Assessment-Based Career Development Center and Training Provision: Essence and Indicators of Success

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Abstract: This article delves into the complexities of today's job market and the challenges individuals encounter in career management. It advocates for assessment and training-based career development centers as effective solutions. Through qualitative research and a decade-spanning literature review, it offers insights for practitioners and HR managers to optimize career strategies. The study emphasizes the significance of individualized approaches and highlights the importance of participant engagement in training programs. Overall, it provides valuable guidance for navigating career development amidst *evolving* workplace dynamics

Keywords: Career Development, Training Provision, Individual Characteristics, Assessment Output, Participant Engagement

INTRODUCTION

In a dynamic era filled with rapid changes in the world of work, the importance of effective career development centers cannot be ignored. However, what makes a career development center truly effective, is whether it simply provides job listings and career counseling, or is there more elements to consider, narrative. All forms of references used must be written the source. The Center for Career Development Based on Assessment and Training Debriefing comes as the latest innovation in a holistic career development approach. Its essence is not only to provide information about available jobs, but also to explore individual aspirations, strengths, and weaknesses through various assessments (Cockx *et al.*, 2015).

The phenomenon that exists today in the current digital and globalization era, the job market is becoming increasingly complex and dynamic (Whitaker, 2014). Technology continues to evolve rapidly, creating new jobs while traditional jobs change or even disappear. In addition, the demand for new skills and flexibility is increasing, while competition in the job market is intensifying (Singh and Sharma, 2022). This phenomenon generates a need for

innovative approaches in career development. This assessment is not only about academic or technical skills, but also involves psychological and personality aspects (Mhlanga *et al.*, 2021). With a deeper understanding of oneself, individuals can find suitable career directions and be better prepared to face challenges in the workplace (hyunkyu cho and Yu, 2017).

However, assessment alone is not enough. Training debriefing is also an integral part of the center. Training focuses not only on improving technical skills, but also on developing soft skills that are essential in today's professional context, such as leadership, effective communication, and team collaboration (Shahbazi and Ahmady, 2022). Success indicators of such career development centers can be measured from various aspects. First of all, the level of involvement of participants in the various activities and programs offered can be an early indicator (Bao and Luo, 2015). Furthermore, the results of assessment and training, such as improving skills or finding a clearer career direction, are also markers of success (Mhlanga *et al.*, 2021).

In addition, the level of participant satisfaction with the services provided as well as their success in achieving their career goals is also an important indicator (Guan *et al.*, 2014). If participants feel supported and able to develop themselves significantly, then the career development center can be considered successful (de Melo *et al.*, 2021). Traditional education systems are often unable to provide a deep enough understanding of individual strengths, weaknesses, interests, and values, which are crucial in determining appropriate career direction (Chu, Ye and Guo, 2015). Many graduates face difficulties in entering the job market due to lack of skills relevant to today's market demand, be it technical skills or soft skills.

Many individuals feel confused or confused in choosing a career direction that suits their interests and expertise, which can result in job dissatisfaction or even inefficient career changes (Ruffatto, 2022). Lack of access to quality career support and debriefing of job skills can hinder an individual's career development and advancement (de Mendoza and Wu, 2022). The purpose of this article is to provide an in-depth understanding of the complex phenomena in today's job market, as well as the problems individuals face in managing their careers. In addition, this article also aims to offer practical thoughts and guidance on how assessment and training-based career development centers can be effective solutions in addressing these challenges. Through a comprehensive discussion of the essence and success indicators of this approach, it is hoped that this article can provide readers with valuable insights on how they can manage and develop their careers more effectively amidst the ever-changing dynamics of the job market.

METHOD

Qualitative research is used in this scientific article, where searching literature related to the topic at hand is given a perspective from the researcher on the related answers, so that the results of this research contribute to the researcher himself and others. The search for literature comes from existing journals with a period of ten years.

