

**Andreja
Rudančić****ULOGA ORGANIZACIJE
I MENADŽMENTA U
RAZVOJU KARIJERA****THE ROLE OF ORGANIZATION
AND MANAGEMENT IN
CAREER DEVELOPMENT**

SAŽETAK: Razvoj i upravljanje karijerama ovise o naporima pojedinca, ali i organizacije. Organizacije često zanemaruju razvoj i upravljanje karijerama zaposlenika zbog profita i pogrešnoga stava da će zaposlenici biti spremni napustiti ih nakon ostvarenja određenih ciljeva. Upravo zbog toga upravljanje karijerama predstavlja kontinuirane aktivne procese, koji se trebaju prilagođavati i unaprjeđivati. Uloga menadžmenta ljudskih resursa jest upravljati karijerom zaposlenika tako da se strategija upravljanja integrira u strategiju poslovanja da bi se ostvarili ciljevi održivosti, koji su sve više problem vrhovnog menadžmenta svjetskih korporacija, ali i težnja poduzeća diljem svijeta. Svrha je rada odrediti ulogu odjela HRM-a u organizaciji te modele upravljanja karijerama zaposlenika. Temeljni je cilj ovoga rada dobiti što precizniji uvid u stanje i učinkovitost napora menadžmenta ljudskih resursa, odnosno istražiti stavove, percepcije i iskustva zaposlenika anketiranjem, stoga su se percepcije i stavovi zaposlenika promatrali kao predmet istraživanja uz analizu sustava menadžmenta ljudskih resursa te načina upravljanja karijerama zaposlenika. Metodologija rada temelji se na empirijskom

ABSTRACT: Career development and career management depend on the efforts of the individual, but also the organization. Organizations often neglect the development and management of employees' careers because of profits and the wrong attitude that employees will leave them after achieving certain goals. That is why career management is a string of continuous active processes, which need to be adapted and improved. The role of human resource management is to manage the career of employees in the way that the management strategy is integrated into the business strategy in order to achieve sustainability goals, which are increasingly a problem of top management of world corporations, but also the aspiration of companies around the world. The purpose of this paper is to determine the role of the HRM department in the organization and employee career management models. The basic goal of this paper is to gain a more accurate insight into the state and effectiveness of human resource management efforts, i.e. to explore the attitudes, perceptions and experiences of employees by surveying. Therefore, the perceptions and attitudes of employees were viewed as the subject



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istraživanju provedenom 2023. godine. Uzorak su činili zaposlenici na različitim pozicijama odabrane grupacije. Rezultati ankete obrađeni su pomoću programa SPSS Statistics, a generalni zaključak ukazuje na to da je upravljanje karijerama zaposlenika dio upravljanja poslovanjem, za koje je presudna uloga rukovoditelja kao spone između zaposlenika i menadžmenta organizacije.

KLJUČNE RIJEČI: upravljanje karijerama, HRM, profesionalni razvoj, zaposlenici

UVOD

Svjedočimo trendovima brzog razvoja novih tehnologija i visokog stupnja inovacija, ali i činjenici da je uloga ljudskog čimbenika i dalje nezamjenjiva. Ljudski resursi jedinstveni su kapital poduzeća i investicija te na njih treba gledati kao na suradnike i dio organizacije. Upravljanje tim kapitalom stoga ima presudnu važnost za poslovanje i konkuriranje te opstanak na tržištu. Neke djelatnosti u pojedinom području o tom resursu ovisе više, a neke manje. Neovisno o tome, ljudski čimbenik nezamjenjiv je u odlučivanju, prilagodbi situacijama te kontaktima s javnošću i kupcima. Može se stoga reći da je upravljanje ljudskim resursima preduvjet postojanja i djelovanja poduzeća. Upravljanje ljudskim resursima u širem smislu podrazumijeva definiranje odlika radnog mjesta i ciljeva poslovanja, analizu i regrutaciju kadrova, motivaciju te razvoj karijera zaposlenika. S obzirom na to da je razvoj karijera zaposlenika smislen samo ako su navedeni aspekti upravljanja ljudskim resursima zadovoljeni i u skladu s potrebama i ciljevima poslovanja, na upravljanje ljudskim resursima i razvoj karijera zaposlenika treba gledati sveobuhvatno i dugoročno. Razvoj i upravljanje karijerama zaposlenika složen su

of research with the analysis of the human resource management system and the method of managing employees' careers. The working methodology is based on an empirical research conducted in 2023. The sample consisted of employees in different positions of the selected group. The results of the survey were processed using the SPSS Statistics program, and the general conclusion indicates that employee career management is a part of business management, for which the role of the manager, as a link between employees and the management of the organization, is crucial.

KEY WORDS: career management, HRM, professional development, employees

INTRODUCTION

We are witnessing trends in the rapid development of new technologies and a high degree of innovation, but also the fact that the role of the human factor is still irreplaceable. Human resources are a unique capital of companies and investments and should be seen as associates and part of the organization. The management of this capital is therefore crucial for doing business and competing and surviving on the market. Some activities in a particular area depend more on that resource, and some less. Nonetheless, the human factor is indispensable in decision-making, adaptation to situations, and contacts with the public and customers. It can therefore be said that the management of human resources is a prerequisite for the existence and operation of companies. Human resource management in a broader sense implies defining job characteristics and business goals, analyzing and recruiting staff, motivation and career development of employees. Considering that the development of employees' careers is meaningful only if the mentioned aspects of human resource management are met and correspond to the needs and goals of the business, human resource management and the development of employees' careers should be considered

segment menadžmenta ljudskih resursa na koji utječe niz čimbenika. Karijera podrazumijeva razvoj pojedinca i njegovo integriranje u organizaciju te usporedan razvoj s razvojem organizacije, za što je potrebno objedinjavanje privatnih i organizacijskih ciljeva. Zadatak je menadžmenta ljudskih resursa osigurati sve preduvjete i upravljati razvojem karijera zaposlenika da bi organizacija zadržala zaposlenike i dobila najbolje od njih. Organizacija koja nije razvijena (koja nije orijentirana na učenje, odgovorno djelovanje, brigu o zaposlenima i sl.) ne može na pravi način pružiti i osigurati razvoj i upravljanje karijerama zaposlenika. Razvoj organizacije i karijera zaposlenika usko su povezani i međusobno uvjetovani. Ipak, na menadžmentu je ljudskih resursa da poveže stupanj razvijenosti organizacije s razvojem i upravljanjem karijerama zaposlenika (Baek & Kim, 2014). Svjedoči se i tome da mnoge organizacije imaju zaposlenike koji nemaju karijeru, iako je riječ o uspješnim organizacijama, stoga je očigledno da neodgovarajuće upravljanje razdvaja osnovni cilj organizacije (stjecanje profita) od razvoja zaposlenika. No isključiva orijentacija na profit moguća je upravo na račun zaposlenika i kupaca, što nije održivo i dolazi uz određenu cijenu (nemotivirani zaposlenici, smanjena konkurentnost i dr.). Općenite su posljedice lošeg upravljanja karijerama zaposlenika i ljudskim resursima smanjenje konkurentnosti, pad profitabilnosti i povećanje troškova. Sve to vodi potrebi dodatnih napora u potrazi za novim zaposlenicima, organizaciji poslovnih procesa, obuci novih zaposlenika, održavanju standarda usluga i sl. Dakle, koristi upravljanja karijerama zaposlenika dugoročne su i dalekosežne, jednako kao i posljedice lošeg rukovođenja i nemogućnosti razvoja zaposlenika u organizaciji.

ULOGA ODJELA HRM-A U ORGANIZACIJI

Menadžment u svakodnevnom razgovoru predstavlja upravljanje. Menadžment se javlja

comprehensively and in the long run. Employee career development and career management is a complex segment of human resource management that is influenced by a number of factors. Career implies the development of an individual and their integration into the organization and their parallel development with the development of the organization, which requires the unification of private and organizational goals. The task of HR management is to ensure all prerequisites and manage the development of employees' careers in order for the organization to retain employees and get the best out of them. An organization that is not developed (not oriented towards learning, responsible action, employee care, etc.) cannot properly provide and ensure the development and management of employees' careers. The development of the organization and the career of employees are closely related and mutually conditioned. Nevertheless, it is up to HR management to link the level of development of the organization with the development and management of employees' careers (Baek & Kim, 2014). It is also evident that many organizations have employees who do not have a career, although they are successful organizations, so it is obvious that inadequate management separates the basic goal of the organization (gaining profit) from employee development. However, exclusive profit orientation is possible precisely at the expense of employees and customers, which is not sustainable and comes at a certain price (unmotivated employees, reduced competitiveness, etc.). The general consequences of poor management of employee careers and human resources are a decrease in competitiveness, a decline in profitability and an increase in costs. All this leads to the need for additional efforts in the search for new employees, organization of business processes, training of new employees, maintenance of service standards, etc. Thus, the benefits of employee career management are long-term and far-reaching, as well as the consequences of poor management and inability of employee development in the organization.

u različitim funkcijama poduzeća: na čelu proizvodne funkcije postoji menadžer, kao i na čelu financija poduzeća te funkcije ljudskih resursa, koja u praksi nosi naziv menadžment ljudskih resursa (odjel HRM-a). Funkcija ljudskih resursa nosi naziv menadžment ljudskih resursa zato što je potpuno organizirana oko upravljanja ljudskim resursima, što predstavlja njezinu glavnu ulogu. Dakle, menadžment ljudskih resursa zadužen je za koordinaciju i upravljanje ljudskim resursima da bi organizacija ostvarila svoje ciljeve. Dessler (2015, 30) menadžment ljudskih potencijala definira kao upravljanje ljudskim potencijalima koje obuhvaća niz procesa, od zapošljavanja, usavršavanja, procjene i nagrađivanja zaposlenika, preko vođenja računa o radnoj klimi i međuljudskim odnosima, pa sve do zdravstvenog stanja i sigurnosti radnika. Uz navedenu definiciju u stručnoj literaturi može se pronaći i definicija koja ističe da je menadžment ljudskih potencijala znanstvena disciplina koju odlikuje interdisciplinarnost. Osobitu ulogu u menadžmentu ljudskih resursa igra psihologija, jer ljude kao pojedince oblikuje niz čimbenika koji utječu na njihovo ponašanje, koje je određeno i osobnim karakteristikama. Činjenica da je svaki pojedinac jedinstven ukazuje na složene zadatke HRM-a i potvrđuje potrebu za multidisciplinarnim pristupom. HRM putem svojih funkcija i uloga usmjerava ponašanje ljudi tako da organizacija ostvari ciljeve te da se osigura odgovorno i korisno upravljanje ljudima (Bahtijarević Šiber, 2014). HRM odlikuje dinamičnost, složenost i kontinuirani razvoj, jer ga određuje „živo“ tkivo organizacije koje treba neprestano oblikovati u skladu s promjenama potreba i mogućnosti organizacije, ali i sposobnosti i performansi ljudskih resursa te njihovih preferencija i aspiracija. Nekada je odjel HRM-a unutar organizacije imao manje zadataka, jer ga se drukčije poimalo, i u praksi je bio fokusiran na ciljeve poduzeća (Armstrong, 2008). Danas je uloga HRM-a upravljanje ljudskim potencijalima da bi se ostvarili ciljevi poslovanja uz doprinos održivosti i razvoju

