

Role of Career Planning and Development in New Business Scenario

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Abstract

The need for career planning for various individuals in the organisation must be seen in the context of organizational needs and individual needs as discussed in the beginning of this section. To recapitulate in brief, here, the organisation needs to fill up its positions by internal promotes through matching the strengths of its employees and developing these strengths. The individual needs advancements in their career paths in order to satisfy their aspirations and expectations from their career. To the extent there is congruence between these two sets of needs, both organizational and individual needs will be satisfied leading to positive outcomes, this can be achieved by systematic career planning of individuals within the organisation.

Keywords: Career Planning, Career Ladder, Career Options

Introduction

Every employer has an obligation to utilize its employee's abilities to the fullest and to give them a chance to grow and to realize their full potential for the development of successful careers. For this reason organisations are placing increased emphasis on career planning and development. A career is a sequence of positions occupied by a person during the course of lifetime. Career is a sequence of separate but related work activities that provides continuity, order and meaning to a person's life. It is shaped by many factors, including heredity, culture, parents, age level and actual experiences in one or more organisations. Therefore, any work paid or unpaid, pursued over an extended period, becomes the part of a career. Employees' career planning needs are determined systematically and regularly, as these needs provide valuable information regarding the current and potential utilization of human resources, which is an important input in the process of human resource planning. The career planning of the employees is essential for the organizational growth, effective utilization of available human resources and for the optimum productivity. Human resource planning provides an inventory of the skills and potential available within the organisation whereas the career planning provides a picture of succession of employees to the various positions available in the organisation. The organisations assure optimum utilization of its human resources by meeting the multiplicity of the needs and aspirations of its employees. Organisations have however, their own requirements and constraints, which limit their capacity to meet the

expectations of all the employees. The changing expectations of the employees and limits imposed by organizational constraints usually create a situation of divergence. If this conflict is not resolved properly, the organisation will not be able to get the best out of its employees. Career Planning offers a set of tools and techniques of productive resolution of this conflict between the employees and the organisation.

Career Planning – defined

According to Henemen and Schwab: “Career Management involves planning the paths along which employees travel, including coaching, counseling the promotability of the employee, elections of the position the individual passes through, the off the job training he receives and the geographical transfers that he experiences”. However, according to Schuler, “It is an activity to identify the individual needs, abilities, goals, the organisation’s job demands and job rewards and then through well designed program of career development matching these abilities with demands and rewards”. Every individual’s career has two components – external and internal. External dimension is realistic and objective while the internal dimension represents the individual’s subjective perceptions. External dimension in career represents the objective progression of steps in a given occupation. As it is for the physician who moves from an undergraduate program to a medical college, then through an internship, residency, licensing, hospital affiliation or private practice and so forth but it is not necessary that employee will pass through an upward progression. For instance, an automobile factory worker achieves visible progression, though not necessarily upward. He gets a higher rating, or classification, an increase in pay, greater seniority less physically demanding work, or the opportunity to train new employees. The relevant point is that each of these steps is objective and explicit. However, the internal dimension in the career of an employee is a subjective concept of progression. This concept of a career may be very vague, when one has the general ambition to “get ahead” in the career or it might be a very specific ambition of being a president of some good organisation. The internal and external dimensions may be equated, but these two frequently diverge with each other. The individual’s attitudes and behavior will not be objective but will be the subjective perception of the career by the employees. Complaining about one’s work, demonstrating strong commitment, exhibiting high motivation, having a number of absences, or resigning from the organisation are frequent responses to the subjective perceptions of the employees about their work and career development. Therefore, successful career development demands that the attention should be given by the employers to the employee’s perceptions regarding their careers and their expectations. A career development program must consider the aspirations of each employee and the organizational opportunities that can be realistically expected to evolve for each.

Failure to match the internal career sought by the employee and the career offered by the organisation will lead to the consequent frustration.

