

Career Development in Organizations

Unit 5 – Current Issues

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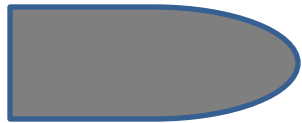
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Objectives

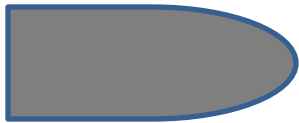
At the end of this unit, you will be able to:



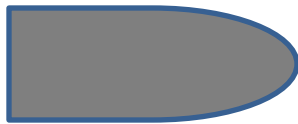
Discuss the impact of stress on organizational careers



Discuss organizational initiatives on managing diversity



Discuss the sources of stress and coping in two-career families



Discuss factors that encourage entrepreneurial careers

Job Stress and Careers

- Stress – aroused when person confronted with
 - Opportunity – a situation where person stand to gain additional gratification
 - Example: New work assignment, promotion
 - Constraint – threatens to block additional gratification
 - Example: When a job promotion is denied
 - Demand – threatens to remove a person from a currently gratifying situation
 - Example: When one is fired from a job



Stress

- “An interaction between a person and the environment that is perceived to be so trying or burdensome that it exceeds the person’s coping resources”

Lu et.al., 2003



Stress Arousal

- For stress to be aroused - individual must care about particular outcomes of a given situation
 - Lack control over circumstances, OR
 - Have a weak system of support
- Indifference about future advancement
 - New work assignment does not produce significant amount of stress
- Uncertainty, unpredictability and fear of unknown breed stress
- Emotional involvement in uncertain situation
 - Cause individual to be stressed



Stressors

Factors Within Work

- Career Concerns/Transitions
- Interpersonal Relationships
- Job Demands
- Role Characteristics
- Organizational Characteristics
- Working Conditions

Factors Outside Work

- Concerns about Economy
- Concerns about Family
- Concerns about Society
- Interpersonal Relationships
- Role Characteristics

Appraisal of Situation

Internal Resources

- Coping Strategies
- Experience
- Personal Characteristics
- Values/Beliefs
- Work Motivation

External Resources

- Social Support
- Personal Network

Perceived Stress

Strains

Physical

Emotional

Behavioral

Consequences

Work Related

- Absenteeism
- Job Dissatisfaction
- Lower Performance
- Reduced Job Involvement
- Turnover
- Work Ineffectiveness

Non Work Related

- Behavioral Problems
- Mental Health
- Physical Health
- Relationship Problems

Greenhaus, J.H., Callanan, G.A. & Godshalk, V.M. (2010). Career Management (4th ed.). Thousand Oaks: Sage Publications Inc.



Sources and Consequences of Stress

- Stressors – stimuli that evoke the stress process
- Hindrance oriented stressors
 - Negatively related to job performance
- Challenge oriented stressors
 - Motivate workers
 - Can be positively related to work performance
 - Can evoke other strains such as fatigue and exhaustion
- Individual's characteristics (personality/coping ability)
 - Help in perceiving and responding to stress at various levels



Consequences

- Perceived stress produce different strain symptoms
- Strains manifested in outcomes
 - Physical
 - Short term – heart rate, respiration, galvanic skin response
 - Long term – ulcer, blood pressure, heart attack
 - Nonspecific – adrenaline, gastric acid production
 - Emotional
 - Apathy, boredom, inattentiveness, irritability, negativism
 - Behavioral
 - Sudden change in use of alcohol, smoking habits, weight loss/gain, difficult breathing



Career Transitions as Source of Stress

- Career transitions involve changes and contrasts
 - Role characteristics
 - When person takes first job, promoted or changes employers
 - Orientation to a role currently held
 - Alterations in attitudes toward a job due to changes in job duties, colleagues or one's own behavior



When do career transitions produce high levels of stress?

- Undesirable career transitions
 - Job loss and unemployment – can be devastating to one's financial security and sense of self-worth
 - Career plateau can be perceived as career failure
- Career transitions that involve extensive changes
 - Changing organizations or occupations
 - Relocating to another geographic region
- Sudden unexpected transitions
 - Produce more shock and stress
 - Uncertainty and fear over effect of transition produce stress



- Career transitions accompanied by other life transitions
 - Marriage, divorce, birth of a child, serious illness in family, financial hardship
 - Likely to be more stressful than career transitions unencumbered by other major life alterations
- Forced transitions
 - Less desirable than self-initiated one
 - Factors beyond control of individual – timing, duration



