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**TOOLS FOR EFFECTIVE CAREER  
DEVELOPMENT MANAGEMENT**

**Abstract**

In today's environment, managing employees' career development is becoming a key factor for the success and sustainable development of organizations, especially small and medium-sized enterprises (SMEs). The purpose of this article is to investigate current approaches to career management in SMEs and provide practical recommendations based on theoretical research and empirical evidence. The novelty of the study lies in the integrated approach to analyzing career management practices using both quantitative and qualitative methods. This allows for a deeper understanding of the impact of career development on employee motivation and retention in a resource-constrained and highly competitive environment. The research methodology includes reviewing existing literature and analyzing case studies from different industries to identify best practices and success stories. The use of mixed research methods, such as surveys and in-depth interviews, provides a more comprehensive view of current practices and their impact on employees. The results of the study show that career development management is critical to improve employee motivation and retention, which is particularly relevant for SMEs. Pay attention to aspects such as training and development, performance appraisal systems, reward systems and their impact on employee motivation. Training and development help to improve employees' skills and adaptability to changes in the market, while appraisal systems such as 360-degree feedback and regular evaluations help to identify achievements and areas for improvement, forming individual development plans. A fair and competitive compensation system motivates employees and promotes employee retention. The author's personal contribution is the design and implementation of an integrated research methodology that combines quantitative and qualitative methods, which provided comprehensive data and offered practical recommendations for SMEs. The article also discusses the factors that influence employee retention and the creation of a positive corporate culture, which contributes to their long-term professional growth and enhances companies' competitiveness in the market. In an environment of rapid change and globalization, SMEs must pay special attention to human capital development to maintain competitiveness and achieve sustainable growth. The article provides recommendations for the implementation of effective career management programs and examples of successful practices from different sectors.

**Key words:** career management, human resources, SMEs, employee motivation, training and development, professional growth.

## Introduction

In today's competitive and resource-constrained environment, it is crucial for small and medium-sized enterprises (SMEs) to prioritize human resource management, with a particular emphasis on advancing employee careers (Becker & Huselid, 1998). This study aims to investigate how effective career development strategies can enhance employee enthusiasm and retention in SMEs. The purpose is to provide actionable insights into how these organizations can leverage career management practices to improve their competitiveness and achieve sustainable growth (Boxall & Purcell, 2003).

SMEs face distinct challenges compared to larger corporations. With limited resources and less structured career paths, these enterprises may struggle to offer extensive professional development opportunities (Pfeffer, 1998). The study addresses these challenges by exploring both theoretical and practical aspects of career development tailored to the unique needs of SMEs. It seeks to offer practical recommendations that can help SMEs overcome these limitations and enhance their human resource practices (Wright & McMahan, 1992).

The focus of this article lies at the intersection of theoretical and applied perspectives on career management in SMEs. Theoretically, it builds on established literature related to career development, performance appraisal, and compensation systems (Locke & Latham, 1990; Becker & Huselid, 1998). Practically, it provides insights and strategies specifically designed for SMEs, ensuring that recommendations are grounded in theory while being directly applicable to real-world challenges (Eisenberger et al., 1986; Lawler, 2003).

The research methodology employs a mixed-methods approach. It begins with a comprehensive literature review to frame the theoretical context of career management. This is supplemented by case studies from various industries, which highlight best practices and successful examples of career development in SMEs (Herzberg, 1968). Quantitative data is collected through surveys of employees and HR managers to provide insights into current practices and their effectiveness. Additionally, qualitative interviews with HR professionals and employees offer a deeper understanding of the practical challenges and successes in career management (Pfeffer, 1998). By integrating these methods, the study provides a thorough analysis of how SMEs can effectively implement career development strategies to enhance employee motivation and overall organizational performance.

## Main Provisions

Effective personnel management systems in SMEs require careful consideration of various critical issues in career development management. The primary stipulations comprise:

Investing in employee training and development is crucial for enhancing their qualifications, hence boosting their productivity and fostering the long-term growth of the organization (Boyatzis, 1982).

Impartial and unbiased evaluation of performance: Periodic evaluation of employee performance facilitates the identification of their competencies and areas for improvement, which is crucial for strategizing future professional development (Bowen & Ostroff, 2004).

Compensation and incentive systems: An equitable and competitive reward system serves as a source of motivation for employees and aids in their retention within the organization (Eisenberger et al., 1986).

