
CAREER MANAGEMENT CHALLENGES: CASE OF STATUTORY ORGANIZATIONS

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Abstract. *The article analyses career management challenges in organizations. We live in a constantly changing environment, where it is especially important to take care of your career. Scientific literature analyses various aspects of career planning and management of employees in organizations. Professional career is an important part of a person's life. Most workers today feel very stressed at work due to high levels of uncertainty and lack of meaning. The text provides an analysis of career elements. The concept of career can be described as the joint effort of an individual and an organization to achieve employee's satisfaction at work and good performance in the organization. Employee responsibility is more related to personal career planning. Meanwhile, career management is the prerogative of the organization. Aim of the article: to analyse career management and implementation opportunities in a statutory organization, identify problem areas and provide a model for career management and implementation in statutory organizations. The article reveals theoretical aspects of career management, the concept at the individual and organizational levels, examines career management models and the possibilities of their application. Career features in the statutory institution are also defined. Features of the statutory organization are revealed. The quantitative empirical research carried out presupposed the possibility of identifying the main factors that promote and hinder the development of careers in statutory organizations; identified problem areas and solution options and presented a formed model of career management and implementation opportunities in statutory organizations.*

Keywords: *career; career management factors; statutory organization.*

Introduction

In an ever-changing world, people have more opportunities to develop their careers. Career is a life-long continuous development of a person in order to acquire a higher "quality of compatibility" (Epstein, 2019). The more attention an individual pays to his search for "compatibility", the more satisfaction he feels when carrying out one or another activity. Career is one of the most important roles in human life. In order to establish himself and be significant and useful in the chosen organization, a person must expand limits of his capabilities, never stop learning and improving. Career opportunities depend not only on the wishes and efforts of the individual himself, but also on the chosen organization and its leaders. Employees career management in statutory organizations has some peculiarities since their activities are regulated

by the statute and other legal acts. This leads to different recruitment procedures and is characterized by strict requirements and career development opportunities.

Topicality. Career management and implementation in statutory organizations is a topic that is analysed in a narrow scope. There is very little research on how career management takes place in these organizations. It can be mentioned that there are still some inconsistencies between the current situation and the regulation of normative legal acts on career development opportunities for employees. A new paradigm of thinking was formed, certain phenomena and processes began to cause concern and internal conflict in statutory organizations between officials of the lower and higher ranks, due to unfair activities that affect career development. There are no properly defined actions, ways, methods, and tools that prevent the influence of negative circumstances to achieve high-quality, fair and equitable career development in this type of organization. Due to the influence of negative circumstances, a new approach and adjustment of legal norms are necessary to improve the situation in statutory organizations. To this end, it is necessary to carry out research in order to name the emerging problems and propose ways to solve them.

Scientific novelty and level of investigation of the problem under research. The topic chosen for the study is about the peculiarities of career management in a statutory organization. One of the first researchers, A. Laurinavičius, who conducted a research of the problems of career management of the country's police and customs officers (Laurinavičius, 2003). Although more extensive research was carried out, however, legal measures and ways of preventing the influencing negative circumstances remained unexplored, since the author's goal was "to clarify the problems of managing the career processes of statutory civil servants, to draw the attention of scientists and practitioners to the needs of the career of officials, the need of society (government) to maintain their legitimate interests (rights), taking into account the trends in the development of social relations" (Laurinavičius, 2003). This text aims to analyse the possibilities of career management and implementation in statutory organizations. Legal acts, documents were analysed for the research and a quantitative study was carried out. Questions on the topic are analysed in the works of various Lithuanian and foreign researchers (Petkevičiūtė, 2013; Valickas, 2012.; Sakalas, Šalčius, 1997; Greenhaus (Greenhaus, Callanan, Godshall, 2015; Adamonienė, 2017; Stanišauskienė, 2016; Bagdadli, Gianecchini, 2019; Heijden, Davie, Bozionelos, De Vos, 2022, etc.).

Research object. Career management and implementation opportunities in the organization.

Goal of the research. To analyse theoretical aspects of career management and implementation and present a model of career management and implementation opportunities suitable for statutory organizations.

Research tasks. To implement the objective, the following tasks were set out: to conduct analysis of scientific literature on theoretical aspects of career management; to conduct a study of employees' career management and implementation in a statutory organization, to identify problem areas; to provide a model of career management and implementation opportunities suitable for statutory organizations.

Career - an important factor in life and work

In today's world, careers are becoming an important dimension in the perspectives of both workers and organizations. Various Lithuanian and foreign researchers analyse this phenomenon in various aspects in different contexts. Some authors identify the concept of

career as a sequence of human activities, that is, a process that lasts throughout his life, which is conditioned by various economic, social, political, cultural, psychological factors (Greenhaus, Callanan, Godshalh, 2015; Gumuliauskienė et al., 2014). Other researchers often associate career with success and describe it as "a stimulus that forces an individual to achieve better work results and that continues throughout life" (Petkevičiūtė, Balčiūnaitienė, 2017); others say that "career is a lifelong sequence of a person's work and learning experiences" (Jasiūnienė, 2019). Various scientists examine the concept of career in different ways, a career is an individual development in the direction of a successfully chosen activity and a positive assessment of it both from a personal and societal point of view. Others note that "career is an individually perceived sequence of attitudes and behaviours related to the work experience and personal life of an individual" (Sakalas, Šalčius, 1997); or "career is an advanced sequence of work and related learning experiences localized in the context of an individual's life, which develops as an individual maintains and develops working relationships with organizations" (Adamonienė, 2015). As the concept of career changes, different scientists, based on various theories, thoughts, and statements by different authors, presume and present several different interpretations of the concept of career (Table 1).

