

CAREER MANAGEMENT AND DEVELOPMENT FOR LEADERSHIP: A CASE OF LOCAL BANKS IN PAKISTAN

Zehra Roofi Budhwani¹
Farooq-E-Azam Cheema²
Khalil-ur-Rehman Bhatti³

Abstract

Local organizations in Pakistan are generally seen giving adequate consideration to human resource related activities such as recruitment and selection, performance evaluation, compensation and rewards administration; however, they do not give ample attention to the otherwise core HR function of career management and development. As a consequence, employees of these organizations generally assume primary responsibility for their career planning and management themselves. These organizations astoundingly overlook this fact that the greatest competitive advantage of an enterprise lies in its ability to have and retain the competent workforce with them- and career management and development has traditionally been an effective tool of employee growth and retention. Accordingly, this study examined the career building measures of local banks and identified how to ascertain the future talent and steer it to fill the future leadership positions. For this purpose, qualitative research was conducted through in depth interviews and questionnaires along the middle hierarchical levels in the local banks. The analysis revealed that very few employees were aware of the career management system of their banks. The most important career development activities of the banks were building team skills, task rotations and individual competency trainings. Study showed that all employees were not aware of the term succession planning and were not sure if succession management exists in their banks. Formal assessment is undertaken by most banks to determine the developmental needs of the employees as compared to informal or self-assessment. This study will also be useful for these banks to acknowledge the need for career management and development as an effective tool of human resource development for the future.

Keywords: career management, leadership, career development, succession planning

¹ Zehra Roofi Budhwani, Assistant Professor, Bahria University Karachi Campus.

² Farooq-e-Azam Cheema, Dean, Faculty of Management Science at Institute of Business & Technology (IBT), Karachi, Pakistan

³ Khalili-ur-Rehman Bhatti is Deputy Director ORIC at Institute of Business & Technology (IBT) Karachi, Pakistan

Problem Background

Pakistani local banks have reportedly less than sufficient career management and succession planning systems which are likely to deprive the banks themselves of next generation of groomed leaders, they also remain short of the expectations of their managers on growth and development. Accordingly, this study is designed to explore the near exact situation of the career development programs and succession planning policies of local banks and, in the result, help the local banks to realize the importance of career management and development for their employees if they want to prepare them for the leadership challenges of the future. By giving attention to the core HR function of Career Management and Development along with good practices in other HR related activities such as recruitment and selection, performance evaluation, compensation and rewards administration, there can be an aid to the employees in management of their career who in current scenario depend upon just their own wherewithal to grow along their career paths.

Previous studies have suggested that career development measures undertaken by the organizations enhance competence, flexibility, reduce turnover, and strengthen organization's human resources. These measures enable employees to reach their full potential, thereby increasing productivity, efficiency, and effectiveness. Career management and development as an HR function has gained much importance in the recent times as organizations strive to gain competitive advantage in the highly competitive market place through the employee development. As a result, the continuity and success of the organizations is becoming increasingly dependent on its ability to attract, evaluate, develop, use, and retain well-qualified people. Consequently, there is an increasing pressure on organizations to provide well-organized and well-administered career management and development services.

Career development programs are also proving critical in keeping valued employees while concurrently ensuring greater control over the succession planning process. Studies conducted on employee retention indicate that individuals tend to stay longer where they are experiencing personal and professional growth. Employers who actively partner with their employees to align career direction with company goals are realizing better retention rates. Employees actively involved in their personal development report more satisfaction with their work and tend to stay longer with the organization. The organizations experience positive bottom line results when they prepare for future business needs based on mutual corporate and individual growth.

Studies also have indicated that career development and succession planning synergy creates happier and more productive employees in a growth-oriented company. Succession planning is provides a vision for the future, with accurate assessment of the organization's strengths as well as weaknesses and spotting future leaders within the organization. The future leaders may or may not be ready to fulfill the leadership role at the moment. So, it is the organization's prime responsibility to develop and groom the capabilities of these future leaders. Linking individual and organizational needs into a comprehensive development framework can sustain the progress that can transforms people from factors of contribution into forces of contribution.

Research Objectives

The objectives of this study are as follows:

1. To assess the awareness and importance of Career Management and Development for employees of Pakistani local banks, and as to what extent the local banks take career building measures to identify high potential managers and create career development plans for them to fill future leadership positions.
2. To understand the practices of succession planning aimed at to identify back-up for all key positions and make sure employees are ready to move into them when needed.

Literature Review

Chen, T. et al, 2004 say that the greatest competitive advantage of an enterprise lies in its ability to retain the technical skills of its workers by providing suitable career development programs. Even in the absence of high salaries, companies with adequate career development programs can enhance their internal job satisfaction levels; therefore, managers must begin to understand and commit to the need for career development if they are to make the most productive use of their human resources. Accordingly, organizations need to consider the career needs of their personnel.

The most common rationale for implementing career development programs with sufficient organizational preparation or commitment is that they will reduce employees' uncertainty, help them to plan and yield positive outcomes for an organization (Granrose and Portwood 1987; Walker 1978). Such programs are thus mutually beneficial for both employers and employees, with their main objective being the enhancement of mutual performance and job satisfaction (Jackson and Vitberg 1987). Furthermore, the implementation of such programs can help to boost morale and promote effective communication between management and employees, and, indeed, many companies have also found that, even when salaries are not high, the adoption of suitable programs can still enhance job satisfaction (Leavitt 1996; Hoon 2000).

Who is responsible for Career Development?

Literature on career management and development seems a little bit polar in this regard. Certain writers particularly with traditional career beliefs, emphasis it as organizational domain (*organizational perspective*), whereas the proponents of the contemporary version of the career are in the favour of the idea that it should be responsibility of the individual (*individual perspective*). And there is third view as well that reconciles these two polar views.

Role of Individual Employees

The first reason of emphasis on the individuals for development of their careers is natural; being the owners of their careers the people themselves should act as their 'sculptors' (Bell & Staw 1997) shaping them according to their own needs (ibid). Since they know better about their capabilities, previous experience, current position, age, domestic circumstances, financial situation, lifestyle choices, and future plans etc.

(Jackson 2000), they are supposed to be in better position to take decisions about their own careers. So, effectively, with this line of argument, it looks sensible for the organization to step back and allow them to create their own career as they see fit (Prest 2005). This point is strengthened by the fact that careers cannot be viewed from a narrow angle of employee-employer relationship alone. Instead, they have a cause and effect relationship with the life of the person as a whole rather than the person just as an employee (Torrington et. al 2002, Greenhaus et, al 1994). Arthur et. al (1999) endorse this point when they see careers as organic entities, with developing lifecycles, and which are shaped by the complex interactions between personal makeup and choice, and the external forces of family, class, and economic and organizational circumstances.

