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CONCEPTUAL APPROACH AND MODERN FOREIGN MODELS OF PERSONNEL MANAGEMENT

Abstract. In conditions of increasing competition, increasing economic and industrial risks, a prerequisite for achieving the required efficiency of enterprise management is the formation of a high level of responsibility and professionalism of personnel, their readiness and ability to solve the most complex tasks in the context of globalization. This forces the management of enterprises to take measures to improve management efficiency based on changing priorities in social and personnel policy, creating new models and types of management.

One of the crucial factors that ensure the effectiveness and competitiveness of any organization is a high human resource potential. The formation and fullest use of human resources is possible thanks to the tools of the organization's personnel policy. Relevance is determined by the increasing role of personnel and the system of personnel policy in improving the effectiveness of the organization.

The article examines methods for improving the personnel management system. The best foreign experience in the field of personnel management is analyzed. The structure of the human resource management system abroad is disclosed. The main schools of management American and Japanese are considered. The main trends in the development of personnel management systems in the United States are identified. The main problems in the field of human resource management in Japan are analyzed.

Taking into account the wide spread of the technology of competence-based approach in the process of personnel management in modern organizations, the authors conducted a study to identify the relevance of this approach in companies.

The results of the research allowed us to identify priority areas of application of the conceptual approach in the work of personnel services of individual enterprises. It was also possible to identify the dependence of the application of the competence model at certain stages of personnel management on the main type of economic activity of the organization. The study found that the emerging trend towards the dissemination of the conceptual approach may be related to the introduction of professional standards, which will be mandatory for a number of organizations.

Keywords: personnel management, personnel policy, motivation, international experience, human resources, organization and efficiency.

Introduction. In modern economic life, the stable and expedient activity of individual enterprises in any of the spheres is determined by their competitive advantages, through which the enterprise is able to make a profit and perform its economic function. One of the defining competitive advantages today is the human resource, the research of which is constantly engaged in the scientific community.

Being the easiest to understand, the human resource, however, remains the most difficult for researchers, because it combines both economic parameters and psychological features, which cannot always be taken into account.

The relevance of the study of personnel management today is not in doubt, because it is professional personnel, as well as their perfect coordination and communication at the enterprise that allow you to work productively and effectively.

Human resources management in the enterprise as an art and as a process began to be studied at the early stages of the development of human society. Having gone from «scientific management» to the concept of «human relations» in the XX century, personnel management has acquired a different meaning in the XXI century. A modern professional Manager comes to the fore, on whom the management of the entire organization depends [1].

However, despite the defining role of the Manager in the enterprise, the mechanisms of recruitment, selection and placement of personnel of the enterprise remain important.

Improving the ways of personnel management mechanisms in the enterprise is associated with innovations in this area. Often, such innovations are applicable only to specific enterprises, however, modern management has created many universal methods that need to be updated due to the acceleration of economic development and changes in economic relations in the organization [2].

The economic effect obtained from innovation becomes the realization of the competitive advantage that the organization possesses. The size of the economic effect shows how successful the innovation itself is in the field of human resource management, as well as how well it is implemented, whether it is used in full and at the right time.

Methods. The initial theoretical and methodological basis of the research was the scientific and practical developments of Kazakhstani and foreign researchers in the field of management of territorial socio-economic systems, the comprehensive study of which allowed us to develop a fundamental context for institutional, organizational and instrumental support of personnel management at the enterprise.

Mainpart. The authors describe the development of the theory of selection and placement of personnel at the enterprise, but above all, the management of people in the process of production activity from various positions. R. Scott, considering the theory of management in development from two points of view: from the point of view of closed and open systems and from the point of view of rational and social factors, identified four stages in the development of the theory and practice of management. At the same time, by an open system, he meant a system that perceives and reacts (as opposed to a closed system) to external influences, such as changes in commodity prices, increased competition, or other factors.

The rational factor of management, in contrast to the social, reduces the role of man in the production process to a simple mechanism, giving priority to purely technical aspects.

The four stages highlighted By R. Skot are quite successfully specified and supplemented by the classification of A. siladya, which characterizes the theory of management against the background of the evolution of the environment (primarily science and industry), as well as the management continuum of Claude St. Georges Jr.

From the beginning of the century (i.e., the moment of the origin of the theory of management) until the 60s, the principles of management were built on a closed type. In other words, managers were not interested in problems that arose outside of the enterprise, namely, competition, sales issues, and other external problems. The company's work was considered from the point of view of a closed system.

Management activities in our country have been based on such enterprises up to now.

Only with the development of society, the complexity of products, the growth of knowledge-intensive industries, management science began to approach the solution of emerging problems based on the fact that the company's work is largely due to the external environment.

