

Analysis of Factors Motivating the Managers' Career

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The present article analyzes what factors determine managers' strive for career, making an assumption that a possibility for career has to be provided for the most initiative and qualified employees, a possibility which at the same time would be a motivating factor itself. Only motivated employees who have possibilities to realize their goals and expectations in organization can successfully strive for results in organization performance.

Analysis of managers' career expectations is relevant when considering today's condition in Lithuania, for many qualified employees, possessing both knowledge and working experience but seeing no perspective in their current job or position, leave their workplaces and search for jobs abroad. Such analyses are useful in order to hold qualified professionals in the Lithuanian market, irrespective of the fact if they work in managing position or not, for if an organization lacks professional managers capable to recruit a united team, it will lack good employees and activities of such an organization will be doomed to failure.

This article analyzes environmental factors determine managers' motivation to seek for a career in Lithuanian organizations.

Continuous changes taking place necessitate a new approach to the role of managers in an organization, and an assessment of their professional and career related expectations. In order to achieve successes in organization activity, involvement of employees and managers in their career planning must be evaluated anew, by integrating their personal and organizational interests. Growing requirements for managers suggest paying greater attention to implementation of their career possibilities in organization. For only motivated employees, having possibilities to implement their goals and expectation within the organization can develop activity of that organization effectively.

Analysis of business enterprises has revealed that more than 30 % of surveyed managers are not satisfied with their current position. The most common reasons, next to hard work and small salaries, are the following: the job does not tally with their speciality, there is lack for professional improvement, and a job lacks creativity.

When inducing managers to pursue career, a very important role is played by possibilities to improve one's qualification. Irrespective of age, one of the obstacles to career is insufficient education: 42.79 % of participants, mainly being managers of medium and lower chains, referred to this reason. Another reason of unwillingness for career is the fact that a person is satisfied with the current job or salary: 45.95 % of participants, most of

them having greater experience in the enterprise. 53.8% of the participants have the possibility to seek career, and it is more desirable for persons giving smaller working experience. All the age groups value the career possibilities and the reasons thereof in a quite similar way, the intentions to change jobs, however, differ greatly ($\chi^2=38.078$, $p=0.003$: such intentions are more common to persons with small working experience. Reasons of those intentions vary as well: managers of small enterprises most often named insufficient salary and wearisome working conditions, while one of the most relevant reasons in large enterprises is inadequate ranking of employees.

Keywords: personnel management, career, managers, and requirements for managers.

Introduction

People are the main factor that determines organization performance and this is already beyond any discussion. Most authors (Taylor, 2005; Fayol 2005; Maslow, Herzberg, McClelland 1998, Lawler and other) analyzed factors that motivate employees for work in organization, in this way providing recommendations to managers about specific effective instruments to increase motivation. Boyatzis and McKee (2006), Goleman, Boyatzis and McKee (2007), Covey's (2007) ideas about career motivation means for employees and also managers are especially popular now. Challenges approached by the managers who seek for career and instruments that can help them to find solutions in career development are being analyzed in Biolos, Brown, Sonders and other authors' articles (Managing Yourself for the Career You Want, 2006). Issues of employees and managers career are also discussed in works of Lithuanian authors (Sakalas, 1998, 2007; Bakanauskienė, 1998; Kumpikaitė, 2007 and other), who analyze personnel management problems.

Of course, the same motivation methods applied to both managers and employees positively influence their motivation, however, managers suffer bigger tension than employees – they not only have to undertake measures to motivate others, but also to motivate themselves for the work respectively, because the success of their own work and also of the work of employees in organization depends on manager's initiative, activeness and positive disposition. Manager's influence on other members of organization depends on his/her attitudes, management, therefore in this case, inner motivation of a manager, his/her expectations trying to achieve productive work of organization are especially important. Analysis of managerial career expectations is currently on urgent issue

in Lithuania, because many qualified employees having knowledge and work experience, which do not see their future in particular organization or in position they hold, quit former workplaces, institutions and leave for work abroad. Such surveys could be helpful when trying to keep qualified, professional employees in Lithuanian labour market, notwithstanding whether they work in a position of a manager or not, as having not enough professional managers, who can consolidate a united team in organization, there won't be good employees as well, and consequently organization performance will fail.