Career Planning is a continuing process of discovery, one in which a person slowly develops a clearer occupational self concept in terms of his or her talents, abilities, motives, needs, attitudes, and values. The employment relationship between the individual and the organisation may be long term and short term. Where the individual feels that an organisation is not able to meet his career aspirations he has the option to either surrender his career aspirations and continue with his present employment or switch over to other organisation, where he feels the brighter career opportunities. Individuals are required to themselves put the efforts for the development of their career rather than simply wait for something to happen, whereas, organisations on their part, should invest their time and effort for the improvement of job related aspects relating to the job in context of planning and guiding the personnel's for the career development. The organisation that provide fair and reasonable opportunities for satisfying career needs of its human resources are able to attract, motivate and retain a committed workforce. For this the career planning is a good management technique for promoting organizational growth and effective utilization of human resources. Planning the careers for lifetime may not be feasible due to rapid changes in the business environment but for the period of five to ten years, it is easily possible. Individual career planning

Review of Literature

K.K. Jacob (2005) examined the management opinion regarding worker's expression of grievances, the impact of grievances on the efficiency and productivity of workers and issues causing grievances and how to redress these grievances. **G.V. M. Srimannarayana (2006)** in his study makes an attempt to explore Human Resource management practices prevailing in small business. The present study was carried out in 41 small business units at Jamshedpur. The major objective of the study was to find out the HRM practices with respect to Human Resource planning, recruitment, selection, training and development, performance appraisal, promotions, employee compensation, and employee relation prevalent in the small businesses. **Sushmita Biswal Waraich and Gopa Bhardwaj (2007)** studied that in this changing world scenario, HR professionals must have certain additional differentiating skills abilities qualities etc. and business related competencies which could be the drivers of change for HR profession. **Charanjeev Singh and R.K Sharma (2009)** suggested that the management of the organization must ensure that the element of training in the organization must contribute to the various competitive strategies so that the employees are able to

implement different skills. **Akhila Kunch, Ravi Kumar Puli , Sunitha Guniganti, Danaiah Puli (2011)** were of the view that effective training is considered as an important factor in determining the efficiency of an organization which depends upon the capability of its employees. For training evaluation to be truly effective, the training and development itself must be appropriate for the person and the situation. **Gerald D. Gyamfi (2012)** found that there was a positive relationship between the selection requirements and the job performance of the personnel during the five-year period spanning 2004-2008. It was revealed from the study that the Ghana Police Service used to be called Ghana Police Force during the colonial era. The main aim of the police force was to protect the colonial regime. **Soleyman Iranzadeh, Khadijeh Bahrami (2013)** investigated the effects of knowledge management in increasing the creativity of the employees who worked in west Azerbaijan Water and Sewage Organization (WSO). **Steve Pavlina (2014)** provided different suggestions in her study regarding how to build strong work ethics among the employees. **Rod Patrick Githens (2015)** in his study found that HRD not only focus on improving organizational performance; instead also address issues such as power, politics, class, alternative work structures, etc.

Inference Drawn from Review of Literature

The review of above analyzed literature reveals that there is no study especially in the field of career planning and development, which prompted the researcher to analyze this very uncovered area of research.

Objective of the Study

The objective of the study is to analyse the role of career planning and development in the new business scenario.

Analysis of Role of Career Planning and Development

The important thing in career planning is the presentation of personal profile. It consists of various personality traits of the person. It is very difficult to know one's own nature, but it is essential for preparing personal profile. One should put some questions to oneself like attitudes towards work, nature, confidence, initiative, future expectations etc. The answer to these and similar other questions will help in determining the direction of one's own professional career. Both personal and professional goals should be formulated to plan one's career as the personal goals will first enable the person to enter the particular profession and then professional goals will be needed for reaching to the higher heights. Planning the career is not an easy task. Successful career planning requires that every individual should set realistic goals, determine the strengths and weaknesses in his job performance and develop

skills that make him marketable. Before planning his career, every individual must ask himself the following questions:

Who am I?

Where do I want to go?

How can I get there?

To answer these questions, he should make a careful self-assessment of his needs, interests, values and abilities as personal strategies will, then, be formulated for overcoming the weaknesses by utilizing the strengths.

