

# CAREER DEVELOPMENT IN CIVIL SERVICE: THEORETICAL INSIGHTS AND EMPIRICAL INVESTIGATION

ANDRIUS VALICKAS – VLADIMIRAS GRAŽULIS

## Abstract

Career development is an inseparable part of the system of human resource management of any social organization. The basic idea underlying the contemporary model of career development is that dynamically changing organizations, including public sector organizations, and dynamically developed careers of the employees, must be considered the phenomena complementing each other (Gražulis & Valickas, 2010). This provision obligates to treat the careers of employees not as that is easily predicted and controlled, but as the relations maintenance and development with the employees, seeking for mutual benefits for both the employees and organizations. The aim of this research was to carry out empirical analysis of individual level career development factors in civil service of Lithuania and to determine their level of expression and the mechanisms of their interaction. This enables to ascertain the main problems within the career development system of the Lithuanian civil service and to suggest new scientifically grounded principles for civil servants career formation in the context of reform of human resource management in the Lithuanian civil service. The data of empirical investigation indicate that even though systemic career development in the civil service is one of the most important factors determining effectiveness of the system of civil service, the factual system of career development within the Lithuanian civil service is not benevolent for managerial potential development. The Lithuanian civil service is currently not functioning as the united space of career possibilities. Such a situation is not favourable from the standpoint of civil servants learning and talents' management. This enables to identify unfavourable assumptions in the system of career development of civil service, which can lead to losing of certain part of human resources due to career development imperfections. This is especially true speaking about the highest quality human resources, which are on demand in private and non-governmental sectors.

**Key words:** career, career development, career development system, human resource management.

**Classification JEL:** M12 – Personnel Management.

## 1. Introduction

Phenomenon of career is considered to be the sphere of interdisciplinary research, therefore career related issues and problems are analysed from various perspectives (individual, organizational and societal), in various contexts, applying differing scientific approaches. Currently it is almost unanimously agreed that career comprises not only vertical promotion to higher posts but also any changes of posts, responsibilities and the related learning acquiring meaningful work experiences. Thus career is owned by an individual, but organizations, via their career development systems, can also actively participate in the career development processes of their employees (*Baruch, 2004; Greenhaus & Callanan, 2006*).

Any social organization is always a system where career can be made. However, not all organizations have formalized career development systems, which support individuals wishing to implement their career aspirations. Usually, a career development system provides the main principles which regulate careers of their employees, it reflects the dynamic aspects of HRM, includes and integrates the majority of HRM processes. Well-designed career systems provide an opportunity for organizations to upraise to the highest levels of management hierarchy the people who are able to generate, create and implement new ideas helping the organization to adapt to rapidly changing environment (*Higgins & Dillon, 2007*).

Career development is an inseparable part of the system of the HRM of any civil service. A motivated and talented employee working in the system of civil service, despite the

changes of the ruling parties, can reasonably expect a clear and long-term strategy regarding his or her career: having demonstrated exceptional performance results, having proved the abilities to create value for the citizens, an employee can expect the system of the civil service to assure the space for work and permanent professional development. Such a clear and long-term strategy is first of all expressed through the contemporary practice of HRM – career development, applied and investigated in many countries successfully modernizing their public sectors' HRM: Canada, Australia, New Zealand, Ireland (*Treasury Board of Canada Secretariat, 1999; Australian Public Service Commission, 2003; State Services Commission, 2006; O'Riordan & Humphreys, 2002*). Having analysed the results of the researches implemented in the mentioned countries it can be stated that they must be considered to be more useful for solving practical career related problems of civil servants than directed towards theoretical models construction.

What regards the research and theory relating to career development systems, it is important to note that much of empirical material was collected and many theoretical considerations were developed regarding separate components and processes of the system. One line of research and theory was individual career development, having a long history and a rich theoretical base, and the other – human resource development, a relatively young field of study, which is still creating and refining its theoretical base. The current career development theory focuses largely on the individual, while the field of human resource development is mostly concentrated on the organization or large systems (*Upton, 2006*). Therefore, many scholars of these areas (*Upton, 2006; Patton & McMahon, 2006; Savickas, 2002*) foresee the opportunity for the convergence of individual career development and human resource development theory and research. This approach would provide a chance for HRM professionals to address the goals important for both employees and organizations.

