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SOCIO-DEMOGRAPHIC FACTORS OF EMPLOYEES' PROFESSIONAL MOBILITY AT UKRAINIAN ENERGY ENTERPRISES

ABSTRACT

The article is devoted to the comparative analysis of the career growth dynamics, inherent to employees with different socio-demographic characteristics (women and men, persons involved and not involved in parental responsibilities) according to data on Ukrainian energy companies. To assess such dynamics, indicators of speed and amplitude of progress in the levels of the skill-occupational hierarchy have been developed. Comparing these indicators for different socio-demographic groups of staff (identical in other factors of career dynamics), the authors obtained comparative characteristics of the career opportunities, created by enterprises in the energetic sector for women and men, persons involved and not involved in parenting.

In particular, women are significantly inferior to men in the dynamics of their careers, which is manifested in two main aspects, for which there is a formal confirmation of the statistical significance of differences:

- 1) the share of women working in energy companies who do not make any transition to a higher qualification level (career amplitude is "0" for 10 - 20 years of work at the enterprise) is much higher than the share of men with similar stagnation career;
- 2) During their employment at the energy company, women make on average a much smaller number of transitions to a higher level of occupational-skill hierarchy and face a much longer period of waiting for the next promotion.

Employees of energy companies involved in childcare have even higher averages of the amplitude and speed of their careers than all respondents and respondents who are not involved in parenting. This can be explained by the greater career ambitions of people who have started family life and taken responsibility for the children

Keywords: factors of career dynamics, gender, occupational-skill hierarchy, involvement in childcare, career growing

JEL Classification: J26, J16

INTRODUCTION

Studies of staff's professional mobility deal with the extremely complex, multi-layered structure of the study subject. That brings together the interests of workers who, by developing their professional mobility, gain access to more attractive opportunities to realize their economic potential, and employers who, by hiring more skilled and productive workers, have to accept higher risks of their switching to another employer, or even competitor, as was researched in [1]). For employers, the staff's professional mobility growth is accompanied by increasing wages, required to keep the employee in the workplace. In this area, there are patterns of individual behavior at different stages of working life and social development, including changes in the structure of employment and the movement of the majority of employees in the field of intangible production, are accompanied by increasing socio-economic efficiency of employment and harmonization of economic growth priorities with environmental sustainability [2]. However, quantitative characteristics that can be used to assess the professional mobility of staff (a certain group, selected by professional qualifications or socio-demographic characteristics) do not have an unambiguous interpretation, even in the context of a particular

strategy of enterprise or society. The opportunity to define the link between characteristics of mobility (potential and realized through certain career changes), and the target performance of the enterprise (industry, region, society), in our opinion, is to take into account the factors of such mobility. In particular, in this study, we will try to describe the connection between the system of professional mobility indicators, developed by the authors, with the socio-demographic characteristics of employees. That should allow localizing both the reasons that limit the professional mobility of workers and the areas of reserves formation, for the full realization of existing labor potential and become closer to the optimal placement of workers in accordance with the available reserves of their human capital.

LITERATURE REVIEW

Most works on the professional mobility of enterprises' personnel (employed in the industry or economy) consider it not in the context of links with target indicators of a company (regional or sectoral production complex), but separately, which significantly reduces the value of such research as a rationalization factor of professional mobility management. In particular, in [3 - 5] the classification of types of professional mobility is suitable for textbooks, rather than for scientific publications. Works [6; 8] state the complexity of professional mobility consequences. In particular, external labor migration in the work [8] is defined as a form of manifestation of the "international mobility" of workers. At the same time, the main consequences of this form of professional mobility in this research are defined as follows: "Among the direct positive consequences, the main ones are the decreasing of pressure on the labor market and reduction of unemployment. Among the negative ones are the migration of the most active part of the labor force, the migration of young people and the most qualified specialists, which causes a shortage of labor in the labor market of Ukraine "[8, p. 515]. Accordingly, the role of such mobility as a factor of including employment opportunities abroad in the list of alternatives, available to domestic workers is ignored. This means that the increasing pressure on the level of wages (required to be ensured by domestic employers to compensate the employee who refuses to work abroad and keep their job supply), caused by the growth of workers' international mobility is not taken into account. And that distances mentioned research from the theoretical basis of the modern vision of "fair market price of production resources" as the remuneration, needed to compensate for refusing the best available alternative. According to this conceptual vision, "positive" in terms of employee's economic interests, can be called those forms of change of professional mobility, which provide access to new - more attractive alternative opportunities to realize their economic potential [9].

