

Секція 4

МЕНЕДЖМЕНТ, МАРКЕТИНГ ТА РИНКОВІ ТЕХНОЛОГІЇ ДЛЯ РОЗВИТКУ БІЗНЕСУ



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PROFESSIONALIZATION AND CAREER GROWTH: ESSENCE, CONTENT AND DISTINCTIVE FEATURES

Effective management of labor resources in current conditions is one of the most important aspects of the theory and practice of modern scientific management. Providing all employees of the enterprise with equal opportunities for professional and qualification advancement within the framework of the human resources management system is of great importance and is a necessary condition for the effective deployment of personnel and the use of their labor potential, increasing the productivity of their work, improving the production and socio-economic indicators of the enterprise. Professional and qualification promotion of employees is a set of forms, methods and means of organizing a planned, consistent, pre-planned process of their training and moving from simpler to more complex work, from lower to higher degrees of professional skill, taking into account the interests of each specific employee and the goals of the enterprise in as a whole. The basis of the system of job transfers of personnel in production is the development of models of personal business careers of employees, primarily for enrollment in the reserve for promotion. Business career models are developed taking into account the goals and objectives of the enterprise, the personal needs of the employee, his business and moral and psychological qualities, as well as his social position [6, p. 52-54].

It should be noted that in terms of essence and content, career growth and professionalization of employees have many common characteristics, at the same time, they cannot be fully identified with each other, since the

content of each of them contains characteristic specific differences. Thus, in some cases, an employee, reaching a high position in the social hierarchy, may not have the appropriate level of competence in the professional field. And, on the contrary, a specialist of the highest professional level may, for certain reasons, have significant obstacles to his career growth. The optimal situation is when, in practice, professional and career growth take place as synchronously as possible, successively replacing each other, but such a state of affairs is rather an exception than a rule. Usually, career growth lags behind the professional one and rarely precedes it. At the same time, continuous professional improvement is usually the basis for an employee that creates the necessary prerequisites and provides favorable opportunities for his career growth in certain conditions. At the same time, for successful career growth, an employee, along with the development of his professional skills, needs to acquire and improve relevant career competencies [1, p. 56-57].

At the current stage of economic development, professional and qualification promotion is designed to solve the most important tasks aimed at [6, p. 53-54]: forming a stable staff of employees; increasing the efficiency of using the potential of each employee; creation of favorable conditions and assistance in raising the qualification level, mastering a new promising profession; satisfaction of the enterprise's needs for highly qualified workers mainly and primarily at the expense of internal sources, etc.

At the same time, the implementation of professional and qualification promotion of employees should be implemented in accordance with the following basic principles [6, p. 54]: the sequence and regularity of the movement of employees along the career ladder; scientific career planning, taking into account professional and personal characteristics; continuous development of professional competences; ensuring appropriate working conditions, a balanced regime of work and rest; openness, transparency and comprehensibility of personnel policy in ensuring professional and qualification promotion; full-fledged moral and material interest of employees in improving the results of their work and, as a result, in professional and qualification promotion, etc.

Long-term observations and thorough research prove that timely and fair promotion of employees directly affects the productivity and quality of their work. At the same time, staying in one position for too long can have an extremely negative impact on the employee's productivity, his attitude to the performance of his own functional duties, and negatively affect the results of the enterprise's economic activity as a whole [6, p. 54].

In our deep conviction, the effectiveness of personnel management at the enterprise significantly depends, among other things, on a set of measures aimed at ensuring the professional development of personnel, namely [5, p. 74]:

the comprehensive application of effective forms of personnel training both directly at the workplace and away from production (conducting various trainings using modern progressive technologies, business games, engaging business coaches from consulting companies, etc.); creation of equal conditions of employment and career growth; ensuring stable staffing; strengthening of corporate culture and cohesion of the labor team; encouraging company employees to implement the latest innovative technologies, etc.

In addition, the successful professional and qualification promotion of employees is positively influenced by the creation of a balanced and open system of motivation of the company's personnel, which provides for its constant, complex and systematic improvement based on taking into account the influence of motivational factors and by introducing a complex of modern methods of a material and non-material nature. Only a complete, balanced system of motivation is able to create all the necessary conditions for providing a wide range of opportunities to each employee, allowing, in the process of his work, to fully reveal his own potential, to constantly develop professional and personal qualities [2-4].

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