Career Planning and Development of Tribal Employees -With reference to Visakha Agency Andhra Pradesh

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Abstract

The present paper concentrated on Career planning and development of tribal employees of Visakha tribal agency. It intended to identify the various issues in career planning and development and their relationship construct in the tribal employees scenario. It is found that the geographical location of the tribal employees is the under current and affected the overall development of the employees and which motivated them taking a particular job in those regions as a social image. The socio-economic conditions also forced the tribal employees to choose the job that support in the form of satisfying physiological needs and job security.

Key words: Career planning, Development, job satisfaction, organizational commitment

Introduction

In India, planned development at the national level started for downtrodden like Scheduled Caste and Scheduled Tribes in true sense only after Independence. The tribals are the poorest of the entire Indian Population. Out of its total population, 52.6 percent of tribals are below the poverty line as compared to 44.7 percent of the Scheduled Castes and 33.4 percent of the general population. Most of the tribals (92.60 percent) live in rural areas. It is overwhelming to discern that only 23.63 percent of them are literate which is about half of the national average (52.21 percent). Hence, in order to combat such a situation, there is a need to evolve development approach where people are the

subject and not the object of development.

Employment opportunities of the tribes are the matter of constitution. Besides, the process of identifying and implementing career activities causes change in the direction of individual development and also the growth in every organization. Career development activities are usually derived from the career planning process (e.g., self assessment). The career development process breaks down each of the planning steps into more detail (e.g., what kind of self-assessment should be conducted; how are the results interpreted; how are the results applied to exploring career options; etc.). Career Development requires a concerted effort on the part of everyone to be successful.

Career planning and development

Career planning and development constitutes a model depicting the relationships of the variables. It demonstrates that career planning, career management, career development are the three primary independent variables that lead to career commitment and

organizational commitment Job satisfaction in turn links with the two outcome variables such as career commitment and organizational commitment.

career planning as a deliberate process of becoming aware of opportunities, constraints, choices and consequences identifying career related goals and programming work, education and related development experiences to provide the direction, timing and sequence of steps to attain a specific career goal. Career planning and development is a dynamic process that adapts to the changes one's experience as they build their professional knowledge, experience, and identity. Fundamental to the career planning and development process is self-discovery. A career can be described as a developmental concept comprising of a combination and sequence of an individual's work-life experiences and how the individual perceives these in relation to what they do. Primarily, career development is considered individuals' responsibility because largely the benefits of the process overtly seemed to serve the purpose of the individuals as it ultimately leads to career success.

Statement of the Problem

Today organizations from all around the world strive to motivate its employees in order to survive and compete in dynamic corporate environment successfully as motivation puts human resources into action, improves level of efficiency of employees, enables the organizations to attain sustainable competitive advantage over the rivals and ultimately leads to the achievement of organizational goals. Top performing organizations strongly believe in the concept of employee commitment as committed employees display better job performances in terms of facilitating the work, production or service delivery, willingness to welcome new challenges, desire to stay with the organization for longer periods and make significant contributions in gaining sustainable competitive advantage for the organization in today's dynamic industry. In work life the individual's interest is most of the times associated with their career development. When individuals see a long term benefit associated with the organization of their work, then they possibility of foregoing the short time benefits offered to them in the form of salary raises or other financial incentives also increases. In order to upgrade organizational competencies and to retain that competency level the development of individuals' competencies becomes a prerequisite. This means that a strong relationship exists between organizational development and employee's career development. Looking at the facts from this perspective we can say that career development is not only an individual employee's responsibility but it is as much an organizational responsibility. The options of choosing a career path may be exercised by the individuals but providing those options must be catered for by the organization. Hence the study is intended to identify the various issues in career planning and development and their relationship construct in the tribal employees scenario.

1.5. Objectives of the Study

The primary objective of the present study has been to enquire into the intricacies and dimensions of career planning and development of tribal employees. In addition, the other objectives of the study are-

- ➤ To study the socio-economic profile and cultural facets of tribals in India.

