PARALLELISMS BETWEEN INDIVIDUAL AND ORGANIZATIONAL CAREER

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Abstract
In the conditions of the competitive economy, a special role has the capitalization of the human and the managerial potential. Career management aims at planning and modeling the progress of employees within the organization in relation to the needs assessments of the organization, but also in relation to the performance of the potential and individual preferences of employees. Career involves the interaction between organizational and individual factors and this paper presents the parallelism between organizational career management (OCM) and individual career management (ICM). The purpose of this paper is to study the theoretical and applied aspects of the career. In order to highlight these aspects, a research was undertaken within an organization, which allowed the study of the career process and the major influencing factors.

Key words: *career management, organizational career management, individual career management*

JEL Classification: *M12*

I. INTRODUCTION

The term career is attributed, by different authors, multiple meanings (Manolescu, A., 2001): so that the career is perceived as advancement or a succession of functions in the ascending order of prestige through which the employee passes in an orderly manner, according to a predictable rule (Mathis, R.L.,et al, 1997). With reference to the person, the career is seen as an evolutionary succession of professional activities and professional positions that a person achieves as well as the attitudes, knowledge and skills developed over time (Johns, G., 1998).

Career management must be seen in the interests of organizations and employees. In this idea, career management considers both the career planning process that aims to advance employees within the organization according to its needs, employee performance, their potential and preferences, and ensuring managerial succession in order to ensure that it is possible that the organization will have the people it needs to achieve its goals (Armstrong, M., 2003).

Viewed from the point of view of the two categories of interests, career management must meet the three general goals:
• To ensure the satisfaction of the needs of the organization;
• To prepare the employees for the level of responsibility they might reach;
• Provide potential employees with guidance and encouragement.

Thus, career management is understood as a process of designing and implementing objectives that ensure that the organization meets the needs of human resources (Klatt, L.A., et al, 1985). In this regard, career management is a model that involves multiple functional interdependencies between organizational development, training and development and career development (Banks, C.H., & Nafukho F.M., 2008)

II. CAREER MANAGEMENT (CM)

Career management is the combination of structured planning and the active management choice of one's own professional career. (Block, R., 2020). There are two distinct types of career management approaches, namely:

a) *Organizational career management (OCM)* - career objectively, in the context of the human resources development process and,

b) *Individual career management (ICM)* - subjective career, which has to do with the perception of personal qualities in relation to one's own aspirations.

In this conditions, we can say that career management involves the functional interdependencies between individual career planning and organizational planning (Vlasceanu, M., 1999).
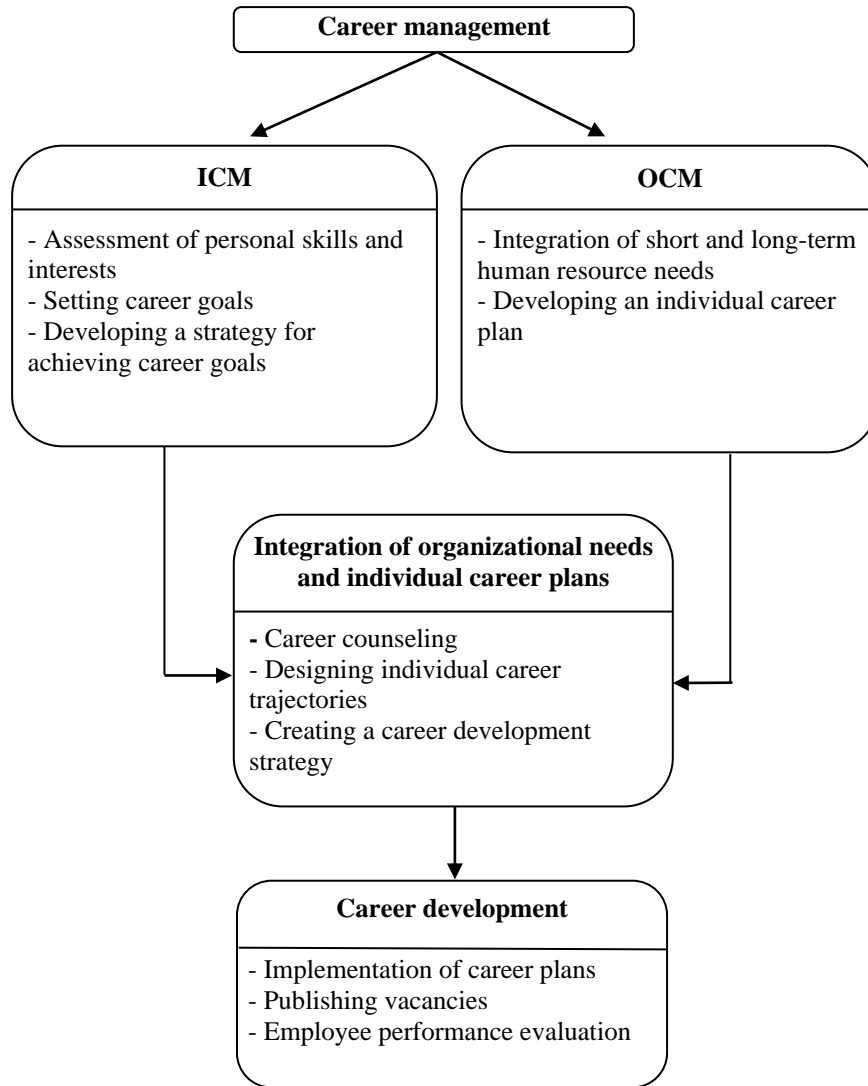
Figure 1 – The model of career management