Career planning efforts should be consistent with, the human resource planning in the organisation. Changes in requirements of human resource are identified with the help of human resource planning. Helping individual employees to align their needs and aspirations with those of the organisation increases the probability having the right people for meeting the changing requirements of the organisation. As the educational level of the work force has risen, so have its occupational aspirations the reduced advancement opportunities result in the increased frustration among employees, especially, when they see a significant disparity between their aspirations and actual opportunities available for them in the organisation. So, the question was raised that whether the aspirations of employees are kept under consideration while planning their career.

Need for Career Planning

The need for career planning for various individuals in the organisation must be seen in the context of organizational needs and individual needs as discussed in the beginning of this section. To recapitulate in brief, here, the organisation needs to fill up its positions by internal promotes through matching the strengths of its employees and developing these strengths. The individual needs advancements in their career paths in order to satisfy their aspirations and expectations from their career. To the extent there is congruence between these two sets of needs, both organizational and individual needs will be satisfied leading to positive outcomes, this can be achieved by systematic career planning of individuals within the organisation. Career Planning focuses more sharply on the need and mechanism for filling up various organizational positions through promotions and on the training program that are required to make an individual's best fits on the positions on which they are elevated.

Organisational career development aims for the fulfillment of career needs of all the employees, on the other hand individual career development addresses each person's personal work career. An excellent employee, when assisted in understanding of his or her needs and aspirations through interest inventories, life planning analysis and counseling may even

decide to leave the organisation if it becomes apparent that career aspirations can be best achieved outside the organisation. So employee expectations today are different from employee expectations a generation ago

For this reason organisations have recently become involved in career management activities. Now, organisations are becoming more concerned about whether an individual's abilities and needs are really matched to the job. Previously organisations were concerned only with matching an employee's needs to the demands of the job, but now they are also concerned about matching the employee's needs with the rewards of the job. The study of careers takes on a very different orientation, depending on whether it is viewed from the perspective of the organisation or of the individual. A key question in career planning, is, "With whose interests the study of careers is concerned?" From an organisational or HRM viewpoint, career planning involves tracking career paths and developing career ladders. HRM provides the information to direct and to monitor the progress of special groups of employees and for ensuring the availability of capable professional, managerial, and technical talent to meet the organisation's needs on the other hand the individual career development or career planning focuses on assisting the employees to identify their major career goals and to determine what they need to do to achieve these goals. So the achievement of individual career goals leads to the fulfillment of organizational goals and objectives. Therefore, during the allocation of the job to the employees it is required that their interest, needs and aspirations should be considered, which will help the employees in achieving their career goals.

Career planning essentially means helping the employees to plan their career according to their capabilities within the context of organisational needs. Career Planning includes the planning of specific career paths for the employees in the organization, as these career path charts are useful to work out the incumbents of different job cluster. It does not mean predicting or envisaging what higher jobs will be available for each employee. Career Planning also need not imply any specific commitment on the part of the management to promote an employee. It only implies that employees after becoming aware of his or her capabilities and career opportunities, they can choose to develop themselves in a direction, which will improve their chances of being able to handle new responsibilities. It becomes easier for the managers to identify career opportunities once the future manpower needs and rate of mobility of employees etc are known. The reporting officer or officers at two or three levels above the employees are in a better position because of their experience and insights, to counsel the employee on his career development.

The employee values most his career and his upward growth within the organisation, as it gives him the money, prestige and status on an increasing scale. Further, it provides an

employee with opportunities to achieve his ambition and at same time enables him to perform effectively for the achievement of organizational goals. Career planning provides a reasonable level of satisfaction to the employees and helps in a systematic growth of the enterprise. In this connection it is pertinent to mention that the future of the employee or his growth has a direct one to one relationship with the growth of the company. The career planning directly flows from the overall corporate plan of the company, so it is an important tool in the hands of the management for developing the talents of its employees. The major responsibilities of manager in career planning include to give clear feedback about what employees should reasonably expect and to also provide them forums and discussions. So, the managers should provide support and opportunities to the employees and should also identify the employee's potential in the respective fields. They should communicate the formal and informal realities of the organisation to the employees and provide them the exposure for with the appropriate resources and people. A manager should provide growth opportunities consistent with employee and organisation goals by integrating the interest of both organization and employee. It has become increasingly clear over the years that employees who aspire for higher management levels often needs the assistance and advocacy of some higher up in the organisation. When a senior employee takes an active role in guiding another individual, it is referred as mentoring and coaching. The effective coach in the corporate hierarchy gives guidance through direction, advice, criticism and suggestions in an attempt to the employees for their career growth.