RESULTS AND DISCUSSION

The literature found is the result of research that has been selected and in accordance with the topics in this study. Then it will be described as below.

Career Development Implementation

Career development is a complex process that covers various aspects, including career guidance, job search strategies, and continuous skill improvement. It involves understanding one's strengths, weaknesses, interests, and values in order to make informed career decisions and successfully navigate the job market effectively. Career development is essential for individuals to achieve their career goals and maintain job satisfaction in a rapidly changing work environment (Rothmann and Cooper, 2022; Mcdonald and Hite, 2023). The results of other studies stated in the results of his research Career development is very important

considering the challenges faced by educators in this field. A career path framework can help address these challenges by providing a clear plan for career advancement, individual performance evaluations, and opportunities for training and incentives, It can contribute to the growth and development of educators not only professionally but also personally, thus creating a more effective and supportive work environment (Saari, Rasli and Aziz, 2021).

Other study results also stated that first, there was a significant direct relationship between seven of the eight organizational development programs and their impact on employee career development. Second, gender was a significant moderator for four of the programs' relationships with career development, namely, training, web-based career information, continuing professional development, and external educational provision. However, gender failed to act as a moderator for the other four programs (i.e., 360-degree feedback, job assignments, employee assistance programs, and on-the-job training) in conjunction with career development (Pinnington *et al.*, 2022). The results of another study state that career development has grown and made significant contributions to the scientific community since its inception 25 years ago. Contributions in career development mainly come from America and Europe and can be arranged into five main groups, namely career development, work involvement, entrepreneurial career, career outcomes, and career coaching (Varma *et al.*, 2022).

Other studies suggest a direct and positive relationship between Employee Development (EPD) and the intention to persevere, and that job satisfaction mediates this relationship. These findings provide further evidence that employee development is an effective intervention for reducing turnover and increasing job satisfaction (Kasdorf and Kayaalp, 2022). Career management in the context of a family business focuses on fulfilling the goals of the family business rather than the personal goals of family members. Career management tends to be reactive and less self-reliant than suggested in the current literature on career development, developing process models for individual career management in the context of family businesses (Achtenhagen *et al.*, 2022). Another study in his research results states in terms of finding a job and keeping a job, in lower levels as high job performance, job satisfaction, and job engagement. Communication and problem-solving skills are most often reported by both social science graduates and employers as crucial for a sustainable career. In addition, critical thinking, initiative and the ability to direct oneself, as well as social and cross-cultural skills were also reported as important skills. None of these studies investigated mechanisms that would explain how these skills would appropriately contribute to the career sustainability of social science graduates (Karaca-Atik *et al.*, 2023).

Study results from (Goedereis *et al.*, 2023) Stated established adulthood, at least in the United States, brings some stability in terms of career path and development, but it can also be a career period that is possible for exploration and transition.

Implementation of Training Supply

The literature related to this article was selected to corroborate the variables in this article, where the results of research that state the provision of training is an important concept in various fields, including health, education, and professional development. This includes the delivery of training programs, courses, and workshops designed to enhance an individual's skills, knowledge, and competencies in a particular profession or role. Effective training delivery is important to ensure that professionals are equipped to perform their duties efficiently and effectively, ultimately leading to better results and job satisfaction (Wallis, Bloch and Clarke, 2017; Arora, 2018). The results of another study stated the importance of workers' representative councils in supporting training in these companies and improving job prospects for employees with low-knowledge jobs. In contrast, companies above the industrial technology level invest in training with or without worker representative councils, suggesting

that training interest from employers and employees is aligned (Lammers, Lukowski and Weis, 2023).

The results study from (Haepp, 2022) states the role of skills and training gaps in the workplace and shows that negative effects occur for workers who do not have sufficient skills in the use of new technologies and that these negative impacts can be fully compensated by the provision of training in the use of newly introduced technologies. Other studies also state the role of skills and training gaps in the workplace and show that negative effects occur for workers who do not have sufficient skills in the use of new technologies and that these negative impacts can be fully compensated by the provision of training in the use of newly introduced technologies (Haepp, 2022). Another study in the results of his research stated Two themes generated from this data are, creating a unique learning environment; and encourage further learning (Wilson-Menzfeld *et al.*, 2023).

