

CAREER DEVELOPMENT OF A PERSON UNDER THE CONDITIONS OF SOCIAL AND ECONOMIC CHANGES

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Abstract. Labour market conditions and modern socio-economic changes have led to the need for developing an active professional position, professional self-awareness, independence of an individual in mastering market values, professional activity, principles of adaptive behaviour in the market, factors of competitiveness and successful career development. It is very important to take into account the following: reasonable choice of career type and career stage, market monitoring analysis, factors influencing career orientation, attitude to work, goals and motives of a particular individual. These factors are necessary for both a worker and an organisation interested in planning an effective strategy for career management and personnel development management, as well as in regulating professional cooperation between all participants of business relations and the harmonious satisfaction of their interests, goals and motives regarding career development. In the current context of socio-economic changes, it is necessary to emphasise the role of entrepreneurship in the career development of a person, in particular the role of its economic and social functions in realising one's personal and professional potential, self-awareness and self-reliance in making organisational and managerial decisions and applying innovations for solving professional problems. Psychological factors relating to competitiveness, motivation, success orientation, causes of effective personal and professional development, independent decision-making and job satisfaction also influence a person's career development in the marketing environment under the influence of socio-economic changes. Positive trends in career development indicate the increasing motivation and dedication of an individual to his or her vocation.

ROZWÓJ KARIERY JEDNOSTKI W WARUNKACH ZMIAN SPOŁECZNO-EKONOMICZNYCH

Słowa kluczowe: kariera, rynek pracy, biznes aktywność, przedsiębiorczość, konkurencyjność

Streszczenie. Rynkowe warunki działalności, współczesne zmiany społeczno-ekonomiczne doprowadziły do konieczności rozwoju aktywności zawodowej, wzrostu samoświadomości zawodowej, niezależności jednostki w opisywaniu nowych umiejętności, zasad adaptacyjnego zachowania na rynku, czynników konkurencyjności dla udanego rozwoju kariery jednostki. Ważne są: rozsądny wybór rodzaju kariery z uwzględnieniem jej etapów, monitorowanie rynku pod kątem czynników wpływających na orientację kariery, postawy, cele i motywacje konkretnej osoby. Czynniki te są konieczne zarówno dla pracownika, jak i organizacji, zainteresowanej planowaniem skutecznej strategii zarządzania karierą i rozwojem personelu, regulacją współpracy zawodowej między wszystkimi uczestnikami relacji biznesowych oraz harmonijnym zaspokajaniem ich zainteresowań, celów i motywacji dotyczących rozwoju kariery. We współczesnych warunkach zmian społeczno-ekonomicznych należy podkreślić rolę przedsiębiorczości w rozwoju kariery jednostki, w szczególności funkcję gospodarczą i społeczną w realizacji potencjału osobistego i zawodowego, samoświadomości, samodzielności w podejmowaniu decyzji organizacyjno-zarządczych, innowacyjności w rozwiązywaniu sytuacji zawodowych. Na rozwój kariery jednostki w warunkach zmieniającego się otoczenia rynkowego wpływają też czynniki psychologiczne dotyczące konkurencyjności, motywacji, orientacji na sukces, efektywnego rozwoju osobistego i zawodowego, samodzielnego podejmowania decyzji, satysfakcji z pracy. Pozytywne tendencje rozwoju kariery jednostki wskazują na wzrost poziomu motywacji jednostki, jej poświęcenia się sprawie zawodowej.

Introduction

Globalisation processes, intensive technological development, competitive economic climate and international integration have led to the need for developing appropriate professional values in the modern working environment. Vocational training should involve the results of modern socio-economic changes and challenges, building an open knowledge society and the development of international, creative educational platforms. It is very important for a person to determine the ways necessary to achieve the target goals, provided they constantly improve their skills and systematically masters new socio-economic roles, extra competencies and functions on the basis of motivation, competence integration

and cooperation with business structures under the conditions of innovation and a modern information environment. Changes in the labour market happen very often, and this requires the rapid response of a specialist to changes in the real professional environment. In this regard, every worker must systematically develop one's own abilities necessary for a market economy, be able to communicate, advertise and sell one's own abilities and skills, carry out professional analysis of the results of work without any assistance and constantly improve oneself. A very important factor is the need to form ideas about the following conditions for the professional development of a person: the development of creativity, innovation, managerial and entrepreneurial skills, the independent organisation of labour activity and the awareness of the ways necessary for developing one's own career in a marketing environment¹.