In order to reach the integration of organizational needs with individual career plans, two distinct stages must be completed in parallel: the realization of an organizational career plan and the realization of an individual career plan. Organizational career planning must include long-term and short-term human resource needs and develop an individual career development plan that is impersonal and includes certain objectives and criteria in the development of an individual career. In parallel with this organizational plan, individual career planning must start from the assessment of individual skills, interests and motivations, followed by the analysis of organizational opportunities, the establishment of career goals and the development of a strategy to achieve these goals. Career planning must contrast individual needs and aspirations with organizational needs and opportunities. The important aspect is that of individual perception of one's own career, correlated with personal skills and achievement possibilities.

INDIVIDUAL CAREER MANAGEMENT (ICM)

Career planning refers to the ways and tools that the individual will choose in order to reach his goals (Bayram, F., 2017). Individual career planning is the process by which future employees assess their strengths, weaknesses, development opportunities within an organization and establish goals and plans to guide their careers in the desired direction. The orientation of an individual's career is important when we relate it to the profession he has and to career success (De Vos & Soens, 2008; Weng & McElroy, 2010). In these conditions, career satisfaction is a key factor for individual and organizational success (Joo & Park, 2010; Oh, 2013).
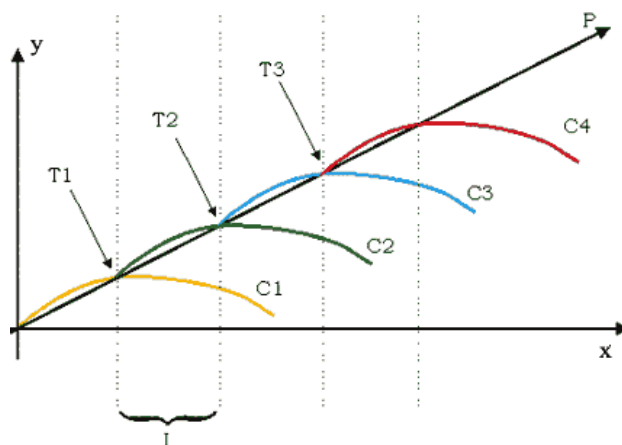
Figure 2 - Individual career map

C1,2,3,4   - The possible trajectories of a career
T1,2,3   - The points of maximum ascent and moments of career change
P   - The trajectory of a planned career
I   - Time interval (4-5 years)
X   - "Time" axis
Y   - "Social status" axis

According to Figure 2, the career represents the succession of professions, occupations, positions, functions exercised during the active life, assuming occupational fluctuations (sometimes spectacular) from one stage of age to another. What characterizes any current career is the dynamism of the process, the fact that the individual changes several jobs (on average 5-7) during his active life. The development of the individual career implies that in the succession of the positions occupied in a certain field there was not only a process of quantitative increases, but also of a qualitative nature, in terms of experience gained, based on professional training and skills demonstrated at work.

