

DEVELOPING CAREERS OF EMPLOYEES IN THE NEW KNOWLEDGE ECONOMY

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Abstract:

Organizations have become more flexible, adaptable, with flat hierarchical structures, and a limited opportunity for promotion, and these will have a significant impact on jobs and individuals careers. Career is not only linked anymore to one organization, but to more, due to the movement of employees between organizations, which is no longer a problem. So, the organizations, due to ever-changing environment, are not always directly involved in their employees' career management, but in this article we will show that some organizations are still involved in managing careers by developing skills, knowledge, abilities, attitudes and behaviors, in order to obtain competitive advantage, performance, and attracting and retaining the best employees. We also show that, in the new Knowledge Economy, if they will learn more from their mistakes, and, if they will find out in advance what changes will take place in the economic environment, they will be able to face the changes and to overcome easier the obstacles, with the right employees and a solid stock of knowledge.

Keywords: *competence-based careers, organizational vs. „Protean” career, employees skills, Knowledge Economy, performance.*

1. Introduction

Firms, environment, globalization and technology have changed the world, including the organizations which are offering or not (from different reasons) a career for their employees. The role of human capital as a potential source of sustainable competitive advantage has recently been the focus of considerable interest (Afsar B., 2010, p.295). That is why, organizations who offer a career planning, will obtain performance. Due to many changes and globalization, employees try to achieve their professional way, on their own, and are aware of the changes. In the XXI century, the perspective changed career, appearing a new career, which consists of a series of learning cycles during multi-directional careers. In this changing world, it is important that career management decisions to depend on individual personality,

responsibility, attitudes and values for the necessary change and achieve career success. Success or failure of a career is better assessed by the person concerned, therefore, the individual, following a relevant and objective analysis of their abilities, skills, attitudes, skills, training programs and experience, will draw their own way in the evolution of the social ladder.

In order to set realistic career goals, first they must know the opportunities offered by their organization, and second they will decide if they need for a career change and when to change the career, depending on the analysis of themselves, on the environment and the existing vacancies.

In this article we follow a plan which consists in showing the importance of career development, the reasons the organizations use career

development, the responsibilities of career planning, and a case study which show the importance of developing career in improving organization and individual performance. In the end we propose some measures which may be implemented to improve the process of career development in organizations and obtain performance.

2. Literature review

Carrer, for most people, means work and is defined as an element of life. Their fulfillment consist of the ability to control professional cours, to manage professional effects on family life and personal life (Greenhaus J.H. et al, 2010). Career, in the new Knowledge Economy (KE), has got a new significance and importance in individual and organizational life.

Though, to show the importance of a career, we mention some of the definitions of career:

- is a dynamic framework in which a person lives his professional life, and is a movement along a path while (Silvaş A., 2009).

- assumes a series of movements with increasing responsibility, developing status (social position) and wage (Jackson T., 2000, p.5).

- is defined as a process by which individuals progress along the several stages, each being the characteristic problems, certain terms or tasks (Greenhaus J.H. et al, 2010).

- means an evolutionary succession of professional activities and positions held in an organization, in which a person reaches new skills, knowledge, abilities and skills. Since each person is unique, then each will have a unique career (Greenhaus J.H. et al, 2010).

- is a sequence of activities and professional positions that meet a person and the skills, knowledge and competencies associated that develops over time (Deaconu A. et al., 2004).

- it is measured by the number of promotions (horizontal movements) over a lifetime career of individuals (Schreuder D., Coetze M., 2007, p.56).

- it is not only moving up on the professional ladder, but also is a vertically and horizontally movement or linear, cyclic and static (Koster M., 2008, p.6).

- is perceived as four distinct meanings: the career advancement, career as a professional path, career as a work experience gained lifelong, and the career as accumulated life experience (Schreuder D., Coetze A., 2007).

Understanding career management is important from two points of view (Greenhaus J.H. et al, 2010):

1. helps individuals to effectively manage their career;

2. organizations can benefit from understanding career management process and decisions of their employees.

Career management is efficient when (Greenhaus J.H. et al, 2010, p.13):

- there is a match between their expectations and experience of existing individuals. New employees who have too high expectations, unrealistic for the new job will be disappointed, angry and unfulfilled.

- there is a certain degree of freedom and discretion at work. It is important for an employee to remain in the organization because of the freedom to participate in a project to decide how their tasks and how sets its own rules for carrying out the activities.

- differences between men and women were reduced, even eliminated, giving them the opportunity to participate on equal terms work and u greater for careers.

