

Influence of Personnel Interests on Formation of Modern Career

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An increase of employees role in organization is determined by the set of changes of activity environment. Restructuring of the country's economy, perfection of technology, development of information society, changes in structure of organizations, globalization and internationalization make organizations change the attitude to the personnel. An increasing role of employee inside organization changes a standing attitude to employee's training, motivation, demand satisfaction and forces to look for the new possibilities to satisfy personnel interests. Modern career formation could be considered as complex measures that ensure coordination of interests of personnel and organization. Career integrates a set of partial possibilities of personnel interests satisfaction (motivation system, innovative methods of work organization, planning of individual career for all employees in organization, etc.). Modern organizations supporting a model of modern career are being formed under the influence of up-to-date changes. Therefore in order to realize a modern career model effectively we primarily need to research the interests of organization's personnel.

The performed research showed that employees highlight the social psychological interests more than material ones. The results of the research proved that the tendencies of personnel interests in Lithuanian organizations are close to those of western countries. Judging on results of the research, appropriate measures of interests satisfaction should be applied in the enterprises. It should be noted that personnel interests profile formed during the investigation can't be considered a typical interests profile of employees of Lithuania. This requires research of a wider extent.

Keywords: *career, personnel interests, coordination of interests.*

Introduction

An entrenchment in market economy, restructuring, globalization, perfection of technique and technology, formation of information society, development of knowledge economics, change of economic status of society, democratic processes are challenging organizations. In a constantly changing organization a new attitude is formed towards organization as activity system where employees of the enterprise become the main active part of the system determining the efficiency of organizations objectives.

Organizations need competent employees. But it is not enough to ensure an efficient activity of employees. Even a highly qualified worker is not intended to show all

his potential in a specific field of activity due to insufficient interest. A poorly motivated worker is characterized by low productivity. Scientific literature (Drucker P. 2001; Bakanauskienė I. 1992) states that employees are directed to stirring activity by such factors as demand, interest, motives and stimuli.

The interests of a employee as an individual express the actualization of his demands and motives. That is none the less important characteristic describing employee's desires, goals and motives that determine the character of employee's activity in organization.

Conditions of rapidly changing environment define transformations of personnel valuables, demands and interests system. The concept of learning all the life is being implemented more and more widely, requirements of employees to the enterprise are differentiating. According to the level of personnel competence requirements increase mobility of employees, job complexity and responsibility, flexible timetables, wages by differentiating employees according to orientation to long-term and short-term contracts. It is evident that personnel interests are determined by some personal, social and economic factors.

Today nobody questions the proposition *that coordination of interests of enterprise and employees is a very important assumption of efficiency of working activity together with success of the enterprise.* Career planning in the organization allows coordination of organizational and individual actions, satisfaction of employee's interests and organization's provision with necessary personnel. An employee knowing his perspectives in the organization will be able to work more effectively, i.e. to show his abilities and experience in achieving organization's objectives. Every organization with intention to hold gifted and competent employees have to organize a systematic career planning based on coordination of interests of personnel and organization.

Problem of the research. The topic of coordination of interests of employee and organization is being discussed wide enough in scientific studies of foreign and Lithuanian authors. *Coordination of interests of personnel and organization by using possibilities provided by modern career in organization is poorly researched, however.* Authors often analyze separate possibilities of coordination of interests, scientific studies proposing to link up the separate constituents into one mechanism are missing, personnel interests determining career formation are not researched enough.

Chen (2003), Cohen, (2003) analysed career in the context of career development theories, Dackert I. (2003),

Fried (2003), Hansen (2001), Hartung (2002), Ramamoorthy (2002) studied contributions that influence the individual career, Gunz (1988), Greller (2005), Kirchmeyer (2005), Paulsen Callan (2005) discussed problems of career formalion in the organizations Lithuanian authors Sakalas (1998, 2001), Valackienė (2001), Stanišauskienė (2004) dealt with the problem.

Analysis of scientific literature indicated that coordination of interests of employees and organization and satisfaction of interests of employees by using a mechanism of career formation in organization are relevant problems of management science.

Scientific novelty – a research of personnel interests through coordination of interests of employees and organization.

Research subject – personnel interests, career.

Research objective – to evaluate the influence of personnel interests to the formation of modern career.

Tasks: to perform a theoretical analysis of the concept of modern career based on coordination of interests of employees and organization; to analyze the factors determining personnel interests; to research peculiarities of interests of employees of Lithuanian enterprises.

Research method – systemic, logical and comparative analysis of concepts and conclusions published in scientific literature, questionnaire interview, formulation of conclusions.

Analysis of career conception

A person spends a huge part of his life in organization performing working activity. All events of the working life having place in organization are closely related with employee's job, i.e. working practice of individual roles, sequence of labor intercourse in organization. Career reflects person's purposeful activity in labor environment. Work as activity is one of the most important factors describing human's life quality (Arnold, 1997). An original English meaning of "career" was to describe a race. Latter the use of the word had expanded to "intensive flow, as the sun showing through clouds", and "person's professional progress through all his life". Therefore, let's assume that the nature of "career" comes from the progress or development of particular flow (B.A. Arthur, T. D. Hall, S.B. Lawrence, 1996).

