



MOBILITY PATH-A STRATEGIC APPROACH FOR PEOPLE DEVELOPMENT IN THE PERSPECTIVE OF BANGLADESH

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Abstract: *The shifting nature of work has resulted in major growth in the shape of careers and their management within and external organizations. The changes are overwhelming and enormous, whereas in reality much has continued stable. In this term paper, it brings a balanced view of the management of careers in organizations and beyond. Mobility Path—the movement of employees from one position to another within an organization—is an efficient and cost-effective method of talent deployment that can become a key component of any organization’s talent management strategy. This paper has taken into account recent developments in the nature of the business environment, and at the same time acknowledges that much of the basics in career development theory hence mobility path advancement and practice of the same at the context of Bangladesh. Without successful talent management tools, company can see a lag in employee retention as well as employee engagement. Successful talent mobility programs yield considerable enterprise wide benefits, including lower talent acquisition costs, stronger leadership teams, and better financial performance. This paper has discussed how mobility path development can help drive the greatest asset, employees of organizations.*

Keywords: *Mobility Path, Talent Management, Career Path, Bangladesh, HRM.*

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INTRODUCTION

In a fast exchanging, highly competitive business atmosphere organizations are looking to people, rather than products or processes, as a source of diversity. As the population ages fewer young substitutes are joining the workforce, and people of all ages are looking to create a lifestyle and career path that suits them. Employers need to offer more than just a job, they must provide a career path that enables people to develop the skills and capabilities they will need in the future. Employers gradually need to create an employee focused offer that will attract the right candidates. A well-defined talent management strategy can play a key part. Organizations employ people with a wide range of skills, from marketing and sales professionals, financial analysts, legal experts, research scientists, regulatory personnel, and administrators to specialists in IT, manufacturing, government affairs, medical information, human resources and facilities management. They look for capable individuals who are ready to take on innovation and change in their regular functioning activities. At all stages of recruitment, hiring and promotion companies seek people with the best match of skills to the need, the highest standards of personal reliability and a passion to face the challenges of living and demonstrating a commitment to develop themselves within a changing organization. Organizations help their employees to develop their career path within the organization which is also known as mobility path which organizations now consider as a strategic process or approach for people hence personnel development. Career path hence mobility path is the method used by an employee to chart a course within an organization for his or her career path and career development. Mobility path involves understanding what knowledge, skills, personal characteristics, and experience are required for an employee to progress through access to promotions, his or her career laterally, or and / or departmental transfers.

LITERATURE REVIEW

Modern literature on business in general and on careers' specific connected issues highlight the energetic nature of labor markets. The impression revealed is that in the past organizations had an inflexible hierarchical structure, and operated within a steady environment. Thus careers were predictable, safe, and linear. In contrast, the organizational system is now in a mode of all change, all dynamic, total inconsistency, and thus careers are unpredictable, defenseless, and multidirectional. Success in jobs is largely determined by skill



and preparation. Career path requires an employee to take a frank look at his or her career goals, skills, needed knowledge, experience, and personal characteristics. Mobility path requires the employee to make a plan to obtain what is necessary in each of these areas to carry out his or her career path.

In an organization, employees have much anticipation that employers need to manage through an expectation management process and which needs to be aligned with company strategies, policies and programs as well. On the other hand, there are inductive factors which drive employee's career movement.

