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## WHY DO EMPLOYEES REFUSE TO DEVELOP?

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**Abstract.** The article is devoted to the study for the problem of employees' resistance to professional development. The author studies this problem from the practical experience point of view in Russian enterprises. First of all, the urgency is proved of the personnel resistance to development topic. Further the reasons for the lack of desire to develop are explained on the example of Russian trading enterprises top management: the existence of official growth ceiling; the main managerial functions are administrative; open personnel policy; distorted feedback or its absence. Further, the reasons are explained for the personnel of non-executive positions unwillingness of the professional development. The author has revealed the following: the managers' focus on finding faults in the subordinates' work, rather than encouraging good work; the motivation is organized so that the staff is encouraged to return to the comfort zone, and not vice versa; lack of a close industrial link between managers and the staff. The article destroys the myth that the shortcomings of personnel management in Russian organizations are related to the youth of business and the market. The article may be of interest not only to the leaders of Russian organizations, HR directors, but also to scientists as a starting point for adapting and developing theories of personnel management.

**Keywords:** staff; personnel management; professional development; training; resistance to development.

**JEL code:** M12.

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