

# A Study on Skill Development of Employees by Career Planning in Newspaper Industry

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## ABSTRACT

*Newspapers shape the nation and it holds true for India as well. Even before India got independence, newspapers played a major role in spreading the issue of independence. Today, India has over 300 big newspapers, besides hundreds of medium and small-sized ones. And the number is increasing almost everyday as existing newspapers. In all part and historic evolution in the entire world had to say the stories of success through the print media and newspapers. Newspapers are the unfound publication issued at regular intervals that seeks to inform, explain and interpret, influence and entertain. So they are the easiest way to spread the ideas and it should generate better results than all other medias.*

*As per this study, Career planning is an integral part of manpower planning which is an important part of corporate planning. Manpower planning cannot be effective without proper career planning. Similarly, manpower planning provides valuable information to facilitate career planning. The term skill development refers to over development of a job required activities. Skills and knowledge are the driving forces of economic growth and social development of any country.*

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## Introduction

Career planning is the process by which one selects career goals and the path to these goals. The major focus of career planning is on assisting the employees achieve a better match between personal goals and the opportunities that are realistically available in the organisation. Career programmes should not concentrate only on career growth opportunities. Practically speaking, there may not be enough high level positions to make upward mobility a reality for a large number of employees. Hence, career-planning efforts need to pin-point and highlight those areas that offer psychological success instead of vertical growth

Career planning is not an event or end in itself, but a continuous process of developing human resources for achieving optimum results. It must, however, be noted that individual and organisational careers are not separate and distinct. A person who is not able to translate his career plan into action within the organisation may probably quit the job, if he has a choice. Organisations, therefore, should help employees in career planning so that both can satisfy each other's needs.

Career planning is an integral part of manpower planning which is an important part of corporate planning. Manpower planning cannot be effective without proper career planning. Similarly,

manpower planning provides valuable information to facilitate career planning. Career planning and succession planning are similar but not synonyms.

Career planning covers all levels of employees whereas succession planning is generally required for higher level executives. Career planning, manpower planning and succession planning are complementary and interdependent. All the three are essential for the effective utilisation of organisation's human resources, for optimum productivity and for the levels and growth of the organisation.

## Process of Career Planning

- **Identifying Individual Needs and Aspirations**

It is necessary to identify and communicate the career goals, aspirations and career anchors of every employee as most individuals may not have a clear idea about these aspects. For this purpose a personnel inventory of the organisation and employee potential are ascertained. Personnel inventory will reveal the age, qualifications, experience and aptitude of present employees. Appraisal of employees is then carried out to identify the employees having the necessary potential for climbing up the ladder and are willing to be promoted and to take up higher responsibilities.

- **Analysing Career Opportunities**

The organisational set up, future plans and career system of the employees are analysed to identify the career opportunities available within it. Career paths can be determined for each position. It is also necessary to analyse career demands in terms of knowledge, skills, experience, aptitude etc.

- **Identifying Match and Mismatch**

A mechanism for identifying congruence between individual current aspirations and organisational career system is developed to identify and compare specific areas of match and mismatch for different categories of employees. For this purpose specific jobs are related to different career opportunities. Such matching helps to develop realistic career goals for both long term and short term plans.

- **Formulating and Implementing Strategies**

Alternative strategies such as changes in the career system, changing employee needs and aspirations, seeking new basis of integration, training and development of suitable people and action plans for dealing with mismatch are formulated and implemented.

- **Reviewing Career Plans**

A periodic review of career plans is necessary to know whether the plans are contributing

to effective utilisation of human resources by matching employee objectives to job needs. Surveys may also be conducted to judge the impact of career planning activities on the working of the organisation.

## **Stages in Career Development**

### **Exploration**

Many of the critical choices individuals make about their careers are made prior to ever entering the work force on a paid basis. Our relatives, teachers, and friends, as well as what we see on television and in films, very early in our lives begin to narrow our alternatives and lead us in certain directions. The exploration period ends for most of us in our mid-twenties as we make the transition from school to work. From an organizational standpoint, therefore, this stage has the least relevance, since it occurs prior to employment. It is, of course, not irrelevant. The exploration period is a time when a number of expectations about one's career are developed, many of which are unrealistic.

### **Establishment**

The establishment period begins with the search for work and includes getting your first job, being accepted by your peers, learning the job, and gaining the first tangible evidence of success or failure in the "real world." It is a time that begins with uncertainties and anxieties. Additionally, it is

marked by the making of mistakes, the learning from these mistakes, and the gradual assumption of increased responsibilities. However, individuals in this stage have yet to reach their peak productivity, and rarely are they given work assignments that carry great power or high status.

### **Mid-Career**

Most people do not face their first severe career dilemmas until they reach the mid-career stage. This is a time where individuals may continue their prior improvements in performance, level off, or begin to deteriorate. At this stage, the first dilemma is accepting that one is no longer seen as a "learner." Mistakes carry greater penalties. At this point in a career, one is expected to have moved beyond apprenticeship to journeyman status. To those who make the successful transition go greater responsibilities and rewards.

