

Career management of junior workers in telecommunications companies: case of Orange Mali

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Abstract: This research aims to detail the management of the careers of low-ranking workers in the professional hierarchy of the ORANGE –MALI telecommunications company in order to establish the links between the development of skills of subordinate workers on the level of promotion in relation to career management of subordinate workers. To achieve this, a sample of 35 volunteer individuals and 10 selected individuals was taken from the ORANGE MALI company. An interview guide was administered to them, interviews to which the study of documents was associated. The results obtained noted the weak presence of a career management policy for subordinate workers characterized by the absence of: a policy of participation in the life of 'Orange Mali'; a clear skills development policy; working conditions and merit recognition policy.

Keywords: Management, Career, junior workers, society, telecommunications

I. Introduction

Address the concept of human resources; does not mean to say to consider that men are able-bodied arms; but rather that men have resources. The role of HRM is to update and stimulate staff capacity. Taking the HR dimension into account in the entity's plan is a recognized necessity. Organizations and people give a competitive advantage to their structure. Organizations must have a plan to develop human and social potential in line with their economic strategy and social responsibility. The structures set an objective and give themselves the means to achieve it in order to have added value. The HR director is not a rival of employees but rather a "business partner". It helps the entity to be efficient, that is to say, to maintain economic, financial and organizational balance; to evolve at the same pace as its environment; to become flexible and competitive. He is responsible for the professional training of staff in line with the company's strategy. It accompanies changes and transformations. The HRD is a "human partner". It takes care of the motivation; employee involvement and commitment. It is the linchpin of sustainable development and the guarantor of the social contract between employees and the organization. It is in this context that we took an interest in subordinate workers to study their treatment in the field of careerism within the Orange-Mali company.

This career management theme will allow us to gain knowledge in career guidance, training, professional development, succession planning, coaching and mentoring.

It turns out that category C or low-level workers are forgotten at the time of the annual planning of personnel who must benefit from a new function or evolve to be reclassified in several entities, which motivates us to carry out a study of this practice within the company Orange Mali. Which will push us to ask ourselves the following questions:

- How does Orange Mali organize itself to help junior employees develop their skills and careers?
- Are there internal mobility opportunities for junior workers?
- How does it manage career transitions for junior employees who wish to change professions or positions?

I.1. Literature Review

According to Daniel Mothé (1940), the continuing training of workers is not a new concern; it is found throughout the history of the labor movement in different aspects. But two fundamental conceptions, that of the narcho-syndica lists and that of the Marxists, have retained all their vivacity since we find them implicitly behind current attitudes and positions.

François Sellier (1940), it is at the highest level, that of the national confederations, that French trade unionism is most fully recognized by the bosses and the State, where it is furthest from concrete working conditions. . From 1968 to 1975, numerous inter-professional agreements have quite profoundly changed the working conditions, the most important being perhaps that on monthly payments which, at the initiative of Georges Pompi dou, tended to erase the status distinctions between employers and workers regarding to the rights given by seniority in the company. The emphasis placed on “particular forms of employment” (temporary work, subcontracting, etc.) is not even its main manifestation. It is the division between an increasingly institutionalized workforce, that of various categories of qualified people, and a marginalized workforce;

Jean-Marie Vincent, in our country the exploited workers of large industry produce more and more goods and increase on a large scale the material wealth of society.

KALUMBA NGOY JACQUES et al. female subordinate workers victims of harassment, a questionnaire conducted with 330 participants (N=450) revealed that bullying manifests itself in a verbal, open and subtle manner, its data were processed using the chi test -square. The results show that bullying negatively impacts performance and manifests itself in certain counterproductive behaviors in teamwork such as social loitering, slumping and braking.

II. The Concept Of Career Management

II.1. Career Definition

A professional career refers to all the jobs, positions and professional experiences that a person can hold during their working life. This generally includes an individual's career path, career choices, promotions, transitions from one position to another, and the skills and achievements acquired throughout their working life.

For a long time the term "career" meant the time during which a person worked for someone (Peretti, 2007). It includes three (3) stages, namely: the creation of the competency framework, the identification of skills in the company, and skills development.

