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**A Study on Managing the Career Development of Employees with
Special Referance to self-financing Engineering colleges in
Under Developed of Area of Tamilanu .**

Dr.R.MURUGESAN, M.com, MBA, M.Phil, PhD

Associate Professor

Department of Management Studies

PSV.College of Engineering & Technology

Krishnagir -635108, Tamilnadu, India

Mail id : murugesanphd80@gmail.com

Mobile No: 9688225826

ABSTRACT

This paper has elucidate the project on career development in public sector with thoughtful exploration to under lying theoretical assumptions of this work and the empirical evidence it has generated. In this the research has drawn an exploratory research of a representative sample of 120 respondents of various levels. A questionnaire based interview was carried out in self-financing Engineering colleges of various departments. A mix of 25 " self-financing Engineering colleges and personal attributes" questions was distributed. An analysis of company and personal attributes of each employee was done separately to extract their career trajectories in the public sector. Result suggests that company too much existing misconception about public sector orientation towards career progression of employees, there is a vast growth and prospects of development. A few sample of on literature of research, articles, case studies, review of managers on various related career development aspects in

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chronological order with references are studied to understand and provide suitable suggestions

Keywords: career development, assumptions, departments, personal attributes

CHAPTER -1

1.1. INTRODUCTION

Career development is an organized approach used to match employee goals with the business needs of the agency in support of workforce development initiatives. In this process: The purpose of career development is to: Enhance each employee's current job performance. Enable individuals to take advantage of future job opportunities. Fulfill goals for a dynamic and effective workforce.

MEANING OF CAREER DEVELOPMENT

Career development is an organized approach used to match employee goals with the business needs of the agency in support of workforce development initiatives.

CAREER GUIDES

Here, you can access Career Guides designed to help you understand your occupation, your career path, and what you may personally need to do to develop, advance, or even change your career. The Guides can help you learn more about the careers that are available to someone with your skills and training and identify the path you need to take to get there.



COMMONWEALTH COMPETENCIES

The seven competencies that apply to most Commonwealth employees, and can help improve individual performance and success on the job. Competencies are behaviors, knowledge, skills, and abilities that directly and positively impact the success of employees and organizations.

CAREER CENTER

The Career Center provides assistance to employees and state agencies in recruitment, selection and retention activities. The Center functions as a single point of contact for employees and the general public desiring information about State government employment opportunities. Special assistance is also available, such as resume writing, interviewing tips, and career assessment inventories.

CAREER DEVELOPMENT IMPACTS EMPLOYEE PERFORMANCE

Sudipta Dev on how employee career development initiatives boost organizational productivity. It is a known fact that most professionals leave an organization due to lack of career growth. An active career development initiative by a company is a key retention tool to keep the best talent within its fold. It is one of the greatest motivators to keep an employee happy and engaged. But does career planning and development of employees actually make a difference to the productivity of a worker? Most organizations think so, and consider it a part of their critical human resource strategy. From the employees' point of view career development initiatives gives them a clear focus about their career track, the blind spots that



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they have to overcome and the final goal to be reached. This focused approach works to their advantage from their everyday work to long-term aspirations.

The impact of career development/ succession planning programs can be seen through the productivity indicator, engagement surveys and reduction in attrition rate. It is in fact a win-win situation for all. “The typical employee views a career development program as a path to upward mobility, the manager sees it as a retention and motivational tool, and the top management view it as a tool for succession planning,” explains Tarun Singh, Director, Kenexa Technologies (India). These career development efforts bring into focus high

CHAPTER-II

2.1 OBJECTIVE OF STUDY

- ✓ To study the career development functions and aspects of employees in the self-financing Engineering colleges .
- ✓ To study the employee attitude towards the career development
- ✓ To study the outcome or benefits of development program given by self-financing Engineering colleges .
- ✓ To find out the motivational factors towards employees.
- ✓ To analyze the action plan followed by the self-financing Engineering colleges on career development

2.2 SCOPE OF THE SUUDY



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Existence of an adequate career development opportunity not only retains good employees but also motivates every other employee to perform well, shower loyalty towards the company and long standing bondage with the company.

- Further it makes employee become aware of all the opportunities available in the company and to take part effectively in building up the organization both for its continual and for its growth.
- Current information about the organization and future trends helps the employees create more realistic career development goals.
- Focus on the skill development contributes to learning opportunity.
- Opportunity for promotion and/ or lateral moves contributes to employee's career satisfaction.
- A greater sense of responsibility for managing one's own career contributes to self confidence.
- Career planning and career development clarifies the match between organization and individual employee goals.
- Career development increases employee motivation and productivity.
- Attention to career development helps you attract top staff and retain valued employees.
- Supporting career development helps you attract top staff and retain valued employees.
- Supporting career development and growth of employees is mandated by the philosophy of human resource management.

