

CAREER MANAGEMENT IN HEALTHCARE ORGANIZATION

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Abstract: The human factor is a basic component in the structure of any organization. Considering the advances in medical technology and the evolving legal regulations in the healthcare industry, healthcare organizations need qualified, competent, creative, well-coordinated and motivated staff. Career development in healthcare facilities contributes to the full motivation of their employees. It improves efficiency in the allocation and use of human resources, as well as improving social justice in access to educational and professional opportunities.

Keywords: career management, healthcare organization, healthcare.

УПРАВЛЕНИЕ НА КАРИЕРАТА В ЗДРАВНАТА ОРГАНИЗАЦИЯ

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In modern healthcare organizations, the career development of employees is not related to climbing the hierarchical ladder, but to the realization of opportunities to enrich the employee's position or to increase satisfaction with his role in the organization. The transformation of the strictly upward straight line of the career trajectory sets requirements for the content of the activities of the process of its management in the healthcare facility and provokes the search for a flexible toolkit for their implementation.

A well-formed job description, strengths, education, values and motivation of each employee are key factors that play a role in their career development in a given healthcare organization. In the increasingly dynamic field of healthcare, skill assessment and development, lifelong learning and active engagement in personal and career development are critical to every employee's professional success.

For the development of the career of each individual member in a certain collective, an extremely important role is played by the individual himself, the level of his motivation for action, the opportunities provided by the work and organizational environment.

Healthcare organizations themselves should promote the career growth of their employees, thus increasing their ability to achieve organizational goals and retain valuable employees, focusing on their needs for further development. Organizations that invest in the personal growth of employees receive their loyal attitude and quality performance of work duties.

The management of the career of the individual in the organization depends on the management paradigm of human resources in the organization. In this context, we can distinguish two career management approaches:

✓ A traditional /position-oriented/ approach that is based on the notion of a long-term, lifelong career in a particular organization. This approach is based on the traditional "psychological contract", suggesting that the organization provides guaranteed employment and opportunity for

growth, and the employee shows devotion and loyalty. According to the traditional approach to career management, the role of HR professionals is to define job requirements, select people who meet those requirements, and help employees develop within the organization.

✓ A new /oriented to the individual "portfolio"/ approach that considers career more as a function of the individual and focuses on individual choice, self-development and increasing individual employability. Here, employees are responsible for their own training and career development. Modern conditions have imposed a "new psychological contract" in which the organization does not guarantee permanent employment and assured career growth. The individual employee is responsible for his own development. He agrees with the organization on the terms of his career development. The role of HR professionals is to ensure that individuals possess the necessary knowledge and skills to fulfill the requirements of the individual position.

The mentioned two approaches can be implemented through different models for managing the individual's career in the organization:

✓ Individual-centered models. These models are based on the theories of motivation and the understanding that one of the most essential driving forces of people is self-realization. Employees set development goals that are motivating.

✓ Organization-focused models. They are employee oriented with potential. The organization defines career paths for them for faster development.

✓ Partnership models. In these models, cooperation of the efforts of all those interested in the career development of the employees - the organization, the managers and the employees themselves, and their duties are precisely defined. The organization provides resources, managers provide support, and employees provide commitment.

✓ A modern career development model. It also includes the idea of partnership, but at the same time it is an integral part of all human resource management systems in the organization. It provides the most efficient career management.

If the professional development and career development of the individual in the organization contribute to a more effective implementation of the organizational goals, then this career is also effective for the organization.

The benefits of career management for the individual are expressed in: a potentially higher degree of satisfaction with the work in the organization, providing him with opportunities for professional development and a good standard of living; a clearer vision of personal professional prospects and an opportunity to plan other aspects of their lives; opportunity for purposeful preparation for a future career; increasing its competitiveness on the labor market.

Procedures of the career management process The career management process in the organization starts with recruitment and selection procedures, goes through the provision of induction training, the development of an individual career plan, the performance evaluation, the analysis of the possessed skills and the assessment of potential.

Like any management process, career management is carried out through a complex of procedures for the implementation of management functions, planning, organizing, motivating and controlling the career development of employees in the organization.