Organisations of late are becoming concerned about whether an individual's abilities and needs are really matched with their job. They are also now concerned with matching an employee needs to the rewards of the jobs, and have started accepting the fact that not all people want to be promoted or can be promoted. Such people should better be left to themselves to plan their own future in the organisation, develop and train themselves for meeting the needs of the organisation and justifying their retention in the position that they hold. Many organisations consider it the responsibility of the employees to plan their own career, train and develop themselves and acquire necessary merits for advancing to higher positions in the organisation. The organisation may provide them some guidance or counseling for planning their careers. The organisation must monitor the career development and should make the earnest efforts in implementing career plans and also integrate short- and long-term human resource needs for developing a career plan for each individual employee besides creating developmental strategies and providing career counseling. Since a career represents a sequence of positions, jobs or occupations that a person has over his or her working life, career growth patterns of human resources in an organisation is an important indicator of its health. Effective career management of human resources in any organisation

is crucial, both from the standpoint of individual employees as well as the organisation as a whole. It is a systematic approach for the identification and development of individual careers in the organisation for the benefit of both individuals and organisation. Systematic career planning offers a large number of benefits to the individual as well as to the organisation. To ensure the success of such activities, a number of steps should be taken, like career planning efforts to be effective must receive consistent support and help from the top management. The corporate goals must be laid down clearly as it is not possible to develop appropriate goals for human resources if the management is not sure about its corporate goals. Employees must be made willing to expand their abilities and managers must be willing to coach, counsel and share their knowledge with the employees. Every effort must be made to put the employees on the job for which they are best suited. If a talented employee is put on a job, below his standard, he will quit in frustration as soon as he gets the opportunity. There is an increasing body of evidences indicating that employees who receive challenging job assignments early in their career do better on their later jobs. More specifically, the degree of stimulation and challenge in a person's initial job assignments tends to be significantly related to latter career success and retention in the organisation. Apparently, initial challenges, particularly if they are successfully met, stimulate a person to perform well in the subsequent years.

Understanding Career Options

Many employees lack substantive information about career options. What they know is often a combination of myths and facts acquired through friends, co-employees, relatives and the popular media. As managers identify career paths that successful employees should follow while working in the organization, so they should make this information available to their respective subordinates. If, for example, the organisations prefer candidates for middle management positions as well as experience dealing with budgets and financial issues, this information should be disseminated among the employees. Such valid and reliable data will help the young and upwardly ambitious employees. Just as the truthfulness in realistic job previews help to increase the job tenure of new employees' managers increase the probability of keeping good employees by making available to them realistic information about the successful career paths that past employees have followed and that future employees should also consider. Further, for the development of employees it is necessary that superiors should provide them the information related to the career growth and the various opportunities, which are available for the employees in the organization.

Identifying individual needs and aspirations

Since a person's career is of a highly personal and extremely important element of his or her life even then the most of the individuals do not have the idea about their career aspirations, anchors and goals. The HR managers must, therefore help an employee by providing as much information as possible and also provide them the knowledge about what kind of work would suit them the most, by taking their skills, experience, aptitude into the account. For rendering such help, some big organisations provide formal assessment centers where the employees are subjected to psychological testing, stimulation exercises and depth interviewing. The main purpose of such an exercise is to help employees to form a clear-cut view about what they should do to make their career within the company.

Counseling Program

If the employee expresses – realistic aspirations, the organisation should be prepared to give a frank appraisal of where and how the individual falls short but this activity is rarely enjoyable. The resulting dialogue suggests that the employee needs further assessment and counseling, which should be offered by the organisation. However, the final outcome is a mutual understanding that the employees should hold about a career within the organisation. Most recognizable are the difficulties encountered when ambitious career plans do not square with organizational assessments of career potentials or when the opposite occurs. Thus, the services of the trained counselors are called for. Thus, as a part of complete career management program, many organisations retain the names of such counselors so that timely referrals can be made.