But even the articles of domestic authors which are written in the context of Western researches [10, 11], differ significantly by they tend to consider occupational mobility outside the context of the factors that determine such mobility. In particular, the works that contain attempts to quantify occupational mobility of the certain personnel group for a particular enterprise (economic sector, industry) don't use methods of comparative analysis: they don't establish a formal connection between certain traits of workers and certain characteristics of their professional mobility. Accordingly, the advantages of the approaches proposed in this study, first, is the use of the theoretical basis of human capital theory, which considers career growth rate (one of the defining forms of professional mobility) as an important form of return on human capital investment [12]. Second, such approaches allow increasing the value of research in the context of the concept of human rights, equality, and non-discrimination, as important conditions for sustainable development of organizations and society as a whole [13, 14].

AIMS AND OBJECTIVES

Approve the author's approaches to the comparative analysis of vertical occupational mobility of workers with different socio-demographic characteristics, thus ensuring the localization of both the reasons that hinder the professional growth of workers and opportunities to provide access to all socio-demographic groups to better opportunities for occupational mobility.

METHODS

The research database is formed on the basis of a sample survey of thermal energy generation enterprises, electricity transmission, and distribution enterprises, and engineering enterprises. The general population for the sample is thus the staff of energy sector enterprises, but industry affiliation is not a critical criterion for determining the scope for possible dissemination of sample results.

The total number of respondents in the sample is 216 people. Of these, 130 men (60.2%) and 86 women (39.8%). The vast majority of respondents - 187 people, or 86.6% have higher education (151 of them, i.e. 69.9% - specialized in accordance with their current employment).

Accordingly, the structure of the sample deviates from the structure of the general population in terms of gender and qualifications, which doesn't allow to consider the sample as representative. However, the shift in the estimates of the sample is quite predictable: the sample overestimates the share of women and the share of people with higher education compared to the general population. Accordingly, in further studies, provided that the number of respondents expands and statistically significant estimates are obtained for individual subgroups in the sample, the results, obtained in this study can be recomputed through the defining new weight coefficients for gender and qualification groups of respondents. Given that the task of this study is only to test the tools and highlight the most valuable trends and characteristics of workers' occupational mobility based on the data of the energy sector of the Ukrainian economy, sample estimates are suitable for interpretation in the context of this research.

Indicators of the amplitude and speed of respondents' career growth were used to quantify the realized professional mobility of employees. Accordingly, only the vertical occupational mobility realized during the work at the enterprise is taken into account.

The comparative analysis of the "amplitude" of career growth of women and men is based on data on the number of levels of occupational-skill hierarchy that women and men managed to pass during their employment at the company where they are employed at the time of the survey (how much higher is their current position in the occupational-skill hierarchy, by compare with the first position in the company where they currently work). To classify the jobs (positions in the occupational-skill hierarchy) indicated by the respondents to a certain qualification level, the international classification ISCO-08 and reference books of qualification characteristics of workers' professions were used. In particular, such issues of Handbook of qualification characteristics of occupations of workers were used as Issues 5 and 6 "Extractive Industry"; Issue 62 "Production and distribution of electricity"; Issue 63 "Gas farm of cities, towns, and settlements", as well as issue 1 "Occupations of workers that are common for all kind of economic activities".

The comparative analysis of the "rate" of career growth of women and men was conducted using the same data but converts them per unit of length of service in the company where respondents are employed at the time of the survey. Thus, instead of the "career distance" covered by women and men, the calculations use the "speed" of the career movement - the average number of qualification levels passed during the year of employment. The average length of stay at the same qualification level is used as a similar in content but inverse dimension.

The generalized characteristic of vertical professional mobility of respondents is calculated according to the data on the occupational-skill level of the first job where the respondent was employed and the occupational-skill level of the workplace where he works at the time of the survey.

Given that the indicators of the amplitude and rate of career growth are insensitive to the dynamics of the qualifications shifts, occurring within the one occupational-skill level (for example, the growth of the engineer's category of or grade of the worker within the same occupational-skill level – "qualified workers") the more sensitive indicators were calculated as an additional clarification of career growth rate. The information base for such calculations was the respondents' answers about the number of times they received promotions (transfer to a job that involves higher pay and qualification requirements).

