MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
V.N. KARAZIN KHARKIV NATIONAL UNIVERSITY

Name of the faculty	**EDUCATION AND RESEARCH INSTITUTE "KARAZIN BANKING INSTITUTE"**
Name of the department	**Management, Business and Professional Communications**
Specialty:	**073 Management**
Educational program:	**Management of Organizations and Administration**
Group:	**AM-25M (full-time mode of study)**

QUALIFYING MASTER'S THESIS

on the topic:

BUSINESS CAREER MANAGEMENT OF COMPANY STAFF

student of higher education **Wang Liting**

The work is accepted for defence in the EC

Head of Department
PhD in Economics, Associate Professor
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Kharkiv 2024

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25 September 2024

TASK
FOR A QUALIFYING MASTER'S THESIS
Wang Liting

1. Topic of work: "BUSINESS CAREER MANAGEMENT OF COMPANY STAFF".
Scientific adviser Nadiia Morozova, PhD in Economics, Associate Professor
(full name, academic degree, academic title)
Approved by order of the university dated September 17, 2024 № 4601-5/1025.

2. The deadline for student submission of work November 18, 2024.

3. List of topics to be developed:

• In Chapter 1: to reveal the essence, typology and components of a business career; to determine the features, factors and stages of business career development at the enterprise; to investigate the system of managing the business career of personnel.

• In Chapter 2: to provide the technical and economic characteristics of Raiffeisen Bank JSC; to conduct a diagnosis of the quality of provision by the bank's personnel; to analyze the career development management system of bank personnel.

• In Chapter 3: to study the foreign experience of managing the business career of personnel; to propose the 9-BOX GRID matrix as a talent management tool for Raiffeisen Bank JSC; to provide suggestions for improving the system of management of the business career of Raiffeisen Bank JSC personnel.

4. Plan of qualifying master's thesis

№	Names of work sections
1	THEORETICAL PRINCIPLES OF BUSINESS CAREER MANAGEMENT OF COMPANY STAFF
2	BUSINESS CAREER MANAGEMENT PRACTICE AT RAIFFEISEN BANK JSC
3	WAYS OF IMPROVING THE BUSINESS CAREER MANAGEMENT PROCESS OF STAFF

5. Date of issue of the task September 25, 2024.

王俪婷 Wang Liting

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Scientific Adviser ____________ Nadiia Morozova
signature, full name

ABSTRACT

The qualifying master's thesis contains 90 pages, 22 figures, 23 tables, 2 appendices, and a list of 45 references.

The object of research is a process of managing the business career of staff.

The subject of research is the theoretical and applied aspects of the process of planning and development of the business career of company staff.

The purpose of the master's thesis is a scientific substantiation of the theoretical and methodological foundations and practical aspects regarding the improvement of the process of managing the business career of company staff.

Tasks of a qualifying master's thesis include:

- to explore the essence, typology, and components of a business career;
- to identify the features, factors, and stages of business career development within an enterprise;
- to examine the system of managing personnel business careers;
- to provide a technical and economic overview of Raiffeisen Bank JSC;
- to assess the quality of services provided by the bank's staff;
- to analyze the bank personnel's career development management system;
- to study international practices in managing business careers of personnel;
- to propose the 9-BOX GRID matrix as a talent management tool for Raiffeisen Bank JSC;
- to offer recommendations for enhancing the business career management system for Raiffeisen Bank JSC personnel.

The obtained results are of significant practical importance, as the theoretical propositions, conclusions, and proposals developed through the research have been systematically transformed into practical methodological tools. These tools can be directly applied in enterprise operations to optimize and enhance the management system for personnel business careers. By implementing these developments, enterprises can improve the processes of career planning, talent development, and

overall workforce management, ultimately contributing to increased organizational efficiency, employee satisfaction, and long-term strategic success.

Year of completion of the qualifying master's thesis: 2024.

Year of defense of the qualifying master's thesis: 2024.

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INTRODUCTION

In today's world, where rapid changes in technology, globalization and constant competition in the market determine business conditions, business career management becomes a key aspect for the success of both personnel and companies. The presence of an effective career development strategy for employees and the ability of companies to attract, retain and motivate talented specialists become determinants of their success and competitiveness. Therefore, the study and improvement of the personnel business career management system is relevant for modern companies in all sectors of the economy.

The purpose of the qualifying master's thesisthere is a scientific substantiation of the theoretical and methodological foundations and practical aspects regarding the improvement of the process of managing the business career of company personnel.

The following tasks were defined for the realization of the research goal:

- reveal the essence, typology and components of a business career;
- to determine the features, factors and stages of business career development at the enterprise;
- to investigate the system of managing the business career of personnel;
- to provide the technical and economic characteristics of Raiffeisen Bank JSC;
- conduct a diagnosis of the quality of provision by the bank's personnel;
- analyze the career development management system of bank personnel;
- to study the foreign experience of managing the business career of personnel;
- to propose the Ninebox potential matrix as a talent management tool for Raiffeisen Bank JSC;
- to provide proposals for improving the management system of the business career of JSC "Raiffeisen Bank" personnel.

The object of research is the process of managing the business career of personnel.

The subject of the study is the theoretical and applied aspects of the process of planning and development of the business career of company personnel.

Various scientific and special research methods were used to achieve the goal, including:theoretical generalization to clarify the conceptual apparatus of business career, deduction and induction to generalize theoretical and methodological approaches to determining the typology and components of the business career of personnel, sociological methods to diagnose the motivation of career growth of bank branch employees, as well as graphic methods.

The information base of the research is the regulatory and legal provision of the bank's personnel service, the bank's financial statements, statistical data, materials of scientific conferences, periodicals, and the results of own research.

Questions regarding the management of the business career of personnel were covered in the works of: Biskup V., Hrynyova V., Dybchynska Ya., Kara N., Kychko I., Kovalchuk K., Lozovetska V., Motuznaya L., Mishina C., Mishina O., Novikova M., Nebylytsi O., Parzhnytskoho V., Pshyk-Kowalska O., Savenko O., Sarbash L., Tychenko M., Shavkun I. However, many questions related to managing the business career of talents in the banking sector remain open.

The obtained results are of practical importance, since the theoretical propositions, conclusions and proposals of the research have been transformed into methodological developments that can be directly implemented in the practice of enterprises to improve the system of managing the business career of personnel.

The qualifying master's thesis consists of an introduction, three sections, conclusions, a list of used sources and appendices.

Key words: career, career growth, business career management system, staff motivation, career grid, Ninebox potential matrix, professional development, talents, bank.

CHAPTER 1
THEORETICAL PRINCIPLES OF BUSINESS CAREER MANAGEMENT OF COMPANY STAFF

1.1. The essence, typology and components of a business career

In the era of the knowledge economy, where ideas, knowledge and brands become the basis of business, business careers play a key role in protecting intellectual capital and stimulating employees to be creative and develop. Business career is an important component of the personal and professional life of a modern person, determining not only the professional path, but also influencing the general social status, financial stability and personal satisfaction.

Effective business career management helps to increase the competitiveness of employees and organizations, contributing to the accumulation of resources and the development of new opportunities.

In table 1.1. approaches to the interpretation of the concept of "career" are given.

Table 1.1

Generalization of scientific approaches to the interpretation of the concept of "career"

Author	The essence of the concept
Danyuk V.	successful promotion of an employee in the field of social, official, scientific and other activities
Grishnova O.	rapid and effective movement forward in the chosen professional field, which involves gaining recognition, popularity or material benefit due to the use of one's own abilities, professional skills and personal qualities
Mishina C., Mishin O.	the process of transitioning between different roles, positions, statuses and social positions in accordance with the chosen strategy or situational conditions, in order to achieve success in any activity based on certain criteria or a combination thereof
Ashirov D.	the sequence of roles and positions that an employee occupies throughout his life

End of table 1.1

Vynohradskyi M.	individual changes in position and behavior arising as a result of accumulated professional experience and all labor activities of a person
Kichko I.I., Motuzna L.S.	purposeful development in the chosen professional field, which includes raising the status of the employee, increasing his recognition and increasing the material reward for his work.

Source: compiled by the author based on data [1, 2, 3]

Thus, a career is a complex and multifaceted process that encompasses development and advancement in a professional field throughout life. It includes not only successive roles and positions held by a person, but also individual changes in behavior and positions that occur as a result of accumulated experience and professional growth. A career reflects purposeful advancement in a chosen field of activity, which can lead to increased status, recognition, and financial rewards. This view of career integrates goal, functional, process and structural approaches. The use of various methodological approaches has a significant impact on the effectiveness of the study of the socio-economic nature, content, components and connections in the career system (Table 1.2).

Table 1.2

Methodological approaches to career conceptualization

Approach	Characteristics of the approach
targeted	emphasizes the identification and achievement of specific career goals and assumes that the individual has a clear idea of his professional ambitions and plans, as well as develops strategies to achieve these goals. Helps focus on long-term and short-term goals and evaluate progress towards achieving them.
Functional	focused on the identification and development of certain skills and competencies that are important for the performance of specific functions and tasks within a career. Emphasizes what professional functions or roles a person will perform and how they can improve their abilities in these areas.

End of table 1.2

Process	considers a career as a process that includes a number of stages, such as learning, gaining experience, promotion and possible changes in the career path. Focuses on career dynamics, taking into account how individual stages and events affect the overall career path.
Structural	involves an analysis of the organizational structure in which an individual functions and considers how different elements of the structure (eg, positions, departments, levels of management) affect career development. Helps to understand what opportunities for growth and development are available within a specific organization or industry.
Socio-economic	focused on the dynamics of the development of the individual, his education and qualifications during life, as well as on the achievement of economic well-being.
Administrative	emphasizes the study of professional careers in the context of the actual position of the employee and the potential opportunities that are associated with high managerial status.
Organizational and psychological	considers a professional career as a process of advancement of a person within the organization, as well as an optimal interaction between a person and an institution, which allows each party to realize their interests.

Source: compiled by the author based on [3, 4]

Therefore, understanding the above approaches allows you to create a comprehensive and comprehensive understanding of career development, which covers various aspects of professional life. Such a comprehensive approach contributes to more effective career planning and management, allowing to adapt to changing conditions and achieve success in the professional sphere.

Understanding the essence of a career as a socio-economic phenomenon is revealed through its functions, which are listed in table 1.3.

Table 1.3

Functions of a business career

Functions	Characteristic
Economical	A career provides a source of income necessary to support life's needs and achieve financial goals. This is the main function that allows a person to provide for himself and his family, as well as to plan financial well-being.

End of table 1.3

Professional development	A career provides opportunities for professional growth through the acquisition of new skills, knowledge, experience and provides an opportunity for promotion, receiving new responsibilities, increasing status and role in the organization.
Personal development	A career allows you to realize personal ambitions and potential, to work on projects and tasks that have value and satisfaction for the individual, which contributes to a general feeling of happiness and success.
Adaptive	Career helps to adapt to changes in the professional sphere, economic conditions and technological innovations, which allows a person to remain competitive in the labor market and cope with transformations in professional activity.

Source: compiled by the author based on [3, 5]

Therefore, a career has a multifaceted impact on a person's life, providing financial stability, professional growth, social integration, personal fulfillment and the ability to adapt to changes. Understanding and developing these functions helps to effectively manage a career and achieve success in the professional sphere.

In figure 1.1. the classification of business career types is summarized [2, 3, 6].

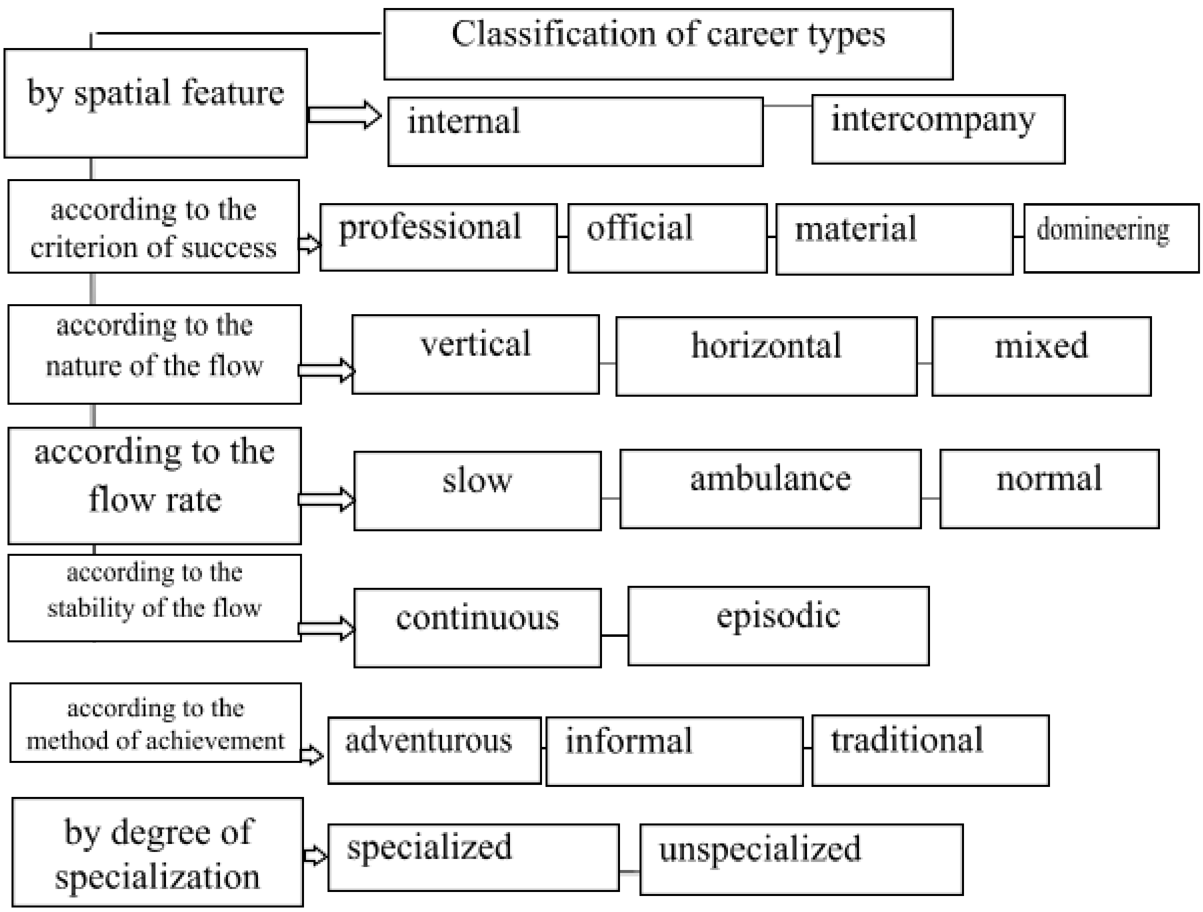

Fig. 1.1. Classification of career types

Let's consider in more detail the types of careers according to the most common classification features. Thus, an intra-company career refers to the professional development and promotion of an individual within the same organization. The main goals of an intra-company career are promotion, changes in roles and responsibilities, development of new skills and achievement of higher levels of managerial and technical positions within the company. It can be vertical, horizontal, formal or informal.

An intercompany career refers to professional development that involves moving between different companies or organizations. The main goals are gaining new experience, achieving faster career growth, improving financial conditions or looking for new challenges in different organizations.

A vertical intra-company career is defined as a conscious process of changes in an employee's work, which takes place on a vertical scale of task complexity within the framework of the company's hierarchical system. The main feature of this career consists in a clear orientation towards advancement along the administrative ladder (both up and down) within one functional area of a particular firm.

Horizontal intra-company career reflects the process of conscious expansion and complication of the range of responsibilities, powers and tasks at the same level of hierarchy in one or more functional areas of the company. The main feature of this type of career is that although the employee's duties change and expand, his position remains stable.

A formal career encompasses formal and structured aspects of career development that are defined by the organization and include clearly defined positions, roles, responsibilities, and career advancement within the organization. Formal career processes are documented and regulated by company policies, procedures and standards. Promotion, receiving new duties or status takes place in accordance with the official procedures and rules of the organization.

Informal careers encompass informal and personal aspects of career development that are not always governed by formal structures or procedures. An informal career can eventually turn into a formal career if it becomes desirable for all stakeholders, such as the employer and the employee.

A specialized career provides deep immersion in a specific field of professional activity, allowing to achieve a high level of competence and expert status. It requires constant learning and development, and opens up unique opportunities for professional growth, while at the same time facing challenges that can arise due to narrow specialization.

In the theory of career development, scientists distinguish several models that describe different ways of career growth and development, which are summarized in table 1.4.

Table 1.4.

Models of career growth of employees

Model	Characteristic	Features
Springboard	Career advancement occurs through short-term positions or contracts that serve as "stepping stones" to senior or strategic roles. This may include participation in projects and tasks that promote professional development and open up new career opportunities.	May involve short-term roles or temporary projects. Provides quick acquisition of new skills and experience. Changing companies or roles to achieve higher positions.
Stairs	It involves gradual career advancement along a defined hierarchical ladder within one organization or field. A career develops through successive promotions, where each new position is a logical continuation of the previous one.	Provides a clear hierarchical path with gradual promotion. Usually associated with long-term work in one company or industry. The career path is defined and has clear stages of development.
Snake	Describes the career path as unstable and changeable, where development may involve frequent changes of directions or roles. This can mean transitions between different functional areas or even industries, which facilitates the acquisition of a wide range of skills and experience.	The opportunity to change career direction and master new areas of activity. Development through different roles and areas, which allows you to expand your skills and knowledge. Requires high adaptability to new conditions and situations.
Crossroads	Foresees moments when a specialist is faced with an important choice or decisions that can radically change the direction of his career. It can be a transition between different roles, a change of company or even a complete change of career direction.	Key moments or decisions that affect further career development. It can be difficult to predict the consequences of a choice.

