the benefits and key to their success.
- **Job satisfaction:** Employees who get training courses and worked-based development activity during work time by the organization are reported higher job satisfaction and organizational commitment. Employees will work harder for an organization if the organization shows values to their employees and taking the responsibility of shaping their employees career.
- **Productivity and Financial Returns:** Employees satisfaction and low turnover rate will enhance the productivity of the organization. It gives financial returns in terms of saving frequent recruitment and selection cost, induction cost. It also make strong bond between employees and employer.

Relationship between Career Development Interventions and Employee's Satisfaction

Employee's satisfaction is a major factor for an organization. If their employees are satisfied, they will put more efforts which enhance their productivity. It will increase overall profit of the organization. Research said employee's satisfaction comes from their good performance. Employee's performance comes out when they will get proper motivation and efforts from the organization side. Career development

interventions, gives the exposure and opportunity for employees career growth. If employees get timely career development opportunity they will be satisfied as they move upward in their career. They learn new things and get motivated towards their performance. Employees who receive career interventions are better able to negotiate career development tasks with greater ease and effectiveness, which is particularly important in the current climate when people often have to retrain and retool for work. Employees are no longer interested in only secured job with time-bond upward mobility. They do not measure their career success simply in terms of vertical advancement in the hierarchy or increasing salary levels. Career success is now characterized by the achievement of one's full potential, and the ability to face challenges and assume greater responsibility, along with increased autonomy. If the organizations successfully fulfill their employees' aspirations they will be motivated and their performance would increase. Through this an organization can develop their employees as their asset and can retain them for a long run.

Conclusion

There are some theoretical efforts to link between employees satisfaction with career development interventions, though empirical evidence is lacking. This can contribute to the validation of theoretical discussions on the employees and organizational career development interventions. From a practical perspective, at the organizational level, they need to identify right career development intervention and implement that. Types of preferred career development interventions may also be affected by organizational characteristics and cultures, as well as the needs of their employees. The right career development intervention would give satisfaction to their employees. It would definitely enhance their efforts, effectiveness and commitment towards the organization. It leads to the organization upward in the market.

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