Then, the career in a company is a succession of assignments and corresponds to the succession of jobs held by an individual during the course of the career.

It can also be defined as a sequence of jobs, roles and responsibilities that one holds throughout their professional life. It can also be seen as a process of ongoing personal and professional development that involves the acquisition of skills, knowledge and experiences, as well as the search for satisfaction and fulfillment in one's work. The notion of career often implies a professional path that takes place over a more or less long period of time. It can include job changes, promotions, career transitions, periods of training and professional development, and times to reflect on professional and personal goals.

II.2. Career Definition

The Social Sciences lexicon defines career as the evolution of statuses and roles, honors, responsibilities, linked to professional life (Grawitz, 2004).

Career management is a fundamental element of the employment policy of organizations. A distinction is generally made between career planning and career management. In planning, the employee tries to manage his career individually; in career management, the company considers possible responses to future needs. The two processes are, however, linked: an employee who considers that the organization does not allow him to follow his career plan will certainly leave it. For Martory and Crozet (2013), career management, or the development of the human potential of the company, aims to achieve the best possible balance between the human needs of the structures, the expectations with regard to work and, staff potential and aspirations. For Peretti (2005), managing careers means taking into account both the needs of the company and the potential and wishes of each employee. Despite its individual nature, career management must therefore not only meet the needs of organizations but also those of individuals (needs to evolve, needs for autonomy, employability, etc.).

II.3. Mobility

We designate by the word “mobility” the act by which an agent changes position, since the career is a succession of positions, it is therefore the same for mobility decisions, which can be desired or undergone.

II.4. The dismissal

Dismissal is a decision taken by the employer to end the employment relationship with an employee. This is a unilateral termination of the employment contract, in which the employer terminates the services of an employee for various reasons. Dismissal may be temporary or permanent, depending on the circumstances and the laws of the country concerned.

The reasons why an employer may terminate an employee can vary, and it often depends on company policies, applicable labor laws, and specific grounds provided for in local law.

II.5. The promotion

Assignment or accession of someone to a more important position in terms of hierarchy or responsibility. It presupposes two things: career management allowing progression from one position to another, and personnel evaluation to detect the potential of each employee.

II.6. A Worker

A worker is one who devotes himself to a task, whether manual or intellectual, for remuneration. The worker can be: either an employee, that is to say paid by an employer (worker, employee, civil servant, technician, supervisor, manager, engineer, etc.)

II.7. A subordinate worker

It generally refers to a person who occupies a subordinate position, of low rank in the professional hierarchy

III. Different Types of Careers

There are three types of career, which according to Schein (1971):

- Vertical: The employee evolves towards positions with increasingly high status. He can reach the top of the organization;
- Horizontal: The employee moves between functions or positions at the same hierarchical level;
- The radical type: The employee evolves towards the heart of the organization, that is to say where strategic decisions are made.

III.1. The career and its characteristics

In order to understand the dynamics of career management, we will outline its characteristics.

First there are the individual characteristics:

- Needs and aspirations;
- Skills and competencies;
- Relationship network;
- Stage of professional and personal life;
- Stage of family life.

Next, we have the characteristics of the organization which are: Size and sector.

Career management is more present and above all more systematic in companies of large size.

Likewise, career management is more important in the public sector than in the private sector.

- Planning culture: A company that has systematically developed planning logic and culture (strategic and operational) is much more likely to also develop a career management culture.

III.2. Response logics.

To respond to these challenges, companies are adopting five logics that permeate social policies: personalization, agility, mobilization, anticipation and sharing. We will focus on personalization or career management.

III.2.1. The logic of career management.

According to Jean-Marie Peretti (6-7) 2016, the logic of personalization (or individualization) permeates employment policies (from recruitment to career management), remuneration (individualization of salaries and social benefits), training (individual training plans; individual training leave; personal training account); time planning (personalized schedules, discretionary leave) and communication (individualized social assessment). It encourages the development of certain practices - systems for evaluating people, performance, potential, opinion surveys, skills assessments, professional interviews and career plans - and increasingly involves the hierarchy.

