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# MEHNAT IQTISODIYOTI VA INSON KAPITALI 2023

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## MUNDARIJA (CONTENTS)

### MEHNAT BOZORI VA MEHNAT MUNOSABATLARI

Q.X. Abdurahmonov S.B. G'oyipnazarov	Сунъий интеллектни жорий этиш натижасида меҳнат бозоридаги ўзгаришлар .....	6–12
R.I. Nurimbetov A.M. Ismailov	O'zbekiston iqtisodiyoti tarmoqlari rivojlanishi va aholi bandligini manfaatdorlik indeksi asosida baholash .....	13–21
N.T. Shayusupova S.S. Amirdjanova	Прогнозирование макроэкономических показателей роста экономики и занятости населения республики .....	22–29
I.A. Bakiyeva	Тошкент вилоятида ишсизларни замонавий касб-ҳунарга ўқитишни самарали ташкил этиш йўллари .....	30–34
S.I. Sotnikova	Наемный труд: институциональные эффекты неравновесной экономики .	35–41
A.S. Usmanov M.A. Bahridinova	Qashqadaryo viloyatida bandlikning tarmoq tuzilishidagi o'zgarishlar va uning aholi turmush farovonligiga ta'siri .....	42–48
X.F. To'xtayeva	Туристик хизматлар бозорида бандликни тартибга солиш ва бошқариш бўйича илғор хорижий тажрибалар .....	49–56
B.Z. Ganiyev	O'zbekiston hududlarida bandlikning iqtisodiy o'sishga nisbatan elastikligi tahlili .....	57–61

### INSON RESURSLARINI BOSHQARISH

S. Sotnikova N. Sotnikov	Ecology of the employee's career based on the concept of time management .	62–70
A.N. Turayev B.B. Suvonov	Направления развития анализа затрат труда в хозяйствующих субъектах	71–76
B.B.Suvonov	Зарубежный опыт анализа показателей затрат труда в хозяйствующих субъектах .....	77–82
Z.M. Xasanova	Enhancing economic education and human resources management: a study of innovative approaches in Uzbekistan's higher education institutions .....	83–91
R.R. Oqmulloyev	Инсон ресурсларини бошқариш — олий таълим муассасаларининг глобал рақобатбардошликка эришиш омили .....	92–102
B.B. Mardonov	Xizmat ko'rsatish sohasida kadrlar salohiyatini baholash .....	103–108
M.Sh. Xaydarova	Использование искусственного интеллекта в управлении человеческими ресурсами .....	109–123

### INSON KAPITALI

A. Zikriyoyev D. Khojamqulov M. Raimjanova N. Turayev A. Abdullayev	Human capital development in the context of health and safety regulation: policy analysis in construction industry .....	124–138
A. Zikriyoyev M. Farmonova Ch. Keldiyorova D. Nekboyev O. Murodova	Orientation / induction day as a remedy for human capital investment at higher education .....	139–150
A.S. Boltayev Y.M. Otaboyev	The impact of health and education expenditure on economic growth in case of Uzbekistan .....	151–163
O.A. Eshbayev	Strategic integration of emerging technologies in engineering education: a holistic approach to cultivate human capital for the digital economy .....	164–169

