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EVOLUTION OF PERSONNEL MANAGEMENT DEVELOPMENT AND ITS FEATURES IN KAZAKHSTAN

Abstract. The article deals with the evolution of personnel management, based on the development of human activity and its history. Earlier, the development of human resources management was carried out before the period of the industrial revolution, in an agrarian economy with limited production. Further on the periods: industrial revolution, post-industrial revolution, which made significant changes in the management of human resources and introduced the prerequisites for personnel management through the emergence and dissemination of the «scientific organization of labor», the development of the trade union movement and the active intervention of the state in the relations between employees and employers.

Features of the development of personnel management in Kazakhstan consist in the fact that it can not be attributed to the same type, because of the geographical position, Kazakhstan for many years was part of the USSR and the domestic system is a mixture of cultures of Asia and Europe. Personnel management in Kazakhstan is still at the development stage. At the same time, it should be noted that in the history of the country's development, many meaningful and strategic changes in the field of human resources management have been implemented, which provide an opportunity for further development and improvement of personnel management.

Keywords: labor, personnel management, human resources, human resources management, human resources, staff, personnel management system, human resource management concepts, labor legislation, human resource management principles.

Introduction. In modern conditions personnel management is considered one of the important aspects of the strategy of companies in modern management. Especially in a competitive environment the role of man grows rapidly and there are high demand to his qualifications. Many scientific economists argue that the personnel management system allows companies to keep leadership in a competitive environment and survive in the face of fierce competition [1]. The knowledge and experience of employees are the source of competitive advantage, economic growth and efficiency of the company, but how it will be implemented depends on a well-designed management system.

The main section. The roots of human resource management go deep into the history of human society. Even the first representatives of mankind, united in tribal communities, daily solved the problems of using their own, very limited physical and intellectual resources, faced issues of the division of labor, labor motivation and discipline [2].

In the Middle Ages, most organizations used the work of a very small number of people (perhaps the only exception was the army), for many years and even centuries, performing the same operations. Personnel management was one of the activities of the head of the organization, most often its owner, who made decisions regarding his employees based on common sense and experience. For all the external simplicity of this activity, the Middle Ages provides interesting examples of planning and developing a professional career (Western European workshops with a detailed internal hierarchy and criteria for promoting it), stimulating labor (first plans, employee participation in profits), vocational training (workshop schools , apprenticeship system) [2]. Consider the evolution of personnel management, based on human activity and history. Development of human resources management was carried out in the period before the industrial revolution - primarily in an agrarian economy with limited production [3]. The number of specialized crafts was limited and, as a rule, was carried out within the village or community with apprentices with the help of craftsmen. The communication channel was limited.

The period of the Industrial Revolution (1750–1850) - The Industrial Revolution led the economy from agriculture to industrial economics. Modernization and growth of communication tools paved the way for an industrial installation. There was created a department that monitored the wages of workers, their social security and other issues. This led to the emergence of the concept of "personnel management" with the following important tasks:

- Setting the wages of workers;
- Keeping the records of workers;
- Housing issues and workers' health [3].

An important event in the industrial revolution was the growth of the Workers' Union (1790) — workers in industry and factories had to work more than expected for low wages. In this regard, growing unrest, workers around the world began to protest, and this led to the creation of trade unions. In order to solve labor issues on the one hand and management on the other, the personnel management department had to master politics and diplomacy, thus the department of industrial relations appeared [4].

Post-industrial revolution – there are more attention to the term of "human resource management". Various studies were released and many experiments were conducted during this period, as a result of which the term “human resource management” acquired a completely new meaning and value [4].