Career strategies aim to anticipate important issues and plan for the long term. Here is a concise presentation of the most significant strategies:

• Self-knowledge (aspirations, skills, interests, individual possibilities, strengths / weaknesses);
• Knowledge of the professional environment (company profile, working conditions, number of employees, opportunities, opportunities, dangers, economic problems, competing companies);
• Building professional reputation (highlighting one's own qualities, skills and competencies, the possibility to invest and the ability to complete projects);
• Adaptability, flexibility, competitiveness (ensuring the permanent concordance between personal skills and those sought on the labor market, receptivity to change);
• Specialization doubled by culture (development and mastery of a specialized field in parallel with the updated general information);
• Proof of own successes (certification of own results and achievements);
• Preparation of a backup plan (ready for action at any time);

IV. ORGANİZATİONAL CARRIER MANAGEMENT (OCM)

Organizational career management (OCM) according with the researchers refer through their content to psychological aspects related to individual skills, aspirations, motivations, correlated with the requirements of the system in which the individual works and assisting their transition into leadership positions (Bagdagdli,S., & Gianecchini, M., 2019).

According with (Kong et al., 2010), organizational career management refers to the activities provided by organizations to support their employees' career success. In this regard, we can say that career development it is a process, which is focused on improving organizational efficiency while relying on the development of the individual employee (Gilley, J.W., 1989).

The accentuated dynamics of the transformations in the economic and social environment imposes a permanent process of reconsideration of the individual knowledge and abilities in relation to the requirements of the activities carried out within the organization. Maintaining the level of competitiveness of companies, requires

an institutionalization of concerns regarding the training and professional development of employees (Appelbaum et al., 2002) as well employee performance (Lewis & Arnold, 2012).

In their research, (Appelbaum, et al, 2002 ; De Vos, Dewettinck & Buyens, 2008) mention that OCM ensures the long-term availability of skilled and competent employees to reach business goals. OCM techniques could be adopted and applied by companies to help employees to manage their careers (Crawshaw, 2006; Lewis & Arnold, 2012). One of the OCM techniques is the training process and a component of strategic planning in the field of human resources. From this perspective results the need for a systematized approach to actions on professional development, structured on at least three distinct phases, namely:

- Identification of professional training needs;
- The actual development of the professional training programs;
- Evaluation of the process results

The evaluation of the training needs starts from the two categories of causes that can generate the formative process: the elimination of the found deficiencies and the new organizational requirements.

In the actual development phase of the professional training programs, the problem of the existence of the two preconditions of the training process is raised, respectively the preliminary training and the motivation.

The evaluation of the professional training process includes the activities related to the measurement of the level of achievement of the proposed objectives, of the training costs and of the resulting benefits.

Taking into account these aspects, we can say that it would be helpful for HR professionals to design suitable career management programs that can assist employees to attain career goals (Phatara – On Wesarat, et al, 2014).

V. RESEARCH METHODOLOGY

In order to reveal the problems and directions for improving the career management, a survey was carried out within an organization. The survey was attended by 24 people who hold management positions or work in functional subdivisions as specialists. When elaborating the questionnaire, as a tool for conducting the survey, techniques for measuring and scaling economic phenomena were used, such as: semantic differential, in-depth studies, multiple choice, etc. Some information was collected by interview and observation.

