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[butkenova@mail.ru](mailto:butkenova@mail.ru)**MONITORING OF HUMAN CAPITAL DEVELOPMENT  
IN INDUSTRIAL ENTERPRISES**

**Abstract.** The article considers a grouping of indicators that allow to study in more detail the state and use of human capital and noted that due to monitoring it was revealed the absence in the existing system of labor remuneration in the enterprises under consideration of the evaluation of collective labor. For the development of human resources, the creation of favorable conditions for production is the basis for the successful application of their knowledge in industrial enterprises. Thus, a higher level of wages in other regions, lower interest rates on mortgages in other regions have an impact on migration processes in the region under study. Human potential, which is part of the country's economic system, is one of the main factors directly influencing the formation of a favorable innovative, investment climate in the country.

**Keywords:** politics, management, human capital, competitiveness, training, retraining.

**INTRODUCTION**

Heads of all structural divisions: chiefs of services, departments, sectors, shifts, workshops of the enterprises under consideration can theoretically encourage the initiative worker, in practice - no. Leaders are economically helpless in the operational management of their subordinates. And administrative measures of influence, as a rule, not only do not motivate, but more often, on the contrary, demotivate employees. The latter circumstance is caused by the punitive nature of the application of the existing wage system in practice. A normal labor incentive system should be predominantly incentive, i. encouragement must prevail over punishment. Psychologists have smoothly proved the ineffectiveness of punishments, since they, in the main, reduce the labor activity of workers. And encouragement is caused by increased motivation of work. Therefore, we believe that equalization in the distribution and punitive nature of the wage system is a real scourge of labor collectives of these enterprises.

The focus of the current wage system is the distribution of the wage fund for workers. But it is practically impossible to solve this problem professionally, since the labor of the majority of workers is not measured. And immoderate work can not be properly rewarded. Hence inevitably arise "equalization" in the payment of labor [9-10].

Unfortunately, a significant number of enterprise managers have not yet realized the need to restructure the internal economic mechanism of the organization, and they do not know what to replace the obsolete system of organizing wages. Virtually all leaders do not underestimate the work with the staff.

The analysis leads to the following conclusion: wages in many respects lost their motivating significance not only because of their equalization in its distribution, its weak connection with the labor and general results of the organization's work, but also because of the large drop in real wages.

**MAIN PART**

The principle of the construction of tariff grids - a relatively slow increase in tariffs and salaries as it rises from the first to the last level - does not allow maneuvering the rates and salaries of certain categories of workers.

Sooner or later, enterprises will be guided by the price of labor in the local, regional and state labor market. Over time, with the development of the international labor market, managers will have to take into account the price of labor abroad. Widely spread the experience of Western firms that scan the amount of salaries in their positions and specialties from their competitors and, taking into account the local labor market, establish salaries, tariff rates, bonus amounts.

All the set of incentives that organizations use in modern conditions, especially in Western countries, can be classified as follows to stimulate the work of personnel:

- material incentive;
- moral stimulation;
- incentives for participation in management;
- Stimulation of participation in the capital;
- incentives for participation in profits;
- Stimulation of social benefits.

As we see, in the arsenal of enterprises a very complex system of incentives for staff. Unfortunately, in many cases, all these types of incentives are used at enterprises separately, distributed among different management bodies of the enterprise, which makes it impossible to use them in a comprehensive, systemic way. All this hinders the development of motivation for work. So, usually material incentives are given to the departments of labor and wages, which are subordinate to the director of economics (chief economist), moral incentives to the personnel department (personnel department), which is subordinate to the director of personnel, social benefits to the administrative and economic department (household service), which is subordinate to the deputy general director for everyday life [12].

The problems of labor stimulation are acute problems not only for modern Kazakhstan, they are also topical and eternal for the economies of developed countries. The Achilles' heel of typical labor incentive schemes in the United States, Europe and other countries is the weak connection between pay and performance of firms. As a rule, workers are given "solid" salaries, their amount forms a wage fund, almost unrelated to production and other economic indicators.

As the great experience of Western firms shows, the participation systems in capital have little motivational potential. Possession of a small, symbolic, share of the company's shares does not allow to include the overwhelming majority of shareholders-workers in the process of business management. Without such inclusion, workers have little idea of how they can affect production at their workplace in the course of daily work. In addition, remuneration for participation in the capital is in the form of dividends only once a year. All this does not allow to significantly increase the motivation of their work [13].