On the other hand, as can be seen in the table. 4 there is also an evolution in another direction - from the rational factor to the social one. The rational (we can call it mechanical) factor refers to the achievement of specific goals – first of all, the maximization of profit. Based on this, the entire work of the organization is built.

However, in its development, management thought has come to understand that the maximum profit is possible only if the interests and goals of the company coincide with the interests of performers, i.e. workers and employees, which, in turn, led to a shift in rationalism towards a focus on the human factor.

The founder of the classical school of management is considered to be Frederick Winslow Taylor. Before Taylor, the engine for improving productivity was the «carrot» principle - as much as you make, so much you get. However, this approach was exhausted by the end of the 19th and early 20th century.

With the development of industry, management could not be based on such a primitive basis.

Taylor came up with the idea of organizing a work that «involves the development of numerous rules, laws, and formulas that will replace the personal judgments of the individual worker and that can be usefully applied only after statistical accounting, measurement, and so on, their actions».

According to Taylor, the performer was not able to cover the production process as a whole, especially since it is a constantly changing action. Thus, at the beginning of the century, the role of the Manager in deciding what to do to the performer, how to do it, to what extent, grew immeasurably and the regulation of the performer's work took extreme forms.

Taylor dissected all the performer's work into its component parts. Individual movements were chronographed by him, and the working day was scheduled by seconds. However, it should not be assumed that timing only led to a more precise definition of the possibility of everything as a result of the rationalization of the work itself and, in particular, the introduction of appropriate modes of shifts of work and rest.

For example, a highly qualified loader carrying 12.5 tons of cargo during the working day, using the method proposed by F. Taylor, carried a cargo with a total weight of 47 tons. Moreover, as the timekeeping showed, the worker worked only 26 minutes of every hour of working time, and rested 34 minutes, i.e. More than half of the working time, which allowed him to be less tired.

Thus, Taylor in practice in a number of cases found the volume of work, accordingly, performing which the worker can most rationally give their labor for a long time.

Taylor's theoretical work was justified by the German sociologist max Weber, who put forward the premise that a strict order, supported by appropriate (developed by Taylor) rules, is the most effective method of work.

Dissection of the work performed into separate components-movements should, according to the Taylor-Weber theory, be subjected to strict regulation and control.

Typical of the classical school is the example of research by Frank and Lillian Gilbert, who used special watches - microchronometers and a movie camera to identify and describe 17 basic elementary movements of the hand, recommending them later for the rational organization of work.

Weber believed that a functioning organization can be «decomposed» into its component parts and «normalized» the work of each of them. This division of labor specializes the staff and accordingly builds the organization on a linear basis (that is, everyone is responsible for their actions only to a higher supervisor). In addition, Weber proposed and justified other ideas for building a bureaucratic system. In particular, he believed that it is possible to regulate both the functions and the number of managers.

Weber had no idea of the terrible power of the mine that lay at the Foundation of the whole structure. The bureaucratic system, as it turned out, has a remarkable feature – "the number of employees and the amount of work are completely unrelated."

The work carried out to verify this conclusion fully confirmed this brilliant postulate, named after the author's law of Parkinson. The static data obtained by Parkinson's is amazing.

After analyzing the relationship between the number of employees and the volume of work of the British Admiralty, Parkinson concluded that «in 1967, when the former power of the British Navy was gone, 33,000 civil servants barely manage a fleet that is virtually non-existent».

The rapid development of industry predetermined the further evolution of scientific views of the classical school. The development of Taylor's ideas was continued by the outstanding French engineer Henri Fayol, who developed the theory at a higher level of management.

In the work «General and industrial management» fayol outlined the scope of the administration, which can be represented in the form of six directions:

1. technical (technological) activities;
2. commercial activity (purchase, sale, exchange);
3. financial activities (search for capital and effective use of it);
4. protective activities (protection of property and identity);
5. accounting activities (inventory, balance sheets, costs, statistics);
6. administration (affects only the personnel, without directly affecting either the materials or the mechanisms).

The main function of management, its most important part fayol considered administration.

He created the «administrative science», which was based on 14 provisions-principles:

1. Division of labour. The goal of labor is to perform work that is larger in volume and better in quality, with the same effort. This is achieved by reducing the number of goals that focus attention and effort.

2. Authority and responsibility. Responsibility is the opposite of authority. Where authority is given, responsibility arises.

3. Discipline. It presupposes obedience, respect for agreements reached, justly assumed sanctions, etc.

4. Undivided authority. The employee must receive an order from only one direct supervisor.

5. Unity of directions. Each group working within the same goal should be United by a single plan and have a single leader.