This article aims at disclosing what factors motivate managers to get engaged into dynamic activity, to seek for career.

The present article analyzes the following **problem**: environmental factors determine managers' motivation to seek for a career in Lithuanian organizations.

Objective: to generalize factors motivating career of managers in organization.

Goals: to analyze what motivates managers to seek for a career and for what kind of reasons they abandon career ambitions, to single out reasons that prevent from career seeking, to find out how many managers are not satisfied with the position they held and what are the reasons for such dissatisfaction.

Methods: analysis and synthesis of scientific literature, questionnaire survey, and logical conclusions.

Requirements for managers

The importance of qualities necessary for a manager, which are relevant in seeking for career can vary as a result of reaction to changes in environment and changing needs of organization. The authors defining traditional and modern requirements for managers' work (Byham, Smith, Paese, 2002, Chowdhury, 2002; Drucker, 2004) emphasize that today managers have to be able to work in continuously changing environment, to think more globally, to manage more personnel having less time for that, to inspire and support their employees and at the same time not diminish their responsibility for results of work, to constantly seek for possibilities to apply innovations in organization performance and to encourage their employees to do the same, to adjust to cultural differences and use them as an advantage for further development of organization possibilities, to be able to employ different management styles. All the above-mentioned tasks make rather significant difference between today's and the last century manager performance (Table 1). The activities of modern manager presented in the Table below in fact indicate what kind of requirements are raised for a manager, how he/she needs to behave and manage. New requirements for managers, in less details but virtually in analogous manner and more systematically are defined by Chowdhury (2002). He emphasizes the main groups of new requirements for managers (Chowdhury, 2002) as follows: management culture, values and manager's behaviour are becoming important; managers are forced to find new ways for performance of competitive tasks, to develop strategies, to create new business models and implement innovations. Manager, who aims at good managing and proper performing of his/her duties, has to

put conscious efforts to change or modify his/her way of thinking, to develop and foster personal and professional qualities in order to ensure the welfare of his/her organization and its people.

Table 1

Comparison of traditional and modern performance of a manager

Traditional manager of the last century	Modern manager
Made all important decisions in organization, solved all problems arising in managed team by taking role of an expert. Controlled work process, undertook all responsibility for work results of his/her group. Answered all possible questions, acted as an expert. Created rules. Appreciated consensus and united opinion. Tried to avoid conflicts when possible. As a rule reacted to one or other type of events, resisted to changes. Focused main attention on work tasks, production and technical skills. Employed linear and analytical style of thinking. Tried to gather specialized, functional practice and knowledge. Was interested only in matters belonging to his/her competence. Was a shrewd competitor. Acted only within the limits of his/her own country. Considered personnel as replaceable resource of organization. Gave priority to the needs of organization as comparing to the needs of its people. Avoided risk. Style of thinking was functional, short-term oriented.	Shares responsibility with other members of the group. Helps employees to solve problems. Encourages self-management of employees. Rises important questions; ensures communication between employees and respective specialists. Clearly formulates future vision and objectives of his/her group, which consolidates employees and essential values of organization. Appreciates the ability and ambition of peoples to speak out expressing different opinions. Considers conflicts as an opportunity to achieve synergy and enrich decision making process. Acts actively: initiates changes himself/herself. Takes them as important element for the existence of organization. Focuses the main attention on both work process and people. Thinks globally. Tries to become an expert in various fields and to familiarize with different cultures. Is interested in all issues of organization performance, strives for becoming a reliable partner for other groups and subdivisions of organization. Also a shrewd competitor, but often is forced to seek for partnership with other competitors and sellers. Has to be able to act on international level. Considers personnel as the most valuable asset of the organization, because he/she understands that it's hard to replace a good employee with another one. Tries to combine the needs of organizations with the needs of its personnel. Is ready to take risk. Style of thinking is systematic, long-term oriented.

Source: Byham W.C. Smith A.B., Paese M.J. *Grow your own Leaders. How to Identify, Develop, and Retain Leadership Talent* // New Jersey: Prentice Hall. 2002.

In order to generate the changes ensuring effectiveness of organization performance, efficient managers acting as catalysts initiating the processes of changes are necessary. Today, this role of a manager is one of the most important to organization.

