


UDC 331.63

JEL 62.M12

Planning of career growth of agricultural enterprises staff

Litynska V. 

Khmelnytskyi National University

 Litynska V. E-mail: litinskav@ukr.net



Літинська В. Планування кар'єрного зростання працівників аграрних підприємств. Економіка та управління АПК. 2024. № 2. С. 110–118.

Litynska V. Planning of career growth of agricultural enterprises staff. AIC Economics and Management. 2024. № 2. PP. 110–118.

Рукопис отримано: 21.06.2024 р.

Прийнято: 28.06.2024 р.

Затверджено до друку: 28.11.2024 р.

doi: 10.33245/2310-9262-2024-193-2-110-118

The article examines aspects of career growth planning for employees of agricultural enterprises, taking into account factors of the external and internal environments of the agricultural industry functioning.

The specific conditions during the period of martial law in Ukraine are systematized, which determine additional requirements for employees of agricultural enterprises, the consideration of which is mandatory for career growth planning.

The purpose of the article is to generalize the scientific principles of career growth planning and develop a career management methodology for employees of agricultural enterprises.

The need for career growth planning by a specialist is proven in order to take logical actions regarding readiness to meet the growing requirements of a specific profession. Existing approaches to understanding the studied concept are summarized and the author's definition of the concept is proposed.

The works of foreign researchers are studied and an algorithm for planning career growth for employees of agricultural enterprises is generalized, which will contribute to successful career formation.

The sequential stages of the career growth planning algorithm for employees of agricultural enterprises are disclosed in detail and the conditions that must be met by agricultural enterprises are outlined. Approaches to developing an employee's career path are highlighted and the parameters of the employee's professional and personal qualities included in it are described.

The need to analyze the socio-psychological climate in the labor collective is emphasized and measures to improve it are summarized. It is substantiated that the stage of monitoring the implementation of career growth plans for employees of agricultural enterprises is important, as it allows you to identify deviations and promptly develop measures to eliminate them.

It is concluded that the introduction of the practice of career growth planning for employees of the agricultural enterprises management will contribute to increasing the efficiency of labor resources and minimize the negative phenomena of staff turnover.

Key words: planning, career growth, employees of agricultural enterprises, employee's career path, business qualities, personal qualities.

Problem statement and analysis of recent research. One of the key aspects of personnel development is career planning and promotion through various levels or stages established in the relevant scheme [1-15]. This is an alternative to the chaotic movement of employees [16-21]. Each agricultural enterprise has a certain number of employees who have the appropriate physical abilities, knowledge and practical skills for effective production management, performance of work in accordance with technological requirements in the field of agro-industrial production. However, as studies show, agricultural enterprises do not engage in career planning of employees. Therefore, there is a need to determine the specifics of the industry and develop scientific and methodological foundations for the career growth of employees.

Career planning of employees in agricultural enterprises has certain features due to the specifics of this industry. In particular, these are [22-23]: seasonality and cyclicity of work, for example, harvesting, land cultivation, etc. This may affect career planning, as workers may need periodic retraining or the possibility of temporary transfer to other sectors during the inactive season; specific skills and education. Some enterprises in the studied industry may require specific skills or education, such as knowledge of agricultural machinery, agronomy, agrochemistry, etc. Career planning in this industry may require obtaining such specialized knowledge; development of agricultural technologies. The rapid development of innovative technologies and digital tools in agriculture may require continuous training and retraining of workers. Career planning should take this aspect into account, contributing to the development of skills that are needed to work with modern agricultural machinery and software; external environmental factors. The agricultural sector may be sensitive to external factors, namely: weather, price fluctuations in agricultural markets, regulatory changes in government policy, etc. Career planning may need to take these risks into account and develop strategies for adapting to them; opportunities for developing one's own business. In agriculture, there are opportunities for developing one's own business, namely: one's own farming or tourism in the agricultural sector. Career planning may include consideration of these opportunities and preparation for their practical implementation; war factor. Martial law in Ukraine negatively affects the country's economy, which is observed through a decrease in employment, population migration and other consequences. Therefore, the current situation causes significant losses

of qualified personnel due to loss of life or disability, and can also cause migration of workers. In general, war causes significant challenges in personnel management and requires the development of new strategies for retaining, attracting employees and rethinking career plans. Summarizing the above, it can be stated that career planning in agricultural enterprises requires taking into account specific aspects of this industry, namely: seasonality of work, specific skills and education, development of technologies and external factors.

The aim of the research generalization of the scientific principles of career growth planning and development of a methodology for phased management of career growth of employees at agricultural enterprises.

