

Career Development Programs and Their Benefits to the Organization

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How can an effective Career Development Program (CDP) influence an organization's outcomes and impact its employees?

- My question was spurred from my experiences as a senior administrator with the 2-124th Regional Training Institute (RTI) of the Vermont National Guard
- My research is supported primarily by qualitative peer-reviewed articles
- By applying the programs researched, each of us could see an increase in morale and productivity within our organizations

Assistance with Career Opportunities

Peer Reviewed Article's Conclusion Summary

Peer-Reviewed Reference	Supporting evidence from article
Reynolds	"Individuals desire work that is enjoyable, interesting (but balanced), provides compensation, gives career opportunities, and recognizes their efforts." P.17
Hitchcock	"Leaders need to know how to motivate their employees and bring them together to serve the organization's mission and achieve its vision." P. 35

Effective Programs Improve Morale and Productivity

Peer Reviewed Article's Conclusion Summary

Peer-Reviewed Reference	Supporting evidence from article
Regen	"The influence of employee development with an approach to education, training, and career development is positive and significant towards the employee performance" P. 67
Reynolds	"By focusing on individuals many (organizations) are making themselves more competitive at attracting talent, making their workforce more productive, and retaining talent." P.16

Feelings of Investment are Reciprocated

Peer Reviewed Article's Conclusion Summary

Peer-Reviewed Reference	Supporting evidence from article
Booth-Kewley	"The association between positive perceptions of Corpsmen training and organizational commitment suggests that improving training also could strengthen Corpsmen's attachment to the Navy." P.e1799
Mayangdarastri	"When the career path and development in an organization are clear, millennials will be more interested in contributing to the organization's goals." P.47

Conclusions

- It is important that Leaders provide our employees with job specific training, but we must also provide them with career mentorship
- Organizations that invest time into making an employee a career team member will receive more productivity & attachment

Limitations

- I was unable to locate much quantitative data
- Surveys before and after changes to CDP's would be useful in quantitatively analyzing a program's effectiveness

Resources

Fine, S., Goldenberg, J., & Noam, Y. (2016). Beware of those left behind: Counterproductive work behaviors among nonpromoted employees and the moderating effect of integrity. *The Journal of Applied Psychology, 101*(12), 1721–1729.

N. Bowe, M. S., Jones, W. S., & Bowe, S. N. (2017). Continuous Leadership Education and Development at the San Antonio Uniformed Services Health Education Consortium. *Military Medicine, 182*(7), 1624–1627. <https://doi.org/10.7205/MILMED-D-16-00260>

Ronal Regen, Johannes Johannes, Edward Edward, & Syahmardi Yacob. (2020). Employee development model and an assessment on the perspectives of work behavior, motivation, and performance. *International Journal of Research In Business and Social Science, 9*(2), 59–69. <https://doi.org/10.20525/ijrbs.v9i2.625>

Akkermans, J., Brenninkmeijer, V., Schaufeli, W. B., & Blonk, R. W. B. (2015). It's All About CareerSKILLS: Effectiveness of a Career Development Intervention for Young Employees. *Human Resource Management, 54*(4), 533–551. <https://doi.org/10.1002/hrm.21633>

Sista Mayangdarastri, & Khanifatul Khusna. (2020). Retaining Millennials Engagement and Wellbeing through Career Path and Development. *Journal of Leadership in Organizations, 2*(1). <https://doi.org/10.22146/jlo.46767>

Reynolds, G. M. (2019). *What Do People Want from Work? The Simple Question that Can Transform Unit Engagement and Retention. Air & Space Power Journal, 33*(1), 4–18.

Hitchcock, J. A., & Stavros, J. M. (2017). *Organizational Collective Motivation: A New Framework for Motivating Employees in Organizations. OD Practitioner, 49*(4), 28–35.

Booth-Kewley, S., Dell'Acqua, R. G., & Thomsen, C. J. (2017). Factors Affecting Organizational Commitment in Navy Corpsmen. *Military Medicine, 182*(7), e1794–e1800. <https://doi.org/10.7205/MILMED-D-16-00316>