2.3 LIMITATION OF STUDY

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- ❖ Some of the answers given by the respondents may be bias..
- ❖ As a large scale industry survey cannot be done to all so only 120 has been taken as a sample size by considering the life span of article.
- ❖ Life span of the project is low so that the research findings and the survey result may not be 100% accurate.

2.4 NEED FOR STUDY

Public sector organizations are posed with complex goals, norms & procedures. The poignant structure of the organization impose heavy restriction on the growth of the employees and Just as an individual must have a clear goal, the organization must also show a high level of vision and goals which are clearly made known employees, which would give them lot of confidence about the organizations intent and the opportunities for the progress within the company.

The growth of an individual is intrinsically linked with the growth of an organization and the vice versa. No organization can develop without taking its employees on the growth path and an individual's development aspirations are directed elsewhere form that of his organizations it can to absolute chaos.

Organization has their own vision and their own aspirations. Alignment and congruence of both create a win-win situation and the lack of such alignment can create movement in haphazard direction leading to loss of productivity, morale, etc..Salem steel plant is a subsidiary of SAIL with a total of 1335 employees comprising of executives and



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non executives. It is a public sector organization characterized by poignant structure enabling the research to carry out the study at this plant.

This scheme is a study on measuring the effectiveness of career development activities, and probe the opportunity and challenges available through which the employees grow and make the organization grow. Choosing career development as the project study highlights the following important points. An active career development initiative by the company is a key retention tool to keep the best talent within its fold.

A career development program enables a deeper focus on the employee's aims and the aspirations- from identifying of the handicaps being faced by an employee in accomplishing his goals to the solutions in accomplishing his goals to the solutions in terms of re-skilling or reassignment. This focus acts as the significant motivator for employees to excel and exceed the targets. It facilitates powerful personal and professional development. As per the motivational theories, achievement orientation, growth and development are the basic human needs. Possibility and scope for career development motives employees to perform better. It is an ongoing and dynamic process; employees may need encouragement and support in reviewing and re-assessing their goals and activities. Career is considered the part and parcel of employees at every stage of his life.

It decides the dignified status of the employee/person. It is well known fact that career development brings about a radical change in attitude, skills and all the above factors. Evaluation of career development activities are initiated to find out the opportunities and challenges available to the employees. The reason behind choosing salem steel pant as the



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topic of project study is the entire gamut of human resources. I.e. form executive to non executives, their attitude, variety of skills, pattern of behavior and growth.

CHAPTER- III

3.1.RESEARCH METHODOLOGY

MEANING AND CONCEPT

Kerlinger defines research as a "systematic, controlled, commercial and critical investigation of hypothetical propositions about the presumed relation among natural phenomenon". Research is a purposeful investigation. It is an organized enquiry. Research design is the plan, structure and strategy of investigation conceived so as to obtain answers to research questions and to control variance.

DATA COLLECTION; Primary data& Secondary data:

METHOD OF DATA COLLECTION

The questionnaire has been chosen as the tool for data collection. A well structured non-distinguished questionnaire was framed such a way so as to elucidate the required information.A simple ranking scale has been used to analyze and interpret the data.

PILOT STUDY

Prior to the preparation of the questionnaire/schedule for the principal study a pilot study was conducted on 10 employees at all levels to infer about their understanding and confusion in answering the instrument.



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SAMPLING METHOD:

Sample survey procedure has been adopted for the collection of data using discreet variables. They provide and project the characteristic of example .Probability sampling method with simple random sampling partly stratified is applied together with simple graphics analysis to virtually form the basis for the basis for quantitative analysis of data.

SAMPLE SIZE:

Random sampling is done with a finite population with selection from a sequential list. The sample size was restricted to 120.

STATISTICAL TOOLS USED FOR ANALYSIS:

The various tools for analysis are:

- Percentage analysis
- Chi square test
- Weighted average method

TABULATION OF THE DATA:

The tabulation of the data is done through a two way table depicting the factors of response and the designation of the employees.

SIMPLE PERCENTAGE

The simple percentage analysis is done based on the response given by the employees for the questionnaire. The various parameters that are related to the stress have been analyzed

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in the selection. Five point scale is used in questionnaire and several factors related to stress is analyzed using simple percentage analysis. It is one of the powerful tools of analysis to calculate single average value that represents entire sample. The simple percentage is calculated from the ratio between the numbers of respondents to the total number of respondents multiplied by 100.