Analysing the presented information, we can distinguish the following market requirements under the conditions of modern socio-economic changes. Employers are looking for experienced and highly skilled employees:

- who can work effectively in a stressful working environment and under the conditions of strong competition;
- who possess market values in the professional world;
- who are open to changes and are flexible and mobile in the labour market;
- who are proactive and able to set and achieve goals;
- who have the appropriate level of personal and professional competence;
- who are motivated, ready to communicate and are able to establish interpersonal contacts and effective professional cooperation;
- who are motivated, able to complete professional tasks without assistance and responsible for the work performed;
- who are aware of the personal role in their own professional self-development and the competitive ability of the product of labour;
- who hold active professional positions;
- who make professional decisions, solve difficult problems and design the prognostic development of organisation without assistance;
- who have analytical and predictive abilities to plan the development of the organisation;
- who are able to plan their own professional development in the context of reorganisation and modernisation of the stages of professional activity,

¹ V.T. Lozovetska, *Profesiina kariera osobystosti v suchasnykh umowakh praci*: monograph, Міленіум, Kiev 2015.

as well as fulfilment of tasks regarding the maintenance of the competitive ability of the product of labour;

- who are ready for systematic professional self-development and self-realisation;
- who are able to meet the needs of a technologically advanced society regarding the development and implementation of new brands and innovations².

Market conditions: an individual's activity in the context of socio-economic changes

In recent years, due to radical changes in the labour market, career development has been greatly influenced by the instability in the labour market. Previously, the conditions for a career were dictated by the internal labour market and involved full, long-term, guaranteed employment, regular promotion and dedication to the profession and organisation. Presently, the conditions are determined by the external market. The following phenomena are widely spread: temporary contracts, part-time employment, changes in one's career, engagement in several fields of activity and at several organisations, unpredictability in changing job status and self-management of one's own career. It should be noted that the marketing environment has changed the circumstances in the sphere of professional employment. Before, it was characterised by stability, job security and a long-term job, and now it is characterised by temporary contracts, the absence of job security, unpredictability, self-control and self-management of one's career. At the same time, the modern professional environment is quite heterogeneous both in its structure and in realised relations, attitudes and orientations regarding professional activity. It is represented by at least five categories of specialists³:

- 1) specialists with fundamental professional education, who are interested in theoretical, research or teaching activity; their professional motivation

² W. Łozowiecka, *Psycho-pedagogical aspects of employee's professional development*, [w:] *Professional education in the context of knowledge based economy*, red. R. Tomaszewska-Lipiec, UKW, Bydgoszcz 2013; Eadem, *Zmiany społeczno-ekonomiczne a kompetencje współczesnej jednostki*, Zeszyty Naukowy PWSZ w Płocku. Nauki Ekonomiczne, t. XXVIII, Płock 2018.

³ V.S. Avanesov, *Testy v sociologicheskoy issledovanii*, Vydavnitstvo Hayka, Moskva 1982; A.A. Bodaev, L.A. Rudkevich, *Osoderzaniy i napolnienii poniatia kariera i iego variantakh*, Квант, Moskva 1997.

- is formed by classical university education, which is distanced from practical needs regarding orientation to professional goals and attitudes;
- 2) practitioners with basic education, ready for different variants of professional self-realisation;
 - 3) specialists who are aware of the need to correct their own professional development;
 - 4) specialists who lack a modern professional mentality;
 - 5) specialists whose motivation to carry out professional activity is beyond their limits.

The main features of the current labour market are as follows: supply-and-demand relation, clearly defined positions and clarity of accents. Such a market model dictates the need for civilised relations between an employer and a job seeker. Many business managers entrust recruitment agencies, consulting firms, as well as internal professional personnel departments with recruiting staff. At the same time, the majority of job seekers are not orientated either in the marketing environment or in career planning and development. This causes great problems in the adaptation of specialists in the labour market. The dynamic development of the market economy in general and the labour market in particular provides for the formation of a powerful inflow of specialists who are looking for employment. There are two categories of unemployed people. The first category establishes clearly organised and structured forms of interaction with public employment offices; applicants are registered there and sent to institutions for professional retraining and improvement; some of them are then employed and receive social welfare; every unemployed person knows their rights and the system of benefits and payments. In the case of the second category of unemployed, the situation is quite different; experts of consulting firms note that job seekers are not competent enough in career planning and development, nor job search, and they are unable to do the following: to monitor propositions about current forms of work; to adequately interpret the requirements outlined by employers; to present the declared personal and professional position; to present their professional experience in general in the context of their own career development⁴.