The industrial revolution of the 19th century radically changed the character of economic organizations: factories that use the joint work of a significant number of people replaced the workshops. The nature of labor has also changed - the mechanical and vapid labor of the proletarian, who, according to C. Marx’s apt definition, was only an “appendage of a machine”, replaced the skilled labor of the artisan. The growth of economic organizations and the growing dissatisfaction with the working conditions of the majority of their workers gradually forced the leaders of these organizations to hire specialists who dealt exclusively with workers. At home of industrial production - in England they were called the Secretaries of Welfare, in the United States and in France - Public Secretaries. The main functions of the first specialists in human resource management were limited to setting up schools and hospitals for workers, controlling working conditions, resisting attempts to create trade unions [5].

Significant changes in personnel management occurred once again in industrialized countries in the 30s – 40s of the 20th century. The three most important factors predetermined these changes - the emergence and spread of the “scientific organization of labor”, the development of the trade union movement and active state intervention in relations between workers and employers. This period of development of personnel management can also be distinguished in several stages [6].

Human resource management is the development phase (1940 - 1950): during this period, a full package of personal services was already carried out. In addition to recruitment, there were special trainings and master classes from masters of services. Responsible for the staff, began to manage staff, and gradually were already involved in labor relations. Nevertheless, the activities of personnel management remained at the operational level.

Human resource management - the phase of maturity (1960s, 1970s).

During this period, the above services shifted the way to the creation of an organization, the development of managers and management itself as a whole, as well as to the planning of the workforce. A significant number of HR managers have become members of senior management. An increasing number of legislations already required that HR managers gradually study labor laws and become specialists in this field.

Human Resource Management - First Stage (1980s): The term human resource management took its origins in the works of American authors, and later was also used in the business sphere. HR managers faced problems of corporate culture and market economy. The main question was how human resource management can affect the company's results. Strategic approach to human resource management, efficiency reward gained momentum in this phase.

Human resource management - the second stage (1990s). This stage began with negative signs in the field of corporate culture, such as greed and individualism. Therefore, firms began to appreciate teamwork, strengthening of authority, continuous development and training in the organization. These professional qualities were discussed more often and the approach to such processes was found through

the creation of a corporate culture, assessment management and staff remuneration. The crisis has affected the growth of more compact and more flexible organizations. The concept of lifelong recruitment has ceased to be the norm. HR managers often began cutting staff. [6]

By the end of the 20th century, labor legislation was already a complex, highly branched branch of law, not only in traditional, industrialized, but also in many new industrialized countries, such as Korea, Singapore, Taiwan, and Mexico. Despite the diversity of national legislations, two main models of state regulation of labor relations can be distinguished: Anglo-Saxon and European (Rhine). In countries with an Anglo-Saxon approach to regulation (USA, UK, Taiwan, Singapore), the state considers employers and employees as "equal" market participants (players) and sees its role in creating and ensuring the smooth functioning of the elements necessary for the market: competition, limiting monopolies legal system, etc. The European model is built on the assumption that employees are deliberately disadvantaged compared to employers and need state protection in the form of minimum wages, universal social and health insurance, special state bodies protecting the interests of workers [7].

At the beginning of the XXI century. Kazakhstan's personnel management system was in its infancy due to the fact that for a long period the state acted as the dominant coercive social organization. The lack of a social partnership tradition in society with particular urgency raises the question of finding the conditions and mechanisms for attracting owners, hired staff and the state to social dialogue in market relations. Among those organizations in Kazakhstan that profitably use human resources with the help of the personnel management system, most of them are organizations that mechanically transfer ready-made Western models without taking into account the specifics of their own activities, the Kazakhstani system of values, carrying echoes of the Soviet past [8].

Changes in social institutions and the structure of the Kazakh society at the end of the 20th - early 21st centuries significantly transformed the traditional value system of the population, sustainably reproduced over a long period. The change in the structure of Kazakhstan's society, the structure of personal values and motives influenced the patterns of work behavior of the majority of the population of the country, which in turn had a strong influence on the deep layer of the value system of domestic organizations. The change in the political regime helped the country in that Kazakhstan was intensively involved in globalization processes and revealed many problems characteristic of most of the world's communities, such as external and internal migration, gender policy, the consequences of information globalization and others. As subsequently, today in Kazakhstan, there is a change in people's life attitudes, value systems, needs, behavior and presentation [9].

