

Social communications

UDC 331.08

Kalashnikova Khrystyna

*PhD in Economics (Candidate of Economic Sciences), Associate Professor,
Associate Professor of the Department of Management and Public Administration
O.M. Beketov National University of Urban Economy in Kharkiv*

Калашнікова Христина Ігорівна

*кандидат економічних наук, доцент,
доцент кафедри менеджменту і публічного адміністрування
Харківський національний університет
міського господарства імені О. М. Бекетова*

Shevchenko Viktoriia

*PhD in Economics (Candidate of Economic Sciences), Associate Professor,
Associate Professor of the Department of Management and Public Administration
O.M. Beketov National University of Urban Economy in Kharkiv*

Шевченко Вікторія Сергіївна

*кандидат економічних наук, доцент
доцент кафедри менеджменту і публічного адміністрування
Харківський національний університет
міського господарства імені О. М. Бекетова*

Bratash Myroslava

*Senior Teacher of the Department of Management and Public Administration
O.M. Beketov National University of Urban Economy in Kharkiv*

Браташ Мирослава Анатоліївна

*старший викладач кафедри менеджменту і публічного адміністрування
Харківський національний університет
міського господарства імені О. М. Бекетова*

**BUSINESS CAREER MANAGEMENT SYSTEM AS A FACTOR OF
STAFF INCENTIVES**
**СИСТЕМА УПРАВЛІННЯ ДІЛОВОЮ КАР'ЄРОЮ ЯК ФАКТОР
МОТИВАЦІЇ ПЕРСОНАЛУ**

***Summary.** The article highlights the interconnection of important communicative trajectories of human movement within a profession or organization, which will lead to different types of careers. In human resources management, motivation is seen as the process of activating employees' motives (intrinsic motivation) and creating incentives (extrinsic motivation) to encourage them to work effectively. In this regard, the terms incentives and motivation are also used synonymously with motivation. The modern theoretical approaches to motivation are based on the ideas formulated by psychological science, which studies the causes and mechanisms of purposeful human behavior. From this perspective, motivation is defined as the driving force of human behavior, based on the interconnection of human needs, motives and goals. The main stages of a career are systematized by age and motivation. The phases of human professional development are presented. The dependence of the psychological attitude to work on the tenure of the position is built. It has become clear that certain types of relocation and career moves need to be organized to support an employee's internal incentives. Career planning is an important condition for the targeted development of an employee's internal potential and the effective use of his or her capabilities. The main activities of career planning, which are typical for different communicative subjects of planning, are highlighted. The objective conditions for career advancement are described.*

***Key words:** career, professional communications, psychology, planning, human resource management.*

***Анотація.** У статті висвітлено взаємозв'язок важливих комунікативних траєкторій руху людини в межах професії чи організації,*

які призводять до різних типів кар'єри. В управлінні персоналом мотивація розглядається як процес активізації мотивів працівників (внутрішня мотивація) і створення стимулів (зовнішня мотивація) для спонукання їх до ефективної праці. У зв'язку з цим терміни стимулювання і мотивація також використовуються як синоніми терміну мотивація. Встановлено, що сучасні теоретичні підходи до мотивації базуються на ідеях, сформульованих психологічною наукою, яка досліджує причини та механізми цілеспрямованої поведінки людини. З цих позицій мотивація визначається як рушійна сила людської поведінки, в основі якої лежить взаємозв'язок людських потреб, мотивів і цілей. Систематизовано основні етапи кар'єри за віком та мотивацією. Представлено фази професійного розвитку людини. Побудовано залежність психологічного ставлення до роботи від терміну перебування на посаді. Очевидним стало, що для підтримки внутрішніх стимулів працівника необхідно організувати певні види переміщень і кар'єрних переміщень. Важливою умовою цілеспрямованого розвитку внутрішнього потенціалу працівника та ефективного використання його можливостей є планування кар'єри. Виділено основні види діяльності з планування кар'єри, характерні для різних комунікативних суб'єктів планування. Описано об'єктивні умови кар'єрного просування.

Ключові слова: кар'єра, професійні комунікації, психологія, планування, управління персоналом.

The problem statement. Regulation of staff labour activity is one of the most important aspects of any organization's work. Given that the main resource of an organization is its staff, much attention should be paid to the organization's motivation system and its assessment. The functioning of the entire labour system and its results directly depend on how well this process is formed and implemented. Labour regulation itself has many forms and aspects, and their

number and development is growing every year. Forms are being added that previously did not seem to have a direct impact on labour regulation. An effective motivation system allows for the following aspects of an organization's functioning: achievement of the organization's goals, retention and attraction of valuable personnel to the organization, creation of a social package that allows for managing staff motivation and thus using its communication potential.

