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## Abstract

In the thesis work, it is discussing in detail the essence of recruiting. In addition, the main factors of recruiting formation in Kazakhstan are highlighted. It is indicated that recruiting in Kazakhstan is developing successfully, competing on equal terms with similar companies in Russia and in the West. Kazakhstan need to take an example of recruiting management from these states. The main historical aspects of the development and process of recruiting in Kazakhstan are also considered. The work identifies the main trends in the implementation of activities by recruitment agencies and the main drawbacks. In addition, the main trends of the Kazakhstan labor market development were listed. In the research process, take an example of company PRC “Career Holding” LLP. The company compare with strong recruiting company and do the analysis. SWOT analysis showed that in order to ensure a stable income, the special attention should be paid to raising the awareness of the company in the domestic and international markets and to attracting a greater number of customers.

Based on the conditions of development recruiting activity in Kazakhstan, suggest that Kazakhstani enterprises apply 5 mandatory elements of the recruiting strategy development: Definiteness. Strategic goals. Long Term. Action Plan. Competitive advantage.

## Introduction

The scope and significance of the research topic.

At present, human resources, i.e. people, their high qualifications, system of value orientations, knowledge, skills and abilities and the desire to realize the goals and work ethics, are the most important basis for the long-term-competitive advantages of a country and all its organizations. While in the economy of Kazakhstan there are personnel problems, which determines the relevance of this research topic.

Recruiting is very important for Kazakhstan, as possessing huge reserves of minerals and other resources, Kazakhstan has quite modest human resources. Many companies in Kazakhstan are experiencing personnel shortage. The reason for this deficit is objective, recruiting, which only 2% of the working-age population uses in Kazakhstan. There are only 10% of “potential” specialists in the country who are able to work in new economic conditions and to benefit their enterprise.

While in the modern world, today the key tasks of organizational management are focused on the rational use of personnel, however, workers by themselves cannot create a management system that is distinguished by the unity of goals and actions, common corporate values and interests. They need a system that needs to solve their employment problems.

In the conditions of growing competition for the best minds and talents, those personnel who are looking for recruitment agencies become crucial, as today the problem of recruiting and selecting specialists at enterprises is becoming ever more relevant. Managers take a responsible approach to the formation of the workforce, as the success of the enterprise depends largely on this fact. Selection of the necessary specialists is an integral part of the success of any company. Services of recruitment agencies have become an effective tool that affects the success of a business directly.

Paying tribute to the theory and practice of organizational management in the field of recruiting, it should be noted that the current socio-economic situation in the Republic of Kazakhstan requires the solution of existing problems and the

methodological substantiation of the techniques that are necessary to ensure an effective impact on personnel selection issues.

Thus, the study of human resource management problems in the conditions of modern development requires in-depth study, and the existing today theoretical positions require careful analysis, synthesis and coordination with the realities and peculiarities of the labor relations development in the Republic of Kazakhstan and the global trends occurring in the field of staff recruitment for enterprises of leading sectors of the country economy.

The scientific elaboration degree of the problem is low. In the study of the system of personnel selection in the organization in the scientific literature can be traced three areas of subject (problem) areas corresponding to the logic of sociological knowledge:

- formation and development problems of recruitment conceptual models;
- problems of personnel management factors analysis in the organization;
- evaluation of the implementation effectiveness of personnel decisions regarding the personnel requisition

The aim of research is development recruiting activity in labor market in the Republic of Kazakhstan.

Research question:

- Is there recruiting activity developing in Kazakhstan?

The object of the research is the process of recruiting

The subject of the research is the relationship arising from recruiting.

Literature review:

This topic is very well worked out in foreign literature.

Diane Arthur (2010) in the book - Interviewing, Selecting & Orienting New Employees (Recruiting, Interviewing, Selecting and Orienting New Employees) - noted that “there is nothing more important for an organization performance than its hiring program.” This book is a comprehensive guide to the latest knowledge of personnel requirements, examining changes in technology, such as virtual interviews and the recruitment, web orientation, and the use of electronic files and social media.

Cary L. Cooper and Eric Herrenkohl (BPP Learning Media Ltd) paid special attention to the issue of qualified personnel in the current environment and reducing the risks associated with hiring unqualified personnel:

– Cary L. Cooper - Leading Series: Recruiting, Selecting & Inducting New Staff in the Workplace Workbook (2011) studied 101 low-cost/high-impact recruitment methods: proven strategies for attracting good employees offer quick, general solutions for one of the most difficult problems facing managers today in attracting a large number of high-quality job seekers:

– Eric Herrenkohl (2010) covers the following aspects of staff recruitment issues: According to Eric Herrenkohl (2011) - “The best employees are the blood of life of any growing business”. It is always easy to find people who want a job, but it is never easy to find and hire the best one.

M. Armstrong (2004) reviewed the practice of human resource management.

J. Jouve, D. Massoni (2002) – features of the personnel selection in modern conditions.

M.I. Magura (1999) - methods of personnel search and selection.

Kazakhstan authors:

T.S. Satkaliyeva (2010) reflected the problems of recruitment in the personnel management system.

M.N. Zhumabek (2010) and N.V. Koshkina (2010) - the main ways to improve the personnel management process.

The topic of search, selection, recruitment and placement of personnel is widely developed in the Russian literature:

Ye.S. Gerasimov, M.M. Latypova, Ye.B. Petrushikhina propose the use of modern technologies for the selection and reception of personnel.

N.V. Demina, R. Mansurov and M. Rogozhin propose methods for managing the process of improving the selection and recruitment.

N.A. Litvintseva (1997) – psychological aspects of personnel selection and testing

## 1 Literature

In this part, research is based on available theoretical and other literary sources.