The results of another study stated that greater availability of foreign workers reduces companies' incentives to train because recruiting skilled workers externally becomes cheaper, partly because new hires become more productive from the start, a positive impact on company growth goes in the opposite direction (Oswald-Egg and Siegenthaler, 2023).

Implementation of individual characteristics

The literature found by researchers is a choice and strengthens this variable in this scientific article. Starting from the results of research from Individual characteristics refer to unique traits, attributes, or features that distinguish one person from another. These characteristics can be innate or acquired and can affect different aspects of a person's life, including their behavior, preferences, and performance. In the context of job satisfaction and employee performance, individual characteristics play an important role in determining how employees respond to their work environment and how effectively they perform their tasks (Hanafi, 2016). Furthermore, studies stating trust and support from perceived managers improve work performance, and the effect is even stronger with increased rates of working remotely. Autonomy in work has a similar effect with the exception that employees do not enjoy autonomy when mandatory remote work arrangements are introduced early, intrinsic motivation fades as employees continue to work permanently from home (Jamal, Anwar and Khan, 2022).

The resulting study of boredom tendencies, job demands, work autonomy, and social benefits added a significant percentage of incremental variance to the model. In addition, a significant interaction between contextual and individual characteristics in predicting boredom at work was observed (Toscanelli *et al.*, 2022). Another study also states abuse monitoring has a positive effect on employee life satisfaction. Emotional exhaustion completely mediates this positive relationship. Perceived peer support and positive affectivity reduced the association between abuse surveillance and emotional exhaustion, respectively, as well as the mediating effects of emotional exhaustion (Hao, Wei and Zhang, 2022). Study of other results from (Gu *et al.*, 2023) Legalizing companies has a significant inhibitory effect on green innovation; Female CEOs weaken the inhibitory effect of corporate financialization on green innovation compared to male CEOs; and the CEO's financial background positively moderates the inhibitory effect of corporate financialization on green innovation.

Another study also states Zipf's law of Abbreviations applies to every writing system in our dataset characters that more often have lower levels of complexity and vice versa. These results provide further evidence of the optimization mechanisms that shape communication systems (Koshevoy, Miton and Morin, 2023). Other outcome studies state individual character traits, values, and beliefs that influence a person's decision to speak up report mistakes include self-confidence and positive perceptions of self, organization, and leadership. Education, experience, and knowledge are sub-themes related to self-confidence. The main individual

characteristic that becomes an obstacle is self-preservation associated with fear and negative perceptions of self, organization, and leadership (Wawersik *et al.*, 2023).

Implementation of Assessment Output

Assessment results refer to the results or consequences of the assessment process, which can be used to evaluate the effectiveness of a particular approach or method. These results can be quantitative or qualitative and are often used to inform future assessments or interventions. In the context of cognitive behavioral assessment, outcome evaluation is critical in determining the effectiveness of the assessment process in identifying and addressing behavioral problems (Bertolotti *et al.*, 2016). Another study also states assessment results are crucial in understanding how students learn and what factors affect their academic performance. Research has shown that the relationship between lecture attendance and learning outcomes is very weak, and that learning styles and the use of alternative resources can significantly influence these outcomes (Lu and Cutumisu, 2022). Another study states that across repeated administration, preferences were most stable on IAI (how often the stimulus was evaluated) which was short (8–30 days) and when using paired stimulus formats according to the study (Fisher et al., 1992), (MacNaul *et al.*, 2021).