Second reason of emphasis on the individual perspective is the fast changing environment in the modern day world. Globalisation, technological advances (Greenhaus et. al 1994), and cultural changes (Schein 1983) that led to redundancies, simplified and flatter organizational structures, disappearance of traditional promotional channels, project works and short-term contracts (Torrington et. al 2000), have loosened traditional control of the organizations over the individuals. So fewer organizations are able to guarantee lifetime job security today (Waterman et. al 1994, Walton 1999, Harrison 2005), and can do little about satisfying the needs of the individuals to move onward owing to limited promotion prospects along the flattened hierarchies (Armstrong 2004).

So the need of the organizations to be responsive to the rapidly changing environment necessitates greater flexibility on part of the employees (Schein 1978, Heritage 2001, Greenhaus et. al 1998) requiring them to attain career self-reliance (Waterman et. al 1994) and career resilience (London 1983, Harriot 1992) through enhancing their employability (Walton 1999, Holbeche 2000) and marketability (Kanter 1989) by means of managing themselves and building up their skills, knowledge and portfolios (Handy 1994) while working independently as many professionals do (Kanter 1989).

Role of Organizations

The most common argument in favor of the organization perspective has its origin in the traditional concept of 'organizations own the individuals' (Herriot 1992). *Ipsa facto*, the organizations are supposed to take the responsibility of planning, managing, and developing the careers of the human resources they 'own' (*ibid*) to ensure that their contributions meet the organizations' requirements, both now and in the future (Prest 2005).

Secondly, fast emerging strategic role of the valued knowledge workers in attaining the competitive advantage has started a 'war-of-talent' (Harrison 2005) among the organizations that prompts them to remain proactive in this regard (Mayo 1994) and maintain their skill base (Hirsh & Jackson 1996) or human capital (Walton 1999) by means of retaining the key staff (Yarnall 1998), undertaking succession planning continuously (Walker 1992) and helping the individuals plan and manage their careers. Dissatisfaction with the career prospects is a major cause of the turnover (Noe 2000, Armstrong 2004). And if the organizations do not pay heed to the developmental needs of the individuals and they get frustrated out of the absence of the growth direction it is

possible that they may turn into liabilities over them either through poor performance or voluntary termination (Greenhaus et. al 1994, Noe 2000).

Third point for the organization perspective emanates from the arguments like that of Yarnall (1998) that it is yet to be tested if employees actually want more self-control over their career. A CIPD Survey Report (2003) gives weight to this argument suggesting that only 32% of the employees are in favour of assuming responsibility for driving their career management and development activities. Whereas the majority of 68% still believed it to be a purview of the organizations.

Related to this argument is that of Harrison (1997) who says, 'despite the strong advocacy of self-development and continuous learning in the HR literature, taking responsibility for development of one's own career is not an easy or straightforward matter'. Yarnall (1998) corroborates it saying even where individuals are willing to assume greater responsibility in this connection; the chances to do so are limited because market demands are not under their control. Bailyn (1989) also agrees with this saying knowing one's abilities, interests and values alone is not sufficient for effective career development. One must also be able to decipher the career rules (and cultural norms) at work in the organization (ibid).

Reconciliatory and Integrative View

This remains a fact that there is a tension between what the organizations want out of their staff and what individuals want out of their careers and the two rarely overlap entirely (Bolton and Gold 1995). And this gap is fast widening amid environmental and organizational turbulences (ibid). This fact increasingly poses a challenge of matching the career related needs of the organizations with those of the people who work for it (Schein 1978). Yarnall (1998) agrees and says it has posed a significant challenge for the organizations to provide a good career deal for the employees in order to enable the business needs to be met at a time when organizational pressures mitigate against traditional organizational-led solutions to career management.

So, in today's fast changing environment, instead of hankering after the traditional concept of developing commitment and loyalty through the job security, new ideas are needed to be introduced to recompense the loss of balance in the relationship equation between the organization and the individual (Yahuda 2004) in the light and spirit of the new psychological contract. Torrington et.al (2002) elaborate it saying that in the deal situation that is different from the past the employees may offer high productivity and total commitment in exchange for the employers offering enhanced employability rather than long-term employment, thus enabling them to develop skills that are in demand and that are needed to obtain another appropriate job when they are no longer needed by their present employer.

This harmony can be better achieved if the career management practices are based on the business requirements (Bolton & Gold 1995) and are aligned with the business and human resource strategies both vertically and horizontally (Thomson & Mabey 1994, Walton 1999, Harrison 2005) constituting a successful career system (Yahuda 2004) substantially supported by the top management (Schein 1978, Hirsh et. al 1996,

Harrison 2005) and assisted by the line managers (Buhler 1994, Mayo 1994, Harrison 2005). This coherent approach on part of the organizations can create a needed climate that communicates commitment towards the employee development (Crampton et. al 1994).

Career Development Interventions

As people expand their capabilities to contribute, they typically want to know the career options available to them. These options can be expressed as two internal tracks, specialists and management, and intermediate transfer points- positions that allow for external transfers to other functional areas (Benham, 2001). Chen, et.al (2004) divides career development programs into three categories: career goal oriented, career task oriented and career challenge oriented. Goal oriented development programs provide employees with direction and motivation, task-oriented programs motivate employees to identify key career tasks and challenge-oriented programs provide employees with new and changing opportunities, helping them continually to evaluate their future potential career development and deal with any bottlenecks or challenges. Following are the career development strategies used by various organizations:

Achievement Motivation Training

These programs involve tasks like teaching individuals the characteristics of high achievers, teaching strategies that could lead to high achievement, helping individuals set both short and long term goals and providing support for achieving self-determined goals. Increased motivation to achieve helps individuals feel more positive about themselves and helps them develop effective goal setting behaviors.

Assessment Techniques

Assessment Techniques can also be used as career development strategies. In the book, *The Center for Creative Leadership Handbook of Leadership Development* (McCauley, Moxley & Velsor, 1998), over a dozen professionals outline the Center's recommended development elements: assessment, challenge and support. Assessment is important because it provides people with an understanding of their current level of performance and their development needs. It can be formal or informal. Formal assessment from other people can include performance appraisals, customer evaluations, 360-degree feedback, organizational surveys and recommendations from consultants. Informal assessments from others can include asking colleagues for performance feedback, observing others' reactions to one's ideas and actions, or unsolicited feedback from the boss. Self-assessment can include psychological inventories, journalizing, reflection on decisions or analysis of mistakes. (McCauley, Moxley & Velsor, 1998)

Career Resource or Learning Centers

Another source for help in developing strategies are Career Resource or Learning Centers which include the availability of comprehensive resources; physical space for the use of those resources with clients on a group or individual basis. They include comprehensive information systems as well for storage and retrieval of information,

curriculum linkages and carefully designed career guidance experiences to help individuals use the resources effectively.

Mentoring

Mentoring is the passing on of knowledge by a more experienced person to a less experienced one. It's not so much about structured learning; more about enabling through providing guidance, support and understanding. External or interim senior managers/consultants can provide mentoring on a standalone basis, either to supplement a training course or as part of a larger scale training and development programme.

