

Interaction Between Employee's Interests and Attitude Towards Work as Well as Influence When Forming Career

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With a constantly changing environment and an increasing competition, organizations face new challenges. In order to meet customers' requirements and ensure the growth of activity and finance results, organizations are interested in quality improvement, in the increase of the quality of work as well as in the implementation of new technologies and modern working methods. The meeting of the above mentioned interests could be reached only by organizations having necessary competences, which are created by the workers of enterprises. The most important thing is that every employee should to the maximum open up his potential as well as effectively use personal and professional competences when striving to coordinate the objectives of an organization. At present, the importance of employee (as the most important factor of the activity of an organization) showed up in the development of management theory. Only properly motivated and able to meet his interests, an employee strives for better working results. Organizations face a number of problems connected with human resources management, they are as follows: how to attract necessary competitive employees and what measures should be taken in order to hold these employees; how to properly stimulate employees and what measures should be predicted for the meeting of employees' interests. The limited resources and possibilities of organizations handicap the situation. In order to obtain optimal results the coordination of interests should be striven for. One of the possible interests of coordination measures can be the modern career system allowing clearing up personnel's interests and integrating various possibilities, which coordinate interests.

It is not so easy for organizations to evaluate employees' interests. Employees' interests are defined by a number of personal and demographical characteristics. Employees' interests constantly change subjected to the social economic changes occurring in the environment. Interests expressed by the employees are determined by common orientations of individual and attitude towards work. The article considers the actual problem of the management science – formation of modern career on the ground of interest coordination. The question of the employee's interests in modern career is analysed in the article written by Ciutiene, Sakalas and Neverauskas "Influence of personnel interests on formation of modern career" (2007). In this article interests are analysed in the aspect of the attitude towards work, i.e. it was solved how interests forming employee's career vary subject to the employee's sacrifice in the name of his work.

The carried out empirical research showed that employees, expressing different attitudes, motivate their main interests with different priorities. It only confirms that every employee is unique and an organization should create possibilities for the realization of individual interests. It should be noted that the differences of employees' interests determined during the investigation should not be considered as typical in the context of today's Lithuania subject to the indicated attitude towards work. The research should be carried out to a larger extent.

Keywords: *career, employee's interests, attitude towards work.*

Introduction

Scientific problem. The topic of the employee career formation is rather widely discussed in the scientific works of Lithuania and foreign scientists. The number of scientific works, in which the importance of the coordination of employee's and organization's demands are emphasized, increases. Very often the authors analyse career in the two following aspects: organizational career management and individual career management. From the organizational career management viewpoint organizational activities (when forming employee's career) are analysed. From the individual career management viewpoint – personal factors defining career of an individual are studied. In many scientific works, the impact of demographic characteristics, values, demands and interests of individuals upon the choice of employee's career is being analysed. **However, the interaction between employee's interests and employee's attitude towards work as well as influence on the formation of modern career in an organization has been poorly investigated up to now.**

The concept of modern career based on coordination of interests of employees and organization was analysed by foreign and Lithuanian scientists. Larsson and others (2007) analysed the motives of individual career in the context of organization culture, De Vos, Dewettinck, Buyens (2008), Schnake (2008) analysed motives and interests stimulating career mobility (from organization and employer's viewpoint), Wenxia, Bo (2008), Dackert (2003), Fried (2003), Hansen (2001), Hartung (2002), Ramamoorthy (2002) investigated relations between organizational career management and employee's involvement into work. Gunz (1988), Greller (2005), Kirchmeyer (2005) analysed factors characterizing individual's career. Paulsen, Callan (2005) dealt with the

problems of career formation in organizations. From Lithuanian scientists we can mention the works carried out by Sakalas (1998), Stanisauskiene (2004), Adamoniene (2004, 2006, 2009), Zuperkiene, Zilinskas (2008).

The analysis of scientific literature showed that an employee's attitude towards work as well as the identification and analysis of interests in order to form boudareless and protean career is a topical problem of management science.

Scientific novelty – a research of personnel interests with respect to the attitude of personnel towards work.

Research subject – personnel interests, attitude towards work, career.

Research objective – to evaluate the interaction of personnel's interests and attitude to work as well as the influence of these aspects upon career.

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

The changes of the career concept

At present, the relation between employees and employers differs substantially. Personnel's requirements for organization are increasing. Very often employees express their wish to take part in the decision taking process, because it directly influences their working lives. Employees from modern organizations are interested in having more freedom in their work. They want to decide for themselves how the work should be carried out. Employees want an organization to give not only appropriate remuneration for the carried out work and possibilities for constant professional perfection but also to create working conditions according to a flexible timetable and to ensure work in autonomous work groups as well (French, Rayner, Rees, Rumbles, 2008; Adamoniene, 2004, 2009).

