

‘CAREER MANAGEMENT NOW AND ONWARDS’ A CONDITION TO PERSONAL AND COMPANY SUCCESS

Olgerta Visi

PhD Candidate, Agricultural University of Tirana, Faculty of Agribusiness and Economics, Albania

Lecturer, Faculty of Economics, UT, Albania

gertavisi@gmail.com

Abstract

The sensation of success and/or failure is inseparably bound to one's career evolution. Nowadays career has ceased to being approached as a stable, static situation and it is outlined as a complex, dynamic and ever-evolving process, extended in time and crossing the classic organization boundaries. The results thereon inevitably affect the professional performance of duties, confronting challenges, which must be analytically recognized and studied. Aim of the paper is studying the current career management trends, problem identification and viable improvements. Rising awareness on the paths of career management, mastering a development plan that will fill in the insufficient knowledge gaps, bridging the shortcomings emerging upon the theoretical stages avert, as a threat to the professional career. The prominence of mastering the theory and afterwards its effectuation into the objective of achieving success, so wishful to anyone. The importance of learning and accumulation of skills and knowledge, recognizing the growing importance of security in the form of employment ability, not just getting a job, in the rapidly changing market. The paper aims at rendering a tableau on the career approaches, ranging from the traditional ones to the contemporary formats, applied to the modern life scenarios, aiming at a successful career reality.

Keywords: career management, theory, modern approaches, changing market, employment

INTRODUCTION

In terms of today's globalization, scenarios such as layoffs, restructurings, workforce mobility, costs cuts and a large number of similar scenarios involving anti-security realities at work, have become common, thus the pressure for change in the organization is always growing. Change

is expected to occur more rapidly in the business environment in the future and pressure upon organizations to undergo transformation will be accentuated (Kotter, 1996).

Some highly demanding issues easily encountered in our daily work environment posing a concern to the employer and the employee simultaneously are conditioned upon a multitude of factors, among the most prominent can be mentioned (Bryant & Yarnold, 1995; Sullivan, 1999):

- i. the ongoing competition in the production and employment market,
- ii. the rapid technological developments,
- iii. the economy globalization,
- iv. the rising demands for equal employment opportunities,
- v. the employees' pressure on professional achievements, etc.

Furthermore, downsizing, restructuring, cost-cutting, de-layering, redundancy and a multitude of similar counter-job-security scenarios, lead to the fact that organizations can no longer offer employees careers for the whole lifetime. As a result, careers seem to be boundaryless (Arthur & Rousseau, 1996) with the duty placed on the individual to take responsibility for their management (Arnold, 1997), resulting to what Kidd (1996) depicted as 'new career realities', making the career management and marketability imperative upon us. In the new reality, people must be proactive about managing their careers, grasping the appropriate options and opportunities in order to attain their career goals. These contemporary career realities often do not support the traditional bureaucratic career anymore (Donohue & Patton, 1998). Rather, they have been described as "distinctively different phenomenon from the traditional career models", (Sullivan, 1999, p. 459).

Thereon, managing effectively one's career is the appropriate approach to the changing realities of employment, starting from the security at work, to merely being able to get a job. Awareness on the prominence of career management, possessing a development plan that would fulfill the gaps of knowledge, guiding us to the potential improvements to this regard are steps to be attentively observed and idiosyncratically targeted.

Convergent to the momentous globalized economy we are lodging in, the issue of career management is gaining a remarkable attention. Despite and/or precisely due to the ponderosity the subject represents on the individual and organizational success perspective, emerges the necessity to consecutive research, being eventually the motivation, the spark to this research initiation.

Traditional versus new career realities

Traditional career

Depending on the disciplinary approach and the audience, the career definitions vary in content and focus: career is 'a construct used for different purposes, in different contexts' (Collin, 1998). The two main schools of thought regarding the career theory are the Objectivist and the Constructivist (Savickas, 2000). The first are rooted in positivist beliefs, seeing the individual as a physical entity that can be empirically and independently studied from the surrounding environment (Collin, 1998). The latter, are rooted in the social constructivist ideology, viewing the individual as a student, developing approaches and reasoning as a sum of social encounters and meetings. The main aim of the Objectivist approach was to adapt the individual the appropriate professional role within the organization (Collin & Watts, 1996) considering the organization as a dominant management agent.

However, the work mechanism is changing, introducing new theories to the career options. The focus of attention has shifted from the organization to the individual and the social constructivist views on careers are resulting increasingly prevalent. The course on employment movements within the organization has changed and the approach to an individual career plan has gradually taken another course, influenced by the organizational restructuring, the technical renovation, etc. Career nowadays is acquiring a new meaning, by giving emphasis to the development of the individual outside the organization, rather than being confined to the organizational well-defined frontiers.

Bureaucratic career

According to the traditional career theories, career is mainly rendered in structural and not personal terms. The majority of traditional career theories define it as 'a range of related and interconnected tasks, ranked according to a hierarchy of prestige, along which individuals move according to a sequential (more or less predictable) and well-regulated pattern' (Wilensky, 1961); or the career is defined as 'occupations characterized by related training and work experiences, through which a person moves from the bottom up, through a series of job positions that require mastery of skills and more responsibility and which provide an incrementing financial reward' (Bryant & Yarnold, 1995).

