

CHANGING TRENDS OF LABOR MARKET AND CAREER MANAGEMENT

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ABSTRACT: Due to changing trends in the labor market, employee career management is considered to be important for a healthy and productive organization. This paper emphasizes on different ideas and facts about career development of employees. As, career development is important for employees as well as organizations. To compete in today's world, organizations must ensure that they are providing opportunities for their employees for their development. As in past few years, the labor market is facing different changing's. Also, employee needs are changing and demanding more for career development. Due to these trends, the traditional theories can't be applied. It emphasizes career management in different contexts. It focused to find out the changing factors and constraints which are affecting career management and the role of organizations in career management of their employees.

INTRODUCTION

The main goal of each and every organization is to increase output. This can only be achieved if the employees are satisfied because they are the ones who generate this output. For this purpose they must ensure that the organizational needs and employee needs must match with each other. Employees are important asset of an organization. They are the backbone that operates expansion in every organization.

Career development is important for each and every generation. Over the years many theories are proposed but we can't use most of them. The reason is increasing diversity and globalization. According to [1] the careers that individuals select are affected by their background or history like family, economic condition, gender and many other variables. In 1960s the relationship between organization and its employees was considered to be like parent to child relationship but nowadays it is considered as partnership.

In spite of its importance, women are having weak career development. They are not given top management jobs in organizations due to lack of training and development. They face challenges in the job market as well as in the organizations after getting jobs. According to Learning and Skills Council (in 2004), 90% of the men get higher education in the fields of engineering, technology and manufacturing. This means, women participation is only 10%. To increase employee morale and productivity, organizations must provide them opportunities for career development. Private organizations are using it more as compared to government organizations (i.e. 70% in 1991).

Career development gives job satisfaction but not significantly. In some cases, employees avoid career development opportunities and the organizations must know about these cases. Nowadays, part-time jobs are increasing in organizations and students are involving more in them. It is important to find out the relationship between part-time work and career development by using both qualitative and quantitative factors.

LITERATURE REVIEW

Career management involves activities implemented by any organization in order to sustain their employees in the career success according to [2] observed job management as "a structural procedure which includes arranging, performing and controlling career growth. According to, [3] disputed that presentation includes a step so that it could reach firm's aim

that may upgrade worker's work development. The aim of learning this field is to practically analyze the way worker job supervision can strengthen career management within preferred countries like Umuofia, Abia State, Nigeria.

The Idea of Worker Job Supervision:

Job supervision has been always a query in human resource department. What is job in actual terms? In [3] explained job as the work-associated environment a person had over the years. In [4] argued job supervision a procedure by which employees gather data regarding attitudes, concerns, expertise, assets and weak points, analyze a job goal, and absorb into job approaches that could rise the possibility of job areas to believe that job supervision is the procedure in which employees gather data regarding standards, benefits, talent assets and weak areas, recognize a job area, and involve in job approaches which surge the likelihood that job areas to be proficient.

Procedures of Worker Job Supervision:

Some of the various aspects may be second hand to examine how adequately worker job supervision could be managed. In [4] intellectualized career planning, training and development, institutional framework, and work-life balance as the aspects that can manipulate career management. Administrative job administration requests involve; routine department evaluation by means of evidence to the job development, job centers, job therapy by the human resource, proper mentoring, job factories, super animation training programs, sequence planning, official instruction as a chunk of job growth as well as adjacent changes in order to generate cross practical understanding [4]. Although this study is incomplete in job analysis as well as job expansion explained below.

Job Analysis includes an array of programs that are involved to make reliable decisions for an individual regarding effort or regarding job connected problems according to [4]. In [5] speculated counseling like an interconnection and in that one person assists the other to comprehend and resolve their issues-the major objective is a serving connection. Job counseling can also be seen as an embodied process that assists a person emphasize themselves, delve into job options, that illustrate or find anticipated job areas. It under writes a spontaneous as well as intellectual procedure [5] claimed that job counseling is a double process in which the therapist and the counselee both pay to produce job counseling capable as well as creative. In this learning, job

therapy just explains a procedure whereas a therapist helps the individual mainly the employee to accomplish his objective and of the organization.