Evaluating career management: One would think that organisations adopting comprehensive career management systems, or pieces thereof, would be interested in knowing whether they work.

- Do employees use them?
- Do they provide accurate and useful information?
- Do the employees receive developmental activities they need?
- Are employees career plans are realized?
- Are promotions and transfers decisions improved?
- Do employees experience fewer or less severe career problems then they did before?

So additional evaluation work is sorely needed to ascertain the conditions under which employers and employees are most likely to benefit from career management activities. Organisations have been likened to anthills because of the constant flurry of activity going on

inside: at any given time in a medium sized to large organisations there may be in the works a hundred or more promotions, a couple of dozen relocations, a half dozen retirement parties and so on. Making sense of and managing this activity is the essence of internal staffing. The primary concern, of course, is to ensure that the organisation's ongoing human resource requirements are met on timely basis. To some extent this involves filling job vacancies created by growth and employee losses of various kinds often for both philosophical and efficiency reasons, through promotions and transfers from within.

Another part is dealing with the spectre or reality of employee's surpluses. Many companies work hard to avoid the reality. They carefully control the numbers of regular employees added to the payrolls during the good times and do their best to anticipate and manage the necessary adjustments when times turns bad.

Career management certainly has been buffeted by current turmoil and experimentation in internal staffing. On the one hand, the uncertainty increases the need for better career management and on the other makes it increasingly difficult to do. On balance it appears employees have become less willing to rely on their employers either for career stability or career assistance. Thus while, many organisations continue to provide organizational career planning and assistance with individual career planning, development and counseling, most emphasize more than ever that ultimately employees must assume responsibility for managing their own careers. One of the most logical parts of the career development program is career counseling. This can appropriately be made part of an individual's annual performance review. The four elements, which affect career counseling, are:

- The employee's goals, aspirations and expectations with regard to his or her own career for the next five years or longer.
- The manager's view of the opportunities and the degree to which the employee's aspirations are realistic and match up with the opportunities available
- Identification of what the employee would have to do in the way of further self development to qualify for new opportunities
- Identification of the actual next steps in the form of plans for new development activities or new job assignments that would prepare the employee for further career growth.

If the organisation is to survive and prosper in the changing environment, its human resources must be in the constant state of development. A planned program for developing human resources pays greater dividends than relying upon the chances. The employees these days are beginning to insist that the work demands should be effectively integrated with human needs for personal growth, expectations of one's family and ethical requirements of society.

It is ironic that what is more precious to the individual is so far as work is concerned, that is, the career, which is often given the least attention by the organisations. With the growing work expectations, and aspirations of the employee, career planning is now considered as an essential prerequisite for effective management of human resources and organizational growth. Usually, when a person applies for any job, he does so after making necessary enquiries about the prospects of the job and soon after taking the job; he starts enquiring about the position he is likely to hold after a certain time span. If he gets satisfactory answers, he feels frustrated and starts looking for the some other job outside. This is particularly the case within the senior supervisory, executive and managerial positions. Various persons holding such positions are keen to know where they can rise in the organisation from their present position. Career planning is important at least for manning an organisation with efficient supervisions, higher technical and managerial personnel and for preventing them from leaving the organisation for lack of professional avenues. Competent and good employees always prefer to seek careers rather than short duration jobs. With the effective career planning an organisation can reduce the employee's turnover for lack of career growth opportunities, can maintain and improve the morale and motivation of the employees, can help in ensuring performance of employees at satisfactory levels by meeting their needs and aspirations of growth. Over and above career planning can help in increasing the utilization of managerial reserves within the organisation. It is the need of the day for the organisations to sponsor career development program that enables employees to achieve personal fulfillment and ensure the right people in the right place and at the right time. Career planning is an individual's responsibility, where as in the organizational context, it is the organizational responsibility to guide and direct the employees to develop and utilize their knowledge, abilities, and resources towards organizational development and effectiveness. Employees goal have to be accomplished with organizational goals. A good career planning requires the development of several alternatives. The alternatives are assessed in view of the environment and the available opportunities. One alternative may be suitable under particular situation while the other may benefit under some other condition. Sometimes efforts are made to overcome weaknesses to take advantage of opportunities. The career plans are developed in the environment of uncertainty. Even though some future assumptions are made but these may not prove correct. So, contingency plan may be formulated for facing the uncertain future conditions. The career plan should be monitored to find out if it goes as per the assumption or not. Some adjustments may be needed as required by a particular situation. The monitoring should be done at the time of performance appraisal or when some project or assignment is completed.