Material and methods of research. During the research, a set of research methods was used to achieve the set goal. In order to clarify the definition of the concept of «career growth planning of employees», the monographic method and the method of existing research theoretical generalization were used. Also, in order to identify the main trends in the research topic and develop a structural and logical scheme for the stage-by-stage management of employees career growth of agricultural enterprises, the method of deduction and induction, formalization, analysis and synthesis, and logical approaches were used.

In addition, the method of observation and comparative analysis was used to determine the features of career growth planning of employees at agricultural enterprises.

The use of these methods allows for a comprehensive understanding of the situation and the development of a methodology for career growth planning of employees at agricultural enterprises.

Research results and discussion. The study of the outlined problem in foreign scientific literature allowed us to establish the presence of different approaches to the interpretation of the «career growth planning of employees» concept [1-15]. However, the process of career growth is considered as a process of determining the goal and path of specialist development in the professional field. As a rule, career planning includes the definition of short-term and long-term professional goals, as well as strategies for achieving them. This may include the choice of education, skills, development of career opportunities and the development of a network of contacts.

Career growth planning provides a clear understanding of the necessary activities implementation, namely: preparation for a future

career. Career planning may include preparation for a specific profession or industry by obtaining appropriate education, internships or obtaining the necessary certificates or licenses; adaptation to changes in the labor market by updating skills, retraining or changing career direction in relation to new requirements and trends; career development management, determining priorities, establishing steps to achieve goals and resolving conflicts between professional and personal goals; effective use of resources. Career planning helps to rationalize the use of time, money and other resources to achieve maximum professional potential; self-improvement, as it requires constant assessment of one's own skills, values and interests, as well as identifying ways to improve them; promoting career satisfaction. Career planning helps to understand whether a professional path corresponds to personal goals, values and interests, which can positively affect overall job satisfaction.

Analysis of the domestic scientists approaches to the interpretation of the «career growth planning of employees» concept allows us to define it as the development of a program that determines the successive stages of employees professional growth of an enterprise according to the service hierarchy over a certain period of time. This program takes into account the organizational and technical conditions of production and the financial and economic capabilities of the enterprise and enables employees to develop their professional and personal qualities as effectively as possible.

Work on career planning of enterprise employees is based on an individual approach to the opportunities for professional growth of each employee. Special studies are conducted on personnel career management, the results of which are reflected in the form of career programs. These programs cover the prospects of work activity of all personnel of the enterprise for a period of time from 5 to 10 years. They determine the responsibilities of the administration, professional and qualification growth of employees, as well as the responsibility of employees for increasing the level of education, qualifications and professional skills [16].

Based on the consideration of existing approaches to understanding the concept of «career growth planning», we have proposed an author's definition, according to which career growth planning of employees is considered as a systematic process of determining and implementing strategies and actions aimed at developing professional skills, acquiring new knowledge and qualifications, improving

professional status and achieving career goals of each employee based on interaction with the employer, personal ambitions and labor market requirements (Fig. 1).

The study of existing approaches of foreign scientists allowed us to develop a structural and logical scheme for the phased management of career growth of agricultural enterprises employees (Fig. 2).

The first stage of career growth planning for employees of an enterprise: making a decision to carry out career growth planning for agricultural enterprises employees. At this stage, the following tasks need to be solved: determining the goals of organizing career growth planning for employees of an enterprise. The goals must be clear and correspond to the strategic objectives of the enterprise; assessing the technical and technological base of the enterprise and determining the prospects for further development and improvement; detailed analysis of the production, economic and financial and economic activities of the enterprise and assessing the ability of the enterprise to function effectively under the conditions of national economy market transformation; analysis of labor markets and their impact on the activities of the enterprise; determining the most effective methods of planning the career growth of enterprise employees, namely: the direct calculation method, the game system, economic and mathematical and matrix models, etc.; determining the expected economic and social benefits from the full implementation of the personnel career planning system at the enterprise; systematizing information, summarizing and making a final decision from various sources regarding the importance, necessity and expediency of applying career planning at the enterprise. Formation of a recommendations set by the management of agricultural enterprises on the organization of employees career planning.

This stage is completed by the issuance of an order on the implementation of employees career planning at the enterprise into the practice of agricultural enterprises.

The second stage of employees career development planning is the development of a career growth plan for employees at agricultural enterprises. At this stage, the following tasks need to be solved: determine the organizational, economic, financial and other activities necessary for the full implementation of the career growth planning system for employees at the enterprise; establish a clear sequence of implementation of planned activities and specified works; appoint responsible employees, establish deadlines for

the implementation of planned activities; develop reporting systems and current control over the progress of planned activities; approve the career growth plan for employees at agricultural enterprises.

A detailed definition of the planned activities and works, their content and structure, deadlines, appointment of specific performers of the works is considered in each specific case in accordance with the specifics of the enterprise's activities, its goals, tasks to be solved, technical and technological base, management structure, financial and economic status, etc.