ROLE OF HRM DEPARTMENTS IN THE ORGANIZATION

Management in everyday conversation is governance. Management occurs in various functions of the company: the head of the production function there is a manager, as well as the head of the company's finances and the human resources function, which in practice is called human resource management (HRM department). The HR function is called HR management because it is fully organized around HR management, which is its main role. Thus, human resource management is in charge of coordinating and managing human resources in order for the organization to achieve its goals. Dessler (2015, 30) defines human resource management as the management of human resources that includes a number of processes, from employment, training, assessment and rewarding employees, through taking care of the working climate and interpersonal relationships, to workers' health and safety of. In addition to the above definition, professional literature states and emphasizes that human resources management is a scientific discipline characterized by interdisciplinarity. Psychology plays a special role in human resource management, because people as individuals are shaped by a number of factors that influence their behavior, which is also determined by their personal characteristics. The fact that each individual is unique points to the complex tasks of HRM and confirms the need for a multidisciplinary approach. Through its functions and roles, HRM directs people's behavior so that the organization achieves its goals and provides responsible and useful people management (Bahtijarević Šiber, 2014). HRM is characterized by dynamism, complexity and continuous development, because it is determined by the "living" tissue of the organization that needs to be constantly shaped in accordance with changes in the needs and capabilities that the organization demonstrates, but also the capabilities and performance of human resources and their preferences and aspirations. In the past, the HRM department within the

cijele organizacije i njezina sustava. Uloga HRM-a time nadilazi kratkoročne potrebe organizacije, jer je njegov konačni cilj upravljanje ljudskim resursima na način koji je koristan i za zaposlenike, tj. da oni ispune svoja očekivanja i potrebe te ostvare ciljeve (Baridam & Nwibere, 2008). To je posljedica promjene percipiranja ljudskih potencijala i razvoja svijesti o njihovoj ulozi u društvu te potrebe poduzeća za što duljim, a ne što bržim rastom. Naglasak je na konkurentnosti. Ciljevi HRM-a, tj. upravljanja ljudima jesu pronalazak, privlačenje, tj. integracija u organizaciju, poticanje i motiviranje zaposlenika te njihov razvoj da bi se ostvarili ciljevi organizacije, vodeći pritom brigu da zaposlenici od toga imaju koristi u vidu plaće, razvoja, samoostvarenja i zadovoljstva (Carmeli & Schaubroeck, 2005). Upravljanje poslovanjem zahtijeva upravljanje ljudskim potencijalima kao osnovnim resursom, što ukazuje na složenost i dalekosežnost zadaća i uloge HRM-a. Kao što je ranije istaknuto, organizacija ne može bez zaposlenika te je razvidno da mora zadovoljiti određene minimume ciljeva da bi opstala, tj. mora poslovati dovoljno učinkovito. Stoga najprije mora osigurati takav pojedinačni cilj kojim će ostvariti svoju svrhu, a to je povećanje produktivnosti rada prema etičkim normama i prema mjeri čovjeka. Upravljanje ljudskim resursima organizira se prema definiranim načelima, jer ona omogućuju najveći uspjeh u ostvarenju postavljenih ciljeva (Combs et al., 2006). Djelovanje odjela HRM-a na razini organizacije podrazumijeva procese praćenja potreba organizacije za ljudskim potencijalima, istraživanja i privlačenja novih zaposlenika u slučaju njihova nedostatka, omogućavanje njihove integracije u organizaciju, raspoređivanja na prava radna mjesta, evaluacije i motivacije zaposlenika te upravljanja njihovim razvojem i karijerom. Upravljanje ljudima promatrano s aspekta zaposlenika odnosi se uglavnom na upravljanje razvojem i karijerom. Ono zahtijeva praćenje učinka i ponašanja zaposlenika, detektiranje potencijala zaposlenika te

organization had fewer tasks, because it was perceived differently, and in practice it was focused on the goals of the company (Armstrong, 2008). Today, the role of HRM is to manage human resources in order to achieve business goals while contributing to the sustainability and development of the entire organization and its system. The role of HRM thus surpasses the short-term needs of the organization, because its ultimate goal is to manage human resources in a way that is also useful for employees, i.e. to meet their expectations and needs and achieve goals (Baridam & Nwibere, 2008). This is a consequence of the change in the perception of human resources and the development of awareness of their role in society and the need for companies to grow as long as possible, rather than as quickly as possible. The emphasis is on competitiveness. The goals of HRM, i.e. people management, are to find, attract, i.e. integrate into the organization, encourage, motivate and develop employees in order to achieve the goals of the organization, while ensuring that employees benefit from it in terms of salary, development, self-realization and satisfaction (Carmeli & Schaubroeck, 2005). Business management requires the management of human resources as a basic resource, which indicates the complexity and far-reaching tasks and role of HRM. As pointed out earlier, an organization cannot do without employees and it is clear that it must meet certain minimum goals in order to survive, i.e. it must operate efficiently enough. Therefore, it must first provide such an individual goal to achieve its purpose, which is to increase labor productivity according to ethical standards and to the measure of man. Human resource management is organized according to defined principles, as they enable the greatest success in achieving the set goals (Combs et al., 2006). The activities of the HRM department at the level of the organization include the processes of monitoring the needs of the organization for human resources, researching and attracting new employees in case of the shortage of them, enabling their integration into the organization, allocation to the right workplace, evaluation and motivation of employees and managing their development

razvoj njegova potencijala i karijere da bi se od zaposlenika dobio maksimum usporedo s postizanjem njegova samoostvarenja i prosperiteta. Zadaća HRM-a s aspekta upravljanja u užem smislu prije svega se odnosi na razvoj i održavanje kvalitete ljudskih resursa. Razvoj se odnosi na obuku i usavršavanje te se provodi ulaganjem u zaposlenike. Obuka je sastavni dio promjena unutar i izvan poduzeća, a prati je i detektira menadžment ljudskih resursa (Comma, 2008). Promjene izvan poduzeća odnose se na promjene zakona i propisa, tehnološke promjene, ekonomske i društvene promjene te promjene industrije i tržišta. Ulaganje u zaposlenike ima dugoročne učinke, kako na povećanje produktivnosti, tako i na povećanje performansi zaposlenika i njihovu motiviranost zahvaljujući razvoju i samoostvarenju (Douglas & Morris, 2006). Produktivnost zaposlenika reflektira se na *outpute* pa time i na kupce, stoga naponi HRM-a donose sinergijske učinke koji multiplikativno djeluju na rezultate. Razvoj karijere predstavlja plansko usmjeravanje razvojnih mogućnosti zaposlenika u skladu s trenutačnim i budućim razvojnim potrebama organizacije, koja je neprestano u razvoju, dok je zadaća zaposlenika definirati vlastite ciljeve koji mu unutar takvog okruženja determiniraju razvoj karijere. Zaposlenici u skladu s time definiraju razne aktivnosti i donose izbore koji utječu na njihove sposobnosti i potencijale te njihovu konkurentnost (Haslinda, 2009).

Funkcija organizacije i menadžmenta u razvoju karijera

U stručnoj literaturi postoji niz definicija karijere, koje se razlikuju prema pristupu i opsegu. Karijera obuhvaća profesionalni razvoj i napredovanje u poslovnom, ali i profesionalnom životu svakog pojedinca. Ona je iznimno bitna odrednica napretka svakog pojedinca. Bitno je istaknuti da je za karijeru zaslužan i sam pojedinac, u smislu truda i vremena uloženog u profesionalni život (Škrtić, 2008). To je

and career. People management observed from the aspect of employees refers mainly to the management of development and career. It requires monitoring the performance and behavior of employees, detecting the employees' potential and developing their potential and career in order to get the maximum from them while they accomplish self-actualization and prosperity. The task of HRM from the aspect of management in the narrow sense is primarily related to the development and maintenance of the quality of human resources. Development refers to training and is carried out by investing in employees. Training is an integral part of changes inside and outside the company, and is monitored and detected by human resource management (Comma, 2008). Changes outside the company relate to changes in laws and regulations, technological changes, economic and social changes, and changes in industry and markets. Investing in employees has long-term effects, both on increasing productivity and on increasing employee performance and motivation thanks to development and self-actualization (Douglas & Morris, 2006). Employee productivity is reflected in outputs and thus customers, therefore HRM's efforts bring synergy effects that multiply the results. Career development is the planning of employee development opportunities in accordance with the current and future development needs of the organization, which is constantly developing, while the task of the employee is to define their own goals that determine their career development within such an environment. Employees define various activities accordingly and make choices that affect their abilities and potentials and their competitiveness (Haslinda, 2009).

Organizational and management function in career development

There are a number of career definitions in the professional literature, which differ in approach and scope. Career encompasses professional development and advancement in the business and professional life of each individual. It is an extremely

očekivano, jer u protivnom ne može ni biti karijere, što ne umanjuje ulogu organizacije u njezinu ostvarivanju kada pojedinac pripada određenoj organizaciji. Neki autori naglasak u definiciji karijere stavljaju na individualan pogled na stavove i ponašanje vezane za posao tijekom radnog vijeka, koji se transferiraju na sve ostale životne aspekte u istom razdoblju (Marušić, 2001). Rupčić (2018) je u definiciji istaknuo slične relacije, definiravši karijeru kao individualno percipiran slijed stavova i ponašanja povezanih s iskustvom i aktivnosti vezanih za rad, odnosno ističe da karijeru čine promjene u vrijednostima, stavovima i motivaciji koje se događaju u tijeku života osobe. Potonje ukazuje na važnost i gotovo neophodnost vremenskog raspona i životne dobi u karijeri pojedinca. Navedeni čimbenici bitni su, ali ne i presudni. Vrijeme i životna dob svakako utječu na osjećaje pojedinca, poimanje posla i karijere te vrednovanje vlastitih uloga i postignuća, ali bez konkretne osnove evaluacije određenih dosega kao dijela karijere, oni nemaju težinu u određivanju koncepta i iskustva karijere (Rodríguez-Ruiz, 2014). Kao polazna točka na putu razvoja karijere ističe se osobni profesionalni razvoj, kao preduvjet za napredniji način života, viši standard i napredak (Hendricks, 2002). Organizaciji, tj. poduzeću to donosi poslovni napredak putem povećanja konkurentnosti, produktivnosti, profitabilnosti te u konačnici pozicije na tržištu. Stoga svaki menadžer, da bi uspješno upravljao karijerama zaposlenika, mora razumjeti motivatore zaposlenika i najprije upravljati motivacijom, jer je ona osnova ljudskog djelovanja i ponašanja, pa tako i u slučaju razvoja karijere, s obzirom na to da ne dolazi sama po sebi, nego iziskuje napore i od organizacije i od zaposlenika (Marušić, 2001). Profesionalni razvoj dio je puta razvoja karijere i jedan od njezinih preduvjeta. Karijera je dugoročno stanje razvoja praćeno ostvarenjem viših ciljeva pojedinca, dok profesionalni razvoj ima korijene u usavršavanju i učenju te stjecanju novih vještina koje pojedinca čine boljim i

important determinant of each individual's progress. It is important to point out that the individuals themselves are responsible for their career, in terms of effort and time invested in their professional life (Škrtić, 2008). This is expected, because otherwise there can be no career, which does not diminish the role of the organization in the career realization when an individual belongs to a particular organization. Some authors emphasize in the definition of career the individual view of attitudes and behavior related to work during working life, which are transferred to all other aspects of life in the same period (Marušić, 2001). Rupčić (2018) pointed out similar relations in the definition, defining career as an individually perceived sequence of attitudes and behaviors related to experience and activities related to work, i.e. he points out that career consists of changes in values, attitudes and motivation that occur in the course of a person's life. The latter indicates the importance and almost necessity of time span and age in an individual's career. These factors are important, but not crucial. Time and age certainly affect an individual's feelings, perception of work and career, and evaluation of their own roles and achievements, but without a concrete basis for evaluating certain achievements as part of their career, they have no weight in determining the concept and experience of a career (Rodríguez-Ruiz, 2014). Personal professional development, as a prerequisite for a more advanced lifestyle, a higher standard and progress, stands out as a starting point on the career development path (Hendricks, 2002). This brings business progress to the organization, i.e. the company, by increasing competitiveness, productivity, profitability and ultimately the position on the market. Therefore, in order to successfully manage the careers of employees, every manager must understand the employees' motivators and first manage motivation, because it is the basis of human action and behavior, also in case of career development, since it does not go without saying, but requires efforts from both the organization and the employees (Marušić, 2001). Professional development is part of the career development path and one of its prerequisites. The

konkurentnijim. Profesionalno usavršavanje donosi satisfakciju i osjećaj vrijednosti, a primjena stečenih znanja ugled i mogućnost doprinosa te razvoj vlastitog osjećaja za usavršavanje poslovnih procesa (Koys, 2001). Sve to povećava vrijednost pojedinca ne samo u organizaciji već i općenito na tržištu rada. Zbog tih razloga zaposlenici su investicija koja donosi povrat, a organizacijama mora biti cilj zadržati kvalitetne kadrove. S karijerom se često poistovjećuje posao, ali to nisu sinonimi i treba ih razlikovati. Posao prerasta u karijeru kada omogućuje razvoj i zaposlenika i organizacije uz zajednički put napretka. Taj put mora uključivati trud objiju strana i zajedničke ciljeve. Razlike između posla i karijere prikazane su u Tablici 1. Uočava se da su glavni elementi prema kojima se karijera razlikuje od posla

career is a long-term development accompanied by the achievement of individual's higher goals, while professional development has its roots in training, learning and the acquisition of new skills that make the individual better and more competitive. Professional development brings satisfaction and a sense of value, and the application of acquired knowledge brings reputation and the possibility of contribution, as well as the development of one's own sense of improving business processes (Koys, 2001). All this increases the value of the individual not only in the organization but also in the labor market in general. For these reasons, employees are an investment that brings a return, and organizations must aim to retain quality staff. Career is often identified with work, but these are not synonymous and should be distinguished. The job grows into a