It should be noted that the labour market is dominated by those job seekers who are in chaotically searching for work and whose experience from the point

⁴ R. Gerlach (red.), *Edukacja dla przyszłości w świetle wyzwań XXI wieku*, UKW, Bydgoszcz 2017; R. Tomaszewska-Lipiec, *Kariera – zdeprecjonowana wartość nowego pokolenia?* „Problemy Profesjologii” 2016, nr 1; D.Z. Ivantskievic., *Chelovecheskie resursy upravlenia*, Dielo, Moskva 1993.

of view of the employer is less specific and less relevant, or very poor. They unnecessarily shift from one position to other one, mainly relying on their own experience, often orientated to the past and not looking ahead. The employer's refusal is perceived as something inessential in their career. They explain their negative experience by the fact that the employer tends to hire employees through one's personal connections, and their choice is not motivated. The employer does not employ them because the latter do not have or lack certain experience, which can be explained by the fact that the employer does not provide any chance to acquire experience. The experts of recruitment agencies suggest shifting focus towards job seekers as a way of escaping from this difficult situation. In other words, if an employer does not provide an opportunity to acquire the necessary experience, it is necessary to acquire it by oneself, taking into consideration a self-assessment of one's own potential and an analysis of the real situation in the labour market. We are talking about really serious problems, since the absence of a system for career planning and development, insufficient level of professional activity and responsibility on the part of job seekers, incompetence in basic professional issues and unpreparedness for professional self-development prevent specialists from finding a job. In other words, they pass by job offers suitable for them. In addition, counselling on adaptation in the labour market is mainly required by those job applicants who sometimes are in no need of it. Such job seekers are mainly specialists who build a business career according to their own professional potential, educational level and psychological characteristics. They seek for leading positions, and they have been working and growing professionally at their organisation or have found a new, more promising job. They are interested in the following questions of a strategic nature⁵:

- intermediate positions in the general scheme of career planning and development (the main stages of promotion, including professional characteristics);
- bottlenecks in one's own professional development, ways to correct them;
- recommendations regarding further improvement;
- crisis moments in career planning and development, diagnosis of their causes and prevention of them;
- alternative methods for their professional growth.

⁵ M.I. Mahura, M.B. Kurbatova, *Ocenka raboty personala*, „Poisk, otbor i ocenka pesonala”, Moskva 2005; I.K. Makarova, *Upravleniie chelovecheskimi resursami: piac urokov effektivnogo HR menedzmenta*, Dielo, Moskva 2007.

Thus, we can conclude that the marketing environment and current socio-economic changes have caused a need for developing an active professional attitude, professional self-consciousness and self-reliance in mastering market values, the peculiarities of professional activity, the rules of adaptive behaviour in the market and the competitiveness factors regarding successful career development.

Career development in a marketing environment

Career development as a process of professional growth, a step-by-step goal achievement taking into account 'the human factor', is predetermined by the mechanism of human development and the characteristics of the human mind. Before planning a professional career, it is necessary to clarify the attitude to one's own career growth, analysing the emotional perception of its stages, goals and motives. It is also important to know the level of motivation to encourage a person to perform their work by activating their volition. Decision-making can be influenced by the following psychological factors: moral control, abilities, external situation, etc. Often, a person starts doing something without any motivation to achieve professional success, which negatively affects their further career development⁶.

It should be noted that such notions as 'professional life' and 'professional development' are considered as the professional career of an individual.

Douglas T. Hall⁷ studied the factors influencing a career and determined the following career principles:

- 1) regular career advancement influenced by the development of individual potentials;
- 2) career advancement influenced by successful staff or a professional group;
- 3) harmonious combination of an individual's rapid promotion and official recognition;
- 4) objective assessment of a person and their professional achievements;
- 5) mobility, rationality, self-actualisation, ability to take risks and progress in professional activity.