Job Progress explains a long lasting method to organize lifespan, information and work [5]. It includes persons' outlining and preparing findings regarding teaching, coaching, career choices and flourishing the true expertise as well as experience to perform this [6] argued that job progress includes united energies engaged to appraising an employee's strength, examining possible job tracks for that individual and scheming and practicing "multi furious types of training and experience to groom that person for more progressive job". In [6] acknowledged that the foundation of job growth is to meet a worker's job motivations with probabilities and tests that happen within the organization. In this training, job growth contains individuals programs that will assist them to update their data in order to be viable such as conferences, sessions, meetings and educational advancement.



Fig. 1: Employee has many career options and they select one of them according to their need and interest.

Job tracks are ways that persons prefer after their fore most ventures in the job marketplace done to their ultimate location beforehand retirement. Job tracks begin with greatest subordinate situation and close with the most eldest position – this is not always the case but is possible the purpose of the employee. It's vital to begin discerning of job tracks primary because the choices made early on in a job may affect the chances accessible in coming future. Fig. 1 shows that an employee has many career options and they select one of them according to their need and interest.

However, company values, ethics and actions are essential basics for job systems. Job is a main lifetime system– it appears about effort, as well as work supports inspirational logic, tests, self-effacement, as well as, income. Furthermore, labor is a cause of survival, uniqueness, growth challenge, and position or joining to community interaction. One can see job as a life route. Making the similarity of lifetime journey, persons may prefer the compressed path, or choose for functioning of their private means in the exposed plains.

Current responsibilities engaged into attention board the active sense of jobs. Researchers argument an additional from the long-time-created job associations to controversial short-term-created ones, that developed among persons as well as their organizations in which they are hired [6].

Formerly, persons expected to help their organization in their complete employed life. Though this it does not meant in realism, it was the necessary expansion. Now persons assume the society to serve them, and the invocation distance for the association to past could be effortlessly condensed to very limited ages.

Since previous

The landscape and awareness of out-of-date jobs was foundation of ranked, extremely outlined, as well as stubborn constructions. Ancient job replicas had a strong and lined course of suggested "advancement": this meant advancement [6]. The administrative pyramid was actually a sequence to climb on. Resultantly, career success was evaluating doer the amount of advanced elasticity and extrinsic needles of achievement (like salary and social status). Stability of construction and clearness of career ladders implied strong job tracks, which were usually "direct".

Towards awaiting

Relatively, by the end of the twentieth century, the nature and idea of careers has been changed significantly. With the limitless organization [7], boundless careers appeared [7]. Careers developed changing, elastic, and the altering features of there-shaping haze the tidy and firm previous ways for achievement. The innovative models of careers comprises of a diversity of options, many imaginable instructions of development. People experience diverse ways of important career success: it can be a sideway move, variation of route, of organization, of goal. People may (or have to) select across these decisions, and there may be no single way to reach success, so the term "multi-dimensional" career paths. The multi attrition does not halt in the innovative job track assumed, but also suggests in the assessment of job success: We now have numerous selection criteria to assess success in career. There can be internal approval, life stability, consultant as well as autonomy, and other actions of self-dishonesty. All these have arrived the method, together with the old-style outside events of revenue, vigorous as well as prestige.

Career Development in 21st Century: Career development is important for each and every generation because in every generation employees and students seek for jobs and careers. In past, many theorists gave their theories regarding the career development of employees but due to changing global trends, technology and diversity it is hard to apply these theories. It is an important part of human resource development. Nowadays, its responsibilities are transferred to individuals rather than the organizations. According to McDougall and Vaughn, the career development can be done only by matching the needs and wants of both individuals and organizations because they are interdependent. Its old name was vocational guidance. It is also important for the organization because it can increase the output of that organization.

According to [7], [8], the careers that individuals select are affected by their background or history like family, economic condition, gender and many other variables. This can be exemplified by the fact that the early theories were made only for the white nationals, male and middle or high class people. Because at that time others were not receiving any

job opportunities including females, lower class people and black nationals. In today's world diversity is increasing in organizations therefore we must understand the culture and diversity before applying career development on individuals and organizations. In 1960s the relationship between organization and its employees was considered to be like parent to child relationship but nowadays it is considered as partnership because of their interdependency. The organizations strive for finding opportunities and the employees use them in their best interest by using their knowledge, skills and abilities. Time to time they try to enhance their skills by different opportunities that are being sponsored by the organization. After comparing the 20th and 21st century opportunities of career development, in 1985 the National Career Development Association proposed eight themes which are as under:

Demographics In 20th century, there were traditional families (having one sole earner), mostly males and whites belonging to the middle and upper classes. In 21st century, the workforce became diverse.

