Training and Career Development

By:
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No Pain, No Gain: An affect-based model of developmental job experience and the buffering effects of emotional intelligence

Presented by: Zulma Serrano
Key Terms

- Developmental Job Experience (DJE)
- Human Affect
- Emotional Intelligence (EI)
Purpose

- Examine the affective mechanism through which DJE is associated with both positive and negative individual outcomes - advancement potential and turnover intention
- And the buffering role of EI in the affective process
Standardized Path Estimates of the Hypothesized Model

- Development job experience (DJE)
- Pleasant feelings
- Advancement potential
- Unpleasant feelings
- Turnover intention
- Emotional intelligence (EI)
Measures

- **Developmental Job Experience - 5 Dimensions**
  - Unfamiliar responsibility, creating change, high levels of responsibility, working across boundaries, managing diversities

- **Emotional Intelligence - Mayer-Salovey- Caruso Emotional Intelligence Test (MSCEIT)**
  - Perceiving emotions, facilitating thought, understanding emotions, managing emotions
Measures

- Human Affect
  - Positive affect
    - Pleasant feelings
  - Negative affect
    - Unpleasant feelings
Method

- 214 full-time early-career managers
- 3 surveys
  - Affect survey, the work survey, and the MSCIT
- 316 supervisors
Results

FIGURE 2
Interaction of Unpleasant Feelings and Emotional Intelligence on Turnover Intention

Turnover Intention

Low Emotional Intelligence
High Emotional Intelligence

Low Unpleasant Feelings High Unpleasant Feelings
Take - Home Message

- Use EI as a tool in the recruitment and selection process
- Require employees to take an emotional Intelligence course prior to starting any developmental assignment
- Have immediate supervisors check in with employees working on developmental assignment
Learning and development opportunities as a tool for the retention of volunteers: a motivational perspective

Presented by: Anay Guzman
Key Terms

- Learning and Development Opportunities - LDO’s
- Volunteer Function Inventory - VFI
- Intrinsic motivation
- Extrinsic motivation
Purpose

- investigate the relationship between different functional motives for volunteering and relationship between perceived LDOs and retention.
Method

- 2,000 volunteers
- 5 non-profit organizations
- 628 survey responses
Measures
Results

Figure 2 Two-way interaction of LDOs and understanding motives on organisational commitment

Figure 3 Two-way interaction of LDOs and enhancement motives on organisational commitment
Take - Home Message

- Identify and assess each individual's motives for volunteering
- Develop programs for volunteers such as mentor programs, career paths
- Training development that is hands on
Group Take - Home Message

- Administer an emotional intelligence test
- Focusing on individuals motives for “working” or “volunteering”
- Help retain individuals
Thank you!