6. Subordination of personal interests to General ones. The interests of a single employee or group of employees should not take precedence over the interests of a larger company or organization.

7. Remuneration of staff. In order to ensure the loyalty and support of employees, they must receive a fair salary for their service.

8. Centralization. The question arises about the right proportion between centralization and decentralization. This is the problem of determining the measure that will provide the best possible results.

9. The scalar chain is a number of people standing in leadership positions ranging from the person occupying the highest position, to the head of the grass-roots level. It is a mistake both to reject and support this hierarchy, which is detrimental to business interests.

10. Order. A place for everything and everything in its place.

11. Justice. It's a combination of kindness and justice.

12. Stability of the workplace for staff. High staff turnover reduces the effectiveness of the organization. A mediocre Manager who holds on to a position is certainly preferable to an outstanding, talented Manager who changes places quickly.

13. Initiative. It gives the organization strength and energy.

14. Corporate spirit. A Union is a force that results from the harmony of the company's staff and management.

The system of 14 provisions is not just flexible, but allows for the introduction of new provisions. Thus, in modern literature, management functions most often include planning, organization, management, accounting, control, and analysis. The approach to understanding a particular function changed, but in General, their composition, defined by representatives of the classical school, remained almost unchanged.

Thus, after a long transformation, the concept of management began to take modern forms, management began to be approached as a holistic concept.

The classical school, having passed certain stages of development, perfectly studied the technical side of the production process, has largely exhausted its possibilities.

The extent to which the classical school lost its former significance a few decades later is shown by the fact that Japan, which adopted all the ideas of any value, adopted only certain principles from Taylor, rejecting Taylorism in its purest form.

The dominant strategy for the Japanese was not specialization, but universalization, since labor in Japanese factories is much less suitable for standardization and specialization. Therefore, instead of a «specialized task» as the goal of managing the formation of personnel. The «behavioral school» began to form, which studied human behavior in the production environment and the dependence of labor productivity on the moral and psychological state of the performer.

It is believed that the beginning of this trend was laid by Elton Mayo, who came to a sensational discovery at the time, exploring the dependence of labor productivity on the level of illumination of the workplace.

Mayo increased the level of workplace lighting and noted a major increase in productivity. Then, for scientific purposes, the experimenter reduced the level of illumination, but the performance increased again. After numerous experiments, it was concluded that labor productivity increases not because of the level of illumination, but because the performers were simply shown attention. In the course of further experiments, it was concluded that workers prefer normal human relationships to high earnings (Taylor did not go beyond financial incentive operations).

Many scientists, such as Carnegie, Mackenzie, Small, Robert, and Tilliman, have been engaged in human behavior not specifically in the production environment, but in general in various life situations. This direction in the development of human science probably has many unanswered questions. For example, the psychology of human loneliness is not studied at all, but managers have to deal with thousands of individuals.

Humans are more difficult to study than machines, which is why there are so many white spots in this direction. The behavioral school is more empirical than theoretical. However, the existence of a huge information base for management practitioners makes it possible to use the knowledge obtained with a certain return.

The first major achievement of the behavioral school was the proof of the fact that the productivity of the performer is influenced not only by material factors, but also by psychological and partly social factors.

In this regard, an experiment conducted by E. Mayo in 1923-1924 at a textile factory in Philadelphia is indicative. The annual turnover rate in the spinning section of this factory was 250%, and the productivity was significantly lower than in other sections. No financial incentives were not able to rectify the situation. As a result of special research, Mayo came to the conclusion that the reasons for this situation were the organization of work, excluding the possibility of communication, and the lack of prestige of the profession. However, as soon as two ten-minute rest breaks were introduced, the situation immediately changed: the turnover of labor fell sharply, and output increased.

Even before E. Mayo received practical results, they were theoretically anticipated by Mary Follet. The range of issues that it considered included such categories as «power «and» authority», their differentiation and informal perception, responsibility and delegation of responsibility, participation of workers in management, which was fundamentally new for the West. M. Follet considered the problem of conflicts, classifying them into dominance, compromise, integration, with the development of appropriate recommendations.

All these questions had elements of scientific novelty or were raised for the first time. These and some other thoughts were the subject of E. Mayo's research at Hawthorne.

The conclusions of the Hawthorne research were mostly reduced to three postulates:

- man is a «social animal»;
- strict hierarchy of subordination, formalization of organizational processes are incompatible with human nature;
- solving the human problem is the business of businessmen.

If Taylor saw the key to solving the management problem in the strict regulation of the production process, Mayo put human relations first, which was also probably a somewhat simplistic approach.