VI. RESULTS INTERPRETATİON

Appreciating the professional career in general (Figure 3), and the managerial career in particular (Figure 4), more than 2/3 of the survey participants indicated the career being the result of well-planned activities and only 33% claim that the career is due to by chance in the professional activity. Interestingly, 72.22% of women surveyed stressed that careers should be planned while 61.11% of men agree with this statement.
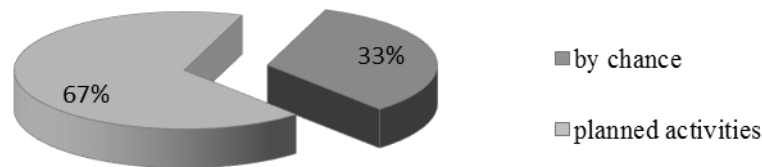

Figure 3 - Professional career

Regarding the content of the managerial career (Figure 4), 82.86% of the respondents claim that career it is a process of capitalization of qualities, capacities and skills, while 17.14% reveal in their career a succession of positions.
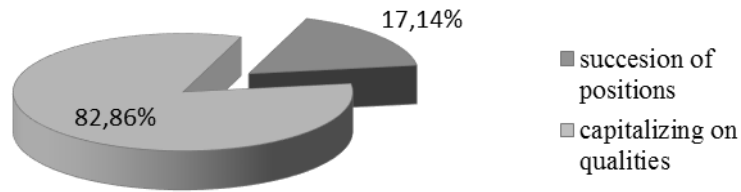
Figure 4 - Managerial career

In the scientific and specialized literature there are various treatments of the particularity in the activity of women in business in management positions. We agree with the suggestions of the respondents, who emphasized the existence of some peculiarities in the professional career of the woman manager. Thus, following the study undertaken, 56% of male respondents and 44% of female respondents are of the opinion that their profession differs depending on whether they are men or women (figures 5 and 6).
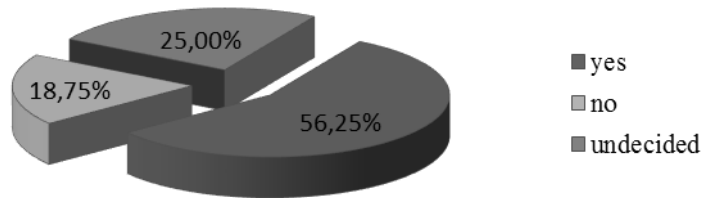

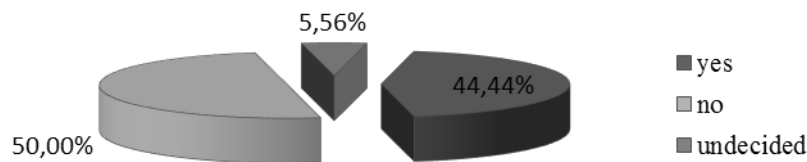**Figure 5 - Peculiarities of women's business careers (male respondents)**

Figure 6 - Peculiarities of women's careers in business (female respondents)

Many factors from the environment have an influence on the career of the contemporary manager and the role of the family. In our opinion, plays an important role, but it has not been analyzed and studied for a long time in the works of local economic specialists. The results of the survey are an argument for this hypothesis (figure 7).

Figure 7 - The role of the family in the manager's career

Thus, 35% of respondents answered that the family supports them in the desire to progress on the hierarchical scale, and about 56% consider the career as an element of increasing the well-being and ensuring family security.

If we analyze the answers of women in comparison with that of men, we notice that the role of the family in the career of female managers differs a lot from the career of male managers.

The vast majority of female respondents, 72.22%, highlighted that the family supports their career because it is a factor in increasing well-being, while only 37.5% of male respondents indicated the same role of the family.

In the career planning process, a special place belongs to the setting of career objectives in general and managerial career in particular. Survey participants highlighted 3 basic career goals so 28.34% of respondents insisted on the goal is to be useful to society and with the same 20.51% capitalize on the potential and interesting activity in management positions (figure 8).
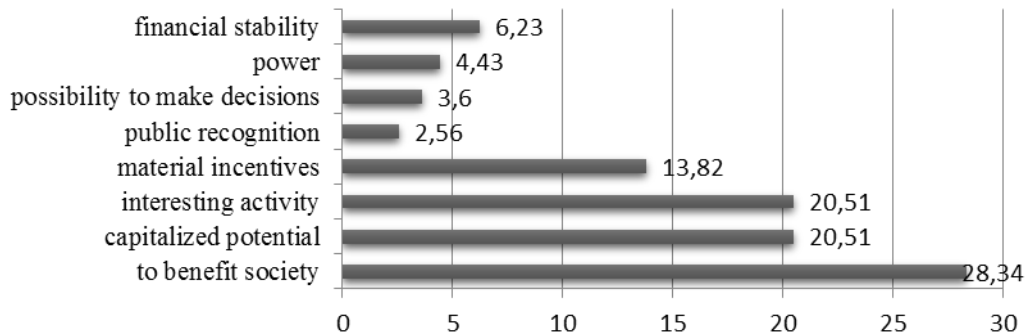