Career development phenomena in the civil service can be analysed in the context of systems theory (*Patton & McMahon, 2006*). Such kind of analysis enables to integrate the factors identified in the individual career development sphere and in the human resource development conceptions and also to evaluate their interaction. Thus, in the model of career development system of civil service, formulated on the grounds of theoretical analysis, individual and organizational levels are discerned (*Gražulis & Valickas, 2010; Valickas, 2011*). The individual (employee) is considered to be the main subsystem of an organizational career development system. Therefore, the identification of individual-related factors and the analysis of the individual's approach to career provide a solid background for modelling the career development system. On the other hand organizational level of a career development system comprises all the efforts and means applied by the organization for the purpose of employees' career development (*Gražulis & Valickas, 2010; Valickas, 2011*).

The basic idea underlying the model of career development is that dynamically changing organizations, including public sector organizations, and dynamically developed careers of the employees, must be considered the phenomena complementing each other. This provision obligates to treat the careers of employees not as that is easily predicted and controlled, but as the relations maintenance and development with the employees, seeking for mutual benefits for the employees and organizations.

Career development system of civil service in its contents should represent the shift from exceptionally organizational career management practices towards individual career development in organizations with all the consequences following from that. In the context of change the majority of the most competent employees and managers are working pursuing to the realities of contemporary careers formation, till the maximal extend seeking for self-realization in the spheres which are most important and interesting for them. Therefore they are permanently looking for new most benevolent career possibilities. Thus we make the

assumption that it is impossible to retain the highest quality of human resources ignoring the changing context of work relations and not adjusting legal aspects of employment relations to changing realities of career formation.

However it remains unclear how the contemporary theoretical ideas relating to career development systems find their expression in practice of career development. Thus the research object of this paper was career development system of the Lithuanian civil service. The aim of this research was to carry out empirical analysis of individual level career development factors in civil service and to determine their level of expression and the mechanisms of their interaction. This enables to ascertain the main problems within the career development system of the Lithuanian civil service and to suggest new scientifically grounded principles for civil servants career formation in the context of reform of human resource management in the Lithuanian civil service. Research limitations were following: political career was not the object of this paper, the focus of the investigation was administrative (managerial) career.

Further in the article the research methods, participants and organization of the research will be introduced. Then the main results of the research will be presented and discussed. The article ends with conclusions from the empirical research and recommendations for changes in career development system.

## 2. Research method and measures

Empirical research method – survey was applied investigating career development system's individual level and other factors of the system directly related to career development in civil service. Selection of the respondents for the research was carried out using probability cluster selection method. This type of selection is implemented dividing all the possible respondents into the groups, which are similar according to the characteristics important for the research (in our case the characteristic was belonging to national (central) or municipal level institution) and varying inside the groups. Then following to the method of random selection several groups from the composed clusters are selected. These groups participate in the research (*Salkind, 2007*). This type of selection is implemented then it is not possible to use the complete list of the investigated population for the selection. We encountered namely such a situation in our research: the general numbers of civil servants was known, however the complete list of them and possibility to use it making simple probability selection were not accessible.

Total sample of 523 respondents participated in the research (422 of them represented national (central) level and 101 – municipal level institutions). Age of the respondents was from 22 to 64, distribution of the respondents according to gender: males – 41.3 per cent and females – 58.5 per cent.

The following constructs were measured in our research: career aspirations and career aspirations' character, conceived career possibilities, career and working identity construction efforts, actual career mobility, career barriers, career development competencies, public service motivation, assurance of justice in the career development system, positive employability changes working in civil service, career satisfaction, job satisfaction, work engagement, commitment to work in civil service, subjective well-being. Where it was applicable scales' coefficient of internal consistency Cronbach  $\alpha$  was measured. It was done using the data from preliminary research implemented before the main research. Further the measured constructs are shortly introduced.

