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## Research Article

### The Importance of Career in Human Resource Development

Ana Chagelishvili<sup>1\*</sup>, Natia Surmanidze<sup>2</sup>, Konstantine Patsatsia<sup>3</sup>

<sup>1</sup>Faculty of Economics and Business, Ivane Javakhishvili Tbilisi State University, Georgia

<sup>2</sup>School of Business and Administrative Studies, The University of Georgia, Georgia

<sup>3</sup>Director of Tegeta Automotive Import Ltd, Georgia

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#### \*Corresponding author:

E-mail:

[chagelishviliana@yahoo.com](mailto:chagelishviliana@yahoo.com)

## ABSTRACT

Human resource development and career development are essential issues for a person's self-realization and effective functioning of the organization. Human resource development is often perceived as a necessary condition for career success; however, less attention is paid to the importance and the role of a career in human resource development. The study aims to highlight the importance of career in human resource development. To achieve this goal, the documentary analysis method was used, during which the above hypothesis was tested on the basis of analysis and synthesis techniques. The study revealed the key role of career development in human resource development and identified their interrelated issues. This paper, which forms the theoretical basis for future research, will be useful to all interested parties in the given issues.

**Keywords:** *Career development, Career planning, Human resource development*

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## Introduction

Human resource development (HRD) and career development (CD) are two interrelated issues whose synergistic action is essential for the effective functioning of the organization (Hansen, 1997). They are often seen as one and the same issue, however, human resource development is an ongoing process, which in turn implies the existence of certain foundations of a career. Usually, the role of HRD in CD is limited to formal programs (McDonald & Hite

2005, 427), however, CD itself does not receive adequate attention from HRD researchers (Van Dijk 2004, 771). Moreover, the CD contribution to HRD is often overshadowed (Swanson & Holton 2001, 312). This is mainly due to the scarcity of publications linking these two areas and the greater focus of HRD on systemic efficiency than individual (Upton et al., 2003). In parallel with all this, it should be noted that McLagan even considers career development as a key function of HRD (McLagan, 1989), while CD is

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considered by many researchers to be the basis of HRD (Van Dijk 2004, 771).

Sometimes, career is used in a negative sense and a careerist is called a selfish, self-centered person. In parallel with the progress of education, such attitudes change significantly and as an important factor of professional growth or self-realization, have also become the subject of scientific research (Gigilashvili 2017, 34). It is widely believed that a career is only a privilege of people of appropriate social background and education (Collin 2007, 284), however, in the modern view, it is important for the future effectiveness of the organization to develop all its employees (Rowley & Jackson 2010, 10) and care for career success (Van Dijk 2004, 773). Already today, it is quite important for the image of the organization to have attractive opportunities for employee development and career advancement, for which they often care about disseminating information through various means (Beridze 2011, 93). However, it should be noted that the traditional CD changes over time with a boundless career where HRD becomes even more important (Van Dijk 2004, 774).

The benefits of CD and HRD integration go beyond organizational boundaries. As a result, both can have an impact on both national and global well-being (Herr 2001, 209; Association for Counselor Education and Supervision & National Career Development Association, 2000). In view of all the above, the study of the relationship between human resource development and career is important and relevant in the modern environment. The discussion of the mentioned issue is given in the present article.

## Methods

The aim of the paper is to highlight the role and importance of career in human resource development, for which the following tasks are defined: to discuss the essence or theories of career and human resource development; Assess the importance of career planning and development; Discuss the contribution of the employer, supervisor and employee to his or her career success and development.

In order to achieve the purpose of the research, the method of document analysis was used, in the framework of which information (books, reports, academic journals, databases, and other resources) was collected, processed and the theoretical aspects or practical values of the research issue were studied through analysis-synthesis techniques. Main scientific publications were searched from various scientific databases. The obtained materials were grouped according to different signs and only the most relevant papers were processed for the purposes of the article.