Social economic environmental changes conditioned formation of a new attitude towards career. The changes of the modern career concept affected both an individual and organization itself. On the one hand – organizations need employees ensuring the efficiency of activity as well as successful strategic development. On the other hand – individuals need such organizations, in which they could realize their professional and personal interests and would be able to obtain new and improve already existing competences. With the realization of personal and professional interests employees strive for the objectives of organization as well and vice versa. If earlier the organization of career was oriented only towards the satisfaction of the interests of an organization, today it is recoiled upon employees and the possibilities for the satisfaction of employees' interests are being looked for.

De Vos, Dewettinck, Buyens (2008) has carried out the research of the empirical relationship between career management and preferred career moves, methodological substantiation of which was formed with reference to the modern career concept "the individually perceived sequence of attitudes and behaviours associated with work-related experiences and activities over the span of the person's life" presented by Hall (2002). In this career

concept there are no elements characteristic to traditional career, such as successful working activity, consistent and structuralized vertical move in organization's hierarchy, however, individual history of human's working activity (as long as life endures) shows up. Modern career should be analysed not only in the context of an individual but organization as well. An assumption could be made considering career concept presented by Sakalas (1998) stating that "career is a development of personnel/work places in the enterprise or enterprises" as well as the career planning process "is coordination of potential opportunities, skills and goals of person with organization's requirements, its strategy and development plans expressed by setting a program for professional and functional growth" defined by Bazarova (2001) (cited by Zuperkiene, Zilinskas, 2008). Here are manifested organizational aspects of career: how to properly organize employee's career, what measures should be applied for the realization of individual career, how employees should be evaluated, career success should be achieved.

More than one decade ago bureaucratic or the so-called traditional organizational career models were widely applied in Lithuanian organizations. Bureaucratic career models were distinguished for inflexible structure, orientation only towards gifted and perspective employees and management personnel, clearly expressed priority of organization's interests etc. (Ciutiene, Sakalas, 2002, 2007). From the traditional career viewpoint success factors were considered employee's status in the organization, wages and responsibility level. The success of modern career encompasses the gaining and increase of competence, the growth of the level of the recognition between co-workers and in the society, etc. (De Vos, Dewettinck, Buyens, 2008).

Around 1950-1960's, it was understood by Western organizations that a strong motive stimulating employees to work well is successful career. It was one of the reasons, why organizations started to implement various career management programs helping employees achieve their career objectives (Wexia, Bo, 2008). Career conception is an effective instrument for the interconnection of persons and organization's situations (Larrson, Brousseau, Kling, Sweet, 2007, Adamoniene, 2006), predicting realization possibilities and measures of mutual interests and objectives.

The performance of the analysis of the modern career conception allows noting that the successful career both from organizational and employee viewpoint can be formed while coordinating interests of every employee and organization. The topical problem of management science arises, i.e. how to effectively form an employee's career in organization on the basis of the coordination of interests. It is very important for every organization to know the satisfaction of which interests stimulates employees to work well, to be loyal to the organization. Due to the differences of persons and the different attitude towards work, identification of interests is quite a difficult task for organizations.

Common orientations of an individual

The concept of modern career substantiated by the coordination of interests shows that career should be

analysed at two levels: individual and organizational. In this article the analysis of career will be carried out only at the level of individual, i.e. characteristics of individual, influencing the choice of career directions, will be analysed.

The results of the theoretical investigations of employees' interests showed that many personal characteristics, such as age, sex, social status, education, values, cultural aspects, influence the mechanism of interests formation (Ciutiene, Sakalas, 2002). Every individual's attitude towards work or orientations of the involvement into a working activity are important factors from the career viewpoint. Different interests form subject to the attitude towards work expressed by the employee. Different employee's orientations reflect motives and interests of individuals (Table 1). In the first group, employees are oriented towards features, in which the role of competence is especially important. In the second group, the variety of employees' orientations is much wider.

Table 1

Orientations of employees' involvement into the working activity

Author	Employees orientations
Scott., Moore, Micheli, (1997, cited by.Guest)	- achievement-oriented - perfectionis - compulsive-dependent
Bertchel , (1987, cited by Sakalas)	- evaluation-oriented - safety-oriented - activity-oriented - gift use-oriented - individuality preservation-oriented

Here, the importance of personal interests and motives (which is very often oriented to their satisfaction through the training of competences) is being revealed. Identification of the interests of competence training and insurance of their satisfaction possibilities should be solved at both levels organizational and individual levels (Savanevicienė, Stukaitė, Silingiene, 2008; Kazlauskaitė, Bucuniene, 2008; Zakarevicius, Zuperkiene, 2008). If activity-oriented persons will be interested in constant perfection, qualification for safety-oriented employees will be important only for the maintenance of existing positions. Gift-oriented employees are inclined to find position, in which they could fully reveal their potential. Such employees will be interested in purposeful work, in work connected with the support of novelties, whereas individuality preservation-oriented employees will choose work with maximally ensured self-sufficiency.