Managers' career planning

Today's changes, in turn, put more strict requirements for managers. Career in this case is perceived as the development of all positions held by a person through all his/her life (Robins, Koutler, 2002). In order to hold some of positions you need to have certain functional or technical preparation. For performance of other functions, a company systematically hires employees with narrow specialization. Most often, promotion possibilities in enterprises occur as a result of altered job descriptions in various categories of jobs. And that, in turn, shows

stiffened attitudes towards one or other position, confusion in objectives (Drucker, 2003).

Career planning – is coordination of potential opportunities, skills and goals of a person with organization’s requirements, its strategy and development plans expressed by setting a program for professional and functional growth (Bazarova, 2001). A career plan - formalized document – shows what kind of path a specialist needs to go in order to achieve knowledge and skills required for successful performance in a particular position.

Career planning tools include: initial orientation and selection of profession, selection of organization and position, orientation of an employee in organization, evaluation and projection of perspectives, assessment of an employee upon employment, involvement into the staff, qualification improvement, evaluation of work results, assessment of inner motivation of an employee, proposals for career development, etc. The above mentioned tools are applied both by a personnel manager, an employee and also by his/her direct (linear) manager.

Upon starting professional activity most people expect to take a higher position, to perform more interesting, more responsible work after some time. In order to fulfil such expectations, an employee is determined to improve himself/herself, to educate oneself and to be useful for the organization. Subject to inner conditions of organization, the career may be perspective and sophisticated – the career line of an employee may be either very long or very short.

The same career line for different employees - depending on individual qualities of each employee and their individual motivation - may be both attractive for some, and boring for others, and that may determine the success of future performance. Employee’s satisfaction with offered career possibilities depends on his/her orientation determined by his/her expectations regarding professional activity (Table 2).

Table 2

Types of individual orientation in regard to professional activity

Individual’s orientation	Expectations associated with professional activity
Orientation towards safety	Employee is satisfied with his/her position in organization and seeks to maintain it.
Orientation towards recognition	Employee continuously develops his/her qualification and expects a possibility to make career in organization as an award.
Orientation towards initiative	Employee is interested in innovations, strives for changes in his/her work.
Orientation towards the use of abilities	Employee seeks for positions that allow to use his/her abilities to full extent.
Orientation towards preservation of individuality	Employee prefers positions that allow to work independent.

Source: Sakalas A. *Personalo vadyba (Personnel management)*. Vilnius: Margi raštai. 1998

Orientation is associated with factors which motivate managers to seek for career – the needs of individual at a certain stage of career depends on his/her orientation, - for one person the position he/she holds ensures social security and he/she is interested in maintaining it, for other the same position means only short period of his/her career in trying to achieve higher position.

Individual’s orientation is considered as one of the reasons that determine choice of managers to seek for

career. Surveys conducted in Great Britain, Germany, Italy, and France defined the following basic reasons for career seeking (Adler, 1997): outlook broadening, more interesting and responsible work, more independence and power, self realization possibility, etc. Reasons for unwillingness to seek for career (Adler, 1997) are as follows: geographical change of workplace, lack of professional interest, family circumstances and inadequate pay. Thom’s (Thom, Ritz, 2003) survey of civil servants in Switzerland revealed the following career obstacles: too little importance afforded for career, inferior possibilities to seek for career, possibilities for education and improve qualification improvement considered as poor ones. Thus, the issue of career development is being analyzed and remains an urgent problem not only in Lithuania but also abroad.

Every person plans his future taking into consideration his/her needs and social-economic situation. Naturally, he/she wants to know the development perspectives in certain job and possibilities to improve qualification as well as requirements to be fulfilled. Career possibilities should motivate employees stimulate them to improve qualification. Otherwise, work will be done only at half-strength and organization for such an employee is only a temporary stop until finding a more perspective job. The career objective is the reason why a person wants to do a particular work, hold respective position. The field of activity, particular work or position cannot be considered as a career objective. Changes in career objectives are influenced by age, personal qualities of an individual, changes in character, qualification growth.

