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## HUMAN RESOURCE PRACTICES FOR CAREER DEVELOPMENT AND RETENTION OF EMPLOYEES

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### Abstract

**Introduction:** Career development programs is a plan of action designed by HR professionals for its employees to help them develop their skills and competencies by providing opportunities which guides them to make progress in the right direction and helps them in achieving the objectives and targets one wants to attain in his/her career.

**Aim of the Study:** The main aim of the study is Human resource practices for career development and retention of employees

**Material and Method:** The purpose of the study design is to make sure that the necessary data are efficiently and precisely gathered.

**Conclusion:** According to the data collected it was found that career development programmes have the lasting effect on the retention of the employees in the organisation.

**Keywords:** Human Resources Practices, Career Development, Employees,

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## 1. INTRODUCTION

### 1.1 CONCEPT OF CAREER DEVELOPMENT PROGRAMS

Career development programs is a plan of action designed by HR professionals for its employees to help them develop their skills and competencies by providing opportunities which guides them to make progress in the right direction and helps them in achieving the objectives and targets one wants to attain in his/her career. The aim of such development programs is to prepare employees for greater responsibilities and future positions in near future. Organizations working at small or mid-size level often find it difficult to keep their staff updated with recent technology and trends due to budget and time constraints. So, one way out is instead of outsourcing it to cloud-based services (career development trainer) they can be practiced internally under the guidance of human resource personnel. **As stated by**

**Prince (2005) these programs include talent management, training programs, coaching and mentoring for employees, career counseling, and corporate career planning.** When people join organization, career development opportunities is the desired quality employee looks for in the organization as it guides their career to be on right track. Awareness, goals, skills and performance of individual is improved through career development programs.

For making career development programs a success, top professionals should first curate the business plan of organization, its strategic goals and objectives as it will give a clear picture of the competencies requisite for performing tasks and consequently plan career path of employees giving full consideration to their requirement and aspirations to succeed as an individual.

Developing an employee in the long run is central to talent management. It is an ongoing process of learning and engaging new as well as appointed staff. A well thought out plan in consultation with HR head need to be set in advance after recruiting the best talent. From equipping the new

hired talent with formal orientation program to advancing the cognitive content of current staff by providing resources like in-house training or external training programs and knowledge guide talent management personnel play key role in imparting best practices that assist its employees in meeting their objectives within the organization.

## 2. LITERATURE REVIEW

Jaseel (2019) has stated that majority of the organizations believe that enhancing the employee's skills will help the employees to enhance their work efficiency which in turn increase the organizational profitability and increase the value of shareholders. To substantiate the above statement, Vodafone is one of the leading telecom services which consistently spent billions of money for training and developing their employees. This research was undergone to know the attitude of the employees towards training and development programs in Vodafone. The study also focused upon the outcome of the training activities carried out by the organization. The findings revealed that training and development activities had a positive association with organizational commitment, dimensions of learning and performance appraisal of the employee. Thus, the study concludes that training and development activities bring positive attitudinal outcomes for both the employee and organization.

Lin Gensing Pophal (2019) has found that many organizations consider employee training and development activities as their important business strategy and for success of their business. The organization by teaching their employees the new skills and processes can increase the effectiveness of their employees. Employee training is also effective tool in retaining the employees. But, the organizations have to focus upon the training based on the constant change in the business environment and also technology enhanced rather than traditional training. The relationship between training and retention is explored by various researchers. According to a study conducted by A Future Workplace and Kronos, 87 percent of the employers have stated that increasing retention is the main priority for their organization. According to the Society for Human Resource Management, the study revealed that 69 percent of employees are remaining in an organization at least for 3 years, if they experienced greater opportunities for their growth and career. MRI Network had found that 72 percent of candidates have opined their reason for remaining in the organization as career advancement opportunities.

Charissa Rentier (2018) has stated that training and development activities can keep the employees highly engaged and motivated. Employee turnover is found to be a significant factor which affects the organization growth and reduces the profit. Employee turnover is considered to a threat for the sustainability of any organization in its long run. Training is thus found to be an vital aspect in organization's growth which increases employee morale and loyalty and reduced the employee turnover.

Jessy David (2018) has stated that employee training important role in retaining the employees in an organization and this is been used as an important strategy in many organizations. Learning and development is considered to be common in all sectors and organizations. A good induction programme and continuous job oriented training make the employees to feel valued and also to feel that they have chosen a right organization in their career. This feeling helps the organization to retain the employees and also to achieve their goals. Training contributes both for the success of the organization as well as for the growth of the organizations as it inculcates new skills in employees through which they increase employee value and productivity. Employees are likely to be more loyal and willing to give their best to the organizations, if they are supported with relevant training and development activities.