Overview of recent research and publications. The system of personnel management and incentives has been of interest to many researchers, such as: M. Arthur [1], L. Balabanova [2], V. Brych [3], L. Volyanska-Savchuk [4], G. Hofstede [5], V. Horbunov [6], K. Kletsova [7], O. Kryvoruchko [8], O. Krushelnytska [9], V. Savelieva [10], T. Sivashenko [11], F. Khmil [12] and others. This trend continues to the present day.

The purpose of the study (task statement). The article is aimed at substantiating the theoretical foundations of the dependence of methods from the business career management system through the prism of the influence of the staff incentive factor.

Research results. Currently, career advancement is increasingly attracting the attention of managers of major companies. It allows you to use the internal potential of employees by combining a whole range of measures to stimulate effective work and develop the professional potential of employees. A person builds his or her career - the trajectory of his or her movement - by himself or herself, in accordance with the peculiarities of the internal and external organizational reality, and most importantly, with his or her own goals, desires and attitudes.

There are several important trajectories of a person's movement within a profession or organization that will lead to different types of career:

- professional career - the growth of knowledge, skills, and communication skills. A professional career can follow the line of specialization (deepening in the line of movement chosen at the beginning of

the professional path) or transprofessionalisation (mastering other areas of human experience, associated rather with the expansion of tools and areas of activity);

- internal career - related to the trajectory of a person's movement within the organization. It can be as follows:

- vertically inclined career - career progression;
- horizontal career - promotion within the organization, for example, working in different departments at the same level of the hierarchy;
- central career - promotion to the core of the organization, the management center, deeper involvement in decision-making processes.

A career stage (as a point on a time axis) that is always linked to a professional development stage. A person who is in the promotion stage can still be a highly skilled professional in another profession. Therefore, it is important to distinguish between the career stage, a temporary period of personal development, and the professional development stage, a period of mastery of the profession.

Table 1

Major career stage

Career stage	Age group	Brief description	Features of motivation (by Maslow)
Previous	Under 25 years old	Preparing for employment, choosing a field of activity	Security, social recognition
Establishment	Under 30 years old	Getting to grips with the job, developing professional skills	Social recognition, independence
Promotion	Under 45 years old	Professional development	Social recognition, self-realization
Completion	After 60 years	Preparing for retirement, finding and training your own replacement	Retention of social recognition
Pension	After 65 years	Other activities	Finding self-expression in a new field of activity

Source: compiled by the authors on the basis of material [13]

When meeting with a new employee, a hiring manager should take into

account the stage of their career they are currently at. This can help to clarify the goals of professional activity, the degree of dynamism and, most importantly, the peculiarities of individual motivation. A brief description of career stages is given in table 1.

A career stage (as a point on a time axis) that is always linked to a professional development stage. A person who is in the promotion stage can still be a highly skilled professional in another profession. Therefore, it is important to distinguish between the career stage, a temporary period of personal development, and the professional development stage, a period of mastery of the profession.

The phases of professional development include:

- optant (the option phase). The person is concerned about choosing or being forced to change careers and makes this choice. The exact chronological boundaries here, as in other phases, cannot be determined, as age-related characteristics are determined by both physiological and multifaceted cultural conditions;

- adept (adept phase). This is a person who has already embarked on the path of commitment to the profession and is mastering it. Depending on the profession, this can be a long-term or a very short-term process (e.g., simple instruction);

- adaptant (the phase of adaptation, getting used to work by a young specialist). No matter how well the process of training a specialist in an educational institution is set up, it is never a "key to the lock" of production labour;

- internal (internal phase). An experienced employee who loves his or her job and can cope with the main professional functions recognized by his or her colleagues in the profession more and more reliably and successfully;

- master (the phase of mastery in progress). The employee can solve both simple and complex professional tasks that may not be possible for all colleagues

to handle;

- authority (the authority phase, like the mastery phase, is also summed up with the next one). A master of their craft is already well known in the professional circle or even beyond (at work, in the country). Depending on the forms of certification used in the profession, workers have certain high formal qualifications;

- mentor (mentoring phase). An authoritative master of his craft in any profession "grows up" with like-minded people, perceivers of experience, and students.

Apparently, certain types of moves and career transfers need to be organized to support an employee's internal incentives. An important condition for the targeted development of an employee's internal potential and the effective use of his or her capabilities is career planning.

Career planning is one of the areas of HR work in an organization focused on defining the strategy and stages of development and promotion of specialists.

This is the process of matching a person's potential, abilities and goals with the organizations' requirements, strategy and development plans, which is expressed in the preparation of a professional and career development programme.