Since the research method of the article is literature review, instrument validation included verification of research results based on scientific publications published by other researchers and organizations in the past. The research found appropriate theoretical foundations to test the main hypothesis: career is of great importance in human resource development. On the basis of this hypothesis, the inclusion and exclusion criterion of materials was formed: the topic of the publication should be both separately and together on the issues of career and human resources development. The strategy for searching papers in scientific databases included the use of keyword search and filtering functions. As a result, the obtained information was processed and used in the present work.

## Results and Discussion

### ***The Essence of Career and Human Resource Development***

It is important to separate career and development. There are many different definitions of career and they are characterized by variability. Its foundations are related to such disciplines as sociology, labour economics, professional and career psychology, labour psychology. The term career is derived from the Latin word "carraria" and means path, course of activity, direction. Instead, a term similar to the term profession is often used (Greenhaus & Callanan 2006, 60). Career definitions vary from individual to organizational (McDonald &

Hite 2005, 419). For example, Boudreax's definition highlights the correspondence between such organizational and individual goals:

"Career development focuses on the alignment of individual subjective career aspects and the more objective career aspects of the organization in order to achieve the best fit between individual and organizational needs as well as personal characteristics and career roles" (M. Boudreax 2001, 806).

Career should be separated from a job because in addition to making money, it gives a person experience and knowledge (Sikki et al., 2022, 214). Careers are often viewed as moving a person forward in a particular activity (or activities), which includes both increasing skills and incentives as well as raising status and awareness (Paichadze et al., 2011, 179). This definition also reveals elements of development that distinguish careers from a simple combination of job positions. Desler defines it simply and sees it as a combination of man-held job positions over the years (Dessler 2020, 313), while Holly outlines individual perceptions of careers that relate to lifelong accumulated experience (Hall 2002, 12). In the context of HRD, the definition of a career offered by Simonsen is relevant:

"Career development is an ongoing process of planning and directed action toward personal work and life goals. Development means growth, continuous acquisition and application of one's skills. Career development is the outcome of the individual's career planning and the organization's provision of support and opportunities, ideally a collaborative process" (Simonsen 1997, 6-7).

In parallel, development is any learning experience that gives a person improved knowledge, skills, values, and behaviours. Its results are accepted and maintained over time (Harrison 2005), i.e., development involves a complex and sophisticated learning-driven process (Collin 2007, 266).

As the definitions show, career and development are different, however, they are events aimed at one goal - self-realization. At first glance, it seems that career involves develop-

ment, however, if we consider career as an asset accumulated from positions and activities throughout life, then everything is perceived in the opposite way.

### **Theories of career and human resource development**

Following the definitions of career and HRD, relevant theories will help us to understand their essence, presenting different perceptions and attitudes at different times.

The CD originated from professional guidance and developed into a broad, organizational context before the turn of the 20th century (Herr 2001). CD, as a term, divides career theories into two groups (see Figure 1), however, a more detailed description can be given as follows (Collin 2007, 284):

- Theories that describe the impact of the external environment (economy, labor market, social structure, etc.) on a career.
- Theories related to human internal factors (age, gender, personality traits, etc.).
- Theories related to the interaction of internal and external factors.
- Theories related to the interpretation of an individual's subjective experience (narrative and socio-constructive approaches).

At first glance, the theories discussed above seem to describe the career as a whole, by combining which we get a relatively complete representation of its essence.

As for HRD, in this case the following theories are distinguished as learning:

- Reinforcement theory, which refers to teaching aimed at encouraging the desired outcome or punishing unwanted behaviour (Skinner 1974). It is often criticized because it is considered a manipulative approach and is not student-centered, however, such attitudes do not diminish its application in practice (Coyle-Shapiro et al., 2013, 57). Studies have repeatedly shown that positive reinforcement is much more effective than negative reinforcement in this theory (Watson & Stewart 2017, 224).

