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## Gender Perspective on career development and opportunity in health service organization of Nepal

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### Abstract

Every organization has their own human resource management plan to mobilize and motivate the human resource. The aim of this study is to find out the Gender Perspective on career development and opportunity in health service organization of Nepal. Research was conducted among health sectors worker of 12 remote districts of Nepal. The study collects the data by using the structured questionnaire technique and had selected the sample size of 413 respondents. The reliability test of instruments was done to ensure the quality of the collected data. Factors analysis, Cross-tab and Chi-square test was used to find the results. There was no significant association ( $p = .086$ ) found among the male and female regarding professional growth and career development at 0.05% significant, whereas there was significant association found between male and female employees regarding their experience on growth and development based on merits ( $p = .008$ ), career development plan ( $p = .020$ ), and fairness in employee's promotion ( $p = .003$ ). It is found that organization focus on employee career development plan although employees were not satisfied with the current practice of career development. Data show that majority of employee were not quite happy with promotion strategy. That's why concerned authority should more focus towards career development of employee to retain them for long term performance.

**Keywords:** Career, growth, development, opportunity, organization, Gender

### Introduction

Globalization of numerous companies and industries, organizational downsizing and restructuring, greater use of information technology at work, changes in work contracts, and the use of various alternative work strategies and schedules. As a result, career pathways have also become more dynamic and variable (Hedge & Rineer, 2017).

Career development is an importance issue for organizational by attracting, retaining and developing its workforce, an organization achieves the resilience that is required to survive in an increasingly turbulent business environment. The end result of successful career development practice is that an organization is better placed to adapt and survive in a competitive business climate and is better equipped to face the future. Successful career development practice is therefore designed to give an organization competitive advantage in attracting, retaining and developing the best people (Hirsh & Jackson, 1996). Career development is very important for the employees but also for organizations because it enables the development of individual's knowledge, skills and experiences, which, if is properly managed, become a source for an organization, a source of the great importance for the success in long run. Summarized knowledge, skills, attitudes and experiences of employees present the base for the growth and development of organizations (Berber & Slavic, 2014). (Brousseau, Driver, Eneroth, & Larsson, 1996) Suggested that careers and career opportunities are in pandemonium due to the progressive destabilization of relationships between people and organizations, and they argued for "hybrid structures and career cultures" that build bridges between organizational and employee needs.

Clearly, career development has evolved from an isolated tool for individual growth to a key strategic asset for many far-sighted organizations. Once left exclusively to the individual employee's own initiative, organizations have taken a more active role in their employees' careers through Career Development Programs (Merchant R. C.). Several studies have found

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that this cohort enters the workforce anticipating a workplace that will support them in their endeavors to provide high-quality care congruent with the fundamental values of employee (Price & Reichert, 2017).

Career development involves one's whole life, not just occupation. As such, it concerns the whole person more than that; it concerns him or her in the ever-changing contexts of his or her life. The environmental pressures and constraints, the bonds that tie him or her to significant others, responsibilities to children and aging parents, the total structure of one's circumstances are also factors that must be understood and reckoned with. In these terms, career development and personal development converge. Self and circumstances – evolving, changing, unfolding in mutual interaction – constitute the focus and the drama of career development (Patton & McMahon, 2014).

In the context of Nepal government organization keep pressing to lift the health employee career that is employee training, management development, succession planning, and promotion even that employee were not satisfied with current career practice plan. In the context of private health sector employee career development plan is rarely practice. From the gender perspective, there is no discrimination in government organization regarding employee career development plan for male and female in Nepal but it might be vary in private sector. This research aims to capture various perspective of gender on professional growth and career development and opportunity in health care sectors of Nepal.

