

FORMATION AND DEVELOPMENT OF CAREER AS PERSONNEL TECHNOLOGY OF HUMAN RESOURCE MANAGEMENT

Alimova Shamsiya Abidovna
Asia International University

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Abstract

In this article the concept "career" is considered, and also the value of personnel technology of management of career of the personnel for the worker, the organizations and societies in general is marked out. Also types of business career are given in article, career development stages are opened. Specifics of management of career as technology are opened. Conditions of the career environment are defined.

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The modern view of academic researchers and practitioners on a person's career in the professional field demonstrates close attention and interest, since the realization of possible professional achievements of both the employee, the organization and society as a whole depends on the formation and development of a career. The formation and development of a career can be linked to life prospects and successes in professional development and used in the process of personnel management as a tool for unlocking human potential.

The concept of "career" is widely used in the studies of Western scientists, for example, in the works of M. Armstrong, M. Woodcock and D. Francis, J. Super, etc., and our compatriots - V. R. Vesnin, E. F. Zeer, A. Ya. Kibanova, A. K. Markova, E. A. Klimova, K. M. Levitan, V. A. Slastenina and others.

In research, the term "career" is considered as a person's life path, consisting of successive stages of growing up, since in the process of professional development an individual is satisfied career needs and his interests, motives, and orientations are formed.

In the human resources management literature, a career is defined as "individually conscious attitudes and behaviors associated with experiences and activities throughout a person's working life" [1. P. 23].

In the encyclopedia "Personnel Management," Professor A. Ya. Kibanov notes that the concept of "business career" reflects the unity of two processes: professional and job growth. Professional growth is the predominance in the work activity of a person of professional specialization, work primarily in one professional field, achievement and recognition by the professional community of the results of his work, authority in a specific type of professional activity. Often professional growth is a prerequisite for official growth. Job growth reflects a change primarily in a person's official status, his social role, the degree and scope of official authority in the organization [2. P. 44].

A professional career is a person's active achievement of success in professional activities. A professional career is an individually conscious position and behavior of an employee associated with the implementation of his competitive advantages throughout his working life. The basis of competitive

advantages is the personal and professional competencies of the employee, his activity in social life (work, family, leisure spheres).

A professional career is a complex socio-economic process of continuous renewal of the quantitative and qualitative characteristics of an employee's competencies, which manifests itself as the professional development of the employee. Professional development is the development of personality in the process of choosing a profession, vocational education and training, as well as productive performance of professional activities. In essence, this is a productive process of personal development and self-development, mastering professionally oriented activities, determining one's place in the world of professions, revealing oneself in the profession and realizing one's potential in achieving the heights of professionalism.

In the domestic literature, two models of professional development are distinguished: adaptive and professional development. With the adaptive model of professional development, a person's self-awareness is dominated by the tendency to subordinate a professional career to external circumstances in the form of fulfilling instructions, algorithms for solving professional problems, rules, and norms. The adaptive model reflects the formation of an employee to a bearer of certain professional knowledge, skills and experience. The model of professional development is characterized by the ability of an individual to go beyond the boundaries of established practice, turn their activities into the subject of practical transformation, and thereby overcome the limits of their professional capabilities. This model characterizes a professional who is proficient in his professional activity as a whole, capable of self-design and improvement [4].

An employee can build a professional career by working both in one organization and in different organizations. There are two types of careers: professional and intra-organizational.

A professional career is characterized by the fact that a particular employee, in the course of his professional activity, goes through various stages of development:

- ✓ education;
- ✓ getting a job;
- ✓ professional growth;
- ✓ support of individual professional abilities;
- ✓ retirement.

A specific employee can go through these stages sequentially in different organizations.

In addition to the professional career, there is an intra-organizational career, which covers a successive change of stages of employee development within the same organization. An intra-organizational career is realized in three main directions: vertical, horizontal, centripetal.

The very concept of a career is often associated with its vertical direction, since it is this that provides for ascent to a higher level of the structural hierarchy. With a horizontal direction of career development, the move is carried out either to another functional area of activity, or to perform a certain official role at a level that does not have a strict formal reinforcement in the organizational structure. A horizontal career also includes expanding or complicating tasks at the previous level. The least obvious, but in many cases very attractive for employees, is the centripetal direction of career development, which means movement towards the core, the leadership of the organization. This is expressed in trusting relationships, providing informal information, carrying out certain important instructions from management, inviting the employee to previously unavailable meetings, meetings of both a formal and informal nature, etc.

