STAGES OF EMPLOYEES' PERSONAL CAREER GROWTH IN ENTREPRENEURSHIP AND SMALL BUSINESS ENTITIES

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Annotation: This article discusses the issues of improving the stages of employees' personal career growth in entrepreneurship and small business entities. It analyzes employee development, personal career advancement, management practices, and the goals of rational organization of career promotion. In addition, the complexity of employees' work and their role in the social hierarchy during the career growth process are discussed. This approach contributes to effective human resource management and achieving sustainable enterprise development.

Currently, the personal career growth of employees plays a significant role in ensuring the sustainable development of entrepreneurship and small business entities. Vocational training prepares employees to perform various production and management tasks while enhancing their professional qualifications. This process is traditionally associated with the concepts of duty and responsibility, as employees often hold different positions throughout their careers, progressing through various stages of personal development. Therefore, career growth serves as an essential factor in employees' professional advancement, the realization of their personal potential, and the effective management of human resources within enterprises.

Career, translated from the French (carrière), means a successful advancement, and today is understood as a successful career advancement in social, service, academic and other activities. Career is not just about service and promotion. There are also acting careers, athletic careers, scholarly careers, etc., which do not necessarily mean promotion to a position or position. [1]

In modern management, a career is valued from two perspectives. First of all, a career is a set of service duties and positions that a person occupies throughout his

life. This is also called a targeted career. Second, a career is a change in values and interests that takes place throughout a person's life. This is called a subjective career.

It is in these two perspectives that man recognizes that he has the ability to control his own destiny, to manage his own abilities, to a certain extent, in order to achieve the greatest possible success and to be satisfied with his work.

Career, again, according to the original meaning of the term, means a successful advancement, which means not only growth in the position, but also professional growth.

The concept of a practical career is used in management. Practical career - the rise of the employee in one area of activity, changes in the amount of incentives associated with the skills, abilities, qualifications and activities, the movement forward in the chosen path in life, the popularity of is to gain fame. [2]

A practical career begins with the employee's desire to express himself, to think subjectively about the future of his career. It is an employee's internal perspective, a subjective perception of his or her place in the company or organization.

Career goals vary depending on the age of the employee and his or her qualifications and other factors. Forming career goals is a continuous process.

Career is the most important change due to the complexity of the employee's work or the change in the role of jobs in the social hierarchy. In this regard, two types of careers are distinguished:

1. Career is the growth of knowledge, skills and abilities. Career careers can be in the field of specialization (deepening of the specialty chosen at the beginning of the career) or broad specialization (acquisition of new and related professions).

An employee's career is characterized by a variety of stages throughout his or her career: study, employment, promotion, and retirement. An employee can go through these stages in different organizations.

2. Intra-company career. This means that a particular employee goes through all stages of development in the course of his / her professional activity: education, employment, professional growth, demonstration of full potential, retirement.

Intra-company career:

- specialized;
- will not be specialized.

A specialized career is characterized by the fact that a particular employee goes through different stages of his career. An employee goes through these stages step by step in one or more companies in the type of activity in which he / she specializes. For example, the chief engineer of one company may be promoted to chief engineer of another company. This may be due to the transition or the growth rate of wages or labor. [3]

An unqualified career can also be spent by an employee in one company or in several companies.

3. A vertical career is a promotion directly from the ranks. Promotions are associated with higher pay.

4. Horizontal career. This means transferring to another position or assigning a specific service function (e.g., temporary group, division, project manager) that is not firmly defined in the enterprise's job description system. The horizontal type of career also includes the extension or complication of previously assigned positions in the position, as a rule, with an increase in salary.

5. Step-by-step career. It combines vertical and horizontal career features. That is, an employee's career growth can be gradual, both vertically and horizontally. This gives a significant effect. Gradual careers occur in the form of intra-enterprise careers as well as inter-enterprise careers.

6. Hidden career. It is a promotion to a position that is not obvious to those around you. This opportunity is usually available to a small group of employees who have a wide range of practical connections outside of their own business. In other words, a covert career is an approach to the management of a company or firm. For example, doing the same important management tasks, being invited to a narrow meeting, having access to informal information, and so on.

Personnel career planning and development management is the process of influencing a specific purpose in shaping an employee's career or career growth in accordance with the internal needs of the company or firm, taking into account the potential and expectations of the employee.

Personnel management aims to:

- Ensuring the satisfaction of internal needs in the consistent management of the enterprise;
- consistently provide training and experience for staff to achieve the level of responsibility they are able to achieve;
- Successful recruitment of staff with specific potential - to create opportunities for career development, taking into account the aspirations, talents and determination.

As a result of judicious organization of career management. The following will be provided: [4]

- Ample opportunities for attracting highly qualified specialists;
- Achieving a reduction in workplace dissatisfaction as a result of the satisfaction of highly qualified professionals with job responsibilities and promotions;
- Increased productivity as a result of coordination of personnel and activities of the enterprise.