The career prototype, considering career as an upward progression within a hierarchical organization is labeled as the *bureaucratic career*. The origin of this definition comes from the industrial era when the hierarchical and bureaucratic organizational structures were highly prevalent, aiming at ensuring regularity and efficiency (Collin & Watts, 1996). The bureaucratic career, for a considerably long time, has shaped the picture frame of career, which the career

actors and observers have used as a template, a standard measure to depict and interpret career and its various forms. The career is placed in the background/ context of one or more organizations, assuming a continuous, full-time employment. The main aim of these objectivist approaches was to equalize the individual with his role within the organization (Collin & Watts, 1996), considering the organization as a dominant-managing agent. Such a career is focused on a commanded movement of the individual, who is expected to follow a sequence trajectory of well-delineated positions.

Protean Career

The notion of protean career, a variable, flexible career was introduced by Hall (1996). He describes a career driven by the individual and not the organization. According to him, the protean career is a process managed by the individual and not the organization. The name took from the Greek God Proteus, who possessed the ability to undergo metamorphosis and be shaped according to his personal will. In the career theory, the concept of 'changeable' suggests a career path that gradually and regularly and/or completely changes depending on the case. (Hall, 1996) According to Hall, the individual must bring in work his/her personality, including values, passions and personal life; meanwhile the organizations in turn, would provide him/her with the due challenges, information, resources to unveil the skills and abilities and also interaction and relationships. The individual career choice is a personal approach, and in the particular chosen career the individual aims to find self-fulfillment. The success criterion is internal (psychological success), not external. The individuals pursuing the protean careers are less concerned on the earnings or benefits part of rewards from the organization, on the contrary are more motivated by autonomy, personal values and the psychological success. (Hall and Harrington, 2004).

The notion of Hall on the psychological success is based on the Shepard's view 'the human potential reveals only following the 'path with a heart', he defines success as 'a life worth living to the fullest' (Shepard, 1984). The protean career is further characterized by continuous learning that transcends the organizational borders, hence 'the career age' is what accounts and is calculated, rather than the chronological age; the individual is asked to rediscover his/her career from time to time, a search and rediscovery that 'needs a high level of self-awareness and personal responsibility'. (Hall, 1996). Hall refers to the skills and knowledge of a higher order, concerning the self-management and the career management. He emphasizes that the social interaction and the process of discerning and assessing differences is crucial to the development of a range of personal skills eg. self-discovery, effective communication, building interdependent relationships, facing conflicting situations etc.

The three key elements to a protean career are delineated below:

- i. Autonomy, having control over life/ work timing,
- ii. Individual values, giving priority to the personal versus organizational values,
- iii. Psychological success, the self-satisfaction feeling.

Generally speaking, the protean careers is envisioned as an eternal series of short teaching-learning phases, in order to achieve competitiveness in the employment market of the modern reality wherein the job security is fading.

Career as a repository of knowledge

Reiterating the incessant idea of continuous learning, Bird, Hugh and Arthur (2002) define career as a repository of knowledge, as ‘... the collection of information and knowledge embodied in the skills, expertise and creating a network of relationships over time, through an evolving sequence of working experiences extended in time ...’ (p. 326). The definition proceeds into critically targeting the traditional definitions of career, which exclude the knowledge gained from the employment experience. Bird and colleagues point out that ‘it is not that significant the work progress experience per se, but the information and knowledge accumulated through this course, this is exactly the essence of career’. The character and quality of a career is defined by the gained knowledge, which can be used, reorganized and/or replaced. Interoperability is seen as a vital part of the process, creating communication networks provides opportunities for interpersonal discourses, as a key element to the knowledge acquisition.

The boundaryless career

The *boundaryless* career (boundaryless, Arthur & Rousseau, 1996) is the concept challenging the traditional assumptions of the hierarchies and the career development. It refers to 'a series of job opportunities across the classic borders of a single employment environment. Unlike the traditional career, the boundaryless career emphasizes the improbability of the end-result; employability, compared to the long-term employment, enabling the employees to understand the importance of a sustainable employment in various organizations.

The 'limit' to the definition of this type of career can be interpreted as a career boundary, an organization boundary, a work-relationship boundary, a work role boundary, etc. This career type is not only used to describe a modern trend to career development, but also to represent a particular way of individual career development. As a career development trend, the boundaryless career refutes the hypothesis that the organization can offer a lifelong employment and highlights the volatility and turbulence of the modern career, from the perspective of labor market dynamism.

Being aware of the unpredictability and the volatility of the market wherein career unfolds, this form characterizes not one, but a variety of possible career forms. The boundaryless career includes an extensive multitude of meanings; among the most prominent is the view that considers career not inextricably bound to a single organization, but mobile, variable along the boundaries of various organizations and employers. Such a career bases the decisions on current career opportunities, on personal reasons, whose validity is proven beyond the current employers, through the assessment of the market demand (marketability) and an external information network supports these decisions. (Arthur & Rousseau, 1996)

Using the boundaryless career concept, Arthur argues that, to the majority of us the career is not limited and/ or regulated by the organization any longer. Nowadays we are faced with new career realities, where:

- i. *Career changes at higher speed, due to industrial restructuring and technological upgrading* (Arthur, 1994). Under the continuous new-style employment changes, the old employment styles are being transformed. Thereon, the past skills and lessons are no longer enough to satisfy the present and future employment needs. Some job types existing in the past have disappeared and new ones have opened.
- ii. *The impact of the organizations transformation and services refinement is rising.* Since the late 19th century, the competitive environment within organizations has experienced considerable changes. Especially due to the rapid development of the information technology and the knowledge economy since the 1990s, organizations have undergone radical changes. The traditional, bureaucratic structures have been converted to more flexible, flat organizations, new trends have emerged, such as computerization, decentralization, virtualization, etc.