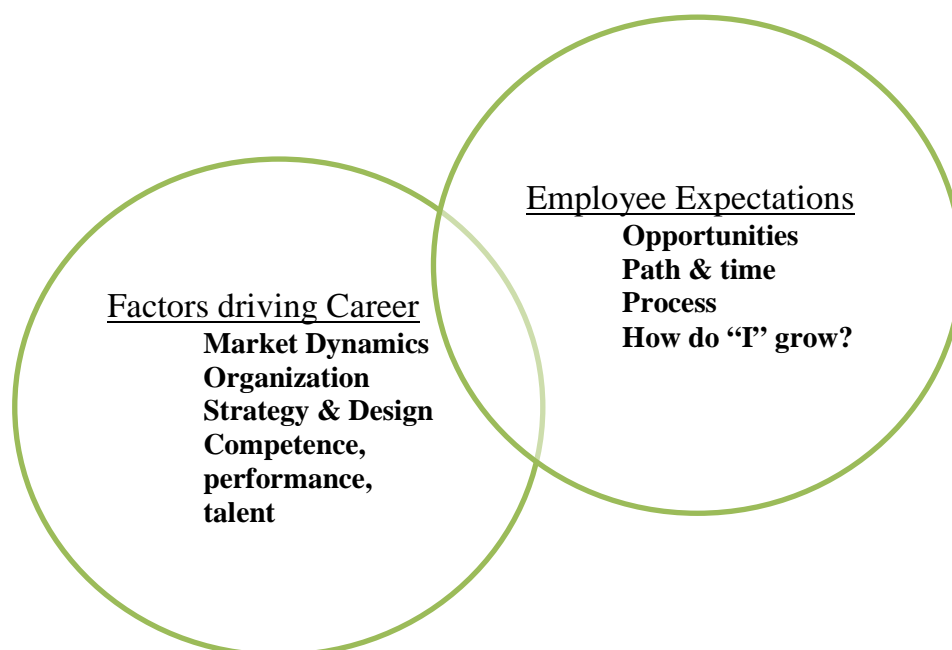


Figure 1: Expectation Management Factors for Driving Career

A more effective and dependable perspective will admit that current organizations are less inflexible, but not fully unsolidified; regulator may not be solely with the organization, but the shift does not mean that the organization has no say in career management; individuals take more control of their own career, but ample remains for organizations to manage; career can be seen as positive based on internal feelings, but moving up the (somewhat flatter) hierarchy ladder, high salaries, and achievement status and power are nonetheless influential factors of success for people. Organizations bring many changes for their people development. Among the changes that have shaped modern career systems are developments in the social and economic realms, as well as in individual identities. Global macro-economic and social forces provided impetus for a growing number of global careers,



for introduction of females and minorities to the full range of roles, for major restructuring of organizations, and generally a less stable business environment. At the micro-level, they are coupled by a development in norms, values and attitudes to life and work, which are established in new actions of individuals.

A very usual issue which is measured as core issue, sometimes employees in the organization think to grow professionally over time because of experience, precedence and availability of places.

CUSTOMIZING CAREERS

- Occupation customization moves companies away from the “one-size-fits-all” concept of career progression toward several career paths - “each designed and executed through continual teamwork between employee and employer.
- The customized, swelling paths require ongoing collaboration between a company as a whole, the employees and the manager.
- Employees of the organization expect to see career paths. They want options. They spontaneously know there are many paths to the same destination. They also perceive that not everyone wants to be a manager or leader.
- Many people want to be individual suppliers while others look forward to transfer into several professions and study hence learning knowledge’s they can about a specific product or service – their passion is with a business area, a program, or a project. Still others want to follow a path that will allow them to change the pace of work as life requires – work solid, slow down, work virtually, or work part time. Diverse career requirements need diverse mobility paths.

TRADITIONAL MOBILITY PATH

- From the commencement of time, most person’s careers were given down from father to son and from mother to daughter. Parents controlled with the skills and knowledge of a profession or trade acted as mentors - and the children were trainees.
- Ultimately, the children became parents, which continued the ongoing cycle of family trades, professions and businesses. The Industrial Revolution brought people new career opportunities. New trades and businesses supported industry.



- Money earned could be consumed on professional and employment school education. Workers relocated knowledge and innovation. Lectures and study tours commonly lengthened career opportunities. Nevertheless, the destiny of workers was tied to organizations and many workers recognized with their jobs rather than a trade or a profession.
- People achieved without necessarily learning a profession or trade. In a sense, the Industrial Rebellion produced a new kind of semi-skilled worker - a “jobber.”