The term "**career**" is being used in order to evaluate personnel experience, competence, position, roles, demands and interests and another relations showing the links with the organization where the person works. A description and conception of career was presented and analyzed by foreign and Lithuanian authors such as Arthur B.A, Hall T.D, Lawrence S.B, Petkevičiūtė N. (1998), Valackienė A (2001), Sakalas A. (1998).

Arthur B.A, Hall T. D, and Lawrence S.B (1996), having performed the analysis of studies Holland, Glaser and Becker state that career could be viewed in few aspects:

- referring to Holland (1973) theory analysis could be performed on psychological viewpoint how different lineament of character impact an adaptation in work;
- the role of behavior is being emphasized from so-

ciological side (Glaser, 1968);

- economic viewpoint emphasizes person's capital increase during learning, acquiring some experience (Becker, 1975).

Every viewpoint emphasizes one aspect of career, but only matched harmonious totality of those viewpoints describes career in a broad sense.

The description "Career is a development of personnel/work places in the enterprise or enterprises" presented by Sakalas.A (1998) makes accents on the formal side of career only, and loosing interests of both the enterprise and participants of the activity.

Career should be evaluated in the context of environment, organization and individual. Rapidly changing environment changes not only the organization but also an individual also. These changes are contradictory, often increasing differentiation between valuables of organization and employees (see Figure 1). It is necessary to investigate not only different roles but the different interests of employee and organization (Mau, 2003; Perrone 200; Leung 2005)

Figure 1 presents career features related with grouping into bureaucratic and modern career. Bureaucratic career is identified with the career ladder and employee's success while climbing it. Usually planning of bureaucratic career involved the managing personnel only. Career planning in the modern organization involves all employees of the organization, career emphasizes coordination of demands and interests of employee and organization. Having evaluated that the changes of environment also had changed the concept of the organization and the system of personnel values, modern career has acquired the new features.

The development of information technology, project-based organization structures, changes of the market had considerably increased instability and variety of labor, placement, therefore, career, referring to Brown (1997), becomes younger and short-term. Modern career allows having few professions or employments, to work in some organizations. Constantly changing environment makes an assumption that a single employee is ensured to work in one organization all his life. Movement of the employee through the maze of working activity is hardly predictable. Organizations provide themselves by personnel not only by using their internal sources but also using the supply of external labor market. Globalization processes, disappearance of borders and favorable attitude towards the movement of employees from geographic viewpoint lead to the real possibility of the development of international career. A substantial peculiarity of modern career is that the employees themselves become more responsible for the career development. This is closely linked with education problems. This means that an employee has to foresee when and what has to be learned, when the qualification has to be refreshed or retrained (Ford, Orel 2005; Fried 2003). Especially it fits to highly qualified personnel.

Environmental changes influenced the process of individual evolution that reflects the change of the valuables and the basic motivators, and that directly determined the changes of career concept also (Dackert, 2003; Hansen, 2001; Hartung, 2002; Ramamoorthy, 2002).

Career in modern society increasingly acquires the meaning of the sequence of the roles of all consistent working life. The change of career concept is related with the changed requirements emerging to the person. The environmental changes requirements to employees are the rapid acquirement of new skills and their development, flexibility, constant learning, increase of the level of responsibility, ability to control their own training and career. Modern conditions require the individual's interests

and career plans to be coordinated with the interests and directives of the organization. Though technological advantages allow to increase organization's competitiveness, the essential source of efficiency of advanced organization in modern informational society is considered an employee who is well trained, able to adapt to appropriate labor requirement (Drucker, 2001, 2004; Simonsen, 1997; Brown, Scase, 1997 (quoted by Stanišauskienė, 2004;) Kirchmeyer C.,2005).