Intertwinings among careers

Despite the striking differences among the above theories, they carry numerous common features. They jointly emphasize upon:

1. The importance of learning and accumulation of skills and knowledge over time, recognizing the growing importance of security in the form of employment ability and not just getting a job.
2. Career has ceased to being approached as a stable, static situation and nowadays it is outlined as a complex, dynamic and ever-evolving process, extended in time and crossing the classic organizations boundaries.
3. The same new definition of career should be applicable to the employees, the work experience and the employers; shifting the perception from the narrow, truncated career

in the context of employment, to a much more comprehensive reality, comprising the professional and personal life.

4. The individualistic perspective gives importance to the individual development, the career definition is furthermore defined in personal terms, rather than accepting the universal stages, objectively identifiable (Collin, 1998). The internal career perspective, the subjective or the cognitive career is gaining ground in the sense that the individual builds his own career, according to stories, skills, attitudes and acquired beliefs. (Arnold & Jackson, 1997)

Research methodology

The methodology will make feasible the paper materialization in meeting the research objectives. Explaining them and setting the due approach towards achievement. The objectives of the paper are intended to identify and explore its specific dimensions. A variegated set of methodology is employed guiding through the research realization. The methodology application will be aimed at laying the due indispensable theoretical basis, focusing the attention both in terms of achieving the objectives, as well as in the willingness to be involved in the practical activities.

Firstly, is intended drawing an overview on the demographic characteristics of individual career success.

Secondly, the identification and exploration of the organizational environment dimensions, aimed to be attained through the observation/ field surveying.

Thirdly, the impact of the company organic factors associated to the personal success will be examined.

A. Listing the observed causes that support the necessity to undertake the study.

The approach is directly related to the motive the research is being undertaken.

Firstly, the paper significance comes due to fact that, so far researched, in the National Library in Tirana, Albania has resulted that there is no substantial work, apart from some newspaper articles, on the career management of the managers' level in Albania.

Secondly, the dramatic changes in the organizations' work mechanisms have created "new career realities' focusing on the individual, requiring each of us to undertake personal responsibility to career development (Kidd, 2002). New approaches to career management are becoming increasingly prevalent.

Thirdly, another stimulus for undertaking this research was laying the foundations on an initiative for change, given that career management is 'a must' for marketability and employment

saliency (marketability and employability, Brown and Hesketh, 2004). Consequently, the career management and its marketing are two simultaneously imperative and dynamic processes.

Fourthly, I have aimed to view career management as an essential changing factor, to the benefit of the business success in the Albanian background conditions, taking into account the specificities of a post-communist economy in transition and thereon the lack of experience in professional training. Consequently, oftentimes our economic, public and private environment is highly reluctant and resistant to the change, whether being manifested as a blind resistance, in the form of fear/ non-tolerance towards any change or political and ideological resistance to change. (Hambrick & Cannella, 1989).

Adding to the above rationale, career management stands as a potential cornerstone, conditioning the success level and reducing the failure rate. In this context, the paper aims at helping the business executives and various levels managers to better understand the importance of career management in the organization and the factors contributing to the successful materialization of the process.

All the above reasons highlight the need to engage in a study of these dimensions in the field of career management, to the Albanian reality.

B. Diagnosis

Based on the observed, above identified reasons the diagnosis is defined. Diagnosis is important as it clarifies the situation and problems in the focus of the scientific work. Diagnosing is concerned with the perception of the situation object of study, thereon collecting the indispensable information and conduct interviews is vital. The quality of any scientific work is conditioned upon the accuracy of the diagnosis, the eventual axial elements, which in the case of this scientific work can be delineated:

- The correlation between career management and the individual success
- The existence of actual improvement opportunities.
- Delineation of managers' future perspectives.
- Working on capacity building to this regard.
- Reluctance or passivity in the commitment to offer employees opportunities for advancement.
- Defining the managers' current intellectual capacity and afterwards targeting the needs and finding new pathways in boosting/cultivating the employees' career.

Referring Ceku B., 'Research is characterized by handling the problem in the theoretical perspective, the critical reviewing of previous research, the concepts definition, the variables

operationalization, the pre-testing evaluation and the eventual formulation and theoretical justification of hypotheses'. (Ceku B. and Kola F., 2008).

