

The Role of Employee Commitment towards Career Development and Personal Factors

M. Deepika¹, Dr. Krishna Mohan Naidu²

Research Scholar, Department of Business Management, Acharya Nagarjuna University, Guntur, A.P¹
M.Com, MBA, PH.D, Department of Management, Osmania University, Hyderabad, Telangana²

Abstract: Employee is a key component of the organization. The achievement or disappointment of the association relies upon employee performance. In this manner, associations are contributing gigantic measure of cash on employee development. This paper dissects the hypothetical system and models identified with employee development and its effect on employee performance. The key factors recognizes identified with employee development and Employee performance. The further discourse builds up a proposed demonstrate which clarifies the connection between employee development factors (employee learning, aptitude development, self coordinated, employee state of mind) and employee performance variable. The employee performance will influence on hierarchical adequacy. The paper is isolated into three sections. The starting part gives brief review identified with employee development and its effect on employee performance. The second part dissects the perspectives and investigations of the past specialists identified with employee development and employee performance.

Keywords: Employee development, employee performance, organizational effectiveness.

1. Introduction

Employee Development is a standout amongst the most critical elements of Human Resource Management. Employee development intends to build up the capacities of an individual employee and organization all in all so; subsequently employee development comprises of individual or employee and general development of the employee as when employees of the organization would build up the organization, organization would be more thrived and the employee performance would increment [1]. Along these lines, there is an immediate connection between Employee Development and Employee Performance. As when employees would be more created, they would be happier with the activity, more dedicated with the activity and the performance would be expanded. At the point when employee performance would expand, this will prompt the organization viability [2].

Importance of Employee Development Activities

Employee development exercises are imperative for the employees, as the exercises are performed, it demonstrates that organization thinks about their employees and needs them to create [1]. Huge numbers of the organizations

are putting resources into employee development. At the point when organizations are contributing towards the employee development exercises, the employees buckle down; use their full abilities and endeavors to accomplish the objectives of the organizations.

There are numerous schools of musings. One school of thought says that employee development center around:

1. Self Development

2. Self Directed Learning

This idea demonstrates that employee development must be perceived by the employees who need to learn or who will learn. At the point when employees will learn, they demonstrate their enthusiasm for the developmental exercises, subsequently they are more happy with the activity which will prompt increment in employee performance [1]. Employee development additionally relies on the individual employee, how much interest to learn.

What amount of interest to take in an individual employee?

How to figure out how to create themselves?

As when singular employee needs to learn, he would take in more and then some, he would take part in numerous different exercises; for example, go to classes, workshops and others instructional courses, either at work or off the activity. This in reality would prompt employee

development, and employee development would prompt increment in employee performance.

Regardless of what amount of skill does a man have if individual or employee isn't willing to create? Regardless of how much assets you give employee would not created. So employee development is likewise a moral obligation of the employees. Employees at all levels are involved in the developmental activities whether the upper level employees, middle or lower level employees [3].

2. CHALLENGES IN EMPLOYEE DEVELOPMENT

As employee development depends upon the individual employee whether employee is willing to participate or not. Employee development additionally relies on the organization culture, state of mind of best administration, and constrained chances of advancement. [1] [3].

Organization Culture: - If organization culture underpins employees, it will urge employees to take an interest in basic leadership then employees would more create and performance would increment.

Attitude of Top Management: - Top Management mentality is another vital factor that effects on employee developmental exercises. It relies upon the genuineness and responsibility of the best administration.

Constrained Opportunities of Promotion: - If chances of advancement are restricted then employees would not take part in the employee developmental exercises.

3. DEVELOPMENTAL ACTIVITIES

Coaching

Instructing is a vital movement for the employee development. Training isn't formal. It includes regarding employees as an individual accomplice in accomplishing both individual and organizational objectives. Subsequently, we can take care of individual issues of the employees by giving training [7]. At the point when issues are settled, this prompt increment in organizational performance as employees would have the capacity to accomplish organizational objectives.

360 Degree Feedback and Developmental centers'

360 degree input and development focuses are preplanned and depend on earlier characterized appraisal criteria. As developmental centers" are available in the organization or there are numerous developmental focuses outside the organization and are essential as they give preparing to the individual employee [4]. Step by step instructions to be created and employees must be produced on the off chance that they have a want or inspiration to be created.