Table 1. Career concepts

Career is a totality of various roles performed in a person's life, positions held in workplaces, stages, and levels. Career involves assuming and fulfilling the five basic social roles (learner, worker, family member, community member, entertainer) at school, work, family, community, and leisure time (Super, 1980)
Career is a sequence of person's work experiences that develops over time (Arthur, Hall, & Lawrence, 1989).
Career is a totality of person's work-related responsibilities, roles, activities, and experiences (Arnold, 1997)
Career is evolution of employee's positions / jobs in the company(s). Although career is usually associated with the vertical rise of employees, it also includes horizontal movement. As the level of employee requirements rises, it is becoming increasingly important. When planning a career, personal aspects are necessarily combined with the needs of the organization. In the career, in parallel with the interests of the company, the aspect of personnel development is very prominent (Sakalas and Šalčius, 1997).
Career is a person's time spent working to build a meaningful model of life (Reardon et al., 2000)
Career is a change of qualitatively performed, socially significant professional and other roles in a person's life. It is a way of continuous personality development and self-expression with optimistic perspective, direction, and purpose of qualitative change (Kučinskienė, 2003)
Career is a sequence of achievements arising from a vocation and lasting throughout a person's life in various socially significant roles, jobs and the positions held in them, related to self-expression and individual development, and reflecting the vision and style of a person's life (Laužackas, 2005).
Career is a sequence of different socially significant roles of a person, arising from work, learning, self-expression, and leisure activities and covering professional life, jobs, positions and achievements of a person (Karjeros projektavimo vadovas. Sistemos, teorijos, praktika ir terminologija penkiose Europos šalyse, 2005)
Career is a long-term sequence of jobs or positions in a particular profession or organization in which status or salary growth is typically observed (Blyton and Jenkins, 2007)
A person's career is understood as all the duties performed by a person in different organizations (Bakanauskienė, 2008)

Source: compiled by the authors, according to, „Žmogiškųjų išteklių valdymas“ (Gražulis et al., 2015)

There is no general concept of a career, but it is emphasized, that „the concept of career in literature is used in four basic senses: 1) career is an *achievement* (this mainly applies to achievements at work); 2) career is a *profession* (some professions are more prestigious than others); 3) career is a *consistent continuation of permanent work* (in this regard, all working people have a work history – career); 4) career is a *consistent sequence of life-long experiences of various roles*“ (Petkevičiūtė, 2013). (Figure 1). As we can see from Figure 1, a career is a

profession, a continuous sequence of permanent work, life-long experience in various roles, learning, the whole process of which brings achievements. First of all, a profession and a permanent job must be understood as a person's satisfaction with the activity performed. It does not necessarily have to do with professional work, for which we receive a reward, but also what we do in our free time, without any additional pay. Secondly, this is not a short-term event. It is a process that lasts a lifetime, each action of which is not guaranteed towards a victorious career for life. Consistency in learning is also characteristic here. The development of the baggage of knowledge, skills, and abilities as a continuous work, as a result of which we gain experience and expand the limits of our possibilities. (Epstein, 2019). The above circumstances, life stages and actions presuppose that the concept of career is not characterized by profession or work only, it is also an ongoing self-development and strengthening of knowledge and skills in all cases of life, as a result of which a person can achieve a successful career.

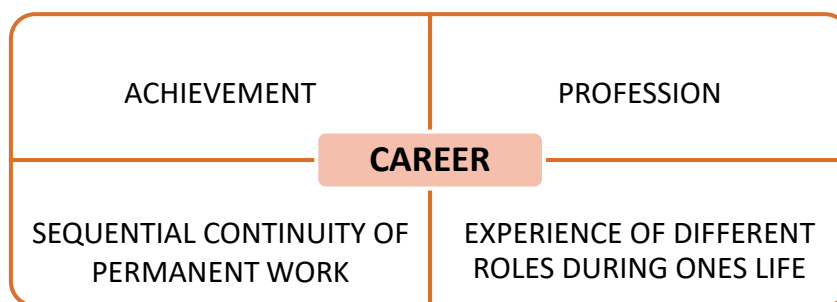


Figure 1. Career concept in four meanings

Source: according „Career management: organizational perspective.“ (Petkevičiūtė, 2016)

Why is career important? As already mentioned, career is a lifelong sequence of person's work and learning experiences. Many people consider work to be their priority in life. Indeed, work fulfils our physiological needs, provides a sense of security, encourages achievement, etc. Career consists of two elements: *objective* and *subjective*. Based on the idea that "the objective element of career is a noticeable, real environment" (Petkevičiūtė, 2006). Therefore, it can be concluded that this element is indeed the most easily assessed career result, which can be observed both in work results and in achievements in scientific fields, social activities, etc. We can manage our career by deepening our knowledge and skills, choosing activities that involve us. Therefore, the subjective element is associated with our perception, values, attitudes and change of motives at different age stages. These two elements must be related to each other: a career is a process, a sequential sequence of work-related experiences. Every job can be called a career (Petkevičiūtė, 2013). Objective career is described as movement in social space, which is compared to a pre-known reference point localized in a social structure or network of relationships (Valickas, 2012). And subjective career is understood by these authors as a movement from the identity of one person towards another. Thus, both subjective and objective factors are important in career planning: acquired knowledge, achievements, skills, inclusive choices, movement in the social space, and individual understanding of them is also important, since it is a continuous process associated with the activity, movement of each individual and is assessed as a subjective element of the career.

In the literature we can find that there are distinguished two career models: organizational (bureaucratic, traditional) and personal/individual (modern, variable). Organizational career "is characterized by the hierarchical nature of the career, the dominant role of the organization in