Source: compiled by the author based on [7]

Therefore, each of these models reflects different aspects of career development and provides an opportunity to consider career as a dynamic and multifaceted process that can develop differently depending on individual characteristics, circumstances and cases.

Next, we will consider the components of career competence, which integrate various structural elements of a career that interact with each other (Fig. 1.2) [8].

The target (teleological) component of career competence is formed through the setting of goals, plans and guidelines, and also takes into account the dreams, fantasies, experiences and anxieties of the individual about the future. Goal setting is a dynamic process that changes with experience and external conditions.

The professional content component covers the knowledge, abilities and skills acquired through special training and work activities, which are required to perform work tasks and advance through career levels. Professionalism is the key to successful integration into the professional environment and career growth. In addition to technical competence, a modern worker must develop career competence, taking into account changes in the labor market and adapting his activities to new conditions.

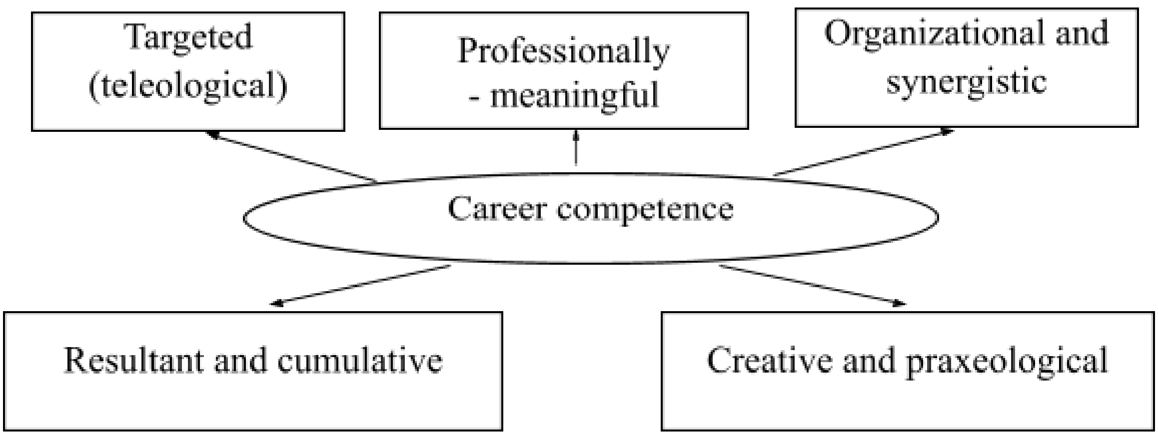

Fig. 1.2. Components of career competence

The organizational and synergistic component indicates that the career is realized in the conditions of different and often contradictory development trajectories. Success requires both personal qualities (psychomotor, temperamental, characterological) and favorable organizational conditions. This component combines personal aspirations with objective conditions affecting the career path.

The creative and praxeological component of the career emphasizes the importance of active and creative activities to achieve goals. A career does not develop independently, but is a process of implementing personal strategies and plans that leads to the desired results. This component covers the selection and implementation of effective methods and steps that ensure the successful achievement of the objectives.

The result-cumulative component is the final and transitional stage of career development, reflecting the reached peaks and important changes in professional and personal life. This is a dynamic variable that includes both internal achievements (changes in status, material security, professional growth) and external results (accumulation of various types of capital used to meet needs).

So, based on the analysis, it can be stated that a career is a reflection of a person's conscious approach and behavior in a specific field of activity, which includes professional development. It is determined by active efforts and strategic planning aimed at achieving personal and professional goals. As a result, a career becomes a process in which individual ambitions and systematic advancement in a chosen professional field are combined.

1.2. Peculiarities, factors and stages of business career development at the enterprise

Business career development at the enterprise is an important aspect of human resources management, which includes clarification of features, factors and stages affecting career development. Understanding these aspects helps create an effective strategy to support professional development, which in turn contributes to the achievement of both individual and corporate goals of the company.

A career is a dynamic process that lasts throughout life, and its development is determined by the individual characteristics of a person, his interests, values and needs, as well as professional knowledge and skills. This process is gradual and consists of several stages.

The main stages of development of an employee's business career are shown in Figure 1.3 [9].

Fig. 1.3. The main stages of the development of an employee's business career.

A detailed description of each stage of the employee's business career development is summarized in Table 1.5.

Table 1.5

Characteristics of the stages of development of an employee's business career

Career stage	Descriptive characteristics of the stage	Employee needs
1. Growth	Studying at school and higher vocational education, the period of preparation before starting work, finding a type of activity that corresponds to the interests and capabilities of a person.	The need to acquire basic knowledge and skills through education, training and other educational opportunities that help lay the foundation for professional development. The opportunity to apply theoretical knowledge in practice through internships, volunteering or first work assignments, which helps to develop practical skills. Financial independence.

End of table 1.5

2. Formation	The period when the employee has already established himself in a certain position or in a certain field and begins to actively work on the development of his career.	The need to create clear career plans and goals that include short-term and long-term perspectives. The need for further education and training through specialized courses, trainings or additional education to expand knowledge and skills.
3. Promotion	A period when employees take on new roles that involve greater influence and managerial responsibilities.	Social recognition, opportunity for self-realization and competitive salary. Development of management and leadership skills, including the ability to manage teams, make strategic decisions and communicate effectively.
4. Saving	The period is marked by stability in the career of an employee who has already achieved a certain level of professional success and occupies an established position in the organization. At this stage, the main focus is on maintaining the achieved level of efficiency and adapting to changes.	Employees need support to maintain a high level of motivation and job satisfaction. This can be ensured through regular recognition of achievements, opportunities to participate in interesting projects and ensuring a balanced workload. The need to develop managerial skills for effective management of teams and projects
5. Completion	The period when the employee is preparing for the end of his professional activity. This stage may include a gradual reduction in responsibilities.	Support in adaptation to a new stage of life, help in maintaining social ties, which provides a sense of significance. Support of social recognition, preservation of the current level of wages and expansion of interest in alternative sources of income.
6. Retirement	The career period is a critical stage that requires careful planning and preparation.	The need to ensure a smooth transition to a new stage of life, maintaining an active lifestyle, as well as avoiding stress and financial difficulties, self-realization in a new field.

Source: compiled by the author based on data [10-11]

Thus, the career path of employees consists of several key stages, namely: 1) development of skills and establishment of career foundations, 2) formation of professional identity, 3) advancement and achievement of new career heights, 4) preservation of the achieved level , 5) completion of active activities, reduction of workload and 6) preparation for retirement. Therefore, when analyzing the career growth of employees, the most important are the second, third and fourth stages (formation, promotion and retention), which cover the period from 26 to 60 years. Each of these stages is accompanied by specific tasks and challenges that require individual strategies and approaches for effective professional development.

Next, we will analyze the factors that affect the development of an employee's career (Table 1.6).

Table 1.6

Factors affecting the development of an employee's career

Factors of influence	Characteristic
according to N. Lukashevich	
Personal	Psychological and physiological characteristics, socio-psychological qualities, abilities, talent, potential for development, level of socialization.
Social workers	Company location and industry affiliation, partnerships, organizational structure, formal and informal relationships, influence of friends and family.
market	Enterprise opportunities, profitability, management potential, demand and supply in the labor market, market situation.
Social	Priorities and effectiveness of social institutions (education, family, government, industry, army, church, professional associations).
according to S. Sotnikova	
Economical	A method of accumulating and using human capital that meets market needs for goods and services.
Social and psychological	The employee's potential for professional growth is based on natural data, abilities, skills and personal values.
Socio-econom ic	The level of education and qualifications, financial support and professional mobility, which affect career development.
Socio-demogr aphic	The influence of age, gender and social origin on the speed and direction of career growth.
Cultural	The influence of cultural, subcultural and social aspects on career development.
according to O. Kasyanik and M. Baranovska	
External	Continuous learning, family support, luck, compliance of work with social needs.
Internal	Professional self-determination, passion for work, confidence, strategic thinking, resilience, sociability, teamwork, priorities, diversity of interests, initiative, willingness to take risks, desire for success, leadership qualities.

End of table 1.6

according to V. Panyukov	
Social and professional	General and specialized knowledge, qualifications, achievements in production, professional skills.
Personal	Diligence, initiative and activity in work and social life, orientations and attitudes, socio-psychological traits.
random	Favorable coincidence of circumstances, good relations with top management.
Demographic	Age, gender, natural abilities and other physiological features.

Source: compiled by the author based on data [10,11,12]

Figure 1.4 summarizes the factors inhibiting the development of an employee's career, which are divided into external and internal.

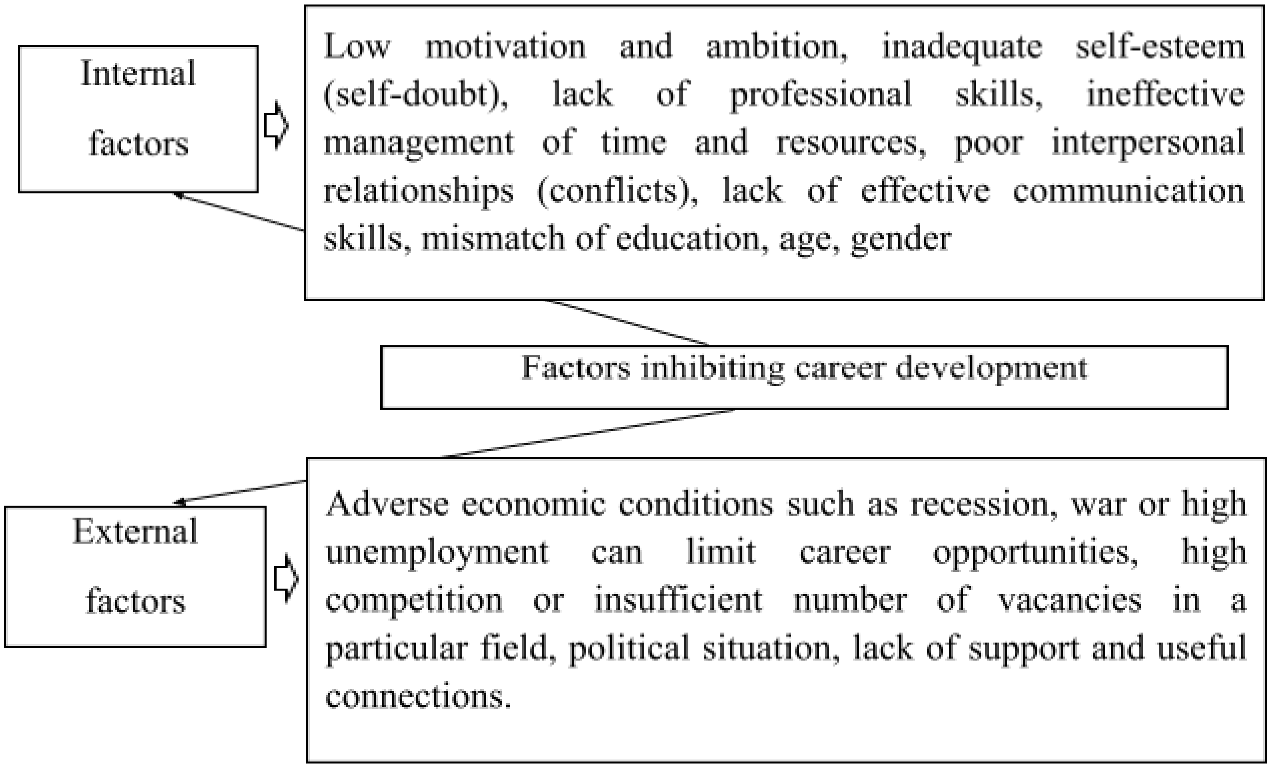

Fig. 1.4. Factors inhibiting the development of an employee's career.

So, it is worth noting that it is extremely difficult to take into account all the factors that affect career development. The career development of an employee depends on a set of factors that can both stimulate and hinder professional growth. Successful career development depends on a combination of personal qualities, professional skills, social and organizational conditions, as well as adaptation to external and demographic factors. Taking into account these factors not only contributes to success, but also ensures effective overcoming of challenges, adaptation to changes and full realization of the employee's professional potential.

Career planning for young professionals is extremely important, which is impossible without taking into account numerous factors that affect their professional development, namely:

- understanding one's own interests, strengths and weaknesses helps young workers to choose the appropriate professional direction and specialization;
- the choice of appropriate educational programs, courses and trainings is critical for acquiring the necessary skills and knowledge that will ensure competitiveness in the labor market;
- analysis of current and future labor market trends allows young specialists to adapt their career plans to modern changes;
- gaining practical experience through internships and work, as well as developing a professional network of contacts are important for career growth;
- assessment of promotion prospects and opportunities for career growth in the chosen field helps to form realistic goals and plans;
- psychological readiness for professional challenges and changes, as well as the ability to adapt to new conditions, are critically important for a successful career.

Thus, a comprehensive approach to taking into account these factors allows young specialists to effectively plan their careers, achieve professional goals and adapt to changes in the labor market.

The career growth of young professionals in banking institutions has a number of features that determine their path of development in this specific field (Table 1.7).

Summarizing, the career growth of young specialists in the bank is characterized by a fast pace of development, high requirements for education and skills, adaptation to constantly changing conditions.

Table 1.7

Peculiarities of career growth of specialists in banking institutions

Factors	Characteristic
Fast pace of professional development	Banks often practice employee rotation between different departments, which allows young professionals to gain experience and understand different aspects of banking activities more quickly. Young professionals who demonstrate high results and initiative can quickly climb the career ladder thanks to the high level of competition and dynamic changes in the banking industry.
Dependence on education	Having a higher education in finance, economics or business is important. Diplomas from prestigious educational institutions can open up additional opportunities.
Skills and competencies	Young professionals should have strong analytical skills for working with financial data, forecasting and risk assessment. Knowledge of modern banking systems, data analysis software and project management is critical. Ability to communicate effectively with clients and colleagues. Project management skills, organizational skills and the ability to work in a team.
The role of mentoring and coaching	The presence of mentors with experience helps young professionals navigate the corporate culture, develop the necessary skills, and avoid common mistakes. Regular feedback and coaching from managers contribute to professional development and faster achievement of career goals.
Complexity and dynamism of work	The banking sector is strictly controlled by regulatory authorities, so young specialists need to be aware of changes in legislation and regulatory requirements. The rapid development of financial technologies requires young workers to constantly update their knowledge and adapt to new technological solutions.
Corporate culture and ethics	To achieve success in your career, it is important to know and fit into the bank's corporate culture. This includes adherence to ethical standards and corporate values. Banks pay special attention to ethical behavior and confidentiality.

Table 1.8 summarizes the author's methods of psychodiagnostic tools for studying socio-psychological factors that affect career growth or can inhibit it. In particular, the methods of such scientists as J. Rotter, E. Shane, A. Noe, R. Noe and D. Bahuber, were adapted and translated into Ukrainian.

Table 1.8

Research methods for the study of socio-psychological factors of career growth

Factors	Object of research	Research methodology
Socio-demographic	Age, gender, work experience	Questionnaire research
Social and psychological	Interaction with management and colleagues, the level of recognition of authority among employees	Methodology Batarshev A. "Integral job satisfaction" Methodology of L. Umanskyi, A. Lutoshkina. "Psychological evaluation of the organizational abilities of the individual"
Individual and personal	Social and communicative skills, organizational skills, responsibility, ability to work independently	Test-questionnaire Rohova E. "Social and communicative competence" The methodology of J. Rotter's "Level of subjective control" Methodology of L. Umanskyi, A. Lutoshkina. "Psychological evaluation of the organizational abilities of the individual"
Motivational	Desire for career development; commitment to the organization; adaptability and perseverance, socio-psychological desire for power and achievements	Questionnaire A. Noe, R. Noah, D. Bachuber, "Motivation for career" Methodology E. Shane "Anchor Careers" Methodology O. Potemkin "Diagnostics of socio-psychological attitudes of the individual in the motivational sphere"

Source: compiled by the author based on data [10,12]

Thus, the analysis of the works of domestic and international scientists made it possible to identify the main factors affecting the career growth of employees. Among them stand out: socio-demographic factors, such as age, education and experience; socio-psychological aspects, including relationships with the environment and social status; individual and personal characteristics that allow you to achieve management positions, for example, leadership qualities and skills; as well as motivational and value elements such as career needs, values, orientations, aspirations and attitudes. Taking into account these factors, appropriate psychodiagnostic methods were chosen for detailed research and assessment of the impact of each of them on the career development of employees.

1.3. Management system of business career of personnel

Business career management is an important aspect of human resource management that directly affects the effectiveness of any organization. As the labor market becomes more dynamic and the requirements for the skills and competencies of professionals are constantly changing, companies need to develop systems that help them adapt to these changes and ensure the development of their staff.

The formation of a personnel business career management system is a complex and multifaceted process that involves strategic planning and the implementation of a comprehensive approach to the development and promotion of employees.

Management of professional career within the organization consists in purposeful activity of personnel management departments, which is focused on the development of professional skills of employees, accumulation of their experience and its effective use to achieve the goals of both the employee and the organization itself. Combining the interests of an individual employee and the organization is achieved by planning a personal career, as well as developing and organizing the structure of positions and career advancement within the company.

The process of business career management consists of a number of actions that must be performed to create effective managerial influence, which includes setting goals for the development of personnel careers and using tools for their systematic achievement.

The main stages of the process of managing the business career of the company's personnel are summarized in Figure 1.5 [2, 13].

Management of the business career of personnel begins with the formulation of specific, achievable and measurable career goals that correspond to both the personal ambitions of the employee and the strategic goals of the organization.