- Stimulus response theory links the learning process to factors such as: the existence of learning motivation; Stimulation for learning; Achieving concrete results; Strengthening learning through feedback and experience (Gagne 1977).
- The theory of cognitive learning is based on a cognitive „map“ in which stimuli are interconnected (Watson & Stewart 2017, 224), which implies the acquisition or understanding of knowledge through the absorption and internalization of various types of information (Armstrong 2006, 551).
- Experimental theory of learning involves building a personal construct, learning from observation and analysis of one's own experience (Armstrong 2006, 551). Rogers believes that experimental learning facilitates the formation of an environment in which thinking and the use of experience are encouraged (Rogers 1983).
- Social learning theory suggests that social interaction is essential for effective learning (Armstrong 2006, 551). According to this theory, learning is not only an individual experience, but also the result of a relationship with society (Vygotsky 1978).
- The theory of self-efficacy implies an individual's belief in the existence of learning and the ability to do something (Coyle-Shapiro et al., 2013, 58).
- The information processing approach treats learning as an information processing system in which the information carrier signal is transmitted through a communication channel and experiences interference and "noise" (Stammers & Patrick 1975).

Of particular interest in the theories discussed above is the experimental theory of learning, which in many respects repeats the issues of career theories related to the interpretation of an individual's subjective experience.

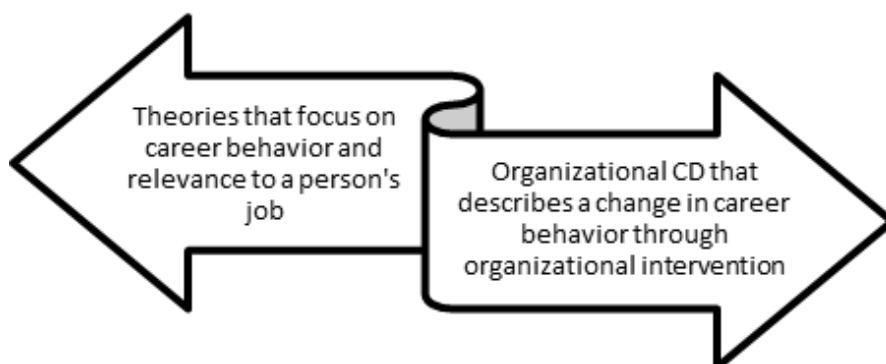


Figure 1. Two Groups of Career Theories

Source: Herr 2001; M. Boudreax 2001, 806; van Dijk 2004, 771

### **Career and development management**

On the path of career and development, a person has to make many decisions, at which time the role of family members is great. As a result of a study conducted among schoolchildren, Puebla (2022) provides some recommendations during this important period of life. Due to the magnitude of the influence, the author emphasizes the role of parents as role

models in the process of making initial career decisions for their children.

Career management by organizations begins with human resource planning and is closely linked to organizational culture. In this process, it is important to determine the career paths that will guide the organization in the event of employee promotion. The main drivers of career management are: attracting highly

qualified employees; Reduce staff turnover by creating the best conditions; Ensuring high quality of activities, etc. (Beridze 2011, 92). The traditional career path assumes progress from point to point, however, today such consistent progress has been replaced by career leaps, changes, changes in the work environment. As a result, a career without borders has been established, which is not limited to just one organization (Rowley & Jackson 2010, 14).

Like all processes, career management requires career planning, in which Desler considers:

"The deliberate process through which someone becomes aware of personal skills, interests, knowledge, motivations, and other characteristics and establishes action plans to attain specific goals" (Dessler 2020, 313).

When planning, it is important to have short-term and long-term goals that lead to the formation of a career vision. Already in the organization, planning includes the assessment of internal or external capabilities of the organization, which ultimately continues with the preparation and implementation of the plan (Beridze 2011, 90-92). The more accurate the self-esteem and perception of the environment, the more realistic the career goals set by the person and the probability of achieving them. A career goal is the intention to achieve the desired result, which can be anything starting with functional desires, such as working in any position in a particular organization, ending with a conceptual career desire. Both types of career goals are important and bring relevant results for the individual (Greenhaus et al., 2010).