With the formation of interests (from career viewpoint), work values of individuals are also very important factors. Career researches consider work values one of the factors defining career solutions of individuals. Work values reveal what people expect out of work and which aspects give satisfaction at work (Duffy, 2007). In the context of career, work values play an important role when making the main career solution "what is the most important in life?". Work values are one of the main criteria when choosing acceptable and rejecting non-acceptable work activities (Guterman, Karp, 2000).

Consequently, it is possible to state that work values are driving life principles of individuals, which do not radically differ in both work and non-work activities. Using empirical research Duffy (2007) has defined that in the early career stage work value is distributed in the following way: satisfaction of inside interests, rapid growth of salaries, contribution to society, prestige, being in work collective, rapid growth of career, independence, availability of job openings. Such work value manifestation was defined among American students. Work value is toughly connected with the level of country's social-economic development; therefore, one can suppose that work values of Lithuanian employees could be distributed differently. In our country, salary is still one of the most important driving forces stimulating to work well.

What stimulates employees to work and what do they strive for through their work activity is one of the career development aspects. The other aspect is how much persons can sacrifice in the name of career. Very often work-life and work-family problem is analysed in scientific literature. Work-life issues reflect relationship between work and other life fields, the quality of work-life in the relationship with the non-work life quality (Bardoel, Cieri, Santos, 2008). It is one more important aspect forming employee's attitude towards work and interests arising from that.

Increasing flows of information, responsibility at work, constantly growing requirements for work quality raise challenges for employees. Very often working day hours are not enough in order to achieve good working results (for example, 8 working hours – in the Lithuanian case), employees should accelerate work speed. The majority of the employees from Lithuanian enterprises are able to state that their work is intense and strenuous. Researches carried out in foreign countries show that since 1990 the rates of labour intensity have considerably increased in the majority of Western European countries (Ireland, France, UK, and others). Labour intensity is not a problem only in Germany (Guest, 2002). Wishing to maintain their positions in the enterprise, employees sacrifice other fields of personal life in the name of their work.

Both in Western society and in the post-communist countries the structure of labour forces is changing. The number of women, able to fulfil qualified and remunerative work, is increasing in the labour market. More often women are striving for career as well as for the status in the labour environment and society. When talking about the work-life balance issues in the aspect of sex it is possible to note that women face the same problems as men do: longer working hours, work on weekends, constant overwork due to intense work life speed.

When talking about work-life issues one should not forget that every individual has different work values and they are differently manifested at work. Organizations value loyal and commitment-minded employees. However, it is not an easy task from the point of view of an organization. The modern career conception and environment enable employees not to be tied to one organization or even profession. Therefore, individuals are less oriented to one employer.

Relationship between working activity and the rest part of the life shows up in described models, which were singled out by Zedeck, Mosier (2000) (Table 2). The work-life balance models are supplemented by psychological

aspects of individual differences. Theories of psychological science emphasize that individual characteristics form a particular work-life balance (Guest, 2001).

Table 2

Work-life balance models (Zedeck, Mosier, 2000)

Model	Explanation
<i>Segmentation model</i>	Work and life outside of work are the two mutually exclusive aspects: that one sphere does not impact the other. It reflects a theoretical approach and not an empirical one.
<i>Spillover model</i>	Work and life are interdependent and therefore influence each other both positively and negatively.
<i>Compensation model</i>	It states that one sphere makes up for something lacking in the other sphere.
<i>Instrumental model</i>	It states that one sphere accentuates the other sphere.
<i>Conflict model</i>	It states that each sphere has multiple demands, thus requiring individuals to prioritise and make choices that can lead to conflict.

The properly chosen work-life balance has a positive impact, conditions human's satisfaction with work, expresses how he feels at work, within the family or in some other environment as well as conditions his relations with colleagues. There exists an obvious relationship between orientation towards work, career and the stage of life. Overtime increases disaffection towards work-life balance when making career. Therefore, very often the increasing competence of employees is directed towards the improvement of work-life balance as well as to the decrease of overtime. Peiperl & Jones (2001) have determined by their researches that the main reason for the origin of overworkers is higher salary and successful career. Such employees are more oriented towards a team-work.

A theoretical analysis has shown that it is difficult to find one single-sided answer to the question "what causes career interests of individuals and what forms attitude towards work as well as what kind of interaction occurs between these two factors". It is not sufficient to determine the orientation of the employee's involvement into the working activity. It is very important for organizations to ascertain to what extent employees want to satisfy their interests rising from working activity, how much employees are inclined to sacrifice their personal lives in the name of their career realization and which work values force individuals to choose one or another career path.