### 1.1 Recruiting, as a method and system of measures for the search, selection and hiring workers

The formation of institutions of the modern economy is directly related to the formation of a civilized labor market and its infrastructure. In this regard, a special role is given to the system of measures for the search, selection and hiring of workers. Methods of personnel search are diverse, and they have long been firmly included in the daily work of HR-managers of almost all well-known world and domestic companies. One of the actively developing elements of the infrastructure, the formation of a civilized labor market is currently recruiting, which is one of the newest methods and technologies of search and selection of personnel, as it allows to ensure quick employment of relevant categories of applicants for vacant positions as soon as possible.

The history of recruiting as a method of recruiting has ancient roots, as there were always problems with searching people for certain jobs. That is why the process of personnel industry formation goes back many centuries and has a development history unlike any other sphere. The first recruiters, however unpleasant it may sound, were slavers. They supplied labor to customers and received some money from it. However, then the person was not asked if he wanted to work in this area or not. In ancient Egypt, representatives of the government acted as recruiters, which according to found documents from 2600 BC, picked up soldiers. They evaluated military training, technical equipment and carried out the selection. The beginning of recommending recruiting (the “bring a friend and get a reward” system) was laid by Julius Caesar, thus recruiting a large number of soldiers. The prototype of modern

interviews are Chinese testing, which allowed to hire educated and organized people. [17]

The first recruitment agency appeared in Germany in the 19th century; it was a recruitment service that was necessary due to the active development of industry. And not just people were needed, but only those who have certain knowledge and skills. Similar companies were formed in France and England, but the final formation of this business took place in the 1950s in the USA. Their experience has spread around the world and today recruiting is a popular way of finding employment. [18]

Let's consider this concept in detail. Recruiting (from English), as noted by A.A. Yermakova (2018) is a designation of the recruitment process, borrowed from military terminology, and recruited by personnel. [19, p. 78-79] Recruiting is one of the most important components of an enterprise personnel management activity, including the job of searching, recruiting and hiring employees with the required qualifications and numbers. At the same time, recruiting should be considered as the initial stage of human resources management technology (human resources management (HRM)). [20, p. 78-79]

While T.A. Grebenyuk and I.A. Busoedov (2016) is determined recruiting (which in English means replenishment, supplement, recruitment) - the search and closure of an organization vacancies by the required specialists, who by their level of qualification are suitable for the employer. [18, p. 684-689] The main goal of recruiting is to recruit and to fill the state of the enterprise with professional employees who are able to perform the assigned tasks with the greatest dedication.

Recruiting is a set of organizational measures. They involve the formation and submission to the employer of lists of people who meet the selection criteria, which in turn have been established by the customer. Further it is time of the recruitment to this organization. This is the meaning of recruiting as a business. [20, p. 684-689]

The HR specialist is faced with the task of quickly selecting a large number of applicants for positions in demand. To do this, both individual and mass recruiting are used. It is believed that mass recruiting does not require high professionalism, but it is

limited by time frames, it has clear requirements and standards. The main personnel search tools are mass media, advertisements in print sources, web resources.

Choosing the right candidate can help to increase productivity, profits, and employee loyalty. The wrong choice contributes to an increase in staff turnover, the emergence of conflicts in the team, demotivation of employees, deterioration of the efficiency of the department or company, as well as an increase in the number of unqualified professionals, which has a direct impact on the company business reputation in the market, the quality of provided products or services. All this can cause high business instability, and with regular selection errors, even the closure of a business line or even the entire company.

There are the following technologies for the selection and search for personnel (recruiting), which differ depending on what frames you need to find:

- The headhunting is one of the areas of search and selection of key and rare personnel, both in the specialty and in the level of professionalism of specialists;
- The general recruitment is the search in business circles, through personal business connections, work with its own database of top managers, media and the Internet;
- The executive search is the direct directed search from among the currently successfully working specialists;
- The management selection is the selection of middle management and key specialists of high qualification. The management selection technology is used to search and to select middle-level employees and sought-after key professionals who rarely do independent job search, so these people need to be actively sought and motivated;
- The screening is superficial selection, it is implemented on the formal grounds: an education, an age, a gender, an approximate work experience. As a result, having received a certain number of resumes, the customers by themselves select, and the recruitment agency performs the role of a supplier with respect to suitable candidates.

It is necessary to dwell on some of them in more detail.

The headhunting - "poaching" of a well-defined exclusive specialist for a client company (in rare cases, one of two possible candidates). [19, pp. 81-89] This method is considered to be the manifestation of the highest skill recruiter. To lure a person from one job to another is hard work that requires business communication skills, knowledge of psychology and recruiting tools. It is also the need for acting reincarnation, the ability to quickly respond to any action of the candidates of interest and those people through whom we can make contact with them or influence their decisions.

In Europe, this work is done by middle-aged and older people who have achieved some success in their lives, it is easier for them to talk to top managers from the height of their professionalism. Top-level specialists are, first of all, successful people and therefore they are of great interest to customer companies. It is believed that for productive work on the selection of personnel in top positions it is necessary to correspond to the level of candidates, otherwise for the latter ones this whole process becomes frivolous.

A characteristic feature of headhunting is the absence of a search stage, as the client designates a particular person, less often one of two people, whom he/she would like to be invited to work. In this case, the job of headhunter is to find a way to establish contact with this candidate, to understand why the specialist is dissatisfied at the current place of work, his/her possible motives for moving to another company. There are cases when the recruiter is forced to create a situation in which the specialist will be ready to transfer to the client's company, although initially excluded this possibility.

Each of these technologies has its own characteristics and it is used in the selection of a specific link of specialists (higher, middle or lower). In the conditions of high competition for qualified personnel, the recruiting becomes an actual and frequently used technology of personnel selection and search.