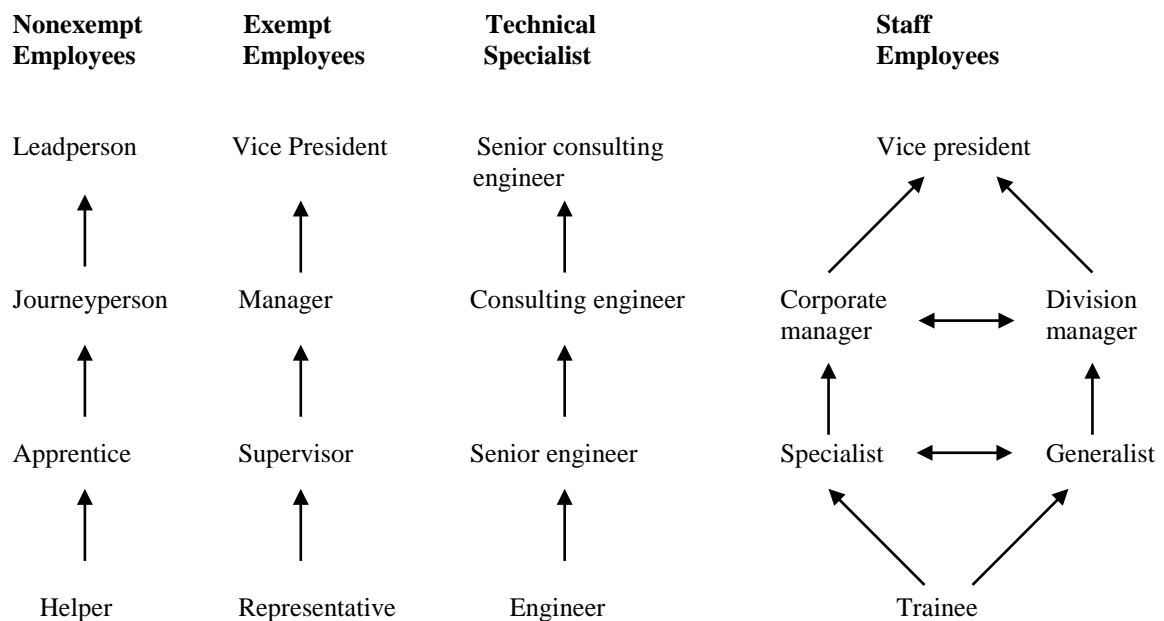


Figure 2: Traditional Mobility Path

INNOVATIVE MOBILITY PATH

- Contemporary organizations have long been overwhelmed by the notion that career paths are allied between positional level and compensation in the hierarchy. Many professionals merely want to “move up” in order to rise their benefits related with compensation. Once professionals achieved a career summit, there were no further compensation benefits within their career or discipline.
- This paradox frequently required strong people to move over into the positions of management in order to hike the compensation ladder.
- Smart career paths do not tie top compensation levels exclusively to a management track. The unnecessary tie of positional level with reward has continued to be a critical factor in designing smart career paths.



- Ladders are often found in organizations where exploration is highly visible or strategically significant. A part of the strategy will be to try to give openings on two different career paths, both of which can lead ultimately to high success.