John's (2018) article has stated that employees have many problems which make them to leave their job. One of the main reasons for their departure from job is lack of resources and tools they required to be successful in their profession. Thus, development training becomes more significant and essential in an organization. Employee training programs are not just a prerequisite: the employee engagement and retention can be increased through effective training programme. Unfortunately, training and development programs are not been taken seriously by the organizations; instead they compromise training when there is a need to cut the cost of production. This approach may help the organization to fulfill their short term goals but in long term, it will create negative outcomes like frustrated and dissatisfied employees, disengaged employees, etc.

### 3. METHODOLOGY

#### 3.1 RESEARCH DESIGN

Simply said, a research design is the framework for a study's strategy, considering data collecting and analysis. The purpose of the study design is to make sure that the necessary data are efficiently and precisely gathered. Because the purpose of this study is to describe the degree of career development programme and retention, a descriptive research approach was used.

#### 3.2 SOURCES OF INFORMATION

The research was done using primary, secondary, and other qualitative data to determine how beneficial career development programme is for employee retention. In order to gather primary and secondary data, research must depend on field survey methods, such as questioners, interviews, and observations, as well as published and unpublished reports & records, journals, periodicals, newspapers, and magazines. The details about sources are provided below:

##### 3.2.1 Primary Sources

The service firms' personnel were consulted for the main data. The firms employ operational, managerial, and supervisory level personnel. To gather data on the effect of career development programme on employee retention, a well-structured questionnaire was used.

##### 3.2.2 Secondary sources

For the research, sufficient secondary sources have been consulted. The following are the secondary sources of information that have been consulted:

- Annual reports of various industries
- Journal, magazines, newspapers
- Books written by eminent authors on training and development.
- The secondary data about the company profile and other details were collected from the company web site.

### 4. RESULTS

#### 4.1 DEMOGRAPHIC PROFILE OF RESPONDENTS

##### 4.1.1 Marital Status of Respondents

Most respondents (N=80, percentage=66.7) were married, followed by unmarried respondents (N=37, percentage=30.8) in Table 4.4, which shows the marital status of respondents. Only 2.5% (N=3) of respondents (respondents) were divorced.

Table 4.1: Marital Status of Respondents

Marital Status	N	Percentage
Unmarried	37	30.8

<b>Married</b>	80	66.7
<b>Divorced</b>	3	2.5
<b>Widow</b>	0	0.0
<b>Total</b>	<b>120</b>	<b>100</b>

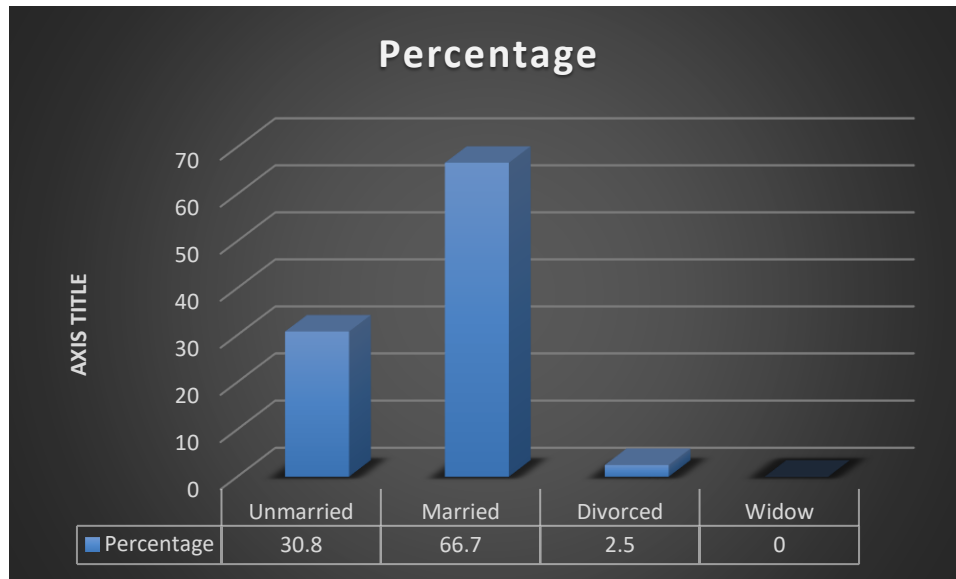


Figure 4.1: Marital Status of Respondents

#### 4.1.2 Qualification of Respondents

Most respondents (N=65, 54.2%) had postgraduate degrees, followed by respondents with graduate degrees (24.2%) in terms of qualification. 5.5% of respondents were undergraduates, while 16.7% of respondents had further degrees such PhDs, CAs, CSs, and diplomas, among others.