Internal recruiting or career ladder stand out in a separate group. Before hiring a specialist, an experienced manager will check his/her own staff. There are several forms of prospective candidates' recruiting:

- promotion, advancement on the career ladder;
- transfer by service (horizontal);
- rotational practice - the alternation of tasks between several employees;
- re-hiring specialists from among those who were previously dismissed and transferred. [21]

The main search tools for internal recruitment: announcements of open vacancies in popular with the team places; informing staff through structural managers; inventory method (involves the search for promising candidates by analyzing the personal records of employees available in the personnel department). The advantages of internal recruiting: insignificant material costs; increasing self-awareness, motivation and ambition in the team; a sharp jump in labor efficiency, as the employee seeks to meet management expectations. Main disadvantages: limited number of potential candidates; heads of departments resistance, seeking to leave the best workers in his/her department.

Most often there is a search for personnel through recruitment agencies. There are many commercial structures in the labor market whose activities are located in the HR sphere. Such organizations are staffed with specialists in search and selection of candidates for the vacant position. Among the features of recruiting activity it stands out: interaction with the customer on a contractual basis; in the process of work, several applicants are proposed on the basis of the initial potential assessment; The guarantee of employee qualification for the period of specialist training is given.

Recruiting is a complex and lengthy process for the selection and search for candidates for a particular position, which consists of several stages, as shown in Table 1.

*Table 1 – Recruitment Process*

№	Description
1.	HIR planning for a specific period of time
2.	Development of requirements for staff selection
3.	Formulation of the organization benefits, through which candidates will attract to this position

4.	Analysis of competitors who can entice potential candidates
5.	Collection of information about potential candidates for the position and the formation of their lists
6.	Preparation and compilation of small summaries for the most prominent candidates
7.	In-depth analysis of these resumes and the first selection stage among candidates
8.	Drawing up a comprehensive summary of all the candidates passed the first stage
9.	Interviews with these candidates
10.	Analysis and evaluation of the results of the interview and the selection of the candidate who seemed the best at the interviews
11.	Formulation of the future working conditions of the candidate
12.	Assessment and development of a plan for possible risks with the successful candidate
13.	Collection and preparation of relevant documents for the adoption of the candidate for the position
14.	Familiarization of the candidate with working conditions and documents. The conclusion of an employment contract
Note: compiled by the author, according to the source [22]	

There are several techniques for re-tuning by search. It should be noted this type of recruiting, as electronic. Electronic recruiting involves the search for human resources using the Internet. Today, the electronic recruiting market is a huge number of websites specialized in this area that provide various services in the field of the recruitment or the employment. If look at a few years ago, it can be seen that the online recruitment market has grown dramatically in the last 5 years. It began with the most common Internet ads, and now it is a serious website which are present for all participants in the labor market - from a simple employee to financial directors. [23]

Direct search. This type of recruitment is associated with consulting activities. Using this service from consulting firms it can be chosen the right specialists in the organization, as well as the lowest level and the highest one. This type of recruiting does not have any restrictions and clear requirements for candidates for the position on the part of the organization. This is probably the easiest type of recruiting activity. The technology of direct personnel search includes four main stages:

- the market research industry;
- the search for applicants and establishment contacts with them: selection of the best candidates by the recruiter;
- the choice of a candidate by the management of the client company. [23]

Thus, in our opinion, recruiting is one of the most important functions of management, so in order to make an organization as successfully developing one, it needs the selection of highly qualified staff, on which the future of the enterprise as a whole will depend. In this case, for each company, it is namely those methods of recruitment are good that are applicable in its conditions. Perhaps, therefore, it is difficult to determine which of them are innovative one and which are obsolete one. The decision remains with the HR service specialists, but in order for it to be true and reasonable, it is necessary to own the entire set of techniques and tools to find highly professional and successful employees.

## **1.2 Comparative analysis (findings and conclusions) regarding the characteristics of human resources recruiting in Kazakhstan**

A comparative analysis regarding the recruitment characteristics of human resources in Kazakhstan is based on the experience of European countries. This approach is explained by the fact that the recruiting in the Republic of Kazakhstan appeared quite recently and it has a relatively short history (since the 90s of the last century) and for its development the recruiting requires studying the experience of using the characteristics of searching and hiring human resources in developed countries of Europe. In Europe, the recruiting has its own history since the beginning of the 19th century and it developed gradually. During the first appearance of recruiting in Kazakhstan, Western businessmen had long since placed their orders for recruiting specialists at recruiting agencies and searched for personnel in various "Recruitment agency" directories. [24; 25, p. 60-61]

Recruitment, as A. Tulips noted in 2008, is developing rapidly throughout the

world, especially in countries with efficient economies. On the world market, there are leaders who perform up to 30% of the global volume of recruiting services, and the regions where the industry is developing the most are first of all Europe (40% of the market) and North America (30% of the market). [26]

In almost all European countries, there is an annual increase in revenues of recruiting companies. France declares second place in the world after the United States in terms of growth in the volume of this market. According to the latest data, over the past few years, revenue growth in the employment sector showed: Spain - 114%, Sweden - 50%, Netherlands - 28%, France - 25%, Switzerland - 20%, and Belgium and Austria - 19%. [27]

As a rule, European recruitment companies use a mixed approach to customer service, which provides a range of services for permanent and temporary employment for the same group of clients. Many European governments, in particular Belgium, France, Luxembourg, the Netherlands, Norway and Spain, restrict the activities of recruitment companies to licenses in the framework of work in only one direction of personnel services: permanent or temporary employment. In France, for example, firms in temporary employment, by law, cannot advertise and engage in the provision of recruitment services for permanent employment. Nevertheless, it is allowed for a client-employer to hire a temporary worker on a permanent basis at the end of his/her temporary employment.

