

Імплементація європейських стандартів сприятиме підвищенню довіри до державних інституцій, формуванню конкурентного середовища та забезпеченню високої якості життя громадян.

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PERSONNEL MOBILITY AS A KEY FACTOR FOR SUCCESSFUL CAREER DEVELOPMENT IN MODERN ORGANIZATIONS

Hridin Oleksandr

Candidate of Economic Sciences, Associate Professor
Department of Management, Business and Administration
State Biotechnological University, Ukraine

In the current conditions of labor market transformation, accelerated development of technologies and globalization of the economy, the concept of personnel mobility acquires special importance. The dynamics of socio-economic processes require employees to be flexible, able to adapt to new operating conditions and ready to change professional roles. It is mobility that becomes one of the key characteristics of a competitive employee, which allows not only to ensure the effective realization of labor potential, but also contributes to career development. Career development is a multidimensional process that combines professional growth, personal development and increasing social status. At the same time, mobility is an important mechanism for achieving this process, as it creates opportunities for gaining new experience, expanding the range of professional competencies and forming adaptive behavior.

Internal mobility, which includes rotation, promotion and horizontal movements within the organization, provides a deeper understanding of internal business processes and forms a personnel reserve. External mobility, associated with a change of enterprise, profession or even country, acts as a catalyst for the formation of new knowledge, skills and career orientations [4].

At the same time, personnel mobility also carries a number of challenges, in particular the risks of professional instability, psychological stress and the need for constant adaptation to new conditions, which necessitates the scientific study of this phenomenon as an important component of career development and an effective tool for personnel management.

In conditions of high competition in the labor market and rapid changes in the requirements for professional competencies, it is mobility that becomes the key to career growth and long-term professional fulfillment of employees. In this regard, there is a need for a comprehensive analysis of personnel mobility, its types, factors and impact on the formation of individual career development trajectories [3; 5].

In the scientific literature, personnel mobility is defined as the ability of an employee to change his or her place of work, position, functional responsibilities, or even the field of professional activity in order to achieve the best possible realization of his or her own potential. It includes not only physical movement, but also the willingness to adapt to a new environment, mastering new knowledge and skills. The essence of mobility lies in the combination of internal characteristics of the individual (flexibility, openness to change, desire for development, etc.) and external conditions (labor market needs, personnel policy of enterprises, socio-economic situation in the country, etc.) [4].

Mobility is an important element of social and labor relations, because it not only ensures the coordination of interests of employees and employers, but also contributes to the formation of an effective career development system.

There are several main types of mobility [1; 3]:

- vertical mobility – the promotion of an employee through the service hierarchy, which reflects career growth and an increase in status;
- horizontal mobility – movement to equivalent positions within the organization or between organizations, which contributes to the acquisition of diverse experience;
- functional mobility – a change in professional functions or tasks, which increases the versatility of the employee;
- territorial mobility – associated with a change in place of residence or work, in particular in the case of migration, relocation or business trips;
- internal mobility – covers movement within one organization, in particular rotation and retraining of personnel;
- external mobility – involves a change in the enterprise or field of activity, which expands the professional horizons of the employee.

Each of these types plays its own role in career development, forming a unique trajectory of professional development.

Personnel mobility is closely related to the realization of labor potential. The

ability to change working conditions, master new tasks and functions ensures advanced training, the formation of adaptability and creativity. In conditions of rapid digitalization and innovative development, mobility becomes the key to maintaining a high level of employee competitiveness. At the same time, it contributes to a more efficient use of organizational resources, as it allows optimizing the staffing, forming a reserve of managerial personnel and reducing the risks of professional burnout [5].

In scientific works, personnel mobility is considered from several theoretical positions. Thus, the sociological approach focuses on mobility as a means of changing social status, which determines the place of the individual in the social hierarchy. The economic approach considers mobility as a tool for rational use of labor and increasing production efficiency. The psychological approach explains mobility through individual personality traits (readiness for change, desire for self-realization, ability to overcome stress). The managerial approach treats mobility as one of the key mechanisms of personnel policy aimed at developing competencies and building an effective career growth system. The generalization of these approaches allows us to assert that personnel mobility is a multidimensional phenomenon that simultaneously reflects both the individual characteristics of the employee and the strategic interests of the organization [4].