Career issues also include job transfers, which involve moving to a similar position within the same organization. Such decisions are made by the employer for various reasons: it is often necessary to vacate the place; The existence of a more suitable position for a particular employee; There is a merging of different positions and a. Sh. In all of this, employee interest includes more diverse work and benefits (Dessler 2020, 326-327).

When talking about a career, we need to mention the career hurdle, which is the understanding of a number of career issues by a person. It is difficult to obtain at an early stage of career development. It is also difficult to understand the main moments of the career, because such situations are often declared out of reality. Highlight the following career moments (Paichadze et al., 2011, 185-186):

- Technical-functional. This is when general management avoids and concentrates on technical or functional activities.
- Managerial competence. The present moment implies a strong desire to work at the governance level. Distinguish between analytical (understanding and problem solving), interpersonal (ability to influence, control and manage) and emotional competence (overcoming emotional difficulties).
- Creativity and initiative. At this point, there is a strong desire to create results of high social value, which at the same time leads to proper recognition of the creator.
- Autonomy and independence. This moment is related to the need for human freedom and independence when regulations do not apply to the employee. Such activities include, for example, the position of a consultant.
- Security. This career moment is mainly due to finding a stable and reliable job. Geographical and organizational security are distinguished.

### ***The roles of employer, manager and employee in career and development***

In recent years, responsibilities on the CD have shifted from organizational-centric design to individual-centric design (Upton et al., 2003). Nevertheless, in career development, the organization, the manager, and the employee have their role and responsibilities (Rowley & Jackson 2010, 12). The role of the employer in the development and management of employees' careers is quite large, as a number of issues depend on it: the organization must ensure that staff are informed about the various career directions; Offer career programs to employees and give them a choice;

Must promote a variety of developmental activities for career success. The role of the employer is especially great at the beginning of the career path of a new graduate and inexperienced employee, when it is crucial to generate and develop the necessary skills for future success. At such times, mentoring is very important, which means receiving advice, advice or other help from an experienced person, and this role can be adjusted by the leader (Dessler 2020, 314-317).

In order to plan career, manage, clarify the career aspirations of employees or teach career issues, employers engage in various activities:

- Invite career counselors and coaches to clarify a range of career issues, seek advice, and assist or train employees (Dessler 2020, 315-316).
- Many employers offer self-help e-learning tools, which also include employee career assessment, feedback, and even on-site training (Gaul 2017, 20).
- By organizing a career planning workshop and actively involving employees in it, employers try to help develop special skills (Otte and Hutcheson 1992, 143).

The manager has direct contact with the employee's activities and may be said to be well acquainted with his or her business qualities. The manager's duty is to establish further evaluation feedback with the subordinate, to find development opportunities for him / her and to create career prospects. His prerogative is also counseling and recommendation talks on career issues and practical support. However, no matter what contributing factors come from the employer, the choice is still made by the employee himself and the final decision is made by him. It is responsible for personal interests, aspirations, values, opportunities, and many other determinants of future success (Dessler 2020, 314). As Parsons believes, it is important to clarify oneself before making career decisions. Career choices are made by being fully self-aware, possessing information about professions, and relating these two factors

together. Development is impossible without understanding one's own values, goals, opportunities and other important issues, which are accompanied by an understanding of external environmental factors such as: economic development, socio-cultural issues, technological development, labour market trends, development issues in this or that field, etc. Sh. In view of all the above, it can be said that career and professional development requires proper planning by the person himself (Parsons 1909, 8-13). Attached to all this is the fact that in times of economic instability, the role of the individual on the CD in particular increases, as evidenced by informal learning (Van Dijk 2004, 775). Overall, however, it must be said that the CD is the shared responsibility of the parties (Boudreux 2001).

## Conclusion

Thus, this literature review of career development and human resource development has revealed that while it does matter, the interest is in terms of scientific activity. That is why, along with activating the scientific field, highlighting the important career role and bringing it to the forefront in the development of human resources through the organizations themselves.

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