- ➤ To focus on the socio-cultural aspects of the tribals in Andhra Pradesh.

- ➤ To understand the antecedents, implications and the intricacies of career planning and development and also the outcomes.

- ➤ To study the perceptions of tribal employees about the antecedents and outcomes of career planning and development and

- ➤ To suggest feasible ways and means to enhance the commitment of employees towards their career and the organization

1.7. Research Design

Methodology and sample of the Research

This is a qualitative research study on the topic of "Career Planning and Development - study on Tribal employees with reference to Employees in Visakhapatnam". Based on the present literature review, this research is following the pattern of quantitative research as the study is employees' perceptions on career planning and development aspects and satisfaction and using a questionnaire to collect data.

Population Sample

The respondent population for focus research is employees working in Government, quasi-Government offices and local bodies. This study applied the qualitative research method for gathering data by using primary data collected through interviews through personal interaction by canvassing the structured questionnaire among the random sample of 650 employees in different cadres with at least one year experience in the concerned position. The data gathering in this research had conducted during November, 2012 and February, 2013.

Data Analysis and Tools

For the purpose of analysis and to facilitate interpretation simple statistical tools like percentages, averages, simple growth rate and compound annual growth rates are used. Statistical tools such as Reliability test, ANOVA (Analysis of Variance), cluster analysis, canonical correlation analysis and discriminant

analysis are used for testing the hypothesis on SPSS for Windows Version 20.0 are used. For the purpose of extensive analysis, for the construct included in the study, unidimensionality was asserted using Confirmatory factor analysis (CFA) using Statistica 9.0 edition. The χ^2, goodness of fit indices (GFI) and RMSEA measures were employed to examine the integrity of the construct.

Analysis of the study

Scheduled caste population in the study area

The scheduled caste population in the state of Andhra Pradesh account for 6.6 per cent of the total population of the state. The scheduled tribe workers in the state are recorded by 21, 46,002 main workers and 5, 59,634 marginal workers. In Visakhapatnam district there are 2, 50, 838 scheduled tribe main workers and 57,007 marginal workers and respectively constitute 11.7 per cent of the total schedule tribe main workers and 10.2 per cent of the total scheduled tribe marginal workers in the state. Moreover the Visakhapatnam district accounts for the total schedule tribe workers in the state of Andhra Pradesh. The composition of the total schedule tribe workers in the Visakhapatnam district consists of 178376 cultivators, 53,396 agricultural labourers, 3676 manufacturing households, 250838 total main workers and 57,007 total marginal workers.

Employment status of the employees

It is observed that majority of respondents i.e. 27.7 per cent of respondents are working in Schools (180) while 26.5 per cent of respondents are working in Forestry, Social Forestry and Tribal welfare. While 24.9 per cent of respondents are working in Irrigation & Agriculture departments, 16.9 per cent of respondents are working in R & B departments. A minimal number of respondents i.e. 4.0 per cent of respondents are from rural development and Panchayatraj.

Factors effecting job opportunities

It is reported by a majority of 77.8 percent of respondents that job opportunities in the desired geographical locations influenced them to take up the profession. 65.4 percent of respondents expressed that

social image and lack of awareness about other job opportunities followed by the demand for the age limitation on the job front and lack of guidance and counseling (62.8 percent). As opined by 62.5 percent of respondents language problem to achieve the professional jobs are compelled to fulfillment of psychological needs are the factors that influence them to take up the profession. Career advancement opportunities availability of jobs across various organizations, and the selected professional does not demand physical work also reflected as dominant reasons for taking a job as reported by 58.2 percent of respondents.

It can thus be noted that the geographical location of the tribal employees is the under current and affected the overall development of the employees and which motivated them taking a particular job in those regions as a social image. The socio-economic conditions also forced the tribal employees to choose the job that support in the form of satisfying physiological needs and job security.