- promoting not affect time spent with family or their time (career change should not only mean 2:00 p.m. spent at work). A balance between personal life

and professional staff would love to change careers because of pay, advancement, challenge, increased responsibility, interesting work and the values obtained in exchange for recreation, entertainment and leisure time you will spend with your family.

- the existence of diversity among employees, some of her career means freedom, for others no longer provide free career.

- inefficient management of human resources, due to the fact that organizations are still employees who were part of the generation, baby-boom,. They have not yet retired and new generations can not be granted new career management plans.

Strategic management career focuses on the organization benefits from the career management strategies that facilitate the development and retention of talented staff (Yarnall J., 2008).

Career management involves following three steps (Greenhaus J.H. et al, 2010, p.24):

- the first stage involves covering a long way over time to a single organization, it is involved in the career development of individuals.

- the second stage involved the skills and know-how career development. Many authors mention that employees must look outside the organization and seek a new career, because they have knowledge.

- the third stage involves the individual to maintain a high degree of responsibility in developing their careers. This means the individuals responsibility, adaptability and flexibility. This step is in contradiction with the first stage, the traditional.

Factors contributing to career development are exploring labor market, setting goals, establishing strategies, feedback from individuals or organizations, training programs, peer counseling programs, performance assessment, work-shops, mentoring,

training offered by organizations, support from family and friends (Greenhaus J.H., Callanan G.A., 2010, p.48). Career management cycle consists of: setting goals, developing and implementing a plan or a strategy, feedback necessary to provide information for career management.

What significance has a career (Yarnall J., 2008, p.384):

1. A position and membership in an organization- career describes this point as a job or as an employee in an organization.

2. According to this career advancement, progress or success that an employee have in an organization.

3. Status or occupation, from this point of view, some people have different functions, such as a lawyer and a plumber, first has a career, and the second is a professional installer.

4. Involvement in work-term career sometimes used in a negative way to describe that is very involved in making it. For example,, do not make a career out of it,,.

5. Stability for a job.

Career success has been perceived (Greenhaus J.H., Callanan GA, 2010, p.26):

- from the traditional perspective:

- in objective terms: salary, number of promotions and other achievements or tangible items,

- in subjective terms: according to individual perception of satisfaction and fulfillment at work and career progression,

- from the perspective borderless career:

- in objective terms: increasing need to use their guidance, personal growth, lifelong learning,

- in subjective terms: challenge, security, social relations, leisure, prestige and power.

3. Responsibility for career planning

Career planning has a special importance both for individuals and for the organization. A realistic career plan makes the individual look for opportunities in relation to their possibilities, and he/she will be more motivated and more likely to be satisfied much higher (Deaconu A. et al., 2004). The term of career planning and career management depends very much by who are determined, so the question is on perspective analysis, individual or organizational (Baruch Y., 2004, p.2). Career planning, in the new KE, is a process by which individuals acquire information about themselves (Knowledge, values, personality, preferences, interests, abilities), about employment opportunities, formulate goals and develop a plan to achieve objectives (Schreuder D., Coetze M., 2007, p.59). In terms of organization, career planning can reduce the costs of staff turnover. If the organization helps its employees develop career plans, these plans will be closely linked to its needs, and employees will be more loyal. Career management is one aspect of life, which is under its control. Career management has changed over time, mainly due to the economic environment changes (Yarnall J., 2008). Career is not only linked to one organization, but more because the movement of the employees between organizations is no longer a problem - having a flat hierarchical structure, they offer limited opportunities for promotion. Many careers are less predictable or less planned (Jackson T., 2000, p.13).

The decision to have a career requires some effort. Studies have shown that individuals who receive support from family and friends feel more confident and able to progress in their development. Also, organizations must be willing to share information with their employees, to make resources available to support employees in an

attempt to manage career change (Greenhaus J.H., Callanan G.A., 2010, p.49). Careers can be planned and pursued consistently and can be an individual or organization. These two perspectives have arisen because the organization and individuals have different objectives and different motivations on career management (Koster M., 2007). Success and career development planning requires action from organization and its managers and the employee himself (Deaconu A. et al., 2004). Auto-analysis, the other persons analysis or organizational analysis are the first steps in having a success career (Ojie-Ahamioje G., 2008).

a) Organization' and manager' responsibility

The organization is responsible primarily for developing and communicating career options within it. It should inform employees about possible steps (sequence positions) in their careers within the company. In general, the human resources department is responsible for communicating any changes in job structure, and verify the managers and their employees perceive the interrelations between different stages of their careers. In conclusion, the organization must provide all required environmental conditions and to create career development of their employees (Deaconu A. et al., 2004). HRD focuses on education, training, learning and development opportunities and is aimed to improve individual, team and organizational performance and implies growth and new knowledge (Ciulu R., 2011, p.657).