Skill Development

Individual development refers to organizational practices that help people improve current performance and prepare for future opportunities. Development is the primary means by which organizational expectations get translated in to individual capabilities over the course of a career.(Benham, 1993). Employee development within the workplace is important, because it encourages employee engagement, which is essential to a high performance in the workplace. Also, employee training and development can provide a significant Return on Investment when tailored to the unique needs of individual team members. To act upon an individual development plan, employees need the support of professional development system consisting of education, training, and assignments (Benham, 1992).

Coaching

According to Boyatzis (2006), Leaders who coach others with compassion will stimulate internal processes that enable them to balance the toxic effects of power stress inherent in their roles as leaders and in performing the role effectively. Coaching others for their development is different than coaching others strictly for the organization's benefit. The latter can be seen as an instrumental or compliance perspective in approaching others. Thus, coaching with compassion may provide the platform for sustainable leadership effectiveness and an effective approach for developing leaders—to teach them how to effectively engage and develop other leaders. We also believe the integration of coaching, compassion, and leadership would result in a steady stream of capable leaders for the organization.

On-the-job training

On-the-job Employee development takes place when significant learning occurs “in the work.” This type of training is often conducted by immediate supervisor, senior fellow worker, team leader or foreman. The purpose of the training is to guide and/or evaluate the tasks that are expected to perform. This is usually held during regular working hours at workstation. If the employers are provided with benefits and incentives while they are learning new skills (through on-the-job training) within the organization, then they are more likely to stay in the company rather than look for a new job (Benson, 2006). Steven Seymour (2008) says that skills shortfalls can be filled by using job rotation (moving employees from one job to another), where skill shortfall in one department can

be overcome by importing the worker from another where a competent individual's ability is being under-utilized.

Off the job training

Steven Seymour (2008) says that skills shortfalls can be filled by using Development Guide as a blueprint for developing skills and knowledge needed for a particular job role or job family. These learning "maps" typically include role-based skills, knowledge, and personal attributes needed for successful performance; seminars, courses, readings, and online resources; and experience-based learning activities, such as assignments, project teams or committee work. The above training techniques can expand the skills set of the employees, and identify and improve those areas which require development. Also, this will help in realizing the true potential of the employees.

Succession Management as a Tool of Career Development

Succession Management is a method that is adopted by organizations that will build a steady and a reliable pipeline of leadership talent. (Conger, J.A, & Robert M. Fulmer, 2003). Defined as an essential business strategy that provides good returns on a company's investment, succession planning has long been a common practice in various industries (Bonczek. M. E & Woodard. E.K, 2006). Succession planning is about having a vision for the future, with accurate assessment of the organization's strengths as well as weaknesses and spotting future leaders within the organization. It also involves having a vision of your company's future (Greenberg & Sweeny, 2008). Succession planning is vital to ensure that business success will continue when the current management structure is no longer there (Hollington. S, 2007). Succession planning is as much about developing employees' capabilities as it is about identifying probable replacements (McDonald, 2008). It is the organization's responsibility to develop the capabilities of these future leaders. If the employees know that the organization is interested in developing their capabilities so that one day they can move up the leadership chain, they would be more motivated to work for the benefit of the organization and overall organizational loyalty and turnover rates would improve. Organizations should identify at least two possible successors for all critical roles.

Research Method

The research is qualitative in nature and descriptive method of research is used to get response on the questionnaire comprising 34 questions and distributed to the employees of the banking sector of Karachi to collect primary data. In-depth interviews and questionnaire were used as primary empirical data collection methods in this study.

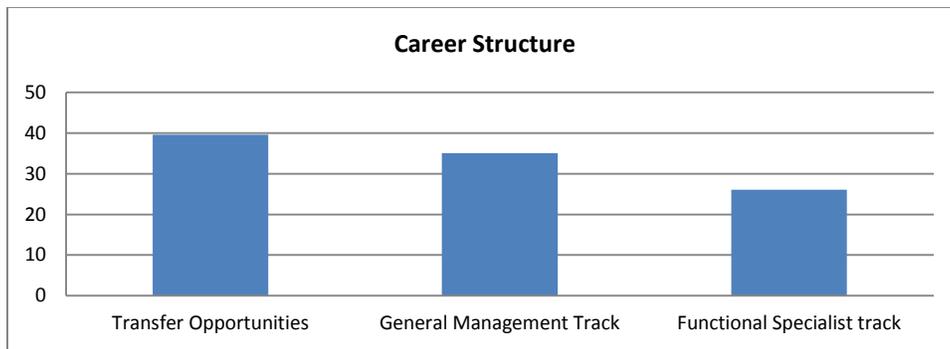
A total sample of 90 employees was selected from the middle level of hierarchy (Assistant Managers and Managers) of the banks. Stratified random sampling was used as the sampling strategy in this study. Local banks are distinct strata of the Pakistani banking sector from which only three local banks were selected for this study: Habib Bank Limited (HBL), Soneri Bank Ltd and Askari Bank Ltd. The survey was conducted at the head office in Karachi of each bank. 3 departments from each bank were selected for random survey of 30 employees from Askari Bank, 25 employees from Habib Bank Ltd and 35 employees from Soneri Bank Ltd. A total of 102 questionnaires were

distributed to the employees of Askari bank (39 questionnaires), Habib Bank Ltd. (28 questionnaires), Soneri Bank (35 questionnaires) out of which 90 questionnaires were returned in total from Askari bank (30 questionnaires), Habib Bank Ltd. (25 questionnaires), Soneri Bank (35 questionnaires). The employees belonged to various departments such as HR, Consumer Banking, Foreign trade, Audit and IT. Three in-depth interviews were conducted in total, one in depth interview from each of the 3 local bank's top managers - Operations Manager of Askari Bank Ltd., Senior Manager Human Resource and Training Division, Soneri Bank Ltd. and Head of Human Resources, HBL.

Results

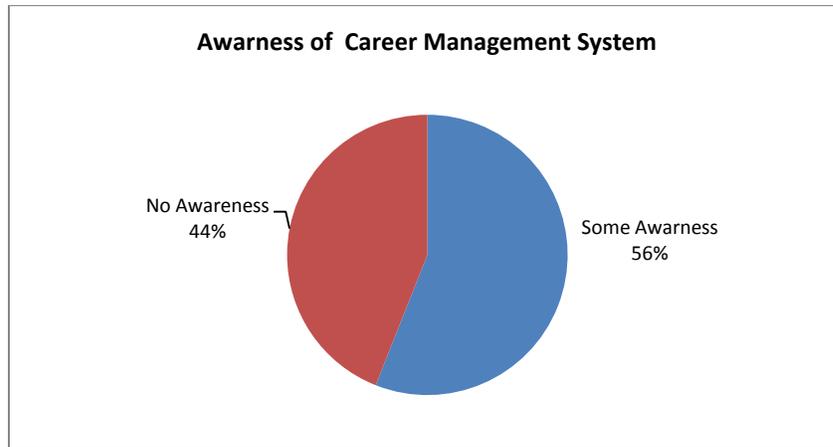
Career Path Structure of Employees of Local Banks