TABLICA 1. RAZLIKE IZMEĐU POSLA I KARIJERE
TABLE 1. DIFFERENCES BETWEEN A JOB AND A CAREER

POSAO / JOB	KARIJERA / CAREER
Kratkoročna vremenska dimenzija Short-term time dimension	Dugoročna vremenska dimenzija Long-term time dimension
Neposredni rezultati Direct results	Dugoročni razvoj i ciljevi Long-term development and objectives
Glavno zaduženje organizacije The main task of the organization	Potrebna suradnja organizacije i pojedinca Necessary cooperation between the organization and the individual
Osigurava se unutar postojeće trenutne organizacije It is provided within the existing current organization	Osigurava se u definiciji i opsegu profesije, struke ili djelatnosti It is provided in the definition and scope of a profession or activity
Zadovoljava tekuće potrebe organizacije Meets the current needs of the organization	Povezuje ciljeve pojedinca i organizacije Connects the goals of the individual and the organization
Pomalo nefleksibilan sustav motivacije, uglavnom vezan za promociju i novac Slightly inflexible motivation system, mainly related to promotion and money	Fleksibilan motivacijski sustav koji povećava ulogu intrinzičnih čimbenika motivacije Flexible motivation system that increases the role of intrinsic motivation factors

Izvor: Bahtijarević Šiber, F., *Management ljudskih potencijala*, Golden marketing, Udžbenici Sveučilišta u Zagrebu, Zagreb, 1999., str. 828 / Source: Bahtijarević Šiber, F., *Human Potential Management*, Golden Marketing, Textbooks of the University of Zagreb, Zagreb, 1999, p. 828

vremenska dimenzija i njezin fokus na ciljeve i suradnju pojedinca i organizacije. Posao može biti privremen i promjenjiv, a karijera je jedna i veže se za razvoj pojedinca i sve što on radi, bilo u jednoj bilo u više organizacija. Kada pojedinac ostvari kvalitetnu karijeru, ona se može promatrati izolirano izvan određene organizacije i nastavljati se u nekoj drugoj, što se događa u fazi najvećeg usavršavanja i razvoja, kada se pojedincu s aspekta profesionalnog razvoja povećava vrijednost koju „nosi“ sa sobom.

U stručnoj literaturi pri istraživanju definicija karijere možemo naići na sinonime karijere, a jedan je od njih, uz posao, i kadrovski razvoj. Kadrovski razvoj uključuje ulaganje u zaposlenike isključivo za obavljanje posla. Mnoge organizacije ne žele pružati ni ulagati u drukčiji razvoj zaposlenika koji su im ključni za neka područja, čime koče razvoj njihovih karijera. U tom slučaju karijeri treba pristupiti drukčije i promatrati je s aspekta dotičnoga radnog mjesta, a zaposleniku treba unutar tog radnog mjesta osigurati razvoj, doprinos i prosperitet barem na određeno vrijeme i uz prikladnu kompenzaciju. Karijera nije jedno radno mjesto, što ne znači da to ne može biti. Karijera podrazumijeva posao koji ispunjava pojedinca i omogućuje mu razvoj, dakle ako donosi napredak i ostvarenje, ne mora neophodno biti uvjetovana brojem i visinom pozicija te radnim mjestima, što nije ni lako izvedivo za svaki posao, a ovisi i o pojedincu i njegovim vrijednostima i ciljevima. Bez obzira na širinu definicije i odrednice karijere, ključnu ulogu igra odnos pojedinca i organizacije u njezinu razvoju. Osnovna je funkcija posla zadovoljavanje čovjekove potrebe za radom, a karijere omogućavanje čovjeku da ne radi da bi živio, već živi da bi radio, stvarao i pridonosio, jer su ti ciljevi dio njegova života. Razvoj karijere zajednički je cilj organizacije i pojedinca, jer objema stranama donosi višestruke koristi. Koncept poimanja razvoja karijere kao zajedničkog ulaganja (sredstava, truda i napora) menadžmentu olakšava upravljanje karijerom

career when it enables the development of both the employee and the organization along a common path of progress. This path must involve the efforts of both parties and common goals. The differences between work and career are shown in Table 1. It is noted that the main elements that distinguish the career from the job are the time dimension and its focus on the goals and cooperation between the individual and the organization. Job can be temporary and changeable, but the career is unique and is related to the individual's development and everything he/she does, either in one or in several organizations. When an individual achieves a good career, it can be viewed outside a particular organization and continue in another, which happens in the phase of greatest training and development, when an individual increases the value that he/she "carries" with him/her from the aspect of professional development.

In professional literature, when researching career definitions, we come across career synonyms, and one of them, in addition to work, is staff development. Personnel development includes investing in employees exclusively because of work performance. Many organizations do not want to provide or invest in a different employees' development even though those employees are crucial to the organization in some areas, thus hindering the development of their careers. In this case, the career should be approached differently and viewed from the aspect of the workplace in question, and the employee should be ensured development, contribution and prosperity within that workplace at least for a certain period of time and with appropriate compensation. A career is not a single workplace, which does not mean that it cannot be. A career implies a job that fulfills the individual and enables him/her to develop, so if it brings progress and achievement, it does not necessarily have to be conditioned by the number and amount of positions and jobs, which is not easily feasible for every job, and it also depends on the individual and his/her values and goals. Regardless of the definition wideness and

zaposlenika. Karijera ima svoje faze razvoja i životnih ciklusa koje zaposlenicima donose različite koristi i ostvarenje ciljeva. Kao što je ranije istaknuto, za razvoj karijere pojedinca, tj. zaposlenika odgovorna je organizacija putem menadžmenta, ali i sam menadžment ljudskih resursa putem modela i praksi koje primjenjuje (Garavan et al., 2001). Za kvalitetno upravljanje karijerom zaposlenika neophodno je da menadžment ljudskih resursa raspolaze određenim informacijama, poput: informacije o organizacijskoj misiji, strategiji, ciljevima, planovima poslovanja i razvoja; informacije o zaposlenima, poput onih o sposobnostima, vještinama, preferencijama, ciljevima i razvojnim potencijalima; informacije o poslovima i radnim mjestima koja će biti slobodna ili će se javljati kao posljedica planiranog razvoja i promjena, tj. informacije o organizacijskim potrebama (Bahtijarević Šiber, 2014). Navedene informacije ključne su da bi se na temelju njih donosile odluke i izbori. Konačnu odluku donosi pojedinac, odnosno zaposlenik, a na organizaciji je da mu omogući određeni izbor i ponudi razvoj, usavršavanje i napredak. Organizacija procjenjuje zaposlenika i njegov potencijal od usvajanja novih znanja do njihove primjene u praksi. Neiscrpan izvor informacija predstavljaju ankete zaposlenika vezane za pitanja motivacije i preferencija, koje su korisne pri procjeni zaposlenika (Raja et al., 2011). Posljednja dva desetljeća u sklopu funkcije ljudskih resursa razvila se praksa savjetovanja zaposlenika u izboru i razvoju karijere, koja se temelji na praćenju, evaluaciji i ispitivanju preferencija zaposlenika. Ta se praksa pokazala korisnom i učinkovitom za povećanje ukupne uspješnosti organizacije te kao alat samoocjene, procjene i spoznaje osobnih potencijala te preferencija i planova za karijeru. Savjetovanje se provodi putem radionica, koje uključuju ispitivanje i usmjerenje razgovora sa zaposlenicima, pa čak i metode obučavanja samoprocjene i analize. Cilj i svrha takve prakse jest dobivanje jasnog i konciznog pregleda prethodnog i budućeg razvoja i aktivnosti

career determinants, the relationship between the individual and the organization in its development plays a key role. The basic function of work is to satisfy a person's need to work, and a career is to enable a person not to work in order to live, but to live in order to work, create and contribute, because these goals are part of his life. Career development is a common goal of the organization and the individual, as it brings multiple benefits to both parties. The concept of understanding career development as a joint investment (resources, effort and strives) makes it easier for management to manage the career of employees. Career has its own stages of development and life cycles that bring different benefits to employees and their achievement of goals. As pointed out earlier, the development of an individual's career, i.e. that of an employee, is the responsibility of the organization through management, but also the management of human resources itself through the models and practices it applies (Garavan et al., 2001). For quality management of employees' careers, it is necessary that human resource management has certain information, such as: information on the organizational mission, strategy, goals, business and development plans; information on employees, such as those on their abilities, skills, preferences, goals and development potentials; information on vacant jobs and workplaces or will occur as a result of planned development and changes, i.e. information on organizational needs (Bahtijarević Šiber, 2014). This information is crucial for making decisions and choices based on it. The final decision is made by an individual or employee, and it is up to the organization to provide them with a certain choice and offer them development, training and progress. The organization assesses the employee and their potential from the acquisition of new knowledge to their application in practice. An inexhaustible source of information are employee surveys related to motivation and preference issues, which are useful in assessing employees (Raja et al., 2011). In the last two decades, as part of the HR function, the practice of advising employees in career selection and development has developed, which is based on

(Bahtijarević Šiber, 2014). Uloga organizacije ostvaruje se putem njezinih funkcija, posebice menadžmenta ljudskih resursa. Osnovna je zadaća razvoj karijere, a na menadžmentu je ljudskih resursa da upravljanjem karijerom osigura kvalitetnu suradnju i zadržavanje kvalitetnih zaposlenika. Menadžment je spona organizacije i njezinih ciljeva s ciljevima i preferencijama zaposlenika. Menadžeri prate zaposlenike i njihove preferencije te prezentiraju ciljeve organizacije i usklađuju potrebe organizacije za kadrovima s promjenama u okolini. Uloga i zadaće menadžmenta sveobuhvatne su i mnogo ih je, a s obzirom na to da uključuju ljude ujedno su i složene. Zadaci i aktivnosti menadžera mogu se grupirati u četiri osnovne kategorije prema ulozi menadžera: menadžer kao trener, procjenitelj, savjetnik i povjerenik. Važno je istaknuti da su menadžeri sve više treneri, a sve manje zapovjednici i nadređeni koji pred zaposlenike stavljaju zahtjeve. Uloga menadžera kao trenera koji upravlja komunicirajući i savjetujući, a manje koristi taštinu i naređivanje, posljedica je promjene u pristupu i konceptu upravljanja. Ljudi, tj. zaposlenici ravnopravni su pojedinci koje ne treba siliti na rad, nego im treba pružiti razumijevanje i suradnju. Unatoč tome, u praksi smo još uvijek svjedoci tome da se mnogi nadređeni, ne isključivo menadžeri, pri upravljanju vode svojom taštinom i egom umjesto komuniciranja i korištenja alata. Menadžer je trener i savjetnik koji slušanjem i analizom procjenjuje zaposlenika. Menadžer je dobar savjetnik jer poznaje organizaciju i njezine potrebe s jedne strane te zaposlenike i njihov potencijal s druge. Nerijetko će menadžer bolje usmjeriti karijeru nego zaposlenik sam, jer je objektivniji u procjeni (Glisson, 2007). S obzirom na osjetljivost područja upravljanja ljudima, kao i procjene i savjetovanja, menadžer neophodno treba poznavati granice savjetovanja o karijeri, poštivati privatnost i omogućiti diskreciju, moći uspostaviti dobar odnos i znati dobro slušati, razmotriti alternative, tražiti i davati informacije te pomoći pri određivanju ciljeva i planiranju karijere zaposlenika.