Organization may have several sources of information to assess employees. Traditionally, the most used sources derived from the performance evaluation, analyzed earlier in this chapter. Responsibility for this assessment is normally, human resources and the hierarchical superior

of the employee evaluated. Super mention that organizations should provide employees the opportunity to use their talents and gain satisfaction because job they hold. All this adds that organizations do not try to fully understand technical skills will be better able to compete on future skills mix should hold it to achieve its objectives (Yornall J., 2008, p.384). Mayo (1991) defined career management from an organizational point of view that the design and implementation of organizational processes that facilitate individual career planning and management in a manner that will benefit both sides, and organizational needs, and preferences of individuals, (Koster M., 2007, p.8). A linear career type is characterized by rapid horizontal movements made in the hierarchy of the organization. A career lies mainly individuals, if it is planned and managed by the organization for individuals. Thus, the organization may have its control career planning and management (Baruch Y., 2004, p 3).

The main directions in which organizations can manage and develop the careers of employees to contribute to organizational efficiency and effectiveness are (Silvas A., 2009):

- Regular assessment of staff performance;
- Facilitation skills, broaden and enrich knowledge workers (through training, rotation, enlargement and job enrichment);
- Identify future organizational needs of staff;
- Identify every employee knowledge, skills and personal interests;
- Implement career plans, these plans must integrate individual preferences and strengths with career alternatives;
- Provide information on vacancies occurring in the organization and promotion prospects;

- Creating an organizational climate that facilitates open communication with employees;

- Counseling is not about giving advice, to express opinions, to pity, or to give practical help. This involves advising an employee to decide whether or not to take early retirement, or to decide what career may follow according to their expertise, qualifications and skills held (Martin M., Jackson T., 2008, p.346). Advising employee career development is achieved by hierarchical head by a human resources specialist, or both.

In general, it is preferable that the hierarchical chief this activity because it has practical experience and is in a position that allows him to make realistic assessments about the opportunities offered by the organization. Careers are made within organizations. They provide a way of channeling people to areas they need to fulfill their functions. In this sense, can be used several means of communication: display (and announcement) vacancies is an activity that can help employees to choose, clarify opportunities for advancement within the organization can also help to as well as employee involvement in determining future human resource plans. Taken together, the successful individual careers helping organizations successfully create and shape the economic prospects of nations. In recent years, however, organizations have changed, which caused changes in terms of career (Deaconu A. et al., 2004). Organization offers a career advancement by offering employee vacancies from within, as the most important motivator. Morale and attitude of people in a company can maintain or destroy a company reference (Pell A.R., 2008, p.175).

b) Employees' responsibility to plan and develop their careers- „Protean career”

Career planning is not an individual thing to do on behalf of

another person. Initiative, efforts must come from the employee, because only he knows his limits and knows what she wants to achieve in his career. Therefore, the primary responsibility for employee career planning is even (Silvas A., 2009). However, experience has shown that without encouragement or direction of the organization, the individual manages difficult to plan and develop their careers (Radu E. et al., 2003). Owning management skills, adapting to the environment, networking, setting clear and realistic goals and take risks, makes a person able to determine the correct work. Ability to have social intelligence, environmental, and effective political one, cause how a person can climb the social ladder (Ojie-Ahamioje G., 2008). Greenhaus and Callanan (1994) defined career management in terms of individual as being a problem-solving process, which are collected on the self and the environment, setting objectives, strategies regarding career development and feed-'s back to be received,. This problem not only helps individuals to determine their career direction, but also to make decisions on the various stages of their careers (Koster M., 2007, p.8). Individual career, or external, is made the individual steps along its development and are visible in his resume (Schreuder D., Coetze M., 2007).

In the XXI century, the perspective changed career, appearing a new career, which consists of a series of learning cycles during multidirectional career (Baruch Y., 2004). Careers have become multidirectional due borderless organizations, restructuring and constantly changing global environment. Baruch Y. (2004) as a process of career development of employees due to experiences, knowledge and skills gained, roles, positions held in several organizations. Organizations are changing, becoming virtual, flexible, flattened and employs freelancers and

pits them as processes of lifelong learning (Schreuder D., Coetze M., 2007, p.57). Hall D.T. (1976, 2002) first mentioned the term "Protean Career", which is managed by the individual and not their professional organization. Greek god Proteus as they change shape due to his own desire, as the term was characterized by its own management, flexibility, adaptability, versatility and initiative to achieve their own success (Greenhaus J.H. et al, 2010, p.24). A career of "Protean type" (subjective) is seen as a development that prepares individual and organization and is based rather on attitudes, needs, values, and perceptions (Schreuder D., Coetze M., 2007, p.58) .