Another study that states a holistic picture of learning outcomes and related assessment instruments in MOOCs today. Curriculum designers and teachers may benefit from these studies to consider appropriate learning outcome variables and instruments applied in their MOOC practices. Future research could investigate learners' motivations for participating in MOOCs and how this changes during MOOCs. This can help MOOC designers and teachers to align how learners are motivated, what they want to learn, and what they actually learn (Wei, Saab and Admiraal, 2021). The study from (Goss, 2022) states to propose a descriptor for the assessment of the results of the Foreign Language Course for Undergraduate, Master, and Doctoral students majoring in chemical engineering at the University of Technology. Each descriptor is marked by the actions of the students and is a component to the entire student assessment scale.

Another study of the results of the study stated exercise strategies had a positive influence on current anxiety and, to a lesser extent, academic self-efficacy; compared to that, elaboration strategies had no influence on current anxiety but had a strong positive influence on academic self-efficacy. Current anxiety has a negative influence on both task scores and academic self-efficacy. The benefits of academic support during the transition to tertiary education are discussed (Sotardi and Brogt, 2020). Another study also stated Student performance data from two virtual OSCEs in 2020 were compared to results from two face-to-face OSCEs in 2019 using the Mann Whitney Test. The 2020 cohort scored significantly higher than the 2019 cohort in all variables (i.e., using effective verbal and non-verbal communication, using patient-friendly education, organizing meetings, demonstrating empathy, building trust, professionalism) and in the overall score. However, the effect size for these findings suggests the difference in performance is generally small and more likely to be due to changes in assessment patterns due to the pandemic (Scoular *et al.*, 2021).

Implementasi Participant Engagement

Supporting literature selected by researchers corroborates this article that states the concept of participant engagement is very important in a variety of contexts, including online training programs, community engagement initiatives, and professional development activities. It refers to the level of involvement, interest, and commitment that an individual has in a particular activity or program. Effective participant engagement is critical to achieving desired outcomes, such as increased learning, increased job satisfaction, and increased community engagement (Doberneck *et al.*, 2017; Weller, Venkatesh and Militzer, 2023). In professional

development activities, participant involvement is essential to ensure that professionals are actively involved in the learning process and that the training is relevant to their needs and interests. Research shows that barriers such as time constraints, isolation, and lack of connection between content and pedagogy can hinder participant engagement, but these barriers can be overcome through the use of innovative approaches and technologies (Barnabe *et al.*, 2021).

Other studies with results that suggest to increase engagement of study participants were grouped into four general approaches: changing attitudes by appealing to social motivators, changing attitudes by targeting individual psychology, reducing barriers and cognitive load, and providing incentives. Most interventions (54%) aimed to reduce barriers or cognitive load, with increasing understanding (27%) as the most common specific strategy identified. For recruitment, the most commonly tested behavioral strategies were building legitimacy or trust (38%) and crafting risks and benefits (32%), while financial or material incentives (32%) and reducing financial, time, and social barriers (32%) were most common for retention interventions. Among the interventions tested in randomized controlled trials, 51% had zero effect on study participant engagement, and 30% had a statistically significant positive effect (Wong *et al.*, 2021). Other studies suggest engagement is a valuable experience with benefits in researchers' understanding of the context and meaning of their findings. Lastly, we provide recommendations to scholars who want to start Env research. SNA involved (Jasny *et al.*, 2021).

Another study also states Self-brand identification is enhanced by cognitive, behavioral, and emotional engagement with event brands. To encourage Word-of-Mouth requires participants who are emotionally and socially engaged. As a social stimulus, the perception of similarity with other unfamiliar participants acts as a primary driver of social, behavioral, and cognitive engagement. Positive perceptions of other participants' physical appearance stimulated cognitive and emotional engagement but hindered social engagement. Appropriate behavior from other participants encourages social engagement (Temerak and Winklhofer, 2023).

