

The Impact of Entry Level of a Job on the Career Development of Banking Professionals in Sri Lanka

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1. Background of the Study

Many Performance problems are career related; employees often feel trapped, stagnated in their present jobs or occupations (Gilley & Egglund, 2002). Career Development is represented by a set of correlated and integrated organizational and individual activities, where individuals and companies are seen as partner in the process of promotion and development a personal career (Bahtijarević, 1999), Gutteridge and Otte (1983) suggest that within this system, the employee responsible for career planning and the organization is responsible for career management. Career Development allows and encourages employees to examine future career paths, and its programs help employees analyze their abilities and interest in order to better match their personal needs for growth and development with the need of the organization (Walton, 1999).

Management can increase productivity and efficiency, improve employee attitudes towards work, and develop grater worker satisfaction through effective career development programs. In addition to reducing performance problems, the career development process also promotes more efficient allocation of human resource and greater loyalty among employees. Simonsen (1997, 182) identified several elements necessary for creating an integrated career development system. Moreover, career development needs senior management support and involvement. In order to successful, employees must accept ownership of and responsibility for their own growth. Organizations need to provide the resource necessary

for the success of Career Development. Successful career development is supposed to be in tight correlation with satisfaction (De Simone, Harries 1998, P346).

An entry level job is the first job that a new trainee or graduate takes upon completion of a training or degree program. An entry-level job is one that allows an individual to enter the workforce, often with little experience or education. Entry level in this sense refers to the entry point into a specific chosen profession.

Bottom-level employment in a firm which usually requires ordinary-level of education, training, and experience qualifications. It gives a recruit the benefit of a gainful occupation, opportunity to learn and gain experience, and serves as a stepping stone for higher level jobs.

In current banking context most employees are generation Y University Students and undergraduates. The research finding says among university students, the five most important organizational attributes are: *“invest heavily in the training and development of their employees”* *“care about their employees as individuals”* *“clear opportunities for long-term career progression”* *“variety in daily work”* and *“dynamic, forward-looking approach to their business”*, *“use your degree skills”* *“relatively stress-free working environment”* *“internationally diverse mix of colleagues”* *“require you to work standard working hours only”*. Compared to women, men rate just one attribute as more important: *“a very high starting salary”*. The perception of presence of these important attributes is significantly linked to likelihood to apply (Siri, Susan and Cheryl, 2007).

As an example for research background People's Bank is a state-owned commercial bank in Sri Lanka. Bank has been engaged motivated workforce with the right blend of competencies is the key to bank

success, as the second largest Bank in Sri Lanka. People's Bank staff strength stands at 8,156 persons, representing different nationalities and religions as well as gender and other aspects of diversity. The Bank place a great emphasis on attracting, retaining and developing competent and dedicated employees who make a significant contribution to the success and sustainability of the Bank. The bank has entry level job positions like Staff Assistant, Customer Service Assistant and Management Trainees and after the entry level bank has been facilitate different promotion schemes for entry level workers.

2. Problem Statement

In the Banking sector, there are different types of entry levels to join a bank. As an example In People's Bank Candidates can join as a Management Trainee, as a Service Assistant and as a Customer Service Assistant, etc., under the entry level. But the problem is with the *stagnation* of the employees who have been joined below as the management trainees. They worked over 10 or more years as a Service Assistant or other positions in a Banking Industry to get the promotions.

Furthermore, Banks couldn't facilitate any kind of promotion schemes, growth or development facilities to Service Assistants and other positions. If an employee joins as a Management Trainee, they can take promotions quickly rather than the Service Assistant and their career growth level is border than them.

Major issue is with the undergraduates, who are joining banks as the Service Assistant positions are getting demotivated and dissatisfied for their career because of the career development issues. It effect to the Staff Assistant's Performance Level at the Bank.

In current banking sector Most of employees joined as entry level workers belong to Generation Y. They highly expected verity of day to day working activities and higher level of career development. Furthermore workers are stagnating in one career the problem raised.

To what extent the Entry Level of the Job impact on the Career Development among Banking Sector employees?

3. Significance of the Study

Number of Graduates and under Graduates has been joined to Bank in entry level & they are the core workers at banks. Organizations success is based on those workers. If core workers not perform well, success of the Bank will goes down. Career Development helps employees analyze their abilities & interests to better match Human resource needs for growth & development with the organization's needs & as well as career development is a critical tool via which organization can increase productivity, improve employee attitude toward work and enjoy greater satisfaction of work.

According to this Study identify the entry level of a job do impact to the career Development at the banking sector employees. Service Assistants who are currently working in banking industry said they has been stagnated reason of that they disgusted with management and demotivated in work place.

Important of this study, is banking sector employees entry level impact to the career development those employees, banks should reduce turnover of highly skilled or experienced employees, motivated employees who have high education and skill level, ensure the equal opportunity for all same entry levels. In current banking sector Most of employees joined

as entry level workers belong to Generation Y. According to that generation gaps identification will be most important.