The change in the main motivational incentives as a person stays in the same position in the organization is shown in fig. 1.

Apparently, certain types of moves and career transfers need to be organized to support an employee's internal incentives. An important condition for the targeted development of an employee's internal potential and the effective use of his or her capabilities is career planning.

Career planning is one of the areas of HR work in an organization focused on defining the strategy and stages of development and promotion of specialists.

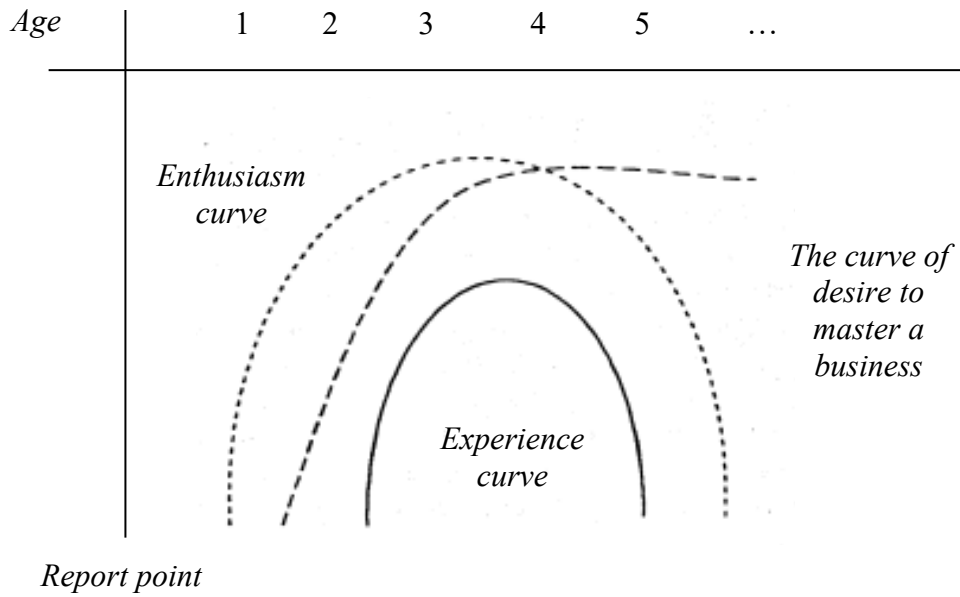


Fig. 1. Psychological attitude to work depending on the length of tenure

Source: compiled by the authors on the basis of materials [14; 15]

This is the process of matching a person's potential, abilities and goals with the organizations' requirements, strategy and development plans, which is expressed in the preparation of a professional and career development programme.

Career planning in an organization can be carried out by the HR manager, the employee himself or herself, or his or her direct supervisor (line manager). The main career planning activities typical for different planning subjects are presented in table 2.

Table 2

Career planning

Planning subject	Activities for career planning
Employee	First orientation and choice of profession Choosing an organization and position Orientation in the organization Assessing prospects and designing growth Realizing growth

HR manager	Evaluation of employment Job placement Assessment of employee performance and potential Selection to the reserve Additional training Programmes for working with the reserve Promotion New planning cycle
Immediate supervisor (line manager)	Assessment of work results Assessment of motivation Organization of professional development Incentive offers Proposals for growth

Source: compiled by the authors on the basis of material [17]

A set of professional and job positions within an organization (and outside it) that records the optimal development of a professional to hold a certain position in the organization is a career map, a formalized reflection of the path that a specialist must take to gain the necessary knowledge and master the necessary skills to work effectively in a particular place.

Promotion is determined by both the employee's personal qualities (education, qualifications, attitude to work, system of internal motivation) and objective conditions, in particular, such objective conditions as:

- highest career score - the highest position that exists in the particular organization analyzed;
- career length - the number of positions on the way from the first position held by a person in the creation to the highest point;
- position level indicator - the ratio of the number of people employed at the next hierarchical level to the number of people employed at the hierarchical level at which the person is at the time of his/her career;
- indicator of potential mobility - the ratio (in a certain period) of the number of vacancies at the next hierarchical level to the number of people employed at the hierarchical level where the person is located.

Depending on objective conditions, an internal career can be promising or dead-end - an employee can have a long career or a very short one. The practice

of career planning in organizations involves aligning personal career expectations with the opportunities available within the organization. Career planning involves identifying the means of achieving desired outcomes, including the formation of career models as a means of achieving goals.

The hiring manager should design a possible career and discuss it with the candidate, based on individual characteristics and motivations, as early as the hiring process. The same career path may be either attractive or uninteresting for different employees, which will significantly affect the effectiveness of their future activities.