Old vs. new economy: In 20th century the industries shifted towards IT and service sector. Technology started increasing, giving rise to employee expectations of organizations. In 21st century, there is high demand of knowledge workers due to increase in globalization and competition.

Career patterns. In 20th century, employees remain in one sole career due to high job security. In 21st century, they remain diversified due to insecurity, competition and high market demands.

Workplace justice: In 20th century, the business market was regulatory and there were lesser challenges than now. In 21st century, due to increase in workplace diversity, discrimination is rising. Hence, we must consider employment laws before applying career development.

Lifestyle & welfare trends: In 20th century, the jobs were secure and stable. Also, the work-life balance existed. In 21st century, increase in amount of work, competition, and technology is leading towards insecure and unstable jobs plus increase in demand of work-life balance.

Employer responsibilities: In 20th century the responsibility of organization was to just supervise and give opportunities to employees considering its own benefit. In 21st century, organization facilitates them by giving career development opportunities.

Employee & individual responsibilities: In 20th century, career growth was given to only those employees who work hard and remain loyal to them. In 21st century, the employees must be flexible and they must have up-to-date knowledge, education and skills.

Education & training: In 20th century, the employees were given off-the-job training but in 21st century, on-the-job training is given to them which provides informal learning to them and counters the employee expectations of the organization.

As this information shows that the workforce is diversified in the organizations. Also the role of career development is more employees oriented. Thus, they need to change their perspectives and methods to apply career development on themselves as well as the organizations where they belong to.

Role of Career Development in Organizations:

Nowadays employees demand more from the organizations than before. They not only demand basic employee rights, but also the growth and self-actualization for their career development. If these demands are not fulfilled they leave those organizations. It is better to satisfy and retain them rather than recruiting new employees because it is too costly. It also affects the image of the organization for new entrants. Also the existing employees will become less motivated and it will affect the overall output of that organization. The only solution of this issue is career development initiatives. As, this method remained promising for many organizations. It not only increases employee motivation but also prepares them for both present and future opportunities. It also counters the global competition that is being faced by almost all the organizations today.

These opportunities are mostly used by private organizations. According to a survey conducted in 1991, 70% private organizations are using it or thinking to use it. The government organizations are less likely to use it. There is more competition in the private organizations than government organizations. Also, they are more concerned about using updated technology demanding for highly skilled professionals. The workforce changes are affecting these organizations. Diversity is increasing. Employees pursue multiple professions at a time. Technology is updating day by day, demanding for more skilled labor than before. All professions demand for high and efficient productivity. Now their commitment depends upon their needs. Hence, the manager must know the type of employees and their needs. They must help them instead of controlling them. Fig. 2 shows that employees of an organization are involved in different group activities for their training and development.



Fig. 2 Employees of an organization

To identify training needs of employees, they use Career Counseling sessions, Proficiency In-service Training and Career Specialty Training.

Career Counseling helps us to identify our goals and objectives. Its sessions consist of four steps. First, they are asked to do their self-assessment to find out their future goals and expectations. Secondly, organizational diagnosis is done by asking them what they are currently doing to improve their skills and knowledge. Thirdly, analysis is done by comparing employee and organizational needs. The need of

the employee must be pragmatic. If the needs of both parties match, then it will be beneficial for both. At last, action plan is designed in which recommendations are given to the employee for their career development. It must be specific, timed and flexible. For counseling, the counselor must have information about the employee under consideration. Proficiency In-service Training is given to the employees to sustain their current knowledge and skills. Career Specialty Training is given to employees to increase their knowledge and skills which are important to perform job related tasks. Their results must be properly compiled to use them for future use as well. Its responsibilities are given to the manager or their supervisor but for better results, sometimes external professionals are contracted. Some organizations are economically unstable that's why they can't use career development programs for their employees. Their employees are feeling less secure and they are not concerned about these programs. It is responsibility of that organization to make sure that they are given these kinds of opportunities. This will improve their performance. Career counseling of employees must be done annually and according to that, employees must given appraisals. This method will increase overall organizational output.