Career aspirations are understood as a desire and intention to pursue a role or a particular position within an organization or a wider system (in our case in the civil service). Aspirations play an important role in career decisions because they reflect the goals and

intentions that influence individuals toward a particular course of action (*Greenhaus & Callanan, 2006*). Career aspirations were assessed with single item scale: would you like to pursue career in the civil service? Those who replied positively were asked to indicate the direction of their career aspiration: vertical, horizontal or unspecified career.

Conceived career possibilities refer to possible career paths, their quality, quantity and adequacy for the individual within a social system as conceived by the individual. Conceived career possibilities are related to objective career possibilities however subjective evaluation is the most important in this construct. Conceived career possibilities were assessed with 3 item scale developed by the authors of this article. The measured coefficient of internal consistency of the scale Cronbach  $\alpha$  was 0.81.

Career and work identity construction efforts are understood as a wish and efforts of the person to construct his/her career implementing his/her work identity. The basis of measuring career and work identity construction is the theory of M. L. Savickas (*2002*) stressing the importance of the efforts of a person creating and giving sense to his/her career. Career and work identity construction scale was developed by the authors of this article. It has 11 items. The measured coefficient of internal consistency of the scale Cronbach  $\alpha$  was 0.887.

Actual career mobility was assessed through the question: have you ever been promoted (or transferred to other post, demoted to lower post)? If yes, how many times?

Career barriers can be defined in many of ways, but generally they involve individual's perceptions of negative conditions that might interfere with career progress. In this research we identified the list of 16 possible career barriers and asked to indicate how much each item was considered to be a barrier for career in the civil service.

Career development competencies: the knowledge, skills and attitudes that are required to successfully manage learning and work (*Kobylarz, 1996*). Three groups of the competencies were discerned: self-knowledge (6 items), knowledge about learning and career opportunities (5 items), career planning (5 items). The measured coefficient of internal consistency of the scale Cronbach  $\alpha$  was 0.8.

Public service motivation is understood as altruistic motivation to serve to the interests of people, country or humanity (*Rainey & Steinbauer, 1999*). For measuring of this construct 12 item scale developed by J. L. Perry (*1996*) was used. The measured coefficient of internal consistency of the scale Cronbach  $\alpha$  was 0.835.

Assurance of justice in the career development system is understood as providing equal opportunities for all civil servants seeking career within the system of civil service. 10 item scale composed by the authors of this research was used. The measured coefficient of internal consistency of the scale Cronbach  $\alpha$  was 0.843.

Positive employability changes are understood as the changes in the whole of the competencies of the individual enabling to adjust to constantly changing work environment. 4 item scale composed by the authors of this research was used to measure this construct. The measured coefficient of internal consistency of the scale Cronbach  $\alpha$  was 0.722.

Career satisfaction is an important factor in research on career development and other areas of inquiry. Career satisfaction is often regarded as a key outcome representing career success and personal fulfilment (*Greenhaus & Callanan, 2006*). Career satisfaction was assessed using 6 item scale constructed by the authors of the article.

Job satisfaction is understood as general satisfaction with the job which is possessed by the employee. Job satisfaction was measured using single item: taking into consideration everything I am satisfied with the job which I have now.

Work engagement. Work engagement is defined as a positive, fulfilling work-related state of mind that is characterized by vigour, dedication, and absorption. Rather than

a momentary and specific state, engagement refers to a more persistent and pervasive affective-cognitive state that is not focused on any particular object, event, individual, or behaviour. Work engagement was assessed using shortened 9 items Utrecht Work Engagement Scale (UWES-9). Cronbach's alpha for the total nine-item scale varies between 0.85 and 0.92 (*Schaufeli, 2006*).