On these bases, the focus will be centered on two basic approaches:

- I. Theoretical approach, and
- II. Practical approach – gathering the necessary data,

Hence, the methodology will be divided into:

- i. Table work
- ii. Field work,

Table work will address two main aspects:

a. Literature review

The study focus of literature review is the analysis on the theoretical aspect of career management issues. Referring primarily to the literature published in the field of career management and development, the scientific articles, reports, studies, scientific journals, providing the theoretical basis evidence of the study. In the selection of authors it is taken into consideration the fact that their work must be supportive to each-other, but also intentionally contradictory approaches are considered, so as to confront views in order to represent an as complete as possible theoretical framework of the paper.

b. Preparation of the questionnaire and interview

Using the modern methods in career management is associated with the engagement of key stakeholders in the activity, benefiting to the business success and the individual professional development. The main stakeholders are managers, positioned at different hierarchical levels.

The problem will be studied in:

- ✓ Managers' level (decision makers) in order to investigate the phenomenon dimensions, being the object of study and aiming at the explanation of the specific phenomena, functional to the hypotheses testing.

On this basis, in the data collection will be utilized:

- a. the surveying techniques,
- b. the interviewing techniques.

In order to evidence the managers' perspectives, the questionnaire technique will be used. The questionnaires prepared to this purpose are fully structured questionnaires. The administered questionnaire will be formulated on the basis of:

- i. Closed questions,
- ii. Questions according to the Likert scale,

According to a Likert scale, the respondents are asked for approval or non-approval respectively, to some degrees, usually five (but the scale may vary to 3 or 7) (Kothari, 2004).

The questionnaire completion will be attained through direct contact: the face-to-face methods, based on communication. The method creates opportunity for a more in-depth review of issue/problem, thus receiving an immediate feedback.

The interviewing techniques will include open questions with the aim to obtain a direct feedback. The in-depth, unstructured qualitative interviews are intended to be used.

i. Field Work

On the ground research and interviewing will aim at gathering the adequate opinions, finding the most efficient ways to generate a comprehensive assessment of the situation, defining the problematic and presenting solutions therein. Fieldwork will consist in managers' interviewing and collecting data from businesses.

The data will be:

- i. Primary (field interviews),
- ii. Secondary (documents obtained from the relevant institutions),

Snowball sampling method will be adopted. The sampling will be applied in respect of the RAOSOFT program (data gathering and definition will be obvious adding the population number, in order to ensure the appropriate sample number).

The sample of the study is very important as it significantly conditions the research results. To this regard Ken Black (2010) states: 'The sample tends to be less variable than the population, as in many environments extreme elements of the population may not be available. The researcher will select more elements of the 'middle' of the population.' (Black, Ken, 2010). Related to the sampling, the approach of Floyd J. Fowler, Jr., (2014) were considered, according to which the below issues are pivotal:

- Choosing whether to use or no a probability sample,
- The sample 'framework' (the population that actually has the chance/ opportunity to serve/ be taken as a sample),
- The sample size/ dimensions,
- The sample design /development (the defined strategy to be used in sampling),
- The response rate (the samples percentage of collected data) (Floyd J. Fowler, Jr., (2014)

C. Data processing, interpretation and result generation

Data processing will be actualized by means of the statistical methods in order to identify the factors influencing the phenomenon, object of study. To this regard, 'the role of statistics in the

research process is to function as a tool in the design process, in analyzing data and drawing conclusions from them. "(CR Kothari, 2004)

In the paper, two types of analysis are considered, namely:

- The descriptive statistical analysis, *the descriptive research – the descriptive statistics*, describing the data and characteristics pertinent to the population or the phenomenon studied.

The descriptive research answers to questions as: who?, what ?, when ?, where? and how?.

The descriptive statistical method aims to extract from the real world the essential phenomena, which consequences determine the professionals' behavior. The method aims to identify the problem in focus, its characteristics, and limitations in order to designate the appropriate remedies. To this, the descriptive analysis will be coordinated with other methods.

- *The statistical analysis*. In cases when the collected data is qualitative, to their processing will be considered the non-parametric statistical methods as the association coefficient, Pearson coefficient (C), the Spearman, the Cuprov (T) and coefficient of Kendall. The latter will be used in case of dealing with several variables.

The above methods, used separately and/or combined will enable the formulation and materialization of the phenomena in focus of the paper.

Interpretation is substantial. To this C.R. Kothari (2004) states: 'Interpretation is crucial to the simple reason that the usefulness and value of research results lies in the correct interpretation'.

Following the rationale C.R. Kothari (2004) makes a specific assessment arguing that 'Interpretation is an art that is learned through practice and experience'. The data interpretation considers the deduction and induction methods aiming that the observed facts analysis can be as comprehensive as possible. It helps in the formulation and objective assessment of the analyzed phenomena, so as to conclude in sustainable and concrete findings. Consequently, 'The interpretation task is not an easy task, on the contrary it requires skills and dexterity on the part of researchers' (C.R. Kothari, 2004).

Accordingly, it will be possible to attain conclusions, formulate ideas and generate objective recommendations. The objective will be to obtain simple, understandable and realistic conclusions, which will be beneficial to the managers as well as to the individual perspective.

The geographical coverage of the study

Specifically the study will focus on the capital, Tirana, claiming that it is the most developed area in the country, wherein the business concentration is higher.

D. Setting the research question

The value of the study lies in the capacity to effectively answer the questions on its focus. According to C.R. Kothari, 'the formulation of an overall theme to a specific research problem is the first step of a research'. (C.R. Kothari, 2004)

The research question will help in determining the managers' trends concerning the methods used in career management.