## Materials & Methods

The study is based on descriptive research design. The study was carried out in 12 District (Humla, Mustang, Jumla, Achham, Taplejung, Sankhuasava, Khotang, Myagdi, Dolakha, Dhading and Gorkha) among 41 remote districts (Harris, Wales, Jones, Rana, & Chitrakar, 2013) of Nepal selecting Doctors, Nurses and paramedic. It is mainly based on primary data. However, secondary data is also used to discuss and justify the finding of this study. Data through structured questionnaire distributed to 425 respondents; among them 413 employees who responded positively, remaining 7 employees did not participated, 3 employees were absent at the time of data collection, 2 employees did not return the questionnaire so finally only 413 response was used for analysis. Simple Random sampling method was used to collect the data. It was the opinion survey measured in five points Likert scales. To analyze and interpret results, factors analysis, Pearson Chi-Square test was used by using the SPSS (20 versions). Written consent was taken from the each respondent and Ethical approval (Reg. No.67/2017) was taken from the Nepal Health Research Council for data collection.

## Result and Discussion

The study had done factor analysis before statistical analysis to see the sampling adequacy and reliability of data. The following table shows the result of factor analysis:

**Table 1:** Factor Analysis

<b>KMO and Bartlett's Test</b>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.785
Bartlett's Test of Sphericity	Approx. Chi-Square	580.408
	Df	6
	Sig.	.000
<b>Component Matrix<sup>a</sup></b>		
	Factors Loading	
1. My organization takes an interest in my professional growth and career development.	.888	
2. In my organization career growth opportunities are based on merit.	.933	
3. The employee's career development plan of this organization is the best compared the other similar types of organization.	.933	
4. Promotions are fair in this organization.	.861	

**Source:** Field survey, 2017

The result of factor analysis indicates that the value of Kaiser-Meyer-Olkin Measure of Sampling Adequacy = .785 and, Bartlett's Test of Sphericity was significant at .05 significant levels because the  $p = .000$  which is less than .05. The result shows that the collected data was appropriate for the further analysis. The factor loading value of number four variable that is promotions are fair in this organization is minimum .861 and maximum (.933) value is seen in variable number two and three.

### Professional growth and career development

Researcher had collected the primary data through the questionnaires survey from male and female to know their experience about the concern of respective organization in

professional growth and career development of their employees. The responses are tabulated as bellows:

The data shows that in total, 35.4% respondents agreed and 8.7% strongly agreed that their organization had provided interest in their professional growth and career development whereas rest respondents had given the neutral (29.5%) and disagree (16.5% disagree and 9.9% strongly disagree) opinion in the same concern. The professional growth and career development support becomes one motivational factor for the employee to increase their performance. In this concern, the study shows that there was no adequate support from the respective organizations to motivate the employees.

**Table 2:** Gender perspective on organization take interest on employee growth and development

			My organization takes an interest in my professional growth and career development.					Total
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Gender	Male	Count	25	26	61	60	14	186
		%	13.4%	14.0%	32.8%	32.3%	7.5%	100.0%
	Female	Count	16	42	61	86	22	227
		%	7.0%	18.5%	26.9%	37.9%	9.7%	100.0%
Total		Count	41	68	122	146	36	413
		%	9.9%	16.5%	29.5%	35.4%	8.7%	100.0%
Chi-Square Tests								
			Value		Df	Asymp. Sig. (2-sided)		
Pearson Chi-Square			8.158 <sup>a</sup>		4	.086		

Source: Field survey, 2017

From this data, it is known that second majority of respondents are not sure to say that their organization are interested to take care of their career development or not. In various previous literatures; Today's employees are more careers conscious than ever. They are demanding more in terms of personal growth and development. Organizations that fail to allow employees to meet their individual needs will be losing valued employees (Merchant, 2013). In similar study "Absence of job having no real future opportunity for advancement and promotion chances through pre-eminence or otherwise may bring about disappointment which results in dissatisfaction that simmers in an employee's mind until he finally leaves" (Bratton & Gold, 2012). If comparison of responses between male and female respondents; no variation was seen between gender. 47.6% female and 39.8% male worker strongly agree that their organization take care of

employee growth opportunities but just in verse 25.4% female and 27.4% male workers disagree on the statement.