Fig. 3 Satisfied employees of an organization

Career Development and Job Satisfaction: For each and every kind of job, an employee has many expectations. Most of the time, they are realistic. If these expectations are fulfilled then it creates job satisfaction in the mind that employee. It deals with emotions as they come up with human desires. It depends on the job. One may be satisfied from a job in one context and may not in another. The level of demand varies from person to person. It depends on many factors like their background, environment, colleagues etc.

Career development is done just for the purpose of job satisfaction. Like, fig. 3 shows employees of an organization. It seems that they are happy and satisfied from their job. The increase in job satisfaction increases employee motivation and gives rise to their output. It also creates leadership in young and talented employees. It furnishes their skills. It may be positive or negative depending upon both physical and work environmental conditions. There are three components of job satisfaction.

Organization must value it employees.

Job satisfaction will result a response in the form of positive or negative behavior.

Job satisfaction can measure the performance of an organization.

Job satisfaction is directly proportional to career development. But after testing this concept by t-test we can conclude that the career development gives job satisfaction but not significantly. It is affected in the form of internal fulfillment. Most of the huge organizations accept the need of career development and provide opportunities to them. If the employees will not receive them they will automatically leave the job and join another organization which can provide them those kinds of benefits. In the same case if they don't leave that organization, it means that it is not that much important for them. Sometimes employees avoid career development opportunities if those opportunities involve risk or more work load. For example, majority of employees don't like transfers-in. A different environment can provide better learning opportunities but entirely shifting their living to another place is hard. Also it contains a lot of uncertainty. That is why the employees don't exploit their behavior in response to increase or decrease in the number of career development opportunities.

Women Career Development: Today women are having more jobs in organizations than before. But, still they are lagging behind men by a huge proportion. They are not given top management jobs in organizations due to lack of training and development. In the fields of engineering, technology and manufacturing, most the people who get higher education are men (almost 90% in 2004 according to Learning and Skills Council). Mostly women don't understand the complexities and challenges of an industry. They can't understand the market until and unless someone guides them. Secondly, they are more quickly influenced by job advertisements. Thus, they enter the market but being unable to face those unexpected challenges they leave them in a short period of time. Therefore, they can't receive any training and development opportunity to look forward. Another factor is that the new entrants are affected by the experiences of existing ones in the market. If they aren't given opportunities then it will definitely decrease the number of new entrants. Men believe that women lack technical skills, which is decreasing the confidence of women in the organizations. In fact, men are dominant while women are recessive in the job market. Women are having weak career development because they are facing both family and workplace issues. As, they have more responsibilities than men. Also, women are concerned about two things in life i.e, career and family. But, their family remains dominant. Their families don't have any expectations regarding their career.

Training and development is important for them. Most of them feel that they always need training to get required qualification. When they are provided the training, they face many problems before their entry. They are not appreciated or supported by their families as well as the trainers. They are not given guidance before entering into the job market. Most of the opportunities are given to men. Sometimes, age requirements don't match with them. Also, only highly

experienced women are considered as per criteria while women are mostly less experienced. The culture of their society also affects their career. Male trainers are not accepted in many societies to teach women. In some societies, non-traditional jobs are not appreciated like field jobs. Most importantly, they need to work much harder than men to complete them. Very few of those who entered are able to complete it. But after completing them, they are still discriminated on the base of gender without considering their qualification. After a lot of hard work they still remain unemployed. Thus, it is important to give them best training opportunities. They must be appreciated and awareness must be given to the society. As, more and more women will join them. Also, government must play its role in providing a helping hand to those organizations who are currently working on it.

Part-time Jobs and Career Development:

Nowadays, most of the students are working part-time in organizations in order to gain experience in their field of study and to learn things practically. Some of them join part-time workforce to generate income and to pay their expenses. They work lesser hours than permanent employees but still they have high level of career development. The number of entrants in part-time workforce is increasing as organizations have started employing more contingent employees. This opportunity is becoming beneficial for both parties. Like, the part-time employees furnish their skills and the organizations receive more output. Simple yet less amount work is given to them. Therefore, their work experience is low as compared to permanent employees. However, in some cases they are given more work load which reduces their academic performance. There are both qualitative and quantitative factors used for finding the relationship between part-time work and career development. Like, which field is suitable (qualitative) and how many hours are suitable to work (quantitative). For this purpose, a survey was conducted in two universities of Japan. The identity of the students was kept obscure. The students belonged to department of economics and it was a questionnaire survey. There were 210 students and 190 papers were received after the processing. After the survey they found the following results:

Increase in skill variety and job crafting in part-time jobs leads towards increase in level of career development. The relationship between number of working hours of the part-time job and career development is U-shaped curve (if drawn graphically). The shape of the curve changes for different combinations of skill variety and job crafting for a particular part-time job. To perform a job, they must know some basic skills to perform the tasks given to them. Some jobs require skill variety that means more skills required to perform the job [8], [9]. These jobs are more beneficial as they get more opportunities and learn more skills. Some organizations provide job autonomy (freedom in doing work) which results in creating a sense of responsibility, becoming more convincing for employees and increasing output. Job crafting (physical and intellectual changes made by individuals in work and relationships) also increases their productivity. They will learn to make necessary improvements and enhance their leadership skills.

It is not important that longer working hours will give more positive result. Instead, it has harmful effects on student life. It decreases academic performance as well as their participation in other activities that will negatively affect career development. If the job has more skill variety then less number of hours would be optimal. In this way, they will learn more skills in less time. Those students who are willing to work part-time in order to get knowledge and skills will have more employment commitment as compared to those who consider it for earning money. As low employment commitment decreases career development. They must set a target (any organization) for their future by career planning, taking recommendations and networking with people and organizations. It is being noticed that these kinds of people get jobs more easily. Self-efficacy is also an important factor. It measures the ability of an individual to modify their behavior according to situation. People with high self-efficacy have more problem solving skills and work harder than others, leading towards high career development.

Thus, it can be concluded that part-time employment for students can be constructive for them and it can lead towards career development. But the students must be proactive and it depends on their field as well. They must know about the opportunities for their career development and employ them to increase their knowledge and experience. Only by getting education, we can't learn the components and complexities of a job. We must also know how to practically enter into the field and face real time challenges. Part-time jobs connect student life with professional or job life. Job experience is always considered important to get employed as a permanent employee in organizations. Hence, it is responsibility of the educational institutions to provide them awareness about career development and benefits of part-time jobs.

The Idea of Administrative Performance

Many writers have written broadly regarding administrative routine [9]. But more interpretations are required between organizational routine and presentation. Performance includes a set of monetary and nonmonetary pointers that suggest info regarding step towards accomplishment of aims and outcomes [9]. Progress is self-motivated, that requires decision as well as understanding [8]. Administrative progress is defined as an administration 'stability to achieve its areas, by means of funds, in an effective and vigorous manner. Administrative performance means the aptitude of an entrepreneur to attain aims such as high amount of profit, value creation, high market share, measurable financial outcomes, as well as strength towards programmed time by use of relevant plan of action [9]. Organizational routine is actually the image of competence of the innovativeness measured in support of revenue, growth, progress and extension of the organization [9]. Researchers have empirically examined the influence of organizational factors towards administrative performance including decisions. In [10] inspected the way performance amounts influence onto business executive performance. The assumptions of their learning showed the alert atmosphere superiority is an utmost regularity regarding job performance as surveyed by sincerity to understanding, friendliness, extraversion as well as approachable firmness. In [10] determines the link among

worker participation regarding decision making as well as problem solving and hypothetical administrative performance. Their knowledge discovered that worker participation as well as authorization programs, and the usage of self-handling players have a straight and statistically considerable connection towards the administrative reaction of the administrative performance. In [9] examined the linkage between administrative culture and performance in the banking industry in Ghana. The conclusion of their study shows that, there has been an encouraging association between organizational culture and performance in the banking industry in Ghana. In [10] examined the link between three business authority tools (Board independence, board size, as well as foremost executive duality) as well as two party routine measures (earnings per share as well as return to equity) of Nigerian listed managements. The consequence of their learning presented that there is optimistic meaningful relationship within board independence and administrative routine while panel size and leading executive division have undesirable considerable relationship with structural performance. In [7,10] examined employees training and organizational performance: Intervention by workers performance. Generally, consequences of their study discovered important and optimistic relationship between training and organization performance. In [9] detected the influence of fundamental capabilities on managerial performance in Iraq banking sector. The outcome of their learning shows that fundamental capabilities are significantly associated with administrative performance. Lambe, the Nigerian Banking Industry. The learning concluded that, business domination is essential to achieve the proper working of banks besides that corporate governance may avoid bank suffering only if it is well comprehended. In [10] examined the consequence of worker obligation on administrative performance in Nigeria. The findings of their learning labels that worker obligation is equally linked with administrative routine.