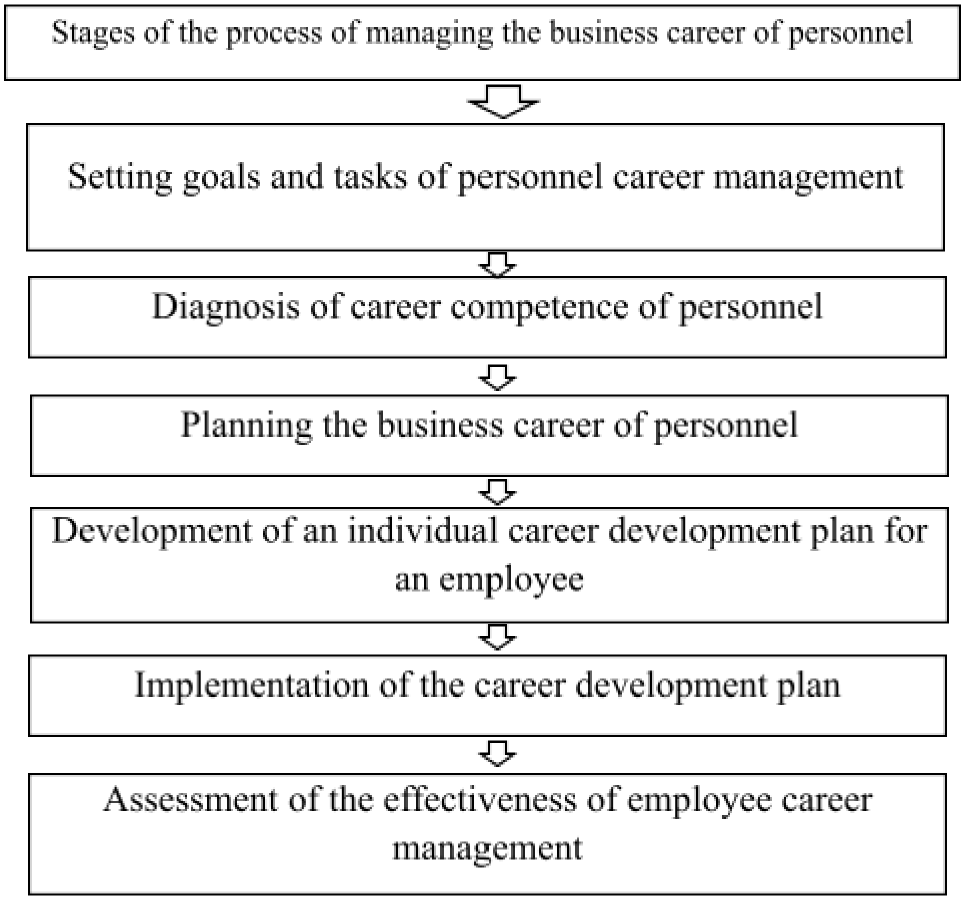

Fig. 1.5. The main stages of the process of managing the business career of personnel.

Diagnostics of the career competence of the personnel begins with the assessment of the existing skills, knowledge, experience, professional achievements, weaknesses and strengths of the employee. It is advisable to assess the career competence of personnel using the following methods:

1) the "Report on a proposed topic" method, where each participant prepares a three-minute report on a certain topic (for example, "Describe your first three priority tasks as a bank branch manager"), presents it to the group and answers questions. After that, the group chooses the best report. This method allows you to assess such competencies as systematicity, flexibility of thinking, presentation skills, motivation to achieve and readiness for learning;

2) a method of presenting strengths and plans for the future in small groups. This method assesses the development of career intuition, career flexibility, focus and presentation skills;

3) the brainstorming method allows to evaluate the effectiveness of teamwork, creativity, information processing speed and analytical abilities;

4) stress interview involves conducting an interview in a strict form and in an intensive mode, which includes asking provocative questions and creating problematic situations. It allows to assess resistance to stress, purposefulness in career development, communication skills and flexibility in the professional field.

5) "organizational test" - an exercise that lasts an hour and requires the processing of a large volume of various unstructured information. Participants make management decisions and resolve conflicts. The method is used to assess career competencies, leadership style and potential for development in a managerial career.

Assessment of career competence using these methods provides a comprehensive approach to understanding the abilities of employees, their skills and potential. Each method has its own characteristics and allows you to evaluate various aspects of career development, which in turn helps organizations to effectively manage personnel and plan their further development.

Based on the results of career competence diagnostics, an informational and analytical base for career planning is formed, which contains information about the level of career competence of employees for their positions.

Career planning should include joint development of career charts and career plans with the employee. A career chart is a document that describes in detail the career path of an employee or candidate, taking into account various aspects of professional development and includes:

- a list of positions held by the employee during his career, with a description of duties and achievements in each of them;

- assessment of skills and competencies that were developed or improved at each career stage;

- important professional achievements that influenced career development, such as projects, successes at work, promotions.

Based on the career profile, a plan for the employee's further development is developed, including professional goals and the necessary skills to achieve them.

Drawing up an individual career development plan includes determining possible positions for the employee taking into account his intellectual, leadership and creative abilities, as well as educational requirements and individual characteristics. This process involves direct supervisors who evaluate the potential of the employee and his compliance with the job requirements. The employee's personal career plan includes three key parts: 1) analysis of the current life situation; 2) determination of main career goals; 3) development of specific goals and activity plans.

The career development plan is drawn up on the basis of indicators that evaluate the labor activity and behavior of the employee, namely:

1) career motivation;

2) quality and efficiency of work in recent years;

3) conclusion of the certification commission or management;

4) professional competence and knowledge;

5) recommendations or conclusion of another organization, if the employee was hired or transferred;

6) psychological compliance with the requirements of production activity.

It is recommended to plan a career for a period of 5 to 10 years, since adaptation to a new position (especially a managerial one) takes 2-5 years, and in 10 years working conditions can change significantly.

The development of a career plan begins with the fact that the employee receives information about opportunities for promotion, professional development and the structure of the organization from the personnel management service. Then the employee determines his career interests and checks whether the plan corresponds to his capabilities and job requirements. If the plan seems realistic, you need to plan the next steps to implement it, with the help of the HR department and the manager.

The employee's career development plan includes the following data: the names of the positions that the employee must occupy (during rotation or promotion); terms of planned transfers (a year or roughly a quarter); types of incentives (salary increase, free education); names of training programs and terms of study in the continuing education system; educational institutions for training in the system of continuous education; direction of study; grades that the employee receives during training, in the personnel reserve, at certifications, competitions, etc.; other information.

The implementation of the career development plan includes job rotation, internships and coaching, with continuous evaluation of results. The employee must constantly acquire new knowledge and successfully apply it. The evaluation of the employee's work is carried out jointly by the manager and the personnel department using the following indicators:

- the time required to reach the next position;
- the level and number of positions that the employee successfully held;
- the level and quality of new skills and knowledge acquired by the employee;
- participation in courses, trainings and received certificates;
- quality of completed tasks and projects;
- ratings and feedback from colleagues and the immediate supervisor about the employee's work efficiency;
- activity in important projects, frequency and quality of new ideas and solutions proposed by the employee;
- level of satisfaction with work and working conditions;
- availability of professional awards, honors and publications;
- assessment of the level of wages and bonuses in accordance with achievements and work results;
- reduction of personnel turnover;
- ratio of external and internal appointments to key positions;

In order to achieve the goals and effectively implement the career process management functions in the organization, the following principles must be observed:

- a collegial approach to decision-making;

- synchronization of organizational goals with individual aspirations of employees;
- constant professional development and career advancement;
- transparency in evaluation procedures and job transfer mechanisms;
- economic efficiency.

Career management, although it requires effort from employees and employers, brings numerous advantages (Table 1.9).

Table 1.9

Benefits of career development for employees and employers

Benefits for employees	Benefits for employers
The opportunity to acquire new knowledge, skills and experience, which contributes to professional and personal development.	Attracting and retaining talented specialists, reducing staff turnover. When employees know that their efforts and achievements can lead to career growth, it motivates them to be more productive and engaged.
Achieving new levels of qualification and responsible positions can lead to higher wages.	Career planning helps to effectively use human resources by placing employees in positions and tasks that best match their skills and career aspirations.
When employees see real opportunities for career growth and personal development, it increases their job satisfaction and overall well-being.	A clear structure of career development contributes to the creation of a positive working environment where employees feel their importance and see prospects for further growth.
Successes in career development improve the image and authority of the employee in the industry.	The possibility of promotion within the company reduces the need for external recruiting and costs for hiring new employees

Thus, effective management and career planning brings benefits to both parties, improving both the personal development of employees and the overall functional state of the company.

Next, we will consider tools for managing the business career of employees depending on the stages of career development (Table 1.10).

Optimal use of the above career management tools allows organizations to effectively manage their human resources, ensure employee development and motivation, as well as reduce costs and risks.

Table 1.10

Tools for managing the business career of employees depending on the stages of career development

Stage of career development	Management tools	
The beginning of a career	External	Headhunting is a process of active search and attraction of highly qualified specialists to fill key positions in the organization.
		External recruiting is the process of hiring new employees from the external labor market.
		Outstaffing involves the transfer of management of certain categories of employees to third-party suppliers. That is, employees who perform tasks for the company are formally employed in the outsourcing company, but work under the control of the customer.
		Outsourcing involves the transfer of certain business processes or functions to third-party companies that perform these functions on a contractual basis.
	Internal	Internal recruitment
		Formation of personnel reserve
Career development	Horizontal growth	Rotation is a process of systematically changing work tasks, positions or workplaces of employees within the organization. Rotation can be both temporary and permanent, and is used to improve work efficiency, develop employees, and achieve the organization's strategic goals.
		Retraining, advanced training
	Vertical growth	Promotion in the hierarchy of positions
		Temporary performance of duties in management positions
End of career	Dismissal of personnel	
	Outplacement is a process aimed at supporting and helping employees who leave the company in their transition to a new job. This includes providing various services and resources to help former employees find new employment opportunities and adapt to career changes.	
	Downshifting is a concept or practice that consists in consciously reducing the level of professional activity or shifting the emphasis in life in order to achieve a greater balance between work and personal life. This may include reducing workload, changing careers to a less stressful one, or transitioning to a less demanding lifestyle.	

It is important to choose and combine these tools depending on the needs of the organization, specifics of business and strategic goals. The use of headhunting to fill critical positions, outstaffing and outsourcing to optimize operations, external and internal recruitment to hire and promote employees, as well as the formation of a personnel reserve to ensure long-term development — all this helps to create an effective and adaptive personnel management system. Career management tools, such as rotation, retraining, promotion and temporary leadership roles, are important for employee career development and organizational effectiveness. Horizontal growth helps employees develop new skills and maintain high motivation, while vertical growth provides professional development through promotions and new management roles. It is important to end an employee's career properly by using outplacement and following statutory termination procedures. Outplacement helps employees transition to new opportunities, reducing stress and maintaining their professional status. Downshifting allows you to reduce stress and find a better balance between professional and personal life. Both of these tools can be important in ensuring a smooth career transition, maintaining a positive company image, and improving overall employee well-being.

Thus, the personnel business career management system is a set of strategies and tools used to ensure effective development, motivation and support of employees throughout their career in the organization. An effective personnel business career management system provides the integration of various tools to maximize the potential of employees and achieve the organization's strategic goals. Horizontal and vertical growth, as well as career-ending tools such as outplacement and downshifting, help develop, motivate and support employees at all stages of their careers. Using these tools helps organizations stay competitive, maintain a high level of employee satisfaction, and ensure the continuity of business processes.

CHAPTER 2
BUSINESS CAREER MANAGEMENT PRACTICE AT RAIFFEISEN BANK JSC

2.1. Technical and economic characteristics of Raiffeisen Bank JSC

Raiffeisen Bank JSC was registered on March 27, 1992, which is a systemically important bank listed by the NBU. Until September 25, 2006, the bank operated under the name Aval Joint-Stock Postal Pension Bank. In October 2005, it became part of the banking group Raiffeisen International Bank-Holding AG from Austria (since October 2010 – Raiffeisen Bank International AG). At that time, 68.26% of the authorized capital of the bank belonged to Raiffeisen Bank International AG, and 30% to the European Bank for Reconstruction and Development.

Raiffeisen Bank JSC is a universal commercial bank that provides a wide range of financial services for both individuals and legal entities. The bank provides a wide range of both traditional and modern banking services, which are used by more than 2.5 million people. customers For individuals, the bank offers deposit and credit programs, payment cards, online banking, payment and transfer services, insurance, depository services, individual safes, and more. The bank provides deposit and credit products, settlement and cash service, interbank transactions, transactions with securities, depository services, salary projects and cards to legal entities.

Organizational structure of the bank as of December 31, 2023. shown in Figure 2.1 [15].

JSC "Raiffeisen Bank" occupies a leading position among Ukrainian banks in terms of capital and financial results, taking third place in the rating of the National Bank of Ukraine after state-owned banks JSC CB "PrivatBank" and JSC "Oschadbank" [16].

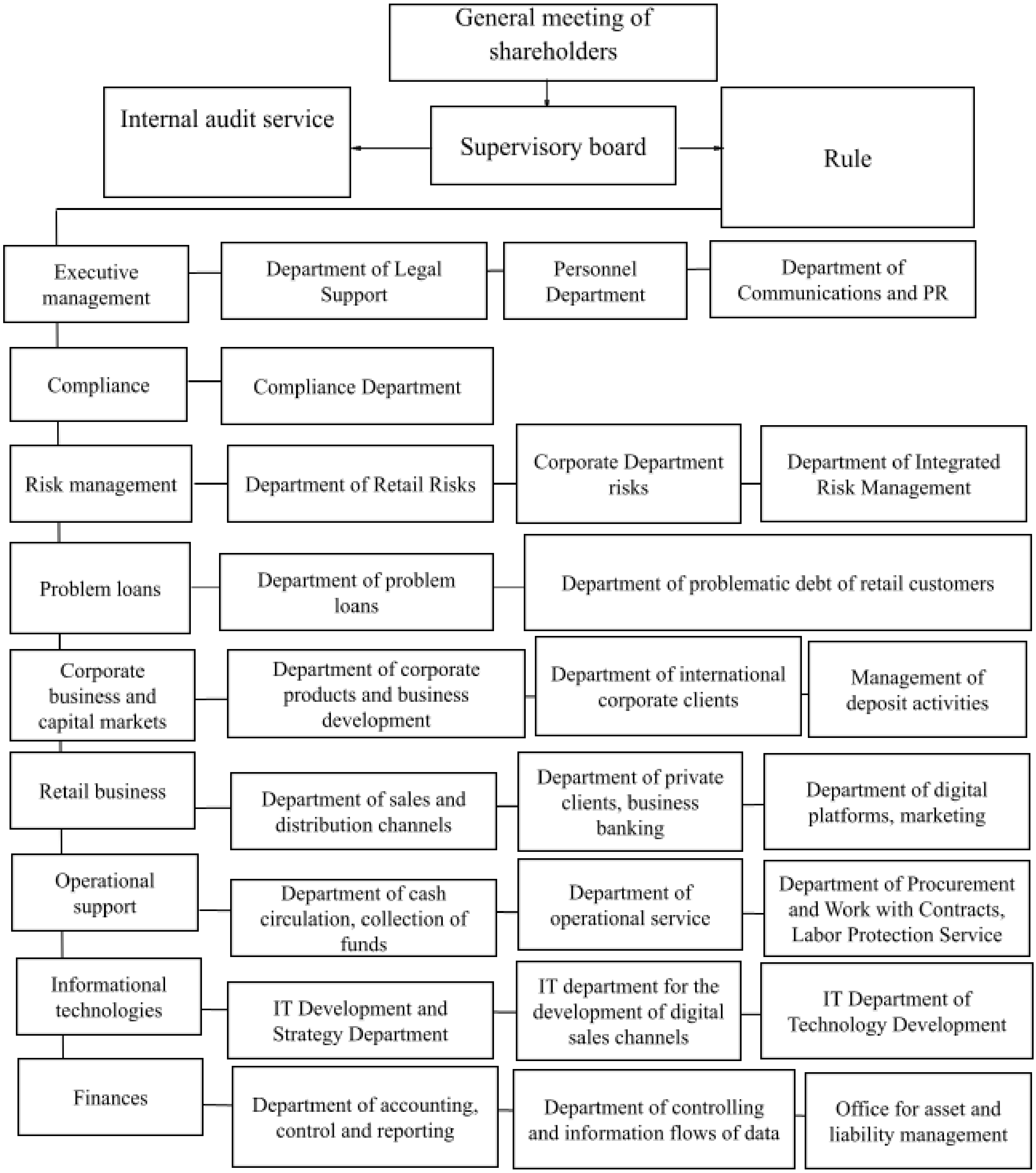

Fig. 2.1. Organizational structure of Raiffeisen Bank JSC

In table 2.1. as of June 1, 2024 the indicators of equity and profit of JSC Raiffeisen Bank, JSC CB PrivatBank and JSC Oschadbank are given [16].

Table 2.1

Equity and profit indicators of JSC Raiffeisen Bank, JSC CB PrivatBank and JSC Oschadbank as of June 1, 2024. (thousand UAH)

Indicators	JSC CB "PrivatBank"	JSC "Oschadbank"	Raiffeisen Bank JSC
Own capital	82270.77	35759.86	26092.78
Authorized capital	206059.74	49472.84	6154.52
Financial result	23957.14	8739.24	3997.38

Analysis of the financial indicators of JSC Raiffeisen Bank in comparison with other Ukrainian banks, such as JSC CB PrivatBank and JSC Oschadbank, shows certain peculiarities. JSC "Raiffeisen Bank" ranks 3rd among domestic banks, although it has own capital in the amount of 26,092.78 thousand. hryvnias, which is significantly less than that of JSC CB "PrivatBank" (82,270.77 thousand UAH) and JSC "Oshchadbank" (35,759.86 thousand hryvnias). The authorized capital of Raiffeisen Bank JSC is 6,154.52 thousand. UAH, which is also significantly less compared to JSC CB "PrivatBank" (206,059.74 thousand UAH) and JSC "Oshchadbank" (49,472.84 thousand UAH). Low authorized capital may indicate limited opportunities of the bank in attracting new investments and developing new business areas. JSC "Raiffeisen Bank" shows a financial result in the amount of 3,997.38 thousand. UAH, which is less than that of PrivatBank JSC (23,957.14 thousand UAH) and Oshchadbank JSC (8,739.24 thousand UAH), but shows a certain potential for growth if measures are taken to increase capital and profitability.