the development of the individual's career and in assessing its success" (Jasiūnienė, 2019). In short, organizational career includes a professional career for which the hierarchical nature of career, prevailing meaning of the organization is more acceptable. Others agree with the aforementioned author that "in organizations, employees can develop two important types of careers that are closely related to the organization and activities in it – *vertical* and *horizontal* career." (Petkevičiūtė, 2006). Most often, the prospect tends to the vertical direction of career, but horizontal direction is not left either. Vertical career is characterized more in the hierarchical system - organization, and the horizontal career is characterized as the activity of the individual in the organization: "*vertical career* is characterized by the rise of the individual in the organization according to the hierarchical system. The employee is assigned higher positions, more rights are given, and the salary is raised. <...> *Horizontal career* describes an individual's activity in an organization that does not end with promotion. <...> In this case, a person performs more functions in the organization, has more work. All this includes training qualifications, strengthening competence." Not always the organization provides conditions for the development of a personal career, the organization itself regulates the direction, speed of career movement of employees and employers are responsible for the career development of their employees. There are the cases when an individual stops in one place, since the time of the organizational career is limited, due to the dominance of the organizational structure. It is rare to see an organization providing steady, permanent employment that does not always encourage development. In the modern world, employees want to manage their lives and careers, are active and stubborn people. In this case, the individual career is most influenced by external factors, to be more precise, it is influenced by the organization itself, the goals, and values of the dominant organization. According to the authors, "the modern career is not identified with the profession. Its model does not have a stable structure and is not fixed in the organization" (Stanišauskienė, 2009). Other authors (Petkevičiūtė, 2006) distinguish several features of successful management of personal career, these are *flexibility*, *adaptability*, and *tolerance for uncertainty*. The author states that personal career is associated with the work activity of each individual and its continuous process. Management of personal career is a process in which an individual: "1) collects information about himself and the world of work; 2) creates goals; 3) creates a picture of his talents, areas of interest, values and desired life style; 4) provides alternatives to the field of work, specialization and organization; 5) develops realistic career plans; 6) develops strategies for achieving the set goals; 7) receives a reversible connection about the effectiveness of the strategy and the importance and relevance of the goals." (Petkevičiūtė, 2013). A comparison of bureaucratic and modern careers according to the criteria is presented in Table 2.

Table 2. Comparison of bureaucratic and modern career

CRITERIA FOR ANALYZING THE CONCEPT OF CAREER	BUREAUCRATIC CAREER CONCEPT	MODERN CAREER CONCEPT
Career model	A single hierarchical structure established in the organization; "career ladder"	Flexible disjointed structure not embedded in the organization
Measure of career success	Individual achievements (status, salary, etc.) at a certain age are compared with the achievements of other people of the same age	Satisfaction of self-realization, personal freedom, individual approach to success

Career future	Predictable, clear, related to the organization	Difficult to predict, related to human competence in relation to selected goals
Social (material) security	Stable in the context of a clear future progression	Relative, depends on many personal and social factors
Requirements for a person	Obedience, ability to perform a routine task well; specific professional skills are necessary	Innovation, initiative, creativity in an uncertain work environment; a necessary career "portfolio"

Source: compiled by the authors, according to "Lyčių studijos ir tyrimai" (Stanišauskienė, Stundžė, 2006)

Thus, it is possible to see the fundamental differences between bureaucratic and modern career (Table 2). The first major difference is that a bureaucratic career is dominated by an integral hierarchical structure, as a result of which a modern career does not have a stable structure. Also, personal career is dominated by personal freedom, self-realization, and in organizational career individual achievements at a certain age are compared with those of other people of the same age. From a positive point of view, organizational career foresees a clear and organizational career future in a stable context of progression, as can be said in contrast to the individual career model, where the future of career is difficult to predict, and social security depends on many personal and social factors (Table 2).

Each person pursues both *individual* and *organizational career*. A personal, individual career depends only on the person's own powers to develop his career. Individual career development is dominated by the peculiarities of person's individual values and perception, ability to consciously feel oneself and the environment. The whole life of a person is involved in a modern career, because only he is responsible for his actions and solutions. Only the individual himself decides at what speed and in what course his personal career will develop. The knowledge economy has inspired the need for workers with conceptualization and knowledge creation talents. A productive talent market has emerged as employees increasingly search for the quality of compatibility. Unfortunately, this market is more active in the private sector, while in bureaucratic organizations little attention is paid to the "quality of compatibility" of employees (Epstein, 2019).

Another aspect of career development is a career management - a lifelong learning process about oneself, work and organizations, it is individual setting of career goals, development of strategies for achieving goals, work and life experiences, revision of the main goals. "Career management can be defined as process by which an individual develops, implements and controls career goals and strategies" (Petkevičiūtė, 2013; Petkevičiūtė, Balčiūnaitienė, 2019). Career management is defined similarly by other authors: "career management is a person's self-knowledge and career opportunities, career decision-making, career planning, coordination with other areas of life and the process of realization" (Valickas, 2012, 2014). Employees must engage in a variety of career management factors that create career opportunities that enable them to meet their personal career goals and ensure their suitability for the organization. Changing attitude of individuals towards career development and its management is essential. It can be concluded that career management consists of knowing oneself and one's capabilities, developing goals, strategies and plans of the individual and organization and realizing them.

In a changing society, understanding of the career path in one organization also changes. In the environment of the knowledge and innovation economy, the individual is more concerned and more responsible for managing his career, which is why the general concept of career and its paradigm are changing.

The new career example is the opposite of the old career paradigm mutual loyalty agreement, in which workplace security transcends employee loyalty. Professional advantage is the long-term, continuous acquisition of knowledge and skills through learning and through practice. A person already identifies himself as a specialist in a particular profession, and not as a person belonging to an organization. In the previous career paradigm, the emphasis of one employer meant that improvement was rather the responsibility of the organization than of the individual himself.

Career management is important for both the individual and the organization. From the individual's perspective, the basis of career management is determined by ongoing environmental changes. It is very important to notice and understand changes in the environment, because only individuals who are able to do this achieve the heights of a successful career, creating favourable opportunities for themselves to learn from their mistakes and more confidently realize their career plan. Some authors point out that in today's changeable world, individuals need to be caring, active and responsible for their career, because "individual career management is the process of planning, coordinating, implementing and controlling a sequence of work and learning experiences with other areas of life" (Adamonienė, 2017).

Career management model focuses on the person who needs to make decisions that lead to career search and goal-setting process through the development of strategies and tactics (Greenhaus, Callanan, Godshalk, 2015). According to this model, the organization is only an external player in the system with environmental influences. Although it is typical to attribute career management to the responsibility of the individual, the organization is also obliged to form a relationship between the individual and the organization when forming the career implementation policy. Career management in the organization is also understood as a lifelong process in which an individual independently learns, draws experience, builds career goals. Career management in organizations includes a well-planned model of change, according to which the organization can prepare and improve employees for the expected future (Petkevičiūtė, Balčiūnaitienė, 2019). It is noted that "it is important for the organization that employees are the initiators of their own careers, as this leads to more favourable attitudes, productivity and lower staff turnover" (Balčiūnaitienė, Adamonienė, Svolkinaitė, 2017).