Commitment to work is understood as psychological state of the employee, which characterized his/her relations with the organization (or wider system) for which he/she works and influences his/her decisions in respect to how these relationship must be developed. Constructing the scale commitment to work model suggested by N. J. Allen and J. P. Meyer (*1990*) was used. The measured coefficient of internal consistency of the scale Cronbach  $\alpha$  was 0.821.

Subjective well-being reflects individual's satisfaction with the life as a whole. 7 item scale composed by the authors of this research was used to measure this construct. The measured coefficient of internal consistency of the scale Cronbach  $\alpha$  was 0.865.

### 3. Results and discussion

Analysing career aspirations of civil servants, it was established that the majority civil servants have such aspirations in the career space of civil service and just minor part of them are undecided or do not have (Table 1).

*Table 1: Career aspirations of civil servants in the system of civil service (own study)*

Career aspirations	In municipal level institutions	In central level institutions	In total
Certainly do not have	4.0%	0.5%	1.2%
Do not have	7.9%	8.0%	8.0%
Are not sure if have any	15.8%	11.6%	12.4%
Have	38.6%	39.1%	39.0%
Certainly have	33.7%	40.8%	39.4%

Also it was established that career aspirations level of the civil servants of national level institutions was higher than of the municipal institutions. Thus, the results indicate that civil servants working on the state level are ready to invest more to the development of their careers, they relate career development with the development of personal and working potential. Having assessed career aspirations, we also established that the dominating direction of career aspirations is vertical career.

The comparative data, which were analysed in this paper, indicate that in respect of career aspirations the Lithuanian civil servants are not succumbing to civil servants of other countries rapidly reforming their public sectors (Canada and New Zealand) where almost 80 per cent of civil servants express the interest in pursuing career (*Treasury Board of Canada Secretariat, 1999; State Services Commission, 2006*). However the analysis of the other career related factors in Lithuania revealed that the conceived career possibilities in the Lithuanian civil service was significantly lower than career aspirations and career and working identity construction efforts, reflecting the actual intentions of employees and really devoted efforts for career construction (Figure 1).

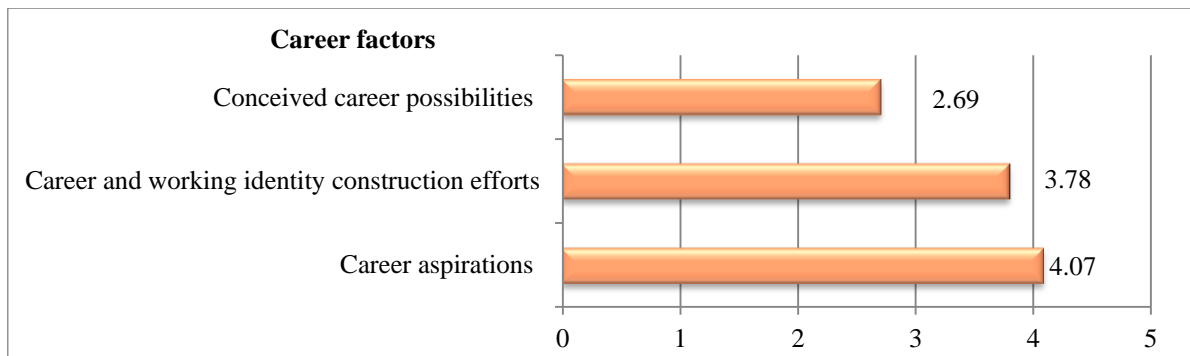


Figure 1: Expression of conceived career possibilities, career and working identity construction efforts and career aspirations in civil service (used scale from 0 – the lowest to 5 – the highest), (own study)

Therefore our research draws attention to the likely situation, when civil servants having definitive career aspirations and having disappointed with career possibilities will look for career possibilities outside the civil service. This enables to identify unfavourable assumptions in the system of career development of civil service, which can lead to losing of certain part of human resources due to career development imperfections. This is especially true speaking about the highest quality human resources, which are on demand in private and non-governmental sectors. Therefore we conclude that currently the reforms of the Lithuanian civil service career development system are well behind from rapidly forming and changing career needs of the civil servants.