Developmental Appraisal

Developmental evaluation is a progressing procedure for the employee development amid the entire year. Fundamentally, it is an obligatory piece of the Performance management. This appraisal will determine the weak area of employee where employee development is required in order to improve the employee performance [8].

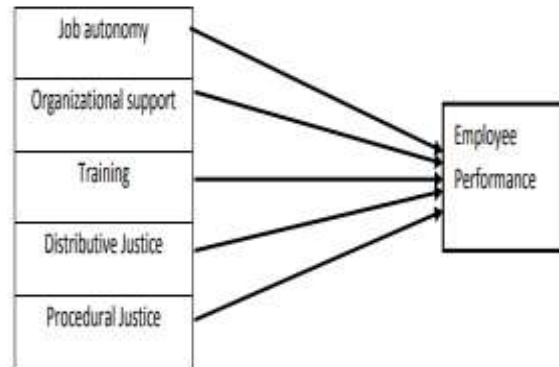
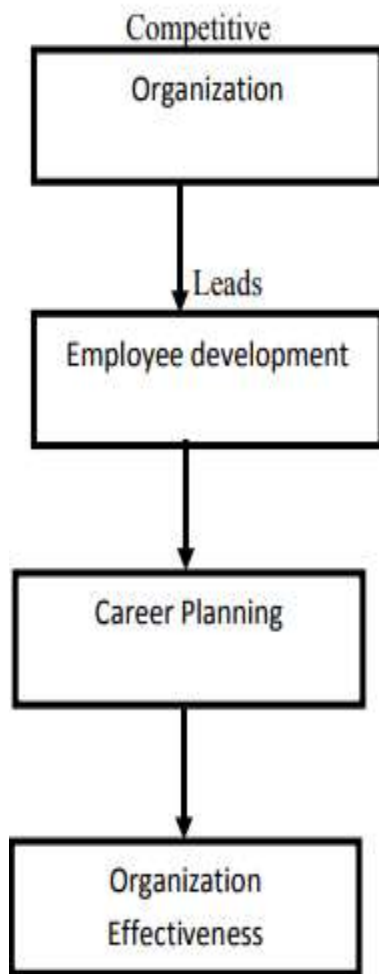
Investment in Perceived Developmental Activities of the Employees

The investment in perceived developmental activities of the employee are important in order to increase the employee performance. As interest in apparent developmental exercises additionally give the organization as an upper hand [9].

Competitive Advantage

The greater part of the organizations don't consider the employee developmental exercises of much esteem. They just spotlight on accomplishing the objectives of the organization. They couldn't care less about the development of employees. So, if organizations would focus on employee developmental activities, this would help in enhancing the skills of the employees [9].

As skills enhanced, they would be able to develop career their own realistic career plan and thus lead to increase the organizational effectiveness.



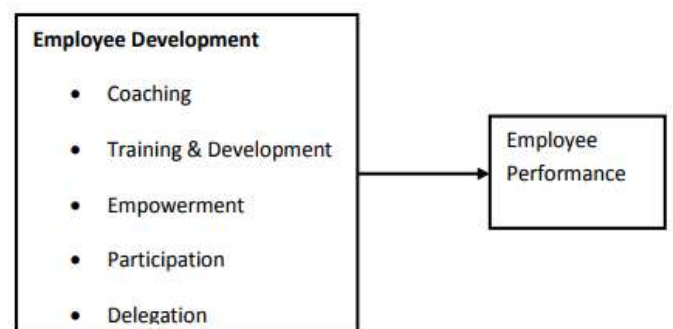
Employee development is becoming an increasingly critical and strategic imperative for organizations in the current business environment. Following five variables of employee development will affect on employee performance

- Coaching
- Training and development
- Empowerment
- Participation
- Delegation

HR Practices on Employee Performance

A large number of researchers have forwarded following classical theories. There are five major practices which affect on employee performance

- Job autonomy
- Organizational support
- Training
- Distributive justice
- Procedural Justice



Five Major Practices

Coaching

Individuals are allowed to take the responsibility. They are treated as a partner to

achieve personal and organizational goals. As goals are achieved, the performance is enhanced [7].

Training and Development

Training is the permanent change in behavior. Employee should be taught how to do a particular task? Development is a long term process [6].

Empowerment

Empowerment intends to expand the limit of the employee and furthermore give flexibility of work which will manufacture the certainty among the employees.

Participation

By letting employees taking an interest in organizations approaches or basic leadership can lead the employee to improve the performance. They will have the capacity to settle on more brilliant choices.