So, career management in an organization is conditioned by the interaction of objective and subjective factors. Subjective and objective factors that determine the development of career management in an organization are presented in Figure 2. *Subjective factors* - these are the life circumstances of a particular person, family, purpose in life, plans, talents, age, education, and so on. *Objective factors* - this is the prevailing environmental situation, opportunities to achieve personal goals.

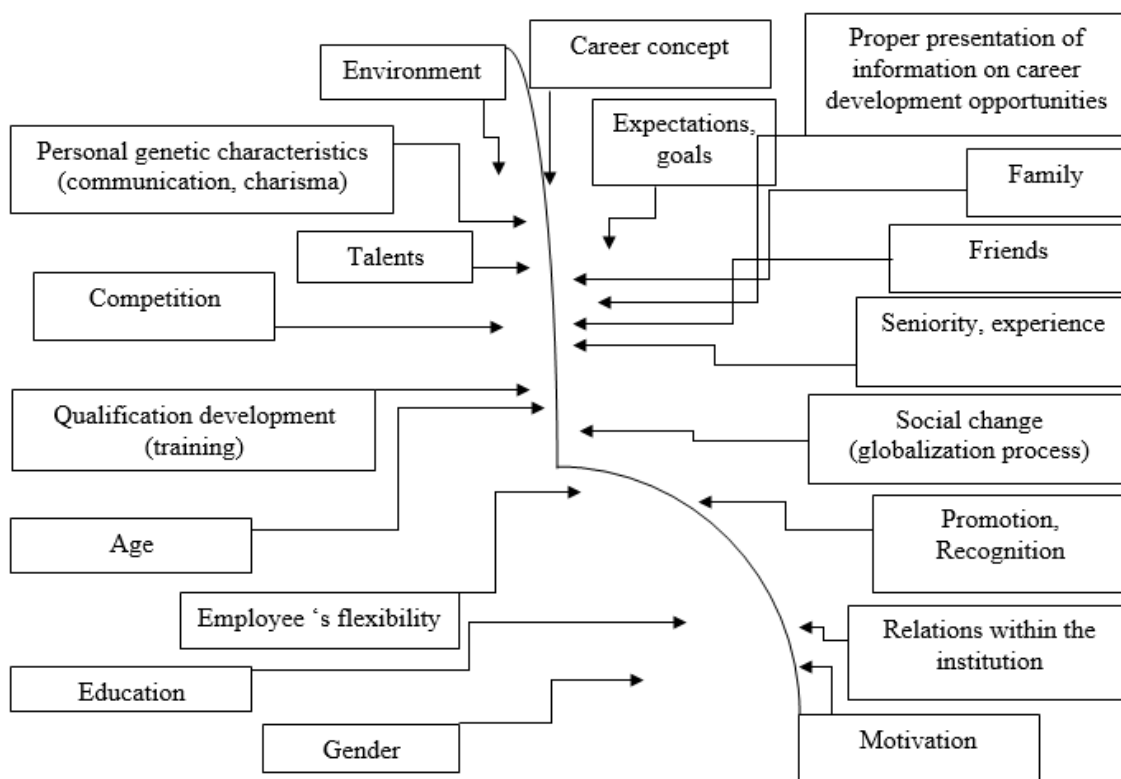


Figure 2. Factors affecting employees' careers

Source: Compiled by authors based on: Gražulis et al., 2017; Petkevičiūtė, 2013; Valickas, 2014; Gumuliauskienė et al. 2002

In conclusion, there is no general concept of career. Life stages and actions lead to the fact that career is not characterized only by work or profession, it is a lifelong learning and development of knowledge and skills. Objective factors are important in career planning, these are acquired knowledge, skills, movement in social space, individual perception, etc. Career management consists of knowing yourself and your potential, developing goals, strategies, and plans for the individual and organization and realizing them.

Research methodology

A quantitative study was conducted on the career of employees in a statutory organization, the purpose of which: to analyse career management and implementation opportunities in a statutory organization, identify problem areas and provide options for their solution. Questionnaire survey, legal acts and analysis of the content of documents were used to carry out the research. These methods were chosen because they allow to interview a larger number of people anonymously which promotes honesty, and more accurate data is obtained, the answers do not directly affect the interviewees, their reliability and validity are evaluated. To determine the sample of the study, the Paniotto formula (Kardelis, 2017) was used, with the help of which the number of respondents was calculated. 93 respondents participated in the study. The anonymous survey questionnaire consisted of 42 closed questions and 4 open questions. The website www.apklausa.lt was used to conduct the survey, and the data was processed using the Microsoft Word - Microsoft Excel computer program. The method of

document content analysis was chosen due to the fact that the characteristics and factors of many people's behaviour are recorded in documents that can provide objective information on one or another issue. By analysing the content of documents, statistical and official documents and regulatory legal acts on career opportunities in statutory organizations were examined. The method of empirical data collection was chosen because "empirical research can be described as obtaining various forms of information through contact between the researcher and the researched object" (Kardelis, 2017). The structured questionnaire survey made it possible to find out the real possibilities of career management and implementation and to study the factors that determine the career of employees in statutory organizations.

Analysis of research results

A total of 93 respondents of the statutory organization participated in the study. Demographic characteristics of respondents. A third of the study was female at 33.3%, with the other majority male at 66.7%. A total of 31 women and 62 men participated in the study. The majority of respondents are among the 35–55-year-olds, which makes 71 % of respondents. 6.5% of respondents belong to the group of persons whose age is 18-25 years. The second group aged 25-35 years makes 17.2% of respondents and the eldest group of people aged 55 and over accounted for 5.4 % of respondents.

In order to find out whether family status affects career success, respondents were asked about their marital status. 69.9% of respondents make up the majority which stated that they are currently married. The majority of respondents (78.5%) said they had children. The study revealed that 76% of respondents state that marital status affects career success.