The third stage of employees planning the career growth at the enterprise consists in the

need to collect and analyze individual data that characterize the capabilities of employees: the «Personal data» section contains basic personal identification information (surname, first name, patronymic, gender, date and place of birth, marital status, number of children and contact details) [17]; the «Education» section includes information about education, in particular, diplomas, certificates, publications, participation in scientific events and additional courses; the «Labor activity» section contains information about previous places of work, positions and work experience. The «Special skills» section stores information about the specialized knowledge and skills of employees.

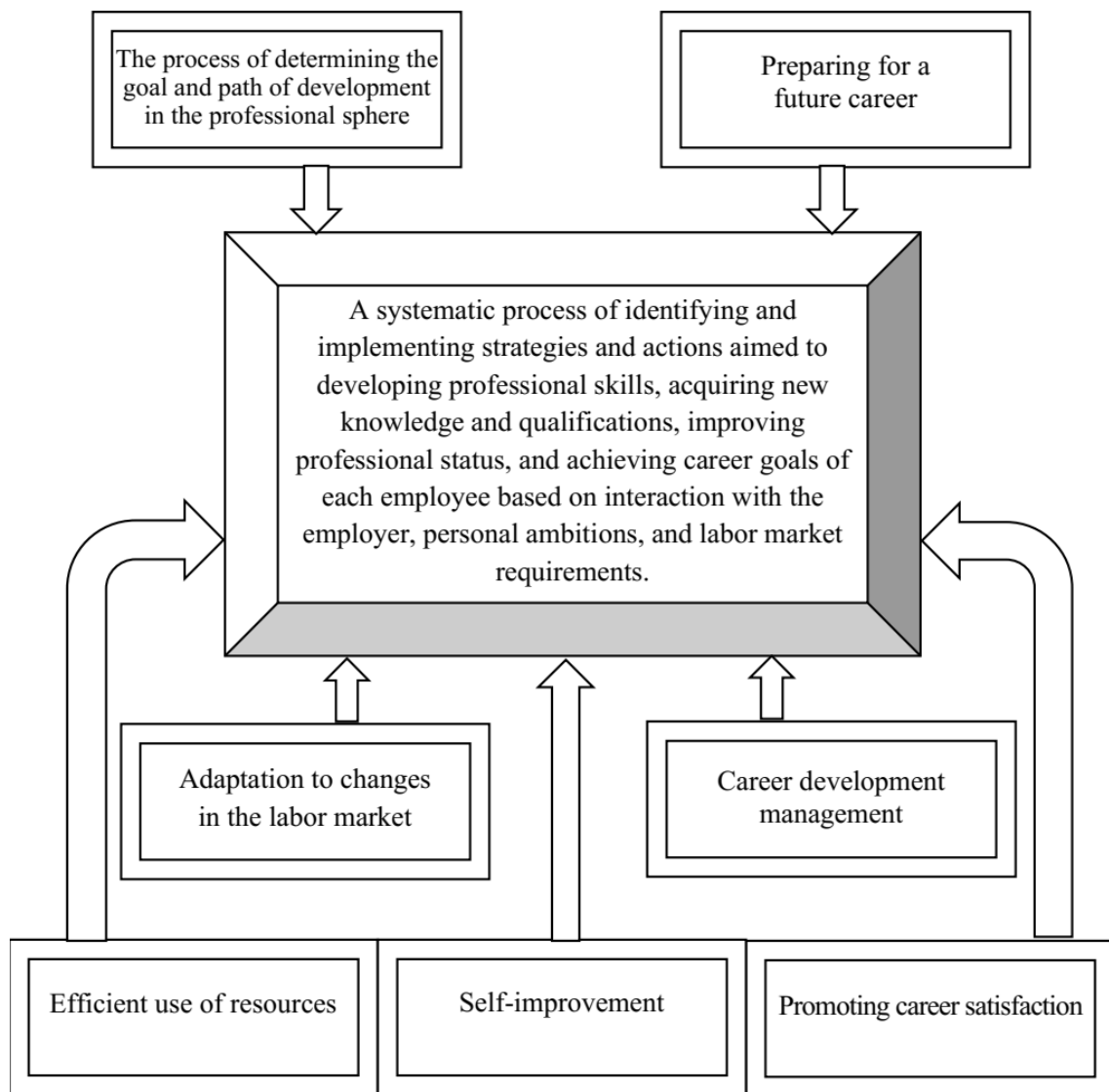


Fig. 1. Algorithm for planning career growth of agricultural enterprises employees

Source: developed by the author.