Woodcock and Francis (1994) distinguish seven stages of individual’s professional activity relating them with employee’s age: training (up to 20 years old inclusive), involvement (from 20 years old), strive for success (from 20 to 30 years old), professionalism (from 30 to 40 years old), transformation of values (from 40 to 50 years old), mastership (until 60 years old) and retirement (from 60-65 years old).

In the course of entire professional activity period, an employee, future manager, experiences certain essential breakpoints. Upon starting work after graduation, a person encounters with a lot of unfamiliar tasks and may make quite gross mistakes. The most important thing for a young person is to become a part of organization and find his/her own place in collective. It’s necessary to get familiar with the new requirements in organization. This phase could be called the stage of quick training.

During the first years of work professional - qualification growth, individual development which could contradict with settled traditions is especially important to a young employee therefore he/she often has to act with stronger determination and courage.

Having gained experience and realizing requirements raised by the collective, and individual enters into a new stage - consolidation. Personal recognition has already been achieved, however, the necessity to develop skills further, striving to be recognized as the best and required employee remains. Orientation of values and importance of work is changing. Having passed this stage, managers already evaluate their achievements from different point of view.

Later, managers experience period of serious changes. At the stage from 40 to 50 years “transformation of values” is related to individual’s attitude towards the life values; and mastership and potential of a manager achieves the highest point. Person’s attention to significance of performed work at this stage increases. Having

successfully passed this stage, a manager achieves a great sense of freedom.

Afterwards, highly qualified managers focus their attention on education of other employees, ensure welfare of entire organization and patronize younger employees trying to increase the effectiveness of their work. At this stage of management mastership the main attention of managers is focused on development of others, not their performance.

During retirement period the possibilities of a manager to give consultations are still worth attention. Besides, during this period former managers gladly involve themselves into new activity (Drucker, 2004) that seems interesting to them but during the period of intense career they had no possibilities to spare enough time or attention to it.

Factors motivating career of Lithuanian managers

The striving of both managers and other employees of organization to seek for career in one organization depends on the fact whether they see career possibilities in this particular organization. Otherwise, employees prefer to change workplace. It is important to disclose factors motivating employees to seek for career in order to ensure successful employee career planning and development in organization as one of the personnel management activities. This information is useful in determining employee's career objectives, making career plans, involving all employees, not only managers, in career development process.

In order to determine what factors can impact the strive of managers to seek for their career, different level managers holding various managerial positions in Western Lithuania region (1087 respondents) were questioned during the period of 2004 – 2007.

The age of questioned respondents varied from 21 to 68 years old. Major part of respondents (54 %) has a diploma of higher education and 26 % - of further education. Total work experience is also very different – from 1 to 49 years. Work experience of respondents at the positions they held ranged from almost a year to 45 years, however more than 36 % of respondents had work experience not exceeding 10 years. The respondents work in different size companies – from several up to 3000 people, the major part work in companies having up to 100 people. Positions held also differ: 37.4 % of respondents are businessmen, 19.4 % - top managers, 22 % - medium-level managers and 21.2 % lower-level managers.

When asked whether managers are satisfied with the position they hold, 69.2 % of respondents answered positively. As the main reasons of dissatisfaction with their position the respondents indicated exhausting work, poor pay, work not by profession and lack of creativeness. The age also influences satisfaction with the held positions ($\chi^2=30.990$, $p=0.000$): elder people and those with larger total work experience are more satisfied with their positions. Naturally, people with higher education rarely think that the reason is insufficient education whereas fair number of people with intermediate education state that they are not suitable for management work. Attitudes towards professional career possibilities also differ ($\chi^2=15.966$, $p=0.003$), people with higher and higher non-

university education more often think about themselves as having such a possibility.

Table 3

Distribution of satisfaction with the held positions by age (%)

	Yes	No
To 25 years	49.25	50.75
26 - 30 years	56.2	43.48
31 - 35 years	52.8	47.22
36 - 40 years	72.06	27.94
41 - 45 years	76.62	23.38
46 - 50 years	75.38	24.62
51 - 55 years	75.31	24.69
Over 55 years	83.33	16.67

Reasons why respondents are dissatisfied with the positions they held distributed similarly in all age groups. The main reason of dissatisfaction is exhausting work. 55.4 % of respondents clearly understand their professional career possibilities in organization and 34.6 % admitted that they partly presume about such possibilities. It should be emphasized that elder managers more clearly understand their professional career possibilities.

