

## Abstract

This dissertation is an attempt to verifying empirically the relationship model between occupational well-being and the process of managing careers in the context of new career types performed by employees of contemporary Polish enterprises. The paper consists of two parts: theoretical and empirical, which are preceded by an introduction and finished with a conclusion.

In the first part of the paper is presented a theoretical justification of the topic. The first chapter takes up the problem of careers in today's labor market. Definitions of a career are presented, based on public sources, both Polish and English dictionaries, together with an etymological explanation of the origin of the word 'career' according to R. N. Bolles. Further consideration provides an overview of career concepts, which are key to human resources management. Presented are views that have evolved over more than a century, starting from the analysis of the authors framing career in terms of ownership of the organization, such as F. Parsons, to a subjective look at the discussed issue proposed by M. Savickas. Presenting career as a subjective construct is adopted as key for future empirical analysis. The role of the organization in the process of designing their employees' careers is presented. The psychological contract of employment is indicated and described as the most important for the creation of workers' careers from an organizational perspective. In line with D. Rousseau, transactional psychological contract of employment is indicated as the basis for new career models in the labor market, such as protean or boundaryless careers, whose essence is the process of maximizing employability. The second chapter describes the essence of employee career management, as an essential aspect of human resource management in companies. Understanding of the process of organizational career management is presented, in compliance with authors such as M. Armstrong, W. Hirsh, J. Sturges, Ch. Orpen or A. Miś. As part of the organization's activities aimed at managing careers of employees, particular attention is paid to model presented by Y. Baruch and M. Peiperl, in which the authors described clusters of sixteen strategies employed in the practice of organizational career management. In further reflection are described the concepts of individual career management, e.g. model by J. H. Greenhaus, who along with co-workers pointed out the importance of collecting by employee information about oneself and the job market, developing self-image, shaping the objectives and defining the strategy for their implementation and evaluating the career decision-making process. To improve the



effectiveness of designing adaptable careers and to strengthen the proactive attitude of workers in the labor market, highlighted was the importance of synthesis of the strategy of organizational and individual career management, which have been defined for the purpose of this dissertation as dualistic models. As part of the chapter was also identified the essence of talent management as a specific form of career management, but due to the interest of the professional life of individuals not only perceived as outstanding, focus was put on organizational competences management of all workers, especially career competence management. As a response to the request for cataloging career competences introduced by D. T. Hall and J. E. Moss, on the basis of a new psychological contract of employment, a multidimensional model of career competence by M. Kuijpers and J. Scheerens and a model of career competence indicator by S. Haase and J. Francis-Smythea are quoted. The third chapter is a presentation of the essence of psychological factors in the employee career management. Described are also some traditional psychological concepts, focused on the analysis of person-occupation fit and person-work fit in line with J. Holland and D. Super. There is also an analysis of the subject of complementary and supplementary person-organization fit described by A. Kristof-Brown. The end of the chapter is a presentation of M. Savickas's ascertainment on the need for constructing an adaptable career, as the basis for the employability of workers through constant development and growth of career competence. The last chapter in the theoretical part includes a description of the key concept for positive psychology and positive human resource management – well-being. As the most comprehensive was adopted the concept of well-being by M. Seligman. This author's view became the basis for the formulation of the occupational well-being model, which is a response to the need for extending the concept of well-being associated with work and employee well-being, described in the vitamin model developed by P. Warr, which takes into account the affective dimension of the formation of well-being in the workplace determined by organizational factors.

The second part of the work is empirical. In the fifth chapter are presented the structure of the research process, and the main objective of the paper, which is the empirical verification of the adopted model of the relationship between well-being and work management careers methods in the context of new types of careers performed by employees of contemporary Polish enterprises, and specific objectives, supporting the fulfilment of the main objective. In the context of the proposed main cognitive objective and specific objectives, the fifth chapter presents a hypothetical model of relationships between variables. It also discusses the research methodology, which proposes to measure the level of variables



using both qualitative and quantitative methods. Among qualitative methods, structured interview was chosen, and quantitative methods included questionnaire methods. The tools used in those methods have been developed for this research, or selected from among existing Polish research tools. These included: a script of an interview with a person in a managerial position and a questionnaire to analyze the occupational well-being, a scale for the diagnosis of attitudes toward protean and boundaryless careers, a scale of individual and organizational career management strategies. At the end of the chapter is presented the procedure of selection and the characteristics of the study group, which consisted of 350 employees and 22 representatives of managerial positions and the adopted research procedure. The empirical sixth chapter presents a descriptive analysis of the results of qualitative and quantitative research. In the next part of the chapter a verification of the hypotheses through parametric and non-parametric statistical tests is undertaken. The key findings of the study concern the awareness of managers about the need to maximize the well-being of employees, in the context of well-being level in a group of employees. The need for employee career management with the use of organizational and individual strategies proved essential, in order to increase the level of occupational well-being, which was recognized by the surveyed managers. This need was confirmed by quantitative research, which shows that there is a relationship between career management and the various dimensions of occupational well-being. It was also shown that contemporary employees of Polish companies increasingly implement models of careers which are new in the labor market, which is associated with the used professional life management strategies and is reflected on the perceived level of occupational well-being. The end of the chapter is an attempt to draw attention of practitioners of human resource management on the need for a practical model for managing careers, taking into account the issue of strengthening the well-being of employees, and of authors of higher education curricula on the need to create competence and skills of young people preparing to enter the labor market, in the area of adopting various lifelong career management strategies.

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