



AN ANALYSIS ON CAREER MANAGEMENT AMONG ASSOCIATES IN A MANUFACTURING COMPANY AT THE ADVENT OF MII

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ABSTRACT

At this time of advent of Make In India, the Manufacturing sector in India is preparing to evidence a historic time advancing itself to ascertain India, as one of the best destination for International Manufacturing standards. In this digital age, the workforce is increasingly mobile and work can be done from anywhere, so that job and location are decoupled. The gig economy is becoming a trend nowadays. A gig economy is an environment in which temporary positions are common and organizations contract with independent workers for short-term engagements. It is even more important to understand the man behind the machine, their aspirations, emotions and their dreams. The changes in technology and telecommunication along with the employee friendly policies of the companies have enabled companies to aim for the best in employee's careers. Career Management has assumed significance where employers deploying strategies to retain the best talents and also help them in their career paths. This paper is an attempt to understand as what the employee actually want and in search of finding his real self, the research paper tries to understand the career aspirations of employees in the manufacturing sector, their professional and personal goals and also to find what if their career interest can be mapped to the existing opportunities in the organization.

Key Words: Manufacturing Companies, Associates, Gig Economy, Career Management.

I. INTRODUCTION

Planning for a career involves more than simply acquiring specific job knowledge & skills. Job know how is essential but in order to be a successful employee one needs to have the required skills and competencies and certain work aspirations which enables him to achieve higher goals in life. An understanding of the Career management, Career aspirations and work environment are nowadays considered very important by companies. This will help them understand the career needs better at all levels and hierarchies. This research paper will try to understand the



career aspirations of the employees especially at the associate level in the manufacturing industry, also discuss the skills required for both professional and personal development. Work is a primary factor in the overall quality of life. Work gives a sense of satisfaction and this satisfaction which in turn makes a person complete. He feels his whole range of human needs and his family needs are being taken care of. But then, the work inspirations compel him to see bigger dream, as it is for a bright future for him and his family members. Peter Drucker opined regarding career choices, *“the probability that the first job choice you make is the right one for you is roughly in million.”* Career Management refers to identifying one’s skills, strengths, knowledge, and experiences relevant to the position desired and career goals, and also in identifying areas necessary for professional growth. The individual is able to navigate and explore job options, understands and can take the steps necessary to pursue opportunities, and understands how to self-advocate for opportunities in the workplace. Personal aspirations are strong desire, longing, or aim; ambition: intellectual aspirations. Career Management is an important competency required for career readiness.

II. CAREER ASPIRATIONS OF ASSOCIATES IN THE MANUFACTURING SECTOR

Career aspirations will differ from individual to individual. It will depend on their dreams, the way to think about achieving something new, their thought process, their family requirements and many other aspects. The career management process followed by the manufacturing company should explore all possibilities and help employees achieve their highest level of potential. So along with the willingness to succeed coupled with hard work and from company side the support they get can actually do wonders for both the company & the employee. A career aspiration is a path that you want your career to follow. For example, a big career aspiration for a lot of people is to become part of a management team. Being part of a management team is a big step up because it invests you with more power and greater responsibility. This is one of the most common career aspirations and it usually is fueled by wanting more money. Not everyone aspires to move to management. There are higher level jobs that don’t involve the stress of watching over people. A lot of people aspire to being a consultant where they can go and provide their knowledge as a job. This means that they also aspire to be an expert in their chosen field of work. Another career aspiration is to start your own company in a specific industry. This would put you at the top of the chain and would make you your own boss. This can be a big motivating factor and a crowning achievement to one’s career aspirations. To a lot of people if they start a successful business they view themselves as successful too. People at the top have aspirations too. If you own a successful company your aspirations may be to continue the growth of your company. Opening new locations and moving to bigger venues is also a sign of success and a big income booster. For those that have bigger companies already their aspirations could be to retire successfully. Aspirations do not always have to be to move upwards or expand. There are many people who aspire to move to an entry level job in a different industry. Imagine the recent college graduate who graduates without a job and moves into the first



job that he can find so that he is making money. That recent graduate will aspire to move into his/her chosen career path. Not only recent graduates aspire to move to new career paths, there are plenty of people who enjoy new challenges and learning new skills. Employee's career aspirations can be divided into a limited number of categories and they are as follows:

- **TRADITIONAL CAREER SUCCESS:** People who are motivated and inspired to enhance their professional skills to achieve advancement in the organization's hierarchy level. People who seek a position that has potential to – Establish status, responsibility, higher salary and authority.
- **SECURITY:** People who seek a solid job that represents stability and predictability. Person who prefers to work at workplaces that offer a long term secured position over advancement.
- **EXPERTISE:** People who seek positions that offer technical/professional enhancement and technological interest. They would like to become experts in their professional area.
- **FREEDOM:** Person who seek individualism. He wants to gain autonomy for his thoughts and activities. As he is kind of person who is motivated by values such as freedom and independence.
- **BALANCE:** People who perceive their job/career to be of equal or less importance than other non-work values and interests such as family, religion and personal issues. They prefer jobs that respect their personal interests.

III. JOB DESCRIPTION OF THE ASSOCIATES

The knowledge of the complete job description of the associates, senior associates, trainees will help the researcher to identify the critical areas of work, what needs to be done and what all has to be done with regard to their careers.