Transfer opportunities are available to 44% of the employees where they move to other departments in order to gain exposure and enhance their skills. 39% of the employees of the banks surveyed have general management track which enables them not just to remain confined to a particular field rather acquire skills to move on from their current position to the managerial level of the organization. However, 17% employees have Functional Specialist track in their career path structure which leads to narrower scope and fewer high level promotional prospects. This dimension of research was based on Benham, (2001) typology

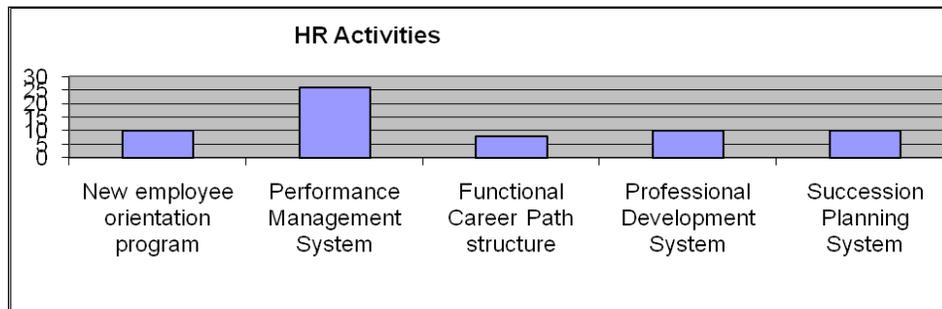


Awareness about Existence and Usefulness of Career Management System

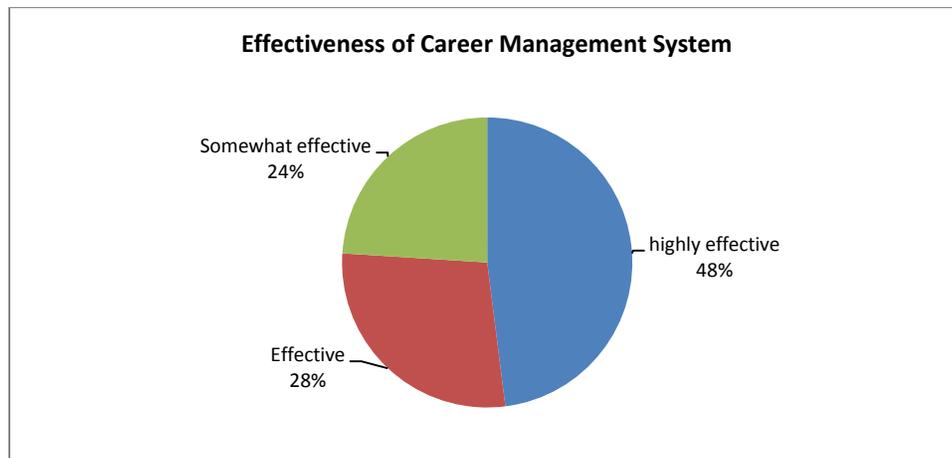
- i. According to 56% of the employees surveyed, career management system exists in their banks while the remaining 44% were not aware if any career Management System exists.



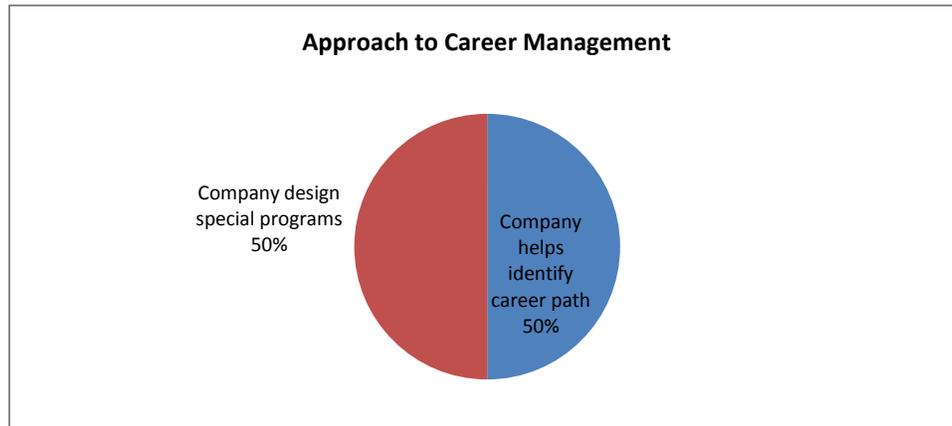
- ii. The most commonly known HR activity that the 41% of the respondents are aware of is performance management system. Whereas the least known among them i.e. just 12% of the employees are aware of is the functional career path structure of their banks.



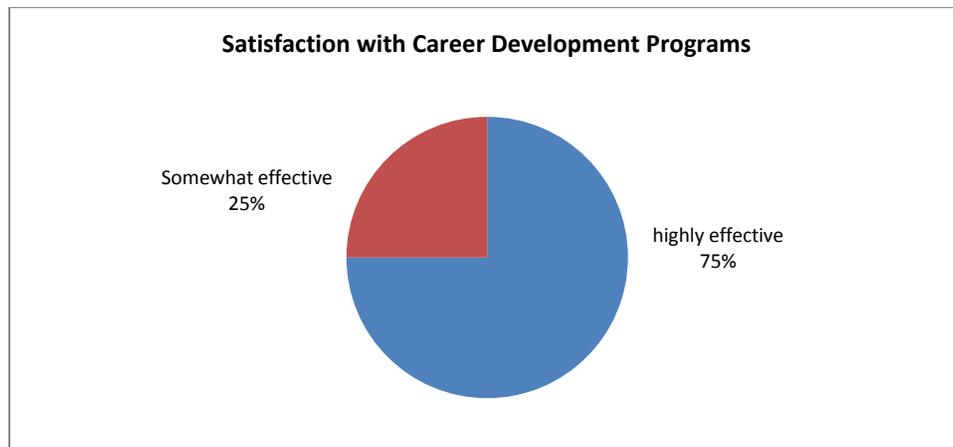
- iii. While exploring employees' perception and outlook towards the career management system regarding its degree of effectiveness in reducing employee turnover, 48% of the employees agreed that the career management system is very effective in improving the retention level of employees in the organization while 28% employees feel that career management system is effective only somewhat as other factors are more responsible for low employee turnover and less absenteeism such as job satisfaction, promotion prospects and monetary and non monetary job benefits (health and medical insurance and free petrol). None of the employees feel that this system is ineffective.



