

## **THE ROLE OF DEVELOPING CARRIER IN INCREASING EFFICIENCY OF SERVICES AND ITS ECONOMY IMPACTS**

Many organizations are faced with the problem of retaining employees. It is expensive to replace employees who leave for greener pastures or are lured away other organizations. New employees have to be recruited, selected, oriented and trained. In fact, it is estimated that it costs an organization approximately 1½ times the salary of the vacated position to replace an employee.

Employee turnover can have a demoralizing effect on an organization, and it may also severely impact the overall efficiency of the organization. This becomes even more critical in organizations which are service-oriented, i.e. law enforcement, firefighters, etc., and require highly developed skills and competencies.

Clearly, career development has evolved from an isolated tool for individual growth to a key strategic asset for many far-sighted organizations. Once left exclusively to the individual employee's own initiative, organizations have taken a more active role in their employees' careers through Career Development Programs.

Traditionally, it has been assumed that every employee wants, or should want, the same thing in a career, usually a direct path up the organizational ladder (Fink, 1992). However, career development is not about "getting ahead", but rather about getting to be the best an individual can be and finding a place in an organization where they can express excellence and contribute to the goals of the organization.

Rarely is enough attention given to alternative paths that reflect more personal aspirations, especially when those desires do not fit the familiar pattern of traditional organizational life. Today's employees are demanding more from their work in terms of fulfillment and personal satisfaction. They use words such as "empowerment" and "self-development in expressing demands. This tells us much about the changing face of the workplace as we prepare to enter the 21st century.

In today's competitive environment, it is imperative that all organizations create a work environment which fosters growth and development. It is apparent this can be accomplished by implementing a Career Development Program in the workplace. This will enhance organizational loyalty among employees, result in higher levels of job satisfaction, lower.

All employees are motivated, but organizations must realize every employee is motivated by a different set of needs. It is an employee's ability to satisfy these needs which propel human activity. An organization's ability to understand and address these needs will result in higher levels of job satisfaction and enhanced performance by its employees.

Rapid changes in technology have transformed every aspect of the workplace. Advances in technology (computers, communication, etc.) have resulted in the need for skilled professionals, and this has caused problems for many organizations. As a result, these organizations were forced to hire skilled technicians or fill these positions with untrained personnel. These technological advances further stress the importance of having a Career Development Program. Employees would be able to make practical career decisions based upon the organization's current and future needs. Organizations will benefit by being able to use existing personnel to fill "new" positions.

One of the most logical and important aspects of the career development process involves career counseling. It is a key component or the foundation of the employee development process and can produce big dividends for both the employees and organization. It allows employees the opportunity to recognize, define, and redline their goals during the course of their careers.

Conversely, it will afford management the opportunity to further assess employee needs to achieve a balance with those of the organization. Career counseling has evolved because many organizations now realize the most employees cannot begin to manage their own growth and development without first having information on how their own needs match those of the organization. Employees who derive satisfaction from knowing the expectations can be met inside the organization will most likely become a highly productive employee.

Furthermore, career counseling should not be confused with the purpose and intent of the performance appraisal system. The objective of career counseling is to assist employees in exploiting their strengths and potential and avoiding mismatches between individual aspirations, capabilities and organizational opportunities. It reduces the waste of preparing an employee for a position for which they are not suited, but might otherwise accept, in order to conform to the wishes of the organization. However, since career counseling will likely involve issues related to performance, it can appropriately be made part of an employee's performance appraisal.

While it seems clear that career counseling will improve an organization's effectiveness and assist employees in achieving their individual needs, it is less clear who should do the counseling. In the vast majority of organi-

zations, career counseling responsibilities are normally assigned to personnel within the organization, either by a specialized counseling staff or the employee's immediate supervisor. They are often knowledgeable about the employee's abilities, experience and skills. Additionally, they have a good understanding of the work environment and the developmental activities within the organization. They are able to effectively monitor employee progress and facilitate, as well as advise on career directions. However, many employees may not want to open up to their supervisors and may be concerned about ramifications of their counseling sessions. The employee may also have a hard time taking seriously advice that comes from a non-professional.

Overall, the career counseling process can be difficult, especially if the employee expresses unrealistic career aspirations. The person performing the career counseling session(s) must be prepared to give a frank assessment of the employee's career opportunities. However, it is extremely important that both the person conducting the session and the employee come to a mutual understanding as to the realistic expectations the employee should hold regarding career opportunities within the organization.

#### REFERENCES

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