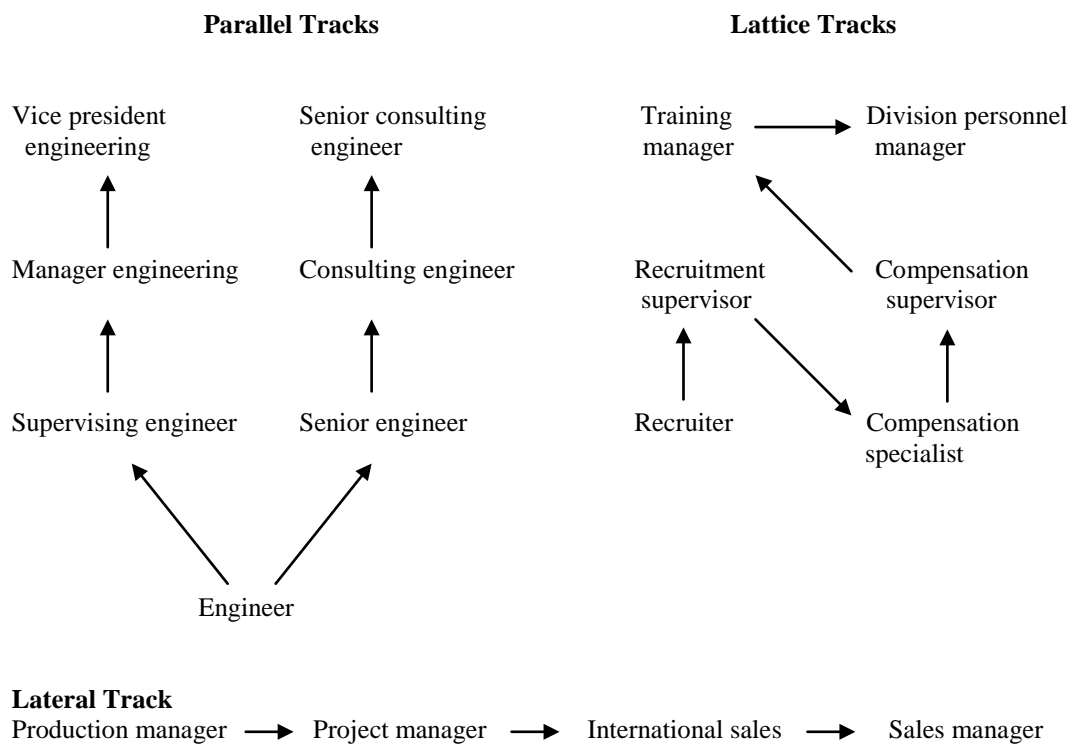


Figure 3: Innovative Mobility Path

JOB-CENTERED MOBILITY PATH - SEMI-SKILLED WORKERS

Semi-skilled labors are at jeopardy today. “Jobbers” move from job to job, organization to organization, without serious consideration to building strong skill sets in one or more professions or jobs or trades. They are the first to be changed by shifting technology, subcontracting, deteriorating global economy, endangered businesses, declines in workforce, or automation.

Inappropriately, much of the current employment tools center on jobs. Development of job approach search systems through company job postings, Jobs.com, bdjobs.com and so on. The mainstream of organizations still base compensation systems on jobs rather than mastery of practices in a profession or job or trade. Taking a job is simply a way to learn the kind of work that suits your expertise, needs, ambitions, talents, and skills. Keeping a job requires learning and mastery of one or more professional and functional areas that is valued in industry or your organization.



CROSS-FUNCTIONAL MOBILITY PATH

In a cross-functional career path, professionals have the ability and expertise to move around between two, three or more functional interest areas in their careers. In some cases, they can hollow into another functional area briefly to widen their thoughtful of a related function and then reappearance to their area. In other examples, individuals essentially transfer from one well-designed area into another and craft their future career changes from that area to another.

Transparency is important to monitor achievers to other areas. They must understand together the complete system and the dissimilar options that other professionals and experts have.

MULTI-FUNCTIONAL MOBILITY PATH

Millions of workforces choose to be generalists. Their career paths distance two or more functional areas (mathematics, physics, marketing, sales, projects, customer service, management, biology, information technology, etc.). Individuals move from one field to another, either in the same industry or company or in others in order to develop scope, depth and knowledge. Some determine the functional area in their field of attention is no longer of attention to them and they change into different functional areas to discover a niche of superior interest. Others diagnose that there are very insufficient prospects in a particular profession, but they enjoy working in their company only because of surviving. They transfer from profession to profession within the organization. Skipping from one open position to another may lead to becoming an ineffective generalist, nonetheless a generalist will never master any profession, job or trade.

ESSENTIALITY OF MOBILITY PATH

With a robust inside mobility package, organizations can leverage their employee base to achieve corporate goals, shifting resources where they're most suited. Best of all, they can do so without the costs and delays associated with a conventional external recruiting process. Without such a program in place, top talent will be more likely to disengage or depart. After all, if they can't see a career path within the organization, or they realize that other employees are being promoted or recruited without the skills and competencies to do the job, your top talent will likely go elsewhere. And if leadership pipelines are clogged with



employees lacking the appropriate mix of skills and experience to step into pivotal roles, business growth will suffer.

Successful talent mobility programs yield substantial enterprise wide benefits, including:

- Shorter time to productivity
- Greater employee engagement and retention
- Lower talent acquisition costs
- Streamlined information flow
- Limited competitive-intelligence leakage
- Stronger leadership teams
- Better financial performance

Today, internal mobility programs are receiving more attention than ever before. The reasons for this are many, including the following:

- Employees are increasingly viewed as corporate assets. Driving the focus on internal mobility is an understanding that a skilled workforce is a cash multiplier. Leading organizations make the link between staff quality and shareholder value.
- Organizations are scaling back growth plans and reducing external hiring. Whether it's due to economic conditions, mergers, acquisitions, or reorganization, many organizations are scaling back. And to do so, they need to be able to identify and accommodate the top performers in their new, leaner organizations. In addition, as competition for top talent heightens, corporations will be under additional pressure to establish programs that combat outside offers to key players.
- Organizations are looking for agility in assigning and reassigning talent. Corporations must be nimble if they're to meet rapid product development cycles, accomplish project-based work, and respond to a dynamic business environment. This means, for example, that employee teams assembled to accomplish clear, short-term objectives need to be disbanded upon completion so that team members can be efficiently redeployed.