Considering the main characteristics of recruiting, let's dwell on the experience of a number of European countries. In Great Britain, for example, it is noted when searching and hiring personnel, its own value system and national peculiarities of business. Today in the UK there is a great demand for highly qualified personnel who are ready to work both in the domestic market and in the European and international market. Therefore, the UK policy in the field of recruiting can be described by four main "whales":

– «New Deal» is the effective employment system. It creates the so-called "entry" in the specialty for young people under 24 year old and for the unemployed up

to 25 year old and 50 year old. A number of conditions of its activities are aimed at a massive reduction in social assistance from the country, due to the wide financial support of the firms that participated in these programs;

- «Work Trial» is the invention of British economists, which allows to arrange an employee temporarily and for three months, the employee can get in the way, try to work in a new place, without losing social benefits, until the reimbursement of the cost of travel to work and back;

- «High Skilled Migrant Programme» is the system of labor migration assessment. The special program to identify high-class specialists in those areas of business that are currently in demand in the country is among the migrants who came to work in the country. The main consumers of the workforce on the HSMP program remain recruiting agencies, and in their face are large international concerns;

- «Jobcentre Plus» is the merger of various ways of employment. It is the creation of special recruitment centers, which combine the capabilities of state labor exchanges, electronic exchanges, recruitment agencies and educational institutions. This is a new, flexible recruiting structure.

Such approach led to a powerful development of the recruiting business in the UK. The use of a vast array of information collected from all possible sources allows recruitment agencies to quickly find their way in the conjuncture changes in the labor market. Many recruitment agencies are switching their attention from general recruiting to a targeted one, choosing a profile direction from a wide range of possible sectors of the labor market. [28]

In Germany, one of the most active recruitment services is SOLCOM. Its regular customers are the largest concerns: BMW, Bosch, Alcatel, Hugo Boss concern, and AXA insurance companies. SOLCOM is a monopolist in the field of recruitment in the field of communications and project management. Only four main areas of activity of SOLCOM make it possible to concentrate on the qualitative search for specialists in the field of trade, insurance and telecommunications. Additional consulting services of this company solve the problems of recruitment in conjunction with other related

issues.

In Germany, there is a specialization of recruiting by industry. [29, p. 142-141] The Aquent international recruitment agency has been working in the field of media products, advertising, fashion and computer technology in the German labor market since 1985. One of the largest customers of this recruitment agency is Adobe.

In the area of staff recruitment for information technology, electronics manufacturing and the construction industry, Michael Page International is leading. Branches of the concern are located in the six largest cities of Germany - Dusseldorf, Frankfurt, Stuttgart, Munich, Berlin and Hamburg and they cover a hundred of the largest companies. Among them there are the giant - Philips, electronics maker - Pioneer, the Rockwell company. Today, Michael Page is in the top five largest recruitment agencies in Germany.

Among the German recruitment agencies stands out Kienbaum Management Consultants GmbH. For more than 60 years of activity, it has implemented 60 thousand projects in the field of personal management and recruiting. Another German company Mumme Personaldienstleistungen GmbH, which was included in the GI Group created in Europe, it is a leader in the implementation of projects for the selection of personnel for technical industries.

In general, the development paths of German recruiting can be described as a cautious but optimistic merger with the labor markets of the eastern neighbors, with limited labor intake in the countries of the European Union and cooperation with neighbors from the Eastern European bloc. [30]

The main characteristics of the recruitment of human resources in Europe are investigated, on the basis of constantly conducted research on the different approaches of the European countries to the issues of hiring, promoting and dismissing an employee. One of such studies was conducted in 2001, in which about 300 managers of 25 firms from France, Germany, Italy, Spain and the UK participated. The study was based on the theories of M. Segalla, Jacobs-Belschak, C. Muller, D. Rouzies, M. Flory, A. Sauquet and C. Turati, which suggest that cultural differences strongly influence

company policy in all areas of human resource management. [31; 32]

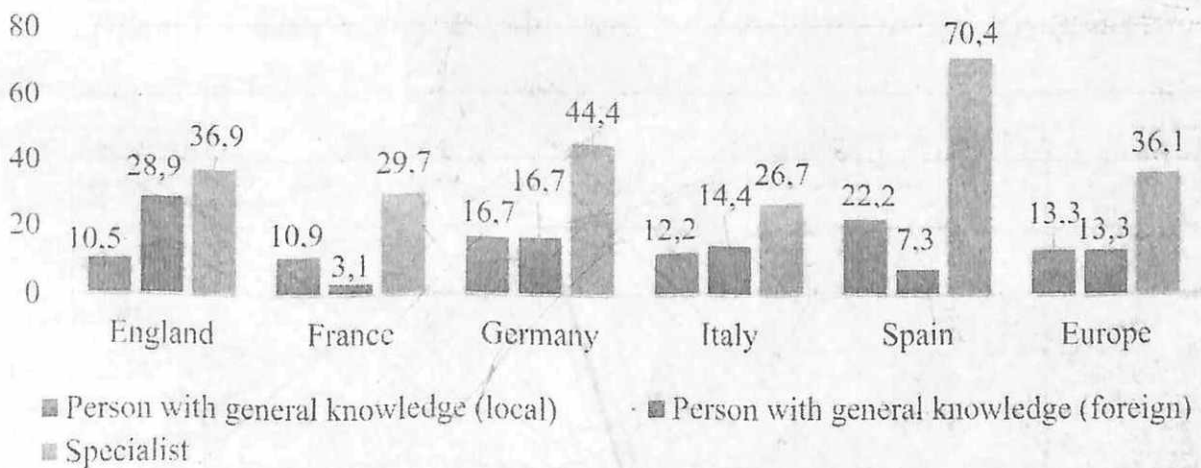
The main preferences in the field of restructuring in the context of European countries are reflected, taking into account the European approach to human resource management reflected briefly by V.O. Evseev (2006) in his monograph, and they are showed in the table 2. [33]

*Table 2 – Preferences in the field of hiring a specialist or person with a general knowledge in European countries*

Country	Person with general knowledge (local)	Person with general knowledge (foreign)	Specialist
England	10,5	28,9	36,9
France	10,9	3,1	29,7
Germany	16,7	16,7	44,4
Italy	12,2	14,4	26,7
Spain	22,2	7,3	70,4
Europe	13,3	13,3	36,1

Note: source [31. p. 34]

*Figure 1 shows this data for comparison.*



*Figure 1 – Preferences in the field of hiring a specialist or a person with a general knowledge in European countries*

Note: compiled by the author according to the source [31, p. 34]

According to the data, we note that the greatest preferences in the area of

employment in all countries are given to specialists, with the highest values for this criterion noted in Spain and Germany. The greatest preference for the criterion "A person with general knowledge (local)" is noted in Spain, the lowest one is in England. According to the criterion "A person with general knowledge (foreign)" is noted in England the lowest one is in France.