Career planning factors

Career Planning involves identification of the career-related goals and establishing plans for achieving these goals. Individuals have to make self-assessment of their abilities, interests and values to analyze the career options and decide on their development objectives and needs. It is observed that 52.3 percent of respondents spend time to review their career plans as against to this 47.7 percent of respondents could not spend time to review their career plans. It is also observed that 68.5 percent of respondent are aware about the external trends whereas, only 54.6 percent of respondent are unable to understand themselves. Obviously, 45.4 per cent of employees do not possess the knowledge of assessing themselves to plan their careers.

In the process of designing the career management prospective in the organizations, the processes and programs in work place would really boost up, which is as opined by 66.6 percent of respondents. 69.4 percent of respondents also opined that the organizations consider and plan the career paths of all the employees while they are engaged in the developmental activities related to the profession/job. 68.8 percent of respondents agree that their participation in development activities reflected in the job enrichment by way job rotation and

assignments. It could also be observed that the organization provides process for evaluation of performance to provide an understanding of promotion as opined by 74.2 percent of respondents, whereas, 63.5 percent of respondents perceived that the employees in the organization are cooperative in understanding and rendering assistance for their career management. Thus it is observed that the environment in the organizations is found to be prospective for the employees for their management of career.

Perceptions on career planning tools

As observed a majority of 74.0 percent of respondents reported that the career planning tools are essential to support the career development and 70.8 per cent opined that the career management programs are needed to support the career development (70.8 percent). It is known fact that, by offering career development opportunities, employers help employees to develop their own personal competitive advantage and ensure their long-term employability. Many employees seek out employers who provide training and development activities that facilitate career advancement. When

they receive such opportunities, employees are likely to commit to the organization. Moreover, 67.2 percent of respondents are able to understand the need for continuous career development whereas, 66.6 percent of respondents opined, there is a need to have a formal process to attain career development. Thus the tribal employees reveal that the employees tended to be more assertive and vocal about their needs, and they desire control over their professional careers.

Satisfaction level on job performance

A majority of 76.2 percent of the tribal employees felt satisfied and happy when they discover that they have performed well on the job front followed by the things they do on the job is very useful and important to them (72.0 percent). It is also evident from the table 69.4 percent of respondents felt sense of achievement in their career as they felt satisfied and happy when they discovered that they have performed well on the job (64.6 percent). Finally, 70.0 percent of the respondents agree that they are very satisfied with the job they have been taking up. The analysis drives to home the observations that the sense of achievement by way of

conducting a useful and important work towards the organization induced the respondents to feel satisfied with the job.

Correlation between Career planning and organizational commitment

As shown in table 1, Career planning is positively correlated with the organizational commitment. It is identified that the respondents know about their general economic and societal trends that affect career (CP7) occupied the top priority followed by possessing the strategy to achieve their career goals (CP10), using information about how well they do at work and formulate plans to achieve specific career goals (CP9) and having an accurate view of their strengths, weaknesses and career direction helps them to have realistic expectations for career outcomes (CP 8). It is also observed that when there is one standard deviation increase in the latent variable career planning, there will be 0.33 standard deviation increase in the indicator CP7, followed by 0.32. It is further observed that the standard deviation increase in the indicator CP10, 0.31, standard deviation increase in the CP9, and 0.29 level of standard deviation increase in the CP 8 and

vice versa. The results of the T-statistic reveal that the path coefficients for the indicators are significant at 1 per cent level of significance. Hence it could be inferred that in the latent variable career planning in CP7 followed by CP10 and CP9 are more relevant among the determinants of career planning

Suggestions

The following are the suggestions emanating from the study for policy reorientation and for improving career planning and development among the tribal employees.

1. The organizations are advised to allocate the dedicated Human Resources for career planning of the employees to drive process and monitor its execution and give guidance to line managers.