Outstanding employees are always being scarce. In other words, they carry a premium value. Such individuals may give preference to employers who demonstrate a concern for their employee's future. An organisation that offers career advice results in letting such employee's exhibit greater loyalty and commitment to it. Importantly, career development appears to be natural response to the rising concern of the employees for the quality of work life and personal life planning. As more and more people seek jobs that offer challenge, responsibilities and opportunities for advancement, realistic career planning becomes increasingly necessary. Additionally, social values have changed and a large segment of the workforce no longer looks at their work in isolation. Their work must be compatible with their personal and family interests and commitments. Equal employment opportunities for all ensure growth for all employees. As it is well known that employees have difficulties in achieving their career goals so career planning helps them to realize their potential to the fullest. This reflects the new and unexpected complexities that managers must not confront in their efforts to mobilize and manage their employees. The historical belief that every employee would jump at the chance for a promotion and that competent people will somehow emerge within the organisation to fill arising vacancies is no longer true. Lifestyles too are changing. We are becoming increasingly aware of the different needs and aspirations of the employees. If HRM representatives are to be assured that they will have competent and motivated people to fill the organisation's future needs, they should be increasingly concerned with matching the career needs of the employees with the requirements of the organisation.

It is important to note that while career development has been an important topic in HRM from several decades, some drastic changes over the past 10 years have been witnessed as years ago, career development programs were designed to assist the employees in advancing their work lives and HRM focus was to provide information and assessment needed to help the employees to realize their career goals. At that time Career Development was also a way for an organisation to attract and retained highly talented personnel's but those days have been disappeared in today's work environment-and so too are the jobs as were known for the past several decades. Downsizing, restructuring, globalization and so forth have drawn us to the significant conclusion of managing careers and made the individuals themselves responsible for their own career it is not the organisation's obligation! Sadly, millions of employees have learned this the hard way over the past few years.

It doesn't mean that organizations are not interested in their employees. They are! In fact, the employees become more marketable because of their skills and the value, which they can add to the organisation. These days the organisations are investing in the people after recognizing

that whether they can provide the opportunity to them for their career development within their corporate culture. If the employees are fortunate enough to be the part of such type of organisation, then they can take advantage of the shared responsibility towards their career development. Career development efforts are consistent with, and are natural extension of, strategic and employment planning. Organisations identify the intermediate and long-term changes in the staff requirements while setting its goals and objectives. Helping the employees to align their needs and aspirations with those of the organisation increases the probability of meeting the organisational changing staff requirements with the right people. Outstanding employees are always scarce, and there is considerable competition to secure their services. Such individuals may give preference to employers who demonstrate a concern for their employee's future. If already employed by an organisation that offers career advice, these people may exhibit greater loyalty and commitment to their employer. As more individuals seek jobs that offer challenge, responsibility and opportunities for advancement, realistic career planning becomes increasingly necessary. Career management has numerous benefits for the organisation and employees. Organisations can help its employees by offering career development program and encourage them to do their own career planning. Employees have to definitely assume some responsibility for their own careers. As such they should identify their own goals, strengths and weaknesses. They should also prepare themselves for the realities of organisational life and do well so that they are useful for the organisation. Moreover, career planning is an important instrument for motivation and development of the employees in an organisation. Career development is essential for implementation of career planning and forms an important component of career planning. It refers to a set of programs designed to match an individual's needs, abilities and goals with current or future opportunities in the organisation.