A.O. Jumanov R.A. Omirzakov	Innovative environmental education in higher education: fostering sustainable mindsets for a greener future . . . . .	170–175
I.Sh. Khadjiyeva	School climate quality and education quality: evidence from 15 worst performing nations at PISA 2018 . . . . .	176–187
M.O. Kurolov	Leveraging digital healthcare marketing strategies to enhance social welfare through human capital development . . . . .	188–192
M. Numanova F. Khakimov	Priorities for the development of national human capital in the economy . . . . .	193–198
M.X. Xo‘jayeva	Properties of innovative activity in the education system of Uzbekistan . . . . .	198–203
H.T. Yaxshiyev	Mehmonxona hamda restorani biznesi faoliyati tushunchasi va mohiyati . . . . .	204–206
X.B. Nasriddinov	O‘quvchilarning kreativ fikrlashini rivojlantirishda ta‘lim metodlaridan foydalanish . . . . .	207–210
Sh.Y. Sharobiddinov	Investing in human capital: a comparative analysis of democratic and authoritarian regimes . . . . .	211–220
Z.M. Xasanova	Comparative analysis of innovative education management strategies for economic education and green development: lessons from foreign countries . . . . .	221–228
S.R. Xolbayeva	Трансформация системы подготовки кадров в целях повышения эффективности функционирования человеческого капитала в экономической системе . . . . .	229–238
<b>INSON TARAQQIYOTI</b>		
Sh.U. Jo‘rayeva	Socio-economic significance and analysis of the standard of living of the population . . . . .	239–244
N.M. Khazratkulova	The impact of inter-budgetary relations on regional growth and the standard of living of the population of the regions (on the example of the republic of Uzbekistan) . . . . .	245–250
<b>KAMBAG‘ALLIKNI QISQARITRISH</b>		
G.Q. Abduraxmonova M.X. Fayziyeva Sh.Q. Xoliyorova	O‘zbekiston davlat ijtimoiy himoya tizimini mustahkamlashda raqamli rivojlanishning o‘rni . . . . .	251–261
<b>GENDER TENGLIK</b>		
G.Q. Abruraxmonova N.U. Khalimjonov	Gender inequality in labour market . . . . .	262–268
<b>MUNOSIB MEHNAT</b>		
Sh.X. Raxmatullayeva	Milliy korxonalarda mehnat samaradorligining muhim ko‘rsatkichlarini baholash tizimini imkoniyatlari . . . . .	269–275
Z.U. Usmonov	Ko‘zi ojiz shaxslarni ish bilan ta‘minlashning obyektiv zarurligi . . . . .	276–283
<b>TADBIRKORLIKNI RIVOJLANTIRISH</b>		
L.F. Amirov	Современные тенденции развития аграрного сектора Республики Узбекистан . . . . .	284–293
I. Khotamov A. Kasimov Y. Najmiddinov G. Yuldashev	The current importance of alternative energy and renewable energy in Uzbekistan . . . . .	294–317
Z.T. Abdurakhmanova	Factors affecting sustainable agriculture and food production in Uzbekistan . . . . .	318–328
J.X. Ishanov	Determination of hydraulically acceptable length of drip irrigation pipe . . . . .	329–334