On these bases, *the research question* is presented as follows:

- ✓ What are the stimulating factors to careers management in the food industry business?

The main objective of the study:

- ✓ The identification and study of the professional career management problems in various management levels (senior, executive, middle, supervisory).

Other objectives:

Functional to the main objective other objectives are listed:

- a. Theoretical career management problems/ issues.
- b. Determining the actual career management level of the Albanian enterprise managers.
- c. Testing of managers' knowledge concerning the professional career and its management.
- d. Evidencing the managers' commitment to the career management of their subordinates, as a key to success.
- e. Identifying the obstructive factors to career management, as a natural response to change.

Defining *the object of the study*:

- ✓ The object of the study will be the food industry businesses and enterprises as they are more sensitive to the topic.

The target group:

- ✓ The managers.

Hypotheses

On the above reasoning, the research hypotheses are formulated, namely:

H1: The Albanian managers are not aware of the role, importance and paths of career management.

H2: The business managerial level does not have a career development plan to their employees, aiming at the company's success.

H3: Planning the employees' career management is positively related to the company's success.

ANALYSIS AND DISCUSSION

In order to gather data on the manager's perspective concerning their actual career, a total of 150 questionnaires were administered; out of which 109 were returned and 100 resulted valid for consideration. The selected businesses were obtained from the General Tax Office registrar, amounting to 79 medium and large food industry businesses and enterprises situated in the capital of Tirana. The geographical location was selected on purpose as the main economic and the most developed city of the country. In these businesses, managers of various levels and departments were interviewed.

Factorial analysis

Factorial analysis starts with the adaptability of the sample. To this aim, the reliability analysis served as a starting point. It was achieved by statistically analyzing the reliability and validity of the questions through the "Cronbach alpha" statistics.

In order to measure the adequacy of the sample, it is utilized the Kaiser-Meyer-OLKI (KMO) statistics, which indicates the variance percentage of the studied variables that might be caused by invisible factors. To this, (Kaiser 1974) orientates: the highest values towards the 1.0 value indicate that factor analysis is valuable to the provided data, meanwhile referring to the values lower than 0.5 KMO, the factor analysis results may not prove useful. By the survey data processing, it is shown that KMO statistics amount to 0.603 what evidences that the provided data support the use of factor analysis in the study.

Furthermore, the reciprocal correlation is controlled via the Bartlett test. This is an important test when the correlation matrix is an identity Matrix, (Field 2000: 45). The Bartlett test value in this case indicates the substantiality degree, which means that the factorial analysis could prove potentially useful to the provided data. According to the Bartlett test, in the study wherein $p < 0.0001$ it is evidenced the possibility that the factor analysis is proved useful, as evidenced by the following table 1:

Table 1. 'KMO and Bartlett's Test' on the evidencing of the factor analysis usefulness

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.603
	Approx. Chi-Square	96.079
Bartlett's Test of Sphericity	df	15
	Sig.	.000

Based on the above reasoning, the data can be grouped in smaller sets of influential factors. Moreover, referring to the Eigen values, the number of factors must be equal to the number of

Eigen values, bigger than 1, thus justifying the Kaiser criterion (1958), considering that an Eigen value is the amount of the explained variance. As indicated below, the total explained variance amounts to 56.626%.

Table 2. Total Variance Explained Test

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1 – Non-material motivation	2.135	35.586	35.586	2.135	35.586	35.586	1.985	33.090	33.090
2 – Training as a precondition	1.262	21.040	56.626	1.262	21.040	56.626	1.412	23.536	56.626
3	.931	15.518	72.144						
4	.723	12.044	84.188						
5	.623	10.378	94.565						
6	.326	5.435	100.000						

Extraction Method: Principal Component Analysis.

Consequently, referring to the above results, the questionnaire assertions related to the 'Manager career advancement within the company', can be analyzed, arranging them in two groups, namely: 1. Non-material motivation, 2. Training as a prerequisite. The questionnaire assertions referring to these two groups are presented in the below table no. 3

Table 3. The questionnaire assertions by groups (Rotated Component Matrixa)

	Component	
	1 – Non-material motivation	2 – Training as a precondition
I can freely express my approval / disapproval on work issues, without hesitation / reservation/ fear from the supervisor /owner.	.838	
My work activities promote my professional growth.	.750	
I take an active part in the company's decision-making process.	.733	
I consider an important factor to my career advancement a manageable workload.	.426	
I consider capacity building through training and development as a time and cost efficient process in the completion of tasks.		.771
I consider an important factor to my career advancement the work recognition /support from the CEO /owner.		.767

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization. a. Rotation converged in 3 iterations.

To the above-considered factors, the degree of compatibility between the variables as a group is analyzed through the Cronbach Alpha indicators. The factors reliability coefficients result to be as follows:

Table 4. Reliability Statistics

Factor	Cronbach's Alpha	N of Items
1. Non-material motivation	.665	4
2. Training as a precondition	.376	2

The components labeling is done as below delineated:

Component 1 – Non-material motivation

Motivation, whether it comes to material motivation or the non-material motivation is a very crucial issue. Robbins, Judge, Odendaal & Roodt (2009) and afterwards, Idah Naile & Jacob M Selesho (2014) consider it as 'the process that calculates in an individual the passion, leadership, tenacity and effort that the person makes to achieve a goal that is, the motivation is the result of the interaction between an individual and a situation.'