The details of Job description is as follows:

- Execute/Implement batch records in clean room environments.
- Observe, practice, and promote all aspects of the requirements as mentioned by the company manual.
- Complete and maintain aseptic processing and sterile gowning qualifications.
- Communicate with Quality Control to ensure proper handoff of process samples.
- Complete room activity, maintenance, cleaning, and equipment usage logs.
- Run daily calibration checks on equipment where appropriate, and escalate deviations.
- Perform daily, weekly, and extended cleaning of the required areas and equipment.
- Ensure sufficient supplies for day to day operations.
- Assists with development of Standard Operating Procedures (SOPs) and/or production batch records associated with new processes that are transferred from Development into Manufacturing Operations



- Interact with Supply Chain, Facilities, and Development as needed to ensure smooth operation, and escalate any issues involving safety or product quality up the appropriate channels.
- Collaborate with members of internal teams to drive process improvements and assist with implementation of changes by utilizing quality systems.
- Reports and initiates non-conformances, and participates in follow up investigation when necessary.

IV. CAREER COMPETENCIES

- Basic communication skills which includes both written and oral.
- Computer literacy/Information Technology application.
- Customer service - understands the needs of the customers solve their problems and appropriately address their issues.
- Critical Thinking/Problem solving & decision making skills- They are necessary components of workplace success.
- Interpersonal skills - Work without supervision, Work well with people from culturally diverse backgrounds.
- Personal qualities which should include professionalism and work ethics - The individual has a positive can do attitude, is a self starter, habitually arrives on time & does not leave early, shows flexibility & adaptability and understands the values of teamwork & integrity.
- Teamwork/Collaboration - Build collaborative relationships with colleagues and customers representing diverse cultures, races, ages, genders, religions, lifestyles, and viewpoints. The individual is able to work within a team structure, and can negotiate and manage conflict.

V. FINDINGS

- Some associates are aware about their career goals. They are also having plans for the next five years. They are proud to be with the company and take pride in doing their jobs to the best of their ability and knowledge.
- They identify themselves with the company's identity. They are also aware that there can be an increase in their potential if they get appropriate training which can be both technical and non-technical and also attend workshops and seminars in relation to their area of work. This will help them in getting updated and also companies will be able to map their careers accordingly.
- Few were clueless and they were just doing the job as part of their duties and also because he has seen his parents and grandparents do this. These associates can only aspire for certain changes in their lifestyle not think of any rise in their careers.



- However on the other hand there are some who have already fulfilled their goals, are also inspiring other to achieve. Their families also benefit and their children excel in whichever field they aspire for. They regularly take part in plant level competitions and bring laurels for the plant and company as well.

VI. PROPOSED STRATEGIES FOR ASSOCIATES

- Identify your next career step. This has to be preceded by a SWOT analysis and guidance by the immediate level supervisor. The role of supervisor is important as he knows the real potential of the associate more than the associate himself. So a self analysis and superior recommendations will help the associate to take decision regarding his next career move. Highlight to your manager how your interests, strengths and weaknesses influence the way you do your current job. Highlight how you believe your skills may be better utilized elsewhere or through additional activities in the same position. Assessment of the skills will be required. Having appraised your skill level in developing your career plan highlight to your manager how they impact on or influence the way you do your job.
- Conduct detailed career research and gather information on the opportunities which interest you. Remember that your past achievements are also a testimony of your abilities and provide your supervisor with a sense of how much you can handle – your potential. So in accordance with that set your professional & personal goals.
- Note the qualifications you need to move to the next step in your career or to make the move to a new career path. Here the company can help the associate to involve him in his career management process by giving a detail of the opportunities which is available as off now and also what all will be required to achieve so. The employer can conduct informational interviews and the outcome will benefit both the associates as well as the company. Highlight how acquiring these skills may, for example, help you improve your work performance, thereby helping you excel and position yourself for awards and promotions.
- Compare your current profile with the qualifications developed in step 3. In this step also lot of encouragement is required so that they develop right attitude for achieving more.
- Develop a plan to get qualified. Make a list of the types of qualifications you need to enhance your standing for your next career move, such as receiving additional training, certification, or experience. This provides chances to the manufacturing industry to understand the career needs of employees better and accordingly map their careers.
- Develop a timeline and action plans for achieving each type, being sure to set specific goals and priorities.

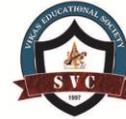


VII. CONCLUSION

Thus, the researchers have confidently crafted this case study on Career Management among the associates in a Manufacturing Company particularly with special reference to the advent of Make In India, initiatives that are focused much at recent times. MII is yet another milestone in the commerce history of Indian initiatives. Never the less, there a number of concerns and doubts raised by financial experts, businessmen, researchers, economists, politicians and public from the inception of the same. Yet, the process and the needful progress is on the track, it is very evident that only the future in short while can disclose the real facts and figures. Here, by this case study the researchers have focused on the career aspiration of employees of a manufacturing company which sustains the potential for development, but sustains concern on the career interests of the employees being perfectly merged and mapped with the existing opportunities in the organization in a long run. It is very certain that this case opens doors for a number of discussions and arguments on different perspectives and perceptions.

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