In order to improve the system of motivation and pay for employees, it is proposed to introduce a new system of wage organization at the enterprises under consideration.

The main goal of all participation systems is to increase the efficiency of the business by increasing the motivation of the personnel. This is achieved by concession by the owners of part of the income in favor of the staff in the performance of the agreed conditions beforehand. In other words, the additional income received from the additional labor efforts of the personnel is divided in a certain proportion between labor and capital [14].

In this wage system, the wage fund directly depends on the main economic indicators of production: the volume of production and sales of goods and services, production costs, labor productivity and product quality. If any of these indicators improves, the production efficiency and staff income increase.

With this approach, the staff of enterprises is very interested in the growth of each of the main economic indicators and, in general, the efficiency of the entire production. Such rather abstract concepts for workers, such as labor productivity, production costs, sales volume and others, are filled with a very concrete economic content. Workers see a direct connection of their personal salary with the overall performance of production. With the correct setting of the work and the staff, employees will find out monthly how much they increased or decreased the wage fund due, for example, to the cost of production or its quality. In their minds, an understanding is established of the direct dependence of personal wages on the efficiency of production. All this generates collective and personal interests to save in big and small, work with fewer employees, improve product quality, etc. [15].

Thus, the new system of labor remuneration is a complex system of personnel participation in business. The staff receives a part of the income from the growth in the volume of production and sales of goods and services, from lower production costs, higher labor productivity and product quality.

An important feature of this system is that it motivates the improvement of the economic position of the enterprise with the growth of wages. Decrease in the economic indicators of enterprises immediately leads to a reduction in the wage fund and the average salary of employees. All this makes a new system of more motivating employees than the old wage systems.

This system of staff participation is not limited to the top level of management, where the payroll of its enterprise is formed. It permeates all levels of government and reaches to lower-level collectives (brigades, sections, departments, sectors, etc.) and individual workers. And every team and employee are economically interested in conducting production efficiently. All this makes it possible to define the system of labor management as a system of personnel participation in business.

The new system has a very valuable social and economic property: it opens the possibility of harmonizing the economic interests of owners of capital and hired personnel. The resulting growth in the average salary fixes the cadres, attracts a better labor force, which increases the efficiency of production and the mass of profit.

Economic interest encourages staff to innovate, creativity, enterprise - and this also entails an increase in the work efficiency and competitiveness of the enterprise. All this leads to an increase in the cost of business, growth of capital and income of owners.

When applying this system, the question arises about the minimum wage, less than which an enterprise should not charge employees. According to the labor legislation, the minimum wage is established by the state, and the enterprise has the right to be limited to it in case of a fall in production [16].

The system of participation in business has a fundamental advantage over the systems of participation in capital and profits in the field of labor motivation. It overcomes the weakness of these systems - a weak motivating force.

In the mid-80s of the last century, representatives of the Harvard Business School conducted a study, from which the important conclusion followed: the most important factor in reducing the competitiveness of American industry in world markets is the weak ideologization of work in American companies.

To create a civilized market economy in Kazakhstan, this factor is also of great importance. In the proposed wage system there is a section on corporate culture. In accordance with it, the formation of a modern corporate culture in any organization begins with the collective development of corporate norms containing the requirements of a high corporate culture, bringing these documents to every employee.

The following regulatory documents are being developed:

- mission of the enterprise is a corporate document containing the main objectives of the enterprise, reflecting its social role, the main principles of external and internal corporate culture. The main groups of people whose interests are to be reflected in the mission of the enterprise are: customers of the products and services of the enterprise, its employees, business partners, the local community and society as a whole. The mission should be attractive, inspired, inspire and inspire the staff, sound like a call for creation, moving forward;

- the declaration on corporate values - a corporate document addressed on behalf of the enterprise to the outside world, which solemnly proclaims the main principles of the corporate culture of the enterprise;

- rules of corporate business relations - a corporate document containing rules of conduct of the personnel of the enterprise, norms of business relations both with partners and with colleagues on work;

- rules of professional ethics - a corporate document containing the moral principles of work;

- rules of internal labor regulations - an internal organizational and administrative document that determines the work schedule at the enterprise;

- Regulations on structural subdivisions and job descriptions of employees, forming a unified system of interrelated documents. They are built on the basis of common principles and requirements for their content and reflect the basic requirements of the Labor Code and other fundamental corporate documents in force at the enterprise;

- - The system of assessment and remuneration of labor is an internal mechanism whose purpose is to create a system of motivation and stimulation of the work of personnel;
- - the system of strategic objectives of the enterprise - a corporate document reflecting the main lines of business of the enterprise;
- - the plan of measures to create a high corporate culture of the enterprise - a document through which it is possible to systematically and systematically form and develop the corporate culture of the enterprise.