The dynamics of the balance sheet indicators of Raiffeisen Bank JSC are shown in Table 2.2.

The bank's total assets increased by 22,742,384 thousand. UAH, reaching 189,003,728 thousand UAH by the end of 2023. Deposits and deposits from customers increased by 15,051,607 thousand. UAH, reaching 158,662,271 thousand hryvnias, which indicates the preservation of depositors' trust even in war conditions. Loans granted to banks increased by 4,258,092 thousand. UAH and amount to 43,336,872 thousand. UAH

Table 2.2

Dynamics of balance sheet indicators of Raiffeisen Bank JSC for 2020-2023. (thousand UAH)

Indicators	2020	2021	2022	2023	Deviation 2023-2022
Loans granted to banks	25623326	11066989	39078780	43336872	4258092
Loans granted to customers	45840195	68623518	61685909	52534284	-9151625
Deposits placed by banks	3742289	602848	2385128	250126	-2135002
Deposits placed by customers	87841413	106587704	143610664	158662271	15051607
Bank capital	13727040	16552031	17055047	21834570	4779523
Total assets	107857262	12765190	166261344	189003728	22742384

Source: compiled by the author based on data [17-19]

However, the amount of loans granted to clients decreased by 9,151,625 thousand. UAH, up to 52,534,284 thousand UAH, which may be a consequence of high interest rates that affect the financial capacity of clients. The bank's equity increased by 4,779,523 thousand. UAH and amounts to 21,834,570 thousand. hryvnias at the end of 2023, compared to 17,055,047 thousand UAH by the end of 2022.

Indicators of profitability and profitability of Raiffeisen Bank JSC are summarized in figures 2.2 and 2.3 [17-19].

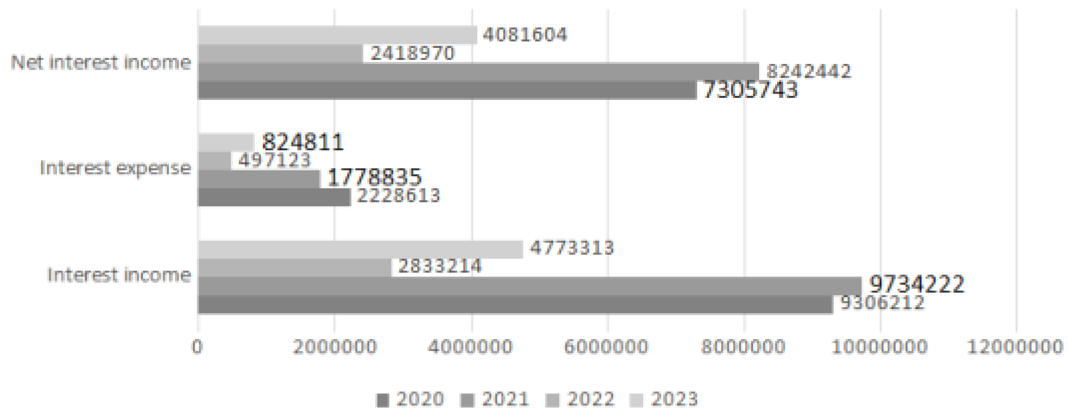

Fig. 2.2. Percentage indicators of profitability of Raiffeisen Bank JSC for 2020-2023. (thousand UAH).

Interest income decreased significantly from 9,306,212 thousand. hryvnias in 2020 to 4,773,313 thousand hryvnias in 2023, which indicates a decrease in income from the bank's core activities, probably due to a decrease in the volume of lending during the war in 2022. However, in 2023 there is a recovery of interest income compared to the previous year.

Commission profitability indicators of Raiffeisen Bank JSC for 2020-2023. shown in Figure 2.3 [17-19].

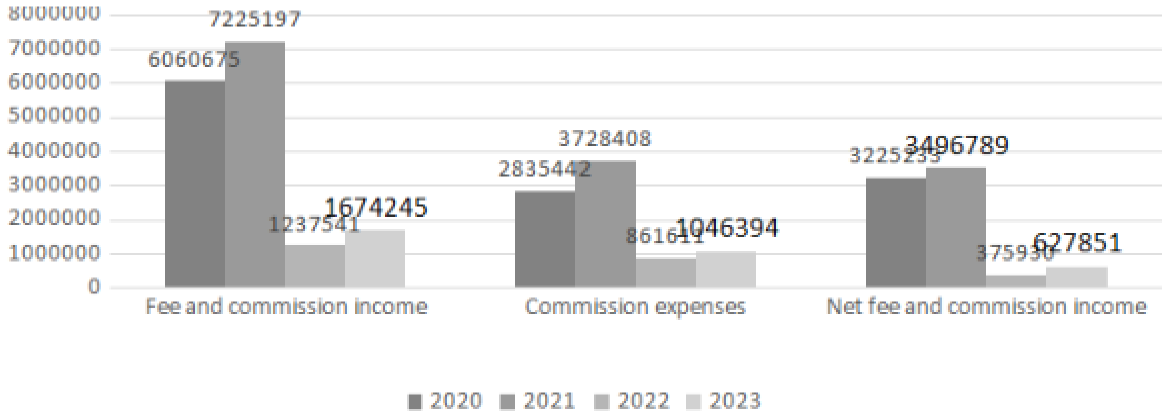

Fig. 2.3. Commission profitability indicators of Raiffeisen Bank JSC for 2020-2023. (thousand UAH).

There is a tendency to increase commission income from 6,060,675 thousand. UAH in 2020 to 1,674,245 thousand UAH in 2023, which indicates a stable increase in income from commission services, which may be the result of expanding the range of services or increasing the volume of processed transactions.

Figure 2.4 shows the bank's net income for 2018-2023. [20-23].

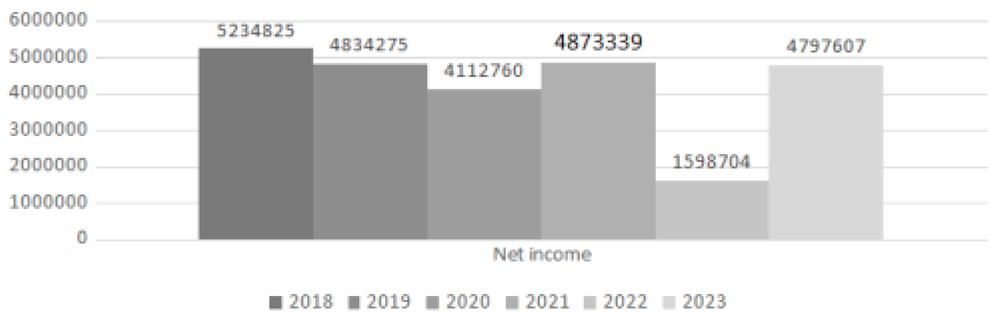

Fig. 2.4. Net income of Raiffeisen Bank JSC for 2018-2023. (thousand UAH).

Thus, the bank's net profit showed significant fluctuations during the period. After a stable increase in profit from 5,234,825 thous. UAH in 2018 to 4,873,339 thousand hryvnias in 2021, in 2022 there is a sharp decrease to 1,598,704 thousand. UAH This decrease is related to the impact of the war in Ukraine. Despite a significant decline in 2022, in 2023 net profit recovered to 4,797,607 thousand. UAH, which is approaching the level of 2021, which indicates the successful adaptation of the bank to difficult conditions and possible improvement of the financial situation.

Next, we will analyze the compliance and compliance of Raiffeisen Bank JSC with the economic standards established by the National Bank of Ukraine as of January 1, 2024 (Fig. 2.5) [24].

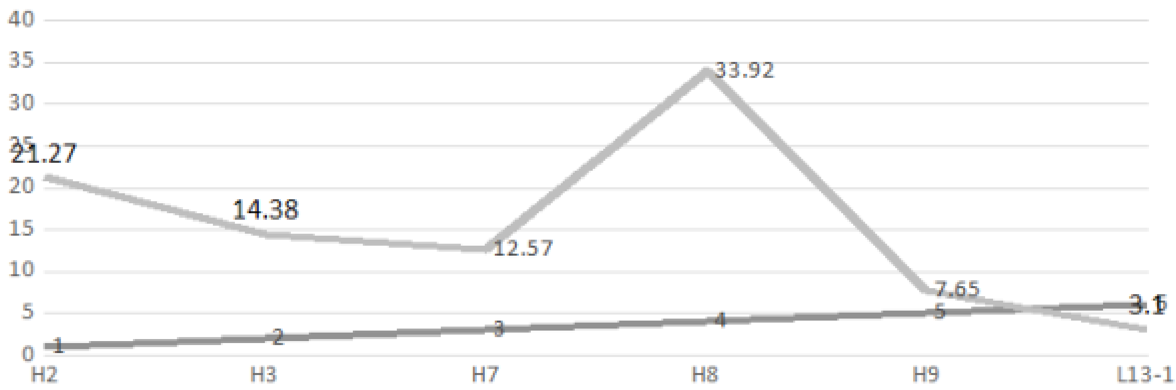

Fig. 2.5. Economic regulations of the bank as of July 1, 2024. (%).

Thus, the regulatory capital adequacy ratio (H2) is 21.27%, which significantly exceeds the minimum value of 10% established by the National Bank of Ukraine, which indicates that the bank has a sufficient level of equity capital to cover risky assets and effectively copes with financial risks. It is also worth noting that all other indicators of the bank are within the limits of the established standards of the NBU, which confirms the bank's stability and compliance with regulatory requirements.

Bank liquidity coverage standards as of July 1, 2024. shown in Figure 2.6.

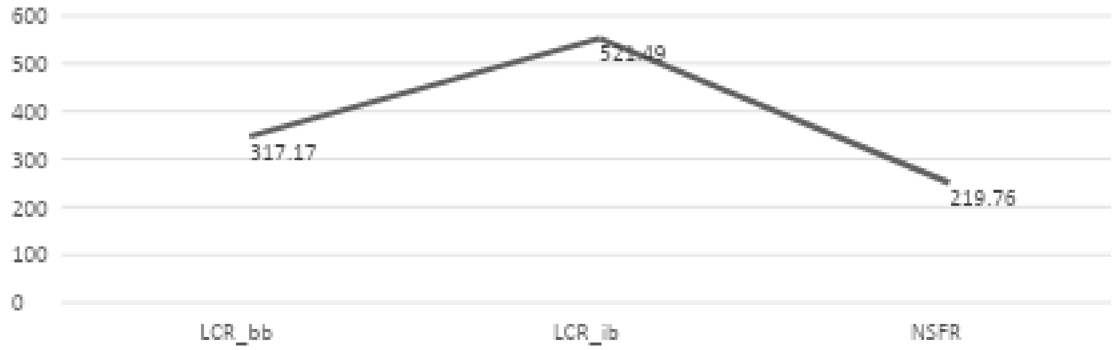

Fig. 2.6. Bank liquidity coverage standards as of July 1, 2024.

Liquidity coverage ratios for LCR_ib and LCR_bb are 521.49% and 317.17%, respectively, exceeding the regulatory value of 100%. Therefore, the bank has a sufficient volume of liquid assets to cover its obligations in the short term both in the interbank and client segments. The NSFR ratio is 219.76%, which also confirms that the bank provides its assets with a stable source of funding in the long term. These data indicate a high level of financial stability of the bank and its readiness to cope with potential financial risks.

Next, we will analyze the sustainability rating of JSC Raiffeisen Bank according to the data of the Ministry of Finance for the first quarter of 2022-2024. (Table 2.3) [25].

Table 2.3

Sustainability indicators of Raiffeisen Bank JSC from the Ministry of Finance based on the results of the 1st quarter of 2022-2024, (points)

Bank	Place	Overall rating	Stress resistance	Loyalty of depositors	Analysts' assessment
2022	1	4.02	3.6	4.5	4.2
2023	2	4.16	4.3	4.1	4.02
2024	2	4.09	4.15	4.1	3.96

The results of the assessment of JSC Raiffeisen Bank's sustainability according to this rating demonstrate a high level of trust among depositors. In recent years, the bank has consistently held leading positions in this rating. According to the results of the first quarter of 2024, the overall rating of the bank was 4.09 points out of 5 possible, which indicates a significant level of stability. However, the bank ranks second after Credit Agricole Bank JSC, which has a rating of 4.39 points.

Therefore, JSC "Raiffeisen Bank" has a solid financial basis and is provided with its own capital, it meets the economic standards of the National Bank of Ukraine. In 2023, the bank successfully restored its financial performance, demonstrating stability and management efficiency even in wartime conditions. The bank actively develops and implements innovative approaches to ensure stable income growth and increase competitiveness in the modern environment. Also, the bank consistently leads in the ratings, so according to the results of the stability assessment from the Ministry of Finance for the 1st quarter of 2024, the bank received 4.09 points out of 5 possible, which confirms its high level of trust and stability among depositors.

2.2. Diagnosis of the quality of staffing in the bank

Diagnosing the quality of staffing in the bank is an important aspect for assessing the effectiveness of human resources management and includes a comprehensive analysis of the processes and methods used to recruit, retain and develop staff. Providing qualified and motivated personnel is critical for the banking sector, where success often depends on the professionalism, competence and efficiency of employees, which allows to improve the overall results of the bank and ensure its competitive advantage in the financial services market.

Diagnostics covers both quantitative and qualitative aspects of bank staffing, so some of these aspects will be analyzed.

The consolidated number of employees of Raiffeisen Bank JSC for 2017-2023. presented in Figure 2.7 [15, 20-22, 26].

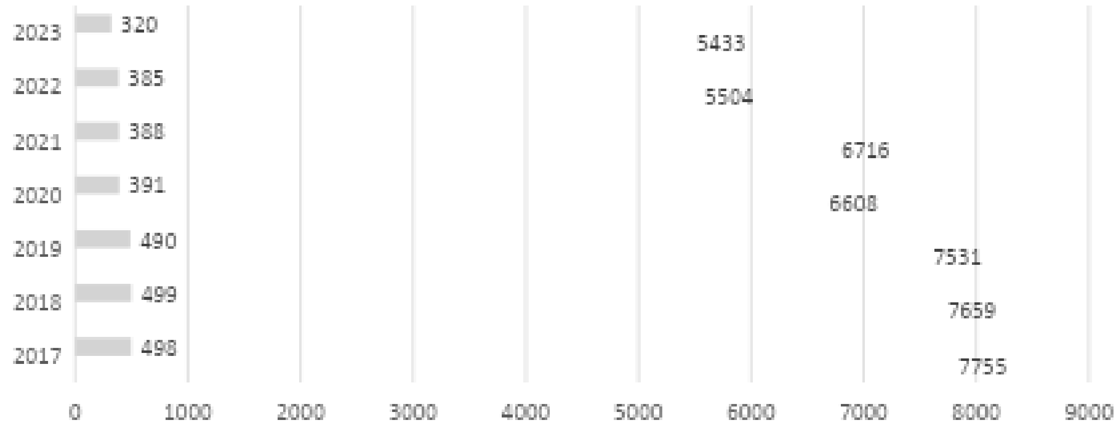

Fig. 2.7. Number of employees and branches of Raiffeisen Bank JSC for 2017-2023, (individuals)

Therefore, there is a clear tendency to reduce the total number of bank employees from 7,755 people in 2017 to 5,433 people in 2023. This decrease can be due to several factors. First, the impact of war and economic instability led to cost-cutting and a review of personnel strategies. Secondly, the decrease in the number of bank branches from 498 in 2017 to 320 in 2023 caused a review of the structure and changes in the distribution of personnel. In addition, the rise in popularity of online banking and digital technologies has reduced the need for physical branches and, consequently, the number of employees, as customers increasingly use online channels for banking transactions. These factors contribute to transformations in the structure and number of personnel, which allows the bank to meet the modern requirements and preferences of customers.

Next, we will analyze the structure of the bank's staff by age, gender, and level of education (Table 2.4) [15, 20-22, 26].

Analysis of the personnel structure of Raiffeisen Bank JSC for the period 2018-2023 shows several key trends, namely: the total number of employees decreased by 2,259 people, from 7,692 people in 2018 to 5,433 people in 2023, the average age of employees remained relatively stable, varying between 39 and 41 years, which indicates the stability of the age structure in the organization during the specified period, the share of women in the total number of employees in 2023 was 68.8% (3743 people), while men - 31.2% (1690 people), reflecting the continued dominance of women in the bank, the percentage of employees with higher education was growing from 85% in 2018 to 95% in 2023, which indicates increased requirements for employee qualifications or greater attention to educational level when recruiting new staff.

Table 2.4

Dynamics of the staff structure of Raiffeisen Bank JSC by age, gender and level of education for 2018-2023.

Year	Number of employees (people)			Average age (years)	Higher education (%)
	Total number	Women	Men		
2023	5433	3743	1690	41	95
2022	5455	3753	1702	40	93
2021	6716	4647	2069	39	93.75
2020	6608	4579	2029	39	92.5
2019	7531	5234	2297	39.4	92
2018	7692	5307	2385	39	85

In general, the changes in the personnel structure of Raiffeisen Bank JSC indicate a gradual optimization of the number of employees while maintaining high requirements for their qualifications, a stable age composition and the dominance of women in the staff.

Next, we will analyze payments to bank employees for 2018-2023. (Fig. 2.8) [15, 20-22, 26]. It should be noted that, despite the reduction in the number of bank personnel, the costs of its maintenance increased.