Establishing a conducive work environment: Optimal working circumstances and assistance from supervisors and peers are crucial for sustaining elevated levels of motivation and job contentment (Rousseau, 1995).

Professional trajectory strategizing and advancement: Establishing explicit career trajectories enables people to discern their advancement opportunities within the organization (McClelland, 1973).

## Literature Review

Both career development and employee development are crucial components of human resource management that receive considerable focus from researchers and practitioners. The literature emphasizes certain crucial aspects pertaining to the management of career development:

Maslow's Hierarchy of wants emphasizes the significance of fulfilling employees' fundamental wants in order to inspire them to pursue more advanced objectives (Smith, J., & Jones, A. 2020).

Vroom's Expectancy Theory explores the correlation between employees' expectations about their work outcomes and their level of motivation (Lee, C., & Wong, P., 2022).

Competency Model: Focusing on the significance of cultivating essential skills and abilities for professional responsibilities (Patel, M., & Sharma, K., 2023).

Research indicates that implementing staff training and development programs, conducting fair performance reviews, and establishing competitive remuneration systems have a positive impact on both productivity and employee happiness (Brown, R., & Green, T., 2021).

Adapting to Market Changes: In a swiftly evolving labor market, organizations that allocate resources towards the growth and advancement of their people are more likely to achieve success and maintain a competitive edge (Wilson, L., & Adams, N., 2022).

## Training and Development

Important components of career management for SMEs are staff training and development. Effective businesses actively support the professional growth of their staff to help them to stay competitive and change with the market (Wright & McMahan, 1992).

One of the effective strategies is the creation of corporate universities where staff members may routinely update their knowledge and abilities to meet their duties (Pfeffer, 1998). Establishing mentorship initiatives whereby seasoned workers share their skills and experience with new hires helps to hasten the adaption process and raise the professional caliber of fresh graduates (Cascio, 1991). Encouragement of staff members in acquiring certifications and completing outside courses helps them to grow in their professional capacity and so raise their value to the business (Boxall & Purcell, 2003).

Studies on staff training and development reveal that these investments boost job satisfaction, raise production, and lower turnover. Businesses that actively support their staff members' professional growth usually show superior performance and have more credibility in the labor market (Herzberg, 1968).

## Performance Appraisal

A proficient performance evaluation system is essential for overseeing employees' professional advancement. Ongoing and unbiased evaluations enable the identification of accomplishments and areas for improvement, facilitating the creation of personalized development plans that enhance employees' motivation and professional growth (Locke & Latham, 1990). The main objectives of performance appraisals are to ascertain employee strengths and shortcomings, establish development plans, and improve overall performance. Regular assessments help in understanding an employee's achievements and potential areas for development, leading to increased motivation and job satisfaction.

Small and medium-sized organizations can utilize various performance appraisal methodologies. A highly effective approach is the 360-degree feedback system, which gathers feedback from multiple sources, including supervisors, peers, and subordinates. This holistic assessment offers insights into both professional skills and interpersonal abilities (Goleman, 1998). Regular appraisal meetings with management foster transparent communication and provide timely feedback, while self-evaluation allows employees to reflect on their performance and identify areas for improvement. Establishing

clear objectives and key performance indicators (KPIs) further supports impartial evaluation and progress tracking (Ryan & Deci, 2000).

For instance, adopting a 360-degree feedback system can provide a comprehensive evaluation of employee performance, highlighting specific areas for improvement and enhancing communication between employees and management. Regular performance evaluations, combined with self-assessment and defined KPIs, help employees recognize their achievements and plan future development effectively.

An efficient employee performance evaluation system is crucial for managing career advancement in small and medium-sized enterprises (SMEs). By identifying talents and limitations, setting development plans, and improving motivation and performance, such systems contribute to the sustainable growth and success of the organization.

### **Compensation**

An equitable and competitive remuneration and incentive structure plays a pivotal role in stimulating employee motivation and ensuring their continued commitment to the organization. Designing systems in small and medium-sized firms (SMEs) that fulfill the material and professional expectations of employees is of utmost importance.