Table 4

Do you understand your professional career possibilities? (%)

	Yes	No	Partly
To 25 years	50.75	5.97	43.28
26 - 30 years	54.35	0.00	45.65
31 - 35 years	47.22	5.56	47.22
36 - 40 years	47.06	10.29	42.65
41 - 45 years	72.73	7.79	19.48
46 - 50 years	50.77	24.62	24.62
51 - 55 years	53.09	8.64	38.27
Over 55 years	61.67	13.33	25.00

Only slightly more than half of all respondents, i.e. 50.8% would like to hold positions of higher level, these are mostly the younger respondents ($\chi^2=52.870$, $p=0.003$).

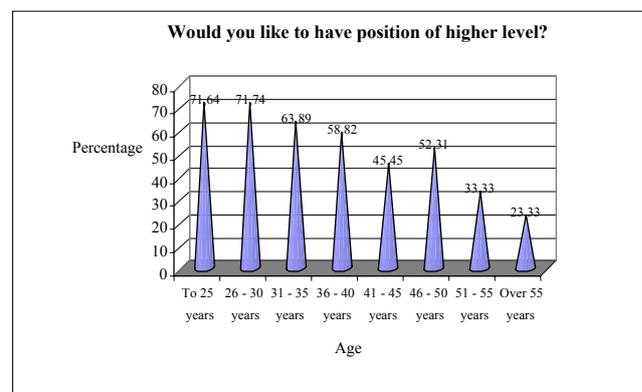


Diagram 1. Distribution of people who would like to hold positions of higher level by age group.

Professional career possibilities and the reasons of such possibilities are being evaluated quite similarly in all

age groups. 53.8 % of the respondents have the possibility to seek for professional career and the main reason that prevents them to do so is insufficient education, at least 42.79 % of respondents answered so, the major part being medium-level and lower-level managers, whereas top managers have many unspecified reasons (Tble 5).

Table 5

Reasons frustrating career possibilities (%)

	Insufficient education	Employee whose position I'd like to take over, has no intention to leave it	Candidates for higher work positions are chosen not by their work results and abilities	Women are rarely offered a position of higher level	Other reasons
Businessmen	38.30	5.21	4.89	7.45	44.15
Top managers	23.06	12.24	12.24	2.04	50.40
Medium-level managers	43.59	10.26	15.39	12.82	17.94
Lower-level managers	47.50	12.50	18.75	4.17	17.08

The total work experience has impact on satisfaction with the presently hold positions ($\chi^2=21.105$, $p=0.002$); those with larger work experience are more satisfied, however reasons are similar. Knowledge about professional career possibilities do not depend on total work experience (but strive for holding higher positions differ ($\chi^2=48.850$, $p=0.000$), those with less work experience strive for promotion more).

Table 6

Why do you intend to change workplace? (%)

Reasons	Work experience (in years)						
	To 5 years	6-10 years	11-15 years	16-20 years	21-25 years	26-30 years	Over 30 years
Hard and exhausting work	10.00	28.13	28.57	42.86	7.69	25.00	0.0
Poor pay	50.00	40.63	33.33	28.57	61.54	50.00	0.0
I'm not appreciated here	7.50	12.50	14.29	14.29	15.38	8.33	0.0
Bad relationships with management of enterprise	7.50	3.13	9.52	7.14	0.00	8.33	0.0
Workplace far away from home	5.00	0.00	4.76	0.00	0.00	0.00	0.0
Bad working conditions	2.50	0.00	0.00	0.00	0.00	8.33	0.0
Lack of professional improvement possibilities	15.00	9.38	9.52	0.00	7.69	0.00	0.0
Work not correspond qualification	2.50	3.13	0.00	0.00	7.69	0.00	0.0
Other reasons	0.00	3.13	0.00	7.14	0.00	0.00	0.0

Work experience does not change attitude towards career possibilities and their reasons, however intentions to change workplace differ ($\chi^2=38.078$, $p=0.000$), individuals with less work experience have more such intentions, reasons for such intentions also differ ($\chi^2=96.377$, $p=0.002$) they are indicated in Table 6 below.