In another question, respondents were asked to answer what they thought was a career. Respondents were given four answer options: 1) achievement; 2) profession; 3) consistent continuation of steady work; 4) consistent sequence of different experiences in various roles throughout their lives. Almost half of the respondents (45.2 %) chose a career as a consistent continuation of a steady job (Figure 3).

Since almost half of respondents perceive career as continuation of consistent steady work, it is important to find out whether the statutory organization offers favourable opportunities for career development. The survey found that 66% of respondents answered that the organization offers favourable opportunities for career development; 20% denied this and 14% said that they do not know whether there are favourable opportunities for career development in their organization.

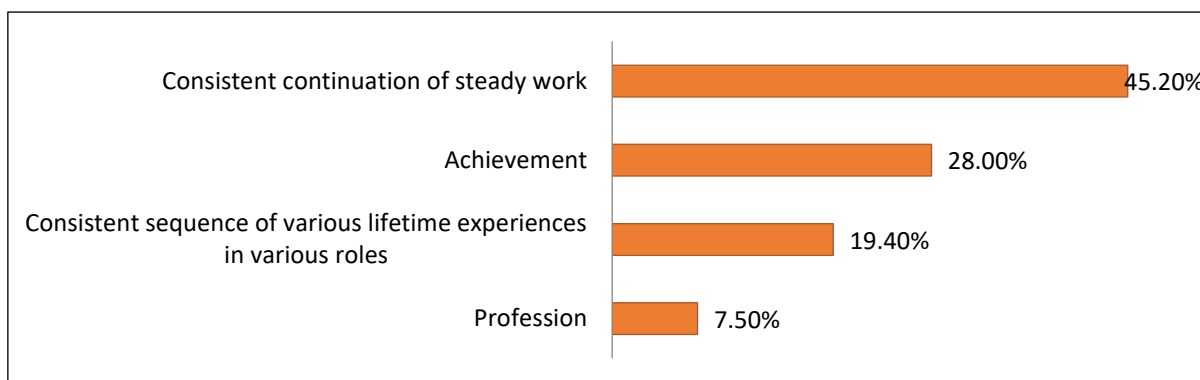


Figure 3. Distribution of respondents' answers on what they think career is.

In order for the respondents' results to express a certain influence of factors on career success and to represent it graphically, all the results of the respondents' answers to the question were calculated by entering numerical values. Let's consider that the numerical value of the answer option "strongly influences" is 5, the numerical value of "influences" is 4, "moderately influences" is 3, "poorly influences" is 2, and "completely does not affect" is 1. We also mark the votes of the participants who took part in the research accordingly: the votes of the participants who believe that they are very influenced – X_1 , statutory officers who believe that influences - X_2 , the number of respondents who believe they have average influence – X_3 , the number of participants who think it has little influence - X_4 and the number of respondents who believe that it absolutely has no impact is X_5 . Thus, by entering numerical values and marking the answers of the study participants accordingly, it is possible to derive the formula for calculating the average of the influence of factors:

$$\frac{(5 \times X_1) + (4 \times X_2) + (3 \times X_3) + (2 \times X_4) + (1 \times X_5)}{100}$$

Source: compiled by the authors, based on mathematical calculation formulas.

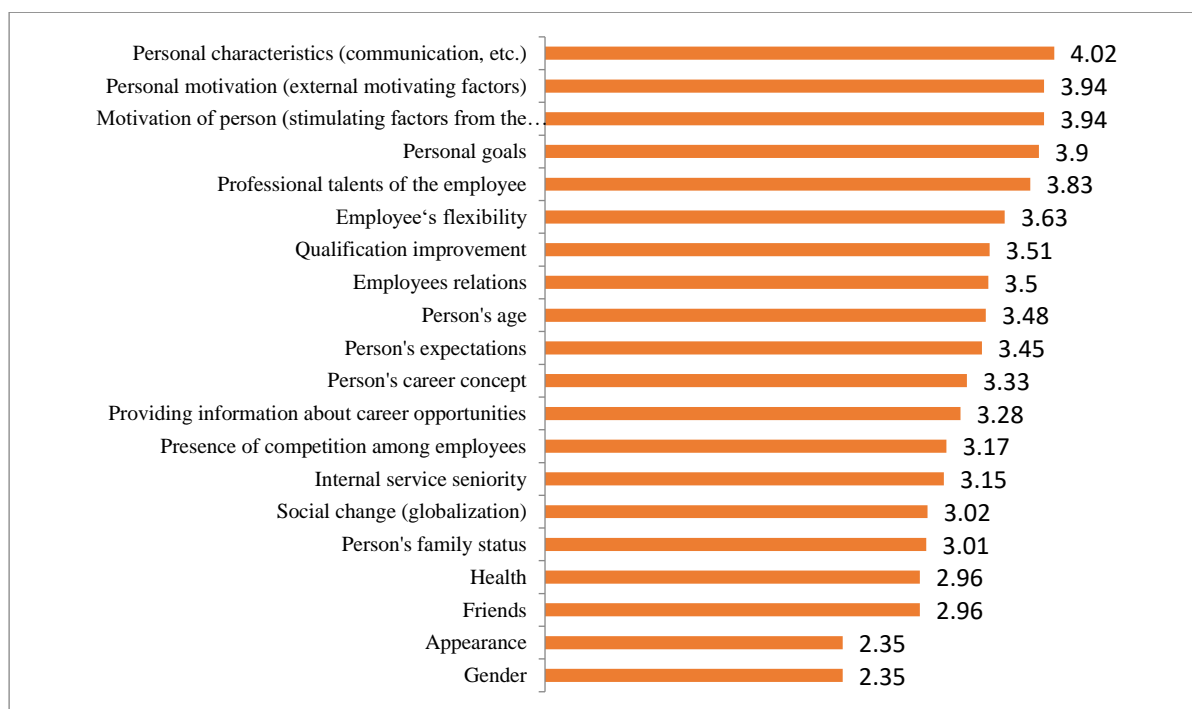


Figure 4. Factors affecting career success, expressed in numerical form, calculated by a compiled formula.