Gender and family status data provided in the questionnaires were used to group the respondents. Accordingly, by calculating the amplitude and rate of career growth separately for each target group of respondents (for men and women, for respondents involved in childcare, and those who do not participate in childcare), we obtained comparable quantitative estimates of career dynamics growth for employees of Ukrainian energy enterprises with different features of the studied socio-demographic characteristics.

To calculate the quantitative assessment of "education level", we used the weighted average formula, where the weights were the share of employees with a certain educational level, and indicators: scores from "1" - "educational level, below vocational education" to "5" - scientific level of higher education. Grade "2" corresponded to vocational education, Grade "3" - basic higher education, grade "4" - complete higher education;

RESULTS

Baseline assessment of career diversity between groups of respondents with different socio-demographic characteristics

According to the data on the first and current position of respondents in the occupational-skill hierarchy, the average number of qualification levels passed during work at the enterprise by women and men and persons involved in childcare and those who was not calculated. The baseline indicators used for further analytical calculations and formal estimates of their statistical reliability are summarized in Table 1.

Table 1. Basic indicators for the analysis of occupational mobility of respondents from different socio-demographic groups.

	Number, persons	Share in total respondents' number, %	Average number of qualification levels passed during the period of employment (indicator isn't sensitive to shifts in career, occurring within the same occupational-skills level)	The average number of times when respondents received promotions (transfer to a job that involves higher pay and qualification requirements (indicator is sensitive to shifts in career, occurring within the same occupational-skills level)
All respondents	216	100	1.53 (systematic bias is 0.234, or 15.3% of average on sample)	2.5 systematic bias is 0.260, or 10.4% of average on sample)
First target group (female)	86	39.8	0.965 (systematic bias is 0.307, or 31.8% of average on sample)	2.24 (systematic bias is 0.307, or 31.8% of average on sample)
Second target group (male)	130	60.2	1.91 (systematic bias is 0.315, or 16.5% of average on sample)	2.68 systematic bias is 0.343, or 12.80% of average on sample)
Third target group (involved to childcare)	112	51.85	1.625 (systematic bias is 0.325, or 19.98% of average on sample)	2.804 systematic bias is 0.380, or 13.57% of average on sample)
Fourth target group (not involved to childcare)	104	48.15	1.43 (systematic bias is 0.336, or 23.4% of average on sample)	2.18 (systematic bias is 0.342, or 15.67% of average on sample)

Gender aspect. The initial analysis of the data in Table 1 shows significant differences in the amplitude of professional growth for men and women.

A more detailed analysis confirms the statistical significance of the differences in career dynamics observed between women and men. During their work at the enterprise, men rise in the occupational-skills hierarchy on average by 1.9 levels, and taking into account the promotions within one occupational-skills level – receive 2.68 promotions during the work at the enterprise. Similar indicators for women are significantly lower: during the time of work at the enterprise, women rise by 0.96 level and taking into account the increase within one occupational-skills level – receive a 2.24 increase during the time of employment at the enterprise. The first indicator for women is almost twice lower than for men, the difference for the second: is 83.6%, of the indicator size for women.

The fact that the difference between the average number of levels passed only by those women and men who improved their position in the occupational-skills hierarchy is much smaller than the difference calculated for all respondents shows that a significant impact on the gender gap in career growth is caused by "Immobility" of a significant proportion of women. The share of respondents who improved their position (have a non-zero number of levels passed during employment at the enterprise) is significantly lower among women than among men (46.5% vs. 71.5%).

Significant differences are evidenced by data on the distribution of the number of women and men between groups with different numbers of levels passed (Table 2).

Table 2. Distribution of the number of men and women by the amplitude of growth in the occupational-skill hierarchy, during their work at the enterprise.

Number of qualification levels passed during the period of employment	female		male		Statistical significance of differences between groups "male" and "female"
	person	%	person	%	
6	0	0.0	2	1.5	
5	3	3.5	15	11.5	significant at $p = 10\%$
4	4	4.7	13	10.0	
3	9	10.5	11	8.5	
2	4	4.7	30	23.1	significant at $p = 1\%$
1	20	23.3	22	16.9	
0	44	51.2	34	26.2	significant at $p = 1\%$
-1	1	1.2	1	0.8	
-2	1	1.2	1	0.8	
-3	0	0.0	1	0.8	
Total	86	100	130	100	

An increase on six levels in the occupational-skills hierarchy of the enterprise is observed only for men - none of the female respondents showed such an amplitude of career growth as 1.5% of male respondents with the highest amplitude of career growth.