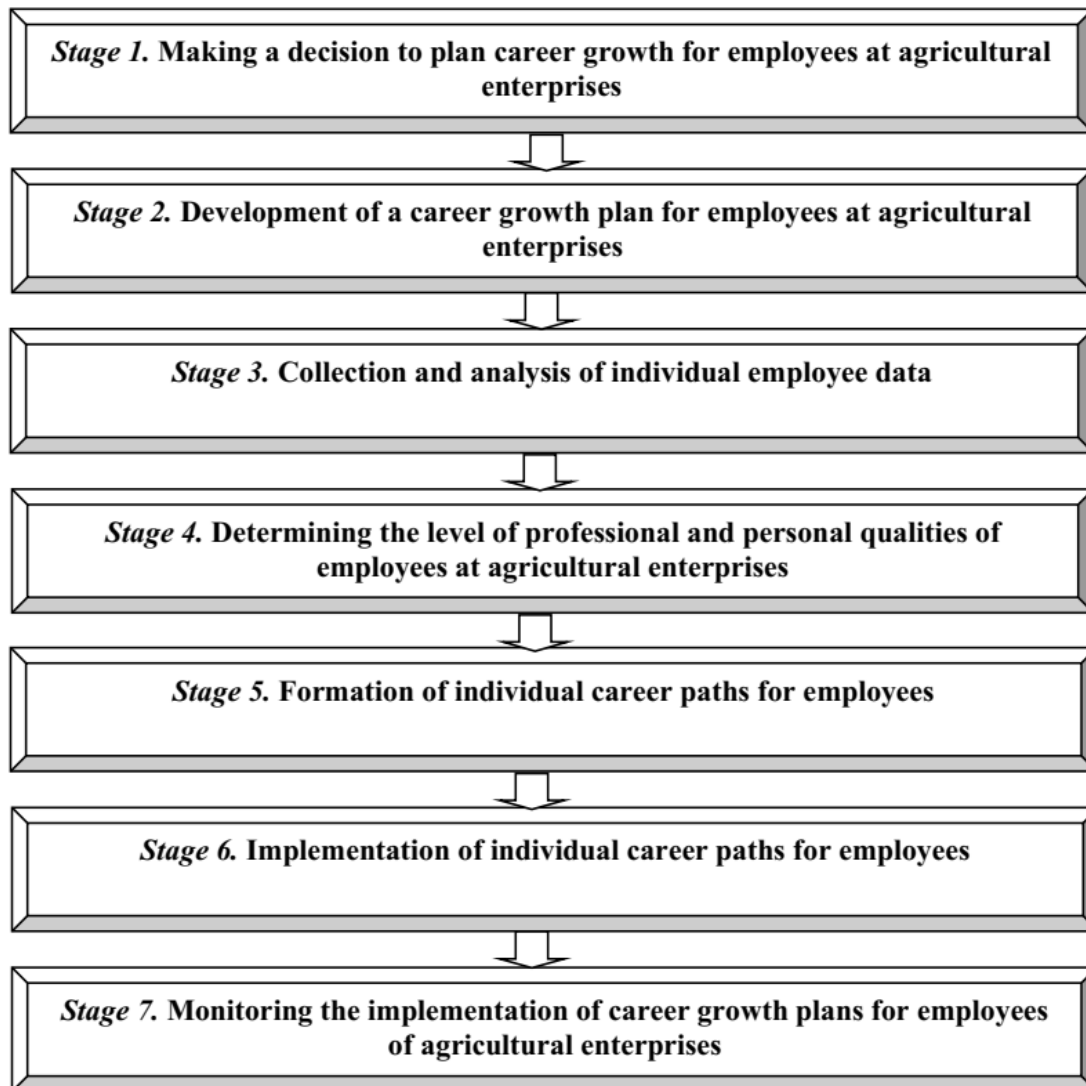


Fig. 2. Structural and logical scheme of career growth phased management of agricultural enterprises employees

Source: developed by the author.

An important component of this stage is the use of modern information systems for data processing, which will allow more effective management of the career growth process of employees.

The fourth stage of planning the career growth of agricultural enterprises employees is determining the level of employees professional and personal qualities at the enterprises of the agro-industrial complex.

At this stage, it is recommended to determine the most acceptable method of assessing the qualities of employees, taking into account the type of production, nature of products, specifics of work, technical level of the enterprise and

other factors; determine indicators for assessing the professional and personal qualities of employees; determine the required number of indicators for a full assessment of the qualities of employees; develop a scoring system for assessing professional, business and personal qualities; calculate an individual career growth coefficient for each employee; summarize the results of assessing the qualities of employees and determine their prospects for career growth and further development.

This stage is completed by summing up the sub-lists of assessing the qualities of employees and determining the prospects for career growth at a specific agricultural enterprise. Valuable for

this stage is the justification of the development directions of each employee in order to create opportunities for career growth.