Career dynamics refers to the gradual rise of an employee in the ranks of the enterprise or organization, the dynamics of which. The criterion is that it usually takes three years to get used to the position and position. After five years in a staff service position, there is a decline in productivity.

Therefore, a dynamic career is defined as an employee who, in most cases, will be in each service position or position for 3-5 years.

The process of managing personal career growth is logically interrelated. In general, an employee's career is the result of production activities. As an employee is promoted to a position or position in the production process, he or she acquires new

techniques and technologies, production methods, service and position responsibilities, management, his or her social role, and so on. [5]

An analysis of career dynamics is required before formulating a career development policy. This is necessary for:

- to evaluate and monitor the implementation of career dynamics in the future, taking into account the issues related to personnel, for example, the dependence of wages on performance appraisal;
- to show the way forward in the position and to form the necessary requirements for successful progress on this path;
- to identify unforeseen circumstances, including the reasons for prompt promotions or, conversely, the length of time managers remain in office.

Conclusions and suggestions

In the process of developing market relations, especially at a time of global financial and economic crisis, the importance of establishing human resource management on a scientific basis is immeasurable. Many years of research have shown that in the current context of globalization, about 80 percent of economic growth is made up of people: workers, professionals, employees, managers, labor, skills, aspirations, potential, and 20 percent is provided by all other factors. . That is why the human factor is crucial in any production and management system.

In short, a career is a position and behavior that is perceived in connection with the professional and career growth of a person in the workplace. builds its own characteristics and, most importantly, understands its own personal goals, desires and aspirations.

Scientific analysis and research of career careers have shown that their diversity consists of four models - "springboard", "ladder", "snake", "crossroads".

As a result of the research conducted on the topic of the course work, the following generalizations, conclusions and recommendations were obtained in the work.

1. Personnel management is a system of organizational, socio-economic, psychological, ethical and legal relations aimed at the effective use of human potential in order to ensure the interests of the individual employee and the enterprise as a whole.

The concept of personnel management began to take shape in the 30s of the twentieth century, and its theoretical basis is considered to be the service of man, which means that management is carried out through administrative means (principles, methods, powers, functions).

Personnel management means both individual managers and the types of activities of the entire management apparatus in general, first of all, the system of management activities.

2. The main purpose of personnel management is to form, develop and make the most effective use of its potential. The concept of personnel management is interrelated with the formation and development of human resources in the enterprise and is classified as follows.

3. Today, all enterprises have to adapt to market relations and competitive environment. Therefore, the factors that ensure the success of the market are also the factors that determine the success of the enterprise. All of these factors are related to the work of the company's employees.

4. In enterprises, the management of managerial personnel is carried out in the process of taking specific, goal-oriented measures. This process involves: defining the goals and main directions of work with staff, defining the means, forms and methods of achieving the goal, organizing the work to ensure the implementation of decisions, coordinating the implementation of planned activities and control, continuous improvement of staffing. The service sector is characterized by a wide range of activities in the management system, such as trade and catering services, transport services, communication and information services, financial services, tourism services, hotel services, utilities, household services, car and other household repairs. serves as the basis for the separation of methods.

5. Trade promotion is a key element of any company in the management of management personnel in the enterprise through economic methods, which includes a set of methods that encourage consumers and intermediaries to accelerate or expand the purchase of individual goods or services.

In short, the transfer to another job is carried out on the initiative of the employer or with the consent of the employee in the interests of the employee, in accordance with the norms of labor law. According to the requirements of Article 92 of the Labor Code, an employee may be transferred to another permanent job, ie to change the employee's job responsibilities, to transfer to him another job in a specialty, qualification or position only with his consent. The transfer of an employee to another permanent job is formalized by the order of the employer. Changes in the employment contract with the employee are the basis for the order to transfer to another permanent job. An order issued in accordance with the changes in the employment contract shall be notified to the employee by a receipt (signed). Records of other permanent transfers are made in the employment record book. Nowadays, temporary transfer of employees is more common in practice. According to Articles 94-95 of the CC, temporary transfer to another job is allowed by agreement between the employee and the employer and with the consent of the employee. Upon expiration of the temporary transfer, the employer must transfer the employee to his / her previous job. If an employee requests a temporary transfer to another job, and such a job exists in the enterprise, the employer must grant the employee's request. In the event of transfer to another job due to ill health or unfavorable working conditions, the employee's previous average monthly salary will be retained for the first two weeks. Temporary transfer to another job is formalized by the order of the employer, indicating its duration. Temporary transfer is not reflected in the employment contract. It should be noted that temporary transfer to another job may be allowed without the consent of the employee due to the need for production or suspension. Limited terms of transfer to another job are determined by the local documents, collective bargaining

agreements or internal labor regulations of the enterprise and are agreed with the trade union committee or other representative bodies of employees. is increased.

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