

Career Management and New Organization Perspectives

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Abstract

Over the course of human history society has changed as knowledge, resources, human development, technology, science, law and culture have evolved. Organizations have also changed over the years as they have adapted to emerging technologies, labour capabilities, markets for products and services, and the prevailing view of work and its role in human life. The approach to managing people has also changed in response to all of the other changes in society and organizations. Personnel management has its origins in the nineteenth century as a consequence of recognition by managers, business owners and politicians of the need to offset the worst aspects of worker exploitation that had emerged during the Industrial Revolution. Company is a highly regulated powerhouse that stabilizes the economic environment. Organizations store sensitive, personal information about their clients. Employees in organization, from executives to tellers, must have a higher level of integrity and trustworthiness. The aim of the research refers to empirical confirmation of the career success and fact that factors that influence on development of human capital influence on the career development, too.

Keywords: career, management, development, organization, employee.

1. Introduction

Career management is about balancing the needs of the individual with the needs of the organization. It inevitably forms part of the HR planning process and has close links to succession planning, employee development and management development. From an individual perspective therefore, career management reflects the developmental practices and processes that the person undertakes when seeking to pursue their particular job and work preferences over time. From an organizational perspective, career management reflects the policies and practices undertaken to ensure that the short-, medium- and long-term need for an appropriate number of suitably trained and capable people required by the organization at all levels of the hierarchy are available internally.

As such career management has a major part to play in the recruitment and retention of high calibre individuals who through the career development and opportunities offered by an organization find that their personal aspirations coincide with those of the organization. Of course there can never be a guaranteed or specific match in the long run between the career aspirations of an individual and those of the employing organization. Individuals may develop interests and seek opportunities that the employer cannot offer; an individual may seek promotion at a time when the employer does not have such an opportunity available; an employee may seek to change their work-life balance.

2. Literature review

Equally the employer may decide to change their business activity in the future which may adversely impact on future job opportunities for individuals; as part of succession or diversity planning an organization may decide to appoint people from outside thereby reducing the opportunities available to existing

employees; or it may be that during a recession or economic slowdown redundancy impacts on an individual's career. Consequently career management is never a perfect match between the needs of an individual and the ability of the organization to meet them (or vice-versa). The balance is at best an optimal one in that for unspecified periods of time the needs and expectations of both parties can be met.

King (2004) has identified a number of principles that it is claimed underpin the effective provision of career management within an organization. These are:

- ❑ *Consistent.* Messages about career opportunities and intentions are gleaned by an individual from many sources including from their line manager, HR specialists and company practice. Consistent information needs to be ensured so that potential opportunities are known without unrealistic expectations being raised.
- ❑ *Proactive.* Career management is a balancing act based on a wide range of assumptions. It is necessary for career management practice to take account of changing business and organizational requirements by being proactive in the way it seeks to align individuals and opportunities.
- ❑ *Collaborative.* It requires employers and employees to work together in achieving the needs and expectations of both parties.
- ❑ *Dynamic.* The need to flex career management practice and compromise over career choices to meet the changing needs and expectations of individuals and the organization as circumstances change.
- ❑ *Senior management involvement.* It can only be achieved if employees see that senior managers take it seriously and are prepared to provide meaningful support.
- ❑ *Integration with other business and HR strategies.* If career management is not effectively linked to other strategies then it will appear to favour a 'chosen few' for

Tables of regression model, which in this case examined what impact on certain categories of employees have certain factors of development of human capital, are the most important when it comes to interpreting the results.

The multiple correlation coefficient R , which shows a linear correlation between the original values of the dependent variable and the model predicted values of the dependent variable is 0.675, which indicates strong relationship (Figure 3). The coefficient of determination shows that over 51% of the variability category of employees can be explained by the regression model, or independent variables that belong to the human capital. The adjusted coefficient of determination which is 0.503 is very close, almost identical to the value of the ordinary coefficient of determination, due to the favorable ratio of independent variables and the total number of respondents – observations.

6. Conclusion

Developed countries have long known that the human capital is the biggest asset they have. Even in many marketing analysis, the element of "people" ranks among the major elements of marketing programs that ensure success in the market (product, promotion, distribution, pricing, packaging, planning, people ...). With each loss even the smallest part of the employee which the organization has, it loses part of its knowledge, which essentially represents a certain way of reducing the competitive advantage. Therefore, the main development trend of the organization should be, in addition to other activities, the creation, development, sustainability and preservation of human capital at its disposal. The paper is talking about the importance of corporate culture, employee advancement and career success planning as driving factors for good career management as career development too. Also these variables could be seen as important link in the business of specific organizations that makes employees more productive and successful in their career paths. Only employees with a strong potential of their own human capital for career success can create a work atmosphere that brings results.

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