The fifth stage of planning the employees career growth of the enterprise involves the formation of personnel individual career charts. They are developed on the basis of defined career growth directions and assessment of employees professional and personal qualities. They provide for options for sequences of positions for each employee throughout his career.

We support the opinion that to fill out an individual career chart of employees of the enterprise, it is necessary to fill out various sections, in particular, «Description of the life cycle», «Stages of a career», «General goals of work activity», «Plan for the development of functions performed by the employee», «Tasks of the enterprise and the employee regarding the development of his career», «Assessment of professional, business and personal qualities of the enterprise's personnel» and «Consulting of enterprise personnel» [18]. The section «Life cycle description» contains information about the personal life of an employee of the enterprise (marriage, birth of children, etc.). The section «Stages of a career» includes a description of different stages of a career, namely: pre-employment, initial, adaptation, approval, etc. The section «Tasks of the enterprise and the employee regarding the development of his/her career» contains information about the tasks facing the enterprise and the employee regarding career development [19].

The sixth stage of career advancement planning for employees of the enterprise is the implementation of personnel individual career charts.

At this stage, it is necessary to collect, analyze and process the necessary information; adjust the choice of the career growth direction of the enterprise's personnel; advise employees on their career planning; monitor the implementation of requirements for the development of individual career growth plans and other documents; develop proposals for creating a favorable socio-psychological climate in the team; adjust based on the results of monitoring individual career charts and other documents; formulate recommendations for eliminating identified deviations from the career growth plans of the enterprise's personnel.

In addition, it is necessary to take into account the need to create a favorable socio-psychological climate in the labor collective. For this purpose, it is necessary [20] to determine methods for analyzing socio-psychological conditions in the collective of employees; establish indicators for

assessing socio-psychological conditions in the collective of employees; determine the optimal number of indicators for assessing socio-psychological conditions; carry out a direct assessment of socio-psychological conditions; to summarize the results of the assessment of socio-psychological conditions and develop measures to create favorable socio-psychological conditions in the collective of employees of an agricultural enterprise.

Based on the analysis of modern management theory and practice, it was determined that it is most successful to assess socio-psychological conditions in the collective of employees according to the following criteria: the level of collective consciousness, the level of awareness of team members about the real state of affairs, the presence of conflicts in the collective, the opportunity for employees to express their opinions on common matters, relationships between employees and attitudes towards new members of the collective.

Based on the analysis of indicators of socio-psychological conditions in the collective of employees, a conclusion is made about the general level of these conditions. Socio-psychological conditions are normal when they contribute to the successful career growth of the enterprise's employees. They become abnormal if they do not contribute to this, for example, when there are conflicts between employees or tense relationships in the collective. This stage is completed by developing a set of favorable socio-psychological conditions in the collective of employees, which are a guarantee of successful career growth of the enterprise's employees [21-23].

The seventh stage of career growth planning for enterprise employees is monitoring the implementation of career growth plans for employees of agricultural enterprises.

At this stage, current, periodic and final verification of the results of employees' work activities for specified periods is carried out. This includes the following actions: current monitoring of individual career plans; periodic monitoring is carried out at certain intervals, according to the career growth planning schedule; final monitoring is carried out in accordance with the employee's individual career plans; identification of deviations from career development plans and determination of the reasons for such deviations; development of effective proposals for eliminating the identified deviations and adjusting career growth plans.

This stage is completed by identifying deviations, developing effective measures to eliminate them and adjusting the career growth plans of enterprise employees.

Conclusions. Career planning of employees is the key to the effective use of the labor potential of the enterprise, which contributes to the improvement of the enterprise's activities. The generalization of existing approaches of foreign scientists to the understanding of the term "career planning of employees" allowed us to clarify the concept of «career planning of employees». This is a systematic process, which we consider as the development and implementation of strategies and actions aimed at developing professional skills, acquiring new knowledge and qualifications, improving the status of an employee and achieving his career goals, taking into account the employee's ambitions, interaction with the employer and the needs of the labor market. Thus, the use of the proposed methodology for planning the career growth of employees of agricultural enterprises will contribute to: creating a high labor potential of employees; self-realization of employees; rational use of professional and personal qualities of employees; effective use of knowledge, skills, experience and abilities of employees; increasing the competitiveness of employees in labor markets; development and realization of potential abilities of employees; improvement of the quality and productivity of labor; reducing staff turnover, etc.

We believe that career planning for employees of an agricultural enterprise is a key element of its human resources management, which will help ensure the most effective use of personnel, both managerial and directly employees.

The prospect of further research in this area is to study the impact of digital technologies on the career growth of agricultural enterprises employees, which includes an analysis of new requirements for knowledge, skills and practical opportunities that create employee growth. In addition, research aimed at understanding the career mobility of employees in the agricultural economy, including an analysis of factors influencing the decision to change employer or field of employment, will be relevant and necessary.