Assessing the actual career mobility of civil servants in the Lithuanian civil service system, it can be stated that career mobility in the systems is very rare phenomenon. The majority of civil servants have no objectively measurable career experiences (Table 2). Those who have such experiences are most often moving within the borders of one institution.

Analysing the data of the table 2, it is evident that average number of promotions received by civil servants is just 1.19 and transfers to other similar level posts is even lower and equals to 0.68. Taking into consideration the average term of service of the respondents, which was estimated as 11.5 years, the mobility figures are considered to be very low.

Table 2: Mobility averages of civil servants in the career system of civil service (in times), (own study)

Characteristic of mobility	Mean	Median	Mode
Promotions to higher posts	1.19	1	0
Transfers to other posts	0.68	0	0

It was also established that even 41.5 per cent of the respondents were never promoted to higher post during the time they spent working in the civil service, and 61.4 per cent – were never transferred to other posts (Table 3). That means that almost half of civil servants do not have any career experiences.

Comparative data from civil service of Canada indicate that just 16 per cent of their civil servants were not promoted at all, 21 per cent – were promoted once, 14 per cent – twice, 16 per cent – three times and 15 per cent – four times, and 19 per cent – more than four times during the time of their service (Treasury Board of Canada Secretariat, 1999). In general, during the period from 2007 – 2008, even 42 per cent of civil servants had career

mobility experiences in the civil service system (*Public Service Commission of Canada, 2008*).

*Table 3: Mobility of civil servants in the career system of civil service (in per cents), (own study)*

<b>Number of posts change</b>	<b>Promotions to higher posts</b>	<b>Transfers to other similar level posts</b>	<b>Demotions to lower level posts</b>
0	41.5	61.4	88.3
1	22.8	19.7	9.6
2	19.7	11.7	1.7
3	9.8	5.4	0.4
4	4.8	1.0	0.0
5	1.0	0.6	0.0
6	0.4	0.4	0.0
7	0.0	0.0	0.0
8	0.2	0.0	0.0

Thus our data support the assumption that the Lithuanian civil service is currently not functioning as the united space of career possibilities. Such a situation is not favourable from the standpoint of civil servants learning and talents development. Solving public administration problems multiple competences of civil servants are necessary. In order to achieve them various forms of learning and development in the work place are necessary (*Valkeavaara, 1998; Domarkas & Juknevičienė, 2007*). Moreover some contemporary learning and education conceptions (for example, conception “70 – 20 – 10”) stress a relatively higher importance of real work experiences comparing them to formal learning or learning through observation (*Lombardo & Eichinger, 2000*). Thus career experiences in this context are considered to be very important as enabling to learn performing real work assignments. In the sense of talent development the importance of the united and really functioning career development space also raises no doubts. Talents’ development can be consider just in case if the system is created and maintained on the state level where dynamic change of work experiences and the related challengers is created.

Our analysis has also demonstrated that the main barriers for the career in the civil service were considered the lack of career possibilities in the civil service, unfavourable career policy towards civil servants and belief that selection and appointment to post procedures are not fair. Also it is evident that external career barriers dominate over internal ones (Table 4).

Thus, it can be supposed that the Lithuanian career development system is politicized and career barriers are considered to be the factors related to career development system dysfunctions or direct discouraging to make career. Such a situation is evidently related to lack of strategic approach towards human resources, then long term human potential is not developed or it is believed that high profile professionals can grow up and maintain their quality without more intensive change of career experiences in the space of civil service.

The results of assessment of other construct – career development competencies indicate that, the weakest block of these competences is considered to be career planning competences of civil servants. Namely these competencies define planning and real actions performing capabilities seeking to implement the career goals. Thus, improving career development system, it is necessary to take into consideration the inequalities of career

development competencies of civil servants and to pay more attention to development of career planning competencies.