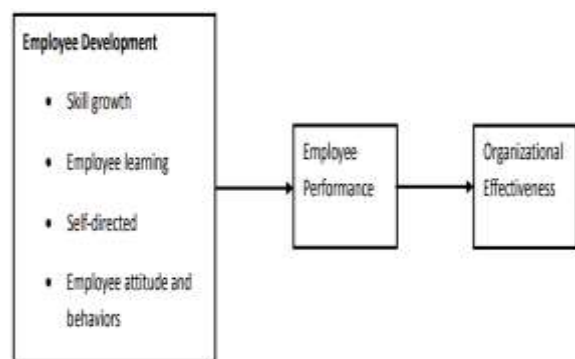
Delegation

If managers delegate authority to the employees to perform the task, what they want can also lead to enhance performance. Employees will do those activities which they can perform more easily. This will lead to achieve organizational goals and thus enhance organizational performance (effectiveness).

Proposed Model (Self made)

The propose show is devise in the light of writing survey of past specialists led in various investigations identified with employee development and employee performance. The propose show is independent and clarifies the connection between employee development and employee performance. Employee performance is a needy variable and Employee development is autonomous variable. Employee development variable is operationalized by the accompanying sub factors;

- Employee Learning
- Skill Growth
- Self Directed
- Employee attitude and behavior



Proposed Model:

Employee Development and Its effect on employee development Employee Performance implies employee profitability and yield because of employee development. Employee performance will eventually influence the organizational viability.

Employee Learning

Employee learning clarifies the way toward procuring information through interest to learn. It is an outlook who has tension to get data. Employee learning will expand the capacities and competency of the employee [5]. The capacities and capabilities are useful in employee performance and efficiency.

Skill Growth

It intends to increment in the ability stock level of an employee. The expertise development is conceivable through preparing and instructing. The aptitude level will influence on the employee performance. Employee performance will influence the organizational adequacy.

Self Directed

Employee development also depends upon the individual employee, how much curiosity to learn.

□ How much curiosity to learn an individual employee?

□ How to learn to develop themselves?

As when individual employee wants to learn, he would learn more and more, he would participate in many other activities such as attend seminars, workshops and others training sessions, either on the job or off the job. This surely would prompt employee development, and employee development would prompt increment in employee performance [1].

4. EMPLOYEE ATTITUDE AND BEHAVIOR

Employee state of mind and conduct alludes to the responsiveness of an employee. At the point when employee is assigned in various workshops, and instructional meetings, the employee demeanor and conduct will decide the reality in preparing and development programs. The responsive employee will learn distinctive abilities which will expand the employee performance. Employee performance will influence the organizational efficiency.

Employee Performance

Employee Performance implies employee profitability and yield because of employee development. Employee performance will at last influence the organizational viability.

Organizational Effectiveness

Organizational viability alludes to the accomplishment of general organizational objectives [10]. Employee development prompts employee performance. Singular Performance of an employee will prompt the organizational viability.

5. LITERATURE REVIEW

Nature of work life does influence work fulfillment, as well as influence life fulfillment, for example, family life, social life, budgetary and prosperity of specialists. Nature of work life as an idea which are life fulfillment as the largest amount, and employment fulfillment in the center. Occupation fulfillment can be acquired

from work fulfillment with wages, colleagues, and directors. Nature of work life is something essential. A few examinations said the way that a cheerful laborer is a profitable specialist; a glad laborer is a laborer who dedicated and focused on the association. The nature of work life likewise plans to make work more appealing and give advantages to laborers.

There are three particular components of nature of work life related mediations: (1) a worry about the impact of work on individuals and in addition authoritative adequacy, (2) the possibility of laborer support in hierarchical critical thinking and basic leadership and (3) the production of reward structures in the work environment which consider creative methods for compensating worker contribution to the work procedure, for example, increase sharing.

Laborer will remain in the association relies upon how they see their future in the association. Specialist will remain in the association when he/she felt that work outlines gave by the association valuable to work and professions. The presence of a reasonable professional success inside their working lives are additionally significantly impacted a specialist to get by in an association. Toward the starting, vocation exercises are led by the association, however the profession advancement will be successful if done together amongst laborers and associations. The representative fulfillment on the vocation improvement was firmly impacted by level of the laborers' need. The association

should offer an example of vocation improvement to satisfying these laborers reason. Example of vocation advancement offered by association to the point of satisfying the representatives require, not really be seen all things considered by the laborers. As it were, acknowledgment of vocation improvement specialists will rely upon how they react to and see this profession advancement. Laborers' view of profession advancement is impacted by the connection between the qualities, expectations, and reasons for specialists led through work involvement.