3.5% of female respondents and 11.5% of male respondents recorded an increase of 5 levels in the occupational-skills hierarchy during their period of work at the enterprise: we see that almost three times more men show high results in professional qualification growth than women.

Employees who managed to rise at 4 levels in the occupational-skills hierarchy during their work at the enterprise have a share of 4.7% among women and 10.0% among men (almost 2.5 times higher share of the group with medium-high amplitude career growth among men than among women).

However, groups with moderate and low amplitudes of career growth have a larger share among women: growth at three levels in the occupational-skills hierarchy during the time of work at the company was recorded for 10.5% of women respondents and 8.5% of men. 23.3% of women respondents and 16.9% of men have risen to one level in the occupational-skills hierarchy, compared to the first job at the enterprise.

Finally, 51.2% of women respondents and only 26.2% of men show zero dynamics (remained at the same level at which they started working).

Women also have a higher proportion of respondents who have negative career dynamics (occupy a position at a lower level than the one from which employment in the enterprise began).

The aspect of involvement in childcare. General data on the differentiation of the career growth amplitude of employees, which are involved in childcare (living with their minor children) and those, who are not involved (don't have children, live separately from them, or have adult children) shows such tendencies. First – the low absolute and relative differences between the representatives of these groups. Secondly, a higher amplitude of career growth of employees involved in childcare (Table 1).

Employees who are not involved in childcare while working at the company on average rise in the occupational-skill hierarchy by 1.43 level and receive 2.18 promotions (including promotions within one occupational-skill level). Similar figures for the group of respondents living with minor children are equal to 1.63 levels (13.4% more than those who are not involved) and 2.8 promotions (28.5% more than employees not involved in education).

The explanation of this situation may be related to the influence of the unaccounted factor influencing the differentiation of career growth amplitude. If the average age and work experience of respondents involved in childcare are greater than the analogous features of respondents not involved in childcare, then, in fact, the explanation for the differences observed may be related to the age of respondents. However, in reality, there are no statistically significant differences in age between the two selected groups, and the age of the respondents, in turn, has only a moderate correlation with the amplitude of career growth, which suggests that the hypothesis of marital status (involvement in childcare) is a significant factor of career dynamics.

A more detailed analysis of data on the career growth amplitude of employees, who are involved and not involved in childcare has shown that the distribution of the number of respondents in both groups by the number of levels passed in the occupational-skill hierarchy and the number of promotions is not fundamentally different (Tables 3 and 4).

In both groups of respondents, the largest share has those who have not improved their professional qualifications during their work at the company: 35.7% among those, who are involved in childcare and 36.5% – among those who are not.

In order to exceed the limit of two-thirds of the respondents in the relevant group, it is necessary to take into account those who did not improve their professional qualifications during their work at the energy company, those who rose to one level, and two levels in the occupational-skill hierarchy. According to the respondents involved in the childcare, these three subgroups give 73.2% of the total number, and according to the respondents not involved – 69.2%.

The highest indicators of career amplitude (four and five passed levels) have less than 10% in each group of respondents. 4 passed levels have 8.04% among those involved in childcare and 7.7% – among non-involved. 9.8% of respondents who care about children have 5 passed levels and 6.7 – among those who do not care.

Table 3. Distribution of the number of involved and not involved in childcare by the number of qualification levels passed, during their work at the enterprise.

Number of qualification levels passed during the period of employment	Involved in childcare		Not involved in childcare		Statistical significance of differences between groups
	persons	%	persons	%	
6	1	0.89	1	0.96	
5	11	9.82	7	6.73	
4	9	8.04	8	7.69	
3	7	6.25	13	12.50	significant at $p = 10\%$
2	25	22.32	9	8.65	significant at $p = 5\%$
1	17	15.18	25	24.04	
0	40	35.71	38	36.54	
Total	110	98.21	101	97.12	

Table 4. Distribution of the number of involved and not involved in childcare by the number of promotions, gained during their work at the enterprise.

Number of promotions obtained	Involved in childcare		Not involved in childcare		Statistical significance of differences between groups
	persons	%	persons	persons	
10	1	0.89	0	0	
9	1	0.89	0	0	
8	2	1.79	1	0.96	
7	1	0.89	0	0.00	
6	5	4.46	4	3.85	
5	9	8.04	4	3.85	
4	16	14.29	18	17.31	
3	28	25.00	14	13.46	significant at $p = 10\%$
2	16	14.29	21	20.19	
1	17	15.18	19	18.27	
0	16	14.29	23	22.12	
Total	112	100.00	104	100.00	

The characteristics, shown in the tables, are the evidence that involvement in childcare is not a significant factor of differentiating the amplitude of career growth, which indicates in favour of the policy of inclusive career opportunities in the surveyed energy companies.

