

THE ROLE OF THE INDIVIDUAL AND THE ORGANIZATION IN CAREER DEVELOPMENT

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Abstract: In the contemporary period, human capital development is a strategic choice for all organizations, such as the evolution and success in the ever-changing environment is becoming increasingly dependent on the quality of the personnel operating them. Under these conditions, so that human resources should become an asset, organizations should be concerned with providing a coherent program of career development for employees, offering them opportunities for qualification, further training and promotion to posts in which individual characteristics, job attributes and organization requirements balance one another, helping to maximize the human resources the organization has.

Considering this, the present article aims to analyze the career management process in terms of the roles of both the employee and the employer as well.

Keywords: career, career management, career planning, career development, career development responsibility.

Introduction

Human resource development should be a priority for of all organizations that aspire to develop, as recruitment, selection and integration of employees in the organization are insufficient to ensure the development and adaptability to the changing environmental conditions. Thus, special attention should be paid to a long term development of human resources and organizations should address this issue as an investment, the results of which will later materialize in a growth of labor productivity, in an increased stability of the staff and in an improved organizational climate.

After 2000, organizations have paid increasing attention to the concept of talent management or "war for talent", which aims "to increase reserves and high caliber staff and exceptional performance with an unusually high impact on company performance". However, there are some who disagree gain interest in talent management, considering that this approach is wrong, because all people need incentives to succeed in their work, including the ordinary and often employee performance is better when working in a team unless they work individually. Given that "any member of a company has a certain degree of talent, although some more than others," human resource management processes should not be restricted to a group of "favorites" because ""unsung heroes" of performance Corporate people are actually able to give stable results"¹.

¹ Armstrong, M., *Human Resources Management. Practice Manual*, Tenth Edition, Codex Publishing House, Bucharest, 2009, p. 322

1. The Concept of Career

The concept of career is widely used and it has multiple meanings, currently there is no definition unanimously accepted by specialists. Thus, the term career can designate²:

- advancement within the organization or professional hierarchy;
- a profession, from this point of view some occupations (managers, soldiers, professionals) are associated with the term "career", while others (service personnel, unskilled workers, waiters, vendors, etc.) are called "jobs";
- a sequence of positions and functions in ascending order of prestige that an employee passes through based on a default rule;
- a succession of roles related to experience through which an individual passes throughout their life;
- an individual perception of the sequence of attitudes and behaviors related to professional experience throughout life;
- a dynamic framework in which a person perceives and interprets the meaning of life in general and that of their different personal qualities, actions or events.

"**Career** is an evolutionary sequence of activities and professional positions that a person meets in life, as well as their attitudes, knowledge and skills, which develop over time"³.

Career includes both the professional life and the personal life of an individual, and the links between them. Career development is an individual process that depends heavily on individual characteristics (skills, values, preferences, needs), their career expectations (expectations that are influenced by every experience lived), and the organization, manager or position.

2. Career Development Responsibility

Career management is the process of planning and implementing strategies and plans that enable organizations to provide the necessary human resources and individuals - to meet their career goals.

Career planning is a complex process that involves a harmonious combination of human resource needs and opportunities for individual career development offered by organizations with the performance, potential and preferences of the employee.

The existence of effective career development programs is desirable by both organizations and individuals. The responsibility for career development must therefore be divided between the organization and its manager, on the one hand and the employees on the other.

² Manolescu, A., Lefter, V., Deaconu, A., (Eds.), *Human Resource Management*, Economic Publishing House, Bucharest, 2007, pp. 376-377

³ Lefter, V., Deaconu, A., (Eds.), *Human Resources Management. Theory and practice*. Second edition, Economic Publishing House, Bucharest, 2008, p 287

Nevertheless, the most important of the roles belongs to the *organization*. Given the increasing complexity of present time duties to ensure the dedicated staff who work with enthusiasm, the organization must be concerned with meeting the needs of employees, both those related to their work, and those related to where they work. The status of "ideal employer" where "it is good to work" is conditioned by creating a favorable climate which should enhance quality work, as well as by the detailed planning of the activity of each position. This is because people will want to work in the organization if they know that work shall be in accordance with their needs and they have a career development perspective.

Obtaining more informed, skilled, and loyal to the organization employees can bring a number of advantages, including⁴:

- Higher quality of execution of activities;
- Increased market competitiveness;
- Increased prestige in the economic system;
- Increased the possibility of extending, by incorporating weaker organizations;
- Obtaining high quality goods and / or services;
- Achieving superior financial and economic results;
- Stability and uniformity of staff;
- Reducing the number and severity of conflicts that may arise within the organization.

Despite this, organizations do not give due importance to staff career management and career planning considering that it only concerns the interests of the employees and it is therefore an unnecessary waste of time and resources. Organizations often make arbitrary promotions, given the necessary human resources at some point, at the expense of performance, and they support the so called undertraining, staff turnover between positions, and migration between organizations. This is why planning and career management are considered particularly useful for achieving organizational objectives.

In this context, the *management of the organization* must be concerned with reinforcing these perceptions by providing a coherent program of employee career development, providing opportunities for training, developing skills to maximize their employees' full potential with a system of professional development and promotion based on results, on the one hand and valuable managers who to listen to employees, give them autonomy and support through mentoring and coaching, on the other hand.