monitoring, evaluating and examining employee preferences. This practice has proven to be useful and effective for increasing the overall performance of the organization and as a tool for self-assessment, evaluation and cognition of personal potentials, preferences and career plans. Counseling is carried out through workshops, which include examining and managing conversations with employees, and even teaching them self-assessment and analysis. The aim and purpose of such practice is to obtain a clear and concise overview of previous and future development and activities (Bahtijarević Šiber, 2014). The role of the organization is realized through its functions, especially human resource management. The main task is career development, and it is up to human resource management to ensure quality cooperation and retention of quality employees by career management. Management is the link between an organization and its goals and the goals and preferences of its employees. Managers monitor employees and their preferences, present the goals of the organization and align the needs of the organization for human resources with changes in the environment. The role and tasks of management are comprehensive and plentiful, and since they involve people, they are also complex. The tasks and activities of a manager can be grouped into four basic categories according to the manager's role: manager as a coach, assessor, advisor and trustee. It is important to point out that managers are increasingly coaches, and less and less commanders and superiors who put demands on employees. The role of the manager as a coach who manages by communicating and advising, and does not use vanity or ordering, is the result of a change in the approach and concept of management. People, i.e. employees, are equal individuals who should not be forced to work, but should be offered understanding and cooperation. Nevertheless, in practice, we are still witnessing that many superiors, not only managers, are guided by their vanity and ego instead of communicating and using tools. A manager is a coach and advisor who assesses an employee by listening and analyzing. Manager is a good advisor because he/she knows the organization

Čimbenici utjecaja na razvoj karijere

Na karijeru pojedinca utječe mnogo čimbenika, od unutarnjih do vanjskih, koji utječu i na modele upravljanja i razvoja karijera zaposlenika. Unutarnji čimbenici proizlaze iz karaktera pojedinca, njegovih sklonosti i ciljeva te poimanja vlastite uloge i doprinosa obitelji i društvu, kao i vrijednosti koje njeguje. Vanjski čimbenici odnose se na sve vanjske odrednice karijere pojedinca, od obrazovanja, preko iskustava, pa sve do profesionalnog razvoja u poslu, ali i na stanje unutar organizacije u kojoj pojedinac gradi karijeru. Na unutarnje čimbenike pojedinac može utjecati, a na vanjske tek djelomice, svojim zalaganjem i naporima u domeni stjecanja znanja i vještina te dokazivanjem. Čimbenici se mogu grupirati u nekoliko kategorija (Buble, 2006). Prvu kategoriju čine *osobni čimbenici*, koji se među pojedincima razlikuju jer uključuju njihove interese i sposobnosti, koji izravno utječu na odluke o karijeri usmjeravanjem tijekom obrazovanja i pojedinca čine manje ili više uspješnim u njegovu odabiru te tako mogu oblikovati put razvoja karijere. Sljedeća su kategorija *ekonomski, socijalni i politički trendovi*, kao vanjske odrednice karijere, na koje utječu navike potrošača, odnosi na tržištima, raspoloživost određenih resursa i odnos između zemalja partnera. Razvoj trgovine i industrija također utječu na izbor karijere, jer pojedinac može donijeti odluku koja prema njegovim interesima možda i nije prvi izbor, nego tako odlučuje zbog prilika i trendova na tržištu. Potrošači svojim navikama utječu na potražnju za pojedinim poslovima i njihovu raspoloživost. Tehnološki napredak i investicije također utječu na razvoj novih poslova te „gašenje“ nekih drugih. Osim navedenih elemenata, determinante su ove kategorije i kamatne stope i cijene, koje mogu reducirati broj poslova. Također je bitno istaknuti i pravne trendove, tj. regulative i propise koji mogu utjecati na dostupnost i privlačnost određenih poslova. Na primjer, povećanje količine propisa i

and its needs on the one hand, and the employees and their potential on the other. Manager will often be much better at navigating their careers better than the employees themselves, because he/she is more objective (Glisson, 2007). Given the sensitivity of people management, as well as assessments and counseling, managers are aware of the boundaries of career counseling, respect privacy and allow discretion, are able to establish a good relationship and know how to listen well, consider alternatives, seek and provide information, and help in setting goals and planning an employee's career.

Factors influencing career development

An individual's career is influenced by many factors, ranging from internal to external ones, which also affect employee career management and development models. Internal factors arise from the character of the individual, their preferences and goals, and the perception of their own role and contribution to the family and society, as well as the values they cherish. External factors relate to all external determinants of an individual's career, from education, through experiences, to professional development in business, but also to the position within the organization in which the individual is building a career. Internal factors can be influenced by an individual, while external factors can only be partially influenced by their in the field of knowledge and skills acquisition and by proving themselves. Factors can be grouped into several categories (Buble, 2006). The first category consists of *personal factors*, which differ among individuals because they include their interests and abilities, which then directly influence career decisions through their educational guidance and make the individual more or less successful in making their choices and thus can shape the career development path. The next category are *economic, social and political trends*, as external career determinants, which are influenced by consumer habits, market relations, availability of certain resources and the relationship between partner countries. The development of trade and industry also affect

regulativa utjecalo je na povećanje potrebe za savjetodavnim uslugama i uslugama u području financija. Treću skupinu čimbenika koji utječu na razvoj karijere predstavlja *tržište rada* sa svim svojim elementima, poput dobne strukture, stope nezaposlenosti, strukture potražnje i sl. Ljudi dulje žive pa raste potreba za specifičnim zanimanjima poput onih u kategoriji njege i skrbi, na koje utječe starost ljudi. S druge strane, na izbor karijere mogu utjecati i pozitivni trendovi tržišta rada, poput visokog stupnja zaposlenosti mladih koji su roditelji, uslijed čega raste potražnja za čuvanjem djece, vrtićima, školama s produženim boravkom i sl., što utječe na povećanje potražnje za poslovima i zanimanjima povezanim s tim potrebama. Na izbor karijere također utječu lokacija i veličina geografskog područja na kojem pojedinac živi i prema kojem gravitira. Primjerice, pojedinac bira i prilagođava svoj izbor ovisno o tome živi li u gradu ili izvan njega, u hladnom ili toplom području, na planini ili uz more, jer se pojedini poslovi i zanimanja te u konačnici karijere ne mogu graditi na bilo kojoj lokaciji. Jednako tako, veličina poduzeća utječe na upravljanje karijerom, kao i na djelatnost samog poduzeća. *Financijske konsideracije* predstavljaju četvrtu skupinu čimbenika, a uključuju visinu plaće koja se isplaćuje za obavljanje nekog posla, mogućnost ostvarivanja različitih materijalnih beneficija i sl. Ti čimbenici utječu na izbor i odluku o karijeri jer je plaća, tj. financije preduvjet zadovoljenja osnovnih potreba pojedinca, koji utječe na osjećaj samoostvarenja. Navedeni čimbenici utjecaja na izbor i razvoj karijere, kao i na upravljanje njome, tek su dio iz cijele palete. Također, oni nisu stalni i ovise o ciljevima, potrebama i preferencijama društva, organizacija i pojedinaca.

METODOLOGIJA ISTRAŽIVANJA

Kvantitativno istraživanje, osobito anketno, pruža sustavan pristup prikupljanju podataka koji omogućuje analizu i usporedbu rezultata

the choice of career, because an individual can make a decision that may not be the first choice according to his interests, but decides so because of opportunities and trends in the market. Consumers use their habits to influence the demand for certain jobs and their availability. Technological progress and investments also affect the development of new jobs and the “shutdown” of others. In addition to the above elements, the determinants of this category are interest rates and prices, which can reduce the number of jobs. It is also important to highlight legal trends, i.e. rules and regulations that may affect the availability and attractiveness of certain jobs. For example, an increase in the number of regulations has led to an increase in the need for advisory and financial services. The third group of factors influencing career development is the *labor market* with all its elements, such as age structure, unemployment rate, demand structure, etc. People live longer, so there is a growing need for specific occupations such as those in the care category, which are affected by people’s age. On the other hand, career choices can also be influenced by positive labour market trends, such as the high employment rate of young parents, the consequence being a growing demand for babysitting, kindergartens, schools with extended stay, etc., which then affects the increase in demand for jobs and occupations related to these needs. Career choices are also influenced by the location and size of the geographical area in which an individual lives and gravitates. For example, an individual chooses and adjusts their choice depending on whether they live in a city or outside it, in a cold or warm area, on a mountain or by the sea, because individual jobs and occupations, and ultimately careers, cannot be built in any location. Equally, the size of the company affects the career management as well as the business activity of the company itself. *Financial considerations* represent the fourth group of factors, and include the amount of salary paid for performing a job, the possibility of obtaining various material benefits, etc. These factors influence career choice and decision because salary, i.e. finances, is a prerequisite for meeting the basic

unutar definiranog uzorka. Zatvoren tip pitanja olakšava statističku obradu i omogućuje precizno mjerenje stavova i percepcija ispitanika. Ta je metoda korisna za identifikaciju trendova i obrazaca u populaciji, što može pomoći u razumijevanju šireg društvenog konteksta. Prilikom sastavljanja ankete važno je obratiti pozornost na formuliranje pitanja da bi se osigurala jasnoća i relevantnost, što poboljšava kvalitetu dobivenih podataka. Za istraživanje problematike upravljanja ljudskim resursima putem upravljanja karijerama zaposlenika izabrana je određena grupacija¹ (organizacija s više podružnica diljem Hrvatske). Istraživanje za potrebe ovoga rada temelji se na analizi upravljanja karijerama zaposlenika putem odjela HRM-a, njegove prakse i procesa obavljanja zadataka te dosljednosti u postojećim praksama praćenja promjena i standarda struke. Zaključci doneseni na temelju analize ukazuju na anomalije po pitanju formaliziranosti i dosljednosti procesa razvoja i upravljanja karijerama te na postojanje korupcije i korištenje veza u razvoju karijere. Kada govorimo o korištenju veza i poznanstava, javlja se situacija u kojoj zaposlenici diktiraju razvoj svoje karijere, iako bi se taj put trebao temeljiti na suradnji, rezultatima i izboru u skladu s preferencijama i ciljevima obiju strana. Kod primjene metode intervjua, koja je korištena za uvid u pojedinosti i organizaciju funkcije menadžmenta ljudskih resursa, postoji rizik subjektivnosti, ali primijenjena metoda anketiranja taj rizik ima nešto manje izražen. Stoga se prikupljeni odgovori smatraju dodatnom potporom zaključcima donesenima na temelju analize HRM-a, jer su odgovori prikupljeni anonimnom anketom i dolaze od onih koji na temelju vlastita iskustva progovaraju o istraživanoj problematici (zaposlenici koji su imali ili nisu imali priliku ostvarivanja karijere). Anketni je upitnik sadržavao 42 pitanja podijeljena na opća sociodemografska pitanja i pitanja o razvoju i prilikama za karijeru. Pitanja su bila zatvorenog tipa, što je kasnije olakšalo analizu, jer su ponudeni odgovori kodirani i

needs of an individual, which affects the feeling of self-actualization. These factors of influence on career choice and development, as well as on its management, are only part of the whole range. Also, they are not permanent and depend on the goals, needs and preferences of society, organizations and individuals.

