

THE IMPACT OF PERSONALITY ON THE CAREER OF HUMAN RESOURCES

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***Abstract:** There are many factors that influence the professional career of the individual and at organisation level. Individual factors can include personality, life experiences, expectations and medium and long-term goals. Organisational factors relate to labour market conditions, organisational types, selection, performance evaluation of human resources and activities undertaken for career planning in each organisation. Career is analysed and researched through the lens of personality elements, qualities and characteristics that influence career choice. Personality is an individual's way of organising themselves according to temperament, abilities and character.*

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Career management of employees in organisations is about achieving a balance between the needs of staff, expectations of the work itself, their potential and aspirations.

Career management differs from one employee to another. Thus, the elaboration and implementation of an employee career development plan will be based on an employee evaluation programme that is as accurate as possible a picture of the employee's potential.

Therefore, in any organisation there must be career management that plans and shapes the progress of each individual in line with organisational needs assessments and the individual performance, potential and preferences of its members (M. Armstrong, 2003). It is in a permanent interdependent relationship with the other human resource management activities.

The importance of career management is emphasized in career planning and employee performance evaluation is one of the necessary conditions for career development. Human resource planning is concerned not so much with forecasting vacancies as with identifying the potential of human resources and the conditions and qualifications needed to fill those vacancies, and performance appraisal is carried out not so much to fundament decisions regarding remuneration as to identify employees development needs. The international dimension of career management should also be taken into account, relating to the career planning and development of those employees working, or about to work, abroad.

Career management is the **process of designing and implementing strategies and plans that enable the organization to meet its human resource needs and individuals to set their career goals** (Klatt L.A., Murdick R.G., Schuster F.E., 1985).

Career management plans and shapes the progress of each individual within an organization of any type in accordance with organizational needs assessments and the individual performance, potential and preferences of its members (M. Armstrong, 2003). It is in a permanent interdependent relationship with the other human resource management activities.

Michael Armstrong believes that **career management plans and shapes the progress of individuals within an organisation, both in line with organisational needs assessments and the individual performance, potential and preferences of its employees** (M. Armstrong, 2003). In his view, career management is concerned with providing opportunities for individuals to progress and develop their careers while ensuring that the organisation has the necessary talent flow. The elements of career management are provided by learning and development opportunities and career planning (M. Armstrong, 2006).

Thus, the main objectives of career management are:

- to promote a career development policy in line with the organisation's business purpose, individual needs and aspirations;
- integrating individual needs and aspirations with organisational needs and objectives;
- meeting organisational needs for development and enhancing the positive, favourable image of the organisation;
- identifying and retaining the best employees or those with certain prospects by meeting their professional needs and aspirations in the short and long term;
- developing career plans;
- guiding and supporting competitive employees to achieve personal goals in line with their potential needs and aspirations and their contribution to the organisation;
- helping employees to identify the skills and qualities needed for the jobs they are applying for and for future jobs;
- achieving mutual future benefits for both employees and the company, etc.

Effective career analysis is a particularly complex process, which requires the identification of assessment criteria. These criteria are interlinked in different ways for each individual and involve understanding at both individual and organisational level. Career effectiveness is closely linked to organisational performance and influences it to a large extent.

Although there are many characteristics of career effectiveness, according to human resources management practice, the most important criteria for assessing career effectiveness are:

- *employee career performance;*
- *human resources career attitude;*
- *career adaptability to different situations in the organisation;*
- *career identity.*

From an organisational perspective, career performance is very important because of its direct link to organisational effectiveness, i.e. performance. Salary size and seniority often reflect the extent to which the individual contributes to organisational performance.

At the same time, the organisation should not lose sight of other aspects that relate to how employee performance assessment is reflected in the motivational system used by the organisation and pursued by the individual:

- ◆ the extent to which the performance assessment and reward system reflects the job performance of each employee. If the organisation does not have the capacity, or does not want to give certain rewards, then the employee does not receive a reward that reflects their career performance.
- ◆ although the organisation is interested in employee performance, sometimes employees are unwilling or unable to achieve it. There may be situations where the employee is performing below their professional capacity. In these situations, the employee may have other, non-job-related interests, such as health, family, extra-career concerns, etc.

In terms of career attitudes, this is about how each person perceives and evaluates their own career. Those who adopt positive career attitudes also have a positive perception and evaluation of their career. People with this type of attitude are usually well integrated into the organisation and are involved in all the activities required by the jobs they occupy. Positive career attitudes can be supported by the opportunities that arise, opportunities that should match the skills, interests and values of each individual.