The main reason for unwillingness to seek for career is the fact that present work and received pay is satisfactory, - this was the answer of 45.95 % respondents. The second reason is insufficient education; age criteria had no impact in this case.

Table 7

Reasons why the respondents wouldn't like to hold position of higher level (%)

Reasons	Reasons				
	Insufficient education	Dislike for changes	Present work and pay are satisfactory	Health problems	Difficult to adapt in new place
Education					
Secondary education	23.08	0.00	38.46	0.00	7.69
Special secondary education	40.00	5.00	40.00	2.50	0.00
Further education	40.00	12.86	25.71	1.43	1.43
Higher education	4.96	17.36	54.55	4.13	4.13
Higher non-university education	50.00	0.00	50.00	0.00	0.00
Reasons	Reasons				
	Hard to leave colleagues	I am not suitable for management work	Family circumstances	Other reasons	
Education					
Secondary education	0.00	23.08	0.00	7.69	
Special secondary education	0.00	0.00	7.50	5.00	
Further education	1.43	1.43	2.86	12.86	
Higher education	1.65	3.31	3.31	6.61	
Higher non-university education	0.00	0.00	0.00	0.00	

Intention to change workplace differ ($\chi^2=57.793$, $p=0.000$), younger respondents have such intentions more often, although only 26.6 % of questioned managers would like to change their present workplace. However, reasons for changing/ not changing workplace do not depend on age at all; also education has no influence on intentions to change workplace neither on reasons of such changing/ not changing intentions. But the reasons of such unwillingness to change workplace differed ($\chi^2=76.437$, $p=0.000$). People working in smaller companies more often have intentions to change workplace (Table 8).

Employees of smaller companies indicated poor pay (47.54 %) and exhausting working conditions (31.15%) as the main reasons forcing ther to look for a new job. Whereas significant number of employees from big companies besides the above mentioned reasons indicated

another one – they are not properly evaluated (16.67%), they also more often mentioned the fact that they do not have possibilities for professional development (16.67%) (Table 8).

Table 8

Reasons for intentions to change workplace (%)

	<i>Up to 25 employees</i>	<i>26 - 100 empl.</i>	<i>100 - 500 empl.</i>	<i>Over 500 empl.</i>
<i>Hard and exhausting work</i>	31.15	7.01	37.50	25.00
<i>Poor pay</i>	47.54	45.54	44.64	16.67
<i>I'm not appreciated here</i>	1.64	16.56	14.29	16.67
<i>Bad relationships with management of enterprise</i>	1.64	14.33	0.00	0.00
<i>Workplace far away from home</i>	1.64	5.13	0.00	0.00
<i>Bad working conditions</i>	1.64	4.76	0.00	0.00
<i>Lack of professional improvement possibilities</i>	11.48	3.33	3.57	16.67
<i>Work doesn't correspond to qualification</i>	1.64	3.33	0.00	0.00
<i>Other reasons</i>	1.64	0.00	0.00	25.00

Most often indicated main reasons for not changing the present workplace are the following: good collective, satisfactory pay and work conditions (Table 9).

Table 9

Reasons for not changing the present workplace (%)

<i>Good collective</i>	20.98
<i>I am satisfied with the pay</i>	19.07
<i>Interesting work</i>	19.35
<i>I feel needed in the organization</i>	8.99
<i>I am properly appreciated</i>	7.36
<i>Work is not difficult and not intensive</i>	1.63
<i>Good relationships with management of enterprise</i>	1.91
<i>I expect to take a position of higher level in the future</i>	4.63
<i>I expect for the help from the enterprise concerning my welfare</i>	1.09
<i>I do not like changes</i>	7.90
<i>Other reasons</i>	7.08

Good working atmosphere, interesting work and, of course, satisfactory pay are the main factors of employees satisfaction, with their work. It is important for the managers to understand the importance of organization's efforts in realizing these expectations of employees.

Conclusions

Continuous changes of environment make us take a new look at the role of managers in organization, their career expectations and career motivating factors. More and more strict requirements raised for managers force them to focus more attention towards their career realization possibilities in organization.