Career is a subjective concept and is consisting in (Cascio W.F., 2003, p.373):.

1. Determination of skills and talents,
2. Determining the main competencies,
3. Determine the reasons and needs required to develop a career.

Success or failure of a career is better assessed by the person concerned, but other parts, such as researchers, employers, spouses, family or friends. This is due to two reasons (Hall D.T., 2002, p.11):

- For pragmatic reasons, stating that there are no criteria for assessing career
- Reasons that the normative-ethical and internal control, it would be inappropriate as a career a person to be evaluated by another person.

Mirvis and Hall (1995) adds that, according to a "Protean" career, the contract is concluded between individuals themselves and the work that they do (Schreuder D., Coetze M., 2007).

A main feature of the "Protean" career is that the individual can not be identified with any organization and is not connected in any way or by any

organization (Brown S.D., Lent R.W., 2005, p.510).

Hall and his colleagues have developed a „Protean” assessment scale career attitudes and they analyzed the implications for individuals and for organizations.

Such a career is (Florea N.V., 2013, p.166):

- an own responsibility for individuals which are responsible for their career management and making decisions regarding their career,
- centred on value, and individuals are making decisions to obtain more value and achieve their targets.

Moreover, by personal values and objectives as protean career "individuals trying to obtain and gain more free time and a personal life that does not depend entirely on life (Greenhaus J.H., Callanan G.A., 2010, p.25).

This type of career is closely linked to career without borders. The two concepts are similar, but separate and unique. The similarity is that both are in opposition to the traditional career.

The differences are:

- a "Protean" career has orientation, attitude and a different approach structuring,
- a career „without border" involves crossing borders behaviors that employees have.

According to the individualistic model of Greenhaus career is a personal phenomenon.

4. Research methodology

Sample size: The analysis was made on 12 HR specialists from HR Department of Otellnox Targoviste, from Dambovita County. The analysis is more a qualitative research due to the sample size which is small and may be unrepresentative for other studies. OTELINOX is the only producer of stainless steel sheet and strip, cold rolled from Romania and Eastern Europe.

Hypothesis

H0- organization is involved in career development in order to obtain performance.

H1- organization' is involved in developing skills, knowledge, abilities, attitudes and behaviors to increase the employee motivation, retaining, self identification with the organization and the individual performance which will conduct implicitly to organizational performance.

H2- HR is perceived as a strategic resource which if it is developed will conduct organization to obtain competitive advantage.

Objectives:

O1. To show that the analyzed organization is directly involved in its employees' career management,

O2. To show that this organization is involved in managing employees career by developing their skills, knowledge, abilities, attitudes and behaviors in order to obtain performance,

O3. To show that, if the organization want to find out in advance what changes will take place in the economic environment, it will be able to face the changes of the corporate structure and will be able to overcome the obstacles, with the right and a solid stock of knowledge.

Tool for collection of data: Questionnaire method.

The questionnaires contained 22 questions:

- 3 questions about: the number of employees on different categories (840 employees in 2013; from them 235 being women and 605 men, and 250 office specialists and 590 workers), the positions and the experience held by HR specialists (1 HR manager, 11 HR specialists; 1 is from the group of 5-10 years of experience in HR domain, 5 from 10-15 years, and 6 from the group of HR experience >15 years),

- and the other 19 were: 8 open questions, 9 closed questions and 2 mixed questions.

Tools for analysis: weighted average method and semantic differentiation.

Analysis and data interpretation

Q1- Your organization has a clear strategy about career development of HR?

All the specialists from the HR department has been responding that the organization is at beginning in developing such a process, but it has a clear strategy regarding the career development of employees.

Q2- The policy of career development/training is implemented according the established policy, and it is transmitted to all the employees?

At this question, the HR specialists have responded that the organizations has a well planned career development policy, which is communicated to all the employees.

Basically, training is an important vector of career development that the company uses according to very strict

standards. Another important aspect, which is a further step to achieve the goal of efficiently managing employees career, is preparation and observance of procedures to promote a higher level, applicable to workers of both production facilities and office specialists. This document is confidential and is known only by employees of the company and is being forbidden to publish its provisions.

Q3- Your organization is involved in developing career plans for employees? Which are the reasons?