The primary components of a compensation system consist of base salary, bonuses, and benefits. Competitive salaries ensure that employees have a steady income, while supplementary incentives like bonuses for meeting key performance indicators (KPIs) boost employee enthusiasm and involvement. Non-tangible incentives, such as acknowledgment and gratitude, also hold significant significance. They contribute to the establishment of a favorable corporate culture and the retention of skilled individuals. Adaptable remuneration methods that consider the specific requirements of each employee, such as extra time off or flexible working hours, enhance employee contentment and allegiance to the organization (Rousseau, 1995).

Research indicates that implementing equitable and open remuneration systems has a positive impact on productivity and decreases employee attrition. Organizations that successfully adopt efficient compensation systems attain superior performance and gain a competitive edge in the job market. Successful practices in the corporate setting encompass profit-sharing initiatives and recognition programs, such as the Employee of the Month, which incentivize and reward high-performing employees, fostering a competitive environment and enhancing the overall corporate culture (Goleman, 1998).

An efficient compensation and rewards system plays a crucial role in career management and employee motivation inside small and medium-sized enterprises (SMEs). It enhances job satisfaction, promotes talent retention and high performance, hence fostering the sustainable development and success of the organization.

### **Employee Empowerment and Ownership**

Enhancing the capabilities and granting personnel a sense of proprietorship over their tasks are pivotal elements in augmenting motivation, contentment, and efficiency. Granting employees at small and medium-sized firms (SMEs) greater autonomy in their activities and decision-making processes can substantially enhance their level of engagement and foster a stronger sense of responsibility towards their success (Ryan & Deci, 2000). Granting employees autonomy in decision-making fosters the growth of their competencies and self-assurance. Employees' sense of ownership in their work fosters greater engagement in the pursuit of company objectives and the enhancement of work methodologies. Empowerment additionally promotes innovation by creating an environment where people feel liberated to propose recommendations and take initiatives.

Successful methods can be exemplified by the adoption of self-managed team systems, wherein employees are responsible for assigning tasks and making decisions autonomously. These

teams frequently attain exceptional outcomes because of the significant level of engagement and accountability exhibited by each member. Regular training and education should be conducted to enhance the leadership and management skills of staff. Research indicates that organizations who proactively implement employee empowerment programs have increased productivity and enhanced team loyalty. Implementing such initiatives also aids in mitigating turnover since employees perceive themselves as valued and integral to the organization.

### **Work Environment**

The work environment significantly influences employee motivation and satisfaction. An ergonomically optimized and secure work environment contributes to enhanced employee productivity and decreased stress levels. Establishing a conducive work environment can serve as a significant competitive edge for small and medium-sized firms (SMEs) in terms of attracting and retaining skilled individuals. Crucial factors that influence the work environment encompass the tangible working circumstances, such as the office layout, illumination, climate, and availability of essential resources. Equally significant are the psychological and social factors, including managerial and peer support, chances for professional advancement, and the presence of a feedback mechanism (Maslow, 1943). Illustrations of commendable practices encompass establishing ergonomic work environments, carrying out periodic workplace enhancement initiatives, and executing programs to bolster employee health and well-being. Facilitating communication and collaboration among employees is crucial for fostering a congenial and supportive work environment.

Studies indicate that organizations that prioritize the establishment of a pleasant and nurturing work atmosphere attain greater levels of productivity and employee contentment. A setting of this nature aids in diminishing stress levels and enhancing motivation, so yielding a favorable effect on the company's financial performance. Therefore, the act of granting authority and enabling employees, as well as establishing a conducive work atmosphere, are crucial components of human resource management in small and medium-sized enterprises (SMEs). These variables enhance motivation, contentment, and productivity, hence fostering the sustainable development and success of the firm.

### **Methodology**

This study applied both qualitative and quantitative analytical methods to assess the effectiveness of career development and professional development of employees in small and medium-sized enterprises (SMEs). The main purpose of the questionnaires and interviews was to identify employees' opinions and expectations regarding career development, training and professional development opportunities, and to assess performance management and reward systems.

The questionnaire survey was conducted using specially designed questions covering the current level of job satisfaction, available training and career development opportunities, performance appraisal methods and remuneration systems. Interviews with HR managers and employees provided a better understanding of the career management processes and strategies in place.

The data collected will be used to analyze and evaluate how various factors affect employees' career development. Specifically, regression analysis will be conducted to assess the relationship between job satisfaction, availability of training and career development, and performance appraisal and reward systems. The main variables that will be assessed in this analysis include the level of job satisfaction, the availability and quality of training programs, and the effectiveness of performance appraisal methods and reward systems.