Employment Bias as Source of Stress

- Evidence suggest certain organizational & societal conditions
 - Can be stressful for women & minorities (Greenhaus et.al., 2010)
- Women in male dominated fields exposed to following unique & additional stressors (Nelson & Quick, 1985)
 - Employment discrimination
 - Sex-role stereotyping
 - Social isolation
 - Work-family conflicts



- Minority employees subject to
 - Race stereotyping
 - Restricted employment opportunities
 - Social isolation
- Studies report link between race discrimination and race
- Employee exposed to bias, discrimination and stereotyping become vulnerable to stress
 - Lack of fit between talents/aspirations and organizational opportunities
- Employee who occupy 'token' position
 - Likely to feel alienated from main stream organization

Burnout

- Psychological strain in response to chronic work stress (Halbesleben, 2006)
- Likened to job depression – emotional exhaustion is a symptom
- Considered a problem of motivation
 - Individuals exhibit low engagement in their job
- Burnt out individuals often unable to perform
 - Because of powerlessness experienced as result of burnout



Components of Burnout

- Three interrelated components or psychological reactions
- Feelings of emotional exhaustion
 - Feelings of being overextended and depleted of one's emotional and physical resources
- Depersonalize relationships
 - Treating people served more like objects and less like people
- Feeling of low personal accomplishment
 - Self-evaluation of incompetence resulting in lack of achievement and productivity in work



Technology-Induced Stress

- Increasing use of computer and communication technologies
 - Increased pressure on employees to be accessible to employers 24x7
 - “Tethering”
- Potential to produce significant amounts of stress



Intersection of work and family roles

- Need to balance work and family more intense recently
- More individuals simultaneously pursuing career and committed to family relationships
 - Increased participation of women in workforce
 - Men increasingly required to juggle work and family
- Advances in communication technology
 - Increased work pressures of employees
 - PDAs, smartphones etc. makes employees feel “on call” 24/7
- Increasingly global economy requires many employees to communicate
 - With colleagues, suppliers and clients in different parts of world
 - Different time zones



Two-career Families

- Two people who share a lifestyle that includes
 - Ongoing love relationship
 - Cohabitation
 - Work role for each partner
- Financial security derived from two incomes
 - To acquire and maintain desired standard of living
- Female perspective
 - Employment satisfy achievement, challenge, variety and power needs
 - Self-esteem and emotional well-being enhanced
 - Promote feelings of self sufficiency and independence
- Male perspective
 - Not solely responsible for financial well-being of family
 - Less pressure to succeed & more freedom to leave dissatisfying job



Stress in two-career relationship - 1

- Work-family conflict
 - Women still primarily responsible for home making and child care
 - Husbands often seen as “helping out” rather than assuming primary responsibility
 - Parents may experience guilt for not spending enough time with children
 - Couple may not have time to nurture own relationship
 - Absence of shared time threat to romantic and emotional relationship
 - Family and work responsibilities leave little time for individual time



Stress in two-career relationship - 2

- Restricted career achievements
 - Family penalty - likely to occur for women
 - Employers may discriminate against working mothers
 - Perception that mothers more committed to families rather than to careers
 - Many mothers reduce career involvement to alleviate work-family conflict
 - Cut back work hours, turn down career development promotions, refuse promotions that require relocations, put career 'on-hold'
 - Men often experience “family bonus”
 - Employers perceive fathers as more responsible and stable than men without children
 - Two-career couples often decide whose career has priority



Stress in two-career relationship – 3

- Competition and jealousy
 - “traditional” family – neat, noncompetitive world
 - Man – competent in work world
 - Woman masters domestic demands
 - When both parties employed
 - Likely that one partner will ultimately become more “successful” than the other
 - Study suggest the better a woman performs on her job, the lower her level of marital satisfaction
 - Suggesting her success at work might produce resentment by her husband
 - Jealousies if left unattended can threaten stability of relationship
 - Effect of partner’s success depends on orientations of two partners

Stress in two-career relationship – 4

- Impact of two-career status on children
 - Children of working parents suffer by not being given enough time and attention
 - Perception by men (55%) and women (58%)
 - Survey by Fortune (1987)
 - Employed mother can have just as good a relationship with her child as a mother who does not work outside the home
 - Perception by men (64%) and women (68%)
 - Bond, et. al. (2002)
 - Both parents employment have no consistent positive or negative effect on children's development (Galinsky, 1999)
 - Impact depends on
 - Quality of parent-child relationship, quality of child-care & personal satisfaction of parents