HR specialists responded that the organization is implied in developing the career plans of its employees, by offering different training programs at the organization level and outside the organization, according to a well established directions and plan of the department heads, along with HR specialists. So, the promotion proposals are made by the HR Department and approved by the CEO, after being reviewed by a committee, being supported by real reasons.

Table 1

Reasons the organization is offering career development programs

Reasons the organization is implied in offering a career planning	1	2	3	4	5
Increase motivation				1	11
Retain best employees				1	11
HR is considered strategic partner				2	10
Better employees will bring better results					12
Better employee will have less errors and gap performance				1	11
Better employees will have lower absenteeism			1	2	9
Individuals will identify themselves with the organizations			2	4	6
Involvement in work teams			3	4	5

Using the scale of semantic differentiation, we will calculate the appreciation averages.

As we may see, the greater score is obtained by the criterion „Better employees will bring better results”,

then by Increase motivation, Retain best employees, and Better employee will have less errors and gap performance, on the third place is HR is considered strategic partner, then Better employees will have lower absenteeism, Individuals

which are identifying themselves with the organization, and the lower score is obtained by involvement of employees to work in teams.

$$Sm = \frac{1 \times 4 + 11 \times 5}{12} = 4,92$$

$$Sr = \frac{1 \times 4 + 11 \times 5}{12} = 4,92$$

$$Spr = \frac{2 \times 4 + 10 \times 5}{12} = 4,83$$

$$Sbr = \frac{12 \times 5}{12} = 5$$

$$Segp = \frac{1 \times 4 + 11 \times 5}{12} = 4,92$$

$$Sia = \frac{1 \times 3 + 2 \times 4 + 9 \times 5}{12} = 4,67$$

$$Stwo = \frac{2 \times 3 + 4 \times 4 + 6 \times 5}{12} = 4,3$$

$$Stwt = \frac{3 \times 3 + 4 \times 4 + 5 \times 5}{12} = 4,17$$

The HR specialists say that a better employee, with more knowledge, skills, experience and abilities will be perceived as a valuable and rare resource, which will bring performance for organization. The organization if will invest in its career development will stay more with the organization, will be motivated to do better its tasks and will have less errors and gap performance and lower level of absenteeism. Q4- How many hours of training have being realized by the organization in the last three years, to ease the career development of the employees?

Table 2

Number of hours of training made by employees in 2011-2013

Year	Nb. of hours of training/year	of which	
		Nb. of hours of internal training	Nb. of hours of external training
2011	22.459	15.287	7.172
2012	38.470	8.672	29.798
2013	20.279	16.124	4.155

In the above table we can see that the number of hours of training varies from year to year, depending on the training requirements found after

periodic evaluations of employees or on the management decisions regarding human resource planning and future needs.

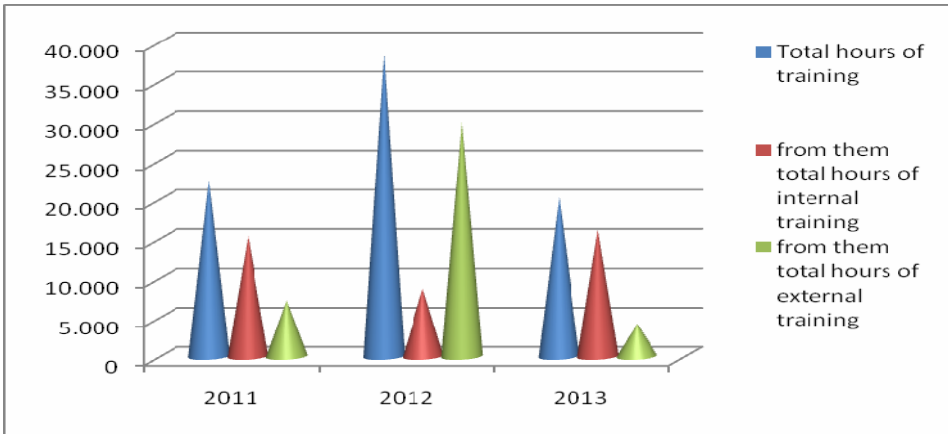


Figure 1 The representation of hours of training/year/category

In 2012, were performed the most training hours on total, and hours of external training. The many hours of internal training took place in 2013, due to the global economic crisis.

Q5- Training is realized more externally or internally? Who is keeping those clases of training to ease career development?

The most courses are organized with trainers selected from within the organization, following evaluations have demonstrated competence in this area. These trainings attended by the majority of employees are on general topics such as: communication, English language, time management, various topics of the Code of Conduct. The duration of the stream is also reduced (from one hour to several days).

External courses have a longer aspect reflected in the table above. In this type of courses, mostly employees participate of audit courses, accounting, human resources, law, manufacturing, and others.