In the country in the early 90s of the twentieth century began the formation of a new state . The system of government was completely transformed, the principles of separation of powers were defined, the parties separated from the civil service and other changes occurred. At the same time, a new personnel management system was actively formed in the civil service, as the old Soviet model lost its strategic goals, and as a result, uncertainty arose in the country, and chaos in the functioning of organizations, in the means and methods of its work. Signs of uncertainty and chaos were frequent reorganizations, reductions in units, employees, and permanent deviations in the activities of civil servants from accepted rules, norms and standards. Also increased bureaucracy in the sphere of civil service, corruption, transfer of civil servants to commercial and other non-governmental organizations [9].

Thus, the personnel management system in Kazakhstan cannot be attributed to one type, due to its geographical position, also due to the fact that Kazakhstan has been a part of the USSR for many years, our system is a mixture of cultures from Asia and Europe, as well as signs of the Soviet culture. In the domestic market, the size of the company and its status on the world stage play an important role [32]. Therefore, in small enterprises, the function of personnel management is performed by several people, while in large organizations there is a whole department for personnel management.

The principles of personnel management in Kazakhstan constitute the rules and procedures that managers must follow in order to work effectively. There are several such principles that were formed in Soviet times [10].

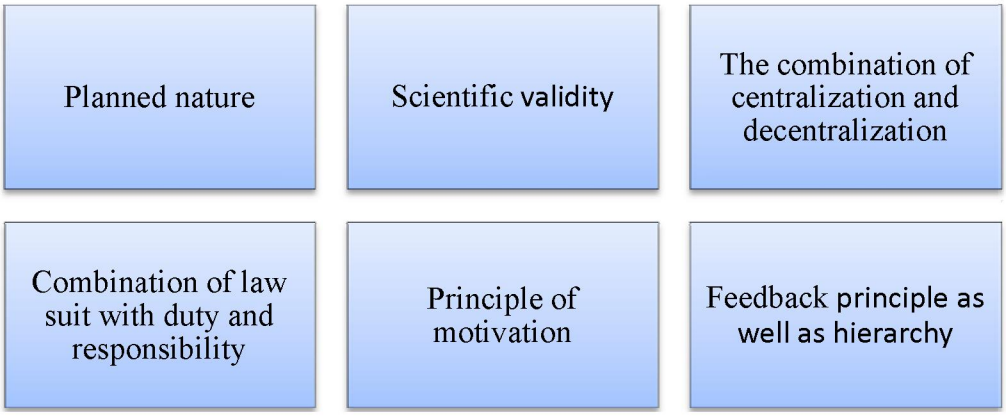

Figure 1 - Principles of personnel management

Note - compiled by the author on the basis of data [10]

According to Figure 1, the principles of organization include the following: communication, employee involvement, feedback to a certain extent, and collective conflict resolution. Along with these principles, there are problems in the personnel management system, which are also transmitted from Soviet times. Problems include: one-sided knowledge of managers, the tendency of a manager to attribute to his employees the qualities of his own character, dictatorship of superiors, authoritarian management, excessive demands on subordinates by the manager, too much of a difference in the salaries of the subordinate and the manager, and a high degree of staff turnover. In Kazakhstan, the term "personnel management" has not yet reached its specific development concept [10].

Kazakhstan has embarked on the path of integration into the global economic space; therefore, it has become necessary to harmonize personnel management methods with international standards and innovative areas. Today, many traditional companies are trying to gain experience in corporate development, achieve success in the management of foreign branches, competently combining the global integration of effective business and local features in management.

However, the prevailing personnel management style in many traditional organizations remains ineffective due to incorrect goals and ineffective personnel policy, inconsistency of the organization's conditions to the realities of economic development, as well as a weak level of personnel assessment and motivation. Therefore, in order to increase the efficiency of the company, it is necessary to check and monitor the human resource management system in the organization.