RESEARCH METHODOLOGY

Quantitative research, especially survey research, provides a systematic approach to data collection that allows the analysis and comparison of results within a defined sample. A closed type of question facilitates statistical processing and enables accurate measuring of respondents' attitudes and perceptions. This method is useful for identifying trends and patterns in the population, which can help to understand the wider social context. When compiling a survey, it is important to pay attention to the formulation of questions to ensure clarity and relevance, which improves the quality of the data obtained. A specific Group¹ (an organization with multiple branches across Croatia) was selected to investigate the issue of human resource management through employee career management. The research for the purposes of this paper is based on the analysis of employee career management through the HRM department, its practice and process of performing tasks, and consistency in existing practices of monitoring changes and standards of the profession. The conclusions drawn from the analysis point to anomalies regarding the formality and consistency of the career development and management process, as well as the existence of corruption and the use of links in career development. When it comes to using connections and acquaintances, there is a situation in which employees dictate the development of their careers, although this path should be based on cooperation, results and choice in accordance with the preferences and goals of both parties. When applying the interview method, which was used to see the details and organization

sistematizirani te je izbjegnut problem tumačenja odgovora, koji bi se pojavio u slučaju otvorenih pitanja. Dio pitanja postavljen je u obliku tvrdnji na koje su ispitanici odgovarali prema Likertovoj ljestvici u rasponu od 1 do 5, koja je predstavljala razinu slaganja s tvrdnjama, pri čemu je 1 označavao potpuno neslaganje, a 5 potpuno slaganje. Za analizu prosječne razine slaganja s tvrdnjama korištena je aritmetička sredina te najčešća razina slaganja, koja je izračunata kao ponder najčešćeg odgovora (mod). Uzorak ispitanika bio je sastavljen od zaposlenika jedne od podružnica grupacije koja broji 230 zaposlenika, a povratno je dobiveno 100 pravilno ispunjenih anketnih upitnika.

Rezultati istraživanja

Anketni upitnik sadržavao je 42 pitanja, a za potrebe ovoga rada izdvojit će se relevantni rezultati koji se odnose na temu rada. U odabranom uzorku ispitanika od kojih su traženi odgovori uočilo se da u istraživanju dominiraju ispitanici muškog spola, i to s udjelom od 91 %, dok je udio ispitanika ženskog spola 9 %. Uočeni udjeli i njihov odnos očekivani su s obzirom na to da u strukturi zaposlenika dominiraju muškarci, djelomice zbog prirode posla i karakteristika traženih za određena radna mjesta o kojima ovisi obavljanje osnovne djelatnosti. Strukturu je definirao i odziv zaposlenika. Zaposlenice dominiraju na uredskim poslovima, a na poslovima usko vezanima za glavnu djelatnost nalaze se na poziciji zaštitara te su uglavnom raspoređene po trgovačkim centrima, a rjeđe u izdvojenim objektima, za fizičku zaštitu i zaštitu *evenata*, na poziciji pratnje novca, intervencija, tjelesne zaštite i sl. To se ne smije smatrati diskriminacijom, već posljedicom činjenice da žene uglavnom ne bi mogle zadovoljiti određene kriterije (fizička spremnost). Prikazana je struktura odgovora ispitanika prema dobi, iz koje se uočava da u uzorku dominiraju ispitanici u dobi od 34 do 41 godine s 24 %, a potom slijede, s podjednakim udjelom, zaposlenici u dobi od

of the HR management function, there is a risk of subjectivity, but the applied interview method has a slightly less pronounced risk. Therefore, the collected answers are considered as additional support to the conclusions made on the basis of the analysis of HRM, because the answers were collected through an anonymous survey and come from those who, based on their own experience, speak about the researched issue (employees who had or did not have the opportunity to pursue a career). The survey questionnaire contained 42 questions divided into general sociodemographic questions and questions about development and career opportunities. The questions were of a closed type, which later facilitated the analysis, as the answers offered were coded and systematized and the problem of interpreting the answers, which would arise in the case of open questions, was avoided. Part of the questions is in the form of statements to which respondents answered according to the Likert scale ranging from 1 to 5, which represented the level of agreement with the statements, with 1 indicating complete disagreement and 5 indicating complete agreement. For the analysis of the average level of agreement with the statements, the arithmetic mean and the most common level of agreement were used, which was calculated as the weight of the most common answer (mode). The sample of respondents was composed of employees of one of the subsidiaries of the 230-employee group, and 100 properly completed questionnaires were obtained.

Research findings

The survey questionnaire contained 42 questions, and for the purposes of this paper, relevant results related to the paper subject will be highlighted. In the selected sample of respondents who were asked for answers, it was noticed that the study was dominated by male respondents, with a share of 91%, while the share of female respondents was 9%. The observed shares and their relationship are expected given that the structure of employees is dominated by men, partly due to the nature

26 do 33 godine te zaposlenici u dobi od 42 do 49 godina (21 %). Općenito promatrano, može se reći da u organizaciji prevladavaju zaposlenici u dobi od 26 do 49 godina, što je dob najveće fizičke spremnosti u kombinaciji s iskustvom, stoga je najveća zastupljenost te dobne kategorije standardna u ovoj djelatnosti. No to ne znači da mladi nemaju priliku rada u toj grupaciji. To je vidljivo iz udjela zaposlenika u dobi od 18 do 25 godina, koji iznosi 12 %. Mladi se izgrađuju i stječu nova iskustva te za poslodavca predstavljaju ulaganje koje organizaciji donosi niz prednosti, jer mladi zaposlenici lakše usvajaju određene prakse, znanja i pravila te su otvorenog uma po pitanju vrijednosti i sustava, posebice oni kojima je to prvi posao pa se lakše integriraju u okruženje i samu organizaciju. Mlade zaposlenike treba zadržati tako da im se omogući razvoj i izgradnja karijere. U promatranju strukture ispitanika prema stručnoj spremi uočava se da dominiraju ispitanici sa srednjom stručnom spremom, s udjelom od 72 %, potom slijede ispitanici s višom stručnom spremom, s udjelom od 20 %, te ispitanici sa završenom osnovnom školom, s udjelom od 8 %. Pojedina radna mjesta ne zahtijevaju visoku stručnu spremu i definirana su stečenom licencom i praksom. Zaposlenici koji su završili samo osnovnu školu pripadaju starijim generacijama, pred mirovinu su ili su već u mirovini i rade isključivo na radnom mjestu čuvara. Ima i nekoliko mlađih zaposlenika koji su odabrali da im posao bude samo posao i da nemaju karijeru, jer samo s osnovnom školom nemaju mogućnosti napretka. Treba naglasiti da se takve zaposlenike ne smije zanemariti i da unatoč tome u njih treba ulagati da bi se procesi, standard posla i odlike radnog mjesta unaprijedili te da bi se zaposleniku omogućio stručni razvoj i zadovoljstvo poslom ili ga se čak potaknulo na daljnje obrazovanje. Tu se postavlja pitanje može li se takav posao pretvoriti u karijeru. Uzimajući u obzir praksu u domaćim organizacijama, uvjete i održivost, odgovor je negativan, no to ne znači da određene djelatnosti na nekim pozicijama ne mogu

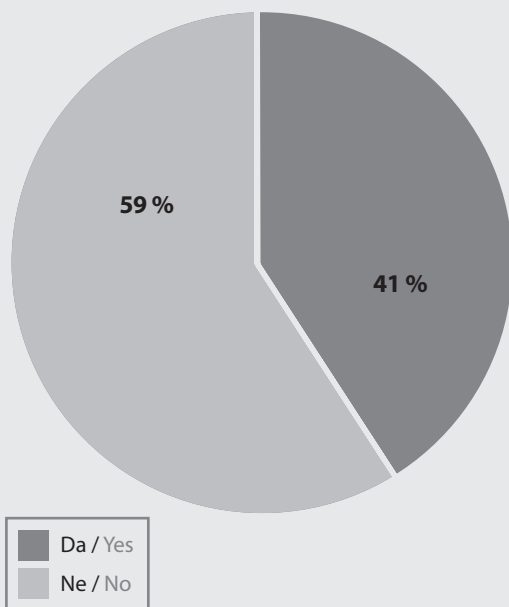
of the work and the characteristics required for certain jobs on which the performance of the core activity depends. The structure was also defined by employees' response. Female employees dominate in office jobs, and in jobs closely related to the main business activity, they are in the position of security guards and are mostly distributed in shopping centers, and less often in separate facilities, for physical protection and event protection, in the position of money escort, intervention, physical protection, etc. This should not be considered discrimination, but a consequence of the fact that women would generally not be able to meet certain criteria (physical fitness). The structure of respondents' responses by age is presented, from which it is observed that the sample is dominated by respondents aged 34 to 41 with 24%, followed by, with an equal share, employees aged 26 to 33 and employees aged 42 to 49 (21%). In general, it can be said that the organization is dominated by employees aged 26 to 49, which is the age of greatest physical fitness in combination with experience, so the largest representation of this age category is standard in this business activity. However, this does not mean that young people do not have the opportunity to work in this group. This is evident from the 12% share of employees aged 18-25. Young people build and gain new experiences and represent an investment for the employer that brings a number of advantages to the organization, because young employees adopt certain practices, knowledge and rules more easily, and are open-minded about values and systems, especially those who are employed for the first time, so they integrate into the environment and the organization itself more easily. Young employees should be kept so as to enable them to develop and build their careers. In observing the structure of respondents according to professional qualifications, it is noticed that respondents with secondary education dominate, with a share of 72%, followed by respondents with higher education, with a share of 20%, and respondents with completed primary school, with a share of 8%. Some positions do not require a university degree and are defined by the acquired license and practice.

omogućiti razvoj karijere i takvim zaposlenicima. Napredovanje na poslu ima ograničenja, jer ne mogu svi biti menadžeri niti svi mogu preko istog radnog mjesta doći do iste pozicije, ali se zaposlenik može ostvariti i dati svoj doprinos organizaciji. Ključ je u ulaganju u zaposlenike i inovacijama. U ovoj je djelatnosti sve veći broj mlađih zaposlenika samo sa srednjom stručnom spremom, jer u društvu prevladava percepcija, koju podupiru i zahtjevi te vrste posla, da su za taj posao bitniji tečaj, licence i specijalizirano usavršavanje u praksi te vještine i znanje koji se ne stječu unutar sustava obrazovanja. Iznimku predstavljaju tehničke struke, koje se traže za radna mjesta tehničara i informatičara koji rade na sustavima zaštite (videonadzor, alarmi i sl.). Priroda radnog mjesta ne bi smjela u potpunosti definirati potencijale zaposlenika, već bi upravo razvojem karijera trebalo osigurati učenje i razvoj unutar traženih struka i same industrije u kojoj organizacija djeluje da bi se zaposlenicima osigurali napredak i samoostvarenje, istraživanje prilika te povećanje potencijala i konkurentskih sposobnosti. Zaposlenike treba zadržati sustavom motivacije, pripadnosti i prilikama za realizaciju u organizaciji, tj. razvojem i upravljanjem njihovim karijerama. O prilikama, ali i načinu na koji zaposlenici razmišljaju o karijeri govori i struktura radnog staža ispitanika prikazana na Grafikonu 1, s kojeg se uočava da dominiraju ispitanici sa stažem od 6 do 10 godina (41%), potom sa stažem od 11 do 15 godina (24%). Staž dulji od 10 godina ne znači neophodno lojalnost, već može ukazivati na apatiju zaposlenika, strah i dugo čekanje prilike za razvoj. Potonje će se dodatno istražiti upravo korelacijom pojedinih stavova i staža ispitanika u nastavku rada. Negativna doza opreza kod tumačenja tih podataka opravdana je uočenim nedostacima u organizaciji i doprinosu menadžmenta ljudskih resursa, ali i općim stanjem, plaćama u industriji i nedostatkom radnika.