CRITICAL ANALYSIS

Issues Manipulating Job Option of Management Scholars in India:

Globalization carried about an essential variation in what administrations need in order to preserve their attractiveness. As organization skills become dynamic for managements to attain success in a balanced and tempestuous commercial situation, there was a penetrating rise regarding request for executive professionals internationally. Sturges et al. (2003) deliberated that an MBA degree notifies positive key abilities to students. These capabilities may be of key significance in the career success of students as "organization" has grown in status as compared with other methods of jobs.

For a greater number of students within India, an organizational career is becoming the most preferred career choice. The attendance of management as an appropriate education is recent, yet MBA degree has seemed to be one of the maximum pursued after advanced educational qualifications. There has been a 55 percent increase in the quantity of organizations that are notifying managing education in India between 1999/2000 and 2005/2006.

Greater than 100,000 scholars are learning an MBA degree in about 1,200 institutions that offers MBA degrees in India. Business factors joined with numerous socio-ethnic variations have led to altering job favorites among uneducated people within India.

A person's choice of profession is probable to be influenced by numerous issues, including traditional standards, household education, professional chances, etc. Trainings have been shown in diverse cultural backgrounds in order to regulate the variety of subjects that influences students in constructing professional choices. So, a literature review recommends that no practical study was directed among managing students in India to comprehend their individual view around why they prefer to follow the career within management.

The foremost aim of modern training was the identification of crucial factors that influences a preference of career students who follow MBA degree in India, the individual that frequent people and families frolicked in their career preference. The learning also attempted to discover the dominant traditional standards of students along Hofstede's individuality-collectivism aspect, and the advantage of their changeable professional direction. A test was even arranged in order to examine if there has been a connection in individualism and collectivism as traditional worth as well as adjustable versus conservative career direction of management scholars in India with kinds of factors, people as well as associations that are probable to show a significant part in their job preference. Gender variances between Indian MBA students were also discovered.

Aspects Influencing Professional Choice

Limited studies scrutinized the aspects that influence profession choice. Earlier studies recognized many diverse factors which influences students' profession choice. Most widely recognized classifications within profession choice studies is three-dimensional agenda by [8], [10]. The three aspects include: (1) intrinsic (awareness within job, personally nourishing effort); (2) extrinsic (accessibility of professions, well-paying professions); and (3) interpersonal (influence by parents as well as significant others). Proficient development narrates "professions of attainment", whereas profession programme narrates "profession of improvement". Professional improvement highlights assistances expansions. It has superior salience amongst computer specialists since they have high evolution requirement asset. They like learning innovative things as they need to be rationally pretend. They engross in approach of generating openings as it helps to recover their proficient status. The policy of making openings is absolutely linked to professional development.

CONCLUSION

It is concluded that career management increases output of employees. Moreover, the career counseling plays a big role in motivating the employees. This becomes a strong career base for an employee. Secondly, more options should be given to them. This will increase the output of organizations and ultimately, economy will become more stable.

Career management can't be ignored in an organization. It is profitable for not only the employees but also the organization. It is equally important for each and every employee in an organization. Nowadays, the workforce is diversified in the organizations and competition is increasing. There is high demand for skilled labor. Also, the role of career development is becoming more employees oriented. Thus, it is important to analyze the needs of employees and provide them best opportunities for career development. Women are lagging behind men in career development areas. Students are moving towards part-time jobs but not getting opportunities for their career development.

RECOMMENDATIONS

According to the above conclusions it has been recommended that managers of the company may suggest the headquarters to include the career counseling a part of overall organizational strategic planning. Moreover, organizations should also motivate employees to help them to update their knowledge and compete with different organizations. Employees need to change their perspectives and methods to apply career development on themselves as well as the organizations where they belong to. Also, women's participation in job market must be appreciated and awareness must be spread in the society. Every employee is of different type having different needs. It is the responsibility of the manager to find out their type and needs. Career counseling of employees must be done annually and according to that, employees must be given appraisals. Part-time employment is important for career management of students. Thus, organizations need to provide career development opportunities not only for employees but also for students. It is responsibility of the educational institutions to provide them awareness about career management (especially for women) and benefits of part-time jobs. Government should play its role in providing a helping hand to those organizations who are currently working in this context. Career planning leads to future.

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