### **Late Career**

For those who continue to grow through the mid-career stage, the late career usually is a pleasant time when one is allowed the luxury to relax a bit and enjoy playing the part of the elder statesman. It is a time where one can rest on one's laurels and bask in the respect given by younger employees. During the late career, individuals are no longer learning nor is it expected that they should be trying to outdo their levels of performance from previous years.

### **Decline**

The final stage in one's career is difficult for everyone but, ironically, is probably hardest on those who have had continued successes in the earlier stages. After several decades of continued achievements and high levels of performance, the time has come for retirement. These individuals are forced to step out of the limelight and give up a major component of their identity. For the modest performers or those who have seen their performance deteriorate over the years, it may be a pleasant time. The frustrations that have been associated with work will be left behind.

### **Skill Development**

The process of engaging in activities in order to apply and generate knowledge to accomplish what you required or desire to achieve. The term skill development refers to over development of a job required activities. Skills and knowledge are the driving forces of economic growth and social development of any country. The economy becomes more productive, innovative and competitive through the existence of more skilled human potential. The level of employment, its composition and the growth in employment opportunities is a critical indicator of the process of development in any economy.

### **Types of Skills**

- **Communication skill**

A communication skill refers to the skills

related or required to communicate like speaking skills, writing skills, listening skills.

- **Interpersonal skills**

The term interpersonal skills refer to skills which are possessed by an individual like special talents or personal ability to do an activity.

- **Technical Skills**

This technical skill refers to the technical knowledge to produce or create a product or service.

- **Time Management Skills**

Time management skills refer to the time management ability to do an activity or to produce a product or service.

### **Stages to Learning a New Skill**

Fitts and Posner (1967) suggested that the learning process. There are three stages to learning a new skill:

- Cognitive phase - Identification and development of the component parts of the skill - involves formation of a mental picture of the skill
- Associative phase - Linking the component parts into a smooth action - involves practicing the skill and using feedback to perfect the skill

- Autonomous phase - Developing the learned skill so that it becomes automatic - involves little or no conscious thought or attention whilst performing the skill - not all performers reach this stage.

### **Review of Literature**

Dr.N.R.V.Prabhu. 2005, "Career Planning as a Mechanism" in this study the researcher says that, the objective of the study which is to identify career path, career tasks, or required to job, and for the future. Ramachandra Patra, (2006),"Career Management" in this article the researcher says that, Occupation of a person doing the course of a lifetime. Dr.V.K. Bhaskara Rao, (2005),"Planning a Career", in this article the researcher says that, there are many factors that influence the career growth of individuals apart from intelligence, persistent hard work and goal orientation. Dr.V.K. Bhaskara Rao, (2005), "Success in Career", in this article the researcher examines the success in career cannot be standardized as such. Each person has different perceptions and meanings of career success and they may change over years as aspirations and environmental factors keep changing. Sharf, (1994) the researcher explained through his theorists to encompass the individual's entire life span and along with the likes of Gottfredson, includes childhood as a developmental stage in one's career.

## Objectives

- To find out the needs for the career planning activity to develop the employees skill.
- To find out the employee motivation, skill to job requirement and promotional opportunity existing in the organization.
- To create an awareness among the employees to develop their skills by planning through career prospects
- To suggest suitable measures for further improvement.

## Research methodology

The primary data were collected with the help of a pre-tested questionnaire, which included information like age, sex, opinion on the work environment, relationship with co-workers, supervisors etc. and the secondary data was collected from the company records, magazines, websites. 100 respondents were in this study. The research design chosen is descriptive as the study reveals the state of facts existing.

## Statistical Tools

The data collected was analyzed using percentage analysis and chi-square method.

## RESULT AND ANALYSIS

**Table 1 : Demographic Profile of the Respondent**

S.NO	PARTICULARS	OPTIONS	PERCENTAGE OF RESPONDENTS
1	Age	Below 20	0
		21 30	49
		31 40	9
		41 50	17
		51 and above	25
2	Gender	Male	77
		Female	23
3	Educational qualification	SSLC	0
		Higher Secondary	37
		Graduation	6
		Post Graduation	9
		Others	48
4	Working experience	Below 1	0
		1 5	57
		6 10	6
		11 15	37
		16 and Above	0
5	Monthly income	Less than Rs.8000	0
		Rs.8000 to 10000	57
		Rs.10000 to 20000	20
		Rs.20000 to 30000	37
		Above Rs.30000	0

**Table 2 : Satisfaction Factors**

S.No	Particulars	Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied
1	Level of job satisfaction	0	43	20	37	0
2	Satisfaction towards current salary, increment and promotional policies	0	37	6	57	0
3	Organizational skill development program conducted by the company	0	80	20	0	0

**Table 3 : Satisfaction Factors**

S.No	Particulars	Yes	No
1	Qualification and experience matching with job skills	82	18
2	Opinion to look for other type of jobs	68	32
3	Opinion towards higher educational program	61	39
4	Opinion on present job and skill development	56	44
5	Opinion towards self assessment	60	40
6	Opinion towards career planning after appraisal	53	48