*Table 4. Career barriers (arranged from the most important to the least important) (scale from “not a barrier at all” – 0 – to “very important barrier” – 5), (own study)*

<b>Career barriers</b>	<b>Average level of expression</b>
1. Lack of career opportunities in the civil service	3.45
2. Unfavourable career policy towards civil servants	3.31
3. Belief that selection and promotion processes are unfair	3.07
4. Lack of support from the direct manager	2.67
5. Lack of self confidence	2.55
6. Lack of qualification	2.40
7. Belief that having taken other posts the involvement into politic is inevitable	2.35
8. Concern that having changed the post it would be impossible to properly harmonize work and leisure (family) duties	2.33
9. Lack of experience	2.27
10. Lack of wish to take responsibility (new, additional)	2.14
11. Lack of wish to take other posts	2.10
12. Lack of wish to work more that it was before	2.06
13. Wish to keep the taken posts	2.03
14. Age	2.00
15. Lack of support from family members	1.90
16. Gender	1.74

Considering the scores of public service motivation, the assumption was made that in the ideal case the higher levels of public service motivation must be related to better possibilities for career development in order to better use the potential of civil servants who are more motivated to serve the public. The results of the research indicate that in this respect the level of public service motivation in the group of civil servants, who had career mobility experiences, and in the group of those civil servants, who did not have career experiences, was differing. Thus, we have to state that civil servants more devoted to public values currently are more mobile in their careers in the civil service. These findings represent the positive feature of the existing Lithuanian career development system.

Analysing the data relating to assurance of justice in the career development system of civil service, we encounter indirect evidences of corruption manifesting itself though such phenomena as protectionism and nepotism. It was established that civil servants are prone to suppose that acquaintances and relations with higher posts taking officials influence careers of civil servants, that real competition for higher post is not taking place and it is usually decided before the competition who would take which posts. Even the fifth part of the respondents was sure that they personally have encountered negative consequences of unfair behaviour in respect to their own careers. These data reflect general negative approach of the respondents towards the situation when the civil servants participating in the processes of career development are not guaranteed equal possibilities to make career in the system of civil service. Such a situation could be explained by that in Lithuania as in one of the countries of the Eastern Europe the interaction models among politics and career civil servants are still not



established. Therefore many career development questions are solved informally, and this evokes negative evaluations in the system of civil service and negatively influences career development processes. Thus, the assumption that factual system of the Lithuanian civil service career development is not benevolent for managerial potential development can be made. The data of our research allow to state that career possibilities are sufficiently often determined not by real increase in managerial or professional competencies but by other factors.

Having conducted regression analysis of the investigated factors, career development factors' relationship model was composed (Figure 2).

As it can be seen from Figure 2, possession of career aspirations, career construction efforts and possession of contemporary career conception are not included into the model as their input into the main career development outcome on the individual level – career satisfaction is very low. These results of empirical research could be explained by that the latter factors are ignored in the career space of the Lithuanian civil service. Thus, the assumption that the Lithuanian civil servants have clearly defined career needs and aspirations, and are ready to take responsibility for their career development, however currently existing system does not allow to do this, could be proposed.