Talent mobility encompasses different initiatives, all of which lead to the same business objective: making the best match of existing employees with open positions to allow those employees to flourish. Internal mobility can include promotions and demotions, lateral moves, transfers, and relocations.



Talent mobility should be pervasive throughout a company rather than selective. Some corporations tie internal mobility to performance management or succession planning. At its most effective, talent mobility is a component of a total talent management strategy, which unifies talent acquisition, performance and compensation, succession planning, and employee development.

THE FIVE PS OF INTERNAL MOBILITY PATH

To create or improve an internal mobility program, organizations can articulate their strategies around five key dimensions critical for success:

- Purpose clarity. Clearly articulate goals and tie them directly to business targets and financial impact.
- Policy guidelines. Establish consistent and simple guidelines for hiring managers and employees.
- Process design. Provide effective procedures and seamless processes to support the achievement of goals.
- Platform capability. Leverage a robust, ubiquitous technology platform to support the process and drive the goals efficiently.
- Performance measures. Measure, monitor, and act on results for continuous improvement.

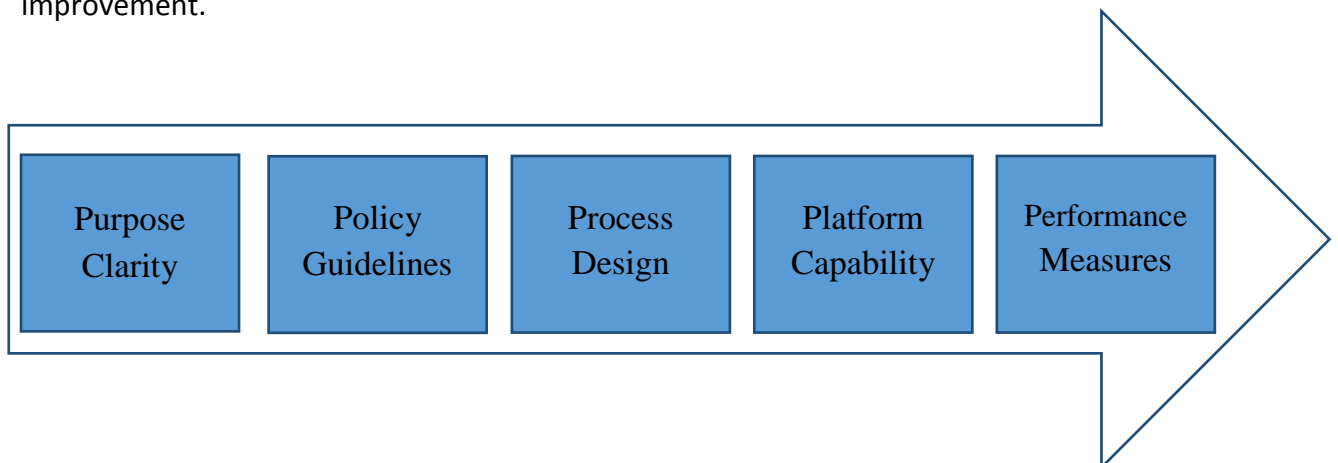


Figure 4: The Five Ps of Internal Mobility Path

CONCEPTUAL FRAMEWORK OF MOBILITY PATH

A conceptual mobility path has been proposed in this study for people development hence career development.