Factors that motivate managers to seek for career are the following ones: professional development possibilities in organization; better education; period of professional activity (individuals with less work experience strive for career more actively).

Regardless the defined main, reason that prevents from seeking for career is insufficient education (42.79 % respondents, the major part being medium-level and lower-level managers).

Other reason for unwillingness to strive for higher position is the fact that present work and received pay are satisfactory (45.95 % respondents, the majority having more work experience at a company). Professional career possibilities and reasons for such possibilities are evaluated quite similarly in all age groups, however intentions to change workplace differ ($\chi^2=38.078$, $p=0.000$), individuals with less work experience more often have such intentions. Reasons for such intentions also differ: managers of smaller companies most often indicate poor pay and exhausting working conditions, whereas one of the relevant reasons in big companies is inadequate evaluation of an employee.

Survey of business companies revealed that more than 30% of questioned managers are not satisfied with the position they held. Among indicated reasons, beside exhausting work and poor pay, the most often mentioned reasons are work not by profession, lack of professional development and no creativity.

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Vadovų karjerą skatinančių veiksmų analizė

Santrauka

Reikalavimai vadovo kvalifikacijai, žinioms, efektyvumui, atsakomybei ir padorumui didėja sulig kiekviena karta. Tai, ką XXa. pradžioje išmanė tik keli vadybos atstovai, šiandien privaloma žinoti kiekvienam, bet kurios verslo mokyklos ar universiteto absolventui. Pačios drąsiausios vakar dienos inovacijos, – pavyzdžiui, – rinkos tyrimai, prekių gamybos planai, personalo valdymas, prognozės, – šiandien jau nieko nestebina.

Žmogus yra svarbiausias organizacijos veiklą lemiantis veiksnys, ir ši nuostata jau nebekelia jokių diskusijų. Dauguma autorių (Taylor, 2005; Fayol 2005; Maslow, Herzberg, McClelland 1998, Lawler ir kt.) tyrė darbuotojų veiklą organizacijoje skatinančius veiksmus, taip rekomenduodami vadovams konkrečias poveikio priemones motyvacijai didinti. Šiuo metu ypač populiarūs Boyatzis ir McKee (2006) Goleman, Boyatzis ir McKee (2007), Covey (2007) idėjos apie darbuotojų, o taip pat vadovų, karjeros skatinimo priemones. Iššūkius su kuriais susiduria karjeros siekiantys vadovai, bei priemonės, kuriomis jie gali rasti sprendimus vystant karjerą, savo straipsniuose nagrinėja Biolos, Brown, Sonders, ir kt. autoriai (Managing Yourself for the Career You Want, 2006). Darbuotojų, taip pat ir vadovų, karjeros klausimai paliečiami ir lietuvių autorių (Sakalas, Kumpikaitė, Bakanauskienė ir kt.), nagrinėjančių personalo valdymo problemas, darbuose.

Be abejo tiek vadovams, tiek darbuotojams taikomi tie patys skatinimo metodai, teigiamai veikia jų motyvaciją, tačiau vadovams tenka didesnė našta, nei darbuotojams, jie ne tik turi imtis priemonių skatinti kitus, bet ir atitinkamai nuteikti save veiklai, nes nuo vadovo iniciatyvos, aktyvumo pozityvaus nusiteikimo priklauso ne tik jo asmeninės, bet ir organizacijos darbuotojų veiklos sėkmė. Nuo vadovo nuostatų, vadovavimo priklauso jo poveikis kitiems organizacijos nariams, tad čia itin svarbi vidinė vadovo motyvacija, jo lūkesčiai siekiant maksimaliai efektyvios organizacijos veiklos.

Vadovų karjeros lūkesčių analizė yra aktuali šiandieninėms Lietuvos sąlygomis, nes daug kvalifikuotų darbuotojų, turinčių ir žinių ir darbo patirties, nematančių savo ateities toje organizacijoje, ar pareigose, kuriose dirba, palieka ankstesnes darbo vietas, įstaigas, išvyksta dirbti už

Lietuvos sienų. Tokie tyrimai naudingi siekiant sulaukyti kvalifikuotus, profesionalius darbuotojus Lietuvos rinkoje, nesvarbu ar jie vadovai, ar ne, nes jei organizacijoje trūks profesionalių vadovų, nesugebančių sutelkti vieningos komandos, nebus ir gerų darbuotojų, o tada ir organizacijos veikla bus pasmerкта žlugti. Šiame straipsnyje siekiama išsiaiškinti, kokie veiksniai skatina pačius vadovus siekti karjeros, t.y. kokie veiksniai motyvuoja pačius vadovus imtis aktyvios veiklos.