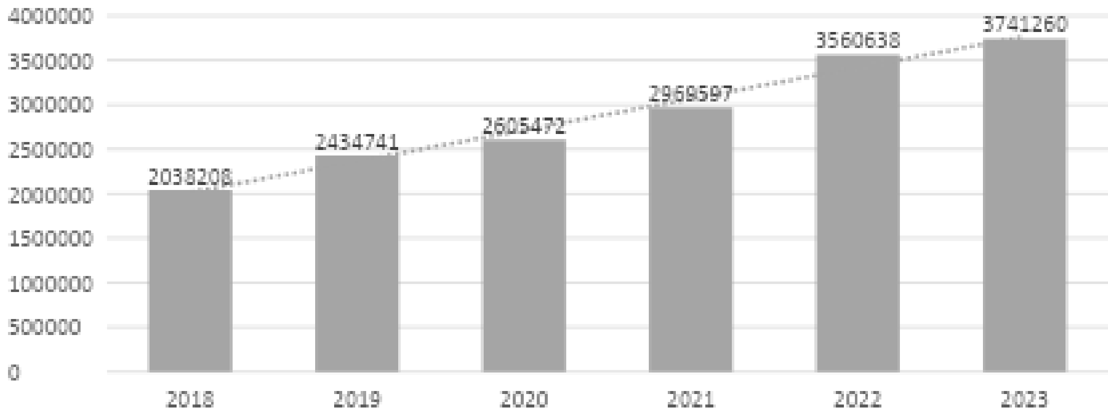

Fig. 2.8. Personnel expenses of Raiffeisen Bank JSC for 2018-2023, (thousand UAH)

Therefore, the total costs for personnel steadily increased, starting from 2038,208 thousand. UAH in 2018 and having reached 3741260 thousand UAH in 2023, indicating an increase in costs per employee or an overall increase in wages and other compensation costs. The average salary of bank employees exceeds 42 thousand. UAH In 2023, the average salary level increased by 20%. The bonus system includes annual bonuses, which are received by about 2,400 employees who meet the goals during the year, as well as monthly bonuses, which are intended for employees of branches, the contact center, and the division of work with problematic debt.

Next, we will analyze the bank's activities in supporting its employees during the war (Table 2.5) [15, 20].

Table 2.5

Activities of JSC "Raiffeisen Bank" regarding the safety of employees during the war

Actions of the bank	2022	2023
1. Invested in the uninterrupted operation of the bank (installed generators and means of communication for branches)	370 million UAH	-
2. Joined the Armed Forces of Ukraine: - one of them died - disappeared - was injured	150 people 4 persons 1 person 1 person	190 people
3. Allocated for additional support of employees (evacuation, provision of accommodation, as well as preservation of wages for mobilized employees on the bank's own initiative).	271 million UAH	72 million UAH
4. Support program for demobilized workers and veterans	-	20 people

So, during the war, 190 bank employees joined the Armed Forces of Ukraine. Mobilized workers are guaranteed job retention and payment of an average monthly salary (the bank has allocated over UAH 72 million in 2023), as well as medical insurance covers the costs of treating the wounded, there is a special program of financial assistance for the purchase of military equipment, support for families, treatment or education of children . Since 2023, a program to support demobilized employees and veterans has been introduced, within the framework of which assistance was provided to 20 people, which is focused on the rehabilitation and reintegration of demobilized bank employees. It also provides support for mobilized defenders of the bank and employees whose relatives serve in the Armed Forces, and also promotes the involvement of veterans in the labor market.

Next, we will consider the efficiency of the bank's staff and analyze how personnel costs affect the bank's financial indicators, in particular, its profitability (Table 2.6).

Table 2.6

The influence of personnel costs on the profitability indicators of Raiffeisen Bank JSC (thousand UAH)

Indicators	2018	2019	2020	2021	2022	2023
1. Number of employees (people)	7692	7531	6608	6716	5455	5433
2. Personnel costs	2038208	2434741	2605472	2969597	3560638	3741260
3. Net profit	5234825	4834275	4112760	4873339	1598704	4797607
4. Bank assets	73800833	82905762	107361130	126440062	166261344	189192017
5. Labor productivity	680.55	641.91	622.39	725.63	293.07	883.05
6. Profitability of personnel costs	2.56	1.98	1.14	1.64	0.44	1.28
7. Amount of assets per employee	9594.5	11008.6	16247.1	18826.7	30478.7	34822.8

Labor productivity tended to decrease, decreasing from 680.55 thousand UAH in 2018 to 622.39 thousand UAH in 2020. However, in 2021, this indicator increased to 725.63 thousand. UAH, which became possible mainly due to the reduction in the number of employees. However, in 2022, labor productivity fell to 293.07 thousand. UAH, which can be explained by the stressful conditions of the war and general instability. However, in 2023 there is a recovery of productivity, which reached 883.05 thousand. UAH, which probably indicates effective adaptation measures and improvements in work organization. In 2022, the return on personnel costs was 0.44. This decrease may be caused by an increase in the cost of supporting personnel in the war, which affected the overall efficiency of the use of financial resources. However, in 2023, the ROI increased to 1.28. This may be the result of improved working conditions, introduction of new management practices, or successful adaptation of the bank to new market conditions, which allowed to increase productivity and optimize personnel costs. The increase in the amount of assets per employee from UAH 9,594.5 to UAH 34,822.8 thousand shows that, despite the decrease in the number of employees, the bank is successfully increasing assets per unit of labor, which indicates a more efficient use of resources.

Raiffeisen Bank JSC annually organizes an employee survey called Pulse Check "How are you?", the results of which are presented in Figure 2.9 [15]. In 2023, a record number of employees took part in the survey - 93% of colleagues expressed their opinion about working conditions in the bank.

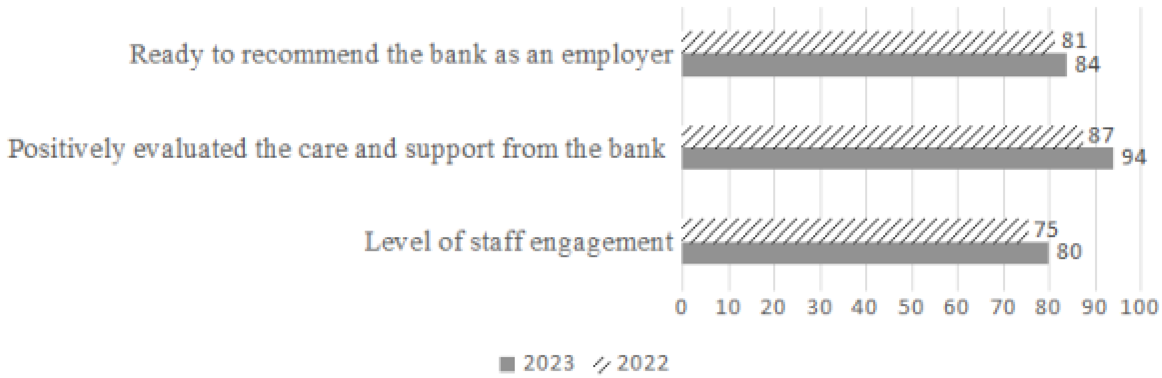

Fig. 2.9. The level of satisfaction of employees of Raiffeisen Bank JSC in 2022-2023.

The results of the annual employee survey are marked by an improvement in all key indicators: the level of staff engagement increased from 75% in 2022 to 80% in 2023; 94% of employees positively assessed the bank's care and support, compared to 87% in the previous year; 84% of employees expressed their willingness to recommend

Raiffeisen Bank as an employer, while in 2022 this figure was 81%, indicating the effectiveness of the bank's efforts in creating a positive work environment and increasing employee satisfaction.

Thus, the 2022 war had a significant impact on the effectiveness of Raiffeisen Bank JSC personnel, causing a reduction in the number of employees and an increase in their maintenance costs. However, 2023 shows positive changes in several key indicators: labor productivity, assets per employee and return on staff costs have improved. This testifies to the bank's successful adaptation to new conditions, effective implementation of new management strategies and improvement of work organization, which made it possible to once again increase work efficiency and optimize costs.

2.3. Analysis and evaluation of the management system of career development of bank personnel

A professional development management system is a critical component of any successful organization, particularly the banking sector, where staff effectiveness directly affects overall productivity and competitiveness. In today's dynamic environment, characterized by rapid changes in technology and customer needs, banks must constantly improve their approaches to the professional development and support of their employees.

Analysis and evaluation of the management system of professional development in the bank allows to identify the strengths and weaknesses of the current practice, as well as to identify areas for improvement. This includes consideration of training and development methods, evaluation of the effectiveness of training programs, as well as adaptation of the management system to changing market conditions and needs.

Next, it is advisable to analyze the level of expenses for training bank personnel for the period 2018-2023. (Fig. 2. 10) [15, 20-22, 26].

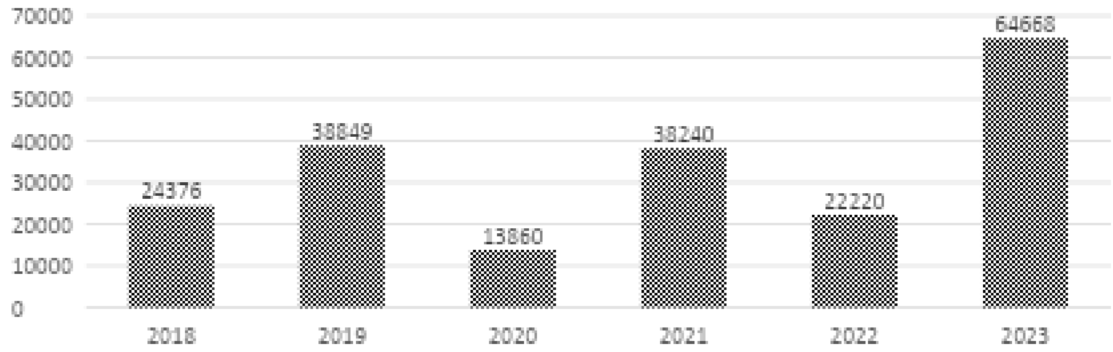

Fig. 2.10. Costs for staff training of Raiffeisen Bank JSC for 2018-2023, (thousand UAH).

Education costs showed significant fluctuations during the studied period. The greatest growth was observed in 2023, reaching 64,668 thousand. UAH compared to 24,376 thousand UAH in 2018, which indicates the growth of investments in the professional development of employees. Instead, in 2020 and 2022, they decreased to 13,860 thousand. UAH and 22,220 thousand UAH, respectively, which can be explained by the restrictions caused by the COVID-19 pandemic and the war in the country.

Important aspects of the analysis of the management system of professional development of personnel is the study of how the bank supports the professional growth of its employees, what resources and tools are provided for this, as well as how successfully these measures contribute to the achievement of the strategic goals of the organization. Special attention should be paid to evaluating the impact of training programs on the productivity of employees and their ability to adapt to new challenges.

The organization of the training process at Raiffeisen Bank JSC is carried out through the implementation of separate training projects, which are summarized in table 2.7.

Table 2.7

Educational projects for employees of Raiffeisen Bank JSC in 2023.

Areas of study and resources	Learning outcomes
1. The bank launched the JunoJourney marketplace platform, which collects courses and materials from various sources on one site, which makes it easier to find and access them: Coursera: Online platform with courses from universities and organizations. Udemy: A platform with courses from independent teachers. TED: A platform with short lectures from experts and thought leaders.	In total, more than 300 training courses are available, with 120 new resources launched in 2023. 69,636 electronic courses were completed
2. Corporate educational programs and trainings: - "Information security" Participants passed quests and tests, learned to protect private and corporate data.	80% of employees completed an information security course, which reduced the clickability of phishing links to 10% from 21%.
- "CX (Customer Experience)"	More than 200 employees passed the theoretical part, and 70% completed all modules of the SC Academy 2.0 to improve the customer experience.
- "Sales model" and "Formation of positive customer experience"	40 strategic sessions
	Over 300 training programs.
	Support for 60 specialized broadcasts on banking products and services for more than 120,000 participants is provided.
- Leadership program "Neuroleadership: from boss to effective leader" for top managers leadership program for middle management Manage@Raif	24 managers completed a course on a scientific approach to leadership based on the principles of the brain.
- "Safety and well-being of employees with a focus on physical and mental health" courses for ensuring health and managing emotional state.	Psychological individual and group sessions according to Israeli protocols, as well as practical classes on providing first aid.
- "Business Club in Raif" - a corporate business employee development program, it is an employee development program that combines business skills, cultural transformation and gamification, using design thinking and real business cases.	More than 300 participants
- "Data Camp and D.Raif.Talks" are programs aimed at implementing a data-driven culture in the bank and simplifying the transition of employees to new technologies. They teach how to work effectively with data, how to process it, and how to make data-based decisions.	100 people from various departments took part in the program.

End of table 2.7

- Improve the English language in group and individual classes.	400 employees
- training courses: "Compliance. Anti-fraud. Financial monitoring", "Basic course on information security", "Data protection and quality management", "Fundamentals of operational risk management", "Fundamentals of compliance with personal safety measures and communications during an emergency situation", "Operational risk. What events need to be reported"	They are mandatory for all bank employees
Training for branch employees	
1. As part of the completion of the roll-out of the Agile transformation of the branch network, training was conducted for the Team lead within the framework of Circle Schools	21 events for over 200 team leaders.
2. "Sales model" and "Creation of positive customer experience" trainings	40 strategic sessions
	Over 300 training programs.
	Support for 60 specialized broadcasts on banking products and services for more than 120,000 participants is provided.
3. Trainings "Fundamentals of self-help in stressful situations", "Communication with clients during air alarms", "Ethics of communication with the military" based on the guide "Talk to me".	16 intensive marathons were held for 1,500 participants from different teams.
3. The content of the Raif Wiki, which is filled by employees, has been expanded:	the total number of views reached 1.115 million.

Source: compiled by the author based on data [15]

Therefore, JSC Raiffeisen Bank's corporate training programs support the professional development of employees, improving their skills and knowledge through various resources and formats. These include courses in business skills, information security, management skills and language training. The programs use modern techniques, such as gamification, design thinking and data-driven approaches, which helps to increase the effectiveness of the team's work, promote cultural transformation and the introduction of new technologies. The results indicate the active participation of employees and a positive impact on their productivity and professional development.

It should also be noted that in 2023 the bank created the first corporate series "Rife PRO", consisting of 9 series of 10 minutes each, which highlight the path of a newcomer, his development and achievements in the team. This additionally contributes to the career development of employees and their integration into the company.

In 2023, Raiffeisen Bank JSC won the nomination"The best project for training and development of employees"in the all-Ukrainian award "HR-BRAND UKRAINE 2023" with the project "Agile-transformation of the branch network: a course to freedom for teams" [27]. This award emphasizes the bank's success in implementing innovative training programs and confirms their contribution to professional development and improvement of corporate culture.

Next, we will analyze the requirements for the positions of employees of JSC "Raiffeisen Bank" branches (Table 2.8).

Table 2.8

Requirements for the positions of employees of the Raiffeisen JSC branchBank"

Position	Requirements		
	Knowledge and experience	Skills	Responsibilities
1. Specialist in working with clients in the "ATB card from Raif" project	-	Smartphone skills (including taking pictures of documents, sending files via e-mail, etc.). Readiness for communication, proactivity, responsibility and the ability to quickly learn new knowledge.	Provide advice to customers on the terms and benefits of the ATB card from Raif. Assist customers in placing an order for a card and preparing the necessary documents. Perform identification and verification of clients and transfer documents to colleagues in the branch.
2. Manager-cashier of a bank branch	At least 6 months of experience in banking with cashier customer service. Fluency in the state language. Confident use of a computer and modern office programs. Availability of higher or secondary special education.	Great responsibility and attention to detail. Excellent communication skills and ability to work with different types of clients. Ability to learn and improve your skills quickly.	Execution of cash operations: payments, currency exchange, transfers, repayment of loans. Friendly customer service and meeting them in the branch. Cash accounting and compliance with security standards. Opening and maintenance of accounts of private clients. Selling banking products and providing recommendations. Participation in the opening and closing of the operating day.

3. Private client service manager 4. Leading manager of sales of retail products 5. Chief manager of retail sales	Minimum of 6 months of experience in banking or financial customer service. Knowledge of banking products is an added advantage. Fluency in the state language. Confident use of a computer and modern office programs. Availability of higher education.	Excellent communication skills and the ability to interact with various clients. Great responsibility and attention to detail. Ability to quickly learn new things and improve skills.	Professional and friendly customer service, meeting in the branch. Consultations on banking products and the choice of financial solutions. Active sales of products, identifying customer needs and recommending solutions. Service of accounts, credit cards, loans, deposits and insurance products. FOP maintenance, account opening and service. Carrying out cash transactions as needed. Documentation management.
6. Head of department	At least 3 years of work experience in the banking sector in the field of product sales and customer service (individuals and legal entities). Management experience from 1 year. Skills of motivation and team development. Deep understanding of banking products, procedures and service standards. Fluency in the state business language. Availability of higher education.	Outstanding leadership skills. Ability to effectively communicate and negotiate. Great responsibility and focus on achieving results. Strong analytical and organizational skills.	Organization of the department's daily work, ensuring compliance with standards and achieving goals. Leadership, team motivation, mentoring and application of Agile principles. Management of relations with existing and new clients, sale of banking products and provision of services. Ensuring high customer satisfaction through quality consultations and effective problem solving. Accounting of financial transactions, cash register control and compliance with regulations. Cooperation with senior management, analysis of department work and reporting.

Source: compiled by the author based on data [28]

Requirements for the positions of bank branch employees determine the need for complex skills and knowledge for effective performance of duties. You need experience in the banking sector, which allows you to confidently conduct financial transactions.

It is also important to be able to provide professional and friendly customer service, provide advice, communicate effectively with different types of customers and find out their needs. Knowledge of modern computer and office programs is required to ensure high-quality service and documentation.

