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TO THE ISSUES OF BUSINESS CAREER MANAGEMENT

Today, the development of market relations concerns not only forms of management that are oriented towards the efficient use of resources, but also the rational use of the personnel and intellectual potential of the individual. In these conditions, the problems of career formation are becoming increasingly important, which allows at the level of an organization, an enterprise to more fully disclose and use the intellectual potential of its employees, and gives the staff the opportunity to satisfy a wider range of needs.

The rate of change in the value-motivational orientations of society in general, and the personnel of the enterprise in particular, significantly outstrips the rate of adequate changes in management technology, which creates a certain gap between ideas about a career, incentives for career growth and ways to manage it in an organization.

The negative connotation of the concept of «career» is firmly rooted in the specialized literature, due to the confusion of this term with the concept of «careerism», which was interpreted as «... unethical and unscrupulous pursuit of personal success in various fields of activity, which is driven by selfish and individual goals.» Careerism presupposes the dominance of personal interests over the interests of society and is regarded as an abnormal managerial development. Unfortunately, the corresponding terms have not yet appeared, reflecting a positive attitude towards people striving to make a career, i.e. meet all the requirements of each position held from their planned sequence.

In modern management practice, at the initial stage of study, the idea of a career as a service and job growth has become widespread. And a broader understanding of career, which would include, in addition to the aforementioned sequence of stages of professional development, the constant improvement of the employee's potential was not the dominant interpretation of career.

The study of the essential features of career development allows us to make the following generalizations:

- career is directly related to the activities of people;
- career is associated with the social mobility of the individual;

– in the definitions of the term, the sign of success dominates: «successful promotion», «path to success», as well as the result of achieving success;

– career covers «achieving success» in a wide range of areas of activity: organizational, industrial, scientific, social, political, etc.;

– a career is defined both as a process and as a result, a certain result of «moving towards success»;

– the term «career» can be considered both in the narrow and in the broad sense of the word, it is both an elementary career growth in an organization, and a significant change in a person's life path.

The problem of career management lies in the sphere of scientific and practical interests of different fields of knowledge. Career management is a systematically organized promotion of an employee through the hierarchy of positions or jobs in a time interval, taking into account the formation of his motives, professional skills, experience, skills, knowledge and their relevance.

Motivational aspects are of great importance in the formation and management of an employee's career development. It requires the presence of both internal and external factors that encourage the employee to be enthusiastic and persevering in performing certain actions. Depending on individual inclinations, abilities and claims, after satisfaction of basic needs, some people are dominated by the desire to maximize the consumption of material goods, others have social status and the need for constant self-improvement, and the third have the need to realize professional and qualification opportunities and career success.

The organization can exercise influence on the employee, influencing the satisfaction or dissatisfaction with the career of each of them. Satisfaction or dissatisfaction with a career and work at an enterprise is determined by the combined action of the main motivational factors:

– perception and evaluation of the content of the work;

– relations between employees in the organization in the process of career realization;

– the amount of material reward;

– the expediency of career efforts and production activities.

Influencing one or another motivational block, the organization can adjust the attitude of the staff to the career and to work in general. Thus, a well-formed and successfully functioning career management system in an organization will not only contribute to the comprehensive disclosure and realization of the potential of each of its employees, but will also allow achieving the maximum efficiency of any production in a competitive environment.