Quality of life in two-career families – 1

- Social support
 - Individuals who receive extensive support from organizations and individuals
 - Have less work-family conflict & greater wellbeing
 - Enable husbands and wives to solve work and family problems effectively
 - Associated with partners' well being
 - Communication and mutual support
 - Essential ingredients in successful two-career relationships
 - Emotional support
 - Reduce identity problems, jealousies and guilt
 - Fathers' contribution to home maintenance and child care
 - Mutually agreed upon and sharing in relationship
 - Provide partner with useful feedback
 - Confirmation of partner's efforts and way to improve functioning of family unit



Quality of life in two-career families – 2

- Coping with work-family stress
 - Structural role definition
 - Individual reduces work-family conflict by changing role senders' expectations of responsibilities
 - Active, problem solving approach to changing part of environment that produce stress and conflict
 - Personal role reorientation
 - Person changes expectations not by directly confronting role senders but by changing own conceptions of requirements
 - Reactive role behavior
 - Individual tries to meet all expectations more efficiently
 - “Supermom” – mentally and physically taxing, fails to address underlying conflicts and not generally successful



Quality of life in two-career families – 3

- Flexibility
 - Protean relationship
 - Focus on growth and development of partners
 - Relatively un-stifled by society's norms and expectations
 - Protean family
 - Willing to adjust its relationship to meet needs of family members
 - Remaining childless
 - Living apart a portion of time
 - Reversing traditional sex roles within the relationship
 - Often dependent on policies and practices of employers
 - Until recently organizations don't see a need to help employees balance work and family roles
 - Attitude of neglect is changing



Reasons for Slow Responses of Organizations

- Organizations don't know how to solve the problem
- Organizations threatened by the demand for work-family balance that violates "upward mobility ethic"
- Issue seen as "woman's issue" and organizations can't see payoff for addressing these issues



Family-Responsive Policies & Practices

- Dependent Care
 - Concerns about welfare of children keenly felt by working parents
 - Support by organizations include
 - Child care resource and referral
 - Elder care consultation and referral
 - Child care centers
 - Discounts or vouchers for child care
 - Sick child care
 - Community involvement



Flexible Work Arrangements

- Flexible work schedules – central component to organization’s approach to work-family issues
- Family leaves – opportunity to take leave to care for children or other family members
- Part-time employment – “mommy track”?
- Flexible career paths
 - Organizations to provide employees with alternative career paths with less time commitments & travel
 - To view paths as viable and significant to contribute to organizations
- Telecommuting
 - Flex-place – permits work to be performed at a satellite office



Changing Work-Family Culture

- Development of organizational culture that respects employees' family and personal lives
- General elements of culture
 - Recognition of legitimacy of family and personal issues to all employees
 - Significance of work-life issues to organization



Managing Diversity

- Diversity goes beyond race and gender
- Includes all significant differences in the experiences, perspectives and backgrounds of different groups within an organization's workforce
- Many organizations experience difficulties establishing cooperative relationships between
 - Line and staff functions
 - Manufacturing and sales etc.
 - Older and younger employees



Arguments for Effective Diversity Management

- Cost argument
 - Inability to manage increasingly dominant part of organization will incur considerable additional costs
- Resource-Acquisition argument
 - Organizations with most favorable reputation for cultural diversity management will attract most talented women and minorities
- Marketing argument
 - Organizations with multinational/multicultural customers will benefit from diverse workforce that bring blend of insights and cultural sensitivities to marketing



- Creativity argument
 - Varying perspectives in culturally diverse workforce should enhance level of creativity
- Problem-Solving argument
 - Availability of multiple perspectives in culturally diverse workforce
 - Enable problem-solving groups to produce high-quality solutions and decisions
- System flexibility argument
 - Organizations that manage diversity effectively
 - Become more fluid and flexible
 - Respond more quickly and efficiently to environmental changes

Types of Discrimination

- Access discrimination
 - Subgroup members are less likely to be hired for a particular job than members of dominant group
 - Despite fact that they could have performed job as effectively as dominant group
- Treatment discrimination
 - Occurs when treatment of employees is based on status as member of subgroup rather than on merits or achievements



Fairness in Organizations

- An organization is fair when
 - Its employment decisions (hiring, pay and advancement) are based on job-related criteria rather than on membership in a population subgroup
- Most of concern regarding fairness
 - Career advancement
 - As a group, minorities and women have more restricted advancement opportunities
 - Job performance assessments
 - Research suggest potential for bias exist



Lost Opportunities

- Authority
 - Research suggest women and minorities report less authority and power in their jobs
- Exclusion from informal networks
 - Suggested that most critical decisions made over lunch etc.
 - Reports suggest women and minorities excluded
- Establishment of mentor relationships
 - Women and minorities reported less likely to find mentors
- Tokenism
 - Highly visible – perceived to be different from members of dominant group



Is Diversity Valuable?