**Table 4 : Involvement in activities by the respondents towards career development**

<b>Types of activities</b>	<b>Number of Respondents</b>	<b>Percentage of Respondents</b>
Educational Programs	6	6
Training programs	0	0
Management Development Programs	48	48
All the above	46	46
Total	100	100

**Table 5 : Respondents participation in development activities**

<b>Activities organized by</b>	<b>Number of Respondents</b>	<b>Percentage of Respondents</b>
The organization	100	100
Private organizations	0	0
Both	0	0
Total	100	100

**Table 6 : Method of assessment of career development**

<b>Assessment</b>	<b>Number of Respondents</b>	<b>Percentage of Respondents</b>
Getting a better job	25	25
Getting a better pay	27	27
Getting promotion	48	48
Total	100	100

**Table 7 : Respondents opinion on the area of improvement**

<b>Opinion</b>	<b>Number of Respondents</b>	<b>Percentage of Respondents</b>
Time management skills	6	6
Communication skill	8	8
Technical skill	49	49
Interpersonal skill	37	37
Total	100	100

## **Discussions**

From the above table, it shows that 49% of the respondents are belongs to the age of 21-30, 77% of the respondents are belongs to male, 48% of the respondents possess other qualifications like ITI, Diploma, etc., 57% of the respondents are experienced between 1 and 5 years, 57% of the respondents monthly income is between Rs.8000 and 10000, 43% of the respondents are satisfied towards their job, 82% of the respondents accept that their qualification and experience are matching with their job skills, 68% of the respondents agree that they are in search for other type of jobs, 57% of the respondents are dissatisfied towards the current salary, increment and promotional policies adopted by the organization, 80% of the respondents are satisfied towards organizational skill development program, 43% of the respondents are satisfied towards their job, 61% of the respondents accepted that they are pursuing for higher educational programs, 100% of the respondents have taken part in the development activities organized by the management, 48% of the respondents assess their career development through promotions, 56% of the respondents agree that their current job helps them to develop their skills for their career, 60% of the respondents are following self analysis methods for knowing their level of skills, 52% of the respondents are modifying themselves after receiving performance appraisal, 49% of the respondents stated that they need technical skills as an area of improvement needed in future.

**Table 8 : Assessment of career development & opinion towards career planning**

Assessment	Opinion		Total
	Yes	No	
Getting a better job	11	14	25
Getting a better pay	19	8	27
Getting promotion	22	26	48
Total	52	48	100

**H0 : Null Hypothesis**

There is no significant relationship between respondents assessment of career development and opinion towards career planning after appraisal

**H1 : Alternative Hypothesis**

There is significant relationship between respondents assessment of career development and opinion towards career planning after appraisal ( $\chi^2 = 6.1843$  ; Df = 5.86)

## Findings

- Majority (77%) of the respondents are male
- 49% of the respondents are in the age between 21 to 30 years
- 48% of the respondents possess other qualifications like ITI, Diploma, etc..
- More than half (57%) of the respondents are experienced between 1 and 5 years
- 57% of the respondents monthly income is between Rs.8000 and 10000
- 43% of the respondents are satisfied towards their job
- Majority (82%) of the respondents accept that their qualification and experience are matching with their job skills.
- 68% of the respondents agree that they are in search for other type of jobs
- More than half (57%) of the respondents are dissatisfied towards the current salary, increment and promotional policies adopted by the organization
- Majority (80%) of the respondents are satisfied towards organizational skill development program
- 43% of the respondents are satisfied towards their job
- Most (61%) of the respondents accepted that they are pursuing for higher educational programs
- All (100%) of the respondents have taken part in the development activities organized by the management.
- 48% of the respondents assess their career development through promotions.
- More than half (56%) of the respondents agree that their current job helps them to develop their skills for their career
- Most (60%) of the respondents are following self analysis methods for knowing their level of skills
- More than half (52%) of the respondents are modifying themselves after receiving performance appraisal
- Nearly half (49%) of the respondents stated that they need technical skills as an area of improvement needed in future
- There is significant relationship between the respondents assessment of career development and opinion towards career planning after appraisal.

## Suggestions

The main objective of the study is the employees to improve their personal skills / work skills to update the latest skill existing in the market not only that will be useful for their future as a matter of career development but also it helps the organization to implement modern methods which they may be comfortable enough to participate without lack in skills.

The employees may be communicated properly to understand their job responsibilities and make them aware about their job nature and the expectations to explore their potential to add value to the individual as a personal growth and also to contribute to the growth of the company.

The employee retention is an important situation that should exist in all organization irrespective of its size and population. The present study found that some of the respondents in the organization feel that the infrastructure facilities prevailing in the organization is not satisfactory. This may create attrition which will in turn may affect to company's productivity and growth.

## **Conclusion**

An organization is nothing without human resources. One of the important duties of the modern manager is to get things done through people. He has to bring employees into contact with the organization in such a way that the objectives of both groups are achieved. He must be interested in the people, the work and the achievement of assigned objectives. To be effective, he must balance his concern for people and for work. In other words, he must know how

to utilize human as well as non human resources while translating goals in to action.

The study concludes that almost all the respondents are satisfied towards the opportunities provided by the organization to enhance the employee's career development and skill development.

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