The reliability analysis to the factor (component) 'Non –material motivation' resulted in a Cronbach alpha value of 0.665 evidencing a good consistency.

The utilized assertions to measure this component relate to the below issues, such as:

- The possibility of freely expressing one's opinion regarding work issues (factor weight .838)
- Easiness in work activities that promote professional growth (factor weight .750)
- Being part of the decision-making process (factor weight .733)
- Manageable workload (factor weight .426).

Their factor analysis resulted in a single component.

Generally, the integral assertions of this component represent problems that studies conducted in the Human Resources Management field have singled out as critical, as they relate to some essential requirements that employees posit to the work environment in order to attain not only financial consideration, but also the aimed gratification from their work. Thus, the assertion - *Easiness in work activities that promote professional growth* results in .838 factor weight, relates to one of the requirements employees have with respect to their work:

The sense of responsibility. It is a demand considering the fact that in general, the individual wants to feel that his/her work is valuable. Regardless of this, in a business organization every individual should be considered important and having his/her contribution recognized. The

assertion - *My work activities promote my professional growth*, having a factor weight of .750 refers to the requirement that in Human Resource Management theory is labeled as:

The opportunity for self-expression, which serves as an orientation compass, namely even though the employees' skills may differ, they should definitely be considered by the company. Such approach should be employed even in cases when the organization does not spot special skills-talents in its staff, as the employees on their part have the right to claim it, therefore the organization needs to respect this duly right. It is necessary that companies should enable the employees into developing and improving their talents. This approach on the part of the company is inevitably associated with mutual benefits. On the one hand, the employee is treated as a major source of human energy and capital to the organization and on the other hand, the organization is granted the possibility to choose among the most efficient alternatives. Moreover, the assertion - *I take an active part in the company's decision-making process*, having a factor weight of .733 depicts another requisition on the part of the employees, which is labeled:

Opportunity to participate in decision-making – it is an highly evident request on the part of the employees. To the majority of the employees the aspiration to be part of the decision-making process is great, despite the limited chances. A considerable interest on the part of the employees is posed regarding their involvement in work-related problems, particularly to the welfare issues.

The assertion - *I consider an important factor to my career advancement a manageable workload*, having a factor weight of .426 refers to the organization commitment to create decent working conditions to the employees.

Component 2 -Training as a prerequisite

The component 'Training as a prerequisite' resulted in a reliability coefficient of 0.376, which indicates an acceptable level of internal consistency, supported in literature by Nunally (1978). This component includes two assumptions emphasizing the fact that careers should be a concern to both parties, the organization and employee. Concretely, this component contains the below assumptions:

- I consider capacity building through training and development as a time and cost efficient process in the completion of tasks (factor weight .771)
- I consider an important factor to my career advancement the work recognition /support from the CEO /owner. (factor weight .767)

The assertion *I consider capacity building through training and development as a time and cost efficient process in the completion of tasks* –having a factor weight of .777, expresses an individual preoccupation for achieving professional goals.

Developing professional skills and abilities amounts to capacity building. The increase of the employee's professional skills reflects their self-esteem. From this perspective it is understandable their concern for the professional career advancement, regardless of the varying degree of this preoccupation. To these professionals, being constantly in alert to their career management and success, in many cases this worrisome situation amounts to a real driving force. According to Christopher Bartlett, one of the thinkers, writers and management academics nowadays, the employees are motivated by three key items: firstly and the most important, personal development, secondly the establishment of social relationships. (likeable colleagues, teams, having the superior support). Thirdly, the reward, be recognized in terms of work/ capacity, part of the compensation is the recognition and reward.

The assertion *–I consider an important factor to my career advancement the work recognition /support from the CEO /owner*, having a factor weight of .767 evidences the significance of the managerial engagement in the professional career development.

Within the work context, the manager and other employees encounter a multitude of problems and hindrances of various kinds, constituting professional challenges. These obstacles accentuate the training necessity. Training is a highly valuable instrument to the employee's capacity enhancement. To this regard House (1971) states: 'A good leader helps people moving forward, along these paths, removing any barriers and offering the appropriate/ needed rewards to perform their duty.'

Measuring multicollinearity

According to the following table, the correlation between the two components, referring the 'Manager career advancement within the company' is estimated statistically significant, close to the "significant" level. As noted, the link among these components is positive and within the acceptable limits (-0.7 to +0.7) which means that, if the action intensity of one component increases, -Training as a prerequisite for career advancement, the intensity of the other component increases accordingly –the non-material motivation, related to the possibility of participating in decision-making, expressing opinions freely; as training increases the professional capacities, thus creating the due opportunities to provide more convincing arguments, etc.

Through the surveying questions was noted that, particularly the action intensity of non-material motivation is highly evident if the training is based on promotion on the part of the

manager, but the connection between them can be regarded as weak. This brings to light the fact that other factors may be influencers, factors that are not considered in this case. The professional career domain is considerably vast on the one hand, and lot less studied in the Albanian reality in particular. Thereon, we can not pretend the paper to include all the issues of career management. Consequently, some issues could and should be addressed in future studies. This is an acceptable result, considering the fact of the paper being the first study survey of the kind.