The following aspects play an important role in career development:

⁶ A.A. Bodalev, L.A. Rudkevich, *Osoderzani i napolnieni poniatia kariera i iego variantakh*, КВАНТ, Moskva 1997.

⁷ D.T. Hall, *The protean career: A quarter-century journey*, "Journal of Vocational Behavior" 2004, vol. 65.

- 1) qualification, i.e. the level of competence in a function;
- 2) motivation, i.e. an element of persuasion and guidance to act in an organisation; self-motivation is connected with basic personal values, which do not always relate to the realities of an organisation;
- 3) socialisation, i.e. the informal culture of an enterprise (unwritten rules and rituals), which can negatively influence personal development. There is a risk of being negatively assessed by managers or colleagues for taking an initiative that could be a danger to the status of the organisation's representatives;
- 4) realisation which is connected with socialisation. This concerns those plans that involve changes, but such ideas are not properly supported. The company shapes the area of responsibilities for its employees, thereby creating problems for their career growth.

It should be noted that the following career development stages are distinguished depending on the tasks assigned to a person in a particular field of activity:

Stage 1: the development of imagination; 'making discoveries' (from birth to 21 years of age). A person performs such roles as a schoolchild, student and apprentice. This stage involves the identification of an individual's interests and needs and turns fancies into real ideas about the profession and the acquisition of knowledge and skills.

Stage 2: entry into working life (16 to 25 years of age). A person performs the role of an applicant. The main tasks are as follows: to get acquainted with the labour market, to find a compromise between one's own ideas about work and the opinion of an employer, to choose and get the first job.

Stage 3: the main course of study (16 to 25 years of age). The main role is that of a learner. At this stage, a person has to overcome the first shock caused by reality and become a full-fledged and welcomed member of an organisation.

Stage 4: the beginning of the career path (17 to 30 years of age). A person is a new, full-fledged member of the organisation. During this stage, a person has to decide whether the chosen profession and the organisation fit their needs and has to accumulate experience as a basis for career growth.

Stage 5: the beginning of the middle career stage (workers older than 25 years of age). The main role is that of a full-fledged member of the organisation. The main tasks are as follows: to choose a specialisation, to take responsibility, to continue training and improve one's own skills, to develop plans for further career development.

Stage 6: crisis in the middle career stage (35 to 45 years of age). The tasks of the full-fledged member of the organisation include the following: to train oneself to respond adequately to the discrepancy between one's hopes and achieved results, to determine the role of professional activity in one's own life, to take on the role of a mentor.

Stage 7: the end of the career of an employee who was not a manager. Their task is to realise their function of mentor and expand interests and skills using one's own experience.

Stage 8: the end of the career of a person who performed the role of the head of a company or a board member. They have to use their skills and abilities for the benefit of the organisation and develop the abilities of promising workers.

Stage 9: the gradual cessation of activity. The main tasks are as follows: to understand that one's influence and responsibility are decreasing, to find a new role suitable for the situation when competence and motivation decrease, to learn to live without fully dedicating oneself to work.

Stage 10: retirement. The task is to realise the relativity of one's role, despite its importance⁸.

It should be noted that the stage of career-oriented development significantly affects the career of a person: the most effective career development of an individual is observed at the 5th (workers older than 25 years of age) and 6th (35 to 45 years of age) stages.

G.A. Fedotova and S.V. Miasnikova⁹ emphasise that one's early career involves the diagnosis of the level of one's own professional abilities, organisation requirements and prospects regarding fulfilling the tasks of a worker. It is important for a person to show their professionalism, skill, level of career growth and become a specialist. The intermediate period concerns the following characteristics of career development: professional self-reliance, efficiency in fulfilling tasks, self-actualisation in the interests of an organisation. The mature period becomes apparent in creative self-actualisation and personality and creative maturity; a person strives for maximising the results of the performed activity and improving one's own experience and the development of professionalism. There is a need to work more effectively, take risks and develop creative potential regarding the competitiveness in the labour market.

⁸ D.E. Super, M.Y. Bahn, *Occupational psychology*, L.: Tavistock 1971.