U.Sh. Duskobilov	Influence of monetary policy instruments on macroeconomic stability during the transition to inflation targeting in Uzbekistan . . . . .	335–342
Sh.D. Ergashkhodjayeva E.Y. Khojiyev	The EU’s generalised system of preferences: impact on foreign trade of domestic products . . . . .	343–348
O.A. Eshbayev	Exploring synergies: redefining engineering education management for industry 4.0 in the digital economy era . . . . .	349–354
H.B. Haydarov	O‘zbekistonda makroiqtisodiy barqarorlikni ta’minlashda xorijiy investitsiyalarning tutgan o‘rni . . . . .	355–361
M.R. Khidirova	Improving the efficiency of corporate governance based on the modeling of agricultural machinery enterprises . . . . .	362–369
B.N. Ishniyazov	Analysis of the activities of innovation of the agricultural sector of our country . . . . .	370–374
N.N. Ismoilov	Implementing SDGS (sustainable development goals) in small business entities . . . . .	375–380
N.S. Karimova	O‘zbekistonda klasterlar faoliyatini tashkil etish mexanizmi . . . . .	381–385
M.R. Khayitova	The essence of green loans in a global unstable environment . . . . .	386–391
S.B. Maxmudov	Milliy iqtisodiyotda eksport amaliyotiga ta’sir etuvchi omillarni ekonometrik tahlilini baholash . . . . .	392–401
Y.F. Najmiddinov	Initial efforts to develop green energy and green growth in Uzbekistan . . . . .	402–407
Ch.G. Nosirova	Developing sustainable pathways for textile product exports: a green strategy approach to enhance social welfare . . . . .	408–415
N. Khalimjonov P. Allayarov	The gravity trade model for Uzbekistan . . . . .	416–424
D. Usmonova	Evaluating the role of marketing strategies in fostering the growth of viticulture enterprises for achieving sustainable agricultural development . . . . .	425–431
<b>МАКРОИҚТИСОДИЙОТ</b>		
A. Valiyeva	Assessing the impact of sustainable agricultural practices on legume market dynamics: a comprehensive marketing research analysis . . . . .	432–440
V.K. Yarashova	The mutual influence of transport on macroeconomic indicators in Uzbekistan . . . . .	441–447
M.S. Yusupov G.T. Ismoilova	Oziq-ovqat mahsulotlari ishlab chiqarish zanjirida agrosanoat klasterlarining ahamiyati va rivojlantirish imkoniyatlari . . . . .	448–459
M.T. Abdurahmanova M.M. Ismailova	Қишлоқ хўжалигида ер ресурсларидан самарали фойдаланишнинг хориж тажрибасини такомиллаштириш . . . . .	460–465
N.B. Achilova	Сущность и значение национального брендинга стран в условиях глобализации . . . . .	466–474
J.N. Bayisbayev	Мамлакатимизнинг тадбиркорлик субъектларини ижтимоий фаолиятини қўллаб-қувватлашдаги иштироки . . . . .	475–481
A. Valiyeva	Оценка роли устойчивых методов ведения сельского хозяйства в повышении конкурентоспособности рынков бобовых: глобальный маркетинговый анализ . . . . .	482–490
F.R. Bobobekov	Мақроқиқтисодий барқарорлик шароитида факторингга таъсир этувчи омиллар . . . . .	491–497
D.B. Xajiyev	Даромадларни қайта тақсимлаш жараёнларини тартибга солишнинг фискал воситалари . . . . .	498–504



## ECOLOGY OF THE EMPLOYEE'S CAREER BASED ON THE CONCEPT OF TIME MANAGEMENT

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**Abstract.** Radical transformation of the sphere of work contributes to the fact that the employee competitiveness depends on the use of scarce time resources. The achievement of economic and social goals in the employee's life, their future, place in the complex hierarchy of human relations depends on the size and structure of time for the career. In Russian and foreign theoretical and practical works there is a high theoretical-methodological and methodological uncertainty of the career time concept. In this context, the need to identify the general nature of the temporary contribution of the employee to the processes of ecology of the dual nature of a career increases. The objective of the article is to substantiate the strategic imperatives of the ecology of the career dual nature on the basis of the concept of time management. Such ecology of career creates conditions for the improvement of working life quality, formation of competitive advantage of the employee in the labour market. The research methodology is based on the theoretical analysis of the results of scientific works, which presents the main provisions on the career dual nature, the employee's work time and rest. The article analyses the empirical data characterizing the size and structure of the employees' career time at commercial banks in Novosibirsk during six years. The scientific novelty of the article lies in the formation of the author's conceptual approach to the ecology of an employee's career: the author's interpretation of the career time concepts and career harmony, the interpretation of their socio-economic content, the essence of the architectonics of career time, also a system of indicators for assessing career harmony, justified methodological approach to career ecology has been proposed and tested. The study theoretical provisions and conclusions allow us to understand the general nature and underlying causes, sources, driving forces of the processes of the organization, development and destruction of the career. The applied results allow us to identify areas and directions of the improvement of personnel policy at commercial banks targeted at the increasing of the employees' competitiveness, improving the quality of their life, boosting the image of the employer organization.

**Keywords.** career harmony; ecology of a career; a business career; the duality of career; employee's career; personality career; time management.