Based on the compiled formula, influence of the factors on career success is calculated and presented in Figure 4. According to respondents, career success is most influenced by: *personal characteristics (communicativeness, etc.)*, *personal motivation (external motivating factors)*, *motivation of person (motivating factors from the person's internal beliefs)*, *personal goal*. Meanwhile, the factors that least affect career success are: *gender*, *appearance*, *friends*, *health* (Figure 4).

In this way, it can be stated that the greatest impact on career success is made by *the individual himself, his personal characteristics, disposition and set goals*.

Further, in order to find out the factors affecting their careers, the officers involved in the study were asked which officers are promoted faster. Respondents were able to choose several answer options while answering this question. The answer options were arranged as follows:

- Those who have a higher legal education;
- Those who know how to get along better with the boss;
- Those who have set their goals and actively pursue them;
- Those who work a lot;
- Another option (respondents could write their own answer)

Most respondents (33.9%) chose the answer option that *the officials who are able to get along better with the boss are promoted faster*. 32.7% of respondents indicated that those, *who have set their goals and actively pursue them* rise in positions faster. The answer option that those with higher legal education chose 25.1 % of respondents. And 7.6% of participants indicated that those who work a lot are promoted faster. Summing up, we can say that career is influenced by the relationship with the subordinate and senior official, and the personal characteristics of the employee, e.g., *setting your own goals and actively and resolutely pursuing them*.

In another question, the aim was to find out whether general physical fitness has an influence on career development. More than half of the respondents (54.8%) answered that general physical fitness does not affect career development. 35.5% of the participants indicated that it does, and 9.7% of the respondents stated that they had no opinion when answering this question. From the answers given, it can be concluded that career development of employees is not affected by their general physical readiness.

A further question sought to find out what career in a statutory organization would provide to the research participants. When answering this question, the respondents were able to choose several possible answer options. Almost half of the respondents (47%) answered that career in a statutory organization would give them higher wages; 23.8% indicated that it would give them managerial positions; 18.5% indicated that career in a statutory organization would give recognition. It can be concluded that for the vast majority of statutory officers, career in the organization would provide higher pay, recognition, and possibly, for some, managerial positions.

The study on the factors that influence career development revealed what affects career development. Respondents could choose several answer options. Almost similar percentage of respondents, choose the answer option in question 29 that a career in a statutory institution would give them a higher salary, 45.5% of the respondents also answered that their career development is influenced by a higher salary. 24.8% answered that their career development is influenced by the possibility of promotion to a higher position. 29.1% stated that it is influenced by the desire to improve and 0.6% wrote a comment that *all the options* are correct, meaning that career development is influenced by the desire to improve, higher salary and the opportunity to rise to higher positions.

For another question, respondents had to leave a comment or choose one of the answer options: *they pay a lot of attention to their career and its development, or they just work in their immediate job without any larger career goals*. More than half of the respondents, 69.9%, stated that *they simply do their direct work without having any major career goals*. 24.7% of the survey participants answered that they pay a lot of attention to their career and its development. 1.1% did not answer the question and 4.3% of the respondents left comments: *working and assessing possible career opportunities; direct management does not even want to hear that you are leaving somewhere or are preparing to move, because they will need*

another person, they will need to be retrained to work, etc.; I am interested in the held selections, I am improving my competences; no one depends on effort in a statutory organization.

Thus, it can be concluded that many statutory officers simply do their direct work, without any higher ambitions for career.

The majority of respondents assess their career opportunities positively, as 62.4% of respondents answered positively to the question, "How do you assess your career opportunities in a statutory organization". 36.6% answered that they evaluate it negatively and 1.1% did not answer the question. Although a large number of respondents rate their career opportunities positively, 44.1% of respondents answered the following question that they believe they will not have the opportunity to develop career in the organization in the next 3 years, and 28% of statutory officials indicated that they will have the opportunity to develop career in the next 3 years. A significant number of respondents, 26.9%, refrained from answering and answered that they had no opinion, just as 1.1% of the participants did not answer the question. In summary, although most of respondents evaluate their career opportunities in the statutory organization positively, they believe that they will not have the opportunity to develop their personal career in the statutory organization in the next 3 years.

In a further question, participants in the study were asked their opinion, *whether a young employee who has received higher education has the opportunity to develop a career in a statutory organization*. As many as 83.9% of respondents indicated that a young employee who has received higher education has the opportunity to develop a career ; 7.5% of participants answered that a young employee who has received higher education does not have the opportunity to develop a career; 2.2% did not answer the question and 6.5% of respondents stated that they had no opinion. Thus, from the answers given, it can be seen that for young employees with higher education there are opportunities to develop their careers in the statutory organization.

Officials were also asked if they knew what career development opportunities there were in the organization, and if they would like to work there. More than half of the participants in the study, 59.1%, answered that they would go to work for the aforementioned statutory organization. 17.2 % of respondents indicated that they would not go to work. 21.5% marked the answer option that they have no opinion and 2.2% did not answer the question. In conclusion, the majority of respondents would still go to work in a statutory organization, even if they knew what career development opportunities are available.

In order to find out who is responsible for managing career processes, respondents were asked their opinion on who is responsible for managing career processes. 3 options for answers were given: 1) this is the official's own business; 2) managers of the institution where they work; 3) it is the concern of the personnel service to accept highly qualified employees for vacant positions. The first answer option was chosen by 34.4% of respondents that the officer himself is responsible for managing career processes. 41.9% of the study participants indicated that it is the responsibility of the managers of the institution where they work to manage career processes. 22.6% of respondents answered that it was the concern of the personnel service to accept highly qualified personnel for vacancies. It can be concluded that the management of career processes should be the responsibility of the heads of statutory organizations.

Although we found out in the previous question that managers should be responsible for managing career processes, the following question asked the respondents whether individual career plans are made in their organization. Only 4.3% of respondents indicated that career

plans are drawn up, but almost all respondents, 94.6% answered that their individual career plans in the police office are not drawn up and 1.1% of participants did not answer the question.