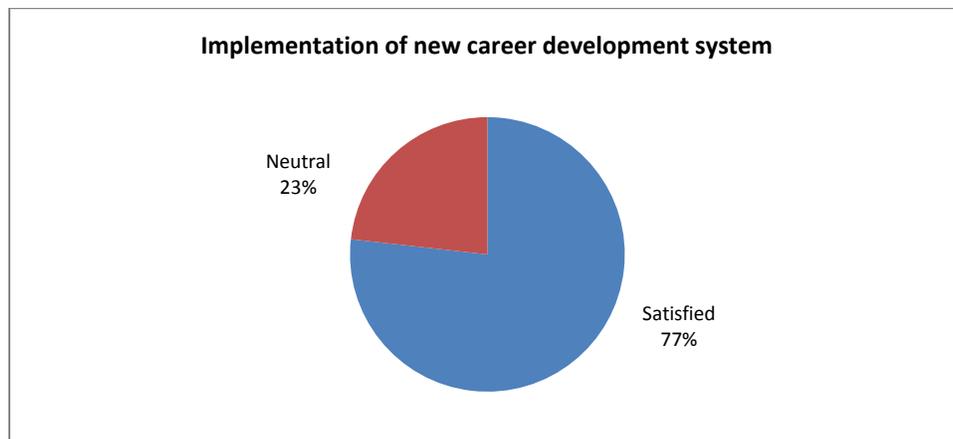
- iv. According to 50% of the employees surveyed, the approach to career planning and development of their bank is to help individuals identify career paths that match their interests and abilities while the remaining 50% respondent views that their banks design specific activities to help them land a "suitable" job and move along a career path.



- v. 75% of the employees were completely / somewhat satisfied with the career development programs of their banks while the remaining 25% were neutral.



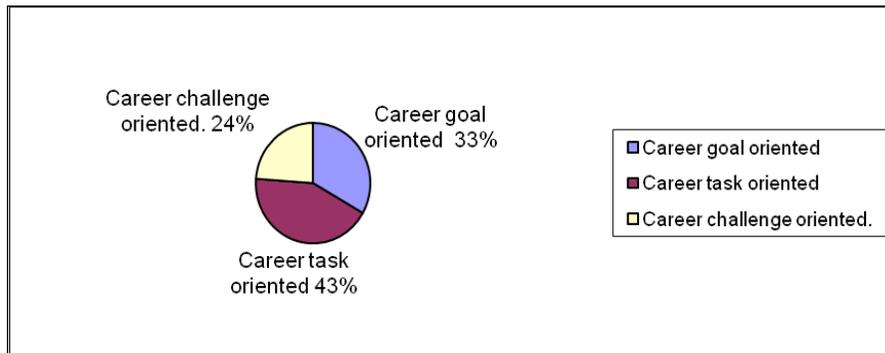
- vi. 76% employees feel they would be satisfied if a new career management system is implemented in their organization while 23% remained neutral to the new career management system implementation. There was a unanimous consensus on the most important hindrance to successful implementation of Career Management System is lack of motivation on the part of employees to work for increasing productivity of their organization that impede the new program's effectiveness to enhance productivity.



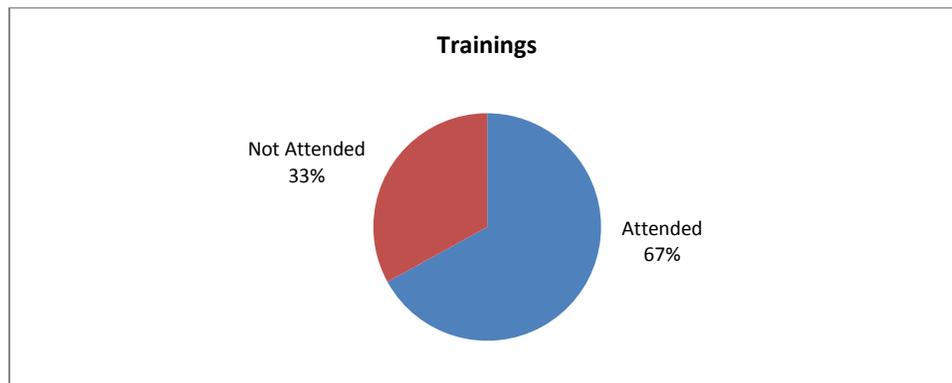
Career Development Strategies of Local Banks

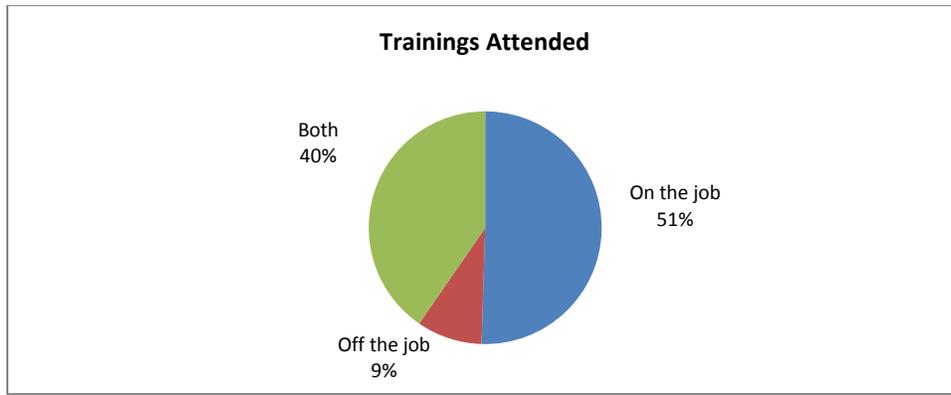
- i. In order to evaluate the future potential for career development of employees, the results of survey reveal that 43% of the employees consider the career development programs of their banks task oriented. Career task oriented programs motivate employees to identify key career tasks and improve their task competence that will contribute towards their career development. 33% of

the employees view that their banks implement Career Goal oriented programs that provides employees with direction and motivation to set BHAG (big hairy audacious goals) to stretch their competencies. However, only 24% of the employees regard their career development programs as challenge oriented that provides them with new and changing opportunities (Chen, et.al, 2004 typology). This is because most of the employees are in the early or middle stage of their career, hence the skill level of employees is low and they have little experience in the particular field to deal with any bottlenecks or challenges.

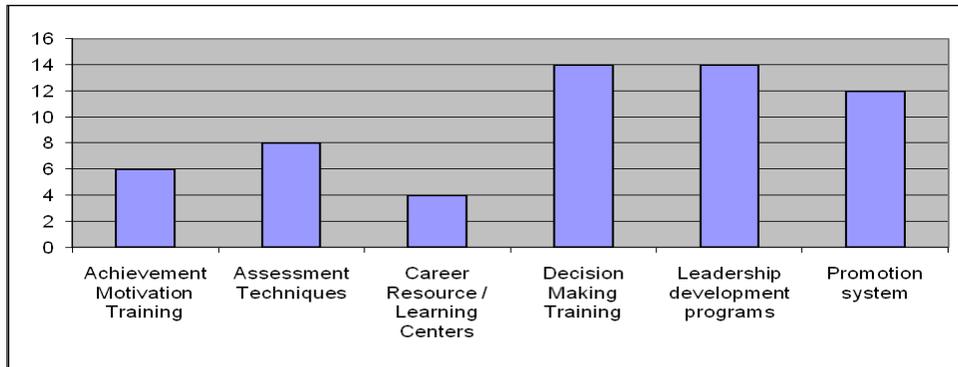


- ii. Of the employees surveyed, 67% of them have attended trainings arranged by their banks. The remaining 33% have not attended any training at all. Of the 67% employees who had attended training sessions, 50% attended only on-the job trainings, 9% have attended only off-the job trainings while the remaining 40% have attended both on the job and off the job trainings.