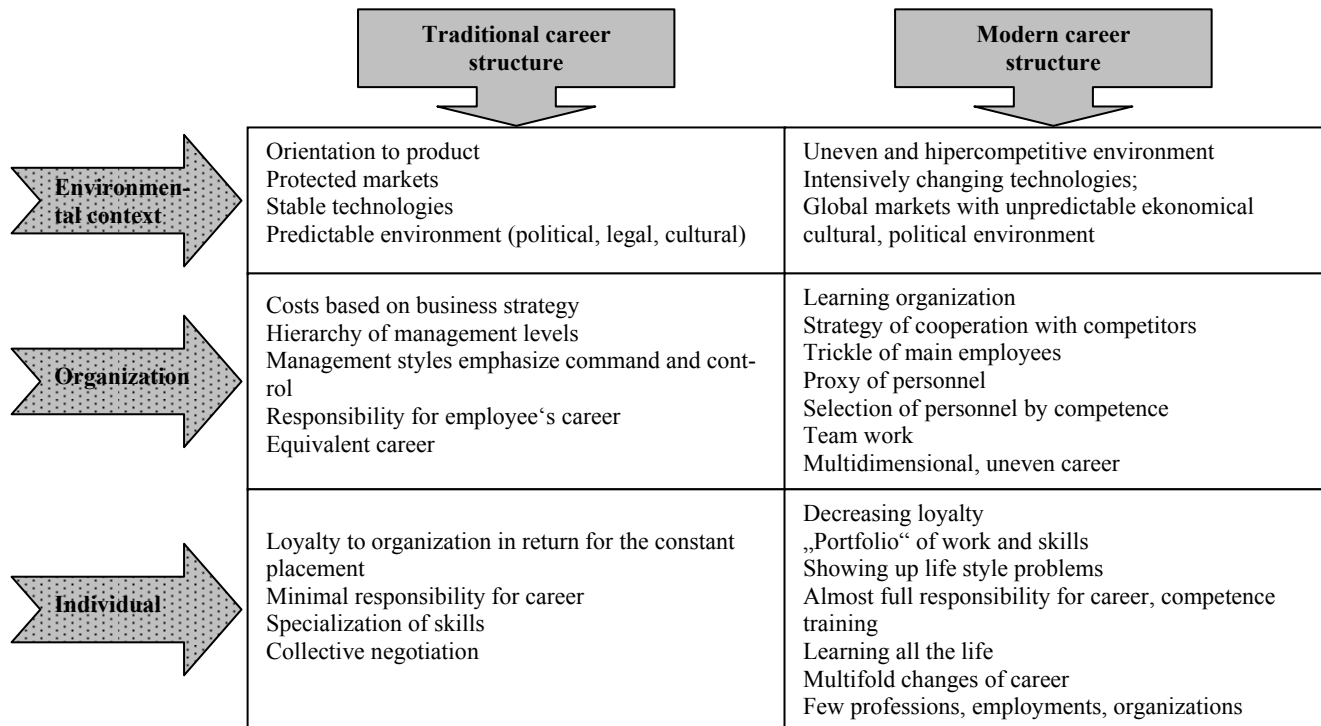


Figure 1. Career structure in the context of environment, organization and individual

Having analyzed the conception and definition of career in theoretical aspect, it shows through that it varies between different perspectives, and this determines its versatility. Also it was determined that an essential feature of modern career is striving to coordinate the interests of employee and organization involving all employees of the organization. It could be treated as the basic advantage in comparison with bureaucratic career. Theoretical analysis of modern career showed that in order to research the career the characteristics of individual and organization, their changes affected by changes of environment and time dimensions have to be researched. In this study career will be analyzed in the plane of management perspectives, i.e. by emphasizing the mechanism of coordination of interests of the enterprise and employees.

Process of modern career formation in organization

Modern career models are to satisfy interests not only of organization but employees also by creating the possibilities to develop their competences. Straube (1987) distinguished ten principles according to which modern career is being formatted: all employees of the organization are involved; personnel training is the part of long-term work with personnel; orientation to both the structure of

individual needs and the economic objectives; contradictory objectives are being reached by coordinating different interests of groups and individuals; employees are directly involved into the process of planning and organizing, in order to evaluate the individual interests; a plan of personnel training is integrated into the strategy of organization's development; basic training and qualification refreshment are being coordinated with the career plan; an employee himself is responsible for the working up the plan; orientation to long-term objectives; in order to select the methods of plan working up properly, the plans have to be described clearly and specifically.

Talking about the coordination of interests of employee and organization, the term "organizational career logics.-OCLs" is often found in the literature. Gunz (1988, 1999) distinguishes three types of movement in the career plane, organization's orientation in supporting an individual training of the employee:

- **constructional logic.** That's the structure of OCLs increasing working experience. In order to take a particular position a proper experience is needed. Such form of career is typical in the organizations where many different kinds of management work are dominating. A successful career includes a rapid rising of managers on career ladder through

different functions by acquiring a different experience from different positions. Success is evaluated by the level of the acquired professional experience and the speed of movement.

- **command centred logic.** Organization's structure is based on repeating structural units with interdependence. Successful career in such type of an organization includes the movement from one structural unit to another, where every working place is considered as more successful, prestigious. That is the organization where every member knows which career change in organization means the rise, the fall or a simple movement in the same

level. The success of the career is clearly described.

- **evolutionary logic.** The most common in the organizations based on designed activity. Employees are responsible for given function in the project and after the project is finished they look for the new possibilities. During the organization's development through designed activities, career of the employee also increases.

Organization's career logic includes coordination of organizational and individual activities (see Figure 2). Organizations having different structures will have different models.