Uočava se da je promociju tijekom staža kod trenutačnog poslodavca dobilo 41 % zaposlenika. Manji udio unaprijeđenih objašnjava se činjenicom

Employees who have completed only primary school belong to the older generations, are about to retire or are already retired and work exclusively in the workplace of a guard. There are also several younger employees who have chosen to make their job just a job and not have a career, because, having only primary school education, there are no opportunities for progress. It should be emphasized that such employees should not be neglected and that they should nevertheless be invested in in order to improve the processes, standard of work and job characteristics, and to enable the employee professional development and job satisfaction or even encourage them to educate themselves further. This raises the question of whether such a job can be turned into a career. Taking into account the practice in domestic organizations, conditions and sustainability, the answer is negative, but this does not mean that certain activities in some positions cannot enable career development and such employees. Advancement at work has limitations, because not everyone can be a manager nor can everyone reach the same position through the same workplace, but the employee can achieve and contribute to the organization. Investing in employees and innovation is the key. In this business activity, there is an increasing number of younger employees with only secondary education, because the society is dominated by the perception, supported by the requirements of this type of work, that courses, licenses and specialized training, skills and knowledge not acquired within the education system are more important for this job. Exceptions are technical professions, required for jobs of technicians and IT professionals working on protection systems (video surveillance, alarms, etc.). The nature of the workplace should not entirely define the employees' potentials, but the career development should ensure learning and development within the required professions and the industry itself in which the organization operates in order to provide employees with progress and self-actualization, explore opportunities and increase potentials and competitive abilities. Employees should be retained through a motivation

**GRAFIKON 1. STRUKTURA ODGOVORA
 ISPITANIKA NA PITANJE JESU LI TIJEKOM STAŽA U
 TRENUTAČNOJ ORGANIZACIJI BILI UNAPRIJEĐENI**
**GRAPH 1. STRUCTURE OF RESPONDENTS'
 RESPONSES TO THE QUESTION WHETHER THEY
 WERE PROMOTED DURING THEIR WORK IN THE
 CURRENT ORGANIZATION**



Izvor: obrada autora prema ispunjenom anketnom upitniku
 Source: Author's interpretation according to the completed survey questionnaire

da neki na svoje pozicije dođu direktno. To se događa zato što se u u praksi (iako je u definiranju procesa drukčije određeno) u većini slučajeva ne provode evaluacije zaposlenika organizacije pa se u slučaju potražnje za zaposlenikom za neku od viših pozicija povuče postojećeg zaposlenika, a za njegovo radno mjesto objavi se natječaj i regrutira zaposlenika izvan organizacije. To je ponovno pokazatelj nedovoljne organiziranosti ljudskih resursa i upravljanja karijerama. Iz prezentiranih rezultata uočava se da upravljanje karijerama zaposlenika definira niz složenih čimbenika koji se isprepliću te da je potrebno o svima voditi

system, feeling of belonging and opportunities for their actualization in the organization, i.e. the development and management of their careers. The opportunities, but also the way in which employees think about their careers, are also discussed in the structure of work experience of the respondents shown in Graph 1., which shows that respondents with a seniority of 6 to 10 years (41%), then with a seniority of 11 to 15 years (24%) dominate. A seniority of more than 10 years does not necessarily mean loyalty, but may indicate employee apathy, fear and a long wait for a development opportunity. The latter will be further explored by correlating individual attitudes and experience of respondents in the continuation of the paper. A negative dose of caution in interpreting these data is justified because of the observed shortcomings in the organization and contribution of human resource management, but also because of the general situation, salaries in the industry and the lack of workers.

It is noted that 41% of employees received the promotion during their work with the current employer. A smaller share of promoted people is explained by the fact that some people come to their positions directly. This happens because in practice (although otherwise specified in the definition of the process) in most cases, employee evaluations are not carried out, so in the event of a demand for an employee for one of the higher positions, an existing employee is withdrawn, a vacancy is announced for his position and an employee is recruited outside the organization. This is again an indicator of insufficient organization of human resources and career management. The presented results show that employee career management is defined by a number of complex factors that are intertwined and that everyone needs to be taken into account in order to optimally manage employee careers at the organization level. One of the factors of career development and career creation are salaries. Although career progression and development are not necessarily conditioned by salary at all its stages, we should be aware that we all work for money and that motivation must be constant. Although it is

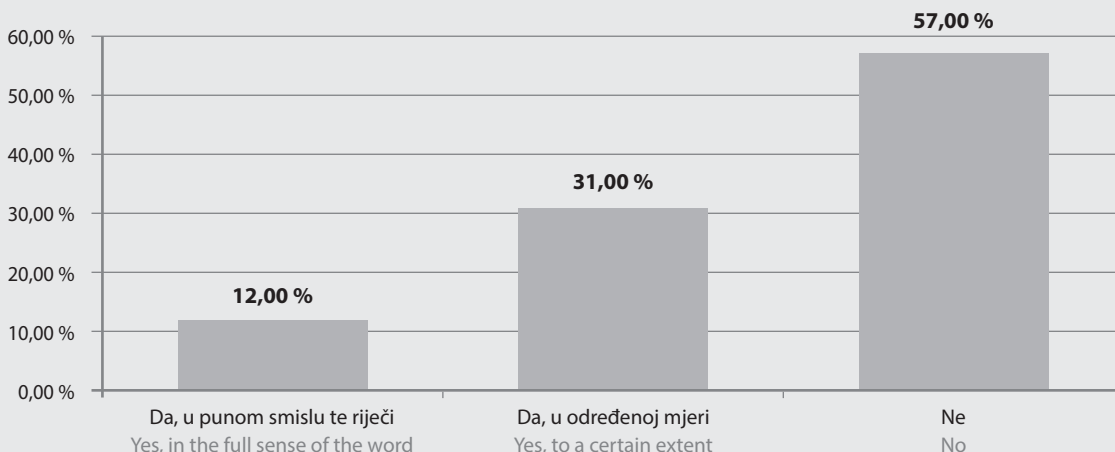
računa da bi se optimalno upravljalo karijerama zaposlenika na razini organizacije. Jedan je od čimbenika razvoja i kreiranja karijere i plaća. Iako napredak i razvoj karijere nisu neophodno uvjetovani plaćom u svim svojim fazama, trebamo biti svjesni da svi radimo za novac i da motivacija mora biti konstantna. Iako je ne određuje samo jedan čimbenik, jasno je da bez čimbenika plaće nije održiva, a stoga ni poimanje i zadovoljstvo karijerom. Činjenica da je 41 % ispitanika ipak imalo priliku za promaknuće, koje je uvertira u razvoj karijere, ali im pritom nije znatnije povećana plaća jest pokazatelj nedostataka sustava upravljanja karijerama zaposlenika, a u konačnici i procesima te poslovanjem. Naime, čak 30 % ispitanika izjasnilo se da njihova promocija nije praćena povećanjem plaće. Rezultati ispitivanja pokazali su da povećanje plaće do sljedećeg razreda iznosi najviše 132 eura. Ako se u obzir uzme promjena uvjeta rada, odgovornosti i težine posla, postavlja se pitanje ima li pozitivan odgovor dovoljnu težinu za ocjenu.

S obzirom na prednosti koje karijera donosi, jasno je da je pitanje koje se odnosi na percepciju vlastite karijere delikatno, jer se može dogoditi da su ispitanici u zabludi oko toga imaju li karijeru u pravom smislu riječi. Karijera je više od zadovoljstva obavljenim poslom, njegovim rezultatom ili tek lijepog osjećaja po primitku plaće. Na definiranje karijere utječu svi opisani, ali i niz drugih čimbenika u organizaciji, kao i onih koji dolaze od svakog pojedinca. Poimanje karijere stoga je pomalo subjektivno, a čak 57 % ispitanih zaposlenika smatra da nema karijeru, što je vidljivo iz Grafikona 2. Kod analize karijera nameće se pitanje njezine održivosti i životnoga vijeka te utjecaja na motivaciju i zadovoljstvo. Neki su se ispitanici, njih 31 %, izjasnili da smatraju da imaju karijeru u određenim aspektima poimanja karijere, jer su vjerojatno iskusili promociju i povećanje primanja ili očekuju daljnje promaknuće, dok se 12 % ispitanika izjasnilo da imaju karijeru u punom smislu riječi. Od ispitanika koji su se izjasnili da imaju karijeru u punom smislu riječi

not determined by only one factor, it is clear that without the salary factor it is not sustainable, and therefore aren't the perception and satisfaction with the career either. The fact that 41% of respondents still had the opportunity for promotion, which is an introduction to career development, but did not significantly increase their salary, is an indicator of the shortcomings of the employee's career management system, and ultimately of the processes and business. Namely, as many as 30% of respondents stated that their promotion was not accompanied by a salary increase. The test results showed that the salary increase up to the next grade is a maximum of 132 euros. Taking into account the change in working conditions, responsibilities and the difficulty of the job, the question arises as to whether the positive answer has sufficient weight for the grade.

Given the benefits that career brings, it is clear that the question related to the perception of one's own career is delicate, because it can happen that respondents are mistaken about whether they have a career in the true sense of the word. A career is more than satisfaction with a job done, its result or just a nice feeling upon receiving a salary. Career definition is influenced by all the factors described, but also by a number of other factors in the organization, as well as those that come from each individual. The perception of career is therefore somewhat subjective, and as many as 57% of the surveyed employees believe that they do not have a career, which is evident from Graph 2. The analysis of careers raises the question of its sustainability and lifespan, as well as the impact on motivation and satisfaction. Some respondents, 31%, stated that they believe they have a career in certain aspects of career perception, because they have probably experienced promotion and increase in income or expect further promotion, while 12% of respondents stated that they have a career in the full sense of the word. Of the respondents who stated that they have a career in the full sense of the word, four are in the position of regional managers, five in the position of technicians and are expecting

GRAFIKON 2. STRUKTURA ODGOVORA ISPITANIKA NA PITANJE IMAJU LI KARIJERU
GRAPH 2. STRUCTURE OF RESPONDENTS' RESPONSES TO THE QUESTION WHETHER THEY HAVE A CAREER



Izvor: obrada autora prema ispunjenom anketnom upitniku

Source: Author's interpretation according to the completed survey questionnaire

četvero ih je na poziciji regionalnih voditelja, petero s pozicije tehničara očekuju za početak postati voditelji svojeg sektora, dva zaposlenika voditelji su tima, a jedan je zaposlen na radnom mjestu transfera novca. Jasno je da će se zaposlenici koji bez konkretne osnove vjeruju i smatraju da imaju karijeru naći razočarani kada spoznaju da to nije tako, jer je unatoč složenosti moguće jasno definirati sastavnice karijere. Uspone i padove te razočaranja doživljavaju i zaposlenici s karijerama, ali njihovo ostvarenje i samoostvarenje neovisno o tome imaju određenu težinu i uporište u vidu statusa, ugleda, financijske snage i stabilnosti, mogućnosti i utjecaja u organizaciji i sl., ako padovi nisu uzrokovani malverzacijama i bitnim povredama poslovnih i međuljudskih odnosa. To ne ukazuje na bezvrijednost posla koji nije karijera, nego na prednosti karijere i onoga što karijera zaposleniku treba pružati. Ako zaposlenici ne smatraju da na trenutačnoj poziciji imaju karijeru, to ne znači da je ne mogu imati. Zbog toga im je postavljeno

to become leaders of their sector, two employees are team leaders, and one is employed in the position of money transfer. It is clear that employees who believe that they have a career without a concrete basis will find themselves disappointed when they realize that this is not the case, because despite the complexity, it is possible to clearly define the components of a career. Employees with careers also experience ups and downs and disappointments, but their realization and self-actualization regardless of this have a certain weight and base in the form of status, reputation, financial power and stability, opportunities and influence in the organization, etc., if the downs are not caused by malfeasance and significant violations of business and interpersonal relations. This does not indicate the worthlessness of a job that is not a career, but rather the benefits of a career and what a career should provide to an employee. If employees do not feel that they have a career in their current position, this does not mean that they cannot have one. Therefore, they were asked whether they considered their

pitanje smatraju li da njihovo trenutačno radno mjesto ima potencijal da bude polazišna točka razvoja karijere. Rezultati su pokazali da samo 17 % ispitanika smatra da će imati priliku za unaprjeđenje i razvoj karijere s trenutačne pozicije preko svih faza karijere, dakle, da će imati karijeru u punom smislu riječi. Njih 31 % u tu mogućnost nimalo ne vjeruje, a 23 % djelomice. Nemalen postotak ispitanika, 29 %, izjasnio se da ne zna što je razlog njihove zbunjenosti i nepovjerenja u organizaciju. Oni koji su se izjasnili negativno iskazuju razočaranost u organizaciju i prilike koje pruža, no treba imati na umu složenost planiranja, razvoja i upravljanja karijerama zaposlenika, jer ne mogu svi u kratkom ni jednakom roku ostvariti razvoj karijere i proći njezine faze. Konačno, na pitanje koliko im je bitno imati karijeru 68 % ispitanika izjasnilo se da im je to bitno ili jako bitno, a njih 32 % da su indiferentni. Činjenica da se nitko nije izjasnio da mu postizanje karijere nije bitno pokazatelj je da svaki pojedinac stremi ostvarenju, pronalasku sebe i razvoju. Nije svaki posao neophodno karijera, ali morao bi pružati mogućnost ostvarenja koje nadilazi rutinsko odrađivanje posla. U postotku indiferentnih nalaze se oni koji su razočarani izostankom satisfakcije i ostvarenja razvojem karijere te oni koji potrebu i ovisnost o poslu smatraju važnijom od samoostvarenja. S obzirom na činjenicu da smo svi robovi suvremenog društva i koncepta rada takvog kakav jest, primjetno je da je sve više pojedinaca s takvim stavom. Prirodno je da svatko želi razvoj i napredak, neovisno o vrsti i sastavnim dijelovima posla, stoga se karijeru nikako ne smije definirati brojem stupnjeva unaprjeđenja, količinom stečenog bogatstva i sl., već preobrazbom iz suvremenog roba u pojedinca koji od svojega rada može normalno živjeti. To znači da u bilo kojem poslu, kao i u bilo kojoj organizaciji, treba tražiti karijeru i ostvarenje, a u slučaju promjene zaposlenja nastaviti tamo gdje se u prošlom sustavu stalo. Karijera se stoga može definirati kao doseg vlastite misije radom i obogaćivanje radom da bi se postigao smisao na putu zadovoljenja potreba i ciljeva.