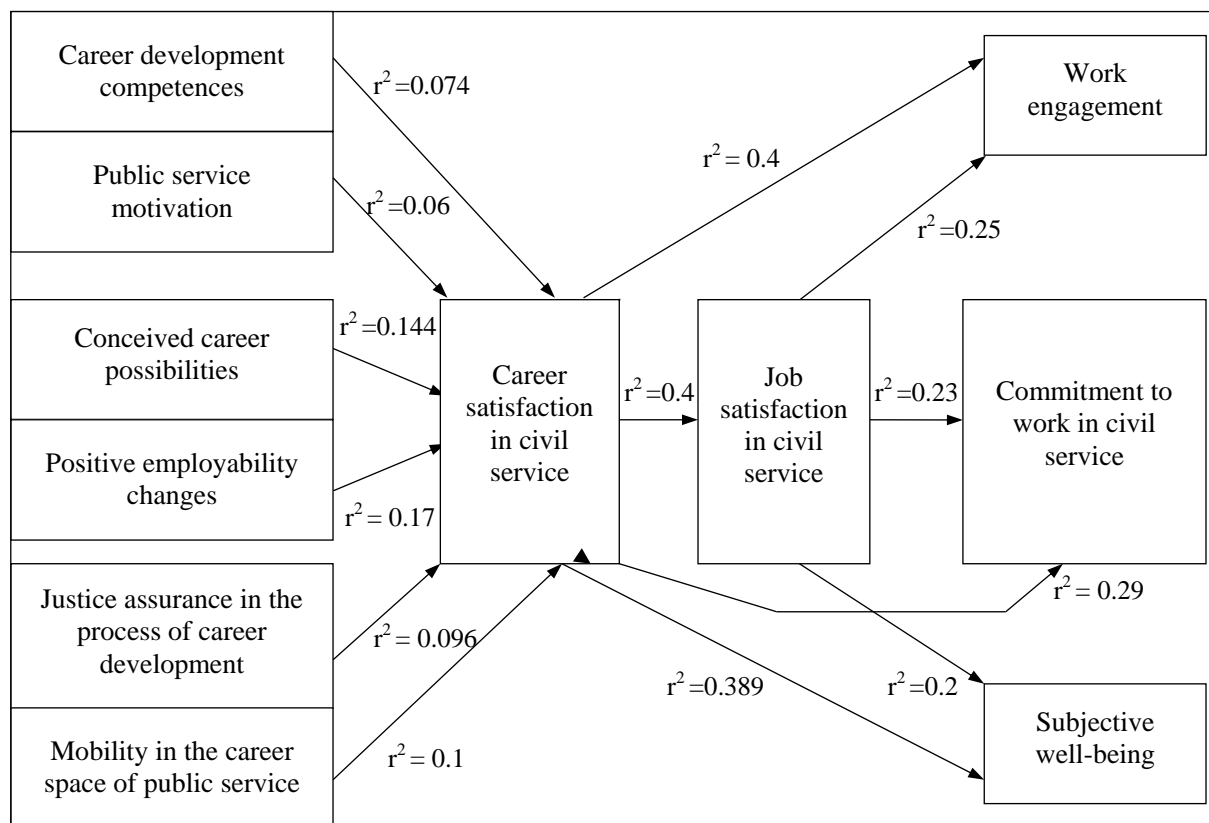


Figure 2: Career development factors' relationship model (own study)

It is also notable in the model that career satisfaction has stronger influence than job satisfaction on such career development results as work engagement, commitment to work in the civil service and subjective well-being. Thus, our data support the assumption that systemic career development in the civil service is one of the most important factors determining effectiveness of the system of civil service (through the intermediate factors of

work engagement and commitment to work in the civil service) and positive changes of subjective well-being. These results enable to make further assumptions that, opening wider career possibilities for the most capable and competent employees, higher levels of work engagement and higher commitment to work in the civil service could be expected, and consequently positive changes in the sphere of work results could be assured.

### **3. Conclusions and recommendations**

Analysing career aspirations of civil servants, it was established that the majority civil servants have such aspirations in the career space of civil service and just minor part of them are undecided or do not have. However the conceived career possibilities in the Lithuanian civil service was significantly lower than career aspirations and career and working identity construction efforts, reflecting the actual intentions of employees and really devoted efforts for career construction. This enables to identify unfavourable assumptions in the system of career development of civil service, which can lead to losing of certain part of human resources due to career development imperfections. This is especially true speaking about the highest quality human resources, which are on demand in private and non-governmental sectors.

#### **3.1. Conclusions from empirical research**

Assessing the actual career mobility of civil servants in the Lithuanian civil service system, it can be stated that career mobility in the systems is very rare phenomenon. The majority of civil servants have no objectively measurable career experiences. Thus our data support the assumption that the Lithuanian civil service is currently not functioning as the united space of career possibilities. Such a situation is not favourable from the standpoint of civil servants learning and talents development.

