

## Career Development in Organizations

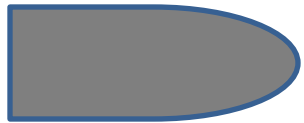
### Unit 5 – Current Issues

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# Objectives

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



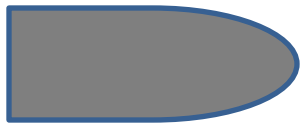
Discuss the impact of stress on organizational careers



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 (4<sup>th</sup> 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