current position to have the potential to be a starting point for career development. The results showed that only 17% of respondents believe that they will have the opportunity to improve and develop their career from their current position across all stages of their career, that is, that they will have a career in the full sense of the word. 31% do not believe in this possibility at all, and 23% only partially. A small percentage of respondents, 29%, stated that they did not know the reason for their confusion and distrust in the organization. Those who have declared themselves negatively express disappointment in the organization and the opportunities it provides, but the complexity of planning, development and management of employees' careers should be borne in mind, because not everyone can achieve career development and go through its phases in a short or equal time. Finally, when asked how important it is for them to have a career, 68% of respondents said that it is important or very important to them, and 32% said that they are indifferent. The fact that no one has stated that achieving a career does not matter to them is an indicator that each individual strives to achieve, find their own path and develop. Not every job is necessarily a career, but it should provide an opportunity for accomplishment that goes beyond routine work. In the percentage of indifferent there are those who are disappointed with the lack of satisfaction and achievement in career development, and those who consider the need and dependence on work more important than self-actualization. Given the fact that we are all slaves to modern society and the concept of work as it is, it is noticeable that there are more and more individuals with such an attitude. It is natural that everyone wants development and progress, regardless of the type and components of the job, so the career should not be defined by the number of degrees of improvement, the amount of wealth acquired, etc., but by the transformation from a modern slave into an individual who can live normally from their work. This means that in any job, as in any organization, one should look for a career and achievement, and in the event of a change

Način na koji zaposlenici vide i poimaju koncept karijere na temelju iskustava u organizaciji uočava se iz rezultata prikazanih u Tablici 2, prema kojima je prosječna razina slaganja s tvrdnjom da su posao i karijera sinonimi u organizaciji za koju rade čak 2,92, što je bliže indiferentnosti nego poricanju ili slaganju s tvrdnjom. Bilo je zaposlenika koji se s tvrdnjom u potpunosti ne slažu i onih koji se u potpunosti slažu (vidljivo iz zabilježenog minimuma i maksimuma). Tvrdnja da se rad redovito evaluira standardiziranim pokazateljima zabilježila je iznimno skromnu razinu prosječnog slaganja 2,5, s najčešćom vrijednošću 1, što je poražavajuće za organizaciju koja djeluje unutar etablirane međunarodne grupacije. Zaposlenici najčešće smatraju prilično bitnim da vole posao i da ih posao ispunjava da

of employment, continue where the previous system stopped. A career can therefore be defined as the accomplishment of one's own mission and being enriched by working in order to achieve meaning on the way to meeting needs and partial goals.

The way in which employees see and understand the concept of career based on experience in the organization is observed from the results shown in Table 2, according to which the average level of agreement with the claim that work and career are synonymous in the organization for which they work is as much as 2.92, which is closer to indifference than to denial or agreement with the claim. There were employees who completely disagree with the statement and those who completely agree (evident from the recorded minimum and maximum). The claim that work is regularly evaluated by

TABLICA 2. PROSJEČNI STAVOVI ISPITANIKA O ODLIKAMA POSLA KOJI IMA PREDISPOZICIJE DA BUDE POLAZIŠTE KARIJERE

TABLE 2. AVERAGE ATTITUDES OF RESPONDENTS ABOUT THE FEATURES OF A JOB THAT IS PREDISPOSED TO BE THE STARTING POINT OF A CAREER

	POSAO I KARIJERA SINONIMI SU U ORGANIZACIJI U KOJOJ SAM ZAPOSLEN WORK AND CAREER ARE SYNONYMOUS IN THE ORGANIZATION IN WHICH I AM EMPLOYED	IZRAVNI NADREĐENI MOTIVIRA ME NA BOLJI RAD MY DIRECT SUPERVISOR MOTIVATES ME TO WORK BETTER	RAD SE REDOVITO EVALUIRA STANDARDIZIRANIM OBJEKTIVNIM POKAZATELJIMA THE WORK IS REGULARLY EVALUATED THROUGH STANDARDIZED OBJECTIVE INDICATORS	DA BI POSAO BIO KARIJERA, MORAM GA VOLJETI I MORA ME ISPUNJAVATI FOR A JOB TO BE A CAREER, I HAVE TO LOVE IT AND IT HAS TO FULFILL ME	
N	Valjani / Valid	100	100	100	100
	Nedostajući / Missing	0	0	0	0
Srednja vrijednost / Mean		2,92	3,01	2,52	3,9
Mod / Mode		3	4	1	4
Standardna devijacija Std. deviation		1,3	1,367	1,283	0,905
Minimum / Minimum		1	1	1	2
Maksimum / Maximum		5	5	5	5

Izvor: obrada autora prema ispunjenom anketnom upitniku

Source: Author's interpretation according to the completed survey questionnaire

bi ga mogli smatrati karijerom, što je zadaća menadžmenta. Bitno je istaknuti da je uočeno da izravni nadređeni motivira zaposlenike za bolji rad, s čime se većina zaposlenika slaže, što ukazuje na solidne odnose između njih. Takav je odnos održiv uz kvalitetan sustav motivacije i razvoj međuljudskih odnosa ako ga prate uvjeti i kompenzacije.

Kao jedan od nedostataka upravljanja karijerama zaposlenici vide to što menadžment ljudskih resursa ne provodi ankete zadovoljstva, tj. motivacije, stavova i percepcija zaposlenika te problema i događaja u organizaciji da bi osigurao otkrivanje problema i nalaženje rješenja. To je vidljivo iz rezultata prikazanih u Tablici 3. Analizom procesa i aktivnosti menadžmenta ljudskih resursa uočen je nedostatak ispitivanja mišljenja i motiviranosti zaposlenika pa ovi podaci, tj. iskustva ispitanika, potkrjepljuju zaključke analize. Kao nedostatak ističe se i premalo razgovora o problemima, bilo na razini radnog mjesta, bilo odjela ili organizacije. Većina ispitanika ne slaže se s tvrdnjom o postojanju inicijative u tom smjeru. Međutim, najčešće se u potpunosti slažu s tvrdnjom da je upravljanje karijerama neodgovarajuće, jer ne postoji sustav evaluacije ni praćenja zaposlenika te njihova razvoja i usavršavanja izvan okvira potreba pojedinog radnog mjesta (najčešći je stupanj slaganja 5). Podjednak je i stupanj slaganja s tvrdnjom da razvoj karijere ovisi o vezama i poznanstvima, što je javna tajna u organizaciji i što zaposlenici uočavaju. Takva praksa stvara sukobe i loše međuljudske odnose jer izravno diskriminira sve zaposlenike koji su zavrijedili promaknuće. S obzirom na to da menadžment ljudskih resursa ima svoju strukturu i zadaće, istraženo je u kojoj se od njih javljaju anomalije, jer ih je lakše ispraviti ako su prisutne u samo jednoj od aktivnosti i/ili razini. Nedostaci su vidljivi u fazi regrutacije, i to pri intervjuiranju zaposlenika za određeno radno mjesto, kada se prikupljaju podaci o preferencijama zaposlenika, što ovdje nije slučaj. Upravo odgovori na tu vrstu pitanja trebaju biti

standardized indicators recorded an extremely modest level of average agreement of 2.5, with the most common value being 1, which is devastating for an organization operating within an established international group. Employees most often consider it quite important that they love the job and that the job fulfills them so that they can consider it a career, which is the task of management. It must be pointed out that it has been observed that the direct superior motivates employees to work better, with which the majority of employees agree, indicating solid relations among employees at these levels. Such a relationship is sustainable with a quality motivation system and the development of interpersonal relationships if it is accompanied by appropriate conditions and compensation.

Employees see one of the shortcomings of career management as the fact that HR management does not conduct satisfaction surveys, i.e. surveys on employee motivation, attitudes and perceptions, and problems and occurrences in the organization in order to detect and solve problems. This is evident from the results shown in Table 3. By analyzing the processes and activities of human resource management, a lack of examination of the opinion and motivation of employees was observed, so these data, i.e. the experience of the respondents, support the conclusions of the analysis. Too few conversations about problems are also highlighted as a disadvantage, whether at the workplace, department or organization level. Most respondents disagree with the claim that there is an initiative or effort in this respect. However, most often they fully agree with the statement that career management is inadequate, because there is no system of evaluation or monitoring of employees and their development and training outside the framework of the needs of a particular workplace (the most common degree of agreement is 5). There is an equal degree of agreement with the statement that career development depends on relationships and acquaintances, which is an open secret in the organization and something that employees perceive. This practice creates conflicts

TABLICA 3. PROSJEČNI STAVOVI ZAPOSLENIKA O NAPORIMA MENADŽMENTA LJUDSKIH RESURSA U UPRAVLJANJU KARIJERAMA

TABLE 3. AVERAGE EMPLOYEE ATTITUDES ABOUT HR MANAGEMENT EFFORTS IN CAREER MANAGEMENT

	MENADŽMENT LJUDSKIH RESURSA PROVODI ANKETE ZADOVOLJSTVA TE ISPITIVANJA STAVOVA ZAPOSLENIKA NA ODREĐENE TEME I DOGAĐAJE U ORGANIZACIJI HUMAN RESOURCE MANAGEMENT CONDUCTS SATISFACTION SURVEYS AND SURVEYS OF EMPLOYEES' ATTITUDES ON CERTAIN TOPICS AND EVENTS IN THE ORGANIZATION	U ORGANIZACIJI I TIMU OTVORENO SE PRIČA O ODREĐENIM PROBLEMIMA I IDEJAMA VEZANIMA ZA POSAO I ORGANIZACIJU KAO CJELINU THE ORGANIZATION AND THE TEAM OPENLY DISCUSS CERTAIN PROBLEMS AND IDEAS RELATED TO THE WORK AND THE ORGANIZATION AS A WHOLE	MENADŽMENT LJUDSKIH RESURSA NE PRUŽA LOGISTIČKU POTPORU UPRAVLJANJA KARIJERAMA (EVALUACIJA, MOTIVACIJA, SISTEMATIZACIJA RADNIH MJESTA I SL.) HUMAN RESOURCE MANAGEMENT DOES NOT PROVIDE LOGISTICAL SUPPORT FOR CAREER MANAGEMENT (EVALUATION, MOTIVATION, JOB CLASSIFICATION, ETC.)	RAZVOJ KARIJERA PODLOŽAN JE POZNANSTVIMA I VEZAMA CAREER DEVELOPMENT IS SUSCEPTIBLE TO ACQUAINTANCES AND CONNECTIONS	
N	Valjani / Valid	100	100	100	100
	Nedostajući Missing	0	0	0	0
Srednja vrijednost Mean		2,53	2,77	3,9	3,39
Mod Mode		1	2	5	5
Standardna devijacija Std. deviation		1,267	1,278	1,308	1,406
Minimum / Minimum		2	2	2	1
Maksimum / Maximum		5	5	5	5