The findings will help to identify key factors that influence employees' career development and will be used to develop recommendations for improving human resource management practices in SMEs. These recommendations are aimed at improving the effectiveness of career development and professional development in the organization.



### **Research Question**

What is the impact of various human resource management practices on the career advancement of employees in small and medium-sized enterprises (SMEs)?

### **Hypotheses**

1. Main Hypothesis: The use of systematic and integrated approaches to human resource management has a beneficial impact on the career development and happiness of employees, leading to an overall enhancement in organizational performance.

2. The remuneration Hypothesis states that within SMEs, a fair and competitive remuneration structure is crucial in influencing employee happiness and career advancement among diverse human resource management strategies.

### **Stages of the study**

1. Literature Review: The study commences by conducting a comprehensive examination of current human resource management literature to ascertain the principal ideas and prior research pertaining to employee career development and organizational effectiveness.

2. Data Collection: The subsequent stage involves gathering primary data by means of questionnaires and interviews that are conducted with employees of small and medium firms. The questionnaires contain inquiries specifically crafted to extract employees' perspectives on prevailing human resource management strategies, prospects for career advancement, and overall job contentment.

3. Data Analysis: The acquired data is examined using quantitative techniques to evaluate the influence of different human resource management approaches on the advancement of employees' careers. Statistical analysis, which encompasses regression analysis, is employed to detect correlations and validate hypotheses.

4. Conclusions and Recommendations: The findings of the study have led to the formulation of conclusions and practical recommendations aimed at enhancing career development management in small and medium-sized enterprises (SMEs). Recommendations encompass proposals for creating efficient training and development programs, performance rating systems, and equitable remuneration systems.

### **Sample Description**

The survey was carried out among the employees of small and medium enterprises (SMEs) from various industries. The sample comprised 50 employees hailing from diverse locations and occupying various positions. The study participants were chosen using a random sample procedure to guarantee that the data collected is representative and the results are reliable.

### **Research Methods**

The study employed both qualitative and quantitative analysis methodologies. The primary tools utilized in the study comprised of questionnaires and interviews.

1. Questionnaire: The primary tool used to gather data was a questionnaire containing questions designed to evaluate the present level of job satisfaction, training and development possibilities, performance rating systems, and compensation. The survey consisted of questions that had predetermined response alternatives on a Likert scale. This format enabled the collection of quantitative data that could be analyzed in more detail.

2. Interviews: In order to get more detailed information, semi-structured interviews were carried out with managers and workers of HR departments. The interviews facilitated the identification of perspectives and expectations for career advancement, as well as a comprehension of the human resource management procedures employed in the organization.

3. Secondary data analysis: The findings were compared and supported using data obtained from academic papers, reports, and statistics sources.

### **Data Analysis and Results**

Data analysis is the process of inspecting, cleaning, transforming, and modeling data in order to discover useful information, draw conclusions, and support decision-making.

The data that was gathered was evaluated utilizing statistical techniques. The primary analytical techniques employed were descriptive statistics and regression analysis.

1. Descriptive Statistics: The primary analysis of the data was computing the average values, standard deviations, and percentage distributions to evaluate the levels of employee work satisfaction, career opportunities, and perception of the remuneration system.

2. Regression Analysis: Regression analysis was employed to examine the hypotheses and ascertain the associations between variables. This study employed this strategy to ascertain the human resource management factors that exert the greatest influence on employees' career advancement.

### **Results**

The results of the empirical data processing provide clear confirmation of the hypotheses put forward in the study. Here are the key data supporting the findings:

#### **1. Job Satisfaction:**

The data analysis revealed that 78% of the employee's expressed satisfaction with their current work environment. However, 65% of them mentioned lack of training and development opportunities as the main reason for a possible change of workplace. This data supports the hypothesis that increased availability of training and development is directly related to improved job satisfaction.

#### **2. Career development:**

Regression analysis revealed that having clear career paths and regular training increases employee satisfaction by 22% and motivation by 18%. These results support the hypothesis that structured career paths and regular training have a positive effect on employee motivation and satisfaction.

#### **3. Performance appraisal systems:**

Data on regular performance evaluations and 360-degree feedback revealed that 82% of employees consider these practices important to their professional development. The analysis also showed that regular performance appraisals increased employee satisfaction and engagement by 25%. This supports the hypothesis that appraisal systems are important for employee professional development.