Companies implement personal professional projects (PPP), individual training plans (PIF), personal training account (CPF), skills assessments, personalized professional assessments (BPP). They disseminate personalized information (individual social reports, for example). Personalization also translates into the individualization of schedules, individual control of working time, and progress towards the chosen time. A wider choice is offered, which strives to encourage consideration of both the expectations and aspirations of each individual and the constraints of the company. An evolution towards the à la carte company is emerging to meet the employee's need for autonomy. Personalization responds to the diversity of employees ("All different"); with a strong need for recognition ("All recognized") and development ("All talented")

In other words, career management is the set of activities undertaken by a person to monitor and direct their professional development, internally or externally from a specific organization so as to enable them to achieve the highest possible level of competence and success hierarchically or socially, taking into account their abilities and qualifications.

It is therefore for the company:

- propose a motivating development plan to improve involvement and the social climate, identify employees capable of progress thanks to a good evaluation system.
- he employee: improve their potential, obtain a promotion, access new responsibilities;

Career management is a practice which consists of designing career paths and the succession of positions occupied by employees over time. This practice takes into account the past (diplomas, experiences, organizational failures, etc.), the present (situation in the position, the current needs of the organization) and the future (ambitions, potential risk of demobilization, anticipated future needs of the organization, capacity in the future to allow professional development).

It should be noted that forward-looking management of jobs and skills (GPEC) is an integral part of career management. The latter is very useful for evaluating an employee's career and the added value they can bring to the company thanks to their skills and abilities they could acquire.

By creating a follow-up of the professional career of employees, it is possible to boost their skills through training and work opportunities, for their personal development and the profitability of the company. Its main objective is to retain talent so that they can flourish and continue in the company that employs them.

Career management is both an individual and collective approach.

She understands:

- Career planning;
- Succession planning;
- Management of departures.

III.2.1.1. Career planning

Deliberate process allowing the individual to become aware of possibilities, constraints, professional choices and consequences. It has an individual dimension (employee's career plan) and an organizational dimension (career plan established by the company).

On a practical level, it consists of determining career objectives, development actions as well as the stages of achievement. In other words, planning your career is:

- Identify opportunities and constraints;
- Develop career objectives;
- Plan preparatory actions: training, work, capitalization of experience.

We can summarize by noting that each employee has their own strategy in terms of mobility and career management. (Galambaud,).

III.2.1.2. Succession planning: Succession planning takes

III.2.1.3. Departure management

Managing departures makes it possible to know the quality of labor available at any time on the farm and avoids hasty and thoughtless recruitment. This also helps to retain employees and therefore reduces recruitment and training costs.

The departures concern:

- Voluntary departures;
- Retirement ;
- Dismissals (dismissals);

