

The advantages of career development

The chief objective of a career development programme is to synchronise individual and organisational goals, as far as possible, in order to achieve maximum utilisation of the individual and to promote worker satisfaction. In other words, an individual should be able to satisfy his own goals while achieving the goals of the organisation. When this happens, the worker is more satisfied and he becomes more productive. Part of a person's self-esteem is tied to his job, thus when he develops his career this self-esteem is reinforced. This in turn encourages employees to improve their performance.

Organisations which emphasise career development are more likely to attract and be able to retain employees with valuable knowledge and skills. Career development promotes self-development; this, in turn, promotes a lower labour turnover. Employees prefer to have some kind of guiding hand in their own fate and will pursue their ideals, even though, in some cases, these ideals are unrealistic.

Without some form of career planning overstaffing of the organisation may occur. This can reduce productivity, and it can hold the employee back when he could be promoted to a job offering new challenges. This can only lead to frustration and ultimately to an increase in labour turnover.

Schein in his textbook "Career Dynamics: Matching Individual and organisational needs" (1978) lists some of the conditions if individual needs and organisational goals are to promote career development.

- (a) Organisational efficiency and individual satisfaction cannot be achieved unless goals and needs are integrated.
- (b) Organisations and individuals are dynamic: this complicates the integration process.
- (c) Career planning requires a provocative approach from both the individual and the organisation.
- (d) The integration process is dependent on information about the Individual's age, careers within the organisation, and manpower utilisation.
- (e) Manpower planning must involve the entire system. That is, career development moves must be planned jointly. A study has to be made of how key jobs change as the organisation develops.

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