

A Review on Career Development Program and Performance Appraisal System on Employee Engagement Market

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Abstract--- In the contemporary business scenario, the primary objective of organisations is to maximize their wealth and feature among top notch organisations of the world by effectively utilising their resources viz., technology, process and importantly people.

Of the above mentioned three resources, to retain the people and to develop their talent has become more challenging and complex due to paucity of people with unique and remarkable skills meeting the requirements of the organisation.

Considering the popular belief that people are the assets of any organisation, it becomes imperative on the part of any organisation in creating the conducive environment for its people i.e employees, to explore, express and excel in their domain. To facilitate this, the construct of Employee Engagement has found its way into the planning and design of Human Resources policies of organisations.

Though the emergence and existence of this construct of employee engagement can be traced back to late 20 the century it was not until the early 21st century it is gaining prominence and visibility. In the recent times, employee attrition rates in the industry is alarming, with service sector hitting as high as 30% and the employees are noticed to be swapping their positions perpetually leading to such higher turnover (attrition) rates. Thus retaining and engaging employee has become the need of the hour in this challenging scenario.

Engaged employees accomplish assignment with dynamism and zeal. The commitment and desire in accomplishing the job in the best manner gets along with an employee whose engagement level is considerably high. An employee who feels engaged in his work, lays her/his most excellent effort through best use of time, intelligence, and vigour, over what is supposed to be considered adequate. They create brand new ideas, pervade their team members with their own action of engagement and remotely obtain prospects to work in another place.

Hence this construct of employee engagement has now turned out to be the need of the hour for organisations as they desperately pursue to preserve their work-force engaged.

The intent of this review paper is illuminate the construct, employee engagement and particularly with reference to the contributing factors of Career development program and Performance appraisal system leading to organisational performance.

For this study, the author has used the method of reviewing articles and research works in the realm of employee engagement. The aim of this review paper is consolidating the available literature on the taken topic.

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Expectantly, this editorial will benefit to any person looking for healthier appreciation of the same and in enhancing the productivity. This review paper, points out how factors like knowledge management, career development program and performance appraisal system under employee engagement are benefitting both at organisational and individual levels.

Keywords--- *Employee Engagement , Contributors of the construct employee engagement, Performance Appraisal System, Career Development Program, Organisational Performance*

INTRODUCTION

Part 1: Employee Engagement

The word Employee engagement has been brought into the realm of academics in 1990 chiefly by William Kahn (1990). He developed it through the finding of Goffman (1961) where “people’s attachment and detachment to their role varies”. William Kahn (1990) defined employee engagement as “the harnessing of organization member themselves to their work roles in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances”.

However, there persists an ambiguity in understanding the theory of employee engagement ,as its been complained for obtaining significant commonality among related concepts like commitment towards task, engrossment in performing the tasks, motivation level of an individual and several authors and researchers nevertheless, reasoned that the construct of employee engagement is abstractly dissimilar from commitment towards job, ,involvement in performing the tasks, motivation level of an individual (Bhatnagar.,2007; Hallberg and Schaufeli.,2006; Saks.,2006).

There exists humongous meanings for employee engagement from the past and one such from (Chandani A.,Mehta M., Mall A., & Khokhar V.,2016) defined “an engaged employee is one who produces results, does not change job frequently and more importantly is the ambassador of the company at all times”. Hay group describes the performance of an engaged employee as “a result achieved by stimulating an employees enthusiasm for work and redirecting it towards organization success “. Upon defining the term employee engagement, found are the studies which illustrates subsets of engagement into three categories as engaged, disengaged or actively disengaged. Employees working by passion and also in the direction of the organization goals are classified as engaged employees. Employees, in the category of not engaged seems to be participating without passion and vigor in the direction of the organization goal. Unhappy employees at work, falls under disengaged employees category.

Researchers had enlarged the attention of employee engagement and its vital contribution in employee performance (Gruman and Saks.,2011). Added to it, the study by Gallup Organization research reveals that organizations with increased engagement levels are 18% extra productive and 12% extra profitable than their competitors.

Hence it is beckoning the organisation to strategize and augment the engagement level of the individual thereby to increase the productivity. As it is proven in certain research work that employee with high engagement levels get

along enormously through their responsibilities at work. Furthermore, they regularly work hard with regard to goals that are expected out of their roles. On the contrary employees with low engagement levels are prone to be engaged in counter productive work behaviour (Chandani A., Mehta M., Mall A., & Khokhar V.,2016)

Part 2: Career Development Program

A win-win situation is always considered to be healthy for growth among two parties. The same is applicable in career development prospects which is found to be the essential part of engaging employees. Indeed, studies consistently indicate that career development is the next most impactful way of boosting employee engagement, after recognition.