Q6- What topics were discussed in the internal training programs?

Internal training courses conducted by trainers from within the company (employees form the organization who have an extensive experience in the field and who have skills trainer) were:

- Professional theme in cutting production,

- Training on Six Sigma quality standard,

- Health and safety at work,

- English language courses,

- General courses (communication, leadership, contract negotiation, etc.).

Q7- What courses are presented by external trainers?

The courses presented by external trainers are:

- Courses of authorization required by law (electrical, gas, auto) ,

- Training for work security and for auditors in certain areas ,

- Training/licensing ISCIR: crane, fork-lift, boiler operators, chemical operators ,

- Workshops on legislative changes.

Q8- Which is the role played by the employee development in organization in obtaining performance?

All the specialists has responded that developing employee career has a decisive role in obtaining performance, that is why the organization is implied in sending employees to training.

Q9- On a 5 points scale (where 1- the less important and 5- the most important) note the importance of training objectives and career development.

Table 3

Objectives of career planning

Planning career objectives	1	2	3	4	5
Satisfaction of HR	0	0	2	3	7
Offer actual information on employees potential	0	0	4	7	1
Identifying the performant employee and their motivation	0	1	2	4	5
Make a DB for planning carerr process	0	0	0	4	8
Developing a promotion plan for performant employees	0	0	0	2	10
Developing a positive image inside and outside the organization	0	0	0	0	12

Using the scale of semantic differentiation, we will calculate the appreciation averages.

For each objective of career planning (Socp) we obtain the next averages of appreciation:

$$Socp1 = \frac{2 \times 3 + 3 \times 4 + 7 \times 5}{12} = 4,416$$

$$Socp2 = \frac{4 \times 3 + 7 \times 4 + 1 \times 5}{12} = 3,75$$

$$Socp3 = \frac{1 \times 2 + 2 \times 3 + 4 \times 4 + 5 \times 5}{12} = 4,08$$

$$Socp4 = \frac{4 \times 4 + 8 \times 5}{12} = 4,66$$

$$Socp5 = \frac{2 \times 4 + 10 \times 5}{12} = 4,83$$

$$Socp6 = \frac{12 \times 5}{12} = 5,0$$

After calculating the appreciation averaging, we see that the greatest scores have developing a positive image inside and outside the organization inside and outside the organization (Socp6=5), Developing a promotion plan for performing employees (Socp5=4,83), Make a database for planning career process (Socp4=4,66), and Satisfaction of HR (Socp1=4,416).

Q10- What analysis tools the organization use for the need of career development? (1- for the less tool used and 5-for the most tool used).

Table 4

Instruments for analysing the need for developing career

Analysis tools for the need if career development	1 5	2	3	4
1.interviews for career guidance / selection of employees for promotion	x			
2.tests: of personality, skills, expertise, analytical skills	x			
3.CPI personality inventory	x			
4.analysis of balance tasks / skills	x			
5.questionnaires/surveys or proposals of managers	x			
6. formal / informal discussions				x
7. job descriptions of employees	x			
8.i Marketing statistics			x	
9. business plans or successions	x			
10. analysis: evaluation sheets, SWOT analysis, micropolitical map , statistical indicators alert			x	

As we can see the analyzed organization predominantly uses in analysing the need for developing career, the next instruments of evaluation:

1. the interviews, the tests, balance analysis tasks / skills, the questionnaires, the job description content,

2. the formal/informal discussions,

3. marketing statistics and evaluation reports.

Q11- Specify what indicators the organization use to analyze the real training needs, using a 3 points scale, where 1 - the indicator is not used at all, and 3- the indicator is used continuously).

Table 5

Indicators used to analyze the need for training

Used indicators	1	2	3
high rate fluctuation of HR		x	
increased volume of material loss			x
increased waste and errors			x
increased number of complaints from customers			x
failure tasks / objectives			x
the increased nb. of accidents			x
low productivity			x
increased nb. of interruptions caused by technical defaults		x	
increased amount of waste		x	
increased nb. of penalties and absence			x

As we can see the organization uses different indicators which show the real needs for developing career and the need for training.

Q12- What training programs are offered by your organization for career development? (1-for the less used program and 5- for the most used program).