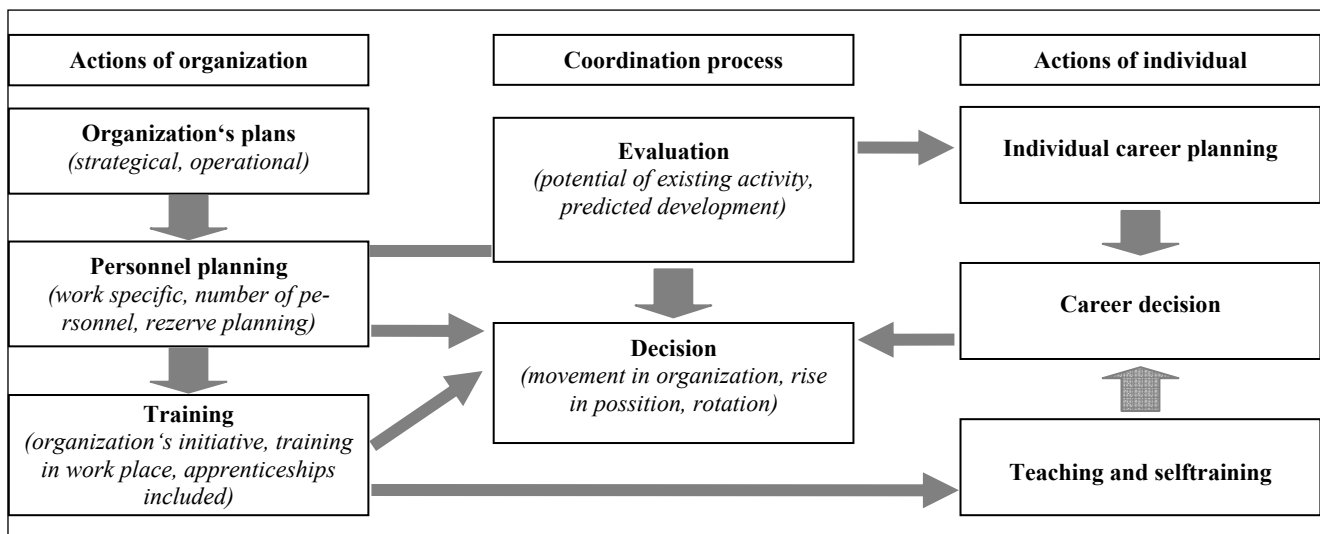


Figure 2. Career logic in organization – process of coordination of interests of organization and individual (created according Gunz H.,1988)

In summarizing it could be stated that career in the organization's level reflects how employee is moving inside it in order to satisfy his interests. It is emphasized that career formation inside organization by coordinating of interests of personnel and organization is a consistent process that requires the analysis of organization's environment, evaluation of organization's opportunities, evaluation of personnel competence and determination of their interests, selection of measures appropriate to every employee for career implementation. Due to constantly changing environment, however, even properly selected measures can't ensure an expected result. An important role is being played by assessment of employees. Organizations should encourage a self evaluation, to create particular conditions. Knowing the possibilities and interests of employees it is possible to pass to another stage – to foresee the possibilities of employees' movement and interest's satisfaction.

The results of the study “Coordination of interests of employees and organization in career formation”

Theoretical aspects of modern career organization allow to formulate the trends of coordination of interests of

employees and organization. Certainly, in order to find out the possibilities of interests satisfaction inside organization primarily the research should be performed viewing the interests of employees. Economical and social situation of Lithuania actually is very specific and therefore we would be interested in what interests of employees are influencing their career formation. In 2004 – 2005 the study “Coordination of interests of employees and organization in career formation” was performed. One of the tasks of the study was to investigate the interests of employees. The study selected the enterprises with dominating high level of division of labor, high level of innovation implementation, using advanced and science respective technologies to create an activity product, employees are facing specific and high requirement to professional qualification. During the investigation employees of 12 Lithuanian enterprises and organizations were questioned (4 – in the field of acting furniture trading, 2 – in the field of chemical industry, 8- in the field of IT and telecommunications). During the investigation 465 respondents were questioned. The biggest part of the respondents amounted by specialists – 47.1%, the smallest part amounted by technicians 1.9% and managers of the highest level amounted 3.2%. The managers of the middle level amounted 10.3% of the respondents, ground

level managers amounted 21.9%. Talking about the education of the respondents, it should be noted that the majority (77.4%) have higher education. Those having only secondary, professional and further education make up respectively 1.3%, 4.5% and 12.3%.

While investigating the interests, the study was directed to what common orientation of individual are dominating between the respondents. For that purpose it was researched what place takes the work in the life of an individual, what is its importance in comparison with a personal life, what gives the work to human and what he is trying by working.

Having evaluated the results of the investigation of the attitude towards work (see Figure 3), it was deter-

mined that the highest frequency is detected between the respondents to whom work is important (51.6% (47.1 – 56.2)) but it shouldn't disturb their personal life. Little bit lower frequency is of those who are working to live (41.2% (36.8 – 45.7)). 7.2% of all questioned (5.2 – 9.9) indicated that they live to work. The results of the study indicated that the respondents aged 36 and older live to work more often than other groups of age – 15.8%. 40.7% of the respondents aged till 25 and 40.6% of the respondents aged 26 – 35 indicated that work is important to them, that importance depends on the wage. 59.3% of the respondents aged till 25 and 56.6% of the respondents aged 26 – 35 are trying to coordinate the work and their personal life.