The interesting fact is that German managers prefer both local staff with common knowledge and foreign employees with common knowledge. At the same time, the Germans are in second place after the Spaniards in their preference for hiring specialists with narrow knowledge. Spaniards focus on hiring personnel who have specific practical knowledge, and avoid recruiting graduates from elite business schools.

In addition, information about each candidate in Europe should include an age, an education, an academic reputation, test results in certain subjects in the field of management, a previous work experience, and personal characteristics. Any company always analyzes a sufficiently large number of criteria when selecting a person for a particular position. Table 3 shows the main characteristics that were the basis for making hiring decisions in the context of European countries.

*Table 3 – Characteristics that were the basis for making hiring decisions in European countries*

Characteristics	England	France	Germany	Italy	Spain
Foreign language knowledge	1	1	1	2	1
Test result	2	3	1	1	2
Business skills	7	2	5	6	3
Graduation rank	3	9	3	5	6
Recommendations	4	2	6	7	9
International work experience	11	15	10	4	7
General education	5	5	14	11	5

Technical and special skills	20	6	4	19	13
Age	17	10	8	9	14
Culture and nationality	8	7	18	3	22
Note: compiled by the author according to the source [32, p. 35]					

Figure 2 shows this data for comparison.

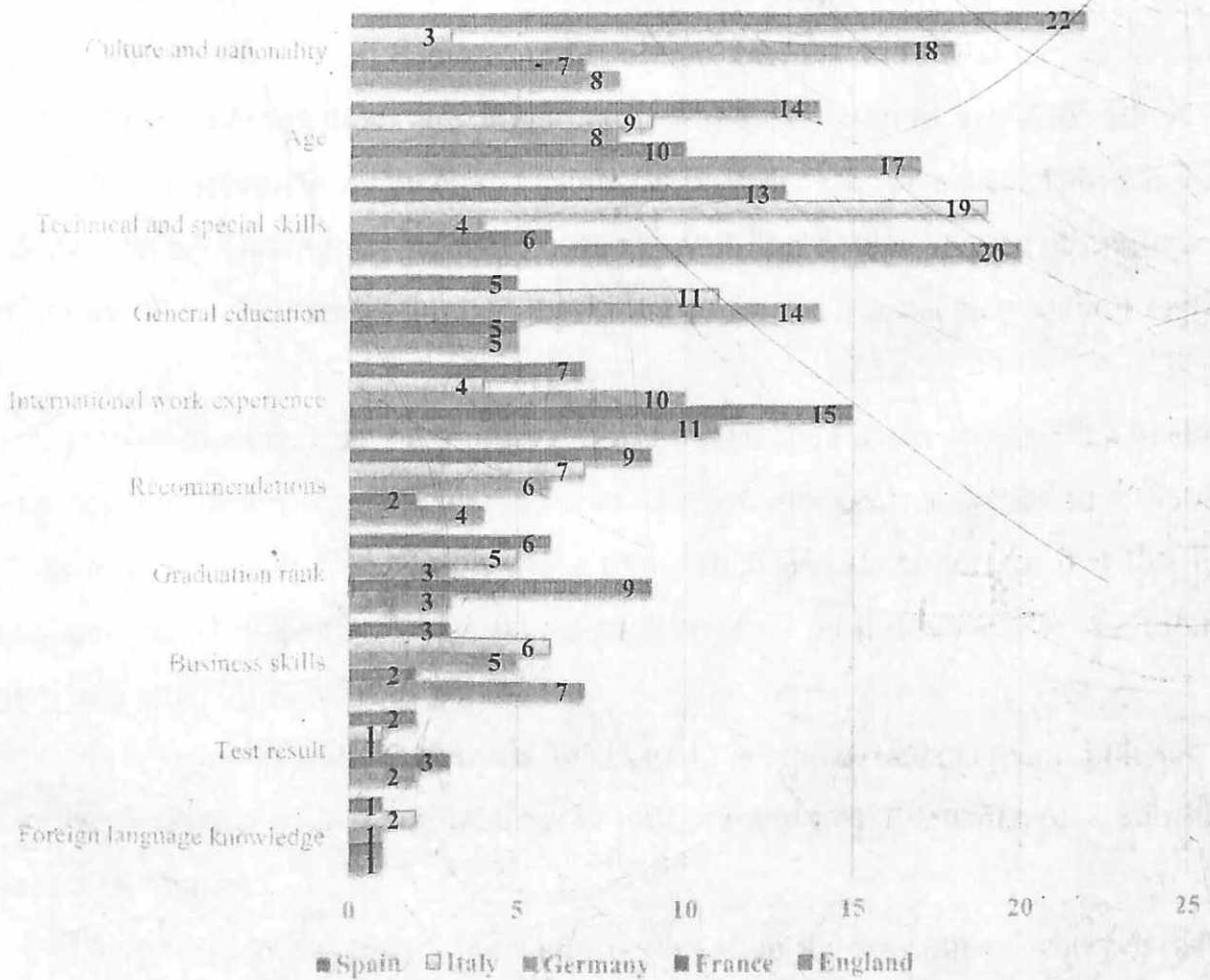


Figure 2 – Characteristics that were the basis for making hiring decisions in European countries

Note: compiled by the author according to the source [32, p. 35]

According to the presented data, the main characteristics that were the basis for making hiring decisions in European countries are generally: age, technical and special skills, culture and nationality. At the same time, in the context of the countries, all these

and other characteristics differ:

- England: technical and special skills, age, culture and nationality;
- France: international work experience, age, graduation rank;
- Germany: culture and nationality, international work experience and general education.