The main barriers for the career in the civil service were considered the lack of career possibilities in the civil service, unfavourable career policy towards civil servants and belief that selection and appointment to post procedures are not fair. Also it is evident that external career barriers dominate over internal ones. Therefore it can be stated that the Lithuanian career development system is highly politicized and career barriers are considered to be the factors related to career development system dysfunctions or direct discouraging to make career. Such a situation is evidently related to lack of strategic approach towards human resources.

The data analysis relating to career development competencies indicate that the weakest block of these competences is considered to be career planning competences of civil servants. Namely these competencies define planning and real actions performing capabilities seeking to implement the career goals. Thus, improving career development system, it is necessary to take into consideration the inequalities of career development competencies of civil servants and to pay more attention to development of career planning competencies.

The results of the research indicate that in this respect the level of public service motivation in the group of civil servants, who had career mobility experiences, and in the group of those civil servants, who did not have career experiences, was differing. Thus, we have to state that civil servants more devoted to public values currently are more mobile in their careers in the civil service. These findings represent the positive feature of the existing Lithuanian career development system.

Analysing the data relating to assurance of justice in the career development system of civil service, we encounter indirect evidences of corruption manifesting itself though such phenomena as protectionism and nepotism. It was established that civil servants are prone to

suppose that acquaintances and relations with higher posts taking officials influence careers of civil servants, that real competition for higher post is not taking place and it is usually decided before the competition who would take which posts.

The general conclusion can be made that that the Lithuanian civil servants have clearly defined career needs and aspirations, and are ready to take responsibility for their career development, however currently existing system does not allow to do this. Thus factual system of the career development within the Lithuanian civil service is not benevolent for managerial potential development.

### **3.2. Recommendations: principles of improving career development system**

Taking into consideration theoretical analysis and data analysis of empirical research of this paper, it can be suggested:

1. To create legal assumptions for individualization of work relations in civil service. Orientation towards results should prevail over the aspects of legal regulations of work relations, i.e. sufficiently many alternatives of maintaining work relations should be created in order to use them seeking to attract and maintain the highest quality human resources. It must be pursued that civil service system could become maximally attractive for capable employees and civil servants, that belonging to the system would not become the limitation in their way of self-development.
2. To form the career development system, were at least three alternatives would be provided: nonparticipation in the career development processes, participation in the career development processes on the level of institution, participation in the centrally coordinated career development processes (programmes), which comprise all the career space of civil service, including its parts in the international organizations.
3. To identify the strategic roles in separate institutions and generally in the career space of civil service. To provide for the necessity of changing of posts in respect to these strategic roles and to create transparent competition mechanisms for the strategic roles.
4. To provide the possibility for the civil servants to freely decide regarding the character of their participation in the career development processes.
5. To ensure support for the civil servants who choose the alternatives of participation in the career development processes providing the necessary information, counselling, help in career planning, developing professional, generic and career development competencies enabling to successfully compete in the career space of civil service.
6. To ensure the civil servants who choose the alternatives of participation in the career development processes the possibilities to devote part of their working and learning time to acquisition of new competencies, which are necessary in implementing their career plans on the level of institution or in the career space of civil service.
7. To maximally limit the possibilities of political interference into career development processes of civil servants. To foresee the legal responsibility for such kind of activities.
8. To permanently evaluate and improve the career development system and ensure feedback from the civil servants about the shortcomings of the system and obstacles appearing in the process of implementing it.

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**Addresses of authors:**

Assoc. Prof. Dr. Andrius VALICKAS  
Institute of Management  
Faculty of Politics and Management  
Mykolas Romeris University  
Ateities str. 20  
LT-08303 Vilnius  
Lithuania  
e-mail: [avalickas@mruni.eu](mailto:avalickas@mruni.eu)

Prof. Dr. Vladimiras GRAŽULIS  
Institute of Management  
Faculty of Politics and Management  
Mykolas Romeris University  
Ateities str. 20  
LT-08303 Vilnius  
Lithuania  
e-mail: [vladimirasg@takas.lt](mailto:vladimirasg@takas.lt)