Table 6

Internal and external training programs used by the organization

Programme de training	1	2	3	4	5
a) Training programs off-the-job					
1.instructions by lectures					x
2.modelling or simulation			x		
3. panel discussions and group exercises				x	
4.workshops					x
5.online courses			x		
6. observation technique				x	
7.focus-group			x		
8. role play and team building			x		
b) Training programs on-the-job					
1. quality circles				x	
2.apprenticeship				x	
3.demonstration					x
4.job rotation					x
5.coaching/e-coaching				x	
6.mentoring/e-mentoring			x		
7.seminars and conferences				x	
8. full-stages programs				x	

The most used programs in the outside category are the training programs through lectures, workshops, groups exercises, and the observed interaction technique. From the inside category, the organization uses the following training programs:

demonstration, job rotation, quality circles, apprenticeship, coaching, the seminars and the full-time internships.

Q13-. *How is made a career session for employees off-the-job, using a 5 points scale?*

Table 7

Criteria used to choose development programs

Choosing a training program	1	2	3	4	5
Costs	0	0	0	0	12
Time	0	0	0	5	7
Distance between the organization and the training provider	0	0	2	4	6
The trainer experience, qualifications, presentation methodes, communication qualities,, interactivity	0	0	0	0	12
The cours: novelty, clarity, practical examples	0	0	0	0	12

As we can see, the career developing programs are chosen after the next criterion:

$$Sco = \frac{12 \times 5}{12} = 5$$

$$Sta = \frac{5 \times 4 + 7 \times 5}{12} = 4,58$$

$$Sdft = \frac{2 \times 3 + 4 \times 4 + 6 \times 5}{12} = 4,33$$

$$Sat = \frac{12 \times 5}{12} = 5$$

$$Sca = \frac{12 \times 5}{12} = 5$$

The most important criterion of choosing a training program are 1. the cost, the trainer skills, and the novelty of the course; 2. The allocated time for the training program, and 3. The distance between the organization and the institution who offer the training program.

Q14- *Which are the criteria according to that the employees make an evolution in their career development?*

For advancing each hierarchical level are set a specific criteria, most referring to:

- Age of the company,
- Qualifications obtained from periodic evaluations of the past three years,
- Unexcused absences last year,
- Penalties received
- Education,
- Knowledge of English.

In some cases, longer allow exceptions to established criteria, but they must be accompanied by arguments. In addition, do not allow advancement over more than one hierarchical level. Implementation of such a system is the reason why many employees working for many years in this business, some from the polling

station worker production and reaching far, to management.

Q15- How are made the ways of promotion in your organization?

- vertical- modifying the hierachical level,
- horizontal- changing the activity domain,
- diagonal- changing both the activity domain and hierarchical level.

□ centripet- changing the branch for parent company

According to discussions with specialists and the HR manager, all the means of career development are used in the organization, but the most used is the vertical promotion.

Q16- Choose on 5 points scale the importance of roles played by trainers in developing employees careers.

Table 8

The roles of trainers played in developing careers

Roles	1	2	3	4	5
facilitators of learning	0	0	0	6	6
guides,experts	0	0	3	8	1
Knowledge providers	0	0	0	10	2
insertion training policy in the general policy of the organization	0	0	0	2	10
coordinator of intellectual management	0	0	4	5	3
planner of developing careers	0	0	0	3	9
observer and analist of developing needs	0	0	0	0	12

According to discussions with specialists and the HR manager, the specialists may have an important role in the career developing of employees.

The most important roles, that they think they can have it are:

$$S_{ft} = \frac{6 \times 4 + 6 \times 5}{12} = 4,5$$

$$S_{gce} = \frac{3 \times 3 + 8 \times 4 + 1 \times 5}{12} = 3,83$$

$$S_{pc} = \frac{10 \times 4 + 2 \times 5}{12} = 5$$

$$S_{tpfp} = \frac{2 \times 4 + 10 \times 5}{12} = 4,83$$

$$S_{cp} = \frac{4 \times 3 + 5 \times 4 + 3 \times 5}{12} = 3,516$$

$$S_{ppp} = \frac{3 \times 4 + 9 \times 5}{12} = 4,75$$

$$S_{oan} = \frac{12 \times 5}{12} = 5$$

The first criterion are 1). the providers of knowledge and an observer and analyst training needs 2). insertion training policy in the general policy of the organization, and 3). the design, planning training programs.

Q17- Mention on a 5 points scale the importance of reasons for which the organization use and implement a development of employee career.