Empirical research

The carried out theoretical analysis of the common orientations of an individual allows substantiating employee's attitude towards work and research of the connections of their main interests. The research was carried out at the level of an individual. Consequently, following the solutions of theoretical and empirical researches, the model of employees' attitude towards work and the research of the connections of main interests (of this attitude) was prepared (Fig. 1).

Three directions of the employees' attitude towards work were singled out in the research model. They are as follows: **live to work**, **work to live**, **work is important but it should not disturb personal life**. During the research we shall try to find out what kind of interests employees with different attitudes towards work single out.

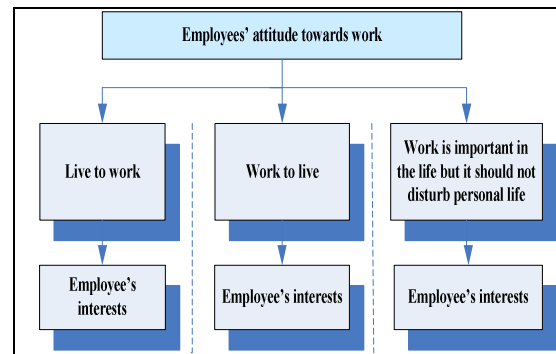


Figure 1. Empirical research on the model of the employees' attitude towards work and the connections of its main interests

The empirical research was implemented in 2006. The empirical research involved employees of 12 Lithuanian business companies acting in the areas of furniture industry and IT and telecommunications. The interrogation involved employees of different levels with exceptions of the lowest level employees. 700 questionnaires were distributed but only 465 of those returned were not spoiled and were suitable for the analysis. It makes 66.43% of all distributed amount of questionnaires. In social science such number of returned questionnaires is treated as a satisfactory result. According to Jadov (2000), a representative sample for more than 100000 of general lot is 400 cases of samples. Therefore the number of returned questionnaires is treated as representative. Besides, the number of received questionnaires ensures a mistake of 5%.

Results of the empirical research over employees' interests in organization and comprehensive analysis are presented in the article written by Ciutiene and Sakalas "Career as a mean of coordination of employees and organizations interests: empirical study". In this article the analysis of the results over the investigation of employees' interests from employees' attitude towards work viewpoint is presented. During the research it was tried to determine how the main interests of employees vary subject to the expressed attitude towards work. The cross-sectional analysis of these questions was carried out to that end, statistical reliability of rate differences (TI – trust intervals) and significance (s – stress) were checked. 465 respondents took part in the research. The largest part of these

respondents made up specialists working in the field of acting furniture trading, in the field of chemical industry, in the field of IT and telecommunications.

The empirical research over employees' interests in organization (Sakalas, Ciutiene, 2007) allowed singling out the main individual's interests characterizing career formation in organization as well as to evaluate employees' attitude towards work. The results of the research showed that interests important to employees can be distribute in the following way: possibility to express own abilities and further refreshment of qualification (69.5%), interesting and purposeful, not monotonous job (55.2%), positive psychological climate in the collective (54.50%), high salary (40.65%), social appreciation (48.38%), seeing work results and input in achieving organization's objectives (33.55%), increasing level of

responsibility (29.03%), participation in decision making (28.39%), possibility to coordinate work time with personal time committed to family, amusements, relaxation etc. (23.23%), mastering of modern working methods (18.71%), vertical career development (18.06%), appropriate supply of work means (16.77%), working according to a flexible timetable (15.48%), horizontal career development (12.28%). Having analysed what common orientations are dominating between respondents, it was researched that the highest rate was noticed among those respondents the work to whom is important, but it should not disturb personal life (51.6%). A bit lower rate was noticed between those respondents who work to live (41.2%). 7.2% (5.2-9.9) of the respondents noted that they live to work.