IV. Figure No. 1: The Career Management System

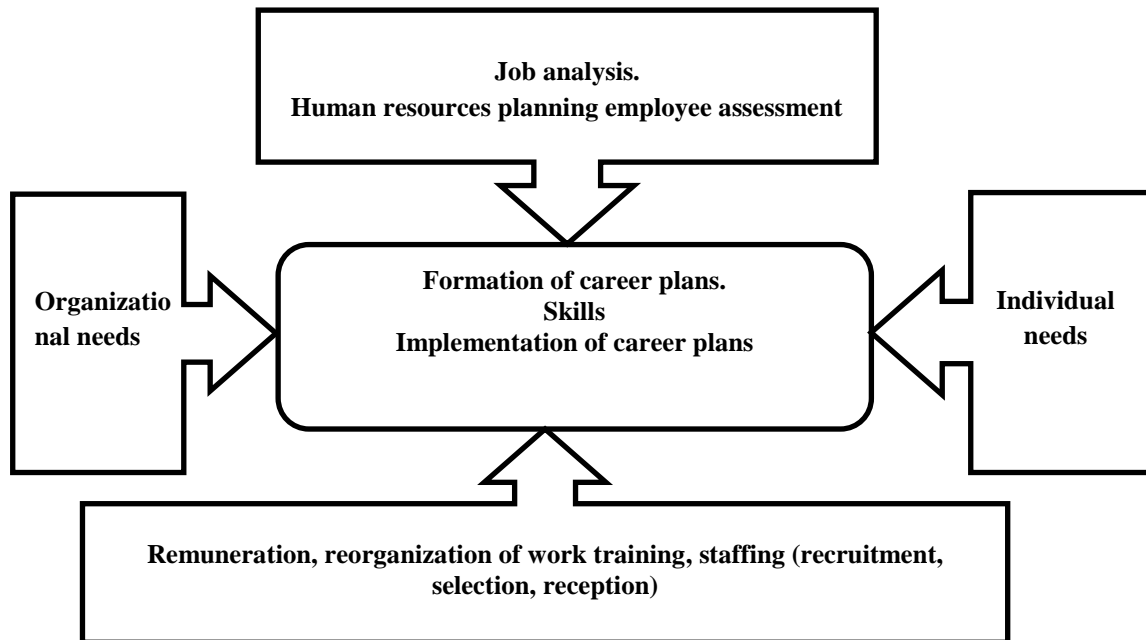


Table N°1: Three career management models

Administrative model	Access by competitive examination, management by grades independent of jobs, obligation of mobility.
Baronial model	Management of decentralized careers, no formalized procedures, priority to technical skills
Technocratic model	No external recruitment, systematic mobility of managers, objectivity of choices, respect for procedures, responsibilities of the hierarchy

Source: Cadin, et al. (DUNOD, PARIS 2012).

Iv.1. Research Methodology.

According to Mays and Pope, (1995) "The goal of qualitative research is to develop concepts that help us understand social phenomena in natural (rather than experimental) contexts, with an emphasis on meanings, experiences and the views of all participants. »

The author continues by asserting that qualitative research is generally interpretative: it is not a question of testing theories, but of understanding a given phenomenon based on interpretations, testimonies or opinions collected.

The qualitative research method we used in this study is the case study approach. In accordance with the case study data analysis process (Stake, 1995), the data from the observations and individual interviews were transcribed verbatim and the analysis of the qualitative data was carried out using the thematic content analysis method.

IV.2. Interprétation des résultats de la recherche.

Training subsidized by the FDFP, compared to 40% who say they do not benefit from it. 84% of respondents affirm that training subsidized by the FDFP does not result in promotion policies, 16% of respondents do not share this opinion. 44% of respondents affirm that individual development policies in companies remain unsatisfactory and inadequate. Unlike 56% of respondents.

▪ **Working conditions**

36% of respondents say they are faced with insufficient resources to accomplish their tasks. Which is not the opinion of 64%. 77% of respondents say they are poorly equipped to do their job. Which is not the opinion of 23%.

58% of respondents say that working hours are partially suitable; opinion that 42% of respondents do not share. 57% of respondents say they work in partially adequate health and safety conditions. 68% of respondents say that their working conditions have a negative impact on their state of health. Which is not the opinion of 32% of respondents.

The employee is the master of his career but this cannot be done without the support of the company through human resources managers.

Orange Mali has a very effective policy for the career development of its employees. Each year 30% of the workforce has an increase (advancement and promotion), increases and promotions are not linked to the category of employees.

Career transitions: from one position to another, you must:

- A vacancy
- Have at least 2 years of presence in the position,

Then we carry out the feasibility study.

The employee after occupying the position is supervised to see if he adapts to the new position over a period of time. At the end of this period, it is evaluated (COMPETENCE AND ABILITY TO HOLD THE POSITION) and is based on the objectives of the position. If the evaluation is conclusive, it will be confirmed on the position. Otherwise, an upgrade is carried out by putting it through the appropriate training.

Concerning the management of internal mobility, employees have priority. Vacancies are offered internally at their location before being offered externally if the position requirements are not available internally.

Orange Mali has a mobility charter signed by the CEO which gives employees the means to manage their careers as they wish.

The company offers the opportunity to junior employees who want to become managers to access training to strengthen their skills and obtain other diplomas. They also have access to online training (E. Learning) and the costs are fully covered by Orange Mali. During the process he is advised, accompanied and guided by the HR department and the manager.

The findings resulting from the analysis within Orange Mali are:

Each year 30% of the workforce has an advancement or promotion, while there are others who deserve it more for their efforts during the year.

The position transition is conditional on there being a free position which could be discouraging

These remarks are observations made during the investigation and also the results obtained through certain questions asked.