## ЭКОЛОГИЯ КАРЬЕРЫ СОТРУДНИКА НА ОСНОВЕ КОНЦЕПЦИИ ТАЙМ-МЕНЕДЖМЕНТА

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**Аннотация.** Радикальная трансформация сферы труда способствует тому, что конкурентоспособность сотрудников зависит от использования дефицитных ресурсов времени. Достижение экономических и социальных целей в жизни работника, его будущее, место в сложной иерархии человеческих отношений зависят от размера и структуры времени, отведенного на



трудоу деятельность. В отечественных и зарубежных теоретических и практических работах отмечается высокая теоретико-методологическая и методологическая неопределенность концепции времени карьеры. В этом контексте возрастает необходимость выявления общего характера временного вклада работника в процессы экологии двойственной природы карьеры. Цель статьи - обосновать стратегические императивы экологии двойственной природы карьеры на основе концепции тайм-менеджмента. Такая экология карьеры создает условия для повышения качества трудовой жизни, формирования конкурентного преимущества работника на рынке труда. Методика исследования основана на теоретическом анализе результатов научных работ, в котором представлены основные положения о двойственной природе карьеры, времени работы и отдыха работника. В статье анализируются эмпирические данные, характеризующие размер и структуру трудового стажа сотрудников коммерческих банков Новосибирска за шесть лет. Научная новизна статьи заключается в формировании авторского концептуального подхода к экологии карьеры работника: авторская трактовка понятий карьерного времени и карьерной гармонии, трактовка их социально-экономического содержания, сущности архитектоники карьеры работника. время карьеры, а также система показателей оценки гармоничности карьеры, обоснованный методический подход к экологии карьеры. Исследование теоретических положений и выводов позволяют понять общую природу и глубинные причины, источники, движущие силы процессов организации, развития и разрушения карьеры. Примененные результаты позволяют определить направления и направления совершенствования кадровой политики коммерческих банков, направленной на повышение конкурентоспособности сотрудников, улучшение качества их жизни, повышение имиджа организации-работодателя.

**Ключевые слова.** карьерная гармония; экология карьеры; деловая карьера; двойственность карьеры; карьера сотрудника; карьера личности; Тайм-менеджмент.

### Introduction:

Under contemporary conditions of VUCA economy, one of the cost-effective and long term solutions to the problem of overcoming the staff alienation from the process and results of work, stimulating responsibility for their competitiveness in the labour market, is implementation of a professional approach to a career that allows employees to be more productive, free and economically independent personalities.

At present, in Russian and foreign works an employee's career is no longer defined as an informed subjective judgment of the employee about their future employment, but as an awareness of it as a common system development and human movement in various fields [Belyatsky, 2001, p.9], the process of formation of an individual in social life, the progress in discovering their potential, carried out time-sequentially, stage by stage [Romanov, 2003, p. 66], the way of life, providing stability in the flow of social life [Buravcova, 2014, p.39; Sotnikova, 2014, p.143], etc. In other words, nowadays the career is regarded as a way of self-actualization of the employee, defining it in a complex hierarchy of human relationships and social roles in work, home, family, leisure.

In this context, an career is defined as an integrated formation of a *business career* and *personality career*. Business career is a career in working life, in the market system of division of labor [Zaitsev, 2007, p.15; Kibanov, 2015, p. 315]. Personality career is a off-duty career [Kozlova, 2010, p.31; Orel], derivative [Kozlova, 2010, p.31], household [Kibanov, 2015, p.14], supporting [Kotomanova, 2013, p.102], "career in a personal life" [Zaitsev, 2007, p.14; Sotnikova, 2014, p. 143]. The interaction of business and personality careers in the "work-family-leisure" system is associated with the desire of the employee to achieve. On the one hand, material well-being and competitiveness in the labour market. On the other hand, social welfare, spiritual well-being in the personal life.