At the meantime, the possibilities of managing employees' careers, developing them and using them as a means of incentives are limited by the formation of a general career management system at the enterprise. "Although this type of planning is not fundamentally new, many companies are only now beginning to use it as a way to prevent, rather than 'cure', problems associated with crises in the early and mid-career stages of managers' careers."

A comprehensive career management system should include interrelated goals, functions, technologies, principles, structure and career management personnel. The goals of the career management system should be derived from the general goals of the HRM system, but at the same time have the specifics of this area of the organizations' activities in the field of human resources management.

Conclusions and further research perspectives. To summarize, it is extremely attractive for any organization to have one employee over the same period of time who does many times more than their average performance, and as we now know, this can be achieved by properly motivating that employee. There is only one conclusion: you need to motivate your employees and develop an effective motivational climate in the organization. Modern theories of incentive systems used in economic practice are quite diverse and depend on many conditions, both objective (the economic situation in the country, unemployment,

prices, social insurance, etc.) and more private (the level of employees' qualifications, their purely human traits, age, and psychological climate). Meanwhile, life does not stand still, and the factor that motivates a particular person to work hard today may contribute to the "switch-off" of the same person tomorrow. Nobody knows exactly how the motivation mechanism works, how strong the motivating factor should be and when it will work, and even more so why it works." Therefore, HR management is constantly researching and developing various incentives for labour activity, developing new methods and techniques of the incentive system.

References

1. Arthur M. Whitehill «Japanese Management: Tradition and transition»: Routledge, London, 1992. 240 p.
2. Балабанова Л.В. Управління персоналом : підруч. / Л.В. Балабанова, О.В. Сардак. Київ : Центр учбової літератури, 2011. 468 с.
3. Брич В. Я. Менеджмент персоналу : навч. посіб. / В. Брич, О. Дяків, Н. Слівінська. Тернопіль : ТНЕУ, 2012. 552 с.
4. Волянська-Савчук Л. В. Сучасне поняття системи управління персоналом // Науковий вісник Херсонського державного університету. Сер. : Економічні науки. 2014. Вип. 7(2). С. 149–153.
5. Hofstede G. Culture and organizations: software of the mind. London; New York, Mc Graw-Hill, 1991. 219 p.
6. Горбунов В. М. Управління соціальним розвитком трудового колективу. Київ : МАУП, 1998. 80 с.
7. Клецова К.В. Формування компетенцій персоналу як основа забезпечення його конкурентоспроможності на ринку праці // Вісник Східноукраїнського національного університету імені Володимира Даля. 2010. № 1 (143). Ч. I. С. 144–151.

8. Криворучко О.М. Визначення основних видів стратегій управління персоналом підприємства / О.М. Криворучко, Т.О. Водолажська // Науковий потенціал світу : VII міжнар. наук.-практ. конф., 17–25 вересня 2011 р. : тези доп. Софія : «Бял ГРАД-БГ» ООД, 2011. С. 40-42.
9. Крушельницька О. В. Управління персоналом : навч. посіб. / О. В. Крушельницька, Д. П. Мельничук. [2-ге вид. переробл. й доп.]. Київ : Кондор, 2006. 308 с.
10. Савельєва В. С. Управління персоналом : навч. посіб. / В. С. Савельєва, О. Л. Єськов. Київ : ВД «Професіонал», 2005. 336 с.
11. Сівашенко Т. Удосконалення системи управління персоналом підприємства // Економічний аналіз. 2012. Т. 11(3). С. 48–50.
12. Хміль Ф. І. Управління персоналом : підручник. Київ : Академвидав, 2006. 488 с.
13. Глущик С. В. Сучасні ділові папери : Навчальний посібник / С. В. Глущик, О. В. Дияк, С. В. Шевчук. Вид. 7-ме, випр. К. : Літера ЛТД, 2013. 416 с. URL: <http://194.44.152.155/elib/local/sk787070.pdf>
14. Ажажа М. А. Самоменеджмент в органах публічного адміністрування: метод. посіб. Запоріжжя : ЗЦППКК, 2018. 40 с.
15. Charan R. The Leadership Pipeline : How to Build the Leadership Powered Company / R. Charan, S. Drotter, J. Noel. San Francisco : Jossey-Bass, 2011. 248 p.
16. Основи самоменеджменту та лідерства: навчальний посібник / В. М. Лугова, С. М. Голубєв. Харків : ХНЕУ ім. С. Кузнеця, 2019. 212 с. URL: <http://surl.li/beihl>
17. Механізм мотивації управлінського персоналу : монографія / М. С. Дороніна, Л. О. Сасіна, В. М. Лугова, Г. О. Надьон. Харків : АДВАТМ, 2010. 240 с. URL: <https://www.twirpx.com/file/535413/>