Table 4.2: Qualification of Respondents

<b>Qualification</b>	<b>N</b>	<b>Percentage</b>
<b>Undergraduate</b>	6	5.0
<b>Graduate</b>	29	24.2
<b>Postgraduate</b>	65	54.2
<b>Other</b>	20	16.7
<b>Total</b>	<b>120</b>	<b>100</b>

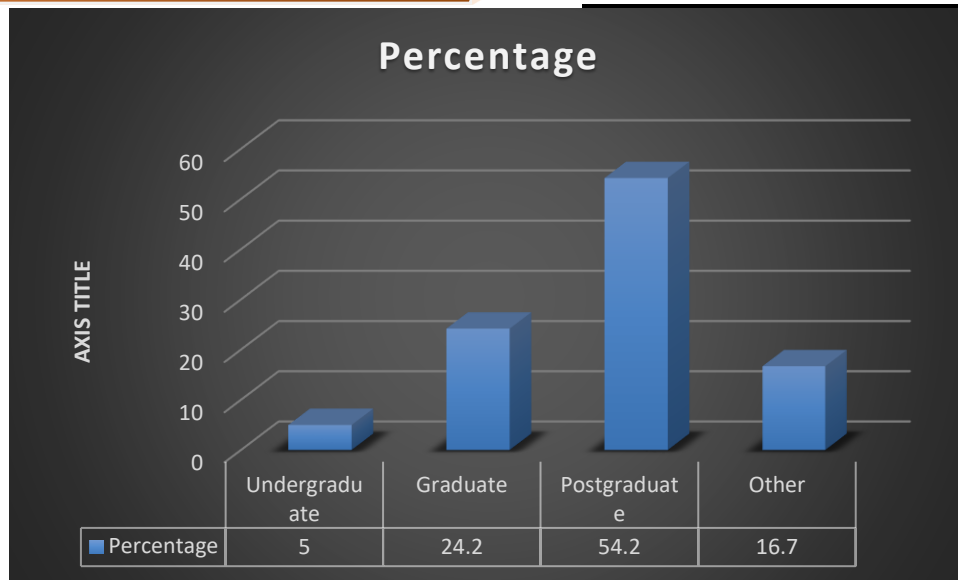


Figure 4.2: Qualification of Respondents

#### 4.1.3 Family Type of Respondents

The findings from the question asking respondents to identify their family type are shown in table 4.6. Most respondents (N=74, %=61.7) are from nuclear families, followed by respondents from joint families (N=46, %=38.3%).

Table 4.3 Family Type of Respondents

Family Type	N	Percentage
Nuclear	74	61.7
Joint	46	38.3
<b>Total</b>	<b>120</b>	<b>100</b>