⁹ G.A. Fedotova, S.V. Miasnikova, *Razvitie kachestv innovacionnogo predprinimatelstva kontekstno-kompetentstnoi podchod*, „Sovremennyye Problemy Nauki i Obrazovaniya”, 2013, no. 5.

It is worth noting that in the middle of one's life, a person makes a self-analysis connected with reassessing one's professional choice and progressing, which can influence a person to change the direction of their career. A person can also analyse themselves because they are dissatisfied with the results of their professional activity; it causes certain worries associated with the crisis of this age and the possible changes in values and goals. According to many scientists, this period is not so troubling for adults, since they systematically assess their abilities and qualities in a particular area of professional activity and improve the effectiveness of their own work. At the same time, there are significant problems in the career development of those middle-aged specialists who can dramatically change the direction of their professional activity. As a rule, this category of specialists includes either those who are not satisfied with the realisation of their abilities at work, or those who believe that they are capable of more, but the current work activity cannot provide them with it. It should be noted that middle-aged people are more concerned with reassessing the way of life and professional activity, because elderly people have either retired, or the nature of their working activity fits them, and it is more difficult for them to change their lifestyle. Younger people have not yet decided on their vocational choice, and they still have little experience to reassess it. In general, if a person reassesses one's own lifestyle and professional pattern but cannot achieve the desired results, it disturbs the emotional balance and negatively influences personal and professional growth¹⁰.

Work motivation is one of the factors of career development. It should be mentioned that the research findings by Iris and Barrett¹¹ proved that job satisfaction is a necessary component of full satisfaction with life, and not vice versa. This is quite common for workers who are convinced of the extreme importance of their work. At the same time, job satisfaction is a very important factor in the career-oriented development of an individual. Developments in motivation theory made it possible for scientists to establish a link between needs, motives and emotions, on the one hand, and goal-setting and self-regulation, on the other hand; for example, a model of work behaviour which involves motivation and ambition suggests the continuity of such processes as choice,

¹⁰ E.A. Mogilovkin, *Kariernyi rost: diagnostyka, technologii, trening*, Wydawnictwo Rech, Sankt-Peterburg 2007; B.D. Parygin, *Osnovy socialno-psychologicheskoi teorii* Основы социально-психологической теории, Мысль, Moskva 1971.

¹¹ I.K. Barret, *Some Relations between Job and Life Satisfaction and Job Importance*, "Journal of Applied Psychology" 1972, vol. 56.

realisation of intentions and display of one's own will and motivation when a person assesses their purposeful actions. This approach significantly affects the accuracy in predicting one's satisfaction with a job or its results.

According to A. Maslow¹², job performance and satisfaction are possible on the condition that a person carries out creative activity and that they are provided adequate standards of living, the appropriate material level and social status. At the same time, the motives of professional growth occupy a higher hierarchical position in comparison with other motives.

D.C. McClelland¹³ also considered motivational needs furthering career growth to be important factors in the development of a worker. He emphasised the importance of a need for power (desire to influence other people's behaviour in order to achieve one's own purposes), a need to be successful (to fulfil professional tasks successfully) and a need for affiliation (the interest of the members of the organisation in communication and informal contacts).

D. McGregor's¹⁴ theories of motivation (1957) were formulated in the context of a manager's perception of the nature of individuals. The scientist labelled them Theory X (autocratic, negative approach) and Theory Y (democratic, positive approach). They are based on assumptions and self-analysis of managers' attitudes to their employees. Theory X assumes that an average employee is lazy, dislikes work and avoids it where possible. As a result, a manager can take a hard (total control and a system of punishment) as well as a soft approach (persuasion and encouragement) to get results. But neither approach is appropriate, since they do not take into account the reason why a person dislikes their work. The fact is that it is not enough for a person to receive appropriate remuneration for the performed work, they need the opportunity for self-realisation, and any form of coercion blocks this. Theory Y states that it is natural for a person to expend moral and physical strength to work, as well as to relax or play. This means that a person can be stimulated to work if given an opportunity to open oneself up, to take responsibility and to feel one's own importance within the organisation.

Therefore, the most significant factors affecting career development are the psychological characteristics of a person influenced by socio-economic positions and roles; in particular, motivation and the socio-psychological climate in a team are among such factors. At the same time, motivational factors have

¹² A. Maslow, *Samoaktualizatskia*, Izdatelskii Dom "Bachrach M", Samara 2002.