2. The organizations are suggested to provide the line managers with support in the form of training on the skills and knowledge required in identifying and managing talent employees and how to nurture and stretch these talented high potential employees within their departments.

3. It is suggested to develop rewards and compensation structures to gear

up and incentivizing line managers to spot and develop talented employees.

4. It is also advised to offer line managers with training, skills, knowledge and encourage them to engage and conduct regular conversation with the employees, especially around their career aspirations and developmental needs so as to ensure the right allocation of work assignments are assigned to the high potential employees to increase their retention within the organization.

Table-1: Career Planning and the level of agreement

S. No	Statement Label	Statements pertaining to Career Planning	Level of Agreement		Total
			No	Yes	
1	CP1	I have a plan for my career.	272	378	650
			41.8%	58.2%	100.0%
2	CP9	Using information about how well I am doing at work, I formulate plans to achieve specific career goals.	240	410	650
			36.9%	63.1%	100.0%
3	CP10	I have a strategy for achieving my career goals.	227	423	650
			34.9%	65.1%	100.0%
4	CP2	I know my career goals and objectives.	283	367	650
			43.5%	56.5%	100.0%
5	CP3	I know my career interests and how to apply these to my job.	278	372	650
			42.8%	57.2%	100.0%
6	CP4	I spend time reviewing my career plan.	310	340	650
			47.7%	52.3%	100.0%
7	CP5	I am able to analyze and assess my abilities, interests and values to determine my career options.	272	378	650
			41.8%	58.2%	100.0%
8	CP6	I have identified areas where I need to improve my skill and knowledge level.	357	293	650
			54.9%	45.1%	100.0%
9	CP7	I know about general economic and societal trends that affect my career.	205	445	650
			31.5%	68.5%	100.0%
11	CP8	Having an accurate view of my strengths, weaknesses and career direction helps me to have realistic expectations for career outcomes.	295	355	650
			45.4%	54.6%	100.0%
	Total		3018	4132	7150
			42.2%	57.8%	100.0%

Source: Survey

5. It is suggested for the best employers to have a serious, resolute mind-set about talent that begins with a fundamental belief that the organization's future depends on getting and keeping the right people in the right jobs, and they leave little to chance when it comes to recruiting and interviewing.

6. Some jobs are more easily enriched than others, but it can be surprisingly easy to make a significant impact with employees and increase retention. Therefore, It is advised to design the job tasks that enrich the career prospects of employees.

7. Employees might not have the patience to "pay their dues," but the organizations can enrich their jobs and provide for them a more meaningful role in the future by delegating tasks that might not have been considered before

8. *Offer career coaching tools and training for all managers.* Provide company-sponsored training and tools to help managers to be better equipped to fulfill their responsibilities as coaches. Some organizations even request managers to use the same self-assessment tools available to employees, enabling them to benefit from them as well.

9. *Provide readily accessible information on career paths and competency requirements.* Give employees access to job descriptions, listings of competencies, and educational requirements they will need to qualify for other positions within the company.

10. *Create alternatives to traditional career ladders.* Do not penalize top performers by forcing them to pursue management positions as their only route to higher pay. Create higher-level technical positions with increasing responsibility and commensurate pay.

11. *Keep employees informed about the company's strategy,*

direction and talent need forecasts. The best people need to be kept informed about the company's evolving marketing and growth strategies, and the career opportunities that will accompany them.

12. *Build and maintain a fair and efficient internal job-posting process.* Do not rely on job-posting systems to let people know about new positions. Get the word out through career workshops and other, less formal ways.

13. *Keep the career development and performance appraisal processes separate* .Many companies have directed managers to have discussions with employees about career opportunities at the six-month interval between annual performance reviews, separate from discussions of performance. This enables all involved to focus on career development, as opposed to job appraisal.

14. *Build an effective talent review and succession management process.* Organizations must address the difficulties in preparing leaders and talented professionals for organizational opportunities that might not yet exist. This includes even the players who form the backbone of the organization but are not necessarily on the leadership career track.