DISCUSSION

After knowing from the existing literature, the discussion of the implementation above with the provision of perspectives from researchers as follows:

Career Development Implementation

The results of the research presented include a number of significant findings in the field of career development. First of all, it is mentioned that career development is a complex process that involves various aspects such as career guidance, job search strategies, and continuous skill improvement. The importance of career development in helping individuals achieve their career goals and maintain job satisfaction in a fast-changing work environment is also recognized. In addition, the research also highlights that educators in the field of career development face significant challenges, which can be addressed through the implementation of career path frameworks. This framework not only helps in the evaluation of individual performance, but also encourages personal and professional growth and development. Other findings suggest a direct link between organizational development programs and employee career development, as well as the role of gender as moderator in the relationship. Other research highlights the contributions of career development in the scientific community over the past 25 years, with emphasis on five main groups: career development, work engagement, entrepreneurial careers, career outcomes, and career coaching.

Furthermore, the study also showed that employee development has a positive impact on the intention to stay in the job, with job satisfaction playing the role of mediator in the

relationship. Career management in the context of a family business is also highlighted, indicating its focus on fulfilling family business goals rather than individual goals.

In addition, there are findings on skills that are considered important in maintaining the career sustainability of social science graduates, such as communication skills, problem solving, critical thinking, initiative, and the ability to direct oneself. Although established adulthood tends to bring little stability in career and development paths, it is also considered an opportunity for exploration and transition in careers.

From the researcher's perspective, these results provide a deeper understanding of the complexities of career development as well as the challenges and opportunities faced by individuals and organizations. These findings also provide the basis for the development of more effective strategies and programs in managing careers and optimizing individual potential in a changing work environment.

Implementation of Training Supply

The results of the research presented highlight some important findings in the context of career development and on-the-job training. First of all, research confirms the importance of providing training in areas such as health, education, and professional development. Effective training is considered a key factor in preparing professionals to perform their duties well, which in turn impacts better results and job satisfaction. Furthermore, the research also highlights the important role of workers' representative councils in supporting training in companies. These findings suggest that the existence of a workers' representative council can improve job prospects for employees with low-knowledge jobs. Studies also show that companies at higher levels of industrial technology tend to invest in training, either with or without workers' representative boards, demonstrating the alignment of training interests between employers and employees.

In addition, research reveals the important role of skills and training gaps in the workplace. The findings suggest that workers who do not have sufficient skills in the use of new technologies may experience negative impacts. However, this negative impact can be fully compensated through the provision of training in the use of new technologies introduced. This suggests that investment in training can be an effective strategy in addressing skills gaps in the workplace. In addition, research highlights two important themes in the context of work environments that support learning: creating learning environments which is unique and encourages advanced learning. These findings demonstrate the importance of creating an environment that supports active and continuous learning in the workplace.

Overall, the results of this study provide valuable insights for practitioners and decision makers in various fields related to career development and on-the-job training. These findings can be used as a basis for designing effective training programs, as well as policies that support employee career development and alignment of interests between employers and employees in the context of training.

Implementation of individual characteristics

The cited research results highlight a range of relevant findings in the context of organizational psychology and human resource management. First of all, research emphasizes the importance of individual characteristics in influencing employee behavior and performance in the workplace. Individual characteristics, both innate and acquired, can influence employees' response to the work environment and their effectiveness in performing work tasks. Furthermore, the research also highlights the important role of managers and the work environment in influencing employee job satisfaction and performance. The findings suggest that trust and perceived support from managers can improve employee work performance, especially in remote work contexts. However, autonomy in work was also found to have a

positive effect on work performance, except in the case of mandatory remote work arrangements introduced, where such autonomy is no longer enjoyed.

In addition, research highlights the impact of misconduct surveillance and corporate innovation on employee performance and job satisfaction. The findings suggest that abuse surveillance can positively impact employee life satisfaction, but those effects can be mediated entirely by emotional exhaustion. Furthermore, corporate innovation was found to have an inhibitory effect on green innovation, but those effects could be moderated by the CEO's gender and the CEO's financial background. Lastly, findings on Zipf's law of Abbreviations highlight a common phenomenon in communication systems. This evidence suggests that more frequently used characters tend to have lower levels of complexity, which illustrates the existence of optimization mechanisms in language use and communication.