Table 5. Correlation Analysis

Correlations		Non- material motivation	Training as a prerequisite
Non- material motivation	Pearson Correlation	1	.285*
	Sig. (2-tailed)		.065
	N	100	100
Training as a prerequisite	Pearson Correlation	.285*	1
	Sig. (2-tailed)	.065	
	N	100	100

*. Correlation is significant at the 0.05 level (2-tailed).

The manager's career advancement within the company it is studied in the context of the impact of two components, the 'non-material motivation' component and the 'training as a prerequisite for career advancement' component.

To a more thorough analysis the relevant hypotheses are raised. Career advancement from the perspective of the manager is not a goal in itself. The career advancement is viewed under the perspective of the impact it exerts in the business performance.

H1: If the non-material motivating factors exist in a business aiming at the career advancement, a successful business performance is feasible.

H2: The training within the business ensuring the manager career advancement, is expected to impact the business performance.

The regression analysis is presented in the table No. 6, 7, 8. Therein the correlative relationship between the independent variables - non-material motivation and training as a prerequisite for career advancement related to the dependent variable - business performance, are presented. Table data indicate that $R^2 = 28.2\%$, having a highly significance $p < .0001$ indicate that 28.2% of the change in performance is dedicated to the independent variables in career advancement.

The relationship between the dependent variable and independent variables is expressed by the equation:

$$Y = - 1.833 + 1.195 x_1 + e$$

Where,

Y= business performance

X₁= support from the non-material motivation components

e = casual term

From the above rationale, it is evidenced that the increase of non-material motivation components presence, increases the possibility for the managers' career advancement and the impact on business performance. The equation indicates a statistically significant linear relationship

($p < .0001$) exists between the independent variable –non-material motivation components and the dependent variable – the business performance, meaning that the business performance is boosted if the presence of non-material motivation components is increased.

The presence of non-material motivation components creates a positive business environment, related to employee job satisfaction level, despite the hierarchical level they pertain, researchers in different periods confirm this, Blau (1999), Morrow (1983) or Goulet and Singh (2002).

Unlike the non-material motivation components, the other component 'incentive for training in the work environment', being considered from the individual perspective, or the CEO/owner point of view, results in a component that may not be considered due to its significance. Such a situation amounts due to the fact that the interviewed managers rely a little or not at all in the trainings within the business. They are aware that the trainings are outstanding instruments supporting the accruing of intellectual values, but the reality is different from what is claimed. Via probing questions, the managers were asked whether they had ever participated in trainings organized by the CEO/owner, but their responses were 'extremely rarely' and their expectations to this regard were substantially low.

Table 7. Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.531 ^a	.282	.268	.97896

a. Predictors: (Constant), Training as a prerequisite, Non-material motivation.

Table 8. ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	36.566	2	18.283	19.077	.000 ^b
	Residual	92.962	97	.958		
	Total	129.528	99			

a. Dependent Variable: business performance.

b. Predictors: (Constant), Training as a prerequisite, Non-material motivation

Table 9. Regression Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.833	1.079		-1.698	.093
	Non-material motivation	1.195	.194	.539	6.163	.000
	Training as a prerequisite	-.114	.155	-.064	-.736	.464

a. Dependent Variable: business performance.

CONCLUSIONS

Career management amounts to a persistent concern for the managers. To the Albanian enterprise environment, a conspicuous indifference is noticeable among the ownership/ CEO ranks. A little or no interest is manifested on their part in creating a positive environment, aiming at the career advancement of the subordinate managers, mainly through on the job training, as a substantial tool in order to convert this investment into an intellectual added-value. Effectively managing the employee career not only makes the employee satisfied, but also strengthens its bonds to the organization.

The European perspective of our country evidences an increasing need for professionalism in management, which is duly attained by the means of training. Training amounts to a necessity and aims at enabling employees to acquire additional know-how or update the existing. It is the only way into mentoring them to better understand their role and position within the organization. Simultaneously, as training demands financial support, therefore should be cautiously managed and to our conditions, in order to build such capacities, it is recommended that training be carried out in an institutionalized approach.

It is the due time to start operating according to the so-called 'Career Planning Workbooks' in order to orientate the employees into individually assessing and managing their career in accordance to the skills, interests, goals in the framework of the boundaryless career

reality. The workbooks create the appropriate conditions for the individuals to gauge their potential and better define their career path.

It is a necessity to the Albanian business reality an in-depth examination of the current situation of career management within each company, in order to estimate where they stand and afterwards approach the problem following the best European and world practices, these being vital prerequisites in order to grow as a company and make a difference.

The managerial career field, besides being ample, it is new and unconsolidated in Albania. Consequently, the pertaining problems are not sufficiently explored. Under the circumstances, it is indispensable to undertake more empirical studies that eventually target and delve into the various aspects of career management, in the Albanian reality.

The results of the study can serve as a reference to future studies, the paper frames an overview of the state of career management at a managerial level in the country, regardless of the depicted picture if it is pleasant or not, it is indeed our reality in 2015.