REFERENCES

1. Abodunde, Sola, M. (2018). Nastavnytstvo ta yoho vplyv na rozvytok kar'yery vykladachiv vybranykh vyshchyykh navchal'nykh zakladiv u shtati Oyo, Niheriya [Mentoring and Its Influence on Career Development of Academic Members of Selected Tertiary Institutions in Oyo State, Nigeria]. *Aziat's'kyi doslidnyts'kyi zhurnal mystetstv i sotsial'nykh nauk* [Asian Research Journal of Arts & Social Sciences]. no. 6(1), pp. 9. Available at: <https://doi.org/10.9734/ARJASS/2018/39815>.

2. Budnyk, O., Konovalchuk, I., Konovalchuk, I., Onyschuk, I., Matsuk, L., & Fomin, K. (2022). Problema rozvytku ekonomichnoyi hramotnosti ditey ta molodi [The problem of economic literacy development of children and youth]. *Zhurnal Universytetu Suliyi* [Journal of the University of Zulia]. no. 13(38), pp. 235-251. Available at: <https://doi.org/10.46925//rdluz.38.17>.

3. Enache, R. C., Gorghiu, G., Gorghiu, L.M., Petrescu, A.-M.A., & Stăiculescu, C. (2021). Yak rumuns'ki studenty vvazhayut' doslidnyts'ki kompetentsiyi vidpovidnyy dlya yikhnoyi maybutnoyi kar'yery? [How Do the Romanian Students Consider the Research Competencies Appropriate for Their Future Career?]. *Rumynskiy zhurnal mnogomernogo obrazovaniya* [Revista Romaneasca Pentru Educatie Multidimensionala]. no. 13(4), pp. 162-179. Available at: <https://doi.org/10.18662/rrem/13.4/476>.

4. Iliina, I. & Buley, N. (2020). Upravlinnya kar'yeryu pedahohichnoho personalu vyshchoyi osvity [Career Management of Higher Education Teaching Personnel]. *Hlobal'ni vyklyky ta perspektyvy suchasnoho ekonomichnoho rozvytku* [Global Challenges and Prospects of the Modern Economic Development]. no. 79, pp. 714-718. Available at: <https://doi.org/10.15405/epsbs.2020.03.102>.

5. Julianna, N. (2017). Ochikuvannya tykh, khto pochynaye kar'yeru, shchodo tsinnostey na robotochomu misti [Career Entrants' Expectations on Workplace Values]. *Yevropeys'kyi zhurnal staloho rozvytku* [European Journal of Sustainable Development]. no. 6(3), pp. 201. Available at: <https://doi.org/10.14207/ejsd.2017.v6n3p201>.

6. Litynska, V., Kondratska, L., Romanovska, L., Kravchyna, T., Chagovets, A., & Kalaur, S. (2023). Planuvannya kar'yery naukovo-pedahohichnykh kadriv vyshchyykh navchal'nykh zakladiv [Career Planning of Scientific-Pedagogical Personnel in Higher Education Institutions]. *Yevropeys'kyi zhurnal staloho rozvytku* [European Journal of Sustainable Development]. no. 12(4), pp. 437. Available at: <https://doi.org/10.14207/ejsd.2023.v12n4p437>.

7. Marinas, L. E., Igrat, R. S., Marinas, C. V., & Prioteasa, E. (2016). Faktory, shcho vplyvayut' na vybir profesiyi: dosvid studentiv rumuns'koho biznesu ta upravlinnya [Factors influencing career choice: the Romanian business and administration students' experience]. *Yevropeys'kyi zhurnal staloho rozvytku* [European Journal of Sustainable Development]. no. 5(3), pp. 267. Available at: <https://doi.org/10.14207/ejsd.2016.v5n3p267>.

8. Mera Cantos, M. F. (2023). Dydaktychna prohrama z pidpryyemnytstva dlya studentiv pochatkovoyi profesynoyi osvity [Didactic Program for Entrepreneurship in Students of the Initial Education Career]. *Zhurnal Universytetu Suliyi* [Journal of the University of Zulia]. no. 14 (41), pp. 611-624. Available at: <https://doi.org/10.46925//rdluz.41.35>.