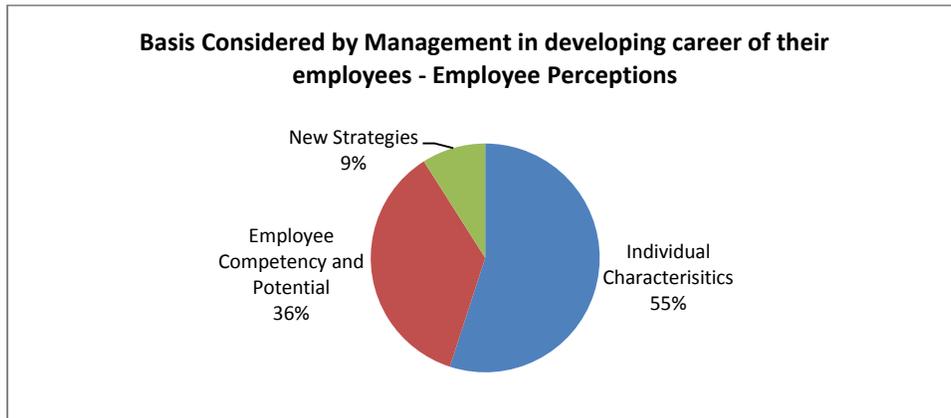


iii. Among the career development related training provided, individual competency training is provided to 11% of employees. This involves sending the employees on trainings conducted by professional trainers to improve employees' knowledge of their field and to improve their emotional intelligence especially among those who have frequent contact with customers. However, the most important career development activities of banks is providing decision making trainings and introducing leadership development programs followed by creating awareness about bank promotion system and introducing assessment techniques. This is because decision making and effective leadership are the most needed qualities amongst middle level and higher level managers so that they can motivate their subordinates and lead them towards achieving organizational goals.



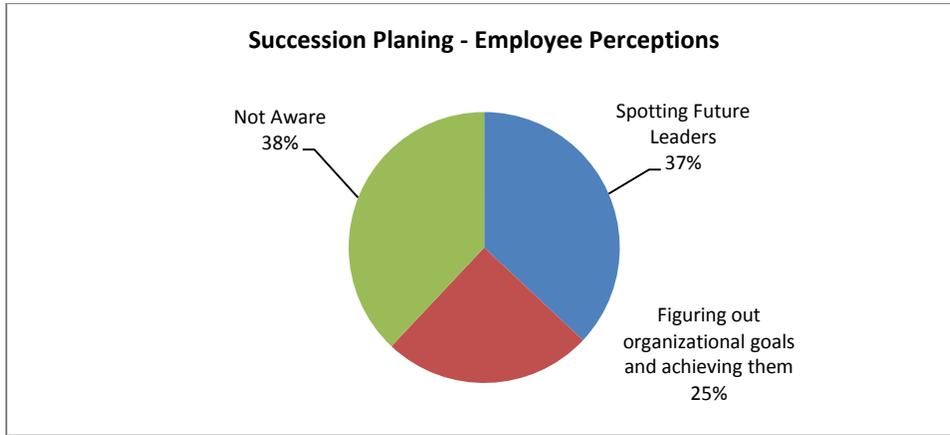
Basis of Career Development Programs

When employees were asked about the most important basis that the management considered in developing career of their employees, 55% of the employees felt that individual characteristics of employees is most important such as personality traits, leadership characteristics and perceived locus of control in employees. Employee Competencies and potentials were considered important by 36% of the employees as it is a well known fact that most individuals are not born leaders, rather it is the circumstances, opportunities and environment that make them what they are, therefore this too was an important factor considered by the management and finally only 9% found any compatibility of new strategies with the existing program: management in this case probably felt that new strategies needed new career development programs for implementation.

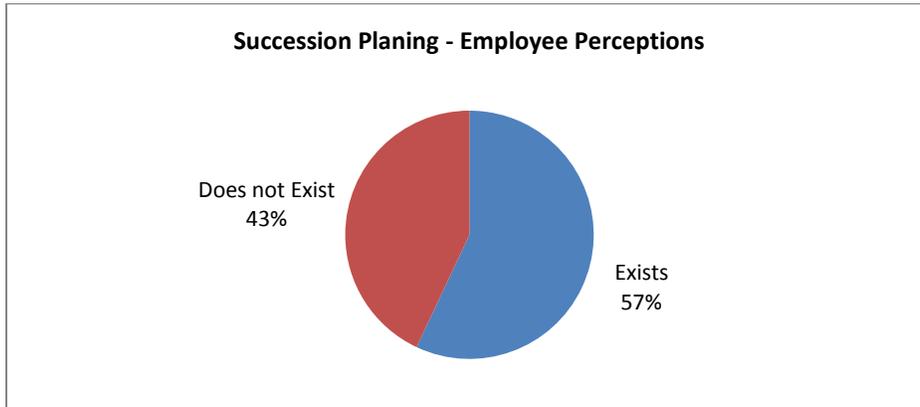


Succession Planning

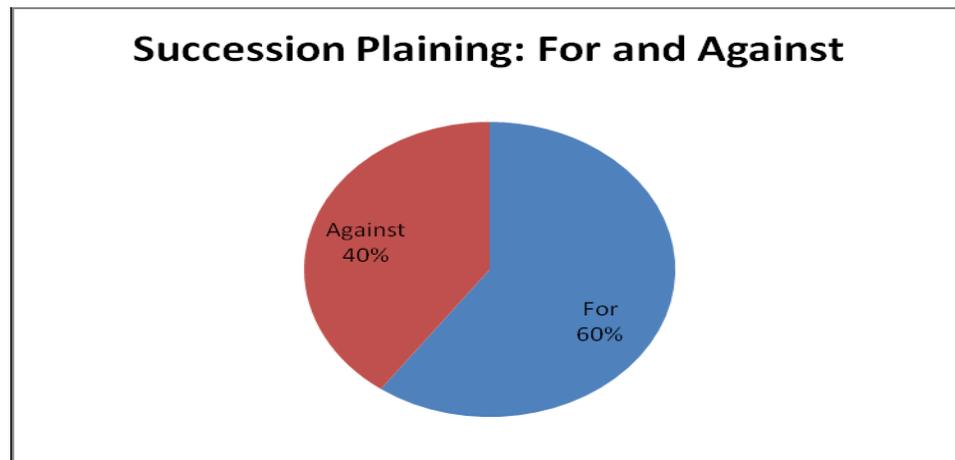
- i. To gauge the awareness about the term succession planning, 37% employees consider succession planning as spotting future leaders within the organization and training them while 25% employees thinks it is figuring out organizational goals and means to achieve them. This clearly reflects that few of the employees are not aware of the term succession planning in their organizations.



ii. According to 57% employees, succession planning process exists in their banks while the remaining 43% employees think that succession planning process does not exists. 38% of the employees feel that succession planning is undertaken to give a chance to the existing inexperienced employees to replace the senior ones one day, as they retire, 25 % feel it is to teach the younger employees the most effective means to achieve goals with the true organization spirit at heart.