¹³ D.C. McClelland, *Motive dispositions: The merits of operant and respondent measures*, "Review of Personality and Social Psychology" 1980, no. 1.

¹⁴ D. McGregor, *Human Side of Enterprise*, "Management Review" 1957, no. 11.

a direct impact on the process of professional growth of an individual and are a regulatory mechanism for career development.

Having studied age periods of professional activity and analysed sources of scientific literature on the problem of a career, we can conclude that significant changes in the labour market have positively influenced the formation of new ideas about a career that is perceived as the professional self-development of an individual and the real use of one's own potential, considering professional experience and compliance with market requirements and needs.

It is also important to mention that a career starts not from the moment of appointment to a position, but from the moment of choosing the sphere of professional activity in which an individual can apply their capabilities. This includes the choice of one's professional path, training, employment and professional growth, provided that a person develops their individual and professional abilities.

The solution to this problem is based on an analysis of the following factors.

Factor 1: It is necessary to know the world of professions and job requirements. A person should clarify for themselves the formula of the chosen profession, taking into account the possible alternatives of one's choice.

Factor 2: It is necessary to determine one's own interests and aptitudes and assess one's capabilities, level of health, abilities and compliance with the requirements of the chosen profession.

Factor 3: It is necessary to study the state of the labour market, its needs and regional characteristics.

Factor 4: It is necessary to take into consideration the real opportunities for education, retraining and professional development. After this, a person can select several professions and then choose one of them, outline one's own professional route and choose an individual path in achieving the goal¹⁵.

In psychology, two models of career behaviour are described: adaptation and development.

It should be noted that realisation of the personal development model involves changes in one's professional behaviour that positively influence one's individual and professional activity; these changes become one of the 'starting mechanisms' in personal development. The adaptive model is characterised by the fact that a person constantly reproduces the acquired professional actions

¹⁵ N.S. Priaznikov, *Profesionalnoe i kichnostnoe samoopredelenie*, Instytut prakticheskoi psichologii, Moskva 1996.

and directs their ambitions according to external requirements. In this case, a person develops oneself beyond their professional interests; however, protective mechanisms can sometimes be actualised, and this can cause psychosomatic and neurotic disorders.

Professional behaviour is closely connected with career satisfaction, which is mainly influenced by the following factors:

- 1) the degree of demand for professional skills and knowledge of a specialist;
- 2) the degree of correspondence between the plans of an organisation and an employee regarding their professional growth and skills;
- 3) the degree of confidence of an employee in their future career advancement and the development of their potential creative abilities in the professional activity;
- 4) the employee's satisfaction with the payment for one's work;
- 5) the employee's satisfaction with the assessment of one's work when they are recommended for other positions. This factor, called procedural justice, is the most important in job satisfaction.

Modern socio-psychological research focuses on gender aspects in career development. It should be mentioned that the research findings¹⁶ indicate a gender difference in the choice of career development paths. Thus, men are characterised by a more pronounced focus on management, entrepreneurship and current challenges; women orientate towards professional competence, autonomy, stability, commitment to work and integration of lifestyles. Gender studies demonstrate the gender divergence of interests, ambitions, professional choices, career types, career achievements, behaviour at work and the combination of professional roles and other life roles.

In this regard, the American psychologist Super¹⁷ was one of the first who suggested a psychological classification of a career. He identified male and female career patterns, depending on the alternation of professional trials and periods of job stability.

Male career patterns are as follows:

- 1) stable career (entering a job after graduation and remaining in that job for the duration of one's working life);
- 2) conventional career (entering one or more trial jobs after graduation before finding stable employment);

¹⁶ T.B. Bendas, *Gendernaia psychologia* Гендерная психология, СПб, Питер 2006.

¹⁷ D.E. Super, M.Y. Bahn, op. cit.

- 3) unstable career (alternation of professional trials and a stable job);
- 4) multiple trial career (changings jobs frequently with stability in none).