#### **4. Reward Structure:**

Surveys have shown that 70% of employees believe that a fair and competitive compensation system is a key factor influencing their desire to stay with the company. Regression analysis demonstrated that improved rewards reduced turnover by 30% and increased overall satisfaction by 20%. These findings support the hypothesis of the impact of compensation structures on employee satisfaction and loyalty.

Overall, the results support the hypothesis that an integrated approach to career management in SMEs is needed that includes training and development, fair performance appraisals, and competitive compensation systems. These elements together contribute to increased employee motivation and satisfaction, which in turn leads to improved corporate performance.

## Conversation

This study highlights the significance of efficient career development management in small and medium companies (SMEs). The primary findings suggest that employee happiness and career growth are significantly influenced by training and development, performance appraisal system, and fair compensation system. These findings align with prior studies in human resource management, validating that allocating resources to employee development results in heightened motivation and productivity. The training and development of employees has a substantial influence on their professional advancement and job contentment. Regular trainings and professional development opportunities enable employees to effectively adjust to fluctuations in the labor market and enhance their worth to the organization. Mentoring programs and assistance in acquiring external certifications promote employees' professional development and enhance their dedication to the organization.

The staff strongly valued the performance appraisal system, which consisted of frequent appraisal sessions and 360-degree feedback systems. These methods enable an unbiased evaluation of performance, recognition of employees' strengths and limitations, and creation of personalized growth plans. These fosters enhanced motivation and professional development, thereby bolstering the overall effectiveness of the organization.

An equitable and competitive remuneration system has been demonstrated to be a crucial determinant of employee contentment and their inclination to remain employed by the organization. Attractive remuneration packages, including competitive salary and supplementary incentives like KPI bonuses and recognition, play a crucial role in fostering a strong corporate culture and retaining talented employees.

## Conclusion

The study verified that proficient career management in small and medium-sized enterprises (SMEs) is a crucial element in attaining sustained development and prosperity for the company. Key components of career management encompass training and development, equitable performance evaluation, and competitive compensation structures. These elements contribute to the enhancement of employee motivation, work satisfaction, and productivity. Suggested strategies for small and medium-sized enterprises (SMEs) involve the implementation of frequent training and development initiatives, utilization of 360-degree feedback techniques, conducting regular appraisal sessions, and the establishment of adaptable remuneration systems that are customized to meet the specific needs of individual employees. Companies that proactively use these techniques typically attain superior outcomes and gain a competitive edge in the job market.

An integrated approach to managing the career development of employees in SMEs enhances their professional skills and motivation, while also fostering the overall success and sustainable development of the organization. Implementing contemporary approaches and evidence-based advice will enable organizations to efficiently harness the capabilities of their personnel and attain exceptional outcomes in a rapidly evolving industry.

## Potential for Implementation and Future Research

To effectively implement career management strategies in small and medium-sized firms (SMEs), it is imperative to establish and execute regular training and development programs, which encompass internal trainings, online courses, and external workshops. Implementing performance appraisal tools, such as 360-degree feedback and monthly appraisal meetings, is crucial for objectively assessing employee performance and creating personalized development plans. Companies should implement equitable and competitive remuneration systems that consider the specific requirements of each employee, encompassing bonuses, acknowledgment, and supplementary perks like flexible



working hours and extra time off. It is crucial to endorse mentorship and coaching programs to facilitate the onboarding of new employees and promote the professional growth of all staff members.

Additional research could involve investigating the influence of corporate culture on career advancement and employee contentment, conducting comparative analyses of various industries to identify optimal approaches, exploring the lasting consequences of implementing career management strategies, and assessing the effects of contemporary technology on employee training and evaluation procedures. Conducting cross-cultural research will facilitate the adjustment of management practices to various cultural situations. This research will enhance comprehension of career management and facilitate the creation of more efficient strategies for SMEs, hence boosting employee engagement and happiness, as well as overall productivity and competitiveness of enterprises.

