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Labor Economics and Career Development in the Context of Globalized World

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Content

The aim of the papers

Research methods

Literature overview

- The bibliographic analysis
- Labor economics
- A theoretical ground

Narrative cases

Conclusion



The aim of the paper

1. To call for an integrative approach to career research,
2. To characterize the labor market trends,
3. To discuss perspectives of careers using narrative cases of highly skilled workers in multinational companies operating in the CR.



Research methods

1. In-depth analysis of secondary sources
 - Papers from the Web of Science published in 2018-2020
2. Two unstructured interviews held with top managers/ owners in 08-09/ 2020
3. Two narrative cases

Research questions

1. What reasons motivate employees to change jobs or to change their careers?
2. What practices can effectively develop competencies?
3. What personnel/ HR management is accepted by employees towards developing their career and not leaving their employers?

Literature overview: The bibliographic analysis

Query	Web of Science 2000 -2020	Web of Science 2018 -2020	Scopus 2000 -2020	Scopus 2018 -2020
Career theory	9 622	2 947	12 049	3 101
Career development	23 166	6 654	35 585	8 168
Career sustainability	768	308	1 126	395
Sustainable career	1 190	485	1 835	597



Literature overview: Labor economics

- Job growth in occupation with high job quality characterized by education, prestige, and job satisfaction.
- Production workers and office clerks lost grounds for employment.
- Employment expands in the salaried (upper) middle class among managers and professionals.
- A growing segment of the workforce represents highly educated international migrants as the essential source for mature economies.
- Intra-EU migrants
 - causes a division of labor along with occupations and industries,
 - determinates wage differences, i.e., EU-West/ EEA migrants occupy better jobs, followed by EU-South and CEE migrants.
- The migration from CEE countries expects to continue, and drivers come from demographic and economic reasons, i.e., tourism and hospitality sectors, medical professions.
- Many highly skilled migrants from CEE cause structural problems in the domestic labor market.



Literature overview: A theoretical ground

Traditional approach:

- career choice relies on matching a person to job requirements
- based on a self-exploration, an occupational exploration, and a self-occupation comparison, i.e., a perspective of gradually climbing a ladder in an organization.

A balanced/ integrated approach as a combination of several points of views:

- a career as an order or chaos,
- boundaryless and protean careers or traditional careers,
- the organizational or individual perspective, i.e., who is the agent in developing a career – an organization or an individual?
- meaning of career success: who is the crucial evaluator of career success – the external audience or an individual or a combination of both?

The integrated approach/ perspective of career development:

- To be on a track to a sustainable career,
- To learn and tackle sustainable career challenges,
- To enjoy a moderate degree of productivity, health, and happiness.



Narrative case 1. Fair HR practices

Radek believes that a sustainable career requires positive thinking and endless energy to develop personal competencies.

The strategy of his HR management:

- paying wages above the local labor market and based on performance appraisal with measurable KPIs.
- providing flexible working hours/ self-rostering as a tool of the work-life balance.
- giving perspectives of horizontal career development in a multicultural environment.
- encouraging learning with a focus on professional, technical skills and emotional intelligence.
- supporting on-the-job training, mainly as participation in team projects with possibilities to learn in online courses.



Narrative case 2. Balancing work-family life

Pavel believes that people create a human side of the business and enjoy a tolerant but the challenging environment at work.

The strategy of his managing people:

The decentralized HR strategy and practices in the context of Czech legislation.

The local team consists of culturally diverse consultants, fluently speaking English and flexible in time and space.

The technical support comes from the parent headquarters.

Compensation depends on achieved performance, no monetary benefits.

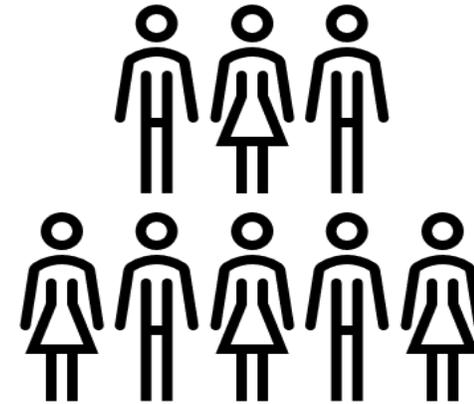
Flexible working scheme/ self-rostering and massively used home office.

A sustainable career depends on individual competencies quickly to adapt to changes, permanently up-grade ICT skills, and developing social skills.



Conclusion

- Any idea of a sustainable career means to develop competencies matching requirements of the labor market.
- The skills at the beginning of the career cover literacy, numeracy, foreign languages, and digital skills.
- Later, it is necessary to learn transversal, entrepreneurial, and new digital skills.
- Perspective occupations will require a university degree and further developing skills beyond the knowledge acquired at a university.
- Many workers will change jobs and careers multiple times during their working lives.
- No definition exists what a career change entails and how long a worker should pursue one profession.
- Workers with higher education, being in learning mode and rely on themselves than on the traditional career ladders, will get more chances to go ahead.



Thank you for the attention.

Questions?

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