FORMULA:

$$\text{Percentage} = \frac{\text{No. of respondents}}{\text{Total No. of respondents}} * 100$$

CHI-SQUARE TEST:

A chi-square test is any statistical hypothesis test in which the test has a chi-square distribution when the null hypothesis is true, or any in which the probability distribution of the test statistic can be made to approximate a chi square distribution as closely as desired by making the sample size large enough.

FORMULA:

$$\sum_{i=1}^n \frac{(O_i - E_i)^2}{E_i}$$

Where,

O_i = observed frequency

E_i = expected frequency

The calculated value is compared with table value given degrees of freedom at specified level of significance. If the observed value is greater than the table value then there

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exists a significant relationship between the factors and if the observed value is lesser than it is not considered significant. The degree of freedom are described as the number of observations that are free to vary after certain restrictions have been Degrees of freedom= $(c-1) (r-1)$

Where,

C=no .of column

R=no. of rows

Levels of significance: 5% levels are commonly employed.

WEIGHTED AVERAGE METHOD:

This method is a used when the relative importance of the different items is not the same. The term weighted stands for the relative importance of the different items.It is assumed that inventory costs should be assigned on the basis of average costs of identical units. An average cost unit is determined by dividing the total costs of the units by the number of units.

The weighted average method is logical when assigning costs to units that become mixed together, there by making separate identification difficult or impossible.

The formula is:

$$W.A. = \frac{W_1N_1+W_2N_2+\dots+W_nN_n}{\text{Total no. of respondents}}$$

3.2, REVIEW OF LITERATURE

CAREER DEVELOPMENT

RESEARCH REVIEW ON CAREER CHOICE BY FRANK PARSONS



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Frank Parsons (1854-1908) is known as the father of vocational guidance..Although he was education as an engineer at Cornell University, he wrote several books on social reform movements and related to women's suffrage, taxation, and education for all. However, parson's development a framework to help individuals decided on career. This framework contained a three part formulation.First, a clear understanding of yourself, aptitudes, abilities, interest, resources, limitations, and other qualities.Second, knowledge of the requirement and conditions of success, advantage and disadvantages, compensations, opportunities, and prospects in different lines of work.Third, true reasoning of the relations of these two groups of facts (parsons, 1909, p. 5 as cited in Zunker, 2002) According to parsons, ideal career choice are based on matching personal traits (aptitude, ability, resources, personality) with job factors(wages, environment, etc) to produce the best conditions of vocational success. Parson's framework later become the basis of the contemporary trait/factor theory of career development.

PUBLIC- SECTOR WORK MOTIVATION:

A REVIEW OF THE CURRENT LITERATURE AND A REVISED CONCEPTUAL MODEL

BRADLEY E. WRIGHT

UNIVERSITY AT ALBANY-SUNY

This article reviews the literature on the work motivation in the public sector, with careful attention to understand theoretical assumptions of this body of work and the empirical evidence it has generated. The topic of work relatively little attention in the public sector; the



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research that has been largely data driven, guide at best by theories that have not incorporated more contemporary research.

In this article the researcher has drawn on current psychological research on work motivation, as well as the theory and empirical evidence regarding the unique characteristics of public organization and employees, develop a revised public-sector model of work motivation that emphasizes variables such as procedural constraints, goal contents, and goal commitment.

**TARUN SINGH, DIRECTOR, KENEXA TECHNOLOGIES (INDIA),
SUGGESTS A THREE-PRONGED APPROACH TO TACKLE LONG-TERM
PRODUCTIVITY ISSUES:**

- The employee must have a degree of clarity on what he wants to pursue and achieve in life, so some degree of self-knowledge and self-introspection is essential for any person to find a job where he is the 'correct fit'. Once this happens, then the employee is fully engaged and thus highly productive, and less likely to switch jobs if he perceives that the company is really interested in his career development.
- Just as an individual must have a clear goal orientation, the organization must show a high-level vision and goals which are clearly made known to employees, which would give them a lot of confidence about the organization's intent and the opportunities for progress within the company.
- The goal of career development thus becomes a plan to retain and promote employees who are strategic to the company's success.



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CHAPTER IV

DATA ANALYSIS AND INTERPRETATION

CHI-SQUARE TESTS

Chi-square test for satisfaction of career development facility offered by self-financeing Engineering colleges and innovation at work.

Ho: There is no significant relationship between experience of employees and satisfaction towards superior relationship.