Izvor: obrada autora prema ispunjenom anketnom upitniku

Source: Author's interpretation according to the completed survey questionnaire

dio baze podataka o zaposleniku, koji se unose i tijekom vremena preispituju te zajedno s učincima i sklonostima radnim zadacima koriste u razvoju i upravljanju karijerom zaposlenika. Zbog nekih karakteristika i prakse zaposlenici smatraju da nemaju velik utjecaj na vlastitu karijeru, barem u trenutačnoj organizaciji, ali to je slučaj u svakoj organizaciji koja ne uspostavi alate za razvoj i upravljanje karijerama zaposlenika. Pojedinač bira organizaciju prijavom za posao, ali nema

and poor interpersonal relationships because it directly discriminates against all employees who have earned a promotion. Given that human resource management has its own structure and tasks, it was investigated in which of them anomalies occur, as they are easier to correct if they are present in only one of the activities and/or level. Deficiencies are visible in the recruitment phase, when interviewing employees for a specific position, when collecting data on employee preferences,

mogućnost odlučivanja o karijeri i prihvaća posao u organizaciji u kojoj ne postoji mogućnost potpune slobode iskazivanja preferencija i oblikovanja karijere na način na koji bi to mogle imati ili u praksi imaju velike korporacije koje se drže standarda upravljanja poslovnim procesima, pa tako i po pitanju karijera, što ovdje nije slučaj, jer je taj segment prepušten praksi podružnice. U skladu s time očekivan je stav da malotko od ispitanika smatra da ima karijeru u punom smislu te riječi. Na pitanje je li duljina radnog staža dio karijere i definira li je zaposlenici su odgovorili da smatraju da jest, ali nije presudna. To je točno, iako ne uvijek ni doslovno, no staž je bitan i ukazuje na iskustvo u poslu. Ispitanici su se također izjasnili da u komunikaciji s nadređenima ne pričaju o razvoju svojih karijera ni o tome gdje se vide u budućnosti, jer se s potvrdnom tvrdnjom u prosjeku slabo slažu. Uzevši u obzir sve navedeno, uočava se da zaposlenici smatraju da njihovi nadređeni imaju karijeru, iako vjerojatno smatraju da su do pozicije došli preko poznanstva i da svoj posao možda ne poznaju onoliko koliko bi trebali. Takvi stavovi pokazatelj su idealiziranja „instant“ karijera i promjene sustava vrijednosti zaposlenika u vezi toga što karijera zaista jest. Takvo razmišljanje potiče dosadašnju praksu i klimu u organizaciji, jer će svaki pojedinac, ako mu se pruži prilika, krenuti istim putem u kojem cilj opravdava sredstvo. Praksa očigledno funkcionira, jer donosi osjećaj posjedovanja karijere i zadovoljstva koje ona pruža. U konačnici, ono što od karijere ostane jest materijalna korist, vidljiva u onome što je pojedinac stekao, dok se doprinos organizaciji i društvu te požrtvovnost, nažalost, sve brže i lakše zaboravljaju. Podizanje svijesti i davanje priznanja trebaju biti dio kulture i organizacije po mjeri čovjeka da bi se karijere shvaćalo ozbiljnije i da bi im se pristupalo na ispravan način i odgovorno. Karijere obilježavaju živote pojedinaca i njihovih suradnika, stoga je upravljanje ljudskim resursima i karijerama zaista podjednako odgovoran skup procesa organizacije koliko i samo poslovanje, pa i više, jer preko zaposlenika utječe na vrijednosti, odnos prema radu, tržište rada i sl.

which is not the case here. It is precisely the answers to this type of question that should be part of the employee database, which is entered and reviewed over time and, together with the effects and preferences of work tasks, used in the development and management of the employee's career. Due to some characteristics and practices, employees feel that they do not have much influence on their own career, at least in the current organization, but this is the case in any organization that does not establish tools for employee career development and management. An individual chooses an organization by applying for a job, but does not have the opportunity to decide on a career and accepts a job in an organization where there is no possibility of complete freedom to express preferences and shape careers in a way that they could have. Large corporations in practice adhere to the standards of business process management, including in terms of careers, which is not the case here, because this segment is left to the practice of a subsidiary. Accordingly, it is expected that few respondents believe that they have a career in the full sense of the word. When asked whether length of service is part of a career and whether it defines it, employees answered that they believe it is, but it is not crucial. This is true, although not always literally, but experience and years spent working for one company are important and indicate experience in the job. Respondents also stated that when communicating with their superiors, they do not talk about the development of their careers or where they see themselves in the future, because they on average disagree poorly with the affirmative statement. Taking all of the above into account, it can be observed that employees believe that their superiors have a career, although they probably believe that they have reached that position through connections and that they may not know their job as well as they should. Such attitudes are an indicator of the idealization of "instant" careers and the change in the value system of employees regarding what a career really is. Such thinking encourages the current practice and climate in the organization, because each individual, if given the opportunity,

ZAKLJUČAK

Na temelju prezentiranih rezultata i osnovnih percepcija zaposlenika o karijerama te usporedbom spoznaja struke iz stručne literature na tu temu može se zaključiti da menadžment ljudskih resursa ima zaista važnu ulogu u upravljanju ljudskim potencijalima i utjecaj na upravljanje poslovanjem jer definira potencijal, troškove, perspektive i sl. Dakle, može se istaknuti da je uloga rukovoditelja u razvoju karijera presudna, jer rukovoditelji povezuju pojedince, tj. zaposlenike s menadžmentom ljudskih resursa, osobito u strogo hijerarhijski uspostavljenim organizacijama. To je ujedno odgovor na prvo istraživačko pitanje. Rukovoditelji ocjenjuju rad i ostvarenja zaposlenika na radnom mjestu, za što su najkompetentniji jer su im izravno nadređeni. Menadžment ljudskih resursa upravlja karijerama zaposlenika i razvija ih u suradnji s organizacijom, tako da se u strateški plan razvoja poslovanja integrira plan razvoja zaposlenika, jer su zaposlenici investicija koju treba planirati i od koje se očekuje povrat. Svaka divergencija započeto ulaganja i njegovo narušavanje vodi troškovima te gubitku konkurentnosti i učinkovitosti. To se može smatrati odgovorom na drugo istraživačko pitanje, koje glasi: Na koji način menadžment ljudskih resursa upravlja karijerom zaposlenika? Nakon analize rezultata dobivenih istraživanjem, mogu se istaknuti slabosti modela upravljanja karijerama zaposlenika, ali i procesa HRM-a: nerazvijenost strategije razvoja i upravljanja karijerama zaposlenika; niska razina integriranosti razvoja karijera u strategije poslovanja; jako niska razina korištenja znanja, baza i praktične grupacije u razvoju i upravljanju karijerama zaposlenika; nerazvijeni sustavi evaluacije i praćenja učinaka i razvoja u svrhu upravljanja karijerama; slaba komunikacija između nadređenih i podređenih, kao i između menadžmenta ljudskih resursa i zaposlenika; važnost veza i poznanstava u upravljanju karijerama; nedovoljno razvijen koncept poimanja karijere i važnosti upravljanja karijerom s aspekta dugoročnih ciljeva podružnice nasuprot kratkoročnima; nedostaci u početnim, ali

will take the same path in which the end justifies the means. The practice obviously works, because it brings a sense of having a career and the satisfaction it provides. Ultimately, what remains of the career is a material benefit, visible in what the individual has acquired, while the contribution to the organization and society and sacrifice, unfortunately, are quickly and easily forgotten. Awareness-raising and recognition should be part of a personalised culture and organisation to take careers more seriously and approach them in the right way and responsibly. Careers mark the lives of individuals and their co-workers, so the management of human resources and careers is really a responsible set of organizational processes as the business itself, and more, because through employees it affects values, attitude to work, the labor market, etc.

CONCLUSION

Based on the presented results and basic perceptions of employees on careers and by comparing the knowledge of the profession from the professional literature on this subject, it can be concluded that human resource management has a really important role in guidance of employees and influence on business management because it defines potential, costs, perspectives, etc. Thus, it can be pointed out that the role of managers in career development is crucial, because managers connect individuals, i.e. employees with human resource management, especially in strictly hierarchically established organizations. This is also the answer to the first research question. Managers evaluate the work and achievements of employees in the workplace, for which they are most competent because they are their direct superiors. Human resource management manages the careers of employees and develops them in cooperation with the organization, so that an employee development plan is integrated into the strategic business development plan, because employees are an investment to be planned and from which a return is expected. Any divergence of the initial investment and its destruction leads to costs

i kasnijim procesima HRM-a koji se tiču upravljanja karijerama zaposlenika. Uočeni nedostaci ukazuju na potrebu dubinskog restrukturiranja funkcije menadžmenta ljudskih resursa i podizanja svijesti o važnosti zaposlenika i karijera za organizaciju, kao i nadogradnje sustava vrijednosti i iskorjenjivanja pogrešnih načela u sustavu upravljanja karijerama. Za takve reforme potrebni su vrijeme, znanje i resursi, pa je za znatnije pomake bitno iskoristiti prilike koje pruža pripadnost grupaciji, učiti iz njihove baze znanja, usvajati dobre prakse te istražiti načine prilagodbe modela na podružnice u Hrvatskoj s ciljem povećanja učinkovitosti HRM-a i pozitivnog učinka na upravljanje karijerama zaposlenika da bi se povećala uspješnost i općenito poboljšalo poslovanje. Neke od opisanih mjera zahtijevat će radikalnije poteze, ali bez njih nema napretka ni promjene dosadašnje prakse sustava i razvoja modela i alata za upravljanje poslovanjem te ostvarivanje cilja održivosti.

and loss of competitiveness and efficiency. This can be considered as an answer to another research question, which is: How does human resource management manage an employee's career? After analyzing the results obtained by the research, the weaknesses of the employee career management model, but also of the HRM process, can be highlighted: underdevelopment of the employee career development and management strategy; low level of integration of career development into business strategies; very low level of use of knowledge, bases and practices of the Group in the development and management of employees' careers; underdeveloped systems of evaluation and monitoring of performance and development for the purpose of career management; poor communication between superiors and subordinates, as well as between human resource management and employees; importance of connections and acquaintances in career management; underdeveloped concept of career perception and importance of career management from the aspect of long-term goals of the subsidiary versus short-term ones; shortcomings in the initial and subsequent processes of HRM related to employee career management. The identified shortcomings point to the need for in-depth restructuring of the HR management function and raising awareness of the importance of employees and careers for the organization, as well as upgrading the value system and eradicating wrong principles in the career management system. Such reforms require time, knowledge and resources, so it is important to take advantage of the opportunities provided by belonging to the group, learn from their knowledge base, adopt good practices and explore ways to adapt the model to branches in Croatia with the aim of increasing the efficiency of HRM and a positive impact on employee career management in order to increase performance and improve business in general. Some of the measures described will require more radical moves, but without them there is no progress or change in the current system practice and the development of models and tools for business management or achieving sustainability.

BILJEŠKA

¹ Izabrana grupacija dopustila je istraživanje za potrebe rada, ali bez objavljivanja naziva grupacije. Na razini Hrvatske imaju 12 ureda s više od 2 300 zaposlenika, koji su odgovorni centralnoj podružnici u Zagrebu. Ispitivanje je provedeno u jednoj od podružnica. Upravljanje poslovanjem grupacije prema geografskim područjima decentralizirano je i prepušteno samim ograncima, a sama organizacijska praksa i znanje te resursi kojima raspolaže svaka jedinica velika su prednost.

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¹ The selected Group allowed research for the purposes of this paper, but without publishing the name of the Group. At the Croatian level, they have 12 offices with more than 2,300 employees, which are responsible to the central branch office in Zagreb. The study was conducted in one of the subsidiaries. The management of the Group's operations according to geographical areas is decentralized and left to the branches themselves, and the organizational practice and knowledge and resources at the disposal of each unit are a great advantage.

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