4. Objectives of the Study

4.1.General Objective

To identify the entry level of a job do impact to the career Development at the banking sector

4.2.Specific Objectives

- i. To analyses the relationship between career development and the job satisfaction
- ii. To Determine the trends of graduate employment in the banking industry
- iii. To identify the impact to the performance level by low career Development
- iv. Identify the generation gaps on the banking sector workers

5. Literature Review

The role of Human Resource Development (HRD) in promoting human capital and core competencies is advocated as an investment for competitive advantage (Garavan et al., 2001; Lepak and Snell, 1999)

While traditionally a career was considered to be confined to professionals or those who advanced through organizational hierarchies, today the term “career” is more broadly applied and is commonly considered to be the lifelong sequence of role-related experiences of individuals (Hall, 2002).

Organizational support for career development (OSCD) is also called “organizational career management” or “organizational sponsorship” and refers to the programs, processes and assistance provided by organizations

to support and enhance their employees' career success (Ng et al., 2005; Orpen, 1994).

OSCD belongs to a class of environmental support and resources variables that are specifically relevant to the pursuit of an individual's career goals. OSCD comprises formal strategies (including career planning, training and assessment centers) and informal support such as providing mentoring, coaching and networking opportunities (Hall, 2002; London, 1988; Sturges, Guest, Conway, and Davey, 2002).

With regard to objective career success, Judge et al. (1995) examined numerous factors, including a wide range of demographic, human capital, motivational, and organizational variables to determine their relationship to the career outcomes of 1,388 executives. They found those who were older, male, married, and who did not have an employed spouse had greater compensation. In addition, holding a graduate degree and certain types of degrees (e.g. Ivy League) were associated with higher pay.

With regard to subjective career success, Judge et al. (1995) found that objective success variables (e.g. compensation, number of promotions) were significantly related to career satisfaction. From an employee perspective, understanding how personality, behavioral and environmental factors function together may offer the opportunity to assist people to become as satisfied with their careers as nature and *environmental factors support* (Lent and Brown, 2006)

A goal-specific environmental support and resource, such as Organizational Support Career Development, which provides social and material support for one's personal goals, is likely to be a significant predictor of career satisfaction (Lent and Brown, 2006).

Benefits of career development are *equally important for the employee himself/ herself and for the employer* (Peel, 1992, p. 14).

Career Development has an individual and organizational aspect. It is the process of many correlated and individuals and organizations activities, where individual and organizations are perceived as partners in promoting (Bahtijarević, 1999, P831).

Reasons for staying in an organization generate Y, *Opportunity to advance within the organization*, learning and development, Respect and Recognition, Better quality of life, Better compensation. (Anick & Tolbize, 2008).

Generation gaps in perspectives, attitudes, and behaviors are nothing new, but they can be difficult to reconcile in the workplace. Lack of attention to generational differences will make any company less attractive to young recruits, resulting in higher recruiting costs and greater difficulty in finding the right employees. The critical management skills will involve understanding generational differences in order to strengthen work relationships between and among employees. There's no other choice. Businesses need every capable human resource they can attract, regardless of vintage or range of skills (Ruch, 2000).

6. Study Framework

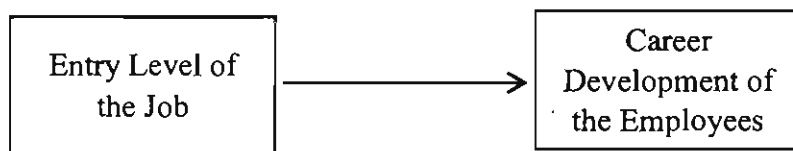


Figure 01: Conceptual Framework of Study

According to above conceptual frame work, Bankers Career Development is depending on the Entry level of their jobs. In here, entry level for the job is the independent variable and Career Development of the Employees at banking sector is the dependent variable. In this study, it tested the entry level impact to the career development through a survey and Questionnaires.

7. Hypotheses of the Study

Based on the above conceptual framework and identified variables, the following hypotheses have been formulated to be tested with empirical data.

H₀: There is no significant relationship between the entry level of the job and the career development of the banking sector employees.

H₁: There is a significant relationship between the entry level of the job and the career development of the banking sector employees.

8. Methodology

This study with a quantitative approach generally can be described with the Frequency Analysis & ANOVA

An independent variable (Entry Level of the Job) can be identified but not manipulated by myself, and effects of the independent variable on the dependent variable (Career Development) will be measured. Data will be collected within a particular period of time with a different type of job categories available in people's bank and the BOC. The sample employees groups will be selected from those banks.

This study would mainly be based on primary data as well as the secondary data, collected through a survey and Questionnaire and should do systematic observation and representation by scores or numerals of the variables decided to investigate.

9. Reference

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