Both business and personality careers are important for the employee, which they want to enjoy, control and manage to achieve personal goals. In an ideal world, equality is required between these careers: a person strives for harmony and prosperity in the present and future in both personal and work life. However, in real life, such equality is difficult to achieve. It is possible to develop a situation in which the business career does not correspond, but contradicts the personality one. In this regard, the focus of the research is to identify





► **Inson resurslarini boshqarish**

the imperatives of *achieving* the harmony in business and personality career, allowing to improve the quality of working life of the employee, increase their competitive advantage in the labour market.

To achieve this objective, the following research tasks were *solved*: career time architectonics that allows us to understand its duality has been justified, a methodological approach to evaluating the harmony of a employee’s career based on the concept of time management has been proposed and tested; strategic alternatives to the ecology of careers based on individual employee choices of an occupation, education, life partner, friends, children, etc. have been systematized.

*The scientific novelty of the study* is the development of theoretical and applied bases of achievement of harmony of business and personality careers based on the concept of time management in the conditions of informatization and digitalization of national economy.

*The subject of the study* is an individual career of an employee on the concept of time-management.

*The object* is commercial banks in the city of Novosibirsk in 2013-2018. The study was conducted on a random quota multistage sample, which was used as a micromodel of the survey object, formed on the basis of statistical data (quota parameters).

**Methodology:**

The reference to the concept of “harmony of the employee’s career” is not limited to the terminological makeover of the existing concepts (work life balance [Clark, 2000, pp. 747-770; Greenhaus, 2003, pp. 510-531; Grzywacz, 2007, pp. 455-471], work and leisure (rest) [Demina, 2018, pp. 13-20], “satisfaction with their functioning at work and at home” [Baslevent, 2014, pp. 33-43; Smotrova, 2017, pp. 53-59], and suggests a methodological reorientation to its socio-economic value.

This reorientation is the fact that *the harmony of the employee’s career* is such an interaction of opposite, mutually exclusive types of it, which allows the employee to receive personally significant benefits in various life and work situations. It is an expression of will, conscious personal activity of the employee, their vision of socio-economic value of business and personality career and to achieve social sustainability in work and personal (private) life through investments (direct and indirect) into the career. In other words, the achievement of career harmony involves not only “adjustment” (adaptation) of the needs and resources of the employee to the market (current and strategic) goals, but also the formation of a full-fledged career, desirable, bringing satisfaction and joy to work and into personal (private) life.

Considering that business and personality careers are carried out in time. Careers are measured in terms of days, weeks, months, years. The harmony of career can be understood in the temporal dimension of achieving social (personal and labour) stability. In this context, the understanding of career harmony is associated with an objective assessment of the employee’s temporary contribution to the management of their career.

To date, there are debatable provisions, important from the theoretical and methodological points of view, related to the content and structure of time for the employee’s career. The existing studies do not consider the concept of “career time”, its content and structure.

*Career time* should be understood as the time spent at the employee’s discretion on the development and self-design of life activities, self-actualization of professional and personal potentials, as well as self-destruction of the career. From this point of view it is necessary, first of all, to allocate *time of business career* and *time of personality career* related to the development and use of physical and mental abilities of the worker respectively in working hours, out-of-work and free time (table 1).

*Time of business career* is working (both fixed and overtime) and out-of-work time associated with the preservation or acquisition of some desired “personal success in terms of clearly defined positions, posts, statuses, roles, perceived as a result of achieving the demanded quality of working life” [Sotnikov, 2017, pp.86]. An employee, organizing and developing a business career, acts not only as a performer of a socially prescribed professional role, but also as an autonomous, creative, responsible person capable of self-regulation, self-determination and self-development [Sotnikova, 2019, pp. 1302-1315]. In this regard, it is necessary to distinguish the time of *work career and professional career*.

*The time of personality career* is an out-of-work time connected with implementation by the person of productive (efficient) and service work in a household, and with satisfaction of physical, intellectual



and social needs during free time. An employee, managing a personal career, achieves stability in the flow of personal (private) life through the formation, firstly, of a certain system of principles of socialization and self-realization associated with their life experience and activities in the household, i.e. *mundane career*; *secondly*, personal, physical, spiritual development in their free time, i.e. *leisure career*.