Female career patterns are as follows:

- 1) stable homemaking career pattern;
- 2) conventional career pattern (work experience after graduation, marriage and then homemaking);
- 3) stable working career pattern (after graduation, working throughout one's life span);
- 4) a double-track career pattern (combination of career and homemaking roles);
- 5) interrupted career pattern (employment before marriage, quitting to have and raise a family, then returning to work);
- 6) unstable career pattern (constant alternation of employment and homemaking);
- 7) multiple trial career pattern (a succession of unrelated jobs with stability in none, resulting in no genuine life work).

Analysing the presented information, we can conclude that the main factors of career development in the marketing environment are psychological factors regarding competitiveness, motivation, focus on success, activation of one's volitional sphere, possibility of the development of personal and professional potentials, possibility of independent decision-making and job satisfaction. At the same time, a person may be satisfied with some aspects of their work and not be satisfied with other aspects. This may apply, for example, to working conditions. The degree of job satisfaction depends on the realisation of expectations and needs of a person on the path of their personal development. Positive trends in career development indicate an adequate job choice, increasing motivation and an individual's dedication to their vocation. A career does not start from the date of appointment to a post, but from the moment of choosing a professional field of activity where it is possible to apply one's skills and capabilities effectively.

The essence and functions of entrepreneurship in career development

Modern socio-economic changes dictate the need for independence and awareness of occupational choice, as well as for further professional growth, economic job performance and a clear description of the goals and motives

of career development. In order to develop the competitive marketing environment, it is necessary for workers to possess a high level of an active economic position. The experience of industrially developed countries with a market management system shows that entrepreneurship is the main factor of sustainable economic development, considering entrepreneurship as one of the activities that corresponds to the following basic criteria of a successful person: initiative, enterprise, independence, responsibility, risk, leadership. However, the vast majority of workers have poor ideas about their personal and professional abilities regarding business activity and entrepreneurial qualities in career development in the conditions of dynamic market changes, which proves the necessity to explain certain aspects of the present problem¹⁸.

M.G. Lapusta¹⁹ considers entrepreneurship to be the ability to organise one's own business on the basis of fundamentally new ideas, as well as innovative behaviour and the abilities necessary to run one's business successfully and realise different business projects.

J.A. Schumpeter²⁰ emphasised that an entrepreneur performs two functions in the economy of any country: the first is business management (management function), the second is innovation (innovative function), which is focused on growth, development and achievement of long-term goals. According to Schumpeter, an entrepreneur is a production organiser who is able to combine technical and organisational innovations in such a way that new products, services and technological processes enter the market creating favourable conditions for new enterprises (start-ups). The most important motive determining the behaviour of an entrepreneur as a rational economic agent is their desire to make progress, to attain success and power and to feel a sense of satisfaction associated with individual creative development.

According to E. Lazear²¹, an entrepreneur must be a jack-of-all-trades who possesses professionalism, as well as balanced individual talents, skills and abilities. Various forms of cooperation between employees and employers play a significant role in the career development of a person in the modern socio-economic environment. According to the majority of Western sociologists and econo-

¹⁸ S.M. Kwiatkowski, *Kompetencje przyszłości*, Fundacja Rozwoju Systemu Edukacji, Seria Naukowa, Warszawa 2018; V.T. Lozovetska, *Profesiina kariera osobystosti v suchasnych...*

¹⁹ M.G. Lapusta, *Predprinimatelstvo*, Vydavnitstvo: ИИФРА-М, Moskva 2017.

²⁰ J.A. Schumpeter, *The Theory of Economic Development: An Inquiry Into Profits, Capital, Credit, Interest, and the Business Cycle*, Transaction Publishers, New Brunswick and London 1983.

²¹ E. Lazear, *Entrepreneurship*, „J. LABOR ECON.” 2005, 23.

mists, they can be organised in the form of introductory courses on the study of modern professions or trainings on the development of entrepreneurship. Foreign experience shows that the most popular programmes are as follows: ‘Small business development’, ‘Development and implementation of my business plan’, ‘Psychological help in professional self-determination’. As a rule, these programmes include the following:

- a study of the psychological features of a person;
- the development of methods of psychological help to familiarise a person with the principles of a market economy;
- the mastery of business communication psychotechnics;
- the practical application of psychological patterns in cooperation with people;
- training courses which provide assistance in choosing a profession and further mastering the necessary skills and abilities;
- special classes aimed at training particular attitudes towards specific interaction in the process of potentially conflict situations; a person is trained to analyse one’s own psychological state, to interact collectively and to develop attitudes towards cooperation;
- the development of volitional qualities and skills of self-regulation.