All these characteristics of career growth are united by one common feature, which leaves the possibility of an ambiguous interpretation of the results. All amplitude indicators are calculated for the entire actual time of work at the enterprise, which makes all indicators dependent on the length of service: it is clear that if other things being equal, a longer period of work allows one to pass more levels in the occupational-skill hierarchy and get more promotions. Therefore, the differentiation found in our study can be interpreted as a sign of the influence of certain socio-demographic characteristics on the dynamics of career growth under at least one of two conditions.

The first – is the absence of significant differences between the characteristics of work experience in the group's "women" and "men" and "involved in childcare" and "not involved in childcare". This condition is met for both groups. For women, the average length of service is even higher than the length of service for men. For men, the average length of service at the enterprise is 15.2 years, and for female respondents - 18.6 years. Thus, the differentiation of career growth amplitude between women and men is not related to the length of the total length of service in the enterprise (female respondents have even longer average length of service than men) and indicates qualitative differences in career opportunities, which have in energy women and men.

We obtained similar results with regard to the differentiation of work experience for employees involved and not involved in childcare. The average work experience of respondents involved in childcare is 15.9 years, and for those who are not

involved – 17.2 years, so we see the fulfillment of the first condition necessary to interpret the differences in career dynamics as a result of certain socio-demographic characteristics, rather than a manifestation of the influence of another factor not taken into account. For the representatives of the selected groups, the length of service does not have statistically significant differences, so the estimated indicators of career amplitude reflect the influence of family status (involvement in childcare) and not the influence of other factors.

The second condition – if the differences in the amplitude of career growth shall be confirmed by indicators of the rate of career growth. To assess the rate of career growth in all selected socio-demographic groups were calculated indicators of the average number of passed qualification levels per year of service and indicators of the average number of promotions received per year of service (Table 5).

The data in the table fully confirm the differentiation found in terms of career growth amplitude.

Women have a much lower average rate of advancement in the occupational-skill hierarchy than men. On average, women are at the same level for 24.1 years, compared to 7.3 years for men. Women receive an average of 0.13 promotions per year (7.6 years is the average period between two promotions), and men 0.194 per year (only 5.1 years between two promotions).

There are no statistically significant differences in the dynamics of career growth in the groups of respondents selected on the basis of involvement in childcare. For employees of energy companies involved in childcare, the average length of being at one level of the occupational-skill hierarchy is 8.8 years, for employees who are not involved – 12.0. The difference in the frequency of promotions (including promotions within one qualification level) is even smaller: for respondents involved in childcare, the average duration of the period between promotions is 5.13 years, and for non-involved - 7.06 years.

Table 5. Indicators of the rate of career dynamics for target socio-demographic groups.

	Average number of passed qualification levels per year of service at enterprise	Average duration of being at the same level of the occupational-skill hierarchy, years	Average number of promotions per year of service at enterprise	Average duration of the period between two promotions, years
All respondents	0.097	10.3	0.169	5.9
	systematic bias is 0,019, or 20.4% of the average on the sample		systematic bias is 0,019, or 10,98% of the average on the sample	
First target group (female)	0.041	24.1	0.132	7.6
	systematic bias is 0.006, or 15.50% of the average on the sample		systematic bias is 0.013, or 9.8% of the average on the sample	
Second target group (male)	0.138	7.3	0.194	5.2
	systematic bias is 0.027, or 19.50% of the average on the sample		systematic bias is 0.024, or 12.15% of the average on the sample	
Third target group (involved to childcare)	0.114	8.78	0.195	5.13
	systematic bias is 0.020, or 17.7% of the average on the sample		systematic bias is 0.023, or 11.8% of the average on the sample	
Fourth target group (not involved to childcare)	0.083	12.0	0.142	7.06
	systematic bias is 0.015, or 18.3% of the average on the sample		systematic bias is 0.021, or 14.5% of the average on the sample	

The greater career ambitions of people who started a family and took responsibility for children may explain the differences in the dynamics of career growth of respondents who are involved and not involved in childcare. Testing this hypothesis may be the subject of further research on the topics of this article. However, the results already obtained show that the overall level of inclusiveness of career opportunities, created by energy companies in relation to people involved in childcare is quite high. After all, there were no statistical signs of worse career conditions for employees involved in childcare compared to employees who are not involved in parenting.