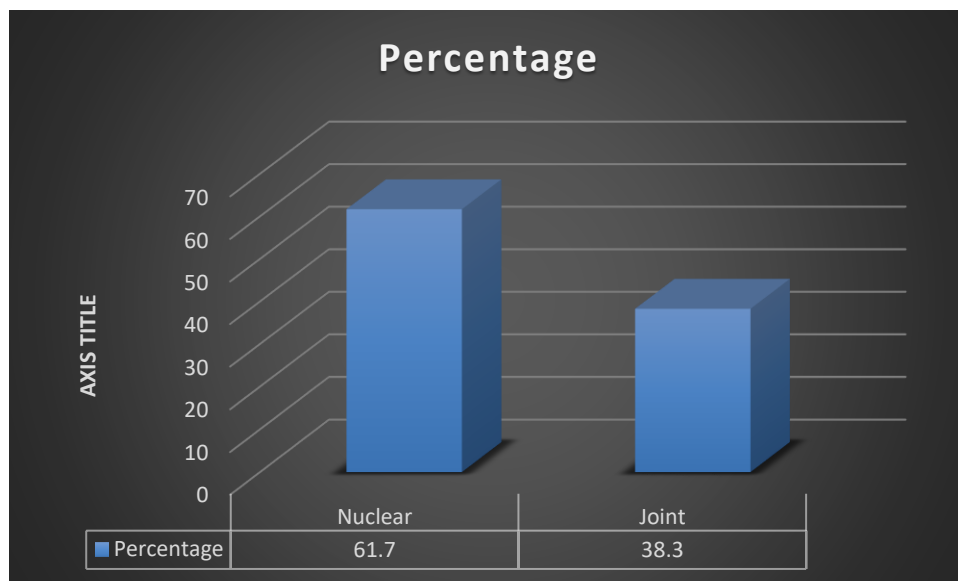


Figure 4.3: Family Type of Respondents

#### 4.1.4 Statement 4 My work adds a lot to the general purpose of my life

Most respondents (N=88, Percentage=73.33) concurred that their employment significantly contributes to their life's overall meaning. Approximately 19% of respondents have an unfavorable impression of this information, while 7.5% believe it to be untrue. Overall average score (3.89) indicates that people agree with this statement.

Table 4.4: Statement 4

Response	N	Percentage
Strongly Disagree	0	0.00
Disagree	9	7.50
Neutral	23	19.17
Agree	60	50.00
Strongly Agree	28	23.33
<b>Total</b>	<b>120</b>	<b>100</b>
<b>Mean Score</b>	3.89	
<b>Level</b>	Agree	

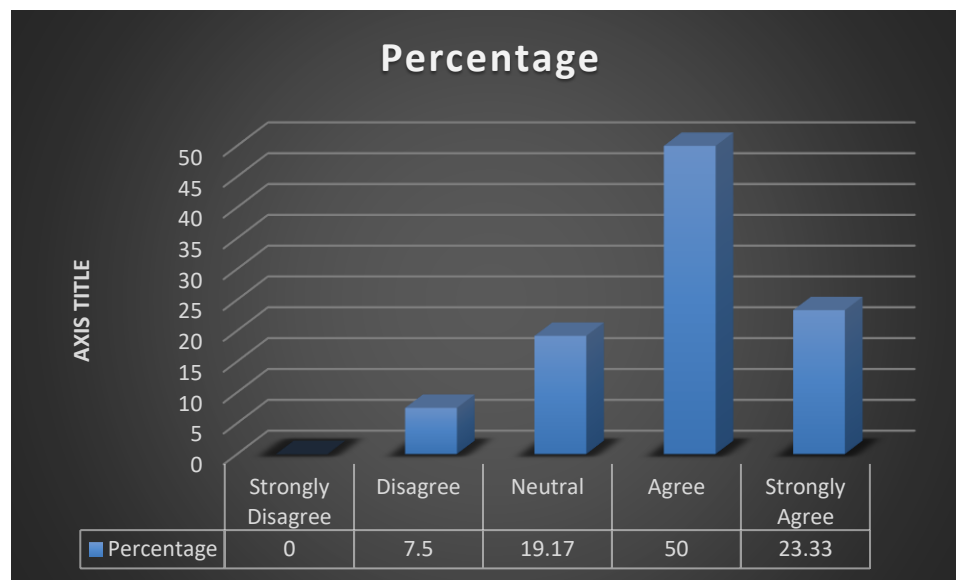


Figure 4.4: Statement 4

#### 4.1.5 Statement 5 My job activities are personally meaningful to me

When asked whether they believe their work activities had a personal value for them, respondents indicated that they did (Mean score=3.84). 20% of respondents (N=13) had a neutral opinion on this remark, while on average 12% of respondents (N=13) expressed dissatisfaction with it.

Table 4.5: Statement 5

Response	N	Percentage
Strongly Disagree	5	4.17

Disagree	9	7.50
Neutral	24	20.00
Agree	44	36.67
Strongly Agree	38	31.67
<b>Total</b>	<b>120</b>	<b>100</b>
<b>Mean Score</b>	3.84	
<b>Level</b>	<b>Agree</b>	