Table 9

The reasons of developing the employees' careers

Reasons	1	2	3	4	5
Introduction of new technologies (int)	0	0	0	0	12
gaps in achieving performance (cop)	0	0	2	1	9
occurrence of internal / external changes (asie)	0	0	0	3	9
Market change (sp)	0	0	0	2	10
Legislation change (sl)	0	0	1	1	10
Developing new products (dnp)	0	0	0	0	12
Fluctuation of HR (fru)	0	2	3	4	3
Low productivity (ws)	0	0	0	10	2
increased number of scrap (r)	0	0	0	3	9
Low morale of employees (ms)	0	0	0	2	10

$$S_{int} = \frac{12 \times 5}{12} = 5$$

$$S_{cop} = \frac{2 \times 3 + 1 \times 4 + 9 \times 5}{12} = 4,58$$

$$S_{asie} = \frac{3 \times 4 + 9 \times 5}{12} = 4,75$$

$$S_{sp} = \frac{2 \times 4 + 10 \times 5}{12} = 4,83$$

$$S_{sl} = \frac{1 \times 3 + 1 \times 4 + 10 \times 5}{12} = 4,75$$

$$S_{dnp} = \frac{12 \times 5}{12} = 5$$

$$S_{fru} = \frac{2 \times 2 + 3 \times 3 + 4 \times 4 + 12 \times 5}{12} = 3,66$$

$$S_{ws} = \frac{10 \times 4 + 2 \times 5}{12} = 4,16$$

$$S_r = \frac{3 \times 4 + 9 \times 5}{12} = 4,75$$

$$S_{ms} = \frac{2 \times 4 + 10 \times 5}{12} = 4,83$$

As we can see, the most important reasons that the organization appeals to the training programs are: 1. introduction of new technology and new product development 2. changing market and low morale of employees, and 3. appearance changes internal / external,

changing legislation, and increased number of rejects.

Q18- What objectives are attained by career development program that you offer?

The specialist responded that all the three objectives has the same importance, though the achievement of performance standards for each job, improving the quality of labor relations, and increase employee motivation is important to achieve the objectives for developing career. They also added other reasons, such as: improving their image on the labour market, offering stability, fidelity, and commitment for the employees, and attracting the best candidates in the organization, by using a strong brand.

Q19- Is important the evaluation of new knowledge accumulated by the employees after completion of a training course? But the course content of trainers and novelty?

The training is regularly evaluated aiming at in terms of the tests at the end of the course, the lecturers and the practical and theoretical content of the course, but also in terms of professional performance of employees in the period after participation in the program training.

5. Proposals

Besides the reasons that we have listed above, we propose some ways which may lead to efficiency, developing employee career and improving the quality of this process in organizations.

Improving career evaluation

Career evaluation involves the collection and analysis of information about the environment and the employees, on career management process. People should be informed in order to know better the values, skills, opportunities and obstacles that are in the environment. The more will be informed, the people will know the various facets of themselves and work environment. Information about employees themselves consists in exploring their interests, their talents (strengths and weaknesses), or their values (job challenge, autonomy, security, salary, working conditions, power of influence). Environmental information involves exploring the types of occupations, the industry, skills, positions, organizations and the importance of family in decisions regarding his career.

Being informed, individuals can set goals and develop their career management strategy. A well informed person can establish relevant goals, regarding career and establish effective career management strategies. Career assessment that influence a person to monitor the career is adaptive function of feed-back career management.

Improving communication and feedback in career evaluation process

Career assessment can affect (Greenhaus J.H., Callanan G.A., 2010, p.56):

1. Feed-back- can come from different people from diverse backgrounds: work or personal. For example, a training program may inform the employee how close it is from achieving objectives, and a period of time spent with the manager may reveal

a relationship with that, and the different qualities or values he possesses or goals might change.

2. Behavior- following an assessment of performance, the individual can achieve performance if they follow a training program. In this case, the objectives remain, but the career management strategy can be can changed.

In short, career assessment could result in a continuous feedback that perpetuates career exploration and career management cycle. Feedback is therefore necessary to learn, to develop, to perform and to correct certain mechanisms.

6. Conclusions

Despite automation, productivity-enhancing technology, organizational or work restructuring (Bocean C.G., 2013, p.255), some organizations are implied in developing their employees careers.

As we may see, our analysed organization is implied in developing employees careers, it has a performing procedure of developing careers, the procedures regarding the career development are known by all the employees (H0 been fulfilled). All the employees are benefit training programs according with the annual planning, in order to increase motivation, retaining the best employees (H1 been fulfilled) in order to improve individual and organization performance, to cope with changing environment, with new legislation, new product development, with new technologies appearance, and to diminish the waste, and obtain competitive advantage (H2 been fulfilled).

In the new Knowledge Economy, the analyzed organization is aware of the importance of knowledge and employees development, because, it knows that the HR is a strategic partner who bring competitive advantage, a positive image, sustain a strong brand,

and satisfy the financial and the social stakeholders, and of the general public. needs of the employees, of the

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