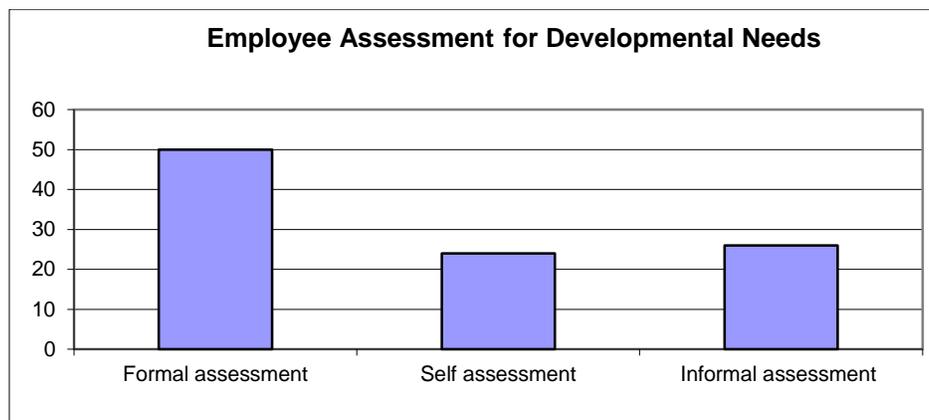


iii. Around 60% employees were not opposing the succession planning process of their banks. However, the main reasons for the remaining 40% employees to oppose succession planning process is due to insecurity about their chances of promotion in the face of tough competition and also that succession planning requires extensive training which takes up a lot of time from their current assignments.



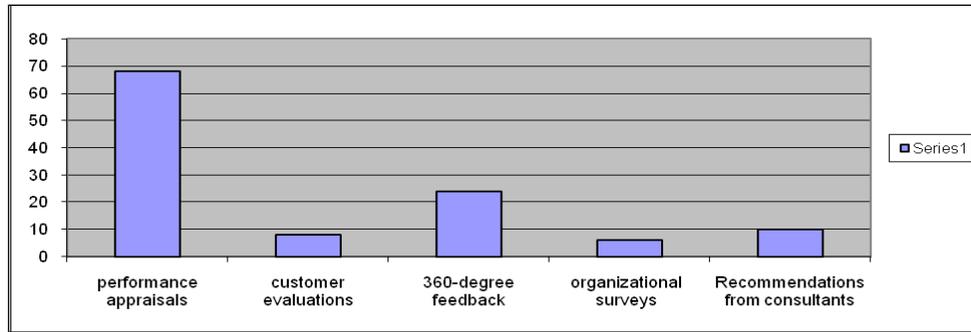
Existence of Employee Assessment for Development Needs

- i. According to 50% of respondents, formal assessment is undertaken by their banks to determine the developmental needs of the employees, 24% organizations conduct self assessment of employees while the remaining organizations conduct informal assessment of their employees.



- ii. Performance appraisal of employees (58%) and 360 degree feedback (21%) are the most widely used formal assessment methods by the organization. Asking colleagues for performance feedback (64%) is the most common informal assessment method. Analysis of mistakes (50%) is the widely used self assessment tool by employees.

Types of formal assessments



Conclusions

From analysis of the data above, following key conclusions can be drawn:

1. The career path structure available for most of the employees is transfer opportunities oriented whereby they frequently move to other departments in order to gain exposure and enhance their skills rather than the classical career path structure of functional specialist track or general management track.
2. Bank employees were less aware about the career management system as compared to other HR activities like performance appraisal systems and orientation programs etc. however, majority of them were satisfied with the way their career was growing in the banking sector regardless of the degree of formalities attached to the process.
3. Currently, majority of the career development programs are task oriented whereby great emphasis is placed on decision making training and leadership development programs to enhance efficiency to attain goals. Implementers of such programs feel it is necessary to improve job attitudes. Apart from that task rotation, individual competency and team building development are also used as tools for career development of the employees.
4. Trainings are not done on a regular basis and if any happen during the year, its mostly on-the-job trainings that last 1-2 hours. Off-the-job training sessions last 2-3 days and are mainly for the fresh graduates pursuing new jobs. Two of the three banks have their own training centers so trainers are not outsourced but managers say the general trend in majority of the local banks in Pakistan have instructors from other training centers.
5. Formal assessment is undertaken by most banks to determine the developmental needs of the employees as compared to informal or self assessment. Performance appraisal of employees and 360 degree feedback are the most widely used formal assessment methods by the banks. Informally

managers ask colleagues and juniors for performance feedback whereas employees themselves indulge in self appraisal by analyzing mistakes and reflecting on decisions.

Recommendations

1. Since most of the employees are not aware of the career management systems of their banks, it is important that employees should be educated about this system. Workshops and mini seminars should be conducted with free flowing communication so that employees feel free to tell the managers that they are getting very little chances of promotional growth and want to enroll in programs that will help in personal and professional growth. This will clarify any ambiguities regarding their career path structure and hence lead to higher motivation level and increased employee retention rates.
2. Of the various HR related activities such as performance appraisal system, orientation programs, compensation and rewards etc, career management is the last of all the priorities of local banks. The main reason is reservation on the part of HR department regarding the implementation of career development programs. The top of these reservations are that the HR department does not possess the required resources and are risk averse about investing available resources during economic crisis. Moreover, I noticed that the HR departments didn't have extensive personnel who were willing to undertake this activity. Managers believe that the banking industry has a truck load of other problems to cater to and therefore career management is the last of all priorities. Hence the HR departments of local banks should consider taking career development of its employees seriously.
3. The local Pakistani banks should compare their Career Management systems and programs with multinational banks in Pakistan and view the career development activities of foreign banks as benchmark. The reason is that most of the multinational banks have satisfied employees and their employee turnover rate is low. Local Banks should develop an action plan to improve the areas where they are lacking.
4. Employees should be provided awareness about succession management by HR departments. It should be considered by employees as a tool to career development rather than feeling threatened that they will be replaced by those whom they prepare for their current position.
5. Even during the current recessionary times when most of the organizations are cutting costs, the training budget should not be slashed. Rather more investments should be made in the employees by providing them off the job trainings so that they enhance their skills and develop themselves.
6. The local banks should move on from task oriented career development programs to challenge oriented career development programs that provides employees with new and changing opportunities. Hence employees will

develop the experience in a particular field to deal with any bottlenecks or challenges.