Iv.3. Discussion of Results

In view of certain uncertainties, managing careers means thinking about all the activities undertaken by a manager to follow and direct the professional development of their employees, in (or outside) a specific organization, in order to enable them to 'achieve the highest possible level of competence and success, hierarchically or socially, taking into account their abilities and qualifications. According to Peretti (2012), managing one's career is not only about changing jobs for one that is more remunerative or includes more responsibility, it is also about thinking about the need to make organized and articulated choices based on one's abilities, skills and personal aspirations. Career advancement assumes that the employee concerned experiences, during their professional life, changes in terms of internal or external mobility (Peretti, 2012, p.118-119). Transfers and promotions are beneficial for the worker and the company. The transfer, often assimilated to a new hire (search for profile, skills, motivation, desired effect), makes it possible to improve the quality of work and results, employee training and the development of the company.

• **The policy of participation in the life of the company**

Regarding policies for participation in corporate life, the organizations surveyed are not free from criticism. Indeed, the policy of participation in the life of the company appears problematic. According to employees, the human resources policy does not promote worker participation in the life of their company. The majority of staff interviewed believe that they do not participate in decision-making by the hierarchy. Which implies the absence of vertical communication within these companies. Moreover, as the workers assert, "the opinions of subordinates have never been taken into account". Employees therefore feel excluded from company

projects and life. Their only task is to execute orders without notice. Which is demotivating, demobilizing, frustrating; thus gradually leading to disengagement.

The definition of responsibilities,

the description of tasks, the work procedures, the written and oral instructions, the decision-making, the evaluation interview, the information of the staff are the conditions of a good policy of participation in the corporate life (Gnapka, 2011, pp.162-163)

- **The company skills development policy**

Skills development, through staff training, is a safe investment for the company and a sure source of motivation for workers. It allows companies to increase the skills and productivity of their staff, by increasing the quality of their products and services. Workers from the companies surveyed claim to only benefit from training supported by the FDFP after long periods of struggles, strikes and demands. Today, although acquired, this training does not allow for promotion. For some employees, their companies avoid training plans for fear of facing promotion and compensation issues. Thus, the individual development policy in these companies remains unsatisfactory and inadequate.

- **Working conditions and remuneration policy**

Working conditions are good in the companies surveyed. Indeed, workers are faced with insufficient resources and poor equipment to carry out their tasks. They also believe that the working hours are excessive in relation to the remuneration which should appear as a compensating source of motivation, but is not. In the event of an accident, they have a social and economic cost: interruption of activity, absenteeism, demotivation, abandonment (Duchamp and Guery, 2006).

- **The merit recognition policy**

The survey reveals that workers believe they are not treated fairly. Recognition of employee merits is not sufficiently taken into account in company development policy. For others, bonuses are given, but to those who do not deserve it

IV.4. Recommendations

Orange Mali must enable subordinate workers to become leaders through training to develop their skills in order to occupy new positions, to develop their human potential to anticipate the dangers linked to their jobs, to command and be present when decisions are made.

Granting the possibility of transition as an assistant or temporary worker while the position becomes available, this can allow the employee to have experience for their future position.

V. Conclusion

Throughout this work we have defined the career, the different types of career, the concept of career management, its characteristics, its purposes and the objectives of career management, its importance for the entity and for the employee. , we have defined the terms related to our subject of study.

Then we began the methodological part in which we defined the methodology adopted (interpretativist), the approaches (qualitative) and the tools used (observations, interviews, documentary review) for the collection of data, we also talked about the sample of the study, finally we used and subsequently we did a content analysis, which allowed us to understand and analyze the policy that the company Orange Mali has to manage the career of its subordinate employees.

This research will allow Orange Mali managers to better understand the importance and progress of the process of career management of subordinate employees, will allow them to discover and understand the development and planning of the professional career in all its dimensions (gender).

This paper will have a positive impact on organizations around the world to understand that each level of employees contribute in its own way to the construction of the edifice of entities and the preservation of the interests of companies. In addition, will allow Orange Mali managers to fight against inequality in the field of training of low-level employees, to reserve a seat for subordinate workers at the time of decision-making in high-level bodies of Orange Mali.

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