- Inevitable trend that world and workplace become increasingly diverse
 - New demographic reality
 - Organizations must hire and develop most talented individuals from all backgrounds in effective and fair manner
 - Fact of life
- Healthy and beneficial in its own right
 - Women and minorities experience world differently than dominant cultural group
 - Bring different views, approaches, perspectives and understandings to solution of organizational problems



Characteristics of Multicultural Organization

- Elimination of access discrimination
- Mutual accommodation
- Elimination of treatment discrimination
- Structural integration
- Minimal intergroup conflicts
- Responsiveness to work-family issues



Approaches to Challenge of Diversity

- Affirmative action
 - Public policy to eliminate systematic bias against members of underrepresented groups
 - Requires organization to take steps that demographics of workforce consistent with demographics of relevant labor markets
- Valuing differences
 - Encourage awareness and respect for diversity within workplace
- Managing diversity
 - Holistic approach



Entrepreneurship - Perspectives

- “Great person” school - entrepreneurs have unique inborn, intuitive abilities to run an enterprise
- “Psychological characteristics” school – entrepreneurs have unique values, attitudes and needs that drive them to be in charge of a firm
- “Classical” school – entrepreneurs are innovators
- “Management” school – entrepreneurs are organizers and managers of an economic venture
- “Leadership” school – entrepreneurs are leaders of people



Entrepreneurial careers

- Entrepreneurship
 - Managing a business of one's own that requires personal sacrifice, creativity and risk taking, to create something of value
 - Ownership, innovation, novelty, risk taking, creative opportunism



Characteristics of entrepreneurial career

- Higher degree of personal commitment to success of firm
 - Career is the business and business is the career
 - Higher degree of risk, personal failure, monetary loss and career turbulence
- Low degree of structure, predictability and support
- Greater tendency toward action and innovation
- Entrepreneur performs number of functional roles simultaneously



Factors influencing career choice

- Autonomy and independence
 - Entrepreneurship allows for self-determination, financial independence & acting on belief that there is a 'better way of doing something'
- Personal characteristics
 - Need for achievement, internal locus of control, tolerance for ambiguity, risk-taking propensity, entrepreneurial self concept and demographic & background factors
- Environmental conditions
 - Job loss, work dissatisfaction and favorable business conditions
- Passion for a product or service
- Presence of role models



Female entrepreneurs

- In the US, rate of growth in women owned firms 42% vs. 24% rate of growth of all firms (Greenhaus et al, 2010)
- 10 million firms owned by women
 - Employing 13 million people
 - US\$2 trillion sales
- Rate of growth of privately owned firms by women of color
 - 120%



Characteristics of women entrepreneurs

- Few, if any, differences between female entrepreneurs and male entrepreneurs
- Management practices largely similar
- Access to information and networking patterns similar
- Level of education, level of prior work experience, borrowing and financing routes, degree of venture planning similar to men



Underlying reasons for career choice

- Escaping corporate rat race and limitations of glass ceiling
 - Women choose to leave corporate workforce
 - Due to dissatisfaction
 - Continued discrimination due to glass ceiling (Hughes, 2002)
 - Career choices for high achieving women in traditional organizations very limited (Mincer, 2002)
 - Entrepreneurship suits women
 - Antidote to discrimination encountered in corporations
 - Creation of own business offers an escape to women (Main, 1990)
 - Frustration with glass ceiling at big company impetus for 23% of women entrepreneurs to start own business (Fisher, 2004)
 - Achievement oriented women opt out of corporations to run own firms where success is seen as more as own abilities and hard work



- Balancing work and family responsibilities
 - Women more likely than men to start business as means to achieve work-family balance
 - Women entrepreneurs appear to work fewer hours and invest less time in development of business than men
 - Women's goals – to support themselves while managing other, non-work demands (Smith, 2008)
 - Significant motivator for many young women to choose entrepreneurial career
 - To escape double shift of being primarily responsible for household and managing full corporate work-load (Walker & Webster, 2007)
 - Entrepreneurial career seen as greater opportunity for flexibility in scheduling work hours and work location



Limiting factors

- Tend to concentrate mainly in retail and personal service firms
 - Less likely to be in manufacturing and high technology
 - Seen to be more socially acceptable for women (Zhao et al, 2005)
- Reasons for limited entrepreneurial choices
 - Cultural conditioning
 - Social learning
 - Lack of encouragement
 - Role models
 - Low self confidence



Thank you