H1: There is a significant relationship between experience of employees and satisfaction towards superior relationship.

OBSERVED FREQUENCY TABLE

Innovation at work					Total
	Yes	No	Some time	Not interested	
Career development offers					
Highly Satisfied	42	10	23	0	75
Satisfied	9	0	16	0	25

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Dissatisfied	5	0	7	0	12
Highly dissatisfied	2	0	6	0	8
Total	58	10	52	0	120

EXPECTED FREQUENCY TABLE

Innovation at work	Yes	No	Some time	Not interested	Total
Career development offers					
Highly Satisfied	36.25	6.25	32.5	0	75
Satisfied	12.08	2.08	10.84	0	25
Dissatisfied	5.8	1	5.2	0	12
Highly dissatisfied	3.86	0.68	3.46	0	8
Total	58	10	52	0	120

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Chi square test:

Calculated value: 29.18 and it Tabulated value: 12.59, Significant value: 5%, Degrees of freedom: 12

INTERPRETATION:

It is observed that the calculated value of chi square is greater than that of tabulated value. Hence the alternative hypothesis is accepted and it is concluded that there is a significant relationship between satisfaction of career development facility offered by self-financing Engineering colleges and innovation at work.

WEIGHTED AVERAGE TESTS

WEIGHTED AVERAGE TEST FOR THE GRIEVANCE HANDLED BY SELF-FINANCEING ENGINEERING COLLEGES

OPINION	NO. OF RESPONDENTS	PERCENTAGE
WITH IN MINUTES	6	5
WITH IN DAYS	6	5
WITH IN WEEKS	8	7
MORE THAN MONTHS	88	73



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Total	120	100
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SOURCE: PRIMARY DATA

INTERPRETATION:

Form the above table out of 120 respondents it is evident that 5% of respondents feel that their grievance gets handled with in minutes.5% of respondents feel that their grievance gets handled with in days.7% of respondents feel that their grievance gets handled with in weeks.73% of respondents feel that their grievance gets handled more than months and some times not handled.

CHAPTER- V

5.1.SUMMARY OF FINDINGS

- ✓ 60% of the respondent feel that a major expansion is an opportunity for career development
- ✓ 55% were fully aware of various avenues for career development.
- ✓ 66% of respondent are fully aware of requirements and qualification for the next higher post.
- ✓ 73% of respondent feel that they have been appraised regularly on their strength & weakness.
- ✓ 78% of respondent feel that self-financing Engineering colleges motivates to do higher studies.



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- ✓ 83% of respondents feel that their working environment facilitate to learn or to enrich their job.
- ✓ 76% of respondents feel that they are motivated by their supervisors and managers.
- ✓ 76% of respondents feel that they are motivated by their supervisors and managers.
- ✓ 73% of respondents feel that their grievance gets handled more than months and some times not handled.
- ✓ 67% of respondents feel that there is recognition for outstanding suggestions/ have you suggested improvement in your work.
- ✓ 93% of respondent has the ambition to grow step by step they join this organization.
- ✓ There is a significant relationship between satisfaction of career development facility offered by company and innovation at work.

5.2.SUGGESTIONS

From the results of the respondents attributes the following suggestions are recommended

- ✓ The self-financing Engineering colleges can create awareness on various avenues for career development.
- ✓ The self-financing Engineering colleges can create awareness on awareness of requirements and qualification for the next higher post.
- ✓ The company might imprecise training in inter disciplinary training.

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- ✓ The self-financing Engineering colleges can improve conducting professional technical symposium.
- ✓ The self-financing Engineering colleges can motivate employees to do creative works through motivation by rewards and awards
- ✓ If the grievance procedure is can be made effective so that the self-financing Engineering colleges can improve the productivity and also to satisfy the employees by solving their grievance in short span of time.

5.3.CONCLUSION

- From the overall article study we infer that most of the ingredients for career development such as opportunity for career growth in terms of growth in vacancies, investments in new projects paving way for more employment, man power planning and corresponding identification of prospective employees, training & orienting them, provision of knowledge centers such as library, internet facility, encouraging employees to upgrade their qualification, equal opportunity in selection etc is all prevalent.
- Good team building, knowledge sharing and collective problem solving are also evident from frequent dept. meetings.
- While there is a very good environmentally friendly living, there are few hiccups in grievance handling. While people are aware of what they need to do to get promotion.
- The exact procedural details are to be little more transparent.



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- The self-financing Engineering colleges has most of the attributes that are required for career growth. The employees are also taking advantage of the company. Policies have exhibited those attributes which are generally associated with ambitious career builder.

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