

## Career Development: Integrating Individual and Organizational Goals

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**Abstract:** Career development is an ongoing learning process which is important both for the individual and the organization. It is certain that the organizations change in the rapidly developing world. For this reason, it is imperative that individuals acquire new abilities to keep up with these changes. Career development is the process of directing individuals' experience and skills to improve their personal and organizational goals. It is a lifelong process that shapes the individuals' work life and aims to provide them skills, knowledge and interests they need. This paper endeavours to explain why career development holds an important place for individuals and organizations.

**Keywords:** Career Development, Organization, Individual, Responsibilities

### 1. Introduction

Career development deals with the potential that individuals have now or in the future. It refers to promotion or upward movement within the business, thus career development is of great importance to the individual. Career development helps individuals not only in business but also in personal life to fulfill personal efficacy, motivation and personal goals (Peel, 1992).

According to McLagan (1989), career development is one of the three areas of human resource development. Career development includes organizational and individual activities. It targets the relationship between individual career planning and organizational needs. As organizations grow and their needs increase, they seek for ways to develop the skills of their employees. Human resources play a very important role in the development of organizations because career development is directly related to the individual's experience development (Hall et al., 1996).

### 2. Literature Review

Organizations and individuals act together in the activities during career development or position progression (Bahtijarevic, 1999). De Simone and Harris (1998) argue that career development is defined as a process that continues through individuals' occupation which is connected to the individual's personal or business life. The individuals expectations and needs change as they undergo these phases (Ivancevich, 1994).

The most important reasons for developing career goals for individuals are (Hagenbaugh & Hansen, 2004):

- a) Decline in job security: high job security has fallen far behind. Being a good worker does not guarantee you to advance your career quickly. Individuals may be exposed to consequences such as being forced out of work or changing the work environment. Therefore, individuals should be ready for such changes when determining their career goals.
- b) Continuing education: Individuals should be flexible, adaptable and creative in their careers. They should have the skills and experience in career planning. They must continue to learn and develop themselves in the future.
- c) Technology: The rapid development of technology and the continuous development of information require individuals to constantly improve or renew their skills and knowledge in career planning or in setting career goals.

Glueck (1992) lists the following factors related to career development goals in organizations.

- help individuals and associations to achieve efficacy
- help with promotion programs
- gain skills and experience that will require staff to work effectively in the future, in addition to current jobs
- reduce barriers to prevent efficiency losses
- create a managerial potential to meet future business requirements
- create a business climate for individual development, empowerment and flexibility within the enterprise
- Ensure the adoption and acceptance of approved objectives and principles
- help stop or prevent the mid-career crisis
- reduce staff turnover and staff costs

Career development works to establish the balance between the individual's career needs and the workforce needs. These activities are complementary and empowering (De Simone & Harris, 1998). Career development plans and programs help individuals identify their skills, develop their potential, increase individual job and organizational satisfaction, and influence positive behaviors. Without career development, it will be difficult to combine individuals with the goals of organizations.

Career planning and development strengthens the influence of the organization. A well-organized career development program offers individuals the opportunity to advance the needs, skills of individuals with their experience. In addition, career development should be constantly linked to the human resource structure.

Career planning is shown as the first step in career development (Granrose & Portwood, 1987). Individuals should be aware of career development and should make decisions about personal goals and development plans. Career development is an ongoing learning process that is important both for the individual, the organization and the country. This process also determines the quality of life of the individuals and at the same time contributes to the social environment and the economic situation of the individual. It is certain that the organizations have changed in the rapidly developing world. For this

reason, it is imperative that individuals acquire new abilities to keep up with these changes. In order individuals to plan an effective career development, support should be provided at the following points:

- development of career management skills
- quality and useful information
- personal support to turn information into action

Just as there are changes in individuals caused by needs and objectives, changes and developments in organizations occur over time as well. Thus, organizations need to develop their personnel so that they can keep up with these developments. This is done by passing the employees of the organizations through an educational project. Career development is the process of directing individuals' experience and skills to improve both personal and organizational goals. In other words, it is a process involving personal skills, education, status, identity and job satisfaction.

Career development involves three activities:

- 1) assisting individuals in assessing their career needs
- 2) developing career opportunities within the organization
- 3) collecting the needs and abilities of the individual by considering their career opportunities

I will review these activities briefly:

1) Career evaluation: Career is a very important place in an individual's life, and every individual has to make a decision on this issue. In this regard, the employer through evaluating the interest, knowledge and performance of the employee has to give him/her as much information as possible for the best career choice. Some organizations employ interviewing; apply orientation programs; and implement psychological tests which are designed to help employees with their promotion and career planning. The aim of these centers is not to select the people who will be promoted in the future, but to help individuals in career planning.

2) Career opportunities: Organizations should provide career opportunities for the employees to help them with their career needs.

3) Needs and Opportunities of Individuals: When needs of individuals and career opportunities of organizations are compatible with each other, developmental techniques are applied for the employees.

There are three key factors in career development of an individual: individual (employee), organization and manager. The primary responsibility for the individual's career development falls on the individual himself, but the organization or managers provide support. Responsibilities in career development are as follows:

Responsibilities of organizations:

- provide resources for self-evaluation and goal setting
- assign tasks and goals

- inform about alternatives and career paths

Responsibilities of managers:

- provide feedback to individual expectations
- create discussions in which new ideas are exchanged
- support and provision
- identify the potential of the individual
- provide development opportunities, including individual and organizational goals.
- direct individuals to appropriate resources

Responsibilities of employees (individual):

- self-assessment
- identification of targets and plans
- express expectations
- use opportunities

The implementation of these responsibilities holds a significant place in career development. Career development is the process of (Aytac, 2005):

- constant development through a series of stages, each of which can be separated by its own unique problems, themes and tasks.
- emotional and intellectual development to do better work.
- helping individuals to achieve their career goals by giving them the power to evaluate and expand their talents.

Career development can be done in different ways. According to Sumer (1999), an effective career development system can be dealt with in four basic stages. There is a need for experts or specialists who can act as career counselors to carry out all these steps. Although such a service can be obtained from outside experts, it can be said that specialists within the organization will be more effective as career development and planning are thought to be conform with other human resource management functions.

- **Human resources planning:** The main objective of human resources planning is to predict the staff requirements and to develop human resources strategies to respond to these needs. Human resources planning provides an important input for career development function.
- **Individual assessment:** The aim of the individual assessment is to assess the knowledge, skills, abilities, attitudes and expectations of employees who want to develop career planning.
- **Matching:** Matching involves comparing the employee's determined career interests and plans with the future personnel requirements of the organizations.
- **Development:** Career development includes a range of in-house and off-site activities that prepare individuals for their career goals. These activities include job rotation, in-house and off-site courses, seminars, workshops, and financial and temporal support for graduate programs at home and abroad. The aim is to provide necessary knowledge, skills and experience in a planned manner so that the employee can achieve career goals that are in line with the institutional needs.

### 3. Conclusion

The thoughts and anticipations of individuals and organizations are important in career development. The main goal of the career development is to support the employees with their career development. Other goals of career development include:

- reduce productivity losses, help workers overcome obstacles to achieve vertical mobility
- train employees in new job areas that the business will need in the future
- help individuals with their career development to achieve a positive organizational climate
- improve creativity in organizations
- ensure that employees gain the skills and experience they need to succeed in the future
- help employees identify new career goals by helping encouraging them to reveal their potential talents
- create organizational loyalty and increase organizational values
- provide women with opportunities for development and progress
- facilitate the adoption of approved actions and targets
- increase psychological satisfaction by reducing employee tension

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