There was no significant association ( $P = .086$  which is greater than .05) in perception of male and female regarding the interest of their organization in employee career development. It shows that male and female employees has similar types of experience of their job; no differences perceived by male and female from the support of their organization in their professional growth and career development activities.

#### **Career growth opportunities are based on merit**

During the time of questionnaires survey, respondents were asked about that their organization career growth opportunities are based on merit or not. The responses of respondents are tabulated in following table:

**Table 3:** Gender perspective on career growth opportunities are based on merit

			In my organization career growth opportunities are based on merit.					Total
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Gender	Male	Count	27	37	44	67	11	186
		%	14.5%	19.9%	23.7%	36.0%	5.9%	100.0%
	Female	Count	17	34	46	100	30	227
		%	7.5%	15.0%	20.3%	44.1%	13.2%	100.0%
Total		Count	44	71	90	167	41	413
		%	10.7%	17.2%	21.8%	40.4%	9.9%	100.0%
Chi-Square Tests								
			Value		Df	Asymp. Sig. (2-sided)		
Pearson Chi-Square			13.836 <sup>a</sup>		4	.008		

Source: Field survey, 2017

Various previous literatures have shown that organization career growth opportunities are based on merit which play importance role to develop the career of employee. Data mentioned that only 9.9% respondents responded in strongly agree followed by 40.4% in agree whereas 17.3% had given their response in disagree and 10.7% in strongly disagree. There as 21.8% of respondents who had neutral response.

Research had divided the responses in to three categories: agree, neutral and disagree then data came as 50% respondents replied that their career growth opportunities in working organization was based on merit whereas 27.2% disagreed and 21.8% had neutral response. If comparison of responses between male and female respondents; variation was seen between gender because 57.3% female and 41.6% male strongly agreed that their career growth opportunities

was based on merit whereas 22.5% female and 34.4% male disagreed on the same statement.

The statistical analysis of Pearson Chi-Square test shows that there was significant association between the male and female regarding the interest of their organization in employee career development based on merits because  $p = .008$  which is less than .05 significant levels.

#### **Employee's perception on career development plan**

Various previous literatures has how that employee's compared their benefit and facilities provided by their organization with other organization. If employees found that the other organizations are providing better facilities and incentives for the same work and position then immediately they feel dissatisfaction and try to explore the opportunity in other organization. This is the general

situation experienced by many people and organizations as well. Considering such situation, the study had asked this question among the target respondents to know their

opinion. The data presented in the Table 3 shows the distribution of response on the basis of gender. Data was analyzed from the gender perspective as below:

**Table 4:** Gender perspective on career development plan is best in compared with other organization

			The employee's career development plan of this organization is the best compared the other similar types of organization.					Total
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Gender	Male	Count	24	44	50	57	11	186
		%	12.9%	23.7%	26.9%	30.6%	5.9%	100.0%
	Female	Count	16	37	57	97	20	227
		%	7.0%	16.3%	25.1%	42.7%	8.8%	100.0%
Total		Count	40	81	107	154	31	413
		%	9.7%	19.6%	25.9%	37.3%	7.5%	100.0%
Chi-Square Tests								
			Value		Df	Asymp. Sig. (2-sided)		
Pearson Chi-Square			11.711 <sup>a</sup>		4	.020		

Source: Field survey, 2017

The findings shows that in total, 37.3% respondents agreed and 7.5% strongly agreed that career development plan of employee was better in their organization in comparison of other organization whereas response of 19.6% employee was 'disagree' followed by 9.7% 'strongly disagree'. In total, 25.9% were responded as neutral (neither agree nor disagree). The response was categorized: Agree, Neutral and Disagree then data came as 44.8% respondents agreed followed by 29.3% were disagree and 25.9% were neutral. It shows that compare to the agree response, majority of employees had given disagree and neutral response. It indicates that the employees were not well-satisfied in the support of organization in career development plan of employees.