Individual's career planning activities

It is also important for an employee to remain attractive to the organisation. People should, therefore, definitely assume some responsibility for their own careers. Although organisations may offer career-planning activities, one can engage in oneself. This helps him to attain for himself – job security, career success, high self-esteem, growth, comfort and peace. It is also accepted fact that without conscious planning, one is less likely to attain those career purposes. Two realities of organisation life are organisation expectations and organisation disappointments. Organisation expectations include competence to get a job done, ability to generate and sell ideas, loyalty and commitment, high personal integrity and strengths. Organisational disappointments include what organisations do or do not do like providing low initial job challenge to the new employees as they are perceived, inability of employee to

create his own challenge from the unstructured situations, conflicts and uncertainties in the organisation

Becoming Useful to the Organisation: In order to manage one's career effectively, one has to do well so that one can get that one wants from the organisation and become valuable and useful to the organisation. To avoid getting stuck in a job that no longer provides growth or promotional opportunities, one has to investigate the possibility of a lateral move. If that does not work, one has to make out ways to increase job responsibilities and if that fails to work, than consider changing the organisation. The employee's responsibilities comprehend that most employees do not have a clear-cut idea about their career aspirations, anchors and goals. The employees therefore, must obtain the required information relating to the work, which suit them, taking their skills, experience, and aptitude in the account. They can also perform the SWOT Analysis for performing this task. They should assess their strengths, weaknesses, opportunities and possible threats. Career planning focuses on assisting the individuals to identify their major career goals and to determine what they need to do to achieve these goals. Employees should plan their career according to their own aspirations and expectations. They should assess their talents, capabilities and potentials and join the organisation where they feel the better prospects of advancements. In this regard the employees were asked that whether they are aware of the career ladder to be followed to reach desired level in the organisation.

In addition to encouraging employees to continue their education and training so as to prevent obsolescence and stimulate career growth. Managers should be aware that periodic job achieves similar ends. Job changes can take the form of vertical promotions, lateral transfers, or assignments organized around new tasks such as being made part of a special committee/task force. The important element in a job change that offers career development opportunities in the diverse and expand range of experiences present new tests to the individual which if successfully surmounted built confidence and provide positive feedback that can encourage the understanding of further new challenges and greater responsibilities. Job changes also provide management with more varied information as to the employees' potential to move higher in the organisation. When four supervisors rate an employee as demonstrating high potential for promotion, management can be more assure it is receiving a reliable evaluation than such appraisal comes from only one supervisor.

Job Posting

To provide information to all employees about job openings in the organization, managers can use the technique of job posting. This technique lists the abilities, experiences and seniority requirements for the various available vacancies. Consistent with the idea that full

information of vacancies is a good human resource practice, job posting provides a channel by which the organisation lets employees know what jobs are available and for future reference, what requirements they will have to fulfill to achieve the promotions for which the employees may aspire. Additionally, a job posting system is tangible evidence that the organisation is notifying as per prescribed reservations and minorities of the availability of more desirable jobs in the organisation.

Further career planning is not an event or an end in itself, but a process of development of human resources. It is an essential aspect of managing people for achievement of exceptional results. It is a discovery and development of talents, and planned development and redeployments of these talents. In other words, it is a process of synthesizing and harmonizing the needs of the organisation with the innate aspirations of the employees, so that while the latter realize self-fulfillment, the organisational effectiveness is improved. Organisations differ in terms of career paths and opportunities that they can provide given the reality of their internal and external environments. The career systems available in organisations also depend on their value system, growth potential, goals and priorities. The differences between what the employees look for in terms of their career progression and what career growth opportunities the organisations able to provide, gives rise to a situation of potential conflict between the individual aspiration and organisation opportunities. The possibility of conflict between the individual and organisation objectives call for career planning efforts which can help identify areas of conflict and initiate such actions as necessary to resolve the conflict. Approach to effective career planning would involve the under mentioned steps:

- Analysis of individual skills, knowledge, abilities and aptitude.
- Analysis of career opportunities both within and outside the organisation.
- Analysis of career demands on the incumbent in terms of skills, knowledge, abilities and aptitudes etc. in terms qualifications, experience, training record etc.
- Relating specific jobs to different career opportunities.
- Establishing realistic goals both short term and long term.
- Formulating career strategy covering areas of change and adjustment.
- Preparing and implementing action plan including acquiring resources for achievement of goals.