The system of strategic objectives of the enterprise consists of the following groups of objectives:

- social - aimed at increasing the degree of satisfaction of employees with the conditions, organization, content of labor, remuneration and labor relations in the enterprise;
- corporate culture - aimed at the formation of higher value standards, external and internal image of the enterprise;
- strategic development - aimed at adapting the enterprise to continuous changes in the external environment, shaping the attitude of workers towards development, change and continuous improvement as a new way of life;
- marketing - aimed at conquering the market, finding new market opportunities, working to promote products, goods and services;
- production and technical - are aimed at ensuring production of products in accordance with the demand of consumers, the growth of technical and technological level of production, the introduction of modern technology and technology;
- financial - aimed at improving the financial condition of the enterprise;
- economic - aimed at increasing the economic efficiency of the enterprise.

## CONCLUSION

In the process of adaptation of personnel, it is identified with the enterprise. The decisive role in this is the corporate culture of the enterprise. [17] Each worker correlates his spiritual values with the values of the enterprise. In the event that the values mostly coincide, the identification of the employee with the enterprise takes place. If the values of the enterprise are alien to the employee, unacceptable, then there is a contradiction between employee values and corporate values [18].

Between corporate culture and corporate benefits there is a direct link: the higher the value of personnel, the more developed the system of corporate benefits. So, for example, in Japanese firms the staff as a whole, and every single employee is highly valued. All this finds expression in a ramified system of corporate benefits. Corporate benefits are aimed at achieving different goals: attracting and retaining the personnel of the enterprise, creating a favorable social and psychological environment in the teams, intellectual, moral and physical development of workers, strengthening health, organizing cultural leisure. Along with this, corporate benefits motivate labor. Part of the benefits is distributed depending on the labor contribution of employees, length of service, official position, etc.

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**ӨНЕРКӘСІПТІК КӘСІПОРЫНДА АДАМ КАПИТАЛДЫ ДАМУДЫҢ МОНИТОРИНГІ**

**Аннотация.** Мақалада көрсеткіштер тобы толығырақ адам капиталының мәртебесін және пайдалану зерделеу үшін және байланысты мониторинг ұжымдық еңбек бағалаудағы кәсіпорынның ағымдағы еңбекақы жүйесінде болмауы анықталған, деп атап өтті. адам ресурстарын дамыту жұмыс орнында қолайлы жағдайлар жасау үшін оларды өнеркәсіпте білім табысты қолдану үшін негіз болып табылады. Осылайша, өзге аймақтарда жалақы жоғары деңгейі, өзге аймақтарда ипотекалық қарыздар бойынша төмен пайыздық мөлшерлемелер зерттеу облысында көші-қон процестерінің әсер бар. Адам әлеуеті, елдің экономикалық жүйесінің бір бөлігі, елдегі инвестициялық климат, қолайлы инновациялар қалыптастыру тікелей әсер етуі негізгі факторлардың бірі болып табылады.

**Түйін сөздер:** саясат, менеджмент, адам капиталы, бәсекеге қабілеттілік, оқыту, қайта дайындау

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**МОНИТОРИНГ РАЗВИТИЯ ЧЕЛОВЕЧЕСКОГО КАПИТАЛА  
НА ПРОМЫШЛЕННЫХ ПРЕДПРИЯТИЯХ**

**Аннотация.** В статье рассмотрена группировка показателей, позволяющих более детально изучить состояние и использование человеческого капитала и отмечено, что благодаря мониторингу было выявлено отсутствие в существующей системе оплаты труда на рассматриваемых предприятиях оценки коллективного труда. Для развития человеческих ресурсов создание благоприятных условий на производстве является основой успешного применения ими своих знаний на предприятиях промышленности. Так, более высокий уровень зарплаты в других регионах, более низкие процентные ставки по ипотечным кредитам в других регионах оказывают воздействие на миграционные процессы в исследуемом регионе. Человеческий потенциал, входящий в экономическую систему страны, является одним из основных фактором, оказывающих непосредственное воздействие на формирование благоприятного инновационного, инвестиционного климата в стране.

**Ключевые слова:** политика, управление, человеческий капитал, конкурентоспособность, подготовка, переподготовка.