Given the proliferation of artificial intelligence, virtualization of work processes, self-organization of labour, distribution of electronic documents, replacing the leadership types of controls by a calculated and reasoned solutions based on computer processing of information, BigData, etc., the boundaries of classifying time for career groups do not have clearly defined contours, but rather the area of growth and enrichment of one group characteristics at the expense of the other groups. Ultimately, the range of types of business career and personality time is expanding.

For example, as the market for digital solutions and digital management services expands, “the creative work of most modern employees extends beyond the normal working day and working week” [Demina, 2011, p. 30]. This is the performance of official functions by an employee during out non-working hours: completion of reports, urgent execution of tasks on weekends and holidays, discussion of work issues on the phone with colleagues, etc.

**Table 1.**  
**The career time of an employee: types of time for the employee’s business and personality career**

Type of career	Kind of career	Sphere of career manifestation	Form of career manifestation	Kind of time for career	Economic content of career time	Examples of career time
Business career	Professional	Working life	Productive (efficient) work in the organizational structure	Working hours	Time of the professional abilities development	Time of study and professional development. Self-education time Time of volunteer (social) work
	Working				Time of spending of physical and mental forces	Fixed time. Overtime.
Personality career	Mundane	Personal (private) life	Productive (efficient) work in the household	Out of work time		Performance of official functions outside the workplace in the household: consultations on working issues by the phone with colleagues, revision of reports, consideration of projects, etc.
			Domestic service			Time to make household items. Time of work on a personal subsidiary farm



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	Leisure		Leisure activities	Free time	Time to meet physical, intellectual and social needs	Time of study and professional development. Self-education time Time of volunteer (social) work. Time of entertainment (including visits to cultural institutions, communication with family, friends, etc.). Time for physical education and sports. Time for hobby (amateur labour)
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Compiled by the authors.

**Results<sup>1</sup>**

The achievement of a full-fledged career, desirable, bringing satisfaction and joy in work and in personal (private) life, ultimately depends on the use of scarce resources – time. The amount of time for business and personality careers are not arbitrary. In spite of the fact that each employee defines them according to the abilities, motives, quality of life, but in general they depend on needs and opportunities of society and the market, approach to the person, work and property. In other words, business and personality careers have necessary market value.

In terms of time management concept, career is *presented as a fusion* of different types of career into a unified whole, allowing a person to achieve the desired quality of life under the changing conditions inside and outside organization realities so that the time for working career decreases, and the time for personality career increases, but does so in such a way that the time for mundane career is reduced more than increased time for professional and leisure career.

Since the harmony of the employee’s career has a versatile nature, it is difficult to name a single indicator characterizing its measure. As its indicators, it is advisable to use *indicators of balance, independence, proactivity and career success* (table 2).

The obvious indicator characterizing the quantitative agreement between the time for business  $T_{business}$  and personality  $T_{personality}$  careers is *the indicator of balance*. Ideally, this figure should tend towards 1:  $(C_{individual} \rightarrow 1)$ . This means that the employee pays equal attention to achieving both business career goals and personality career ones. This career situation (table 2) is more or less typical for front office workers in organizations with a strategy aimed at profitability  $(C_{individual} = 0,95 \rightarrow 1)$ . Under other organizational development strategies, there is a situation when business career is in conflict with personality career  $(C_{individual} < 1)$ , resulting in the hidden contradictions and disparities of career, problems and barriers to socialization and self-realization.