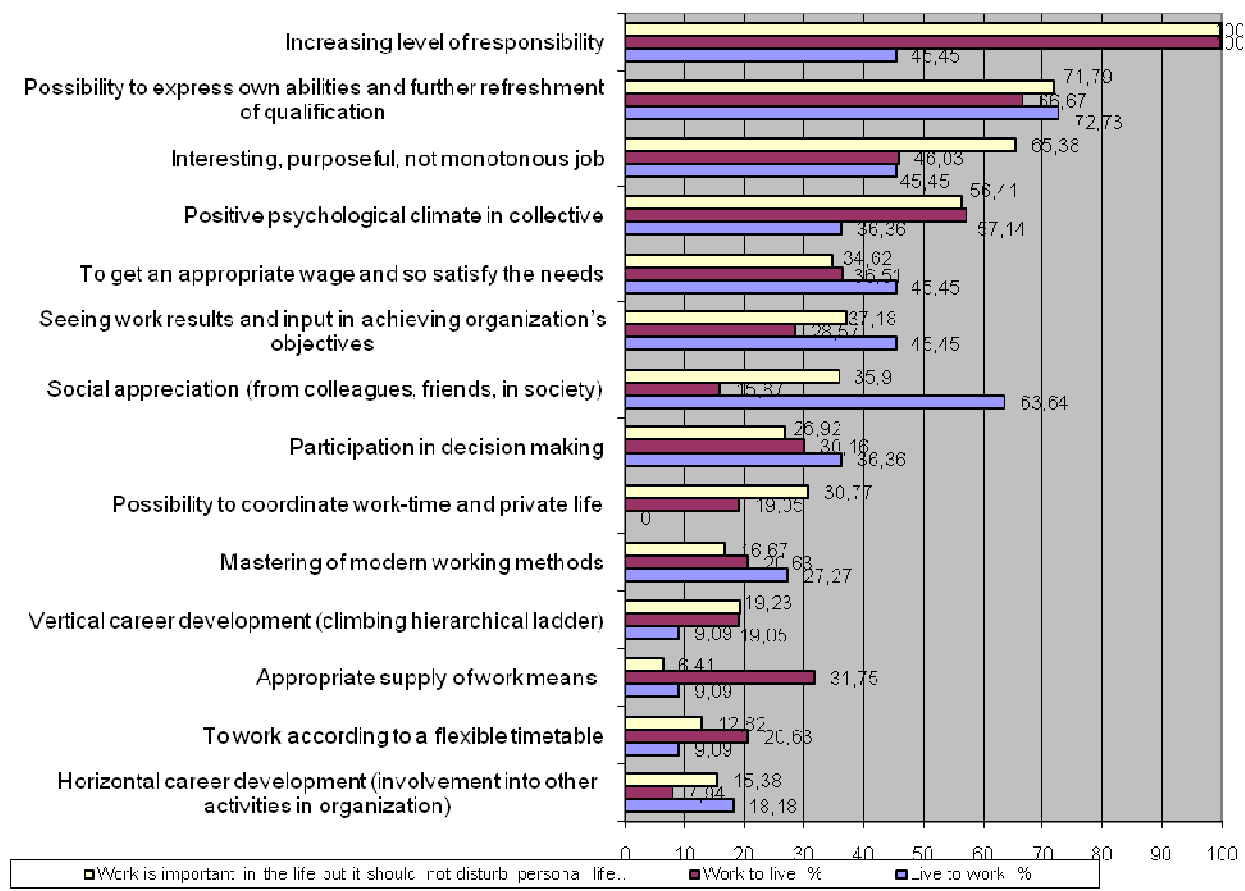


Figure 2. Distribution of interests according to the attitude towards work

In order to evaluate how employees' attitude towards work and its main interests interrelate, the cross-sectional analysis was carried out. Distribution of interests according to the attitude towards work is presented in Figure 2. Results of the cross-sectional analysis allowed singling out five interests repeatedly indicated by the respondents. Subject to the employees' attitude towards work five interests were singled out, statistical reliability of rate differences and significance were checked (TI – trust intervals). Results of the cross-sectional analysis over employees' attitude towards work and main interests are presented in Table 2.

During the research it was determined that the main interests between the respondents of different orientations distribute in different rates. It was noticed that the respondents living to work are more interested in the use and perfection of their professional abilities, in social appreciation as well as in higher salaries. The respondents considering that importance of work depends upon the possibility to earn money indicated the salary in lower rate. However, the respondents from this group more often indicated the interest in good psychological climate in collective. The respondents striving for the balance between work and private life indicated the importance of professional abilities more often than the respondents from the second group.

Most frequently occurring interests subject to the employee's attitude towards work

№	Live to work (7.20%)		Work to live (41.20%)		Work is important in the life but it should not disturb personal life (51.60%)	
	Interests	Rate %	Interests	Rate %	Interests	Rate %
1.	Possibility to express own abilities and further refreshment of qualification	72.73	Increasing level of responsibility	100**	Social appreciation (between colleagues, friends, in society)	100**
2.	Social appreciation (between colleagues, friends, in society)	63.64*	Possibility to express own abilities and further refreshment of qualification	66.67	Possibility to express own abilities and further refreshment of qualification	71.80
3.	Large salary	45.45**	Positive psychological climate in collective	57.14	Positive psychological climate in collective	56.40
4.	Seeing work results and input in achieving organization's objectives	45.45*	Interesting, purposeful, not monotonous job	46.03**	Seeing work results and input in achieving organization's objectives	37.2*
5.	Increasing level of responsibility	45.45**	High salary	36.51**	Increasing level of responsibility	35.9*
6.	Interesting, purposeful, not monotonous job	45.45**				

* difference is statistically reliable, ** difference is statistically significant

Though the differences between the indicated attitude towards work and the accentuated interests showed up, however, only few of them are statistically reliable and significant.