CONCLUSIONS

The analysis of the amplitude and speed of women's and men's career growth, both taking into account only the movement between the levels of occupational-skill hierarchy, and taking into account the promotions, received within one level of

such hierarchy, show significantly fewer opportunities for women to improve their professional position than observed for men. The discrepancy between the share of women and men who at the moment of the survey did not make progress on their position in the occupational-skill hierarchy has sufficient statistical significance to disseminate the results to the main entity (women and men working in the Ukrainian energy sector). And the fact that the women part of the sample has, on average, more experience and a higher average age shows that these samples can only reduce, but not increase, the inequality between the career outcomes of women and men, which is inherent to the general population.

Thus, women are significantly inferior to men in the dynamics of their careers, which is manifested in two main aspects, for which there is the formal confirmation of the statistical significance of differences:

- 1) the share of women working in energy companies who do not make any transition to a higher qualification level (career amplitude is "0" for 10 - 20 years of work at the enterprise) is much higher than the share of men with similar stagnation career;
- 2) During their employment at the energy company, women make on average a much smaller number of transitions to a higher level of occupational-skill hierarchy and face a much longer period of waiting for the next promotion.

Employees of energy companies involved in childcare have even higher averages of the amplitude and speed of their careers than all respondents and respondents who are not involved in parenting. This can be explained by the greater career ambitions of people who have started family life and taken responsibility for the children. The obtained results show that the general level of inclusiveness of career opportunities, created by energy companies in relation to people, involved in childcare is quite high.

The approbation results of the tools, developed by the authors for estimating the career dynamics of persons with different socio-demographic characteristics allow us to consider it applicable for determining socio-demographic factors, which are accelerating or slowing down career development and assessing the inclusiveness of career opportunities created by enterprises for different socio-demographic groups. In particular, the use of career amplitude indicators has led to well-grounded results in differentiating the conditions for professional growth that women and men, and those who combine employment with parental responsibilities have in the energy sector.

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СОЦІАЛЬНО-ДЕМОГРАФІЧНІ ФАКТОРИ ПРОФЕСІЙНОЇ МОБІЛЬНОСТІ ПРАЦІВНИКІВ НА ПІДПРИЄМСТВАХ ЕНЕРГЕТИКИ УКРАЇНИ

Стаття присвячена порівняльному аналізу динаміки кар'єрного зростання, що спостерігається стосовно працівників із різними соціально-демографічними характеристиками (жінки та чоловіки, особи, залучені та не залучені до батьківських обов'язків), за даними енергетичних компаній України. Для оцінки такої динаміки розроблено показники швидкості й амплітуди зростання за рівнями кваліфікаційно-професійної ієрархії. Порівнюючи ці показники для різних соціально-демографічних груп персоналу (ідентичних за іншими факторами кар'єрної динаміки), автори отримали порівняльну характеристику кар'єрних можливостей, створених підприємствами енергетичного сектора для жінок та чоловіків, осіб, залучених та не залучених до виховання дітей.

Зокрема жінки значно поступаються чоловікам у динаміці кар'єрного зростання, що проявляється у двох основних аспектах, де зафіксовано статистично значущі відмінності:

- 1) частка жінок, працюючих в енергетичних компаніях, які не здійснюють жодного переходу на вищий рівень кваліфікації (амплітуда кар'єри «0» за 10-20 років роботи на підприємстві), значно перевищує частку чоловіків із подібною стагнацією професійного розвитку;
- 2) під час роботи в енергетичній компанії жінки здійснюють у середньому набагато меншу кількість переходів на вищий рівень професійно-кваліфікаційної ієрархії та мають значно більший період очікування наступного підвищення.

Працівники енергетичних компаній, які займаються доглядом за дітьми, мають навіть вищі середні показники амплітуди та швидкості своєї кар'єри, ніж усі респонденти та респонденти, які не займаються вихованням дітей. Це можна пояснити більшими кар'єрними амбіціями людей, які почали сімейне життя та взяли на себе відповідальність за дітей.

Ключові слова: фактори динаміки кар'єри, гендер, професійно-кваліфікаційна ієрархія, залучення до догляду за дитиною, кар'єрне зростання

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