9. Singh, Sweta. (2018). Praktyky upravlinnya kar'yeryu v orhanizatsiyi, zadovolennya vid kar'yery ta namir zvil'nytysya sered indiy's'kykh pratsivnykiv: vyvchennya spovil'nyuyuchoho efek-

- tu chotyr'okh typiv dosvidu roboty [Organizational career management practices, career satisfaction, and intention to quit among Indian employee: Examining the moderating effect of four types of work experience]. *Avstraliys'kyi zhurnal rozvytku kar'yery* [Australian Journal of Career Development]. no. 27, pp. 150–159. Available at: <https://doi.org/10.1177/1038416218768896>.
10. Baruch, Yehuda & Maury, Peiperl. (2000). *Praktyky upravlinnya kar'yeroyu: empirychnе doslidzhennya ta naslidky* [Career management practices: An empirical survey and implications]. *Upravlinnya lyuds'kymy resursamy* [Human Resource Management]. no. 39(4), pp. 347-366. Available at: [https://doi.org/10.1002/1099-050X\(200024\)39:4<347::AID-HRM6>3.0.CO;2-C](https://doi.org/10.1002/1099-050X(200024)39:4<347::AID-HRM6>3.0.CO;2-C).
11. Colin, Lee, Felps, W. & Baruch, Y. (2014). *Do taksonomiyi kar'yernykh doslidzen' cherez bibliometrychnu vizualizatsiyu* [Toward a taxonomy of career studies through bibliometric visualization]. *Zhurnal profesiynoyi povedinky* [Journal of Vocational Behavior]. no. 85(3), pp. 339-351. Available at: <https://doi.org/10.1016/j.jvb.2014.08.008>.
12. De Vos, Ans & Nicky, Dries. (2013). *Zastovuvannya ob'yektyva upravlinnya talantamy do upravlinnya kar'yeroyu: rol' skladu ta bezperernosti lyuds'koho kapitalu* [Applying a talent management lens to career management: The role of human capital composition and continuity]. *Mizhnarodnyy zhurnal upravlinnya lyuds'kymy resursamy* [The International Journal of Human Resource Management]. no. 24(9), pp. 1816-1831. Available at: <https://doi.org/10.1080/09585192.2013.777537>.
13. Domunco, C. F. (2018). *Profesiyne otrymannya ta staty modellyu – sposib poymasnyty nerivni shlyakhy akademichnoyi kar'yery* [Professional Obtaining & Becoming Model – a Way to Explain Unequal Academic Career Paths]. *Rumuns'kyi zhurnal bahatovymirnoyi osvity* [Revista Romaneasca Pentru Educatie Multidimensionala]. no. 10(4), pp. 92-104. Available at: <https://doi.org/10.18662/rrem/75454>.
14. Dybach, I.L. (2020). *Vyznachennya neobkhdnoyi kil'kosti naukovo-pedahohichnykh pratsivnykiv vitchyznyanykh zakladiv vyshchoyi osvity* [Vyznachennya neobkhdnoyi chysel'nosti naukovo-pedahohichnykh pratsivnykiv vitchyznyanykh zakladiv vyshchoyi osvity] [Vyznachennia neobkhdnoi kil'kosti naukovo-pedahohichnykh pratsivnykiv vitchyznyanykh zakladiv vyshchoyi osvity] Determination of the required number of scientific-pedagogical workers of domestic institutions of higher education]. *Visnyk KHDU. Seriya Visnyk ekonomichnykh nauk. Seriya Ekonomichni nauky* [Visnyk KhDU. Seriya Ekonomichni nauky Bulletin. Economic Sciences Series]. no. 37, pp. 50-55. Available at: <https://doi.org/10.32999/ksu2307>.
15. Martin, G., Arnold, J. & Coombs, C. (2014). *Pereotsinka bahatohrannoyi kontseptsyi kar'yery: empirychni rezul'taty, kontseptual'ni komponenty ta vymiryuvannya* [Reassessing the protean career concept: Empirical findings, conceptual components, and measurement]. *Zhurnal orhanizatsiynoyi povedinky* [Journal of Organizational Behavior]. no. 35(S1), pp. 23-40. Available at: <https://doi.org/10.1002/job.1908>.
16. Berezovska L.I., Tanhel A. (2015). *Psyhologichni osoblyvosti kariery osobystosti* [Psychological features of an individual's career]. *Visnyk Natsionalnoho universytetu oborony Ukrainy: Zbirnyk naukovykh prats* [Bulletin of the National Defense University of Ukraine: Collection of Scientific Works]. no. 1(44), pp. 212–217 Available at: http://dspace-msu.edu.ua:8080/bitstream/123456789/280/1/Березовська%20ВТангел%20_Карєра_особистоти.pdf.
17. Hura N.A. (2019). *Zadovolenist karieroiu yak faktor kariernoho rozvytku ta sotsialno-profesiinoi mobilnosti* [Career satisfaction as a factor of career development and socio-professional mobility]. *Orhanizatsiina psyhologhiia. Ekonomichna psyhologhiia* [Organizational psychology. Economic psychology]. no. 2–3, pp. 35–47 Available at: <http://orgpsy-journal.in.ua/userfiles/issues/i17/n1776.pdf>.
18. Karamushka T. V. (2015). *Profesiina kariera osobystosti: sutnist, osnovni vydy ta funktsii* [Professional career of an individual: essence, main types and functions]. *Teoretychni i prykladni problemy psyhologhii* [Theoretical and applied problems of psychology]. no. 1, pp. 181–190 Available at: https://www.academia.edu/44452547/Карамушка_Л_М_Карамушка_Т_В_ТРЕНІНГОВА_ПРОГРАМА_ПРОФЕСІЙНА_КАРСРА_ТА_ПСИХОЛОГІЧНЕ_ЗДОРОВ'Я_ОСВІТНЬОГО_ПЕРСОНАЛУ_.
19. Kurchenko, K. M., Hryshchenko, D. H. (2020). *Faktory i problemy, shcho vplyvaiut na rozvytok dilovoi kariery suchasnoi osobystosti* [Factors and problems affecting the development of the business career of a modern individual]. *Naukovi pratsi Natsionalnoho universytetu kharchovykh tekhnolohii* [Scientific works of National University of Food Technologies]. no. 26 (3), pp. 130–136 Available at: <https://dspace.nuft.edu.ua/items/7a82ca0e-b38f-49a1-9dec-0956b2aa5daa>.
20. Lozovetska, V.T. (2019). *Faktory ta problemy, shcho vplyvaiut na kariernyi rozvytok suchasnoi osobystosti* [Factors and problems affecting the career development of a modern individual]. *Molod i rynek* [Youth and the market]. no. 9, pp. 44–50 Available at: <http://mir.dspu.edu.ua/article/view/182053>.
21. Paranytsia, N. V., Paranytsia, S. P., Bulychov, O. S. (2022). *Metodolohiia modeliuвання biznes-protsesiv* [Business process modeling methodology]. *Ekonomika ta derzhava* [Economy and State]. no. 3, pp. 59–62 Available at: <http://www.economy.in.ua/?op=1&z=5154&i=8>.
22. Bazelyuk, V.G. (2019). *Upravlinnia profesiinoiu karieroiu naukovo-pedahohichnykh pratsivnykiv u zakladi vyshchoyi osvity* [Management of the professional career of scientific-pedagogical workers in higher education institution]. *Visnyk pisladyplomnoi osvity* [Bulletin of postgraduate education]. no. 10 (39), pp. 10-23. Available at: http://umo.edu.ua/images/content/nashi_vydanya/visnyk_PO/10_39_2020/pedagog/Bulletin_10_39_Pedagogika_Vasyl_Bazeliuk.pdf.