At the same time, today, human capital is considered one of the most important elements of an organization's effectiveness and a key component of competitive advantage. According to some studies, in the near future, by 2020, the national economy's need for additional labor force in Kazakhstan will increase by about 7%. [11]. By the given circumstances, companies are faced with the task of adjusting the strategy and goals of international human resources management companies in their Kazakhstan branches. As we know, international companies view their strategies and goals on a global scale. However, the success of a company that has branches abroad largely depends on the effectiveness of its branches and the competence of their managers, the effective work of these branches guarantees the survival of the company itself in the international arena.

The current stage in the economic development of the country is connected to a certain extent with the formation of an effective system of personnel management in companies and the development of human resources. One of the urgent problems in the country is the shortage of personnel, because in the country there is a gap in skills and knowledge between two generations, and a "brain drain" in other countries. According to some studies, the leakage of personnel to others is 70%; last year alone, 30,000 of our compatriots left Kazakhstan in search of work to other countries [12].

The improvement of personnel management in Kazakhstan is due to the need to update the organizational and economic mechanisms for managing personnel policy, the need to apply advanced foreign experience in the human resource management system. There is a growing need to develop

methods for the effective use of human resources in organizations, which will help increase the company's competitiveness in the domestic and global markets. Since the low level of personnel training complicates the adaptation of companies to the requirements of forming an effective human resource management system [13].

Attracting foreign investment in the economy of Kazakhstan is associated with the implementation of the development program of Kazakhstan until 2025, therefore, encouraging foreign investment is implemented in different preferences [14]. In turn, investors in international companies are also imposed requirements in the field of human resource management, such as local content, transfer of personnel management technologies and others. If these requirements are not met, international companies may be left without state support. Therefore, HR managers use well-known methods, such as recruiting, assessment of personnel potential; adaptation of expatriates to working conditions in Kazakhstan; monitoring employee performance, managing learning and motivation, managing corporate culture in a company [15]. The above methods require time and cost. According to the results of research, the experience of global international companies shows that the structure and share of the costs of these methods are as follows [14].

Table 1 - Structure and share of costs for personnel management methods

Types of jobs	Expenses%
Development of specialized programs for personnel management, organization and control of their execution	24
Compliance with safety measures and working conditions	18
Labor Relations Management	17
Record keeping and personnel records	10
Training	9
Other types of work	6
Note - compiled by the author on the basis of data [14]	

As we know, personnel management mainly develops targeted programs for human resource management, which includes planning and forecasting the need for qualified personnel, developing training processes, improving the quality of life, improving internal corporate relations, improving working conditions and others. It should be noted that successful international companies achieve significant results due to diversification, cost reduction, high product quality, which is impossible without a regularly developing and effectively built personnel management system [14].

Unfortunately, in some Kazakhstani branches of international companies, personnel management capabilities are limited to a certain extent. There are examples when insufficiently qualified employees work in the domestic branches of international companies, and subsequently their productivity is low and high turnover is recorded. To prevent such situations, the personnel management department needs to recruit specialists on the basis of competitive selection and cooperate with the appropriate educational institutions. These situations lead to an increase in the use of staff outsourcing [15].

Of course, in the long run, this can help level out wages in different countries, however, according to experts, the average wage level in the country where outsourcing is practiced will be lower than in the country where the main company is based. Disclosing the features of personnel management in the domestic branches of international companies, it should be noted that the heads of foreign international companies in Kazakhstan shared that in Kazakhstan, the staff has a low level of initiative in implementing new projects or proposing new ideas, because mostly Kazakhstani workers are not ready to take responsibility and choose to wait for certain instructions from managers. If the branches of foreign company is headed by the managers of an international company, this is evidence of the distrust of foreign companies in the level of competencies and skills of Kazakhstani managers. The features of personnel management of an international company in the Kazakhstan branches are listed in Table 2 [16].