After conducting a study of the possibilities of career management and implementation in a statutory organization, it can be concluded that the organization has *created appropriate conditions for the development of individual skills, which correspond to the specifics of the nature of the work of employees*. After analysing the responses of the study participants, it also turned out that there are favourable opportunities for career development in the statutory organization, *employees receive information about the development of career opportunities from information published on the internet and receive answers to the questions of employees*. The research confirmed that career management is the responsibility of both the individual and the organization, since career success is influenced by the knowledge of the individual's capabilities, his personal qualities, disposition, as well as the goals of the individual and the organization, the development of strategies and plans of the organization and their implementation. Career in the studied statutory organization is mostly determined *by personal characteristics, personal motivation and motivation of the person and set goals*. The least impact on career success is made by *health, gender, appearance, friends*. However, it was noticed that although friends have the least impact on career, but with a deeper analysis, it turned out that *influential friends, acquaintances* affect career implementation opportunities. Also, *the problem area identified is that career development depends on relationships with a direct boss or with a subordinate and senior officials*. This shows that if there is a striving to pursue a fair and high-quality career, but relationship with a direct manager is bad, career development will be more difficult. This leads to the conclusion that career development is not entirely honest and correct. During the research, it was found that majority of employees of the statutory organization are familiar with the legislation establishing a career, *that regulatory legal acts do not properly regulate career and development opportunities in order to prevent unfair and incorrect career development*.

In summary, it can be concluded that after conducting the research in the statutory organization, it is possible to answer whether there are enough legal measures and ways to prevent the negative influencing circumstances to achieve high-quality, honest, and fair career development of employees.

Based on the research carried out on career management and implementation opportunities in a statutory organisation and theoretical aspects of career management, a model of career management and implementation opportunities in statutory organisations is presented (Figure 5). This model describes career management and implementation capabilities of statutory organization employees.

Career of an individual begins with the expressed desire to apply to the statutory body in the field of management of the minister of internal affairs of the internal service. A person applying to become a statutory civil servant must be a citizen of the Republic of Lithuania and know the Lithuanian language, having reached the age of not less than 18 years and not more than 60 years. Also, a person who has expressed a desire to work in a statutory institution must have an impeccable reputation, be loyal to the state of Lithuania and be in a state of physical fitness and health that would allow him to hold a position in the internal service system. If a person meets these requirements, he enters a statutory vocational training institution, another educational institution or passes the introductory training courses of a statutory vocational training institution. After graduating from any statutory institution in the management area of the Minister of Internal Affairs, the head of the central statutory institution or a person authorized by him appoints the person to a position in a specific statutory institution by order

and the person gives oath to serve the Republic of Lithuania. After completing these steps, the person acquires the status of a statutory police officer.

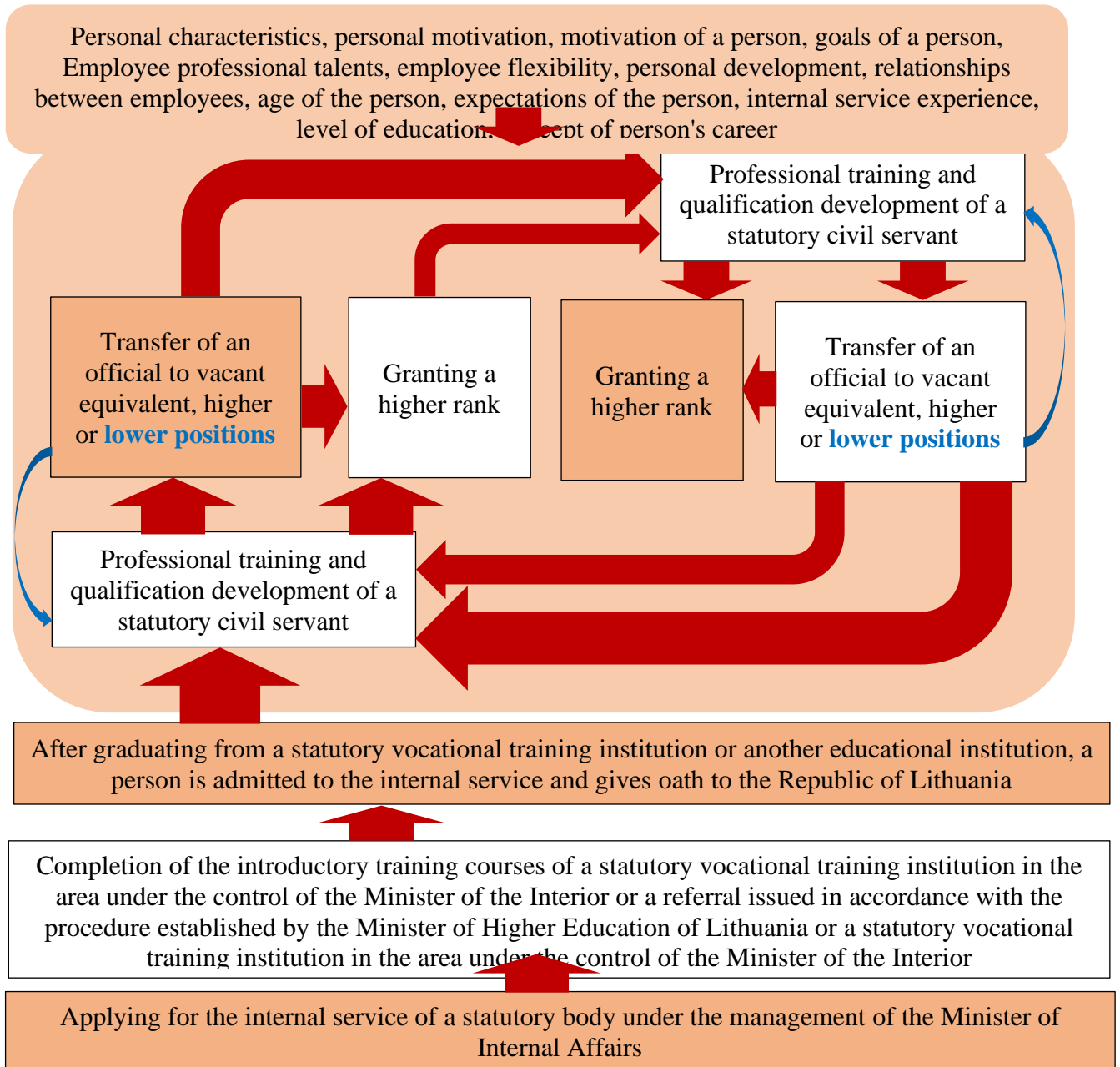


Figure 5. Model of career management and implementation opportunities in statutory organizations (compiled by the authors on the basis of a study of career management and implementation opportunities in the statutory organization)