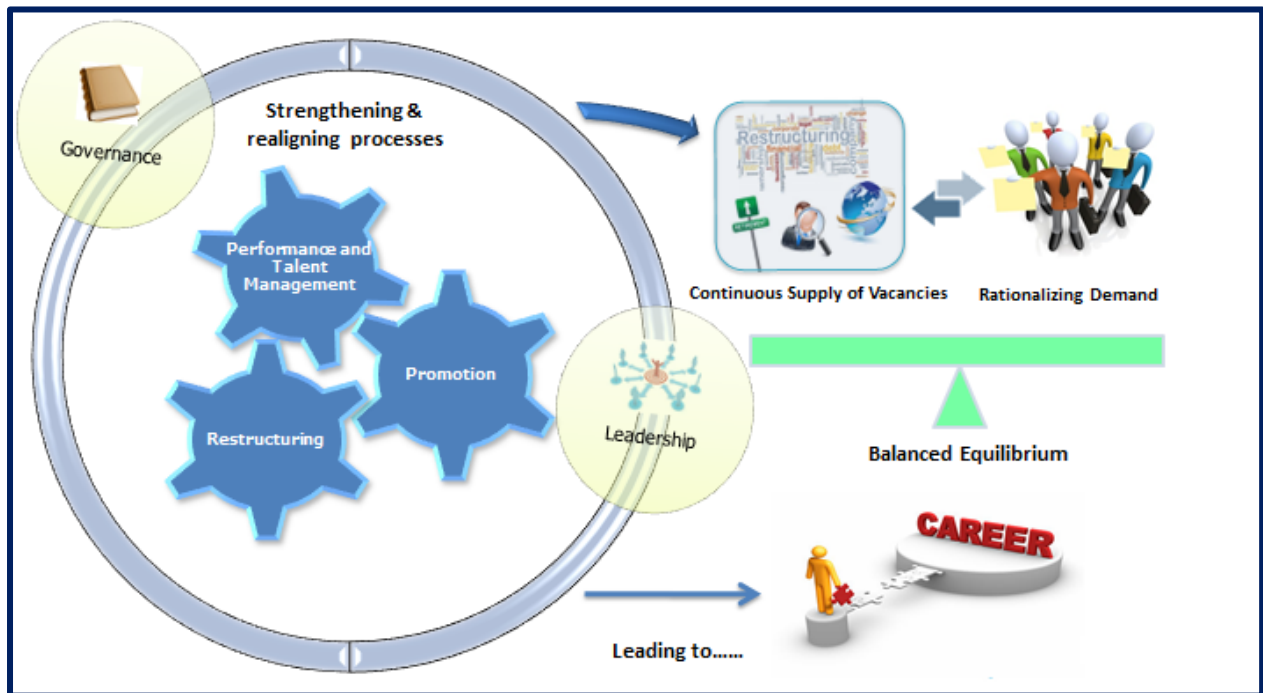


Figure 5: A Conceptual Framework for Mobility Path

This has clearly communicated conceptual mobility path initiative that's based on well-optimized technology and processes and that has received strong enterprise wide support bestows a number of distinct advantages on a company.

Cost Avoidance

Internal mobility initiatives help corporations avoid costs by increasing retention. Offering employees the opportunity for growth within the company cuts down on one of the leading causes of turnover.

Time to Contribution

Time to contribution is also faster for existing employees taking different positions, since familiarity with corporate policies, benefits, and culture enable them to become productive more quickly. Training costs may be lower as well because the organization can benefit from earlier training and employee development—perhaps avoiding basic or repetitive instruction.

Direct Cost Savings

Internal mobility initiatives save organizations money by lower sourcing costs (no third-party agency fees) and reducing HR department labor. Companies that post openings internally for a set period of time before turning to the media and job boards for external sourcing may avoid sourcing costs altogether.



Labor Costs

Internal mobility programs save labor costs in the HR department because it's much less time-consuming to screen internal candidates than it is to screen external applicants. Internal mobility initiatives also reduce peripheral talent acquisition costs such as signing bonuses, relocation expenses, and on-boarding costs.

Intellectual Property

Related advantages of internal mobility include the protection of corporate intellectual property and improved employee engagement. Companies that support successful internal mobility programs demonstrate a commitment to their employees—showing workers that they're viewed as a valuable talent pool worth cultivating over the long-term. This not only boosts employee morale, it can also generate a real increase in employee productivity.

Employee Value

The set of skills that an employee acquires on the job through training and experience increases that employee's value for the corporation as well as in the marketplace. It is of course critical to retain only high-performing employees, not those who are not contributing. Talent mobility programs must be inextricably tied to the clear objective of staffing business units with the best employees when needed. An effective employee mobility program increases the value of human capital throughout an organization.