After analyzing the indicators of the table, it can be concluded that almost all countries consider important such criteria as a foreign language knowledge, test results, a general education and a graduation rank. For some countries, the ability to attract foreign customers, a broad knowledge of foreign markets and the ability to navigate quickly in certain situations are important, for others - culture and nationality, the ability to conduct small and medium businesses, as well as the presence of special skills and knowledge. Having ranked these criteria according to their degree of importance for certain countries, the picture of the hiring policy in a particular country can be presented.

It is interesting, that the foreign origin of a job candidate can be both a positive and a negative factor. In particular, 15% of German managers surveyed said that the foreign origin of the staff is a plus, 3% of German managers believe that this is a disadvantage. The Spaniards also take a dual position on this issue: 3% see foreign origin as a plus, 0,5% see it as a minus.

Thus, a comparative analysis of human resource management policies in European countries allows to identify the positive and negative sides of the foreign recruitment option.

The results of a comparative analysis regarding the recruitment characteristics of human resources in European countries can be used for the development of recruiting in Kazakhstan. But it should be noted that it is impossible to compare the importance of the parameters for a particular country and to conclude that one country places accents and makes a choice more correctly, while the other one does not. In each state, by virtue of cultural values and economic status, there are reasonable criteria for their selection, which determine the correctness of its choice. This should be taken into

account in Kazakhstan, and not to copy someone else's experience completely, but it should be used to develop proposals for improving human resource management in our country.

### **1.3 Analysis of human resources recruiting role in Kazakhstan**

In the conditions of formation of the modern Kazakhstan economy, its sustainable development depends on the presence in the country of an economically active population, with its inherent competencies of a professional and personal nature, capable to ensure the competitiveness of Kazakhstan on the world market. In this regard, the demand for skilled workers is constantly growing, and therefore one of the most important functions of personnel management is recruiting.

The history of Kazakhstan recruiting is 23-24 year old, from 1995-1996, at that time the first three staffing agencies were opened: Check point, KCARA, JIB Express. As G. Adilova, General Director of JIB Express, notes, at that time it seemed absurd for a business to pay a company for finding the right specialist. And only representatives of Western businesses who opened their companies in Kazakhstan applied for the selection of specialists, while at that time it was one of their main requirements for potential employees – English language knowledge. [34] Currently, there are many such companies and all of them are aimed at solving personnel problems in the country, as they help to select the necessary personnel for both large and small enterprises.

Defining the role of restructuring in solving personnel problems of the Republic of Kazakhstan, it is important to note the main problems in this industry.

Official data on the development of the labor market in the Republic of Kazakhstan for the first half of 2018, according to the Statistics Committee of the MNE of the Republic of Kazakhstan, the number of economically active population increased by 1,1%, amounting to 9,079 thousand people. In the structure of the employed population in the reporting period, there is an increase in hired workers by 3,0%, while

the number of self-employed people decreased by 4,4% compared to the same period in 2017. [35]

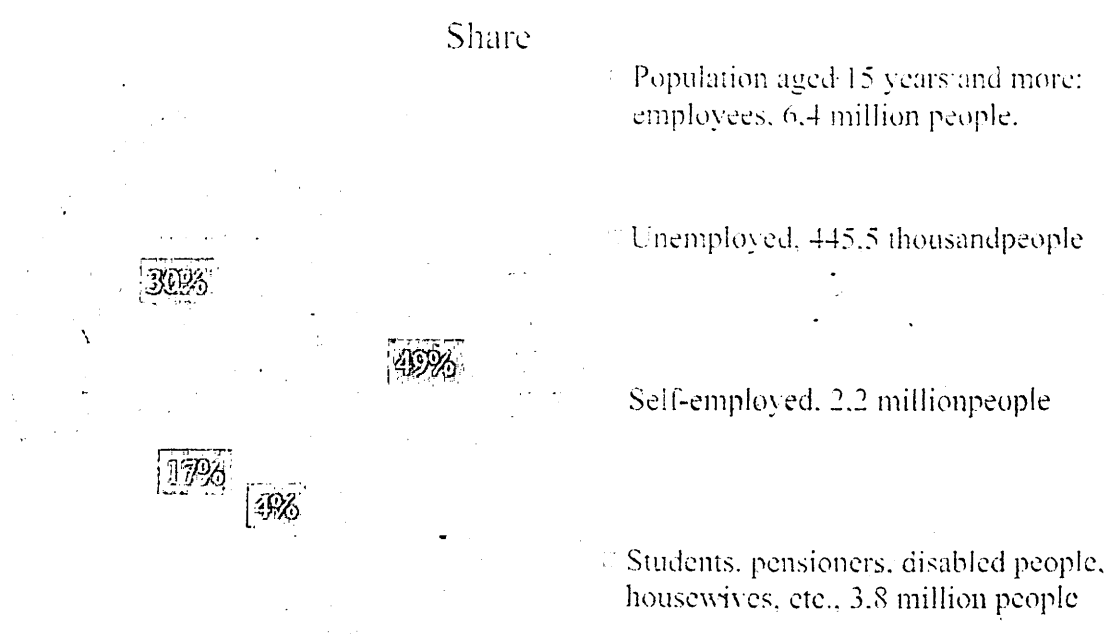
According to the Statistics Committee of the MNE of the Republic of Kazakhstan ([www.stat.gov.kz](http://www.stat.gov.kz)), the number of unemployed (persons aged 15 years and older who did not have a gainful occupation, actively searched for it and were ready to start it) amounted to 441,4 thousand people in the 2nd quarter of 2018. The unemployment rate was at 4,9% (in the 2nd quarter of 2017 – 4,9%). The share of men in the number of unemployed in the 2nd quarter of 2018 was 46,6% (205,7 thousand people), women – 53,4% (235,7 thousand people). In the total number of unemployed, the proportion of young people aged 15-24 years was 8,8% or 39 thousand people, at the age of 15-28 years old was 18,7% or 82,4 thousand people. The youth unemployment rate at the age of 15-24 years old was at 3,8%, at the age of 15-28 years old it was at 3,9%. [36]