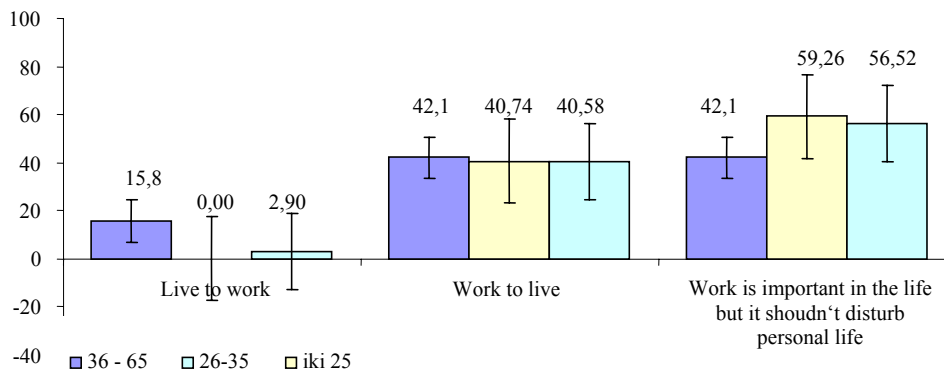


Figure 3. Dispersion of the attitudes towards work

Having analyzed the attitude towards work between the respondents by sex, it was determined that only men (7.7%) live to work more often than women (6.6%). The difference between men and women working to live is 0.03%. A small difference also was noted between the respondents who try to coordinate work and private life – 51.7% men and 52.0% women

Having examined the possibilities provided by work and which were indicated by the respondents, it was determined that three statistically reliable groups are clearly distinguished due to the trusted, nor intersected intervals.

As it is seen in the table, the respondents more often indicated the possibilities of the first group. The respondents are realizing possibilities of professional perfection by working and possibilities of satisfaction of personal needs by appropriate wage.

Table

Grouping of answers by the differences of features of possibilities provided by work

Group	Possibilities provided by work	Percent
First	Perfection and refreshing of qualification	70.1
	To get an appropriate wage and so satisfy the needs	63.0
Second	To create and see own future plans	40.3
	To feel independent	37.7
Third	To become important in organization, self-confident and increase self-confedentness	10.4
	To enter a working activity	9.7
	To realize own objectives	16.9
	To see work results	19.5

Analyzing the factors of the first group according to the personal characteristics of the respondents, it was determined that work provides the possibility to receive an appropriate wage to women (79.0%) more than to men (64.8%), however, possibility of professional perfection is given more often to men (68.1%) than to women 56.5%). Possibilities of professional perfection were indicated by specialists (80.6%) more often, the lowest frequency was indicated by administrative and other employees (55.6%). However, specialists have the less frequency in indicating the possibility to have an appropriate wage and to satisfy their personal needs (55.6%).

Having evaluated the basic interests indicated by the respondents, three basic interests can be distinguished: the possibility to express employee's professional abilities and their constant perfection (69.5% (65.1 – 73.5)), an interesting and purposeful job (55.2% (50.6 – 59.7)) and positive psychological climate in the collective (54.5% (50.0 – 59.1)). The least interested possibility is to enter another activity, horizontal career development (12.3% (9.6 – 15.7)).

This study determined that women are more interested to show professional abilities (71.0%), to feel social appreciation (42.1%), to see the results of their work and their input in achieving organizational objectives (37.1%), to work according to the flexible timetable (19.4%) than men. It is determined that the respondents aged till 25 are more interested in perfection of professional qualification (74.1%), positive psychological climate (70.4%), flexible timetable (22.2%), the respondents aged 26 – 35 are more interested in interesting and purposeful job (62.9%) and possibility to coor-

dinate work and personal life (31.4%), the respondents aged 36 – 65 more than others emphasized the interest of social appreciation (44.6%). According to the sex, statistically important differences of the frequency of

these features were observed: wage, social appreciation, purposeful and interesting job, flexible timetable, participation in decision making, increasing degree of responsibility.