Today in Kazakhstan, labor relations between the employer and the employee are regulated in accordance with the Law of the Republic of Kazakhstan “On Labor in the Republic of Kazakhstan” dated January 1, 2000, as well as individual and collective agreements and approved legal acts [40]. According to the law, the labor relations of the parties are labor relations between the employee and the employer on the basis of individual and collective labor contracts arising from the implementation of certain types of activities [17].

Table 2 - Characteristics of the main parameters of personnel management in Kazakhstan

	Options	Description
1	The degree of initiative of employees	The need to constantly monitor the implementation of tasks. Low degree of initiative and unwillingness to take responsibility
2	Development of competencies and skills	Low level of development of managerial competencies. Interest in learning foreign languages
3	Level of labor discipline	Poor adherence to the established schedule
4	HR management strategy	The core of the strategy is to retain key staff and build a sense of commitment
5	Management of Kazakhstan branches	European top manager
Note - compiled by the author on the basis of data [16]		

According to the results of questionnaires of modern organizations, a comparative description of labor values was developed as shown in Figure 2.

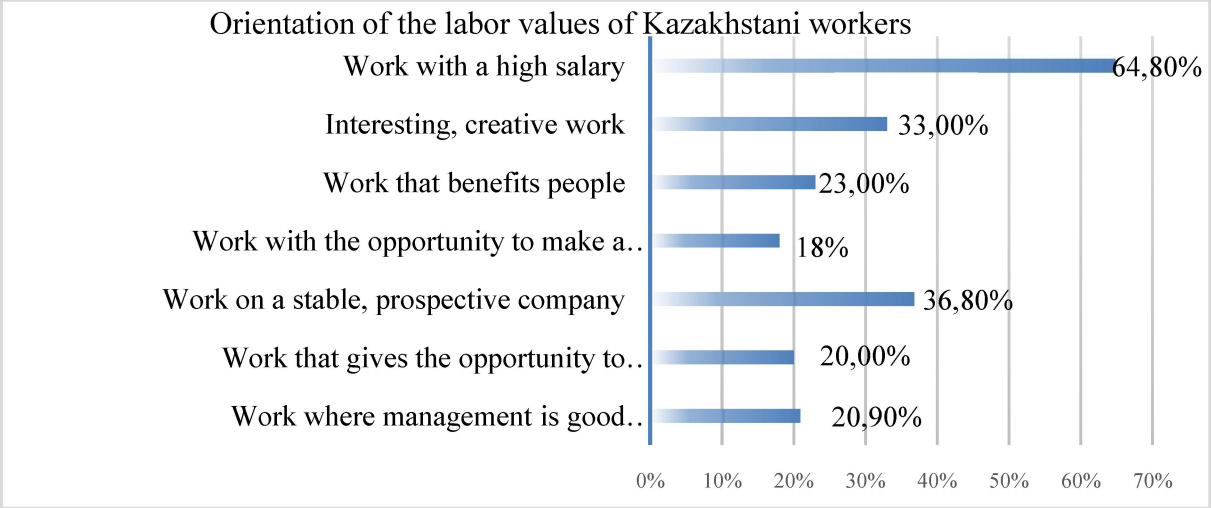

Figure 2 - Orientation of the labor values of Kazakhstani workers

Note - compiled by the author on the basis of data [18]

In Figure 2, it is clearly seen that in market conditions the most significant method of motivation for our compatriots is the high level of wages.

Conclusion. Thus, it can be concluded that human resource management in Kazakhstan is still at the development stage. With the dynamic growth rate of many international companies, technological progress and in the context of globalization, the personnel management system will have large-scale transformations. However, it should be noted that in the history of the development of the country, many substantive and strategic changes in the field of personnel management were carried out, therefore it is impossible to unambiguously assess the system of human resource management in the country.