Overtime conditions employee's satisfaction with work-life balance. The importance of overtime upon the career of employees was analysed during the research. Having analysed the results of the research, it was determined that only 72% of the respondents do not work overtime. More often respondents do not associate career possibilities and salary increase. Women (53.93%) more often (than another position taking respondents) sacrifice their leisure time while working overtime. It was determined that the employees aged till 25 associate their overtime work with the salary increase possibilities (96.30%).

Conclusions

1. The comprehensive analysis of the scientific works and conclusions over the career management theme allowed singling out the tendencies of the changes in career conception. One of the factors most effectively motivating employees can be career possibilities. The modern career formation mechanism should be based upon the coordination of an interests of employee and the organization. Though in the modern organization top priority should be given to employee's interests, one should not forget that possibilities of every organization are limited. So, organizations should identify (when forming employees' career) both personal interests of employee and organizational ones as well.

2. Theoretical analysis showed that it is very difficult to find a single-sided answer to the question "what causes career interests of individual and forms attitude towards work and what kind of interaction occurs between these two factors". It is not enough to determine the kind of the orientation of the employee involvement into work activity. An organizations should know the extent to which the employee is inclined to sacrifice his personal life in the name of the realization of career objectives and what work

values force individuals to choose one or another career path.

3. Results of the empirical research over employees' attitude towards work and the main interests allow drawing a conclusion that main interests of employees partially depend upon their attitude towards work. Such conclusion is drawn because only few differences were statistically reliable and significant. Organizations should pay respect to (when forming employees' career) to the expressed attitude towards work and interests of employees and predict appropriate interest satisfaction possibilities. For the employees who are liable to sacrifice their personal lives for work, possibility to express own abilities and further refreshment of qualification, social appreciation, larger salary should be ensured. Employees, who work to live, salary increase possibilities are not so important. Social appreciation, competence development and good psychological climate possibilities should be ensured to the employees, who strive for the work-life balance.

4. Research results showed that employees have to work overtime. Respondents, who took part in the research, do not think that it could be connected with successful career and the increase of salary. Consequently, several reasons can be determined. On the one hand – heads of organizations do not estimate overtime. On the other hand – employees do not manage to fully carry out work (during the regulated time) due to the lack of competence or due to an incorrectly spread workload and, therefore, they are forced to work. Employers have to assess employees competence and the interest to reach work result working overtime.

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Darbuotojo interesų ir požiūrio į darbą sąveika bei įtaka formuojant karjerą

Santrauka

Nuolat besikeičianti aplinka ir didėjanti konkurencija kelia vis naujus iššūkius organizacijoms. Organizacijos, norėdamos patenkinti vartotojų poreikius ir užtikrinti veiklos ir finansinių rezultatų didėjimą, yra suinteresuotos gerinti kokybę, darbo našumą, diegti naujas technologijas bei modernius darbo metodus. Organizacijos minėtus interesus gali patenkinti tik turėdamos reikiamas kompetencijas, kurias sukuria įmonės darbuotojai. Svarbiausia, kad kiekvienas darbuotojas maksimaliai atskleistų savo potencialą ir savo asmenines bei profesines kompetencijas efektyviai panaudotų organizacijos tikslams pasiekti. Dabartiniu metu vadybos teorijų raidoje išryškėjo darbuotojo, kaip svarbiausio organizacijos veiklos veiksnio, svarba. Tik tinkamai motyvuotas ir galėdamas patenkinti savo interesus darbuotojas siekia geresnių darbo rezultatų. Organizacijos susiduria su daugeliu problemų susijusių su žmonių išteklių valdymu: kaip pritaikyti reikiamus kompetentingus darbuotojus ir kokių priemonių imtis norint juos išlaikyti; kaip tinkamai skatinti darbuotojus ir kokias numatyti darbuotojų interesų tenkinimo priemones. Situaciją apsunkina, tai kad organizacijos ištekliai ir galimybės yra riboti. Norint pasiekti optimalų rezultatą, visų pirma reikia siekti suderinti interesus. Viena iš galimų interesų derinimo priemonių gali būti šiuolaikinės karjeros sistema, leidžianti išsiaiškinti darbuotojų interesus ir sujungianti įvairias interesų derinimo galimybes.

Organizacijoms nėra taip paprasta įvertinti darbuotojų interesus. Darbuotojų interesus lemia daugybė asmeninių ir demografinių veiksnių, jie nuolat keičiasi, atsižvelgiant į aplinkoje vykstančius socialinius ir ekonominius pokyčius. Darbuotojų išreiškiamus interesus lemia ir individo benrosios orientacijos, požiūris į darbą. Straipsnyje aptariama aktuali vadybos mokslo problema – šiuolaikinės karjeros formavimas remiantis interesų derinimu. Svarbiausi darbuotojų interesai šiuolaikinėje karjeroje jau aptarti R.Čiutienės, A.Sakalo straipsnyje „Influence of personal interests on formation of modern career“ (2007). Šiame straipsnyje interesai analizuojami požiūriu į darbą aspektu, t. y. Aiškinamasi, kaip varijuoja interesai, formuojantys darbuotojo karjerą, atsižvelgiant į tai, kiek darbuotojas yra linkęs aukotis vardan darbo.