Envelops the vocation improvement hones utilized inside the association, for example, setting clear desires on representatives on their desires and progression designs. Nature of work life is connected to profession advancement and vocation is developing from such communication of people inside the associations. Profession emerges from the cooperation of people with associations and society. Profession isn't fundamentally a hypothetical develop yet is utilized as a part of significant ways, given importance and it makes meaning and furthermore encounter. Professions are regularly characterized as a 'grouping of work parts or a succession of a man's work encounters after some time [1].

Vocation advancement is a procedure and exercises to get ready laborers for positions in the association, which will be done later on. Profession improvement one should be done in

light of the fact that a specialist needs to get what has a place as well as expect change, advance and chances to advance to higher. A portion of the things that energize vocation advancement inside a specialist are: to begin with, the want to create themselves as indicated by their scholarly capacities; second, to acquire more noteworthy remuneration than common; the third to land flexibility in the position; fourth, to ensure security at work and the last to seek after accomplishment in work.

As indicated by, understand that vocation arranging and advancement process includes evaluation of laborers and associations that will upgrade achievement in one's profession and furthermore can lessen negative conduct and enhance the nature of specialists in the association. In this manner profession advancement program which will have the capacity to address hierarchical issues and the laborers needs. The type of vocation improvement should be possible by the association in three courses, to be specific through profession training, giving profession data and direction. To drive a gainful profession improvement for association and specialist, associations need to lead and advancement preparing programs, acing the law, give criticism to laborers and to construct a firm workplace to upgrade the capacity and readiness of specialists in executing vocation improvement. Input on vocation advancement endeavors expected to accomplish profession objectives of specialists,

guaranteeing that laborers are not advanced will be considered for assist advancement.

6. CONCLUSION

Employee is a significant asset (resource) of the organization. The achievement or disappointment of the organization relies upon employee performance. Accordingly, organizations are contributing immense measure of cash on employee development. The paper looks at and researches the writing survey on employee development and its effect on employee performance. The key factors recognizes identified with employee development and Employee performance. The paper presents the importance of the employee developmental activities, importance of investment in a human capital, and challenges in employee development. The further discussion develops a proposed model which explains the relationship between employee development variables (employee learning, skill growth, self directed, employee attitude) and employee performance variable. The employee performance will affect on organizational effectiveness.

REFERENCES

- [1]. Elena P. Antonacopoulou, (2000). "Employee development through self-development in three retail banks", Journal of Personnel Review, Vol. 29 No. 4, pp. 491-508.
- [2]. Champathes, M. R. (2006), Coaching for performance improvement: The coach model.

Development and Learning in Organizations, Volume 20, No. 2, pp.17-18.

[3]. Antonacopoulou, E.P. and FitzGerald, L. (1996). "Reframing competency in management development: a critique", Human Resource Management Journal, Vol. 6 No. 1, pp. 27-48.

[4]. Hazucha, J., Hezlett, S. and Schneider, R. (1993), "The impact of 360-degree feedback on management skills development", Human Resource Management, Vol. 32 No. 2, pp. 325-51.

[5]. Dixon, N. M., (1999). "The organizational Learning Cycle: How we can Learn Collectively". Second Edition (4), Gower p. 63-91.

[6]. Leibowitz, Z. and Schlossberg, N. (1981). 'Training managers for their role in a career development system', Training and Development Journal, p 72-79.

[7]. Agarwal, R., C. M. Angst and M. Magni (2006). „The performance effects of coaching: A multilevel analysis using hierarchical linear modeling, Robert H. Smith School of Business Research Paper Series.

[8]. Kirkpatrick, D. L. (2006), Improving Employee Performance Through Appraisal and Coaching. American Management Association Publication.

[9]. Chay Hoon Lee and Norman T. Bruvold, (2003). „Creating value for employees: investment in employee development, Int. J. of

Human Resource Management Vol.14 No. 6 p 981–1000.

[10]. Milkovich, George T. and John W. Boudreau (2004). „The Changing Definition of Organizational Effectiveness,” Journal of Human Resource Planning, Vol. 27.1, 2004. p. 53-59.