Figure 8 - Career goals

We mention that in setting career goals, differences were found between setting goals by men and women, so men emphasize as the main goal of career the desire to benefit society (31.58% of respondents) , and women mention this goal in 25% of cases, and they put in the foreground the interesting activity at the management positions.

Appreciating the elements used in career planning and management used in the organization, the respondents indicated that the most used method of promotion is the promotion of candidates for management positions among employees of the company about 36,48% followed by a percentage of about 34,52% of respondents who said the fact that the promotion method is based on the periodic evaluation of their potential and performances (figure 9).
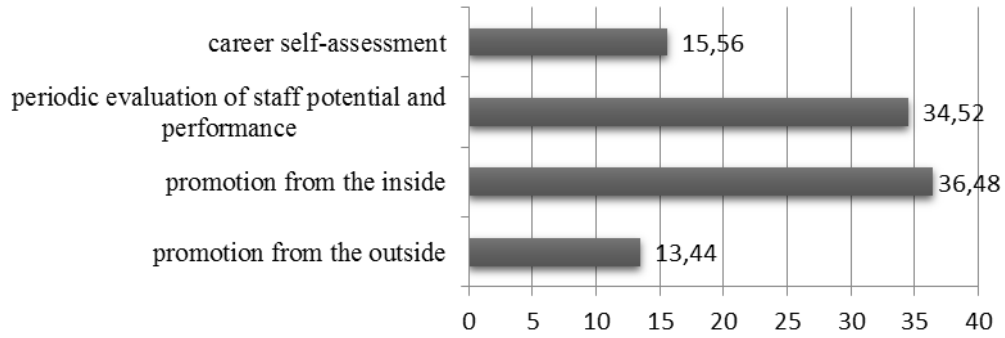
Figure 9 - Planning and career management

Regarding the types and situations of conflict, the respondents pointed out that 40.62% of women and 19.65% of men are usually involved in internal conflicts. 33.22% of male managers and only 20.5% of female managers are in a conflict situation with the former boss, or with other candidates for the leadership position. These figures allow us to reveal that women managers possess more efficient conflict resolution qualities and skills than male managers. (Figures 10 and 11).
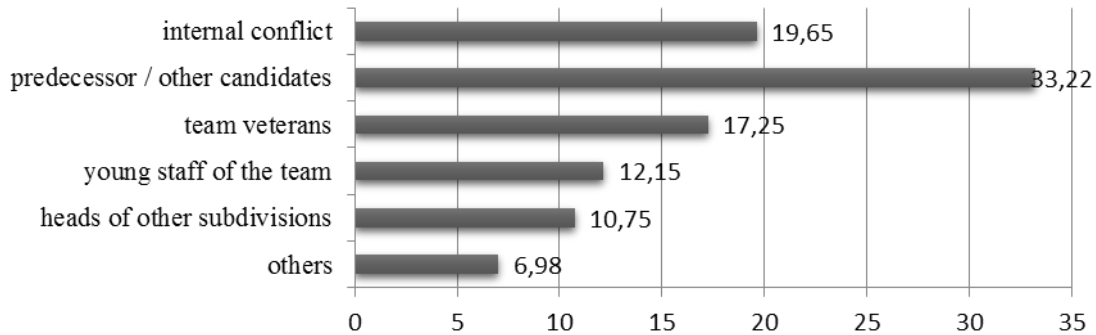