E. Mayo believed that conflicts between a person and an organization, and more generally with society as a whole, can be removed by satisfying the needs of the performer, which benefited both employees and employers. Consequently, the doctrine of human relationships has replaced the classical school.

For a long time there was a quantitative growth of the behavioral school, until in 1960 there was a qualitative leap. The views of E. Mayo and his followers were further developed in the writings of Douglas MacGregor.

MacGregor analyzed the performer's activity in the workplace and found that the Manager can control the following parameters that determine the performer's actions:

- Tasks that the subordinate receives;
- Quality of task completion;
- The time when the task was received;
- Expected task completion time;
- Funds available for completing the task;
- The team (environment) where the subordinate works;
- Instructions received by a subordinate;
- Persuading a subordinate that the task is feasible;
- Persuading a subordinate to be rewarded for successful work;
- The amount of remuneration for the work performed;
- The level of involvement of the subordinate in the range of work-related problems.

All these factors, which depend on the Manager, in one way or another affect the employee and determine the quality and intensity of his work. Based on these factors, MacGregor formulated two different approaches to management, which he called the «X» theory and the «Y» theory.

Theory «X» and theory «Y» on the question of human behavior can be presented as follows:

Theory «X»

1. The person initially does not like to work and will avoid work.
2. Since a person does not like to work, they should be forced, controlled, and threatened with punishment in order to make them work to achieve the goals of the organization.
3. The average person prefers to be led, he prefers to avoid responsibility, he has little ambition, he needs security.

The Theory Of «Z»

1. Work is as natural to a person as play.
2. External control is not the only way to combine efforts to achieve the organization's goals. A person can exercise self-management and self-control by serving the goals to which they are committed; commitment is formed as a result of rewards associated with achieving goals.
3. The average person strives for responsibility, their desire to avoid responsibility is usually the result of past frustration and is caused by poor leadership from above. The average person is endowed with a high level of imagination and inventiveness that is rarely used in modern life, which leads to a person's frustration and turns into an opponent of the organization.

As you can see, theory «X» embodies a purely authoritarian style of management, theory «Y» is a democratic style of management and involves delegating authority, improving relationships in the team.

Further improvement of management approaches was associated with the development of the organization as an open system.

«A» business that is isolated from the outside world is replaced by a business that is being hit by a rapidly emerging, constantly changing set of external forces.»

Against this background, William Ouchi offered his understanding of the issue under consideration, called theory «Z» and theory «A», which in no small measure contributed to the differences in management in the Japanese and American economies, respectively.

At a higher level of development, type «A» and type «Z», as well as the theory of «X» and «Y» at a higher level of development, repeat the theory of "carrot and stick".

It is clear that modern practice prefers the «Y» and «Z» theories. In any case, all Japanese and leading companies in other countries not only use the recommendations of these theories, but also actively develop them.

The development of management theory is currently decentralized, mainly large firms adopt the well-known provisions of the law and adapt them to their production.

Results and discussion

However, it does not make sense to adopt modern foreign models without taking into account our internal specifics.

It should be borne in mind that the rejection of rationalism in management occurred in developed capitalist countries only in the mid-70s, when the supply there was already irrevocably exceeded the demand.

In the near future, such a situation in the market of our country can not be expected.

On the other hand, we can not ignore the different levels of needs of our and, for example, Japanese workers, and this ultimately determines the approach to managing both the team and the individual. In other words, while in more developed countries the needs related to "survival" (food, clothing, etc.) are mostly met, in Kazakhstan at the moment the main task is to ensure that the physiological needs are met. Naturally, there will be different methods of influencing people in the management process, and the management itself as a whole.

In General, the theory and practice of management, as a rule, develop evolutionarily, without breakthroughs and leaps. Therefore, it is not necessary to expect fundamental changes in the near future.

It is difficult to predict the development of management theory, but we can only assume that it will respond adequately to the development of industry.

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КОНЦЕПТУАЛЬНЫЙ ПОДХОД И СОВРЕМЕННЫЕ ЗАРУБЕЖНЫЕ МОДЕЛИ КАДРОВОГО МЕНЕДЖМЕНТА

Аннотация. В условиях обострения конкурентной борьбы, повышения экономических и производственных рисков обязательным условием достижения требуемой эффективности управления предприятием является формирование высокого уровня ответственности и профессионализма персонала, его готовности и способности решать самые сложные задачи в условиях глобализации. Это вынуждает руководство предприятий предпринимать меры по повышению эффективности управления на основе изменения приоритетов в социальной и кадровой политике, создавая новые модели и типы управления.