The requirements for the positions of bank branch employees form the basis for their professional development and career growth. They provide the necessary skills and competencies for successful job performance and open opportunities for further advancement within the banking system.

We will analyze the structure of the department's personnelRaiffeisen Bank JSC (Table 2.9). It is worth noting that during the pre-diploma internship at the bank, two branches were temporarily reorganized into one due to a power outage during the war.

Table 2.9

Department staff structureRaiffeisen Bank JSC, Kharkiv for 2024

Position	Criteria		
	by age	by article	by level of education
1. Head of department	38 years old	woman	higher
2. Chief manager of retail sales	23 years old	man	higher
	29 years old	woman	higher
3. Leading manager of sales of retail products	55 years old	woman	higher
	25 years old	woman	higher
4. Private client service manager	27 years old	woman	higher
5. Manager-cashier of a bank branch	48 years old	woman	average
	40 years old	woman	higher
6. Specialist in working with clients in the "ATB card from Raif" project (mobile banker)	30 years	man	higher
	34 years old	woman	higher
7. Security guard	45 years old	man	average

8. Cleaner	58 years old	woman	average

Thus, 12 employees work in the bank branch, including 9 women (75%) and 3 men (25%). The average age of employees is 37 years. It is important to note that 90% of employees who are directly engaged in customer service have higher education, which confirms the high level of their qualifications and professional training.This is key to providing high quality customer service.

After that, we conducted a diagnosis of the career growth motivation of bank branch employees, using the A method. Noe, R. Noe and D. Bachhuber in the adaptation of E. AND. Mogilevkina and the method of E. Shayna.

The "Career Motivation" questionnaire includes 20 questions divided into three areas: career intuition, career involvement and career stability. The questionnaire and the key to the questionnaire are given in Appendix A [29]. The sample consisted of 10 bank branch employees. The survey results are presented in Figure 2.11.

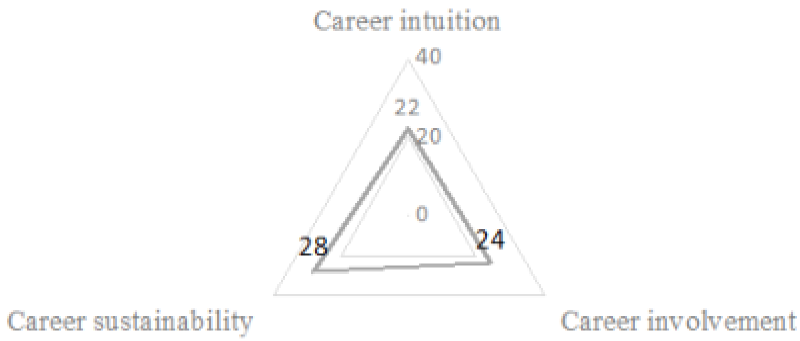

Fig. 2.11. The results of the survey of JSC "Raiffeisen Bank" employees "Career motivation" according to the method of A. Noe, R. Noe and D. Bachhuber, (points).

So, according to the results of the research, the level of career intuition, which reflects the adequacy of employees' self-assessment of their professional abilities in a real context, among bank employees is average. This indicates that employees in general adequately assess their skills and potential, but there is an opportunity for further improvement of their self-assessment and understanding of professional prospects. The level of career involvement, which measures an employee's willingness to work towards the organization's goals, is also average. This indicates that employees demonstrate a moderate level of involvement in corporate goals and objectives, but there is potential to increase their motivation and more actively contribute to the achievement of the company's strategic goals. The level of career resilience, which determines the ability to cope with difficulties, adapt to changes and overcome obstacles, is also average, but is the highest among all indicators, reaching 28 points. This means that workers in general have moderate skills of adaptation and resilience in the face of change, but there is an opportunity to develop greater flexibility and resilience to challenges in professional activities. Increasing this indicator can contribute to improving the ability of employees to respond effectively to changes and stressful situations.

The Career Anchors questionnaire contains 41 questions covering eight different areas. The questionnaire and the key to the questionnaire are given in Appendix B [29]. The results of the survey according to the method of E. The sled is presented in Figure 2.12.

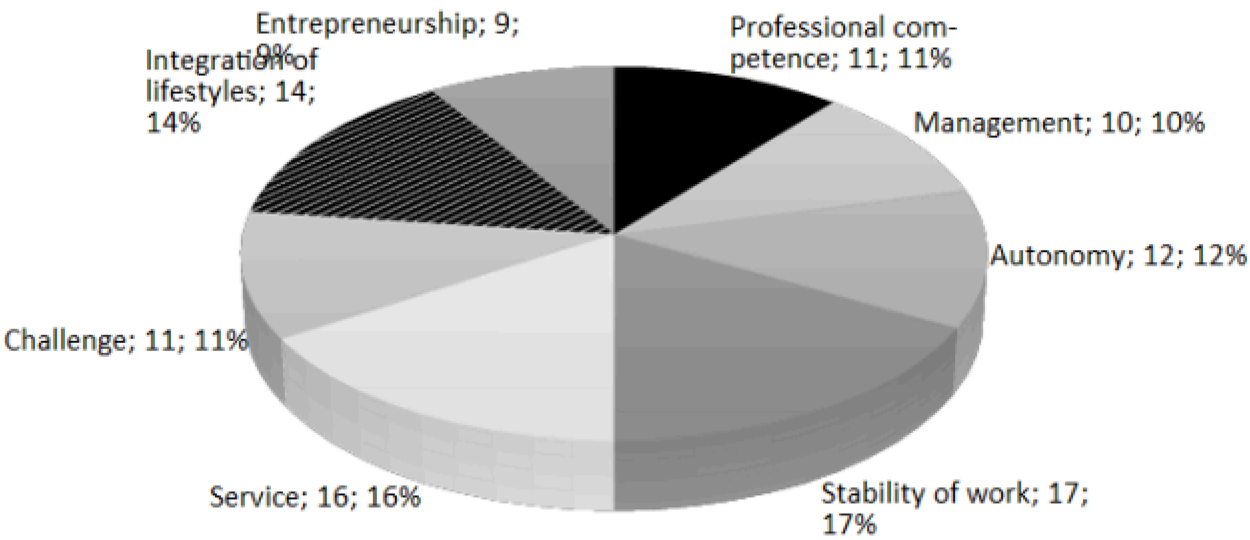

Fig. 2.12. The results of the survey of employees of JSC "Raiffeisen Bank" "Anchor careers" according to the methodology of E. Shayna, (%).

So, according to the results of a survey of bank employees using the method of E. Shane, the highest priority (motive or "career anchor") for workers is "Job Stability" (17%), indicating their strong need for workplace safety and security, which is critical in a wartime environment. "Service" (16%) is an important priority, emphasizing the desire of employees to realize their personal values through work and to contribute to the welfare of society. "Integration of lifestyles" (14%) indicates the desire to maintain a harmonious balance between career responsibilities and personal life. In addition, "Autonomy" (12%) notes the need for independence and the desire to ensure professional development within the limits of one's own conditions and standards. "Professional competence" and "Challenge" (11% each) have the same level, which indicates a high interest in overcoming complex tasks and solving problems. This emphasizes the desire of employees for professional development and readiness to undertake ambitious projects. However, professional competence ranks fifth among career priorities in the survey results, suggesting that although it is important to employees, it is not the dominant motivation in their careers. "Management" (10%) occupies a smaller share among priorities, indicating a relatively low interest of employees in management positions, which may indicate that most respondents do not place management roles at the center of their career activities. The results of the survey show that only 9% of employees give priority to "Entrepreneurship", which involves the creation of new organizations, products or services. This indicates that respondents are less interested in initiatives involving the development of new business ideas. People with this orientation usually strive to turn their own ideas into reality, creating something new and unique that fully reflects their efforts and ambitions. However, given the results, most workers are likely more focused on ensuring stability and security in their existing job roles than on starting new ventures.

Next, such a career motive as "Management", which scored a small number of points, was analyzed in more detail (Fig. 2.13). In conditions of shortage of personnel on the labor market, it is much more effective to search for potential candidates for management positions among existing employees. Because recruiting external candidates is often an expensive and time-consuming process, and using an internal reserve allows you to save on the costs of hiring and training new employees. Internal candidates are already familiar with the culture, processes and specifics of the bank's work, which reduces the time for adaptation and increases the efficiency of the performance of new duties.

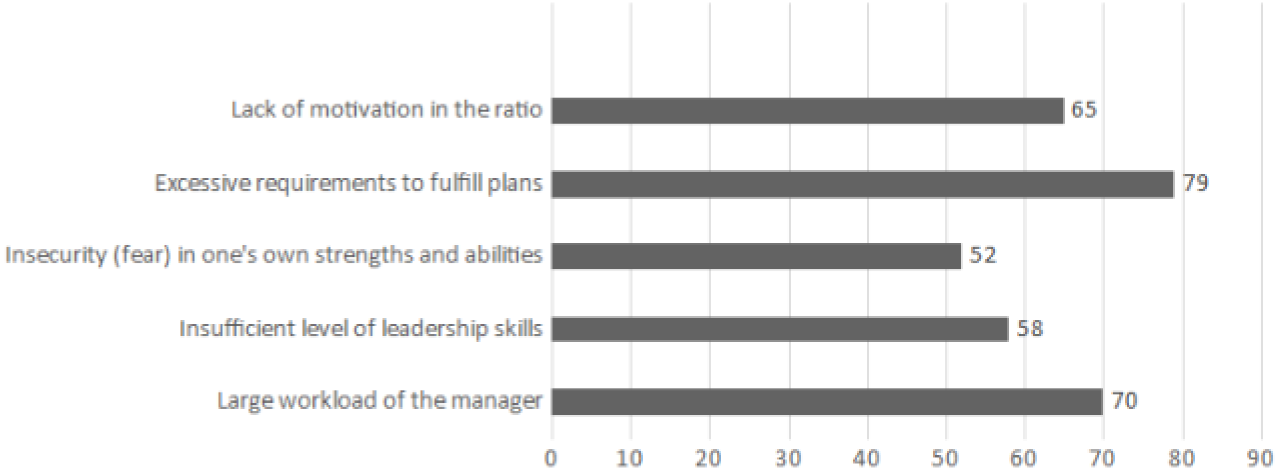

Fig. 2.13. Reasons for the low interest of bank employees in management positions

So, the results of the survey reveal several main reasons for the weak interest of bank employees in management positions. First, inflated requirements and unrealistic plans (79%) create serious obstacles to effective work and can negatively affect the moral climate in the team. Secondly, a large workload and responsibility (70%) increase stress and the risk of burnout, which reduces motivation for career growth. Thirdly, the unsatisfactory ratio between the level of wages and the amount of work (65%) reduces the attractiveness of managerial positions. Insufficient leadership skills of employees (58%) also affect their confidence in the ability to effectively manage a team. Last, but not least, is a lack of confidence in one's own abilities (52%), which holds back the desire to take on leadership roles due to the fear of not meeting expectations.

In the conditions of shortage of personnel, focusing on the development of internal reserves and the search for potential managers among existing employees is a strategically appropriate approach. Therefore, to increase interest in management positions, it is necessary to optimize the workload, provide training for the development of leadership skills, improve employee support, reduce inflated requirements and improve the motivation system for a better ratio between salary and workload.

Thus, staff training and career development are closely related. Investing in training not only increases the professional skills of employees, but also supports their career growth and job satisfaction. It is also beneficial for the banking institution as it helps to increase productivity and reduce staff turnover.

CHAPTER 3
WAYS OF IMPROVING THE BUSINESS CAREER MANAGEMENT PROCESS OF STAFF

3.1. Foreign experience of managing the business career of personnel

In the conditions of globalization, personnel career management is becoming more and more important for both private and public sectors. Foreign experience in this area demonstrates various approaches and strategies aimed at stimulating the personal and professional development of employees, increasing their efficiency and satisfaction with career growth.

Today, there are several personnel management systems, the most common of which are the Japanese, American, and European models [30-31].

In figure 3.1. presents the most important criteria for potential employees when choosing an employer in America, Europe and the CIS in 2021. [32].

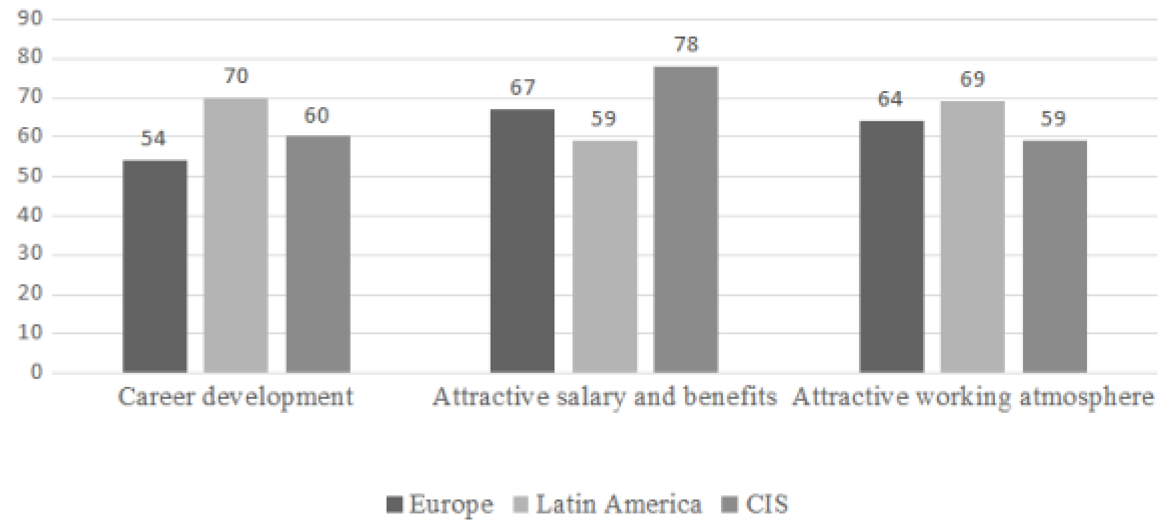

Fig. 3.1. The most important criteria for candidates when choosing an employer in America, Europe and the CIS in 2021. (%).

So, one of the three main criteria for candidates when choosing an employer in America, Europe and the CIS in 2021 is career development opportunities.

Next, we systematize the peculiarities of managing the business career of personnel in different countries (Table 3.1).

Table 3.1

Generalization of features regarding the management of the business career of personnel in different countries

Country	Career planning form	Methods of motivation for career advancement	Payment labor	The main features of the personnel management model
Japan	lifelong employment system; the rank hierarchy system is based on the employee's qualifications, which determines his position	annual salary increase, payment of bonuses twice a year and promotion based on acquired knowledge and achievements.	depends on the duration of the employee's work; the size of the reward depends on social, not economic factors; individual income is taken into account based on the earnings of other employees.	combining professions; focus on collectivism; mandatory membership in corporate trade unions; system of permanent training; collective decision-making and distribution of responsibility; high attention to the individual.
USA	individualism and competition	competition stimulates subordinates to career advancement: the lower the position, the more vacancies, and the higher, the fewer.	wages are increased annually for all employees who have received a positive evaluation of their work. the mechanism of individualization of wages	the principle of individual responsibility; staff are seen as the main source of productivity improvement; the evaluation of the employee is based on his work achievements, the employee perceives another employee as a rival
Sweden	individual career development plans that allow employees to define their goals and ways to achieve them in the workplace, which may	a system of individual goals, opportunities for professional training and development, as well as ensuring their material well-being and	rewards for achieving goals, a transparent work evaluation system.	emphasis on transparency, employee participation in decision-making, as well as on continuous training and development, communication at all levels of the organization is

	include professional development, internships and development planning.	providing social guarantees.		considered a key element for achieving high efficiency and employee satisfaction.
Great Britain		a system of rewards for achievements, bonuses for high results, opportunities for professional development and participation in specialization projects.	salary increase, payment of additional rewards, bonuses, supplements, as well as provision of pension and health insurance.	focus on management transparency, support for leadership development, as well as a culture of open communication between management and employees, inclusiveness
Germany		life insurance, health insurance and free lunches	high level of social security and wage regulation	gradual growth from a lower to a higher position and development of professional skills, participation of employees in decision-making
France	promotion requires constant updating and improvement of the employee's qualifications	significant social support, benefits and rewards	salary depends on the level of professional qualification of the specialist.	rapid professional growth and deep specialization of personnel, continuous teaching.

Source: compiled by the author based on data [33-36]

Japanese companies are very careful in selecting employees, taking into account their strengths and weaknesses and offering them a suitable workplace. In companies, there is a clear division into highly qualified, low-qualified and unqualified employees. When hiring, all employees are initially considered unskilled, and promotion is possible only after two or three years, depending on efforts to improve one's own skills and abilities. Companies actively practice combining professions and develop broad competencies among their personnel. The system of long-term employment at Japanese enterprises significantly contributes to the attraction and retention of personnel.

In Japan, staff career development planning begins after an employee gains work experience and becomes well known to management. This planning depends on the high qualification of the staff, as employees are given the opportunity to learn 5-6 specialties, which contributes to their development and increases productivity [32].

In the USA, the main values are individualism and competition. Career centers are created at enterprises, which help personnel in career planning and development, focusing on their career expectations. The amount of wages of employees in companies is confidential information, where the owners themselves set the amount of remuneration for their staff, assessing the contribution of each.

Company management stimulates competition among employees to promote their career growth, which contributes to achieving high profitability and work efficiency. However, competition for career growth, although it motivates employees, has its drawbacks: instead of effectiveness, the emphasis is on winning over others; the employee perceives another employee as a rival, mistrust and reluctance to share information; the possibility of conflicts; desire for revenge for defeat; dependence on success or failure.

In the USA, a positive aspect of personnel career management at enterprises is the availability of private consulting companies that specialize in career planning and management. Career management seminars for company personnel are also popular.

