

Career identity. The extent to which people define themselves by their work, this includes involvement in job, organization, profession and the direction of career goals (e.g., toward advancement in an organization)

Career motivation is partially determined by an individual's life experiences, career activities and practices can help develop a person's career motivation. Career motivation can be important in addressing the issues facing workers who have lost their jobs because of downsizing, layoffs, or some personal issue or setback. Efforts to redeploy such workers can be more effective if career motivation issues are addressed, whether the methods are government and community programs to assist unemployed workers to obtain jobs, retraining for displaced employees, joint union management retraining programs, or internal contingent workforces (Wexley, 1991).

The Career Plateau

A career plateau is defined as "the point in a career where the likelihood of additional hierarchical promotion is very low. The pyramidal structure of many organizations together with a decrease number of management positions typically means that a time will come for an individual's career when he or she will no longer be able to move up in an organization. This means that, career progress is not likely to be a continuous upward journey, but rather one that includes periods of movement and periods of stability, this is what we call career plateau. Various literature on career plateaus suggested that this is a troubling experience for many employees (especially those who desire career growth), accompanied by feelings of stress, frustration, failure, and guilt. Feldman and Weitz (2000) argue that the factors that lead to a plateau affect the consequences of the plateau. For example, if employees become plateaued because they lack the skills and ability to advance, they will likely show poor performance and job attitudes.

Career for Nonexempt Employees

Though much of the career development literature focuses on developing managers and professionals, the career development needs of blue-collar and nonexempt employees example clerical and support staff and technicians, who are paid hourly or weekly rates and are entitled to overtime have often been ignored in most organization. One reason for this disregard is an assumption by many researchers, managers, and human resource professionals that these employees do not have long-term ambitions that need to be addressed. However, given the large number of such employees and the critical role they play in organizational effectiveness, human resource development professionals need to consider career development activities that allow