The presented programmes should be realised within the framework of appropriate training courses involving psychological and pedagogical technologies.

Having analysed the presented approaches, we can come to the conclusion that scientists have different opinions about the essence of entrepreneurship, but almost all of them state the fact that entrepreneurship is a key element in the economic development of a society, and an entrepreneur is one of the central figures in socio-economic life. A person who possesses entrepreneurial qualities is able to effectively adapt to new conditions of activity, creating job opportunities and new products and services. The development of entrepreneurial qualities involves the development of business activity, an open attitude to changes, innovation, emotional intelligence, communication, leadership, stress resistance, risk tolerance, professional self-awareness, responsibility for the results of work and active business partnership in the planning and developing business projects. Entrepreneurial qualities are considered an important condition for expanding the vector field of an individual’s career development and for maintaining competitiveness and the career success of a modern person in the labour market.

Scientists note that the essence of entrepreneurship is revealed through its main functions. In the modern market economy, entrepreneurship functions

(economic, social and innovative) are socio-economic in nature. At the same time, entrepreneurship is considered an immanent element of the market economy.

The main economic function is to create a wide range of goods and services in conditions of rapid differentiation and the individualisation of consumer demand. The sustainable development of entrepreneurship involves the progressive development of the entire economy, i.e. economic growth and a competitive economy. The social function implies that every person able to function can be the owner of their own business and realise their individual capabilities; one has the right to carry out any business not prohibited by law. In general, the development of entrepreneurship ensures employment for the population, reducing unemployment and maintaining social and economic stability in society. The innovative function is focused on the use of innovation in business. The introduction of various innovations into production contributes to the growth of job productivity and positively influences the efficient use of all types of resources²².

W. Baumol²³ distinguished between two functions of an entrepreneur, namely the entrepreneurial function and the managerial function.

We agree with the opinion of scientists; however, we believe that in the current socio-economic conditions, it is necessary to emphasise the role of entrepreneurship in the career development of a person, in particular, the role of economic and social functions in the realisation of individual and professional potentials, development of business activity, self-consciousness and self-reliance in making organisational and managerial decisions, as well as innovation in the development of one's own ideas and business plans. The development of entrepreneurship on the basis of an active business position and business design contributes to the development of the business component of a specialist's competitiveness, in particular, the 'immersion' of a specialist into the real conditions of activity and conscious perception of the economic performance of professional actions and functions.

²² A.V. Busygin, *Predprinimatelstvo*, Dielo, Moskva, 2001; G.A. Fedotova, S.V. Miasnikova, op. cit.

²³ W. Baumol, *Formal Entrepreneurship Theory in Economics: Existence and Bounds*, „Journal of Business Venturing” 1993, no. 8.

Conclusions

We believe that an analysis of the requirements and needs of the modern labour market, professionally significant qualities of a competitive specialist, peculiarities of career development in the marketing environment in the context of entrepreneurial development, maintaining competitiveness, realising individual and professional potential, mastering market value and motivational orientations of activity, exploring new socio-economic roles and developing new social, professional and economic relationships makes it possible to shape the conceptual model presenting the choice of career vectors of a modern person.

Thus, analysing the presented information, we can come to the conclusion that the basic components of a modern person's competitiveness are as follows:

- a formed system of competencies in the context of market requirements;
- creative thinking;
- motivation and business activity for successful realisation of individual and professional potential;
- professional analytical and systems thinking, the ability to analyse and predict the development of situation, to foresee the result of professional solution, the ability to think widely and realistically;
- innovation, designing strategies and programmes to ensure the competitiveness of organisation and the product/service;
- communication skills, excellent interpersonal skills, awareness of influence techniques;
- a high level of professional self-awareness and self-regulation, the ability to control one's own emotions, the development of self-control, stress resistance;
- the business orientation of educational processes;
- drive and ambition, persistence, focus on effective decision-making, the ability to solve non-standard problems and tasks independently, the strive for constant improvement of one's professionalism;
- professional self-awareness regarding job performance, in particular, the competitiveness of goods/services;
- a realistic perception of one's own capabilities and abilities.

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