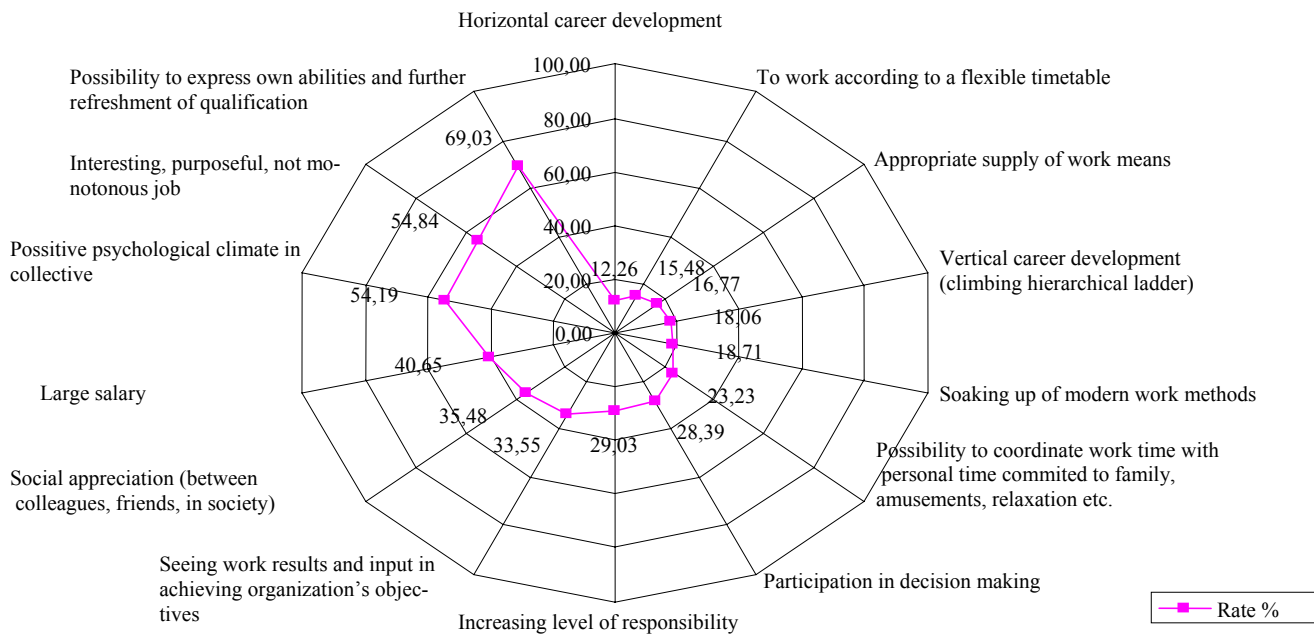


Figure 4. Basic interests of employees

Managers of the highest level more often than another position taking respondents are expressing an interest to have a responsible job (47.6%) and to participate in decision making (61.9%), specialists emphasize an application of professional abilities and perfection of those abilities (77.8%).

Conclusions

1. Having performed a comprehensive systematic, logical and comparative analysis of concepts and conclusions about coordination of interests and career of employees published in scientific literature their versatility is highlighted. It was determined that an essential feature of modern career is a striving to coordinate interests of employee, organization and all its personnel. The theory of modern career especially emphasizes the necessity to investigate the career of individual through the mechanism of coordination of reciprocity of interests of employee and organization.
2. Organizations striving to make possibilities to develop the competence of their employees can choose one of modern career formation logics: constructional logic, command centered logic or evolutionary logics.
3. Analyzing the factors determining interests of employees, very big dispersion of the attitude "Live to work" was identified in different groups of age. However, in all groups a similar opinion to the attitude "Work to live" is dominating. Approximately a half of participants of the ques-

tionnaire, however, stated that "Work in life is important, but it shouldn't disturb my personal life".

4. While researching and analyzing the features of interests of employees of Lithuanian enterprises, women diverged: it was highlighted that they more than men are interested to show their professional abilities, to feel a social appreciation and to see their input in achieving organizational objectives, they give the pass to possibility to work according the flexible timetable.
5. Analysis of scientific literature and researches performed has shown that coordination of interests of employees and organization and satisfaction of personnel interests by using mechanism of career formation inside organization is a topical problem of management in both theoretical and practical aspects. Tendencies of coordination of interests of employees of Lithuanian organizations are close to those of western countries: social – psychological interests are more emphasized.
6. The performed researches confirm the attitude that in striving for the essential competitive advantage in enterprises the modern measures of coordination of interests of employees and organization and their satisfaction should be applied.

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Darbuotojų interesų įtaka šiuolaikinės karjeros formavimui

Santrauka

Įsitvirtinimas rinkos ekonomikoje, restruktūrizacija, globalizacija, technikos ir technologijų tobulėjimas, informacinės visuomenės formavimas, žinių ekonomikos kūrimasis, visuomenės ekonominės padėties kaita, demokratiniai procesai kelia iššūkius organizacijai. Nuolat kintančioje organizacijoje formuojasi naujas požiūris į organizaciją kaip veiklos sistemą, kurioje įmonės darbuotojai tampa svarbiausia, aktyviają sistemos dalimi, lemiančia organizacijos tikslų siekimo efektyvumą.

Organizacijoms reikalingi kompetentingi darbuotojai. Tačiau vien to nepakanka darbuotojų efektyviai veiklai užtikrinti. Net ir aukštos kvalifikacijos darbuotojas gali neatskleisti viso savo potencialo konkrečioje veiklos srityje dėl nepakankamo suinteresuotumo. Menkai motyvuotas darbuotojas pasižymi žemu darbo rezultatyvumu. Mokslinėje literatūroje (Drucker, 2001; Baranauskienė, 1992) teigiama, kad darbuotojus aktyviai veikti skatina tokie veiksniai kaip poreikiai, interesai, motyvai, stimulai.