After obtaining the status of a police officer, the person takes part in primary training in statutory vocational education institutions, and is also obliged to constantly improve his qualifications and meet the requirements for physical fitness, which are established by the minister or the head of the central statutory body authorized by him. Based on the drawn model (Figure 5), the official can be transferred to *vacant equivalent positions, promoted or relegated*

to lower positions. Also, a higher rank may be awarded. Officials may be transferred to higher positions by means of assessment or selection of official activities. The mentioned selection for the vacant position of an official may be attended by officials of the same or other statutory body seeking higher positions, holding lower positions. Also, a person wishing to participate in the selection for vacant senior positions must meet the general and special requirements for those positions.

Further, the stages of development of opportunities for managing and implementing the career of a police officer are repeated, an individual must actively work, qualify, participate in certain selections, and after obtaining the appropriate length of service in the internal service, he is awarded ranks. The career ladder is climbed until the person is awarded the appropriate rank according to the position he occupies, and time served in the internal service. Also, the position and rank of a police officer depends on the level of education.

After conducting a study of career management and implementation possibilities in the statutory organization, it was found that career management and implementation possibilities are influenced by various factors (Figure 4). In the course of the study, it was found out that career development is influenced by the level of education and, in particular, the level of legal education. Also, the career is most influenced by personal qualities, personal motivation, motivation of the person, personal goals, professional talents of the employee, flexibility of the employee, personal development, relationships between employees, age of the person, expectations of the person and seniority of internal service. In the course of the study, it was observed that in statutory organizations, the career of employees is also influenced by the circle of influential friends and relationships with the immediate boss or a senior official.

The presented model (Figure 5) could be divided into certain stages. The first stage, this is the stage of joining the internal service, when an individual acquires the status of an official in a statutory organization. The second stage, this is the stage of achievement, when an officer is promoted to a position or awarded a higher rank. And the third stage could be called, the stage of growth, when the statutory officer, while doing his job, gains experience, develops as a person, raises his qualifications, improves his skills and continues to rise in the position or earns a higher rank, thus moving again to the second stage and developing his career every time.

In conclusion, career management of an individual who wants to pursue career in a statutory organization begins with a stated desire to gain status. After obtaining the status, an individual can be given a higher rank or transferred to a vacant equivalent position, promoted and transferred to a lower position. The stages of the officer's career development are repeated and there are many factors that influence career, but an individual who wants to achieve career heights must be active, improve his skills, participate in certain selections. Also, an official's career depends on his acquired education and especially on his legal knowledge and competence.

Conclusions

After carrying out analysis of the scientific literature and normative legal acts regulating career management and the possibilities of its implementation in statutory organizations, and after evaluating the results of the research carried out in the statutory organization, the following conclusions are presented: the concept of career is usually used in the literature in four main senses: *career as an achievement, career as a consistent continuation of permanent work, career as a profession and career as a sequential sequence of experience of life-long various*

roles. Career consists of two elements: *subjective* and *objective*. In the scientific literature, two career models are distinguished: *organizational* (bureaucratic, traditional) and *personal* (modern, variable) career. Organizational career is characterized by a hierarchical nature, where the role of the organization prevails in the development of the individual's career. Personal career depends on the "quality of compatibility" of the person himself, the more person knows about himself – strengths and weaknesses, the stronger the values, and so on, the better he is able to manage his career in harmony with the goals of the organization.

The statute of the internal service of the Republic of Lithuania defines the requirements for persons wishing to become statutory officers, specifies the ranks of statutory officers and describes in a separate section the career of officials and the requirements for their selection for vacant positions. Employees of statutory organizations can develop their careers in vertical and horizontal directions.

Career management and implementation opportunities in statutory organizations are influenced by various factors: organizational and individual. After conducting a study of career management and implementation possibilities in a statutory organization, it was found that career is most influenced by *personal characteristics, personal motivation and motivation of the person and goals*. The least impact on career success is done by *health, gender, appearance, friends*. However, it was noticed that although friends have the least impact on the career, but it turned out that influential friends, acquaintances affect career implementation opportunities.

The study in the statutory organization found that the organization has adequate conditions for the development of individual skills, which correspond to the specifics of the nature of the work of employees. After analysing the responses of the research participants, it also became clear that there are favourable opportunities for career development in the organization, employees receive information about the development of career opportunities from information published on the Internet, and the statutory organization answers their questions. Also, in an organization, career management is the responsibility of both the individual and the organization, since career success is influenced by the knowledge of the individual's capabilities, his personal qualities, disposition, as well as the compatibility of the goals of the individual and the organization.

Career management and implementation opportunity model provides development directions that indicate that the beginning of career of an individual who wants to pursue career in a statutory organization is an expressed desire to gain status. After gaining status and becoming an official, career opportunities include obtaining a higher rank or transfer to vacant equivalent positions, promotion and transfer to lower positions. A person striving for career heights must be active, improve their skills, participate in auditions, seek legal education.

Suggestions are made for improving the problem areas identified in the research: 1) drawing up individual career plans; it is recommended to draw up individual plans with the participation of personnel and training department specialists, the immediate superior and the employee; 2) to establish a common procedure for selections to vacant or higher positions, in which it would not be possible to interfere with internal agreements, opportunities would be created for every official to pursue an honest, fair and high-quality career; 3) it is recommended for newly admitted employees to the statutory institution to appoint virtual seminars where each individual would be introduced to the normative legal acts regulating their career opportunities and to hold tests during which the employees would be asked about the processes of career management and implementation opportunities in a specific statutory institution.

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