Atliktas empirinis tyrimas parodė, kad skirtingų požiūrių darbuotojai skirtingais prioritetais išdėsto savo svarbiausius interesus. Tai patvirtina, kad kiekvienas darbuotojas yra unikalus ir organizacija turi sudaryti galimybes realizuoti individualius interesus. Pažymėtina tai, kad atliekant tyrimą nustatytų darbuotojų interesų skirtumų, deklaruojamo požiūrio į darbą, negalima laikyti tipiniais Lietuvoje. Tam reikia atlikti daug platesnį tyrimą.

Tyrimo problema. Darbuotojo karjeros formavimo problematika gana plačiai aptarinėjama užsienio ir Lietuvos mokslininkų darbuose. Daugėja mokslinių darbų, kuriuose akcentuojama darbuotojo ir organizacijos poreikių ir interesų suderinimo svarba formuojant karjerą. Autoriai dažnai nagrinėja karjerą dviem aspektais: organizacinio karjeros valdymo ir individualiojo karjeros valdymo aspektais. Organizacinio karjeros valdymo aspektu analizuojami organizacijos veiksmai (veiklos) formuojant darbuotojo karjerą, individualiojo karjeros valdymo požiūriu – asmeniniai veiksniai, lemiantys individo karjerą. Daugelyje mokslinių darbų tyrinėjamas individo demografinių charakteristikų, vertybių, poreikių ir interesų poveikis darbuotojo karjeros pasirinkimui. **Tačiau darbuotojų interesų ir požiūrio į darbą sąveika bei įtaka formuojant šiuolaikinę karjerą organizacijoje yra menkai iširta.**

Šiuolaikinės karjeros, pagrįstos darbuotojo ir organizacijos interesų derinimo koncepcija, aptarė daugelis užsienio ir lietuvių mokslininkų. Individualios karjeros motyvus organizacijos kultūros kontekste analizavo Larsson ir kt. (2007), karjeros mobilumą skatinančius motyvus ir interesus organizacijos ir darbuotojo požiūriais aptarė De Vos, Dewettinck, Buyens (2008), Schnack (2008), ryšius tarp organizacinio karjeros valdymo ir darbuotojo įsitraukimo į darbą – Wenxia, Bo (2008), Dackert (2003), Fried (2003), Hansen (2001), Hartung (2002), Ramamoorthy (2002) - individo karjerą lemiančius veiksnius, Gunz (1988), Greller (2005), Kirchmeyer (2005), Paulsen, Callan V. (2005) - karjeros formavimo organizacijoje problemas. Iš lietuvių mokslininkų darbų galima paminėti Sakalo (1998, 2001), Stanišauskienės (2004), Župerkienės, Žilinsko (2008) darbus.

Mokslinės literatūros analizė parodė, kad darbuotojo požiūris į darbą bei interesų nustatymas ir analizė siekiant suformuoti karjerą, atitinkančią šiuolaikinės organizacijos ir darbuotojų lūkesčius, yra aktuali vadybos mokslo darbuotojo ir organizacijos interesų derinimo problema.

Mokslinis naujumas - darbuotojų interesų tyrimas darbuotojų požiūriu į darbą kontekste.

Tyrimo objektas – darbuotojų interesai, požiūris į darbą, karjerą.

Tyrimo tikslas – įvertinti darbuotojų požiūrio į darbą ir interesų sąveiką bei jų įtaką karjerai

Tyrimo metodas – mokslinėje literatūroje paskelbtų koncepcijų ir išvadų sisteminė, loginė ir lyginamoji analizė, anketinė apklausa, išvadų formulavimas

Atlikta individo bendrųjų orientacijų teorinė analizė leido pagrįsti darbuotojų požiūrio į darbą ir jų svarbiausių interesų sąsają tyrimą. Tyrimas atliktas individo lygmeniu.

Tyrimo modelyje išskirtos trys darbuotojų požiūrio į darbą kryptys: **Gyvenu, kad dirbčiau; Dirbu, kad galėčiau gyventi; Darbas svarbus, tačiau neturi trukdyti asmeniniam gyvenimui.** Tyrimu bus aiškinamasi, kokius interesus išskiria darbuotojai, kurių skirtingas požiūris į darbą.