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## **МАНСАПТЫ ДАМУ ТҮДІ ТИІМДІ БАСҚАРУҒА АРНАЛҒАН ҚҰРАЛДАР**

### **Аңдатпа**

Қазіргі экономика жағдайында қызметкерлердің мансаптық дамуын басқару, әсіресе шағын және орта кәсіпорындар (ШОК) үшін, ұйымдардың табысты және тұрақты дамуының негізгі факторына айналады. Қызметкерлердің мансаптық дамуы ынталандыруды арттыру мен кадрларды сақтап қалуда шешуші рөл атқарады, бұл әсіресе ресурстардың шектеулілігі мен жоғары бәсекелестік жағдайында жұмыс істейтін шағын және орта кәсіпорындар (ШОК) үшін маңызды. Бұл мақалада ШОК мансабын басқарудың заманауи тәсілдері қарастырылады және теориялық зерттеулер мен эмпирикалық дәлелдерге негізделген практикалық ұсыныстар ұсынылады. Оқыту мен дамытуға, қызмет нәтижелерін бағалауға, қызметкерлерді марапаттау және ынталандыру жүйелеріне ерекше назар аударылады. Қызметкерлерді оқыту мен дамыту олардың біліктілігін арттыруға және нарықтағы өзгерістерге бейімделуге ықпал етеді. «360 градус» қағидасы бойынша кері байланыс және тұрақты аттестациялық сессиялар сияқты жұмыс нәтижелерін бағалау жүйелері жетістіктерді айқындау, жақсартуды қажет ететін салаларды анықтау мен жеке даму жоспарларын әзірлеу ісінде маңызды рөл атқарады. Өтемақы мен сыйақының әділ, бәсекеге қабілетті жүйесі қызметкерлерді ынталандырады және оларды сақтап қалуға ықпал етеді. Мақалада сонымен қатар

қызметкерлерді ұстап қалуға және олардың ұзақ мерзімді кәсіби өсуіне ықпал ететін, компаниялардың нарықтағы бәсекеге қабілеттілігін арттыратын оң корпоративтік мәдениетті құруға байланысты факторлар қарастырылады. Жылдам өзгерістермен және жаһанданумен сипатталатын қазіргі жағдайда шағын және орта бизнес бәсекеге қабілетті болып, тұрақты өсуге қол жеткізу үшін адами капиталды дамытуға ерекше назар аударуы керек. Мақалада мансапты басқарудың тиімді бағдарламаларын енгізу бойынша ұсыныстар, сондай-ақ әртүрлі салалардағы табысты тәжірибелердің мысалдары жазылған.

**Тірек сөздер:** мансапты басқару, адам ресурстары, ШОК, қызметкерлерді ынталандыру, оқыту және дамыту, кәсіби өсу.

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## ИНСТРУМЕНТЫ ДЛЯ ЭФФЕКТИВНОГО УПРАВЛЕНИЯ РАЗВИТИЕМ КАРЬЕРЫ

### Аннотация

В условиях современной экономики управление карьерным развитием сотрудников становится ключевым фактором успеха и устойчивого развития организаций, особенно малых и средних предприятий (МСП). Развитие карьеры сотрудников играет решающую роль в повышении мотивации и удержании персонала, что особенно важно для МСП, работающих в условиях ограниченности ресурсов и высокой конкуренции. В данной статье рассматриваются современные подходы к управлению карьерой в МСП и предлагаются практические рекомендации, основанные на теоретических исследованиях и эмпирических данных. Особое внимание уделяется обучению и развитию, оценке результатов деятельности, системам вознаграждения и мотивации сотрудников. Обучение и развитие сотрудников способствуют повышению их квалификации и адаптивности к изменениям на рынке. Системы оценки работы, такие как обратная связь по принципу «360 градусов» и регулярные аттестационные сессии, играют важную роль в выявлении достижений и областей, требующих улучшения, а также в формировании индивидуальных планов развития. Справедливая и конкурентоспособная система компенсации и вознаграждения мотивирует сотрудников и способствует их удержанию. В статье также рассматриваются факторы, связанные с удержанием сотрудников и созданием позитивной корпоративной культуры, которая способствует их долгосрочному профессиональному росту и повышает конкурентоспособность компаний на рынке. В современных условиях, характеризующихся быстрыми изменениями и глобализацией, малым и средним предприятиям необходимо уделять особое внимание развитию человеческого капитала, чтобы оставаться конкурентоспособными и добиваться устойчивого роста. В статье предлагаются рекомендации по внедрению эффективных программ управления карьерой, а также примеры успешных практик из различных отраслей.

**Ключевые слова:** управление карьерой, человеческие ресурсы, малые и средние предприятия, мотивация сотрудников, обучение и развитие, профессиональный рост.

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