In the practice of the domestic personnel management process, the concept of "career" is adjacent to the

concept of “service and professional advancement.” A career is understood as the actual sequence of steps occupied (positions, jobs, positions in a team) by a specific employee. Service-professional promotion is a sequence of various levels (positions, jobs, positions in the team) proposed by the organization itself that an employee can potentially pass [3. P. 272]. The latter is limited to career advancement within a given profession.

You can also consider the types of careers according to the content of changes occurring in a person’s professional activity:

- imperious - determined by the formal increase in the power of an employee in the organization by moving up the career ladder or acquiring informal authority in the organization’s team;
- professional - represents the professional development and advancement of an employee within the limits of increasing the level of his qualifications in accordance with the characteristics of the professional standard;
- status - means an increase in the status of an employee in the organization in connection with movement to a higher-ranking position in the organizational hierarchy or the acquisition of informal authority of the employee in the organization’s team;
- monetary - expressed in an increase in wages, expansion of the list of benefits, social and incentive payments.

A career is an employee’s subjectively realized judgments about his work future, the expected ways of self-expression and satisfaction with work. This is a progressive advancement up the career ladder, a change in skills, abilities, qualifications and remuneration associated with the employee’s activities.

When establishing and developing a career, goal setting is most important because it helps people decide what is most acceptable and useful. The goal may be, for example, obtaining greater powers, higher status, prestige, power, or more money. But it is necessary to remember that simply having goals does not automatically solve all problems. A person or organization has different goals: some are fundamental and last throughout generations, others are more superficial and temporary.

Personnel career management is one of the most complex personnel technologies - it is a comprehensive technology for the influence of managers and personnel services on the targeted development of employees’ abilities, their accumulation of professional experience and the rational use of their potential both in the interests of employees and in the interests of the organization. In the process of career management, two interrelated tasks are solved:

- the task of ensuring compliance the lack of professional experience of personnel with the required project, structural professional experience;
- development and rational use of professional abilities of personnel.

Solving these problems allows you to achieve highly efficient operation of the organization.

As a result of the application of career management technology, it is important to achieve such a situation that what people have as bearers of professional abilities and experience is included in the labor process in the interests of the individual, the organization and society as a whole.

The specificity of career management as a technology is that it occurs in specific conditions:

- 1) awareness of the value of a person’s professional experience as the most important national asset, as the most valuable capital of any organization;
- 2) the presence of a high qualification status of personnel services;
- 3) creation of an optimal career space in which a change in an employee’s job status can occur, the need for the necessary professions and specialties is formed, and the professional experience and

abilities of personnel in a career environment are accumulated.

The main requirements for a career space include:

- ✓ relative stability of the job structure;
- ✓ the possibility of scope for creative, professional and job growth of staff;
- ✓ optimal balance of positions, promoting competition in the professional development of personnel;
- ✓ adequacy to the goals and objectives facing the organization.

The career environment should be considered as the unity of the necessary conditions created in the organization for managing the career of personnel. These conditions include:

- ✓ the presence of a career management object, that is, personnel capable of professional development;
- ✓ availability of a system, mechanism, equipment and technologies for career management;
- ✓ staff readiness to accept these career management technologies;
- ✓ preparedness of managers and personnel services for such work with personnel;
- ✓ the presence of effective material and moral incentives for job growth - a motivational environment.

An important condition for personnel career management is the presence of trained personnel service specialists who would perfectly know the content of this personnel technology. To do this, it is necessary that the organization develops a structure of the most important social tools for career management: a system, a mechanism, a process for managing personnel careers.

However, career management requires a more complete description of what happens to people at different career stages. For this purpose, organizations interested in effective career management are developing such personnel technologies as selection, assessment (testing, qualifying exam, certification, etc.), personnel training, as well as working with the personnel reserve, internship and a number of others. Personnel technologies for career management include technologies for constantly studying the content, nature and working conditions of employees in order to quickly solve problems of organizational development: timely changes in the organizational structure, staffing, job descriptions, professional profiles of employees, correction of professional qualification requirements, vocational training programs, etc.

Career management is based on the principles of management, legal norms, organization and use of the results of personnel technologies and the means and methods of working with personnel used.

Thus, we can conclude that personnel technology for career management helps organizations use the abilities of their employees to the fullest, and gives the employees themselves the opportunity to use their abilities to the fullest and perceive their work in the organization as an activity that contributes to the development of both the organization and the individual. Most people approach their careers quite passively and are inclined to have important decisions about their careers initiated by other people, and not by their own interests, needs and goals, so the creation and application of personnel technology for career management in an organization is of great importance. Therefore, the result of the implementation of personnel technology for personnel career management is greater devotion to the interests of the organization, increased motivation, labor productivity, reduced staff turnover and more complete use of employee abilities.

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