Organisations considering career development programs focus on individual's development and retention of the same. A worldwide factor in employee engagement is career development, as studied by (Sandeep,Chris R,Emma S,Katie T,Mark G.,2008). According to (Neeta B.,2011), Employees likely to invest in companies that invest in them by arranging for their career development. Continuous and relevant development programs like upscaling their skills through training and learning methods results in increased engagement levels of the individuals thereby reflecting in improved performance (AndrewaOlogbo C, SaudahSoianbP,2012).

In simple words, if an individuals desire to move ahead in his professional end is not addressed by the organisation, he does not have the inclination towards associating himself to the organisation for a longer time . When there is a hitch in the professional development of an individual the organisation is said to be in higher risk. Supervisors ought to urge employees to take maximum benefit of any scholastic prospects their organization offers. Attaining extra education allows employees to stay relevant in their respective stream, also giving them the necessary tools they want to perform better in their jobs. In particular, educational development to the employees, will result in organization growth. Engaging employees in these forms of courses eventually is a win-win for all parties concerned (www.saba.com, 2013)

Part 3 : Performance Appraisal System

Performance appraisal is evaluation of the efforts in the form of rating by the self and others(Vishal Gupta, Sushil Kumar.,2012). Considered as an important practices in human resource management is Performance Appraisal System as it yields to critical decision making resulting in various actions and outcomes. Employees reactions to the appraisal process is assumed to be influencing strongly on the effective performance (Jawahar., 2007). A good performance appraisal system helps in establishing a feeling for safety among employees as they embark on believing that upon failing in any situation regarding their task, the organization will acknowledge their hard work and struggles they underwent doing their task and treating them fairly(Khan 1990).This will eventually make the employees stick to the organisation.

Implementation of the performance appraisal system is considered to be the most challenging part in creating effective employee engagement (Taylor et al., 1995). One of the key elements in achieving a good performance appraisal system is the "Element of Fairness".

The idea of "fairness" has been found out as the most valuable aspects of employees' replies to Performance

Appraisal sessions (Bretz et al., 1992; Erdogan., 2002). For employees to express themselves physically, emotionally and cognitively during role performances (i.e. displaying engagement), Performance Appraisal must be perceived as fair by the employee. (Latham et al., 2005). Fairness in the performance appraisal is also considered as greater justice perceptions, which is more likely be associated to the performance of an individual in an effective manner and leading to performance outcomes of the organisation (Cropanzano et al., 2007; Elicker et al., 2006). Employees once been conveyed the essential and required knowledge in the course of the Performance Appraisal process have a tendency to show evidence of greater engagement at their work.

Therefore it is better to focus on proper fit of the Performance appraisal system to elevate the engagement levels of the employees. Also a special mention to the act of training the Leadership team that concentrates on fairness in performance appraisal system can promote perceptions amongst employees that the organization is encouraging and guiding to significant augmentation in employee engagement. (Vishal Gupta, Sushil Kumar, 2012).

SUGGESTIONS

It is evident from the above that there is significant contribution of the factors - Career Development programs and Performance appraisal system - in effectively achieving employee engagement.

Organizations through career Development program and Performance appraisal system can implant a sense of engrossment, positive emotions about the work and a sense of community in their employees. Engaging employees is a continuous and consistent process and cannot be achieved through a single, standalone program or a model. In furtherance to this is the fact that we cannot also arrive at a single model that highpoints the similarities and importance of these contributing factors on engagement levels. There is also a fact that engagement levels varies with each sect of employees as they hold different emphasis on these contributing factors.

Also few other attributes like Individual characteristics, Job profile, Gender and Ethnic diversities affect the impact on engagement levels.

Hence in this review paper the author would like to suggest the following for effectively engaging the employees through Career Development program and Performance appraisal system

1) Understanding the workforce profile in designing Career Development program and Performance appraisal system – i.e different employee engagement approaches for different set of employees.

For new employees - dynamic induction programs, effective training and development and certification programmes to giving them a practical job preview.

For Existing employees – reward and recognition plans, activities to enhance their communication, team building and leadership skills.

2) In addition to the above, It is important for organisations to adequately intervene catering to the workforce profile by

a) implementing good leadership and management development programs highlighting the vision and mission of the organisation

- b) conducting effective communication based programs and
- c) lastly, creating suitable channels for interaction.

Thus the objective of this paper is to establish that effective career development programs and performance appraisal system with adequate organisational intervention can create in employees the desired sense of obligation. It can further lead them to better engagement levels which can result in positive job outcomes, higher organizational commitment and lower turnover rates.

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