Overall, these findings provide valuable insights for human resource managers and practitioners in the field of organizational psychology. They point out the importance of paying attention to individual characteristics, work environment dynamics, and organizational policies in improving employee satisfaction and performance and promoting innovation and efficiency in the workplace.

Implementation of Assessment Output

The cited research results highlight the importance of assessment results in the context of education and performance evaluation. The results of the assessment can be consequences or outputs of an assessment process, which can then be used to evaluate the effectiveness of a particular method or approach. In cognitive behavioral assessment, outcome evaluation is critical in identifying and addressing behavioral problems as well as understanding how students learn and the factors that affect their academic performance.

The findings also underscore the importance of assessment results within the scope of Massive Open Online Courses (MOOCs). Learning outcomes and related assessment instruments in MOOCs are currently the focus of research to help curriculum designers and teachers consider appropriate learning outcome variables as well as effective assessment instruments. Future studies are expected to investigate learners' motivations in participating in MOOCs and how those motivations change during the learning process, thus helping to improve MOOC design and teaching to better suit learners' needs.

In addition, the results also highlight the influence of exercise strategies on anxiety and academic self-efficacy. The findings showed that exercise strategies had a positive influence on current anxiety and academic self-efficacy, while elaboration strategies had more of an impact on academic self-efficacy than current anxiety. Academic support was also identified as an important factor during the transition to tertiary education, demonstrating the importance of support and coaching for students during this transition period. Finally, a study on the comparison of assessment results between virtual and in-person OSCEs highlights education's response to the COVID-19 pandemic. Although results show improved scores on virtual OSCEs in 2020 compared to in-person OSCEs in 2019, the authors highlight that the differences may be due to changes in assessment patterns due to the pandemic rather than substantial differences in the effectiveness of the two methods.

Overall, the results provide valuable insights into the role and significance of assessment results in the context of education and performance evaluation, as well as highlighting several important research areas for further exploration.

Implementation Participant Engagement

The research results cited in this article highlight the importance of participant engagement in a variety of contexts, such as online training programs, community engagement initiatives, and professional development activities. Effective participant engagement is

considered crucial in achieving desired outcomes, such as improved learning, job satisfaction, and overall community involvement. The study shows that to increase participant engagement, it can be done through four general approaches, namely changing attitudes by appealing to social motivators, targeting individual psychology, reducing barriers and cognitive loads, and providing incentives. These findings indicate that these strategies can guide practitioners in designing more effective interventions to increase participant engagement.

In addition, the results also highlight that participant engagement is a valuable experience for researchers, as it helps in understanding the context and meaning of their findings. This confirms the importance of considering the involvement of participants in the research design, as it can provide deeper and more diverse insights into the phenomenon under study. The study also highlights that self-brand identification can be enhanced through cognitive, behavioral, and emotional engagement with event brands. This suggests that attendee engagement is not only important in the context of education or professional development, but also in the context of event marketing and branding.

Overall, these findings provide valuable insight into the importance of participant engagement in a variety of contexts, as well as highlighting some strategies that can be used to increase participant engagement in different types of programs or activities. In addition, the emphasis on the value and benefits of participant engagement for researchers also confirms the importance of a participant-oriented approach in research design.

CONCLUSION

From the researcher's perspective, these results provide a deeper understanding of the complexities of career development as well as the challenges and opportunities faced by individuals and organizations. These findings also provide the basis for the development of more effective strategies and programs in managing careers and optimizing individual potential in a changing work environment.

The results provide a deeper understanding of career development, organizational challenges, and participant engagement. Practitioners need to design effective training programs and pay attention to individual characteristics. HR managers should focus on employee satisfaction and performance. In education, attention to assessment results is important. It is also important to increase participant involvement in the program.

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