At the same time, unemployment is only 5% in the country, according to the website of the Prime Minister, according to the population structure shown in Figure 3. [37]

According to the annual Korn Ferry survey (2018), there is an impending shortage of specialists all over the world, which companies will be acutely aware of by 2030. According to them, if the problem of qualified personnel shortage is not resolved in a timely manner, the economy will lose about \$ 8,5 trillion in profits. [38]

Denis Kruglov, Korn Ferry Hay Group expert, said, -“The main problem of our era may be an acute shortage of good specialists with the right skills, and not the universal dominance of technology”. [38]

The situation in Kazakhstan is somewhat different from the average for the region. Currently there is an excess of low-skilled specialists in the coming years. In most countries of the region, a shortage of workers of all categories is expected, whereas in Kazakhstan, the shortage of qualified specialists with higher or secondary special education will be especially acute.



*Figure 3 – Population structure of the Republic of Kazakhstan at the end of 2017*

Note: compiled by the author, according to the source [37]

The situation with the lack of qualified personnel will bring losses to the business. It will be aggravated by the fact that more and more intensive digitalization and complication of business processes require higher qualifications, technical knowledge and skills, as well as managerial ones. The share of ordinary personnel in the overall revenue structure is decreasing, while high-level specialists are growing.

For example, by 2030 the research predicts that Russia will lose \$ 297,05 million due to a shortage of specialists and, accordingly, will lose 9% of potential GDP growth. These results can be applied to Kazakhstan too according to Korn Ferry (2018), taking into account the general economic space and economic conditions. [39]

Already now in Kazakhstan there is a certain personnel shortage in a number of specialties, which is also confirmed by the fact that one of the main areas of the Digital Kazakhstan program [39] is the development of human capital. Companies are often forced to conduct careful screenings at the selection stage, to attract specialists from near and far abroad to find the necessary personnel. The greatest shortcoming in Kazakhstan (Korn Ferry, 2018) in the near future will be new specialties - data analytics, big data specialists, programmers, and specialists in certain products and

technologies.

There are personnel problems in the traditional sectors of the country, for example, in the agrarian sector of the Republic of Kazakhstan today there are about 16 thousand specialists with higher education, and the shortage of personnel, according to conservative estimates, is about five thousand people. [40]

Practically not a single area of Kazakhstan economy has escaped the problem of personnel shortages. There is a natural departure of previously trained professionals, and the outflow of specialists from Kazakhstan today. There is a low qualification of specialists trained in universities and colleges. Quite often, Kazakhstan specialists are incompetent in many matters. [41] In the new Global Competitiveness Report 2017-2018 of the World Economic Forum, Kazakhstan ranked the 57<sup>th</sup> place among 137 countries, down 4 positions compared with last year. According to innovations –it ranked the 84<sup>th</sup> place, (deterioration - by 25 positions). [42]

The economy of the Republic of Kazakhstan will be hampered by a shortage of personnel, it was noted in 2014 by the Ministry of Labor of the Republic of Kazakhstan, as the problem of “brain drain” becomes very acute for Kazakhstan. In the near future, Kazakhstan may feel a shortage of qualified personnel (M. Abylkasymova, Deputy Minister), which will adversely affect the development of its national industry and the attraction of new technologies to the country. She also noted that during the last four years, approximately 65% more citizens with higher education leave Kazakhstan than the number of immigrants arriving in the country with a similar education. [42]

There is the main trends in supply and demand in the Kazakhstan labor market, according to hh.kz. In 2018, the number of vacancies on the portal hh.kz increased by 26% compared to 2017. In general, the volume of vacancies increased by more than 30% in the monthly dynamics compared with 2017.

The most popular ones were sales professionals who are presented in all areas of business, so high demand is a regularity. The second place in the growth of vacancies is occupied by the professional area - “Accounting”. The third place in the growth of vacancies is occupied by the professional area - “Administrative Staff”. In the top five

of the most sought-after specializations in this area were: an office manager, an administrative assistant, a receptionist, a secretary and a clerk.

Applicants also became more active. The number of resumes on the portal increased by 65% compared with last year. [41] The dynamics of salary expectations and proposals in the labor market of Kazakhstan: The maximum salary expectation of applicants is in the professional field - "Top Management". The minimum wage is ready, for example, to receive an intern in the marketing department. [43]

All of this suggests that there are many problems in Kazakhstan market that need to be addressed not only at the state level for all sorts of employment programs, but at the professional level through the development of recruiting. As until now, in the Republic of Kazakhstan there are difficulties at the enterprise level with the selection of the necessary personnel.

This is especially true for professionals with good education and high qualifications who are able to master the most modern technologies and who are able to quickly apply everything new in business, as well as manage with modern equipment. With such personnel it is always difficult, because professional top managers, managers are trained in business schools, and there are not many such specialists, and professionals, who have been working for a long time with good experience, are valued in any company, and they are not so easy to find. The greatest difficulties experienced by such personnel are banks, companies that deal with IT-technologies, financial corporations.