The career of a modern employee is a multidimensional process that encompasses not only gradual advancement through the service hierarchy, but also expanding the range of competencies, developing personal qualities and forming a professional identity. In this context, personnel mobility is one of the leading mechanisms that determines the dynamics and effectiveness of career development. It creates conditions for acquiring new knowledge, adapting to a changing environment and forming flexible self-realization strategies [2].

The employee's career strategy involves a conscious choice of the trajectory of professional growth and the tools for its implementation. In this process, mobility appears as a key condition for achieving the desired results. It allows an employee to change the environment, functional responsibilities or even the field of activity in order to find better opportunities for development. Thus, mobility is not only a reaction to external changes, but also an active strategy for shaping one's own career [2; 5].

Internal mobility of personnel includes horizontal movements, rotation, temporary business trips, as well as vertical promotions within the organization. Its meaning lies in the ability of an employee to gain new experience without changing the employer. This approach creates favorable conditions for the formation of a personnel reserve, increasing employee loyalty and reducing staff turnover. From the point of view of career development, internal mobility provides: progressive growth within the organization; the opportunity to test and realize oneself in different areas of activity; development of multifunctional competencies; creation of prerequisites for a managerial career. External mobility involves changing the organization, professional field, or even the country of employment, expanding the range of professional opportunities, facilitating integration into new cultural and organizational

environments, and shaping the employee's competitiveness in the labor market. In modern conditions, labor migration, as well as the transfer of specialists to new industries, are common forms of external mobility. Its significance for a career lies in acquiring unique experience and new knowledge, expanding professional contacts, increasing the value of an employee in the labor market, forming the ability to quickly adapt to changing conditions, etc. At the same time, external mobility also has significant risks, namely: the need to adapt to new norms and rules, possible losses in social stability, psychological difficulties. However, for many specialists, it is precisely it that becomes the impetus for qualitative changes in their careers [4].

It should be noted that competitiveness in the modern labor market is determined not only by the level of qualification, but also by the ability to flexibly restructure professional activities. Mobility is an important factor in the formation of such an ability, since it ensures adaptability to technological changes and new requirements of employers, forms a wider range of competencies in the employee, promotes the development of soft skills necessary for teamwork and leadership, creates the prerequisites for continuous professional training and self-development. Thus, mobility becomes an integrative characteristic of a modern specialist, which determines his ability to implement a successful career strategy [4].

Effective implementation of personnel mobility in organizations requires not only a theoretical understanding of the phenomenon, but also the introduction of practical management mechanisms that allow for the most complete use of the potential of employees for career development and increasing the effectiveness of the enterprise. Practical aspects of ensuring mobility include a personnel policy system, career trajectory planning tools, training programs and adaptation mechanisms.

In modern organizations, personnel mobility is ensured by a set of measures, including [2-3]:

- rotation and transfer of employees to different positions and functional units, which allows them to gain new experience and expand their competencies;
- career planning and mentoring, which contribute to the formation of individual development trajectories and preparation for managerial positions;
- professional development programs (trainings, advanced training courses, internships, etc.) that increase the competence and adaptability of employees;
- a system for assessing the effectiveness and potential of personnel, which allows determining the readiness of employees for vertical or horizontal mobility;
- motivational and compensation mechanisms that stimulate employees' desire for career growth and professional mobility.

Conclusions. Personnel mobility is an important component of the modern labor potential management system, as it ensures the ability of employees to adapt to permanent changes, master new knowledge and form competitive professional skills. It integrates social, economic and psychological aspects, creating a basis for the conscious construction of a career trajectory. Personnel mobility is a determining factor in the competitiveness of employees in the labor market. It contributes to the development of

adaptability, creativity, acquisition of new skills and the formation of soft skills, which ensure the successful implementation of a career strategy and increase the value of a specialist for the organization. Effective mobility management requires the comprehensive use of personnel policy tools, career trajectory planning, training programs, assessment systems and motivational mechanisms. Increasing the effectiveness of personnel mobility involves: implementing clear corporate career strategies; using digital platforms for assessing competencies and planning development; creating the necessary conditions for internal rotation and professional retraining; development of a corporate culture that will stimulate the active participation of employees in their own career growth. Therefore, personnel mobility is not only a mechanism for increasing the efficiency of organizations, but also a fundamental factor in the sustainable professional development of employees, creating conditions for the implementation of individual careers and achieving the strategic goals of the enterprise.

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