

## CAREER MANAGEMENT IN DISPOSITIONAL GROUPS

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**Summary:** Professional development represents an essential problem for institutions and a big challenge for employees. Careers paths are plans of employee's development in the institutions that employ them. Career cannot be regarded as achievement of high professional position although it is often considered as such. In the case of dispositional groups, vertical mobility consists in the transfer of employees in the area of workplaces at the same management level. Furthermore, mobility in the horizontal direction involves moving employees to both lower levels of the organizational structure i.e. (relegation) and to higher levels (promotion).

**Keywords:** dispositional groups, human resource management, promotion

### 1. Introduction

The development of the employees is a very significant issue for institutions as well as big challenge for the employees. In every type of work people use knowledge which is created in the initial stage of at schools of different types and levels. This knowledge is later a basis for future development in organizations where people take up employment.

The term “a career” is assumed in sociology as the aggregation of professional roles played by the individual in different stages of his/her life. We can say, a career means the advancement, stability, and also degradation.

The concept of career has derived from Latin *carrera*, which means – a race, a run or a road. In sociology, a career is a term which pertain to the sphere of the objective social facts – to the change of the social positions of the individuals, in general, from a lower position to the higher one.

### 2. Career in dispositional groups

Janusz Sztumski indicates that “the concept of career is referred to the vertical mobility” ( J. Sztumski, 1997, p. 87) , and it means “the process of rising in the social hierarchy, for example due to achieving the higher position in varied spheres of social life” ( J. Sztumski, 1997, p.87).

Also according to Bauman a career is a term referring to a certain sphere of objective social facts concerning change of social position of an individual, usually from a lower to a higher one. ( J. Maciejewski, 2014, p.74).

Thus, the career is described as the sequence of the following activities executing within the scope of professional activity. The term defines the mobility of individual and indicates to his or her social advancement ( J. Maciejewski, 2014, p.74 ).

In case of dispositional groups, the horizontal moves are based on passing of the employees from one position to another, which are at the same level of hierarchy. On the other hand, the vertical movement involves transfer of an employee both to the lower level of organizational structure, what is a degradation, and to the higher level related to the advancement.

The set of the above-named moves of employees – primarily the horizontal transfers and the advancement – create so-called career path of the employee, that is the way the employee from the first appointment through the other posts, numerous roles and duties, up to the expected top position, which is a goal of employee's career.

Nominations of the particular members to the given official posts, transfers and dismissals in the dispositional groups belong to the capacity of the superiors. On the other hand, the nomination, appointment, transfer or dismissal of a soldier or an officer occurs in the form of the act of personal appointment to the position, and as such is an administrative decision, so it is based on general rules of the Code of Administrative Proceedings. Furthermore, the nomination or appointment of particular person to the official posts depends on the level of education achieved, for example the secondary or higher education diploma, and on acquiring special professional qualifications based on a professional training, a specialist course or higher vocational studies, as well as the practical experience which is the time spent in the particular dispositional group.

Nowadays, in the days of great social mobility, the professional possibilities can be enriched by the experience of professional work not only from Poland, but also from different European countries. It also relates to the persons belonging to the professional uniformed services.

In the current market economy, in which the great importance is attached to the professionalism and in which it also appears the conviction about the great significance of professional success, we can see the tendency to taking actions aimed at the development of professional qualifications. It obviously affects the professional career. There are a lot of attempts to show the conditionings of professional career.

With respect to the above we should consider as very relevant the remarks of S. Ossowski that “the hierarchy of the social roles occur in the places where the entire system of positions is institutionalized, the way of transferring from one position to other is established, and privileges and responsibilities connected with every social role are clearly specified” (S. Ossowski, 1986, p. 22) . In the other words: career means the realization of professional path by achieving higher and higher position.

The career can be also perceived in a moral or ideological dimension. The moral dimension manifests itself in the subjective opinion on people consciously aiming at achieving the success, who are called careerist. In the ideological dimension it is represented by life and professional success, which is sought in sociopolitical conditionings supporting the career.

### **3. Planning of development of an employee in dispositional groups**

The career is also supported by the human resources policy conducted by the management. It involves a variety of activities undertaken by the management, aimed at e.g. the preparation of selected employees presenting outstanding results or abilities to move to more responsible positions. The process of employee career proceeds from the moment of hiring to the company until the leaving from the organization and, therefore, it can take up to several decades, and its effects have a significant impact on the quality of work (Suchodolski, 2004).

Planning of employee development is an integral part of personnel planning in particular dispositional groups. It also plays an important role in management. On the one hand, it may facilitate the development of the employee through getting benefits by the organization and on the other hand, the employee himself has got a possibility of getting satisfaction from performing work.

By the professional development one can understand the activities aiming at preparing them during the time of the employment in an organization to performing work and occupying the post of higher responsibility.

In the context of personnel management the dynamics and direction of development are determined on the one hand by the aims of an organization and on the other hand by the needs and aspirations of the employees. Therefore in order to increase the effectiveness of activities oriented on the professional development of the employees in an organization this process has to be individualized and include the employees engagement.

The aims related to the Professional development of personnel may be reached in two ways:

- one way leads through concentration on the individual development of particular employees of an organization,
- second way involves implementing the systematic program of the development of the whole social potential of an organization.