Sparčiai kintančios aplinkos sąlygos lemia darbuotojų vertybių, poreikių bei interesų sistemos transformacijas. Vis plačiau įgyvendinama mokymosi visą gyvenimą koncepcija, diferencijuojasi darbuotojų reikalavimai įmonei. Priklausomai nuo darbuotojų kompetencijos kyla darbuotojų mobilumo, darbų sudėtingumo ir atsakomybės, lankstų darbo grafikų, atlyginimo (diferencijuojant darbuotojus pagal orientaciją į ilgalaikes darbo sutartis ir trumpalaikes) reikalavimai. Akivaizdu, kad darbuotojų interesus lemia nemaža asmeninių, socialinių ir ekonominių veiksmų.

Šiandien jau neabejojama teiginiu, kad **įmonės ir darbuotojų interesų derinimas yra labai svarbi darbinės veiklos efektyvumo, o kartu ir įmonės sėkmės prielaida**. Karjeros planavimas organizacijoje leidžia suderinti organizacinius ir individualius veiksmus, patenkinti darbuotojo interesus ir reikiama organizacijai apsirūpinti personalu. Darbuotojas, žinodamas savo perspektyvas organizacijoje, galės efektyviau dirbti, t. y. atskleisti savo sugebėjimus ir patirtį siekiant organizacijos tikslų. Kiekviena organizacija, norėdama išlaikyti gabius ir kompetentingus darbuotojus, turi organizuoti sistemingą karjeros planavimą, paremtą darbuotojų ir organizacijos interesų derinimu.

Tyrimo problema. Darbuotojo ir organizacijos interesų derinimo problematika gana plačiai aptarinėjama užsienio ir šalies mokslo darbuose. Tačiau darbuotojų ir organizacijos interesų derinimas naudojant šiuolaikinės karjeros organizacijoje teikiamas galimybes yra menkai ištirtas. Autoriai dažnai nagrinėja atskiras interesų derinimo galimybes, pasigendama mokslinių darbų, kuriuose būtų siūloma atskiras dedamąsias sujungti į vieną mechanizmą, nepakankamai ištirti darbuotojų interesai, lemiantys karjeros formavimą.

Tyrimo tikslas – įvertinti darbuotojų interesų įtaką šiuolaikinės karjeros formavimui.

Terminas „**karjera**“, vartojamas siekiant įvertinti darbuotojų patirtį, kompetenciją, užimamas pareigas, vaidmenis, poreikius ir interesus bei kitus santykius nurodančius ryšį su organizacija, kurioje dirbama. Karjeros apibrėžimą ir jos sampratą pateikė ir nagrinėjo nemažai užsienio ir lietuvių autorių, tokių kaip B.A.Arthur, T.D.Hall, S.B.Lawrence, N.Petkevičiūtė (1998), A.Valackienė (2001), A.Sakalas (1998). Į karjerą galima žiūrėti keliais aspektais: psichologiniu požiūriu, sociologiniu ar ekonominiu. Kiekvienas šių požiūrių akcentuoja vieną karjeros aspektą, tačiau tik jų suderinta, harmoninga visuma apibūdina karjerą plačiąja prasme. A.Sakalo (1998) pateiktame karjeros apibrėžime „Karjera – tai darbuotojų (darbo vietų) raida įmonėje ar įmonėse“ akcentuojama tik formalioji karjeros pusė, praleidžiant tiek įmonės, tiek veiklos dalyvių interesus.

Karjerą reikia vertinti aplinkos, organizacijos ir individo kontekste. Sparčiai kintanti aplinka keičia ne tik organizaciją, bet ir individą. Šie pokyčiai yra prieštaringi, dažnai didinantys diferenciaciją tarp organizacijos ir darbuotojų vertybių. Būtina tirti ne tik skirtingus vaidmenis, bet ir skirtingus darbuotojo ir organizacijos interesus (Mau, 2003; Perrone, 200; Leung 2005).

Kalbant apie darbuotojo ir organizacijos interesų derinimą, dažnai literatūroje pasitaiko terminas „organizacijos karjeros logika“ (angl. *Organizational career logics –OCLs*). H.Gunz (1988, 1999) išskiria tris OCLs tipus, susijusius su karjeros sprendimu, judėjimo karjeros plotmėje greičiu, organizacijos orientacija palaikant individualų darbuotojo ugdymą:

- **struktūrinė (angl. constructional) logika.** Tai OCL augan-

čios darbinės patirties struktūra. Norint užimti tam tikrą poziciją, reikia turėti reikiamos patirties;

- **komandinė-centrinė (angl. *command centred*) logika.** Organizacijos struktūra, paremta pasikartojančiais struktūriniais vienetais su tarpusavio priklausomybe. Tokio tipo organizacijoje sėkminga karjera apima judėjimą nuo vieno struktūrinio vieneto prie kito, kur kiekviena darbo vieta laikoma sėkmingesnė, prestižiškesnė;
- **evoliucionavimo (angl. *evolutionary*) logika.** Dažniausia sutinkama projektinėmis veiklomis paremtose organizacijose.