So Innovative Career planning is a most important aspect of human resource management. In the minds of the young managers the uppermost question is “How can I plan my career?”

“How can I get ahead in my career?” “What do I do to get promotion?” Many people look back on their careers at the end of their working life, with satisfaction knowing that what they might have achieved, they did achieve and their career hopes were fulfilled. Others are less fortunate and feel that their potential was not realized.

An objective view of the person’s career is given by Flippo, according to him, “a career is a sequence of positions held by during the course of lifetime. It comprises of a series of work related activities that provide continuity, order and meaning to a person’s life” Another subjective view of career is that career consists of changes in values, attitudes and motivation that a person grows older. The underlying assumption in both these views is that an individual can shape his destiny through a series of well-planned and well-timed positive moves.

The best career choice is the one that offers the best between an employee wants out of his life and what he needs. Good career choice outcomes should result in a series of positions that give you an opportunity of good performer, make an employee to maintain his commitment to his career and will lead to highly satisfying work and give him the proper balance between work and personal life. A good career match, then, is one in which we are able to develop a positive self-concept to do work that he thinks important and to lead the kind of life he desires.

Good work performance is a necessary (but not sufficient) condition for career success. The marginal performer may be rewarded in the short term, but his or her weakness will bound to surface eventually and cut off career advancement. Your good work performance is no guarantee of success, but without it, a successful long-term career is unlikely. The evaluation of the employee effectiveness can be very subjective, it’s important that his boss should be aware of his contribution but employee job may require him to handle activities that are low in visibility, or your specific contribution may be indistinguishable because he is a part of group endeavor.

It has become increasingly clear over the years that employees who aspire to higher levels in organisation often need and advocacy of someone higher up in the organisation. These career progressions often require the favour of dominant in the group that sets corporate goals, priorities and standards. It’s also interesting to note that when good mentoring and protégé relationship exists, employee stress is decreased. All employers must decide how systematic to be in planning employees’ careers and how much efforts to put into facilitating their career moves and career adjustments.

- Easy attraction of high-quality employees.

- Less undesirable turnover, because the best employees are more satisfied with their career progression and opportunities.
- Higher performance, since individuals are continually better matched with available jobs.
- Better affirmative action results as women and minorities are systematically prepared for, and moved into, higher-level jobs.

As a result of the recent competitive pressures and the accompanying restructuring and downsizing many traditional career opportunities have dried up particularly in large corporations. So the problem is to how to cope with the needs of the individuals in these various groups in such a way that the best and the brightest are first, retained and second refrained from the retiring on the job

When asked most organisations claimed to be actively involved in trying to solve these problems. On examination, however many of their efforts are found to be less than fully developed and quite fragmentary; and most are still focused on only a small proportion of employees, usually fast track or high potential managers and professionals and to lesser extent – minorities and women as part affirmative action efforts.

Career Planning is the process that individuals use to assess their opportunities and their strengths and weaknesses and to develop their goals and action plans that will move their career in desired direction. Although individuals ultimately must assume responsibility for their own career planning, there is much that organisations can do to help. It is the process through which the action plans are implemented. Developmental activities include all of the off and on the job training techniques. One might engage in class room training in house or at universities, or opt for special job or task force assignments or especially early in the career, job rotation. Lateral moves and promotions are more difficult to use for developmental purposes. Managers with vacancies have their own objectives to meet and may be reluctant to fill openings with candidates designated for career development rather than with those who have the best skills to do the job. It is essential that career development be fully integrated with internal staffing activities. Career Planning is a deliberate process through which a person becomes aware of personal career related attributes and the life long series of stages that contribute to his career fulfillment. Career Planning is a process by which one selects career goals and the path to these goals. The major focus of career planning should be on assisting the employees in achieving a better match between the personal goals and the opportunities that are realistically available in the organisation. Career planning is an effort to pinpoint and highlight those areas that offer psychological success instead of vertical growth.

Career Planning is not an event or an end in itself, but a continuous process of developing human resources for achieving optimum results.

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