Одним из решающих факторов, обеспечивающих эффективность и конкурентоспособность любой организации, является высокий кадровый потенциал. Формирование и наиболее полное использование кадрового потенциала возможно благодаря инструментам кадровой политики организации. Актуальность определяется всевозрастающей ролью персонала и системой кадровой политики в повышении эффективности деятельности организации.

В статье исследованы методы по совершенствованию системы управления персоналом. Проанализирован передовой зарубежный опыт в области управления персоналом. Раскрыта структура системы управления человеческими ресурсами за рубежом. Рассмотрены основные школы менеджмента: американская и японская. Выявлены основные тенденции в развитии систем управления персоналом в США. Проанализированы основные проблемы в сфере управления человеческими ресурсами в Японии.

Учитывая широкое распространение технологии компетентностного подхода в процессе управления персоналом в современных организациях, авторы провели исследование с целью выявления актуальности данного подхода в компаниях.

Результаты проведенного исследования позволили выделить приоритетные области применения концептуального подхода в работе кадровых служб отдельных предприятий. Также удалось выявить зависимость применения модели компетенций на отдельных этапах управления персоналом от основного вида экономической деятельности организации. В ходе исследования выяснилось, что наметившаяся тенденция к распространению концептуального подхода может быть связана с внедрением профессиональных стандартов, которые будут носить обязательный характер для ряда организаций.

Ключевые слова: управление персоналом, кадровая политика, мотивация, зарубежный опыт, кадровая служба, формирование и эффективность.

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ТҰЖЫРЫМДАМАЛЫҚ ТӘСІЛ ЖӘНЕ КАДРЛЫҚ МЕНЕДЖМЕНТТІҢ ҚАЗІРГІ ЗАМАНҒЫ ШЕТЕЛДІК ҮЛГІЛЕРІ

Аннотация. Бәсекелестік күрестің шиеленісуі экономикалық және өндірістік тәуекелдердің жоғарылауы жағдайында кәсіпорынды басқарудың талап етілетін тиімдігіне қол жеткізудің міндетті шарты персоналдың жауапкершілігі мен кәсіпқойлығының жоғары деңгейін, оның жаһандану жағдайында күрделі міндеттерді шешуге дайындығы мен қабілетін қалыптастыру болып саналады. Бұл кәсіпорындар басшылығын басқарудың жаңа үлгілері мен типтерін құра отырып, әлеуметтік және кадр саясатындағы басымдықтарды өзгерту негізінде басқару тиімдігін арттыру жөнінде шаралар қолдануға мәжбүр етеді.

Кез келген ұйымның тиімдігі мен бәсекеге қабілеттілігін қамтамасыз ететін шешуші факторлардың бірі жоғары кадрлық әлеует болып саналады. Кадрлық әлеуетті қалыптастыру және толық пайдалану ұйымның кадрлық саясат құралдарының арқасында жүзеге асады. Өзектілігі ұйым қызметінің тиімділігін арттырудағы қызметкерлердің артып келе жатқан рөлі мен кадрлық саясат жүйесі арқылы анықталады.

Мақалада персоналды басқару жүйесін жетілдіру әдістері зерттелген. Персоналды басқару саласындағы алдыңғы қатарлы шетелдік тәжірибе талданды. Шетелде адам ресурстарын басқару жүйесінің құрылымы ашылды. Америка және жапон менеджментінің негізгі мектептері қарастырылған. АҚШ-та персоналды басқару жүйесін дамытудағы негізгі үрдістер анықталды. Жапониядағы адам ресурстарын басқару саласындағы негізгі проблемалар талданды.

Қазіргі заманғы ұйымдарда персоналды басқару үдерісінде құзыреттілік тәсіл технологиясының кең таралғанын ескере отырып, авторлар осы тәсілдің компанияларда өзектігін анықтау мақсатында зерттеу жүргізді.

Жүргізілген зерттеу нәтижелері жекелеген кәсіпорындардың кадр қызметтерінің жұмысында тұжырымдамалық тәсілді қолданудың басым салаларын бөліп көрсетуге мүмкіндік берді. Сондай-ақ персоналды басқарудың жекелеген кезеңдерінде құзыреттілік моделін қолданудың Ұйымның экономикалық қызметінің негізгі түріне тәуелдігін анықтауға мүмкіндік туды. Зерттеу барысында тұжырымдамалық тәсілдің таралуының байқалып отырған үрдісі бірқатар ұйымдар үшін міндетті сипатта болатын кәсіби стандарттарды енгізуге байланысты екендігі анықталды.

Түйін сөздер: персоналды басқару, кадрлық саясат, мотивация, шетелдік тәжірибе, кадрлық қызмет, қалыптастыру және тиімділік.

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