In Sweden, employees can study and work at the same time, which contributes to their professional development and career growth. This practice has a positive effect on the professional development and efficiency of enterprises that actively invest in the professional development of their personnel and use grants for professional development. In Swedish companies, important conditions for career development are high wages, social security and safe working conditions. Management actively cares about subordinates, which contributes to their rapid professional growth. For example, companies introduce the "6 Sigma" program, which guarantees career development to participants for two years with proper performance of duties.

In Great Britain, career planning at enterprises is carried out by career agencies that help determine the individual development path of each person. The career development of employees at enterprises is influenced by national traditions and the role of trade unions. Career advancement of employees is limited due to traditional corporatism and limited opportunities to move between departments. Staff motivation for career growth is salary increase, payment of allowances, bonuses, additional payments, as well as provision of pension and health insurance.

In France, all companies have a career planning system, which provides for the development of individual development plans for each employee based on the Career Planning Regulations. These plans are formed on the basis of collected information about the employee and evaluation of his performance, including the identification of strengths and weaknesses, as well as the determination of the directions of his future activities. Staff motivation at French enterprises is ensured through high wages, bonuses, allowances and other financial incentives.

In Germany, personnel career planning takes place at vertical, horizontal and highly professional levels. In addition to personal career plans, companies develop plans for filling positions for the next few years. Consulting has become a key aspect in the functioning of German companies and helps to plan the career of employees, increases their self-esteem and self-confidence, which contributes to the growth of labor productivity. Companies use life and health insurance, free meals, and sometimes mobile phones and cars to motivate staff [33]. The system of career growth is based on gradual promotion and development of professional skills, taking into account the peculiarities of the German mentality.

Thus, personnel career management in the considered countries has several common features, namely: the presence of individual values characteristic of each specific country, active planning and monitoring of the career growth of employees within enterprises, systematic evaluation of their work and conducting motivational activities such as wage growth, payment of bonuses and supplements, as well as health and pension insurance. Considerable attention is also paid to individual career planning and personnel development through specialized consulting services and agencies, trainings and programs.

The given foreign career management experience has the potential to become an important source of insights for implementation in Ukraine. Application of individual personnel plans and development programs that help employees determine their professional goals and ways to achieve them. The use of various motivational tools, such as salary increases, bonuses, participation in the company's profits, which contribute to increased productivity and employee satisfaction. Implementation of a system of successive promotion of positions and improvement of professional competence, which contributes to the preservation and development of qualified personnel. Providing a high level of social security, including health and pension insurance, is an important aspect of ensuring stability and long-term employee relations. Therefore, the implementation of such practices can contribute to the improvement of personnel management in Ukraine, increase the attractiveness of the employer's brand, and increase the efficiency of enterprises. However, it is important to take into account contextual differences and adapt foreign experience to the peculiarities of the Ukrainian labor market and cultural environment.

3.2. 9-Box Grid potential matrix as a talent management tool of Raiffeisen Bank JSC

In today's business environment, effective talent management is the key to the successful development of an organization and its competitiveness. One of the most powerful tools in this process is the 9-Box Grid matrix, which allows you to strategically evaluate and manage the company's human capital. This tool not only simplifies the process of making decisions about personnel promotion, but also contributes to strategic planning of career growth within the organization. With the help of the 9-Box Grid matrix, managers can more accurately identify the strengths and development areas of employees, which allows creating personalized development plans and providing adequate support when needed.

The 9-Box Grid matrix is a system that allows you to evaluate employees according to two main criteria: their potential for career growth and the actual results of their work [37]. The basis of this tool is the division of employees into 9 groups, which is carried out according to their productivity and potential. This helps identify key employees who have already demonstrated a high level of performance and are ready for promotion, as well as identify employees who may need additional support or development.

When evaluating the performance of employees, managers usually consider two factors: their current performance and their potential for future development. The matrix is formed in three stages: performance assessment, potential assessment and their combination.

The horizontal axis of the matrix (X-axis) displays performance in three categories:

- low (x = 1) - the employee does not meet the requirements;
- moderate (x = 2) - the employee performs tasks according to expectations;
- high (x = 3) - the employee exceeds expectations and successfully completes tasks.

The vertical axis of the matrix (Y-axis) evaluates the potential of the employee, which is better determined by his behavior, and not by results. The potential is divided into three levels:

- low (y = 1) - the employee works at the limit of possibilities and does not show signs of development;
- medium (y = 2) - the employee is developing and has the possibility of further growth within the framework of his role;
- high (y = 3) - the employee is actively developing, performs work effectively and is ready for promotion.

If each employee receives a value on the X and Y axes, he automatically falls into one of the nine quadrants illustrating the correlation between his potential and performance, which are presented in Figure 3.2.

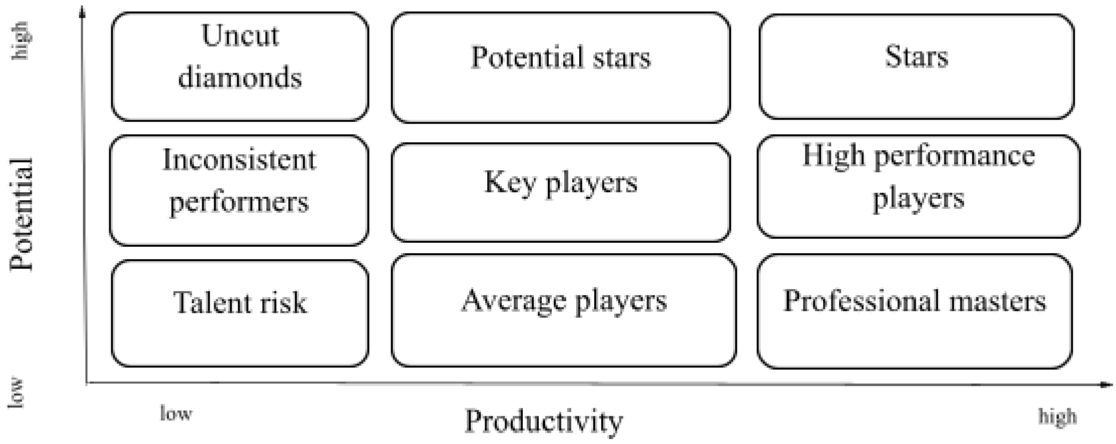

Fig. 3.2. Ninebox potential matrix.

Different categories of employees require different talent management strategies.

Table 3.2 suggests the company's talent management strategies. Effective talent management focuses on supporting, developing and motivating key employees to maximize their contribution to the organization and ensure their long-term success.

Table 3.2

Recommendations for company talent management.

Employee type	Recommendations for talent management
Talent risk	Identify personal obstacles that may be causing low performance and stunted growth. Don't put in too much effort and know when it's better to stop cooperating. Have a conversation with the employee to see if there are other tasks where he and you could better apply your skills. If the first two approaches don't work quickly, develop an exit plan together that helps the employee find a position that better matches their skills outside of your organization. If ineffective employees are a common problem in the company, the methods of attracting and selecting candidates need to be reviewed.
Average players	Develop a performance plan focusing on personal barriers and required skills. Set clear, measurable goals and clearly define what constitutes good performance so that the employee knows what is expected of him. Hold monthly meetings to evaluate the progress of the plan. Document these meetings to help make the best decisions. A structured plan and feedback will also benefit the employee.
Inconsistent performers	Employees have the potential to become successful, but are not yet achieving the desired level of performance. It is necessary to find out the reasons for their average productivity. Maybe it's new employees who haven't been able to adapt, or they don't understand the expectations.

	Consider including them in a peer coaching program or other mentoring programs. If results do not improve within six months or a year, develop an exit plan together to help the employee find a more suitable role outside your organization.
Unused Talents (or Rough Diamonds)	They have high potential, but low productivity. Give employees time to develop, but monitor their performance. You need not only improved, but also stable and reliable performance. If their results are poor, they can be improved; if there is high potential, they should show average or high performance over six to twelve months. Clearly communicate to employees the expectations of their current role so they know what is required of them. Emphasize that you believe in their potential but expect their performance to improve. If results do not improve after a year, develop an exit plan together.
Professional masters	Employees with high productivity but limited potential for further growth. These employees are important to your organization because they perform their duties effectively and have a positive approach to work. Motivate employees to actively participate and make meaningful contributions. Assess upcoming changes in their roles and help prepare. Increase wages nominally, but beware of large raises and bonuses. Don't promote employees beyond their potential.
Key players	An employee who consistently lives up to expectations. There may be potential for increased accountability through the development plan. Usually, such people do not like sudden changes, but are focused on quality and are ready for gradual development. Successful companies should invest in their development and provide supportive feedback.
High performance players	The main strategy is to keep them engaged and ready to work not only today, but also in the future. If a capable employee is ambitious and seeks career growth in the organization, it is important to increase his potential through various activities. Keep high-performing employees happy and engaged by communicating with them regularly and appreciating their work. Not everyone should aspire to stardom. If your high-performing employee is happy in their current role and isn't looking for a promotion or additional responsibilities, that's also a positive outcome. Give them time to develop. If an employee has not yet reached their full potential, they may need more time to settle into their current role before moving on to new challenges. Use techniques such as job rotation and challenging assignments to expose them to different aspects of the business. This will help develop business acumen and prepare for a larger leadership role. Find a mentor to support their development and provide opportunities for training and development.
Potential stars	Make sure employees understand the requirements of their role. Give newcomers time to develop their performance to optimal levels. Praise them for their achievements and initiative, and regularly monitor their performance and conduct satisfaction checks. Offer job rotations or expanded responsibilities and provide training and coaching opportunities to improve skills and overcome performance barriers.
Stars	Exceptional talent, or future leaders, are your best employees who can fill new roles and play an important role in succession management.

	Give your "stars" challenging tasks, such as important projects or startup opportunities. Check their job satisfaction regularly and spot signs of dissatisfaction early. Praise them for their contribution and make them feel valued. Provide mentorship from experienced colleagues and create opportunities to network with other stars and management. Interested employees may also benefit from participation in external boards and committees. Don't forget competitive compensation for these valuable employees.

Therefore, effective talent management focuses on supporting, developing and motivating key employees to maximize their contribution to the organization and ensure their long-term success.

Based on the evaluation of employees and their location in the quadrants of the matrix for performance and potential, make decisions about investments in their development. Focus resources on the most promising and high-performing employees to support their long-term success with the company (Figure 3.3).

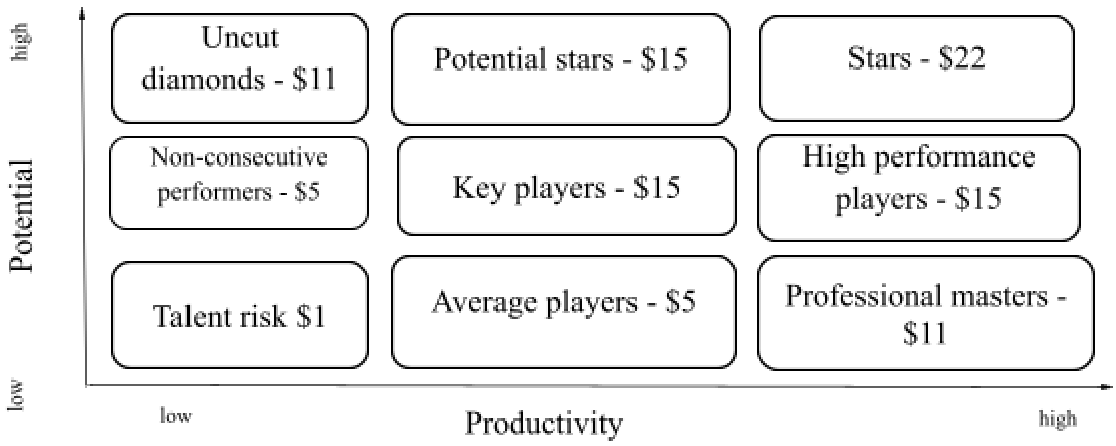

Fig. 3.3. Budget allocation of $100 for investment in employee development.

So, if $100 were to be allocated among talent categories, the most resources should be allocated to the exceptional workers in the upper right corner of the matrix, and the least to the outsiders in the lower left corner.

This makes strategic sense, because investing in effective employees brings the greatest return and competitive advantage, while investing in less effective employees takes resources away from the best candidates. It's important to keep in mind that not everyone is suited for the same roles or company culture.

The 9-Box Grid matrix is used to identify leadership talents. This tool allows you to identify potential leaders and prepare them for higher management positions through leadership development, coaching, mentoring, 360-degree feedback and other forms of assessment.

The main drawback of the matrix is its limitation in assessing the real potential of employees. This matrix is often based on subjective assessments of performance and potential, which may be inaccurate or biased. It may also not take into account dynamic changes in the career development of employees or specific circumstances that affect their productivity and potential. In addition, there may be pressure on employees and managers due to the clear division into categories of employees in the matrix, which may lead to prejudice or unfair treatment of those in the lower quadrants. It can also limit development opportunities for employees who are not in high-potential categories, even if they have opportunities for significant growth and development.

Therefore, we believe that instead of annual performance evaluations, continuous feedback should be introduced. This allows for better productivity and provides more data to accurately evaluate results. We recommend using objective data to measure performance and implementing goal setting systems such as SMART goals or key results (KRIs) to achieve better results.

Therefore, the importance of using the 9-Box Grid matrix for Raiffeisen Bank JSC lies in its ability to help identify potential leaders and determine the best paths for their professional growth. This allows the organization not only to effectively use existing talents, but also to promote their career growth, which in turn has a positive effect on overall productivity and achievement of corporate goals. Ensuring the right investment in employee development according to their positions in the matrix will optimize talent management and support the organization's strategic goals. The 9-Box Grid matrix is an indispensable tool for any company that seeks to manage its human resources as efficiently as possible and ensure sustainable career development of its employees.

3.3. Proposals for improving the management system of the business career of Raiffeisen Bank JSC staff

In today's competitive business environment, effective management of the professional development and business career of personnel becomes a strategically important aspect for every successful organization. Today, the main emphasis is not on the quantitative indicator of personnel, but on the creation of the bank's personnel potential, its efficiency and the ability of employees to career growth. This requires employees to have an unconventional and creative approach based on high professionalism to solve complex tasks during a crisis and war in the country.

JSC Raiffeisen Bank, as a leading participant in the financial market, is aware of the need for constant improvement of its personnel management system.

Traditionally, career development is compared to a ladder, where the sequence of positions indicates career success. However, in today's environment, workplaces are undergoing significant changes: organizational structures are constantly transforming, technology and digital innovations are changing the industry, and employees are actively looking for new opportunities for personal and professional growth.

Therefore, today it is advisable to use a more flexible model of career development that supports movement in different directions - lateral, diagonal, upward and low, that is, the "Career Lattice", which differs from the outdated model of career ladders in that which provides many opportunities for growth and development in various career directions.

For example, during the pre-diploma practice, he analyzed the career path of employees of the Raiffeisen Bank JSC branch, it was found that not all employees want to occupy management positions or an interesting situation when a twenty-three-year-old employee received the position of chief manager of retail sales a little more than six months after recruitment (the employee already had a year of work experience in another bank), then the next position is the head of the branch. We also observed such a situation when the employee informed the manager about his dismissal (after three years of work experience) and only then began to offer options for career growth, thus losing a qualified employee.

The "Career Grid" model gives employees the opportunity to freely develop their interests and strengths without being limited to one path to success. Instead, they can focus on gaining experience and expanding their skill portfolio.

Figure 3.4 shows the model "Quarry shot" and "Quarry grid" [38].

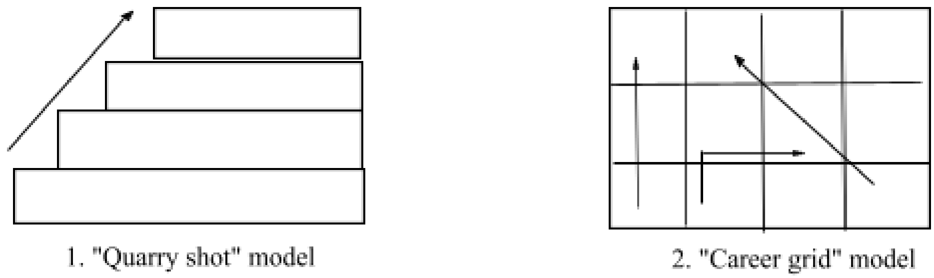

Fig. 3.4 "Quarry shot" and "Quarry grate" model.

The advantages and disadvantages of the "Career Grid" model are summarized in Table 3.3

Table 3.3

Advantages and disadvantages of the "Career grid" model

Advantages	Challenges
Helping employees acquire a variety of skills and experiences, making them more versatile and adaptable	People who have believed that career success is determined only by position may find it difficult to change their thinking.
By upskilling their employees, organizations create a larger pool of internal candidates for vacant positions.	Companies must create effective methods for evaluating leaders and for their self-evaluation based on skills and competencies.
Using internal talent to adapt to changes in the industry, avoiding frequent external hiring.	Leaders should receive training to support employees in multi-vector career development, including skills assessment, feedback and development plans.

End of table 3.3

Flexible career opportunities demonstrate that the company highly values all its employees, which positively affects their mood and job satisfaction.	Creating on-demand resource tools will promote the development of both managers and employees. it could be a PDF career map or an investment in interactive career development technology.
Due to the expanded internal opportunities for career growth, staff turnover will probably decrease.	People support the program, which shows different examples of career paths. Leaders can share these stories on an internal employee portal. It is also important that employees can easily find job vacancies with clear job descriptions.
A skills-based approach takes into account the life stages and uniqueness of employees while meeting the organization's talent needs.	

Source: compiled by the author based on data [38-40]

Consequently, the Career Grid model includes significant benefits, such as promoting the development of diverse skills and competencies in employees, increasing flexibility in career growth, as well as increasing employee satisfaction and reducing employee turnover. This model takes into account the individual needs of employees and promotes their personal and professional development. This is how the bank creates a culture of continuous learning that constantly replenishes their internal talent pool.