REFERENCES

- Arnold John, (1997). *Career Management in the 21-st Century*. Paul Chapman.
- Arnold, J. & Jackson, C. (1997). The New Career: Issues and Challenges. *British Journal of Guidance & Counselling*, 25: pp. 427-433.
- Arthur, M.B. (1994) The Boundaryless career: A new perspective for organizational inquiry. *Journal of organizational Behavior*, , vol. 15, fq. 295- 306.
- Arthur, M. B., & Rousseau, D. M. (1996). *The boundaryless career*. New York: Oxford University Press.
- B. Ceku and F. Kola, (2008) "Metoda të kërkimit Shkencor", Progres Tiranë, fq.100.
- Bird A, Hugh P. Gunz, and Michael B. Arthur (2002). Careers in a Complex World: The Search for New Perspectives from the "New Science", *M@n@gement*, 5(1): 1-14.
- Black K, (2010). *Business for Contemporary Decision-making Statistics*, Sixth Edition.
- Blau, P. (1964). *Exchange and power in social life*. New York: John Wiley.
- Broun, P. & Hesketh, A.J. (2004). *The Mismanagement of Talent: employability and jobs in the knowledge-based economy* (Oxford: Oxford University Press).
- Bryant, F. B., & Yarnold, P. R. (1995). Principle-Components Analysis and Exploratory and Confirmatory Factor Analysis. In L. G. Grimm & P. R. Yarnold (Eds.), *Reading and Understanding Multivariate Statistics* (pp. 99-136).
- Collin, A. (1998). New Challenges in the Study of Career. *Personnel Review*, 27(5), 412-425.
- Collin, A., & Watts, A. G. (1996). The death and transfiguration of career - and of career guidance. *British Journal of Guidance & Counseling*, 24(3), 385-398.
- C.R. Kothari, (2004). *Research Methodology Methods and techniques* New Age International (P) Ltd, Publisher Ansari Road, Daryaganj, New Delhi – 110002, 2004, fq. 84/101, fq. 131/148, fq. 345/362.
- Donohue, R., & Patton, W. (1998). The Effectiveness of a Career Guidance Program With Long-Term Unemployed Individuals. *Journal of Employment Counseling*, 35(4), 179-194.
- Field, A. (2000). "Discovering Statistics using SPSS for Windows". London – Thousand Oaks –New Delhi: Sage publications.

- Floyd J. Fowler, Jr., (2014). *Survey Research Methods*, 5th Edition, SAGE Publication Inc., pg.6.
- Goulet, L. R. and P. Singh (2002). "Career Commitment: A Reexamination and an Extension." *Journal of Vocational Behavior* 61(1): 73-9.
- Hall, D. T. (1996). Protean Careers of the 21st Century. *Academy of Management Executive*, 10(4), 8-16.
- Hall, D. T and B. Harrington (2004), *Protean Career*, Sloan Work and Family Research Network.
- Hambrick, D.C., Cannella, A.A., (1989) "Strategy Implementation as Substance and Selling", *The Academy of Management Executive*, Volume 3, No. 4, November 1989, pp. 278-285.
- House, R.J. (1971). A Path-Goal Theory of Leader Effectiveness. *Administrative Science Quarterly*. 16, 321-328.
- Idah Naile & Jacob M, Selesho (2014), The Role of Leadership in Employee Motivation. *International Business and Economics and Research Journal*, March/April 2014, Volume 3, Number 2.
- Interview with Christopher Barlett, March –April 2010. (checked on 24 October 2015). <http://iveybusinessjournal.com/publication/an-interview-with-christopher-bartlett/>
- J. M. Kidd & R. Hawthorn (Eds.), *Rethinking Careers Education and Guidance. Theory, Policy and Practice* (pp. 142-154). London: Routledge.
- Kaiser, H.F. (1974). An index of factorial simplicity. *Psychometrika*, 39, 31-36.
- Kidd, J. M. (1996). Career planning within work organizations. In A. G. Watts, B. Law, J. Killeen,
- Kidd, J. M. (2002). Careers and Career Management. In P. Warr (Ed.), *Psychology at work*. London: Penguin.
- Morrow, P. C. (1983). 'Concept redundancy in organizational research: The case of work commitment', *Academy of Management Review*, 8(3)486±500.
- Nunnally, J. C. (1978). *Psychometric theory* (2nd ed.). New York: McGraw-Hill.
- Kotter, J. P. (1996). *Leading Change*: Harvard Business School Press.
- Robbins, S.P., Judge., T.A., Odendaal, A., & Roodt, G. (2009). *Organisational Behaviour: Global and Southern African Perspectives*. Cape Town: Pearson, Prentice Hall.
- Savickas, M. L. (2000). Renovating the Psychology of career for 21st century In A. Collin & Young (EDs). *The future of career* (53-68).
- Shepard, H. A (1984). *On the realization of human potential. A path with a heart*. New York Graduate School of Business, Columbia University.
- Sullivan, S. E. (1999). The Changing Nature of Careers: A Review and Research Agenda. *Journal of Management*, 25(3), 457-484.
- Wilensky, H. L. (1961). Orderly Careers and Social Participation: The Impact of Work History on Social Integration in the Middle Mass. *American Sociological Review*, 26(4), 521-539