Планування кар'єрного зростання працівників аграрних підприємств

Літинська В.

У статті розглядаються аспекти планування кар'єрного зростання працівників аграрних підприємств з урахуванням чинників зовнішнього та внутрішнього середовищ функціонування аграрної галузі.

Систематизовано специфічні умови періоду воєнного стану в Україні, які зумовлюють додаткові вимоги до працівників аграрних підприємств, врахування яких є обов'язковим за планування кар'єрного зростання.

Метою статті є узагальнення наукових засад планування кар'єрного зростання та розроблення методики управління кар'єрою для працівників аграрних підприємств.

Доведено необхідність планування кар'єрного зростання фахівцем з метою здійснення логічних дій щодо готовності відповідати зростаючим вимогам конкретного фаху. Узагальнено існуючі підходи до розуміння досліджуваного поняття та запропоновано авторську дефініцію поняття.

Вивчено праці зарубіжних дослідників та узагальнено алгоритм планування кар'єрного зростання працівників аграрних підприємств, який сприятиме успішному формуванню кар'єри.

Детально розкрито послідовні етапи алгоритму планування кар'єрного зростання працівників аграрних підприємств та окреслено умови, додержання яких є обов'язковими для аграрних підприємств. Висвітлено підходи до розроблення кар'єрограми працівника та описано параметри професійних та особистісних якостей працівника, які до неї включено.

Наголошено на необхідності аналізування соціально-психологічного клімату в трудовому колективі та узагальнено заходи з його покращення. Обґрунтовано, що етап моніторингу виконання планів кар'єрного зростання працівників аграрних підприємств є важливим, оскільки дозволяє виявити відхилення та оперативно розробити заходи щодо їх усунення.

Зроблено висновок, що запровадження практики планування кар'єрного зростання для працівників менеджменту аграрних підприємств сприятиме підвищенню ефективності трудових ресурсів та мінімізуватиме негативні явища плинності кадрів.

Ключові слова: планування, кар'єрне зростання, працівники аграрних підприємств, кар'єрограма працівника, ділові якості, особистісні якості.



Copyright: Litynska V. © This is an open-access article distributed under the terms of the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original author and source are credited.



ORCID iD:
Litynska V.

<https://orcid.org/0000-0001-9272-4118>