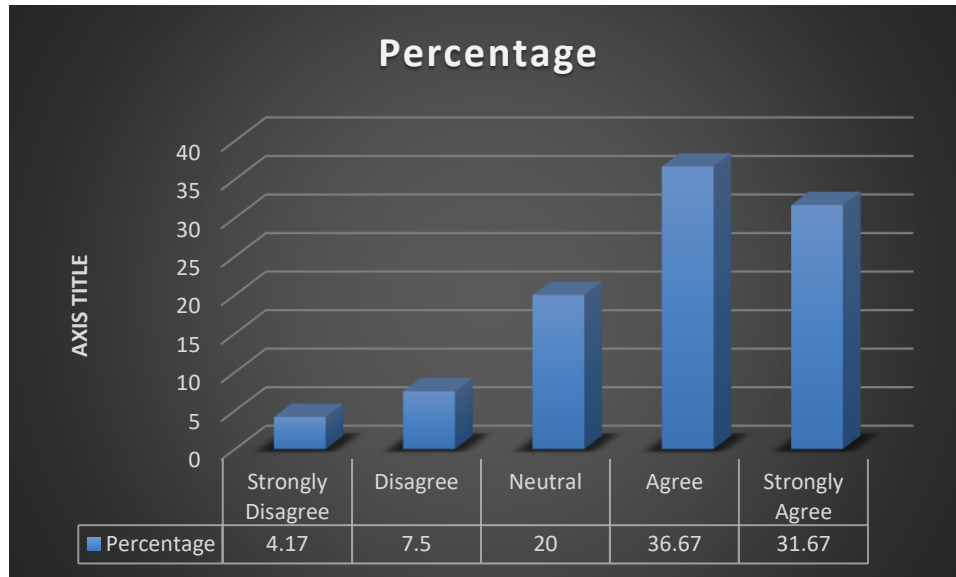


Figure 4.5: Statement 5

#### 4.1.6 Statement 6

##### **My supervisor, or someone at work, seems to care about me as a person**

37.50% (N=45) of respondents said their boss or another coworker seems to care about them as people, and 25.83% (N=31) of respondents strongly agreed with this statement. In other words, neither agreeing nor disagreeing with this statement, 21.67% of respondents portrayed a neutral attitude. The respondents' average score of 3.72 indicates that they agree with this assertion.

Table 4.6: Statement 6

Response	N	Percentage
Strongly Disagree	3	2.50
Disagree	15	12.50
Neutral	26	21.67
Agree	45	37.50
Strongly Agree	31	25.83
<b>Total</b>	<b>120</b>	<b>100</b>
<b>Mean Score</b>	3.72	
<b>Level</b>	<b>Agree</b>	

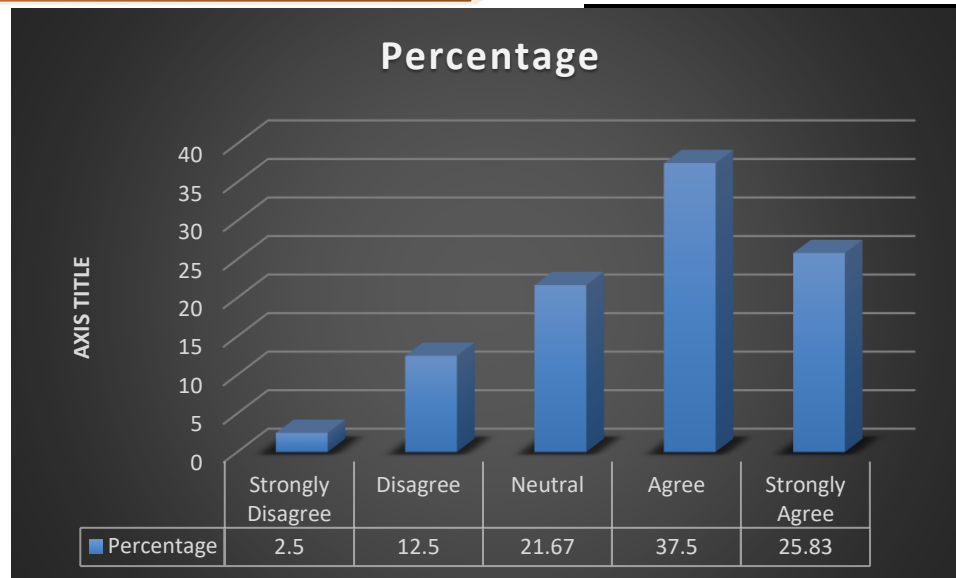


Figure 4.6: Statement 6

## 5. CONCLUSION

The collected data shows that investment in employees' professional growth has a significant and long-lasting impact on the rate at which they remain with the company. Because of the positive effects these policies have on employee loyalty, motivation, and a sense of commitment to the company. If companies focus enough on employee engagement initiatives, their workers will be happy with their jobs. Many companies have made significant strides in this direction, fueling the expansion of these initiatives.

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