If comparison of responses between the male and female respondents; variation was seen between gender because the data shows that 51.5% female and 36.5% male strongly agreed that their career's development plan in working organization was best in comparisons to other similar organization whereas in opposition of this response, 23.3%

female and 36.6% male workers disagreed on the same statement. Statistically, the result shows that there was significant association between the male and female regarding the employee's perception in career development plan in their working organization was the best compared to other similar types of organizations because the  $p = .020$  which is less than .05.

#### Fairness of employee's promotions in organization

The only living resource in an organization is people. Moreover, the productivity of all other resources is dependent on productivity of human resources (Acharya, 2015). Motivated employees can help make an organization competitively more value added and profitable (Danish & Usman, 2010). The promotions as a motivation factor is of paramount importance in any profession (CHRIS, 2009). On the basis of these findings of previous literatures, researcher encouraged to know the practice of promotion of employee in rural health sector of Nepal.

**Table 5:** Gender perspective on promotion is fair in the organization

			Promotions are fair in this organization.					Total
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Gender	Male	Count	27	42	69	33	15	186
		%	14.5%	22.6%	37.1%	17.7%	8.1%	100.0%
	Female	Count	14	43	82	72	16	227
		%	6.2%	18.9%	36.1%	31.7%	7.0%	100.0%
Total		Count	41	85	151	105	31	413
		%	9.9%	20.6%	36.6%	25.4%	7.5%	100.0%
Chi-Square Tests								
			Value	Df	Asymp. Sig. (2-sided)			
Pearson Chi-Square			15.857 <sup>a</sup>	4	.003			

Source: Field survey, 2017

The data presented in the above table shows that very few (only 7.5%) respondents gave response in strongly agree followed by 25.4% response in agree. Apart from this, 20.6% respondents had response on 'disagree' followed by 9.9% had response on 'strongly disagree'. Comparatively, higher numbers (36.6%) of respondents replied neutral answer. The result indicates that majority of respondents were not sure to say that employee's promotion was fair in their organization.

The categorical response in Agree, Neutral and Disagree shows that 32.9% respondents agreed followed by 30.5% were disagree and majority 36.6% were neutral in fairness of promotional activities of respective organizations.

The gender analysis of response shows that 25.8% male and 38.7% female agreed whereas 37.1% male and 25.1% female disagreed on the same issue. It shows that comparatively more female agreed on the fairness of promotional activities than male. In comparison of this

study with previous study, it is found that a study conducted at glass industry of lahore (Pakistan) taking sample of 156 human resources manager has concluded that promotion is a predictor of job satisfaction (Naveed, Usman, & Bushra, 2011). Similarly, Other study done in IT companies in India in 2016 among the 50 respondents shows that 78.9 percent was agreed on as their companies were using promotion to retain employees which was the best part for them (Sharma, 2016).

The statistical analysis of this study shows that there was significant association between the male and female regarding the fairness of promotions of employees in organization because  $p = .003$  which is less than .05. The result indicates the differences in experience of male and female employees in promotional activities of their respective organization.

### Conclusion

From the study, it was found that three variables (career growth based on merit, career development plan best than other and promotion are fair) among four variables was significant in the perspective of male and female employee regarding the various system of career development in health organization of Nepal. The study found that interest of organization to develop employee career growth and development was not significant from the perspective of male and female employee. The result shows that employees are satisfied in term of career growth opportunity provided by organization because around 50% agreed that it was based on merit but they were not fully satisfied from the current system as their experiences, qualification. In addition no latest tools and technology are used to train employee for better development. There was no discrimination between male and female employee in merit based career growth, promotion strategy but organization had more focused towards male career growth than female career development. In addition employers' are not satisfied with promotions system of the organization. Promotion required to update for the betterment in performance and to retain employee.

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