MOBILITY PATH PRACTICE IN BANGLADESH

To select the accurate career path is one of the most fundamental issues that people desire in their life. In reality it is very hard task to choose the accurate alternatives. Young people are usually misplaced as well as misled in a crowd of alternatives and they choose the career according to their parent's choice or go after the pathway of their friends or seniors without giving it a thought whether it is the right option for them or not, is it going to suit their rational ability or not? Do they have the approach and aptitude to move forward on the road to success in the coming years? Rarely very few people are lucky enough to choose a career path of their choice most of them just follow the path of others. Rather it is very important to anyone that they can test their own talent, mental ability, their unique interests and the approach towards their career through attachment with an organization. To choose a career path, the goal should be long term rather many of them think it as a short term basis.



People get involved in an organization with a fix career path, but organizations make a planned set of jobs for their employees and pathway of mobility for them to follow as they want to move on in their careers. When some potential employee moves within the different functions of the organization for their career development create a mobility path. Mobility Path is the process used by an employee to plan a track within an organization for his or her career path and career development. Mobility path necessitate an employee to obtain a sincere look at his or her career goals, skills, needed knowledge, experience, and personal characteristics.

In Bangladesh, there are significant practices of Human Resource concepts are very strongly followed nowadays. Every manager has to play the role of HR manager for better management of the organization. Organizations in Bangladesh started to focus on the HR issues very sincerely, meanwhile, organizations started to focus their mobility paths too. To have broader skills, making logical job transitions, having a broader perspective, cope up with the global knowledge sharing process, making decision easier, earlier and in an efficient way-individual and organization have to focus on mobility path of their employees. As employees are the bloods in an organization, without their proper circulation organization cannot move upward. Very few industries in our country have commenced mobility path practice for people development internally. Pharmaceutical, FMCG, Banking, Telecommunication companies is the pioneer for practicing mobility path concept. To ensure the well-being of all the employees, these organizations in Bangladesh focus on encouraging mobility, facilitating professional exchange and interaction, encouraging individual initiative, and seeking the right work-life balance.

Ample opportunities for growth and mobility ensure a diverse and flexible career path, intimated by a widespread range of learning and development prospects including training, team building, individual coaching, e-learning, and mentoring and cross functional project work. In Bangladesh, organizations whether small, medium or large should provide more emphasis on developing and practicing a mobility path framework to broadening the scope and experience of people so that this diversified group can contribute significantly with mobility in the economic development of our beloved country.



RECOMMENDATION

Finally, this study has made some recommendations on mobility path focusing on individual and managerial development of people.

For Individuals

- A powerful appreciation of the interaction of one's industry, organization, profession and position in current and future career choices should be included in mobility path strategy.
- Criteria needs to be determined if the current work and environment is vital for the future.
- Recommended actions for enhancing career vitality must be implemented.
- Criteria to guide people hence employees in any "job search" activity – internally or externally.

For Managers

- A way for assessing positions that might be "at risk" should get further discussions and take necessary actions.
- Coaching ideas - especially in a downsizing or merging culture should be examined more comprehensively before implementing.
- Clarity on the importance and interrelationship of the entire system of work – industry, organization, profession and positions should incorporate in mobility path network.

CONCLUSIVE REMARKS

The organization role in determining forthcoming careers would not be underestimated. With further rapid changes, new technologies and increased rate of knowledge acquisition, employees need more training and development activities. With efficiency as the decisive factor in survival, performance management systems must be in place and managed well to gain motivation and ensure reaping the benefits of high capacity human capital. Future research is much needed in the area of careers to learn where we stand. An interesting issue is to identify how many people actually have (and/or wish to have) protean career or boundary less career. Another issue is how organizations manage the new psychological contract, how they promote employability and balance organizational and individual needs. Relating to global HRM, a question to explore is who is in charge of expatriation and



repatriation, and what is the trend—are companies prefer to opt for more expatriates or for more local management and under what circumstances. Contemporary careers are quite different from traditional careers, but not all have changed. The patterns have developed, from stable and linear career systems into transitional and dynamic systems. Change has not always been for better. Many changes fail, sometimes due to mistrust, cynicism, and poor implementation. Redundancy programs may improve stock market value in a short term, but might lead to downfall of organizations. The balanced approach for the management of careers can be instrumental in gaining success for individuals, and hence for the organizations they work for. Last not the least, with the global changes of people development concept through mobility path framework, organizations of Bangladesh should focus on developing their own mobility path which will contribute to the society's well-being hence better by people with skilled empowerment.

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