<sup>1</sup> The main research methods are photography and self photography of work, out of work and free time, questionnaire survey. The object are 15 federal and regional banks in 2013-2018, operating in Novosibirsk. The study was conducted on a random quota multistage sample, which was used as a micromodel of the survey object, formed on the basis of statistical data (quota parameters). Fairly stable characteristics of respondents, according to which quotas were set were used as the main parameters of the sample population, namely: employment in the conditions of a certain organizational strategy, functional duties of the employee (back or front office), work experience in the banking sector (up to 1 year, 1-3, more than 3). Based on the theory of the question, the accuracy of the results of the quota sample can not be determined. According to scientific criteria, it is inferior to random sample, which is considered to be the benchmark. A follow up panel study was conducted: in 2013-2015; 2016-2018



**Table 2.**

**Indicators of harmony of business and personality careers depending on the strategy of the banking organization (based on the results of the working day photographs), ratio**

Indicators for assessing employee’s career development	Banks with strategies					
	entrepreneurial		dynamic growth		profitability	
	Back office	Front office	Back office	Front office	Back office	Front office
The ratio of the employee’s career balance $C_{individual} = \frac{T_{personality}}{T_{business}}$	0.50	0.68	0.55	0.86	0.53	0.95
Private business career independence ratio $I_{business} = \frac{T_{business}}{T_{business} + T_{personality}}$	0.67	0.59	0.64	0.54	0.65	0.51
Private personality career independence ratio $I_{personality} = \frac{T_{personality}}{T_{business} + T_{personality}}$	0.33	0.41	0.36	0.46	0.35	0.49
Integral individual’s career independence ratio ( $I = I_{business} \times I_{personality}$ )	0.223	0.241	0.229	0.249	0.226	0.250
Career proactiveness ratio $P = \frac{T_{leisure} + T_{prof}}{T_{working} + T_{mundane}}$	0.22	0.21	0.29	0.19	0.25	0.22
Career success ratio $S = \frac{T_{personality}^{successful} + T_{business}^{successful}}{T_{personality} + T_{business}}$	0.67	0.41	0.43	0.56	0.71	0.87

Compiled by the authors.

In case of “business career is above all” ( $C_{individual} < 1$ ) an employee considers business career as a key factor of social well-being and financial independence, sets strict restrictions in private life, consciously chooses the infringement of personality career, primarily, leisure career, which is perceived by them as a lack of freedom and discomfort resulting from this dependence. As can be seen from Table 2, this is a typical career situation in banking organizations: ( $0,5 \leq C_{individual} \leq 0,86$ ).

To characterize the quantitative side of an employee’s career harmony, a career independence ratio can be used, characterizing the involvement of an employee in a particular type of career relative to different periods of working life. The involvement of an employee in the business and personality career depends on the obvious existing options to achieve their personally significant benefits through either their professional development, positioning their influence, power, authority, status, competencies in the professional environment in a specific inside and outside organizational realities  $I_{business}$ , or meeting physical, intellectual and social needs during working hours and free time in organizational structures.  $I_{personality}$ . Under the law of equilibrium, to ensure career harmony, time resources must be equally invested into business and personality careers, i.e. ( $I_{business} \geq 0,5$ ), ( $I_{personality} \geq 0,5$ ) and ( $I \rightarrow 0,25$ ). In principle, the career situation in terms of independence was favourable, allowing employees to solve the dual task of material and social well-being: ( $0,223 \leq I \leq 0,25$ ).

The relationship between business and personality career is much more complex and contradictory than the quantitative proportionality of time for a business career and time for a personality one. “Career allows a person to achieve recognition of his uniqueness, significance for other people, for society as a whole” [Karpov, 2012, p. 77]. In this regard, it is advisable to use the  $P$  proactivity ration as an indicator of career harmony, reflecting the degree of employee responsibility for personal development, competitiveness and quality of life.



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It is obvious that the reactive career is the most common type of career among bank employees, regardless of the organization strategy:  $(0,19 < P < 0,29)$  (Table 2). It is associated with an employee’s preferential perception of their business career as the only existing way of socialization and self-realization. Business career, being the most significant, overshadows not only leisure, but also often mundane career. Consequently, there is a narrowing of the circle of communication, restriction of personal relationships and friendly contacts, lack of hobbies and entertainment, as well as an increased likelihood of forming a dysfunctional climate in the family, the inability to arrange a personal life and other social problems.