Figure 10 - Career conflict situations (male respondents)
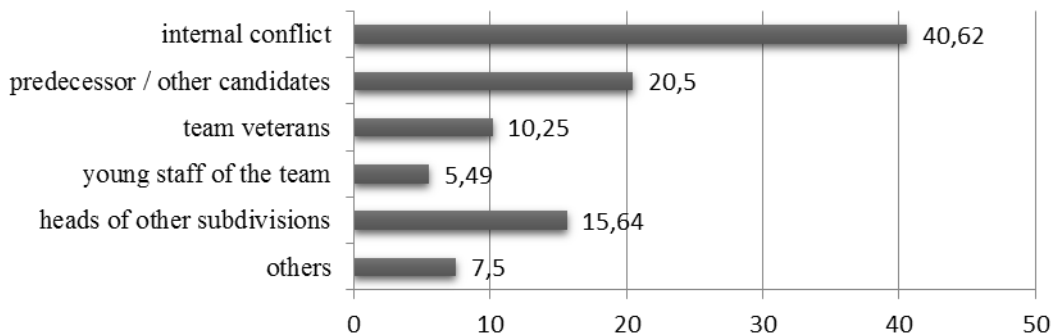

Figure 11 - Career conflict situations (female respondents)

Male managers have much more problems in dealing with informal groups, veterans and young team members, these problems were indicated by 17.25% and 12.55%, while women managers indicated these situations at level of 10,25% and 5,49% respectively.

Revealing the causes of the conflict situations, the survey participants placed on the first places the mistakes committed by the employees 29.44% and the increase of the workload 26.47%. The increase of responsibilities, respectively the lack of an efficient mechanism for motivating the employees, obtained an equal percentage of 11.76% (figure 12).

Figure 12 - Causes of conflict situations

The professional career in general, and the managerial career in particular has both stages of advancement and promotion, as well as periods of decline, regress. The main causes of career regression, according to the survey are - lack of professional competence or rather non-compliance of professional competence with the requirements of the job, this was by indicated 29.57% while 19.68% claim that inefficient communications are followed by career regression (figure 13).
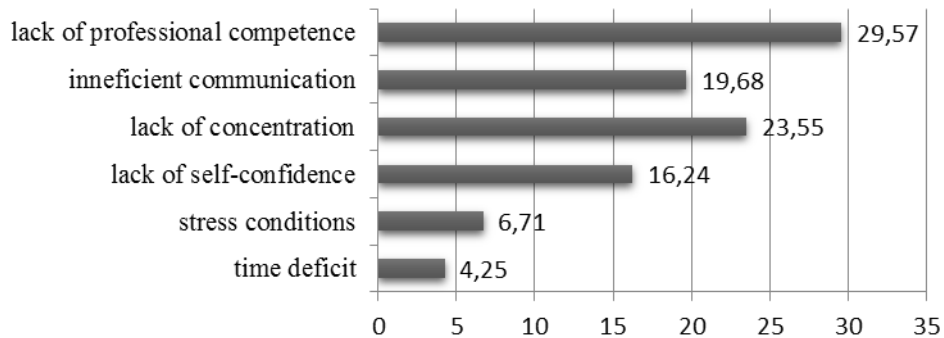

Figure 13 - Career regression factors

VII. CONCLUSIONS

In the process of training and improvement of managers, the main barriers and obstacles in the managerial career must be highlighted:
• Lack of rational time planning (for objective and subjective reasons)
• Personal and family problems, as a result of the incoherence between the value system and the professional activity
• Lack of opportunities for advancement, which could be solved by the method of rotation of management and the use of the mentor system,
•Allocation of insufficient resources for the continuous training of employees.
Employee training is an activity that would ensure the competitiveness of the company over time and must be placed in the list of primary objectives.
In order to avoid conflict situations and manage them effectively, top management should not be limited only to interpersonal methods (compromise and mitigation), but to make maximum use of structural methods (establishing coordination and cooperation mechanisms, setting common goals for different subdivisions functional, material and moral stimulation).
In the conditions of a complex and dynamic economic environment, the development of a successful career is not possible without its efficient planning and management. For this purpose, we propose an algorithm for planning the programs and objectives of the managerial career, which includes: studying the necessary management staff, analyzing the environment, training specialists for managerial activity, evaluating the degree of development and capitalization of managers, development of the promotion system, the necessary resources, and a complex career development program.

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