From the start of employment of an employee in an organization the process of his professional development starts and it finishes with his leaving of an organization. This process can last tens of years and its results definitely impinge on the quality of performed tasks. Thus, the organizations noticing the importance of this element of personnel function try to manage it intentionally and shape it for the realization of strategic goals.

Career management includes the following processes:

- defining the career paths in an organization – setting the sequence of posts including the requirements of their occupying wherein the requirements should concern the skills, knowledge and practical experience gained on the following posts;
- anticipation of career – monitoring of the free job posts resulting from the planned and unplanned leaving from work, creating new posts and choosing the candidates to hold the posts;
- career planning – matching the development possibilities of employees to the future needs of an organization, providing all necessary information to the employees concerning possibilities of professional career;
- career advising – providing assistance of proper people from the personnel department concerning the choice of career paths, career planning or advising. It is often provided during one-day workshops of professional career;
- help in professional development – training of the personnel, surcharges to the higher education; granting a leave for studying, personnel movement inside an organization. (A. Szalkowski, 2002. p.86).

Professional development of an employee in practice often is presented by the career development plan. It shows at what time the employee is likely to meet the different positions in the process of his career, of course, when provided certain requirements related to professional development. There are several requirements taking into consideration during creation of the career development plan. They can be divided into three issues:

- description of the type and level of qualification desired;
- description of necessary work experience of the employee;
- requirements related to the results achieved by the employee in the implementation of his previous tasks.

In our time, people want to fully independently create their own future. This also applies to their careers. Undoubtedly, the conscious and deliberate creation of one's career is related mainly to the interests of an employee. It is not surprising that the employees are trying to choose the best to his or her path. They strive to achieve self-fulfillment and job satisfaction for everyone looking for attractive positions and roles in different social structures.

To achieve these objectives, it is necessary to have adequate moral and social skills. And furthermore:

1. constantly striving to deepen their knowledge and skills and
2. maintain pro-social relationships and contacts (M. Rybak, 1998. p. 153).

Effective career management of the personnel is a subject of accurate diagnosis of qualification of the potential of individual employees. Based on the results of evaluations one can also carry out activities related to the improvement of human resources and the use of appropriate promotion policy. Wise procedure for evaluating of employees also affects the degree of integration of the group. Thus, evaluation of employees is one of the main element of the process of development in the social structure ( T. Listwan, 1999, p. 144).

The starting point for the proper planning of employee's development is to understand his or her aspirations, ambitions, achievements, strengths and weaknesses, and then confront them with the person's professional preparation, skills and knowledge. Only on this basis one can predict the further development of the employee.

This forecast is based on the assignation of the "path" of the promotion/career, in other words, on the planning of the order of achievement of various positions and setting the necessary requirements. This applies to the types of the work, the needs for training, acquiring new skills and length of service in a given position.

Setting the requirements in relation to the employee is important, because any change of the position should be the result of fulfilment of the pre-established conditions. More transparent and clear they are, the greater role in motivation they have.

Planning of the development of an employee brings the following benefits:

- satisfies the needs of employees' development;
- enables to increase the use of talents;
- leads to the increase of the loyalty of the employees;
- motivates the employees;
- satisfies the needs of a dispositional group for a properly qualified personnel. (Maciejewski, 2014, pp. 74 -78).

Planning of the employee's development is also based on the commitment of himself / herself in the process. People who wish to achieve a specified position in the institution should define his or her own strategy, which is a vision of co-creation of the career, the objectives they aim, and the ways how to achieve them.

An important role in planning of the human development is played by the motive, which is a conscious stimulus, inducing the given person to a specific behaviour. It is assumed that they are hypothetical states within the human mind to activate person's behaviour to reach a particular purpose.

According to the Edgar Schein one can distinguish the following universal motives:

- professionalism;
- management/leadership;
- autonomy and independence;
- safety and stability;
- creativity and entrepreneurship;
- idealism – sense, truth, sacrifice for the others;
- ambitious challenges and
- lifestyle ( J. Maciejewski, 2014, p.77).

Every organisation has its own specific profile and style of operations, what affects the internal matters in stronger way that formal dispositions and persons of authority. That is the organizational culture which represents not only one of conditions to survive, but first of all the further development of the organisation. It is a basic factor affecting effectiveness of its activities. The organisational culture is being created mostly by people performing their duties, but also by their feelings, expectations, values and believes.

#### 4. Conclusion

While making decisions concerning career development people usually take into consideration the factors such as: safety of employment, subordination, predictability and permanence of interpersonal relations. The situation is similar in the dispositional groups. The consequences of this approach cause that the individuals employed are not interested in the mobility, taking up the challenges if it means changing the workplace. They prefer staying longer in the same military rank (not necessarily on the same post) than advance on higher post in another (often distant) location. This phenomena is the stronger the bigger city an individual perform the military service. Another issue to which attention should be drawn is the problem of responsibility. The professional advance and taking up the managerial posts are connected with bigger responsibility and higher level of stress.

What is also important, human resources management of dispositional groups, and the current HR policy, are incredibly determined by the cultural factors. Because for the many, the belonging to the service itself, is considered as the career of a special sort, even more importantly, as it is limited to quite narrow number of citizens, who have become the professional cadre of the elite military troops, in the result of tough recruitment procedure. So the above mentioned cultural factors, will affect their career, as the career paths are connected not only with consecutive positions, but also with their ranks.

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