Career adaptability involves the application of recent knowledge, skills or qualifications and technologies in the pursuit of a career, as a result of the many changes and developments in today's professions and occupations. If a person does not show career adaptability and does not acquire the new skills, or knowledge, required for the job, he or she may face premature plateauing and even exclusion from the organisation. It should also be taken into consideration that there are advantages to adaptability on both sides, as the organisation is concerned to meet this criterion of effectiveness and thus allocates significant financial and material resources to the training and development of its employees.

Regarding the career identity, it can be said that this criterion for assessing career effectiveness has two components:

- ◆ the extent to which individuals are aware of their future interests and aspirations, and personal value systems;
- ◆ the extent to which individuals perceive their own lives in relation to time and its passage.

However, ensuring a suitable career for employees can also pose a number of problems, namely (Nicolescu O., 2004):

- ◆ if a suitably trained employee is repeatedly put forward for promotion and each time rejected, they may begin to feel that they have reached an end point in their career, or that they are at a point in their career where opportunities for promotion are very limited, which may lead to a reduction in the effectiveness of their work or a move to organisations where their position is superior to their previous one;
- ◆ if an employee is promoted to a higher position without proper justification, through appropriate qualifications or experience, this can have negative effects. Employees interested in promotion to that position will not find a logical explanation, may feel demotivated and even leave the organisation;
- ◆ because there is no immediate possibility of promoting an employee, nor is the employee's desire to transfer to another post satisfied, because the line manager is of the opinion that the employee's capabilities or qualities are appropriate for the post;
- ◆ some employees, bored and frustrated, give up trying to develop professionally or to make the most of their potential, even though they have real opportunities.

There are also negative aspects of career management:

- ◆ inadequate feedback to employees about career development opportunities within the organisation;
- ◆ a low level of concern in the organisation for the promotion of human resources;
- ◆ avoidance of transfers, although justified;
- ◆ lack of encouragement for career development of well qualified employees and prolonged retention in existing positions;
- ◆ absence of any form of support for those employees where the potential for promotion is not identified;
- ◆ low concern for human resource development opportunities;
- ◆ marginalisation or even exclusion of those employees who do not follow the organisation's career development models.

The career does not have a straight trajectory, it can be considered a labyrinth rather than a road. Career management is a response to the need for increased and sustained attention from both individuals and organisations to build an appropriate career that meets professional development needs.

Competency management has received increasing attention in recent years from both theorists and practitioners in the field of human resource management. Career success

increasingly depends on individual skills and the development of the personal abilities required for a particular job. The human resources approach from a competency management perspective is generally specific to developed countries and, in particular, to the American management system (C. V. Marinaş, 2010).

In Romania, there is also an emphasis on developing job-specific professional skills in both public and private institutions.

Human Resources specialists consider professional competence an important element of planning, job requirements, recruitment, evaluation, reward, motivation and employee development. Competence management therefore generates positive consequences both at organisational and individual level.

In a broad sense, **occupational competence** is *"the ability to perform the activities required in the workplace to the quality level specified by the occupational standard"* (G. Căprărescu, D. G. Stancu, D. L. Ştefan, G. Aron, 2013). According to another view, **professional competence** is *"the ability to meet the objectives of the field of work as well as one's own objectives"* (I. Verboncu, 2002). **Occupational competence** also encompasses "knowledge and skills, in addition to attitudes, behaviours, work-related habits, abilities and personal characteristics" (I. Verboncu, 2002). **Personal competencies** are *those actual and potential personal capabilities that are valued, both by management - as a system of behavioural requirements and reward offer towards members of an organisation or job applicants - and by staff (applicants or members of the organisation) - as a system of behavioural offer and reward requirements.*

Professional development and career are close in perspective, the former referring to the acquisition of useful knowledge in relation to both current and future positions, and the latter to the succession of positions, in ascending order of prestige, through which the employee passes in an orderly fashion, according to an established system within an organisation.

This reflects an approach to the professional problem from the individual's perspective, while the notion of staff development reflects an approach from an organisational perspective. It uses concepts such as training and education in relation to the first activity and concepts such as professional development, career development or staff development.

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An effective human resources policy should have the following goals:

- integration of human resources management into the overall management of the organisation;
- integration of the human resources strategy into the organisation's development strategy;
- ensuring a climate in which the potential of each employee is exploited.

Career development can be well achieved by linking career planning with career management.

Every organisation has as an objective in its human resources strategy the selection of competent and motivated candidates, but in order to integrate them well, **the personality of the employee needs to be taken into account.**

Each person is differentiated by a unique personality, but nevertheless some common characteristics can be observed.

So, a good knowledge of our personality and those we interact with, as well as positive behavioural modelling are imperative when aiming for long-lasting relationships based on trust, harmonious communication and living.

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