15. *Offer competitive base pay linked to value creation*. The need to provide increased value to customers has led many companies to link base pay more to value creation and less to rank or years of service. This results in some companies paying lower-ranked employees more than their managers, if they are crucial to providing value.

16. *Reward employees at a high enough level to motivate higher performance.* Variable pay awards to employees should be higher when the bottom-line impact of their results is

significant, when that result is difficult to achieve, when it takes longer to achieve, and when base pay is more at risk.

17. *Involve employees and encourage two-way communication when designing new pay systems.* Let employees in on the process behind your pay system. Surveys indicate that those who understand how their pay is determined are more likely to be satisfied in their work.

18. *Give employees the right tools and resources.* An organization might look to save money on software, hard-ware, furniture and equipment, but thinking of these things as only costs is shortsighted. The right tools at the right time are investments not only in productivity, but in sending a message to employees that they are worth it.

19. *Initiate a culture of "giving before getting.* Make the first move in maintaining employee loyalty. If the organizations

demonstrate an initial willingness to trust your employees by giving valued services, they are likely to reciprocate in kind.

20. *Build social connectedness and harmony among employees.* Part of the glue that binds people to workplaces comes from the relationships they form with other employees. Actively encourage these relationships by assigning team projects, creating cross-functional teams, organizing group outings and allowing employees reasonable time for personal "hallway" or "water cooler" conversations.

21. *Inspire confidence in a clear vision, a workable plan and the competence to achieve it.* One of the first requirements of trust is competence. People will only follow leaders they deem to be capable. Employees want to know that the organization will be successful, and that they can be assured of their place in it, going forward. The

organizational environment must be able to inspire that confidence, and make decisions and directives that reinforce that confidence.

22. Although many Career Development programmes exist, few seem to have been effectively integrated into existing HR planning system and fewer still into the organization as a whole. To minimize such mismatch it has been suggested to the HR managers to use *action research* model to: Diagnose, Develop, Implement and Evaluate the CD program that fit the organization's needs and goals.

23. It is recommended that organizations be restructured by its management. This move calls for a more flexible structure with widened opportunities for career advancement to replace the current one that is „saturated". The closed organization structure should be addressed.

Promotion should not be based on "boxes" and length of service.

24. The organization should put in place clear and transparent policies on training, promotion and advancement. There should be improvement in promotion and retirement procedures; they have been described as "poor". Competition for promotion should be free and fair. Promotion should indicate real achievement and retirement should be made more attractive. Attractive exit options should be explored and put in place.

25. The administrative bodies should discourage incidences of irrelevant training. Irrelevant training wastes money and time both for the individual concerned and the organization. Career advancement would only be facilitated if employees go for courses that address training needs as "identified" in staff

appraisals according to the performance improvement plan.

26. Lack of recognition for self-development should be stopped. Self development and initiative that matches organizational goals be recognized and rewarded adequately by the organization.

27. Lack of adequate planning and management should be discouraged. The organizations should be put in place formal career planning and guidance .This would facilitate effective planning of career goals and paths.

28. To avoid stagnation at some levels, the administrative bodies should facilitate steady career progression by widening promotion opportunities and creating new openings for trained and competent staff. Options include restructuring the organization, job enlargement or developing alternative career paths and

making retirement much more attractive.

29. The management should appreciate the role or impact of career advancement on employees 'motivation to work hard. There should be effective planning of career goals and paths. Staff should be trained and developed for strategies and higher responsibilities.

30. The organisations need to create an environment for the employees to spend the time to review their career plans. Understanding the general economic and societal trends that affect the career followed by formulating an accurate view on one's own strengths and weakness is the need of the hour to prepare their career plans. It is pertinent to bring a platform for the employees for a collaborative environment to assess their individual strengths and weaknesses through an interaction process.

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