Career planning is the process by which employees identify and take steps to achieve their career goals. To achieve a beneficial effect on staff retention, it is important that individual career plans are aligned with organizational ones.

This also determines the main goal of programs in this direction - to synchronize the needs and goals of employees with current or future career opportunities in the organization. Helping employees through this process drives the creation of a more productive, more satisfied and more loyal workforce. Institutionalized career planning and advancement opportunities stimulate employee attachment to the organization. By providing career lines, the employer signals its long-term commitment to the employee; the resulting job security is believed to favor staff retention. Career planning systems can include: individual ability/p propensity analysis, long-term career-related

learning plans, formal training courses, mentoring system, departmental rotation, educational training centers, and many others.

Creating conditions for career development in the organization is of utmost importance for the effective implementation of the goal of the career management process. The measures in this regard are diverse and reflect the specifics of human resources management in the organization. In the course of realizing his own career goals, the feedback that the performer receives is especially valuable. In this context, career counseling in the process of managing the career of employees in the organization is the activity providing information to the individual about the possibilities of realizing his personal development plan. Career counseling programs can help employees set career goals and develop a plan to obtain the type of training needed to achieve them. The immediate supervisor has an important role in advising the career of his subordinates. It directs the employee's attention to planning the development process, assesses the realism of the set individual goals and perceived development needs, supports the development of a career plan that is mutually acceptable to the employee and the organization, adjusts the plan if necessary.

Informal counseling. Employees in the organization can use consulting services from the Human Resources Management department of the organization to assess their abilities and qualities, opportunities for growth, compliance of employees' competencies with the requirements for higher positions, development of career plans.

Consulting with line managers on career issues. Career counseling is usually included in performance appraisals. Then these questions arise quite naturally. The characteristic of an effective performance appraisal is to inform the employee not only how well they are doing, but also what they can expect in the future. Since line managers usually have limited information within the unit, employees may also approach higher managers.

Formal counseling. It includes workshops, assessment centres, career development centers and others. These are internal organizational practices aimed at determining the career preferences and goals of individuals and guiding them to align their interests with the needs of the organization. Consulting and training programs organized by external training and consulting organizations can also be included here.

Mentoring and mentoring. Both approaches involve continuous and effective counseling of new or early-career employees and workers. Both approaches can be integrated into formal programs or implemented informally. The differences in the two approaches lie in the focus of the improvements they lead to. While mentoring is carried out by a manager from a higher position in the hierarchy, including the line manager, mentoring is associated with development facilitated by the line manager or an experienced employee in the department. The mentor supports the overall career development of the employee through advice and serving as a role model of behavior. It provides general support, shares information and contacts to which the worker or employee does not have access, sets challenging tasks to be completed. The mentor supports the improvement of the worker or employee in areas of his skills directly related to the results shown at work. He discusses with him the difficulties in the implementation of the tasks, provides feedback and advises him on the issues of his improvement.

Publication of information by the organization about career opportunities. These are handbooks, information about vacancies, about training programs, possible career paths. They provide an opportunity to integrate the individual career plans of employees with the opportunities offered by the organization.

Career development is the design and implementation of such activities and procedures that enable personal development to be integrated with the company's goals in a way that corresponds both to the needs of the organization and to the personal preferences, abilities and interests of employees. It includes systematic and purposeful management actions to: ensure continuity for the strategically important positions in the organization; developing skills and knowledge necessary for the realization of strategic goals; optimal distribution and use of skills in the organization; achieving

high organizational efficiency and maximum contribution from each employee; attracting, retaining and developing talent; developing empathy and loyalty.

Specific career management tools can be: induction programs; mentoring and coaching; career programs; personal development plans; career counseling; development of competence standards; training and development; evaluation of work performance; assessment of competencies.

In other words, measuring the individual's satisfaction with his career growth in the organization can be used to evaluate the effectiveness of the activities in the career management process in the organization. At the same time, it should be taken into account that such satisfaction can only be assessed for employees who have a conscious need for self-promotion and development, i.e. only they can evaluate the effectiveness of career development management activities in the organization.

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