The indicator of career success is an important subjective characteristic of career harmony. This *ratio* reflects the subjective assessment of satisfaction with the time spent on career achievements at work  $T_{business}^{successful}$  and in life  $T_{personality}^{successful}$ . Front office employees at banks with a profitability strategy consider their career to be the most successful (table 2) ( $S = 0,87$ ) and back office employees of banks with an entrepreneurial strategy ( $S = 0,41$ ) think of their career as the least successful.

**Analysis.** *Career ecology strategy* is a long-term course of employee’s impact on the amount and structure of time spent on career in order to achieve the desired quality of life in the changing conditions of modern reality. This is a set of premeditated principles of behaviour, covering 4Ps of career marketing complex: jobs (product), time investment (price), resources (place), brand (promotion). The following strategies can be applied: *strategy of personal strategy balance, double employment, double career of the family, resource saving and career (business and/or personality) downshifting* (Table3).

**Table 3**

**Strategies to achieve harmony between business and personality careers (% of respondents)**

Time spent on a business career	Time spent on a personality career		
	low	average	high
high	Strategy of a personality career downshifting (23%)	Strategy of a double career of the family (10%)	Double employment strategy (9%)
average	Career resource saving strategy (7%)	Double employment strategy (11%)	Strategy of a double career of the family (12%)
low	Double employment strategy (6%)	Career resource saving strategy (5%)	Business career downshifting strategy (17%)

*Compiled by the author*

*The strategy of double employment* (typical for 15 % of the respondents) is based on the fact that business and personality careers are designed to mutually balance each other: the employee is forced to give their best both at work and in the household (“the employee is both the breadwinner, and the householder”). In this context, “an employee chooses from a certain number of more or less acceptable jobs and personal positions the one that allows him to obtain personally significant benefits in life and at work” [Sotnikova, 2014, pp.46-52].

*The strategy of career resource saving* (typical for 12% of the respondents) assumes that the employee, assessing the available resources (abilities, motives, time, money) and career opportunities (market system of division of labour, competition), seeks to achieve a certain prolonged personal benefit in their working or personal life depending on the stage of the life cycle.

*The strategy of a double career of the family* (typical for 22% of the respondents) involves strengthening the autonomy of spouses and children, the importance of self-realization for each member and building on this basis complementary relationships in the social cultural environment of the family, facilitating self-development and certain personally significant benefits in various aspects of life to each family member, without losing family integrity.

*The strategy of career downshifting* (typical for 40% of the respondents) assumes achievement of career harmony by means of voluntary abandonment of self-realization in different socially significant spheres of life.

Thus, the theoretical significance of the study lies in the further development of the theory of duality of an employee’s career on the basis of time management, namely: conceptual approach to career time architectonics, reflecting its duality, is formed; socio-economic essence and concepts of



“an employee time for career”, “career harmony” are defined; system of indicators to measure career harmony is proposed and approved; methodical approach to formation of harmony strategy within the concept of time management is justified. The theoretical provisions and conclusions of the study of career duality allow us to understand the general nature and underlying causes, sources, driving forces of the processes of its organization, development and destruction, alternatives to synchronization of the interests of labour market participants.

### Conclusions and suggestions:

The practical significance of the study is determined by the possibility of using the results of the study for the formation of personnel policy in organizations with a focus on increasing personnel competitiveness, improving the quality of life, boosting the employer’s image. Applied aspects of the research are universal, i.e. they can be taken as a basis by any organization regardless of field of activities and territorial affiliation, organizational and legal form, etc.

Many more issues remain unresolved, despite the fact, that the authors conducted in-depth studies ecology of the employee’s career based on the concept of time management. One of the most relevant researches in this area is to identify organizational and economic patterns of harmonization of business and personal career, taking into account the differences in the magnitude and structure of time for positioning of employees in the labor and personal (private) life.

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