Problema: karjeros galimybių organizacijose įtaka vadovų motyvacijai siekti aukštesnių pareigų Lietuvos organizacijose

Tikslas: apibendrinti veiksmus, skatinančius vadovų karjerą organizacijoje.

Uždaviniai: iširti, kas skatina vadovus siekti karjeros ir dėl kokių priežasčių jie atsisako karjeros siekių, išskirti priežastis trukdančias siekti karjeros, išsiaiškinti kiek vadovų yra nepatenkintų savo pareigomis ir kokios to nepasitenkinimo priežastys.

Teigiama, kad griežtėjantys reikalavimai vadovams skatina didesnę dėmesį kreipti jų karjeros galimybių įgyvendinimui organizacijoje, nes tik motyvuoti darbuotojai, turintys galimybių įgyvendinti savo tikslus ir lūkesčius organizacijoje, gali efektyviai vystyti organizacijų veiklą. Vykstantys nepalaujami aplinkos pokyčiai verčia kitaip pažvelgti į vadovų vaidmenį organizacijoje, įvertinti jų profesinius ir karjeros lūkesčius. Siekiant sėkmingos organizacijos veiklos, tenka iš naujo įvertinti darbuotojų bei vadovų dalyvavimą savo karjeros planavime, integruojant jų asmeninius ir organizacijos interesus. Griežtėjantys reikalavimai vadovams skatina daugiau dėmesio kreipti jų karjeros galimybių įgyvendinimui organizacijoje, nes tik motyvuoti darbuotojai, turintys galimybių įgyvendinti savo tikslus ir lūkesčius organizacijoje, gali efektyviai vystyti organizacijų veiklą.

Vadovus siekti karjeros skatina: profesinio tobulėjimo galimybės organizacijoje; geresnis išsilavinimas; profesinės veiklos laikotarpis (labiau siekia karjeros mažesnę darbo stažą turintys asmenys).

Išskirta pagrindinė ir nepriklausoma nuo amžiaus priežastis, trukdanti siekti karjeros, – nepakankamas išsilavinimas (taip atsakė 42,79 % apklaustųjų, iš kurių dauguma vidutinės ir žemiausios grandies vadovai). Kita nenoro kilti pagrindinė priežastis yra ta, kad tenkina dabartinis darbas ir gaunamas užmokestis, taip atsakė net 45,95 % apklaustųjų, iš jų dauguma turi didesnę darbo stažą įmonėje. Visose amžiaus grupėse profesinės karjeros galimybės bei tų galimybių priežastys vertinamos gana vienodai, tačiau ketinimai keisti darbovietę skirtingi ($\chi^2=38,078$, $p=0,000$), daugiau tokių ketinimų turi mažesnę darbo stažą turintys asmenys, skiriasi ir ketinimų priežastys, – tarp smulkių įmonių vadovų dažniausiai minimas yra mažas darbo užmokestis ir varginančios darbo sąlygos, tuo tarpu didesne įmonėse viena aktualiausių priežasčių netinkamas darbuotojo vertinimas.

Verslo įmonių tyrimas parodė, kad pareigybe nepatenkinti daugiau kaip 30% apklaustų vadovų. Iš nurodytų priežasčių, be varginamo darbo ir menko užmokesčio, dažniausiai nurodomos priežastys yra darbas ne pagal specialybę, profesinio tobulėjimo galimybių trūkumas ir darbo pobūdžio kūrybiškumo stoka.

Karjeros siekimas – vienas iš vadovus skatinančių veiksmų dirbti organizacijos naudai. Tad nuo to, ar organizacijoje vadovo lūkesčiai patenkinami priklauso jo noras dirbti toje organizacijoje.

Raktažodžiai: *personalo valdymas, karjera, vadovai, reikalavimai vadovams.*

The article has been reviewed.

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