Atliekant tyrimą nustatyta, kad tarp skirtingų požiūrių respondentų svarbiausi interesai pasiskirsto skirtingais dažniais. Pastebėta, kad respondentai, gyvenantys dėl darbo dažniau nei kiti yra suinteresuoti panaudoti profesinius gebėjimus ir juos tobulinti, taip pat suinteresuoti socialiniu pripažinimu, ir dideliu darbo užmokesčiu. Respondentai, manantys, kad darbo svarba priklauso nuo galimybės uždirbti, darbo užmokesį nurodė mažesniu dažniu nei kiti. Tačiau šios grupės apklaustieji dažniau nurodė suinteresuotumą geru psichologiniu kolektivo klimatu bei įdomiu ir turtingu darbu. Respondentai, siekiantys balanso tarp darbo ir asmeninio gyvenimo, labiau nei antrosios grupės respondentai nurodė profesinių gebėjimų svarbą. Nors atliekant tyrimą išryškėjo skirtumai tarp deklaruojamo požiūrio į darbą ir akcentuojamų interesų, tačiau tik nedaugelis jų yra statistiškai patikimi ir reikšmingi.

Viršvalandinis darbas lemia darbuotojo pasitenkinimą darbo ir asmeninio gyvenimo balansu. Atliekant tyrimą buvo aiškinamasi viršvalandinio darbo svarba darbuotojų karjerai. Išanalizavus tyrimo rezultatus, nustatyta, kad tik 7,2 proc. respondentams nereikia dirbti viršvalandžių. Respondentai dažniau viršvalandinio darbo nesieja su didesnėmis karjeros galimybėmis ir didesniu darbo užmokesčiu. Moterys (53,93 proc.) dažniau nei kiti respondentai aukoa laisvalaikį dirbdamos viršvalandžius. Pastebėta, kad darbuotojai iki 25 m. amžiaus dažniau nei kiti viršvalandinį darbą sieja su darbo didesniu užmokesčiu (96,30 proc.).

Išvados

1. Išsami karjeros valdymo tema paskelbtų mokslo darbų ir išvadų analizė leido išskirti karjeros koncepcijos pokyčių tendencijas. Lanksčios, vienoje organizacijoje neįtvirtintos šiuolaikinės karjeros plėtojimas yra ne tik organizacijos, bet ir paties darbuotojo rūpestis. Vienas iš efektyviai darbuotojus motyvuojančių veiksnių gali būti karjeros galimybės. Šiuolaikinės karjeros formavimo sistema turi būti paremta darbuotojo viršvalandinis interesų derinimu. Nors šiuolaikinėje organizacijoje darbuotojo interesai turėtų būti svarbiausi, reikia nepamiršti, kad kiekvienos organizacijos galimybės yra ribotos. Taigi, organizacijos formuojant darbuotojų karjerą pirmiausia turi nustatyti tiek darbuotojo asmeninius, tiek savo interesus.

2. Darbuotojų požiūrio į darbą ir svarbiausių interesų empirinio tyrimo rezultatai leidžia daryti išvadą, kad darbuotojų svarbiausi interesai iš dalies priklauso nuo požiūrio į darbą. Organizacijos, formuodamos darbuotojo karjerą, turi atsižvelgti į darbuotojo požiūrį į darbą bei interesus ir numatyti atitinkamas interesų tenkinimo galimybes. Darbuotojams, kurie yra linkę asmeninį gyvenimą aukoti dėl darbo, reikėtų užtikrinti kvalifikacijos ugdymo, socialinio pripažinimo, didesnio darbo užmokesčio galimybes. Darbuotojams, kurie dirba tik tam, kad galėtų gyventi, didesnio darbo užmokesčio galimybės nėra tokios svarbios kaip prieš tai minėtiems. Darbuotojams, kurie siekia darbo ir asmeninio gyvenimo balanso, reikėtų užtikrinti socialinio pripažinimo, kompetencijų plėtojimo, gero psichologinio klimato galimybes.

3. Empirinio tyrimo rezultatai parodė, kad darbuotojams tenka dirbti viršvalandžius. Tyrimo dalyvavę respondentai nemano, kad tai gali būti susiję su sėkminga karjera ar didesniu darbo užmokesčiu. Tokiu atveju galima nustatyti keletą priežasčių. Viena, organizacijos vadovai neįvertina viršvalandinio darbo. Antra, darbuotojai reglamentuotu darbu metu nesugeba visiškai atlikti pavestų užduočių dėl kompetencijos trūkumo arba dėl netinkamai paskirsto darbo krūvio. Trečia, organizacija turi įvertinti darbuotojo kompetenciją ir gebėjimą atlikti pavestas užduotis. Ne mažiau svarbu atsižvelgti į darbuotojo interesą siekti darbo rezultato, net ir jei reikės dirbti viršvalandžius.

Raktažodžiai: *karjera, darbuotojų interesai, požiūris į darbą.*

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