However, the *employee* must use the time and other resources in relation to their own aspirations, and the objectives of the organization. People who want to accelerate their career development must be committed to increasing the level of skills and training, even outside the organization, the more so as the results of a study by H. Wilenska regarding the role of the individual in their career development revealed that most subjects (82%) were involved only the process of choosing their career. The study also showed that the interest in career is more prominent in women up to 35 years of age and men up to 38, and it decreases with age⁵. In other words, the employee and the organization have similar needs that they are trying to satisfy, but they have different timeframes for this: while the organization's life is theoretically unlimited, the employee shall have a relatively short time to pursue a career and

⁴ Craiovan M.P., *Introduction to psychology human resources*, University Publishing House, Bucharest, 2006, pp. 223-224

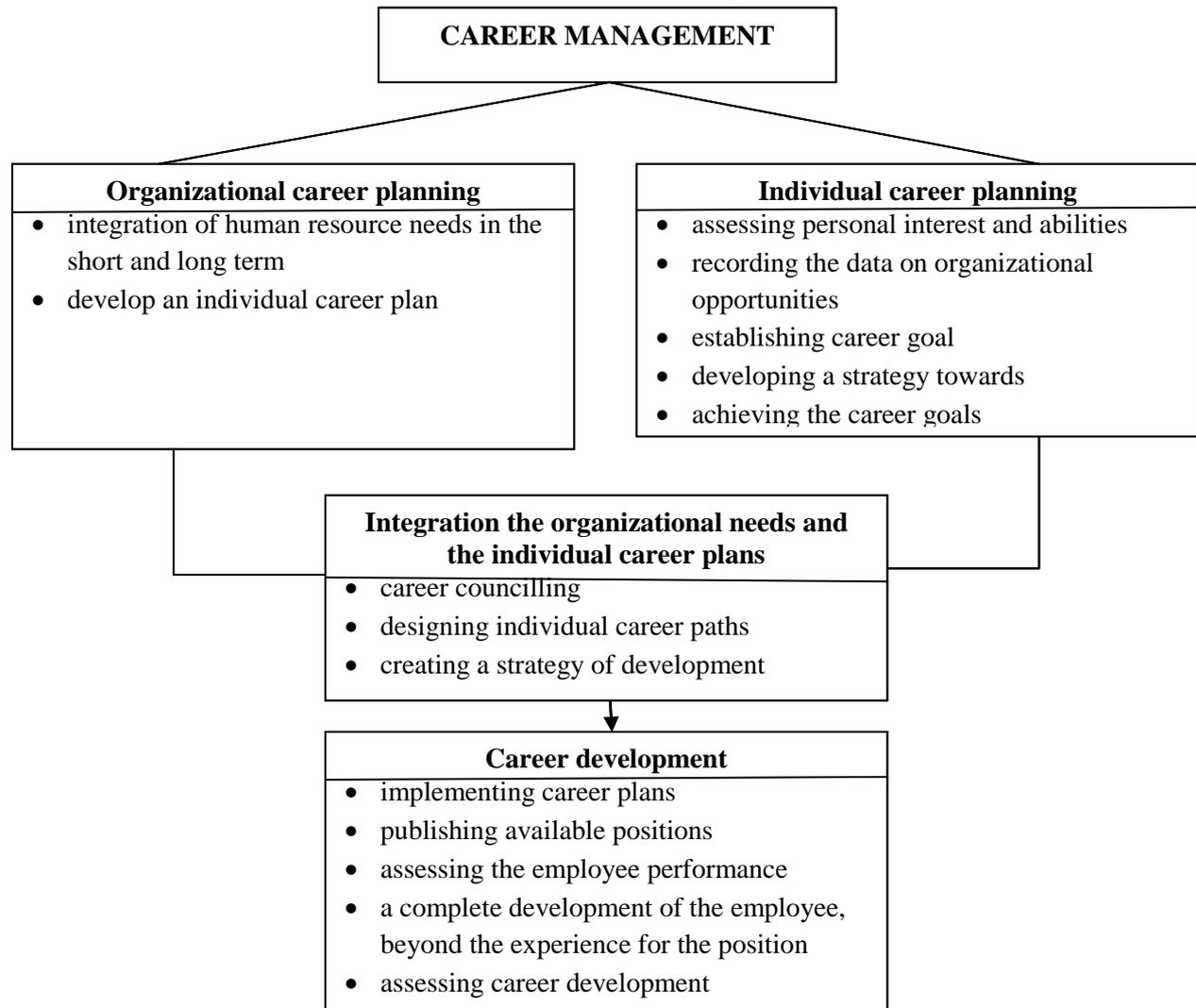
⁵ Craiovan M.P., *Introduction to psychology human resources*, University Publishing House, Bucharest, 2006, p. 224)

its development life is theoretically unlimited, the employee shall have a relatively short time to pursue a career and its development.

Finding a solution to harmonize personal development with the strategy of the organization concerned many researchers over time, and to this purpose, some models have been developed, one of which is shown in Fig. 1.

Figure 1 career Management

(Source: Manolescu, Lefter, Deaconu (Eds.), 2007, p. 378)



As it can be seen in the figure above, in order to talk about an effective career management it is necessary that the factors involved in this process should work together linking their responsibilities towards achieving the common goal.

Conclusions

An effective career management requires a harmonious combination of the needs and aspirations of the end potential employees with the requirements of the organization.

Achieving this goal is, however, impossible without the contribution of all those involved in this process namely the employee, the organization and the management.

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