However, the implementation of the career grid model may face challenges, such as the need for appropriate training of managers and employees, adaptation of internal processes for evaluation and career planning, and support for a feedback system for effective implementation.

In order to implement the "Career Grid" model in the bank's operations, you need:

1) Create skill and competency profiles/maps for different roles and employees. In this model, it is important to find out what skills and competencies can be applied in different roles, that is, create profiles for each role using the necessary skills and knowledge, analyze the skills and competencies of each employee to understand their potential.

2) Support internal mobility by teaching leaders to assess the skills and competencies of employees in various aspects of work. To ensure mobility, managers should be able to objectively evaluate employees. To help them do this: define competencies and skills clearly; teach leaders to assess the ability of employees using observations, directed questions, evaluation of results and feedback, reviews; include

the assessment of skills and competencies in the certification process, linking it to success at work; develop thinking, supporting the belief in people's ability to constantly develop; create job descriptions that clearly describe skills and competencies, highlighting those that can be developed.

3) Create opportunities for learning and career development, offering a variety of flexible options and methods that will allow employees to build personalized learning trajectories to support their career growth, namely: training for the development of key skills and competencies; coaching that helps employees achieve their personal goals; mentoring, training programs that transfer knowledge from experienced leaders to less experienced employees; on-the-job training to gain first-hand hands-on experience of specific roles.

Support employees in career planning with:

- personalized career maps reflecting goals, skills, learning opportunities and key steps;
- individual development plans with a focus on growth, training and stages of achieving goals;
- creation of programs and trainings for the development of the personal brand of employees;
- templates for career conversations, facilitating systematic discussions with managers;
- a series of speeches by leaders that inspire and help to understand career development opportunities based on their own example;
- feedback tools for evaluating and improving professional development processes.

Further, in order to identify the best talents and develop them as future leaders, it is advisable to offer JSC Raiffeisen Bank software for succession planning (Table 3.4) [41].

Table 3.4

Career development management software

Direction	Software
1. Management of productivity, goals, remuneration of employees	Lattice is a program for managing performance, growth, goals and rewards.
	PerformYard is a performance management system that facilitates effective succession planning.
	Paycor is the optimal tool for managing performance, rewards and training in the HCM system.
2. Mentoring programs	Qooper is a mentoring platform aimed at developing future leaders through collaboration with managers and experienced staff.
	MentorcliQ is a platform for connecting employees with mentors for professional development.
	SAP SuccessFactors is an enterprise-level career management tool with mentoring capabilities.
3. Learning management	Ingentis org.manager is a charting and scripting tool that visualizes data from various sources.
	PeopleFluent is a career development management tool with a learning management system for professional development.
	Cornerstone OnDemand is an HCM platform with deep what-if workforce planning.
	Deel Engage is an AI-powered talent development platform that combines learning management, performance assessment and career development tools.

Hence, succession management software will help the bank identify and prepare internal talent for key roles in the future. These tools include evaluating high-potential employees, creating individual development plans, and tracking their success in achieving goals. They also allow you to create succession models for different leadership replacement scenarios, preparing the organization for possible resignations or replacements of key leaders. For example, Deel Engage is an innovative talent development platform that uses an AI-powered career advancement system and advanced performance management tools. This platform allows companies to clearly define the career trajectories and competencies of employees, simplifying the identification of individuals with leadership potential. Customizable performance assessments and a 360° feedback system provide a deep understanding of employee capabilities and help recognize and develop future leaders based on accurate data. The integration with the 9-Box Grid we discussed above allows you to visually represent talent and identify skill gaps, ensuring that potential leaders have the necessary competencies and experience.

Thus, the "Career grid" model opens up new opportunities for employees and the bank to achieve success and stability in the modern labor market. Instead of focusing on career growth in the corporate hierarchy, more emphasis is placed on gaining experience and expanding a personal portfolio of skills and knowledge as a basis for growth. Career development management software will provide the bank with tools to clearly define employee career paths, evaluate their performance, recognize and develop potential leaders, and support succession planning, training and mentoring processes, providing access to training resources and relevant tools for effective management of personnel development.

CONCLUSIONS

Based on the results of the research, the following conclusions were drawn:

1. The approaches of scientists and practitioners regarding the interpretation of the concept of "business career" are summarized. A career is a complex and multifaceted process that encompasses development and advancement in a professional field throughout life. It includes not only successive roles and positions held by a person, but also individual changes in behavior and positions that occur as a result of accumulated experience and professional growth. A career reflects purposeful advancement in a chosen field of activity, which can lead to increased status, recognition, and financial rewards. Such a view of career integrates target, functional, process and structural approaches. The career typology and career growth models of personnel are summarized and revealed.

2. It was established that the career development of an employee depends on a complex of factors that can both stimulate and hinder professional growth. Successful career development depends on a combination of personal qualities, professional skills, social and organizational conditions, as well as adaptation to external and demographic factors. Taking into account these factors not only contributes to success, but also ensures effective overcoming of challenges, adaptation to changes and full realization of the employee's professional potential. The stages of career development of employees are summarized, namely: 1) development of skills and establishment of career foundations, 2) formation of professional identity, 3) advancement and achievement of new career heights, 4) preservation of the achieved level, 5) completion of active activities , reducing workload and 6) preparing for retirement. Therefore, when analyzing the career growth of employees, the most important are the second, third and fourth stages (formation, promotion and retention), which cover the period from 26 to 60 years. Each of these stages is accompanied by specific tasks and challenges that require individual strategies and approaches for effective professional development.

3. It is proven that the personnel business career management system is a set of strategies and tools used to ensure effective development, motivation and support of

employees during their career in the organization. An effective personnel business career management system provides the integration of various tools to maximize the potential of employees and achieve the organization's strategic goals. Horizontal and vertical growth, as well as career-ending tools such as outplacement and downshifting, help develop, motivate and support employees at all stages of their careers. Using these tools helps organizations stay competitive, maintain a high level of employee satisfaction, and ensure continuity of business processes.

4. The technical and economic characteristics of Raiffeisen Bank JSC are presented, the key indicators indicate the bank's stable and successful development based on the results of 2023. JSC "Raiffeisen Bank" has a solid financial basis and is provided with own capital, meets the economic standards of the National Bank of Ukraine. In 2023, the bank successfully restored its financial performance, demonstrating stability and management efficiency even in wartime conditions. The bank actively develops and implements innovative approaches to ensure stable income growth and increase competitiveness in the modern environment. Also, the bank consistently leads in the ratings, so according to the results of the stability assessment from the Ministry of Finance for the 1st quarter of 2024, the bank received 4.09 points out of 5 possible, which confirms its high level of trust and stability among depositors.

5. Diagnostics of the quality of personnel provision in the bank shows a tendency to reduce the total number of bank employees from 7,755 people in 2017 to 5,433 people in 2023, the average age of employees remained relatively stable, varying between 39 and 41 years, which indicates the stability of the age structure in organization during the specified period, the share of women in the total number of employees in 2023 was 68.8% (3,743 people), while men make up 31.2% (1,690 people), which reflects the continued dominance of women in the bank, the percentage of employees with a higher education increased from 85% in 2018 to 95% in 2023, which indicates an increase in requirements to the qualifications of employees or more attention to the educational level when recruiting new personnel. Total personnel costs steadily increased, starting with 2,038,208,000. UAH in 2018 and having reached 3741260 thousand UAH in 2023, indicating an increase in costs per employee or an

overall increase in wages and other compensation costs. The results of the annual employee survey are marked by an improvement in all key indicators: the level of staff engagement increased from 75% in 2022 to 80% in 2023; 94% of employees positively assessed the bank's care and support, compared to 87% in the previous year; 84% of employees expressed their willingness to recommend Raiffeisen Bank as an employer, while in 2022 this figure was 81%, indicating the effectiveness of the bank's efforts in creating a positive work environment and increasing employee satisfaction.

6. Staff training and career development are closely related. Investing in training not only increases the professional skills of employees, but also supports their career growth and job satisfaction. It is also beneficial for the banking institution as it helps to increase productivity and reduce staff turnover. Education expenses in 2023 increased to reach 64,668,000. UAH compared to 24,376 thousand UAH in 2018, which indicates the growth of investments in the professional development of employees. Raiffeisen Bank JSC corporate training programs support the professional development of employees, improving their skills and knowledge through various resources and formats. These include courses in business skills, information security, management skills and language training. The programs use modern techniques, such as gamification, design thinking and data-driven approaches, which helps to increase the effectiveness of the team's work, promote cultural transformation and the introduction of new technologies. The results indicate the active participation of employees and a positive impact on their productivity and professional development. We should also note that in 2023, the bank created the first corporate series "Rife PRO", consisting of 9 series of 10 minutes each, which highlight the path of a newcomer, his development and achievements in the team. This additionally contributes to the career development of employees and their integration into the company. Diagnostics of the career growth motivation of bank branch employees was carried out using the method of A. Noe, R. Noe and D. Bachhuber and the methodology of E. Shayna.

7. The foreign experience of personnel career management was studied and common features were identified, namely: the presence of individual values characteristic of each specific country, active planning and monitoring of the career

growth of employees within enterprises, systematic evaluation of their work and the implementation of such motivational measures such as wage growth, payment of bonuses and allowances, as well as health and pension insurance. Considerable attention is also paid to individual career planning and personnel development through specialized consulting services and agencies, trainings and programs. The given foreign career management experience has the potential to become an important source of insights for implementation in Ukraine. Application of individual personnel plans and development programs that help employees determine their professional goals and ways to achieve them. The use of various motivational tools, such as salary increases, bonuses, participation in the company's profits, which contribute to increased productivity and employee satisfaction. Implementation of a system of successive promotion of positions and improvement of professional competence, which contributes to the preservation and development of qualified personnel. Providing a high level of social security, including health and pension insurance, is an important aspect of ensuring stability and long-term employee relations. Therefore, the implementation of such practices can contribute to the improvement of personnel management in Ukraine, increase the attractiveness of the employer's brand, and increase the efficiency of enterprises. However, it is important to take into account contextual differences and adapt foreign experience to the peculiarities of the Ukrainian labor market and cultural environment.

8. The introduction of the 9-Box Grid matrix for Raiffeisen Bank JSC is justified, which consists in the ability to help identify potential leaders and determine the best ways for their professional growth. This allows the organization not only to effectively use existing talents, but also to promote their career growth, which in turn has a positive effect on overall productivity and achievement of corporate goals. Ensuring the right investment in employee development according to their positions in the matrix will optimize talent management and support the organization's strategic goals. The 9-Box Grid matrix is an indispensable tool for any company that seeks to manage its human resources as efficiently as possible and ensure sustainable career development of its employees.

9. Proposals have been made regarding the application of the "Career grid" model, which opens up new opportunities for employees and the bank to achieve success and stability in the modern labor market. Instead of focusing on career growth in the corporate hierarchy, more attention should be paid to gaining experience and expanding the employee's personal portfolio of skills and knowledge as a basis for growth. The given career development management software will provide the bank with the tools to clearly define the career trajectories of employees, evaluate their performance, recognize and develop potential leaders and support the processes of succession planning, training and collaboration with mentors, providing access to training resources and relevant tools for effective management of personnel development.

The obtained results are of practical importance, since the theoretical propositions, conclusions and proposals of the research have been transformed into methodological developments that can be directly implemented in the practice of enterprises to improve the system of managing the business career of personnel.

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APPENDICES

Appendix A

Table 1. Questionnaire "Career Motivation" according to the A method. Noe, R. Noe and D. Bachhuber

(Each statement should be rated on a scale of 1 to 5, where 1 is "minimally" or "very rarely" and 5 is "maximum" or "very often")

Question	Points from 1 to 5
1. Do you have a clearly defined career goal?	
2. Are you planning your career?	
3. Are you aware of your professional strengths and weaknesses?	
4. Do you take into account the opinion of colleagues who are important to you?	
5. Do you adjust your career goals based on new information about yourself or your situation?	
6. Are you looking for a job that helps you achieve your career goals?	
7. Do you often work overtime?	
8. Do you often think about your work in your free time?	
9. How important is your position and status to you?	
10. Are you improving your professional qualifications through specialized courses?	
11. Do you know the overall state of affairs in your organization?	
12. Do you take an active part in determining the main directions of your work?	
13. Are you familiar with the strategic plans of your organization's management?	
14. Do you reward yourself after completing specific tasks?	
15. Do you set yourself challenging but achievable goals in work that is directly related to your career?	
16. Do you take on a task even if you don't have enough information?	
17. Are you looking for opportunities to interact with influencers in your organization?	
18. Do you help your colleagues at work?	
19. Do you build friendships with colleagues from other departments in your organization?	
20. Can you do your job without direct supervisor supervision?	

Table 2. Key to the "Career Motivation" questionnaire

Position	low	average	High
"Career intuition" - the total sum of points for questions 1-6			
Senior manager	Until the 24th	24-27	28-30
Middle manager	Until 20	20-26	27-30
Specialist	Until 17	17-24	25-30
"Career involvement" - the total sum of points for questions 7-13			
Senior manager	Until the 29th	29-32	33-35
Middle manager	Until 23	23-30	31-35
Specialist	Until 21	21-29	30-35
"Career stability" - the total number of points for questions 14-20			
Senior manager	Until 25	25-30	31-35
Middle manager	Until 23	23-30	31-35
Specialist	Until 22	22-29	30-35

Appendix B

Table 1. Questionnaire "Anchor careers" according to the methodology of E. Shayna (Rate each statement on a scale of 1 to 10, where 10 means total agreement with the statement or its extreme importance, and 1 means absolute disagreement or low importance)

Question	Points from 1 to 10
1. Develop your career in a certain scientific or technical field.	
2. Control and influence people at all levels.	
3. To have freedom in work without limitations of organizational rules.	
4. To have a stable place of work with a guaranteed salary and social protection.	
5. Use your communication skills to help others.	
6. To work on difficult problems that seem almost unsolvable.	
7. To lead a lifestyle where the interests of family and career are in harmony.	
8. Create and implement something that is completely your project or idea.	
9. Continue to work in your specialty instead of getting a higher position that is not related to your specialty.	
10. Become the first manager in the organization.	
11. Have a job that is not subject to organizational restrictions or regime.	
12. Work in a company that will provide long-term stability.	
13. Apply your skills and abilities to improve the world.	
14. Compete with others and achieve victories.	
15. Develop a career that allows you to maintain your usual lifestyle.	
16. Start a new commercial enterprise.	
17. Devote your life to your chosen profession.	
18. To occupy a high management position.	
19. Have a job that provides maximum freedom and autonomy in choosing tasks and the time of their completion.	
20. Stay in one place of residence instead of moving due to promotion.	
21. To be able to use your skills and talents to achieve an important goal.	
22. My main career goal is to find and solve complex problems, regardless of their field.	
23. I always strive to ensure a balance between time devoted to family and career.	

Continuation of Appendix B

24. I am constantly looking for opportunities to start and develop my own business.	
25. I am ready to accept a management position only within the limits of my professional competence.	
26. I am interested in taking a position that allows me to observe the work of others and coordinate their activities.	
27. In my professional activity, it is most important for me to preserve freedom and autonomy.	
28. I would rather stay in my current place of residence than move for career advancement or a new job.	
29. I always look for opportunities to benefit others through my work.	
30. Competition and winning are more important to me than other aspects of my career.	
31. A career is important only when it allows me to live the way I want.	
32. Entrepreneurship is a major part of my career.	
33. I would rather leave the organization than work in a field that does not correspond to my specialization.	
34. I believe that I will succeed in my career only when I occupy a high management position in a prestigious organization.	
35. I do not want my work to be limited by organizational frameworks or the corporate world.	
36. I would prefer to work for a company that offers a long-term contract.	
37. I want to dedicate my career to achieving an important and useful goal.	
38. I feel successful when I am actively involved in solving difficult problems or competing.	
39. It is more important for me to maintain a certain lifestyle than to achieve career success.	
40. I always wanted to create and develop my own business.	
41. I prefer work without frequent business trips.	

End of Appendix B

Table 2. Key to the questionnaire "Anchor careers"

Anchor careers	Question	Characteristic
1. Professional competence	1,9,17,25,33	Mastery in a specific field is a priority. People with this orientation strive to be experts in their field and are interested in achieving high professional results. They are not interested in management roles unless they are related to the development of their skills.
2. Management	2,10,18,26,34	The main purpose is to manage people, projects or processes. People with this orientation value opportunities for leadership and responsibility for results. Their goal is to reach high levels of management positions and influence key decisions of the organization.
3. Autonomy (independence)	3,11,19,27,35	The main emphasis is on freedom and independence in work. Such individuals prefer to avoid rigid organizational frameworks and manage their time and tasks independently. Independence is more important to them than formal recognition or a high position.
4. Stability of work and place of residence	4,12,20,28,36,41	The search for stability and security in professional activity. These people prefer long-term contracts and work in stable companies, where they can be sure of their position and social guarantees.
		The importance of maintaining a permanent residence without frequent moves or business trips. For such persons, relocation or frequent trips may not be acceptable.
5. Service	5,13,21,29,37	Orientation to the realization of ideals and helping others. People with this orientation seek to use their skills to achieve socially important goals and feel satisfaction in helping others.
6. Challenge	6,14,22,30,38	Perception of complex tasks as the main goal. Overcoming obstacles and achieving impressive results is important for these individuals. They get pleasure from solving complex problems and competitions.
7. Integration of lifestyles	7,15,23,31,39	Balance between career and personal life. These people strive for harmony between professional duties and personal needs, not wanting to sacrifice one for the other.
8. Entrepreneurship	3,16,24,32,40	Creation of new organizations, goods or services. Entrepreneurs want to realize their own ideas and develop new businesses, see career success in their own business or new projects.