7. Before going ahead with initiating new career development programs, local banks should determine the feasibility of its implementation. They should answer questions like which employees will benefit from these programs, what logistics and resources are necessary to make it successful, the amount of financial resources needed, how the bank will accept such organizational change, etc.

References

- Anderson, P. & Pulich, M. (2000), 'Retaining Good Employees in Rough Times', *Health Care Manager*, Vol. 19(1), pp. 50-58.
- Armstrong, M. (2004), *Handbook of Strategic Human Resource Management: a guide to action*, Kogan Page Ltd.
- Arthur, M. (1994) 'Boundaryless Careers: A New Perspective for Organizational Inquiry' *Journal of Organizational Behaviour* 15.
- Bailyn, L. (1989) 'Understanding individual experiences at work' *Handbook of Career Theory*, Cambridge University Press
- Benham, P.O., (2001) 'Developing Organizational Talent: The Key to Performance and Productivity' *Sam Advanced Management Journal*, vol. 58(1) pp. 34-39
- Benson, George S. (2006), 'Employee development, commitment and intention to turnover: a test of 'employability' policies in action', *Human Resource Management Journal*, Vol. 16, Issue 2, pp. 173-192.
- Buhler, P. (1994) 'Motivating the employees of the 90s', *Supervision*, Volume 55 No. 7
- Bolton, R. and Gold, J. (1995) 'Career management at Nationwide Building Society using a soft systems approach', *Executive Development Journal*, MCB university Press
- Bonczek, Mary E. & Woodard, Elizabeth K.(2006) Who'll replace you when you're gone? *Nursing Management* , Vol. 37 (8), pg. 30-34
- Brousseau, Kenneth R.; Driver, Michael J.; Eneroth, K. & Larson, R. (1996) '[Career pandemonium: Realigning organizations and individuals](#)'. *Academy of Management Executive*, vol. 10 no.4, pp.52-66
- Boyatzis, R.E et al., (2006), Developing Sustainable Leaders Through Coaching and Compassion, *Academy of Management Learning & Education*, Vol. 5, No. 1, p17.
- Chen Ming,T., Chang,P. & Yeh, C.(2004), 'An investigation of career development programs, job satisfaction, professional development and productivity: the case of Taiwan' *Human Resource Development International*, vol. 7 no. 4, pp. 441-463
- Cianni, M. & Wnuck, D. (1997) 'Individual Growth and Team Enhancement: Moving Toward a New Model of Career Development'. *Academy of Management Executive*, vol. 11 no. 1, pp.105-115
- Conger, J.A, & Fulmer, Robert M., (2003), *Developing Your Leadership Pipeline*, *Harvard Business Review*.
- Crampton, S., Hodge, J. & Motwani, J. (1994) 'Diversity and career development issues in the 90s', *Supervision*, Vol. 55 No. 6

- Granrose, C. S. and Portwood, J. D. (1987) 'Matching individual career plans and organizational career management', *Academy of Management Journal* 30(4): 699 – 720.
- Greenberg, Herb & Sweeney, Patrick. (2008), [Who Could Possibly Replace You?](#), *Financial Executive*, Vol. 24 (8) , p44-48
- Greenhaus, J. and Callinan, G. (1994), *Career Management*, Harcourt Brace College Publishers.
- Harrison, R. (1997), *Employee Development*, Institute of Personnel and Development.
- Harrison, R. (2005), *Learning and Development*, Institute of Personnel and Development.
- Herriot, P. (1992), *The Career Management Challenges: Balancing Individual and Organizational Needs*, SAGE Publication Ltd.
- Hirsh, W. & Jackson, C. (1996) 'Strategies for Career Development: Promise, Practice and Pretence' *Institute of Employment Studies*, Report No. 305
- Hollington, Simon (2007), Have you planned for your replacement? [succession planning], *Engineering Management*, Vol. 17 (1) , p17-18
- Jackson, T. and Vitberg, A. (1987) 'Career development, part 1: careers and entrepreneurship', *Personnel* 64(2): 12 – 17.
- Jackson, T. (2000), *Career Development*, Institute of Personnel and Development.
- Leavitt, W. M. (1996) 'High pay and low morale: can high pay, excellent benefits, job security, and low job satisfaction coexist in a public agency?', *Public Personnel Management* 25(3): 333 – 41.
- London, M. (1988) 'Organizational support for employees' career motivation: a guide to human resource strategies in changing business conditions', *Human Resource Planning* 11: 23 – 32.
- Louis, M. '[Managing Career Transition: A Missing Link in Career Development](#)', *Organizational Dynamics*, vol. 10 no. 4, p68-77
- Mayo, A. (1994) *Managing Careers: Strategies for Organizations*, Institute for Personnel Management
- McCauley, C. & Wakefield, M. (2006), 'Talent Management in the 21st Century', *Journal for Quality and Participation*, pp. 4-7.
- McCauley, C. N., Moxley, R. S., Velsor, E. V. (Eds.). *The Center for Creative Leadership, Handbook of Leadership Development* . (pp. 1-25). San Fransisco, CA: Joseey-Bass Publishers.
- McDonald, Paul (2008) Financial Executive Succession planning as retention tool , Vol. 24 (6), p18-21

- Prest, A. (2005) 'Career Development' *Human Resource Development*, Unit 8, Module for M.Sc in HRM & D Distance Learning Program, IDPM.
- Schein, E. H. (1987) 'Individuals and careers', in J.W. Lorsch (ed.) *Handbook of Organizational Behavior*, Englewood Cliffs, NJ: Prentice-Hall, pp. 155 – 71.
- Schein, E. (1978) *Career Dynamics: Matching individual and organizational needs*, Addison Wesley
- Schein, E. (1984) 'Culture as an Environmental Context' *Journal of Occupational Behaviours* John Wiley & Sons
- Seymour, Steven (2008), 'Your Business Value with succession planning', *Management Services*, pp. 37-39.
- Super, D. E. (1957) *The Psychology of Career*, New York: Harper & Row.
- Super, D. E. (1984) 'Career and life development', in D. Brown and L. Brooks (eds) *Career Choice and Development*, 2nd edn, San Francisco, CA: Jossey-Bass, pp. 422 – 54.
- Thomson, R. & Mabey, C. (1994) *Developing Human Resources* Butterworth Heinemann
- Torrington, D., Hall, L. and Taylor, S. (2002) *Human Resource Management*, Pearson Education Ltd.
- Walker, James W., Editor, 'Perspectives' *Human Resource Planning*, pp. 12 -15
- Walton, J. (1999), *Strategic Human Resource Development*, Person Education Ltd.
- Waterman, R., Waterman, J. & Collard, B. (1994) 'Towards a Career Resilient Workforce', *Harvard Business Review*, July-August
- Yahuda, B. (2004) *Managing Careers: Theory and Practice*, Pearson Education Ltd.
- Yarnal, J. (1998) 'Line Managers as career developers; rhetoric or reality?' *Personnel Review* 27, 5