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ПЕРСОНАЛДЫ БАСҚАРУДЫҢ ДАМУ ЭВОЛЮЦИЯСЫ МЕН ОНЫҢ ҚАЗАҚСТАНДАҒЫ ЕРЕКШЕЛІКТЕРІ

Аннотация. Мақалада адам қызметі дамуы мен оның тарихына негізделген персоналды басқару эволюциясының сұрақтары және Қазақстандағы ерекшеліктері қарастырылған. Адами ресурстарды басқарудың дамуы бастапқыда өндірістік революция кезеңі алдындағы шектелген өндірісті аграрлық экономикада дамыған. Әрі қарай дамуы келесі кезеңдерде қарастырылып дамыған: адами ресрустарды басқаруға өзгерістерді енгізіп, «еңбекті ғылыми ұйымдастыру» түсінігінің пайда болуы мен жариялануы, кәсіподақ қозғалысының дамуы және қызметкер мен жұмыс берушінің арасындағы қатынастарына мемлекеттің белсенді араласуы арқылы персоналды басқарудың алғы шарттарының пайда болуы. Өз кезегінде персоналды басқару, даму және жетілу фазаларына бөлінген.

Персоналды басқаруды дамуының Қазақстандағы ерекшеліктері географиялық жағдайына байланысты аталған типтердің бірде біреуіне де келмейді, себебі Қазақстан ұзақ уақыт бойы КСРО құрамында болғандықтан отандық жүйе Азия мен Еуропа мемлекеттерінің мәдениеттерінен құралған, сонымен қатар пост Кеңестік мәдениеттерінің белгілерінен

тұрады. Қазақстандағы персоналды басқару қазіргі уақытта әлі де дамуда. Ескере кететін жағдай, мемлекет даму тарихында адами ресурстарды басқару аясы бойынша персоналды басқаруды әрі қарай дамыту мен жетілдіруге мүмкіндік беретін көптеген мазмұнды және стратегиялық өзгерістер болды.

Түйінді сөздер: еңбек, персоналды басқару, адами ресуртар, адами ресуртарды басқару, кадрлар, қызметкерлер, персоналды басқару жүйесі, персоналды басқару концепциялары, еңбек заңмасы, персоналды басқару принциптері

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ЭВОЛЮЦИЯ РАЗВИТИЯ УПРАВЛЕНИЯ ПЕРСОНАЛОМ И ЕЕ ОСОБЕННОСТИ В КАЗАХСТАНЕ

Аннотация. В статье рассмотрены вопросы эволюции управления персоналом, основанные на развитии человеческой деятельности и ее истории. Ранее развитие управление человеческими ресурсами осуществлялось до периода промышленной революции, в аграрной экономике с ограниченным производством. Далее по периодам: промышленной революции, постиндустриальной революции, которые внесли значительные изменения в управлении человеческими ресурсами и внесли предпосылки управления персоналом через появление и распространение «научной организации труда», развитие профсоюзного движения и активное вмешательство государства в отношения между работниками и работодателями. В свою очередь развитие управления персоналом разделено на фазы: развития и зрелости.

Особенности развития управления персоналом в Казахстане заключаются в том, что ее нельзя отнести к одному типу, из-за географической позиции, т.к. Казахстан долгие годы был в составе СССР и отечественная система представляет собой смесь культур Азии и Европы, а также признаки пост советской культуры. Управление персоналом в Казахстане на сегодняшний день все еще в стадии развития. При этом необходимо отметить, что в истории развития страны были осуществлены множество содержательных и стратегических изменений в сфере управления человеческими ресурсами, которые дают возможность для дальнейшего развития и совершенствования управления персоналом.

Ключевые слова: труд, управление персоналом, человеческие ресурсы, управление человеческими ресурсами, кадры, сотрудники, система управления персоналом, концепции управления персоналом, трудовое законодательство, принципы управления персоналом.

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