Organizacijos karjeros logika apima organizacinių ir individualių veiksmų suderinimą. Skirtingos struktūros organizacijos pasirenkami skirtingi karjeros modeliai.

Teoriniai šiuolaikinės karjeros organizavimo aspektai leido suformuluoti darbuotojų ir organizacijos interesų derinimo kryptis. Aišku, kad, norint išsiaiškinti interesų tenkinimo galimybes organizacijoje, pirmiausia reikia ištirti, kokius interesus aktualizuoja darbuotojai. Lietuvos ekonominė ir socialinė situacija tikrai yra ypatinga, ir todėl, mus domintų, kokie darbuotojų interesai veikia jų karjeros formavimą. 2004 – 2005 metais atliktas „Darbuotojų ir organizacijos interesų derinimo formuojant karjerą“ tyrimas. Vienas iš tyrimo uždavinių – ištirti darbuotojų interesus. Tyrimui buvo parinktos įmonės, kuriose vyrauja aukštas darbo pasidalijimo lygis, aukštas inovacijų diegimo lygis, veiklos produktui sukurti pasitelkiamos pažangios ir mokslui imlios technologijos, darbuotojams keliami specifiniai ir aukšti profesinės kvalifikacijos reikalavimai. Tyrimui pasirinkta 12 Lietuvos įmonių ir organizacijų (iš baldų pramonės, chemijos pramonės sričių, IT ir telekomunikacijų sričių) darbuotojai. Apklausti 465 respondentai. Respondentų imtį sudarė įvairaus valdymo lygmens vadovai, specialistai, technikai. Didžioji dauguma respondentų turi aukštąjį išsilavinimą.

Tiriant darbuotojo interesus, buvo aiškinamasi, kokios tarp respondentų vyrauja individo bendrosios orientacijos. Tam tikslui ištirta, kokią vietą darbas užima individo gyvenime, kokia jo svarba, palyginti su asmeniniu gyvenimu, ką darbas žmogui suteikia ir ko jis siekia dirbdamas.

Atlikus išsamią mokslinėje literatūroje paskelbtų koncepcijų ir išvadų apie darbuotojų interesų derinimą ir karjerą sistemine, loginę

ir lyginamąją analizę, išryškėja jų įvairiapusiškumas:

- Nustatyta, kad šiuolaikinės karjeros esminis požymis yra siekimas suderinti darbuotojo, organizacijos bei jos visų darbuotojų interesus. Šiuolaikinės karjeros teorija ypač akcentuoja būtinumą individo karjerą tirti per darbuotojo ir organizacijos interesų tarpusavio sąveikos derinimo mechanizmą.
- Organizacijos, siekdamos sudaryti galimybes plėtoti savo darbuotojų kompetencijas, gali pasirinkti vieną iš šiuolaikinės karjeros formavimo logikų: struktūrinę (angl. *constructional*) logiką, komandinę-centrinę (angl. *command centred*) logiką arba evoliucionavimo (angl. *evolutionary*) logiką.
- Analizuojant darbuotojų interesus lemiančius veiksnius, identifiukuota labai didelė požiūrio „Gyvenu, kad dirbčiau“ sklaida skirtingose amžiaus grupėse. Tačiau visose tirtose amžiaus grupėse vyrauja panaši nuomonė į požiūrį „Dirbu, kad galėčiau gyventi“. Vis dėlto pusė apklausoje dalyvavusiųjų tvirtina, kad „Darbas gyvenime svarbu, tačiau tai neturi trukdyti mano asmeniniam gyvenimui“.
- Tiriant ir analizuojant Lietuvos įmonių darbuotojų interesų ypatumus išsiskyrė moterys: išryškėjo, kad jos labiau nei vyrai yra suinteresuotos parodyti profesinius gebėjimus, jausti socialinį pripažinimą ir matyti savo indėlį siekiant organizacijos tikslų, į pirmą vietą iškelia galimybę dirbti lankščiau darbo grafiku.
- Mokslinės literatūros analizė ir atlikti tyrimai parodė, kad darbuotojų ir organizacijos interesų derinimas bei darbuotojų interesų tenkinimas pasitelkus karjeros formavimo organizacijoje mechanizmą, yra aktuali vadybos problema ir teoriniu, ir praktiniu aspektu. Lietuvos organizacijų darbuotojų interesų derinimo tendencijos artimos Europos šalių tendencijoms: labiau akcentuojami socialiniai ir psichologiniai interesus.
- Atlikti tyrimai patvirtina nuostatą, kad siekiant esminio konkurencinio pranašumo, įmonėse turi būti taikomos šiuolaikinės darbuotojų ir organizacijos interesų derinimo ir jų tenkinimo priemonės.

Raktažodžiai: *karjera, personalo interesai, interesų koordinavimas.*

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