At the same time, there is a shortage of unskilled, but responsible personnel in the Kazakhstan labor market, performing the work necessary for the enterprise. At the enterprises of services and trade there is a turnover of such personnel. There is also dissatisfaction of the staff with the social package and working conditions. Not all companies understand the importance of a social package for retaining their employees. In addition, the social package requires significant financial investments, and some companies prefer to invest more in the development of production and in new projects than in social programs.

In Kazakhstan, the recruiting market developed in stages: firstly multinational companies came, for which in other countries recruitment was a common and convenient phenomenon for more than 40 years. Then their enthusiasts came to this business and created their own agencies. Currently in Kazakhstan there are also professional specialists in the field of recruiting (who gained knowledge in various courses and trainings) who are ready to provide the highest quality services that can bring success and profit to companies. These are the so-called “golden collars”, for the search for which the company is ready to pay the agency a quarter, or even a third of the annual salary of the proposed employee.

Today, the recruitment in our country is successfully developing, competing on equal terms with similar businesses in Russia and in the West. According to experts involved in the study of the labor market, the turnover of this business throughout the world has already reached \$ 250 billion per year, and about 1% of the total working-age population of the planet is involved in recruitment. In Kazakhstan, the turnover of recruitment, according to experts, is from \$ 0,5 to \$ 1 million, with an average annual increase of 20%. According to some data, the number of recruiting companies only in Almaty has increased from 3 to 15. Faster dynamics are hampered by the fact that the professional recruitment is best developed in cities with a population of over one million people. In Kazakhstan, only Almaty and Astana can be attributed to such cities.

[34]

Thus, we have established that good personnel is the key to successful prosperity of each Kazakhstan company. And in order for this staff to come to this company, and no other one, recruiting tools are needed, which must make every effort to attract the staff. The recruiting is designed to provide enterprises and companies with qualified personnel, and the personnel, which they arrange for employment, should have favorable working conditions and good salaries. As the recruiting is an intermediary in the relationship between the employer and the employee.

## 2 Research methods

### 2.1 Research framework. Data collection methods. Data analysis

In the conduct of research activities of the company, based on the selection and recruitment of staff it should be considered that we need to determine the methods of the study initially.

For the selection of the necessary techniques, it should be noted that the staff who is the subject of the activity of the recruiting company, differs in various characteristics, which should be considered on the basis of the characteristics of each of its them:

- the staff is divided by role in the production process into industrial and non-production ones;
- the staff, depending on the functions performed in the production process, consists of:
  - a) workers - total, incl. main and auxiliary ones;
  - b) employees - total, including managers, specialists, employees themselves;
- the staff is divided by level of education of workers:
  - a) with a degree of education;
  - b) with higher education;
  - c) with incomplete higher education;
  - d) with secondary special education;
  - e) with secondary education;
  - f) with incomplete secondary education;
- the staff is distributed according to the level of qualification for:
  - a) employees, the qualification of which has a quantitative expression (categories, ranks) - in this group, staff is divided into categories and ranks;
  - b) the rest of the staff.
- the staff is separately determined by specialties and professions, singling out

workers and employees in them:

– the staff is determined by age composition based on the use of a scale with a different range, most often as follows:

a) up to 20;

b) 21-25;

c) 26-30;

d) etc.

Stages of the study:

At the first stage, the goals and objectives of the research are formed.

The main goal of internal research is to determine the current location of the company in this market.

The objectives of the research activities of the enterprise are to assess the economic condition of the enterprise, the analysis of the main indicators of recruiting activity, the study of human and material and technical potential, the study of the organizational system of the enterprise, its information infrastructure, identifying problems and potential opportunities, as well as competitiveness.

At the second stage, research methods are selected. Among them, the main importance are the methods of feasibility, factor and situational and comparative analysis, as well as economic and mathematical methods.

At the first stage of the study, it is also necessary to assess the factors of the macro-environment affecting the functioning of the recruitment market. When analyzing the market, it is important to identify and to determine correctly the reasons that create favorable or unfavorable conditions for its subjects. All factors affecting the functioning of the recruiting sphere can be grouped whenever possible measurements on qualitative and quantitative ones.

The main theoretical method is the analysis of the existing legal sources for recruiting activities, as well as the organizational and technical-economic reporting of the company.

## 2.2 The development of recruiting company by example PRC «Career Holdings» LPP

Career Holdings, Personnel Recruitment Center is one of the first recruitment agencies formed in the CIS and the first country was Kazakhstan. This company has been operating since 1993. PRC Career Holdings is located in Almaty, the Republic of Kazakhstan. The company carries out its main activities in the following industry: Employment agencies.

It is a recruiting company and operates in accordance with international standards for the selection and provision of highly qualified personnel at the top and middle levels, as well as young graduates from leading universities in the country and abroad. Career Holdings also provides consulting services for personnel management.

The main mission of the company is to replenish the professional consulting community with a progressive and socially responsible company operating in accordance with ethical standards that sets the highest quality standards.

The purpose of the company is to meet the needs of the population, enterprises and the state in the selection and management of personnel.

Career Holdings, Personnel Recruitment Center is the head of the following international organizations:

- the membership in the American Chamber since 2000;
- the membership in Eurobank since 2000.

The corporate strategy of the company is based on the following principles:

- to provide customers with the best in Kazakhstan service in the field of personnel management;
- to care for employees, guaranteeing their stability, opportunities for professional improvement and creative self-realization;
- to achieve the highest positive indicators by constantly improving the quality of our work and expanding the range of provided services.

Career Holdings is the leading Kazakhstan company in the provision of the

following services:

- the search and selection of personnel;
- the personnel leasing;
- the personnel administration;
- the legalization and organization of work of foreign specialists;
- the technical translations.

The structure of enterprise management:

- 1) Head of Administrative and Legal Support;
- 2) Head of the department for the selection of foreign specialists;
- 3) Head of Contractual Work and Analysis;
- 4) Head of Human Resources;
- 5) Head of Administration;
- 6) Financial Director;
- 7) Regional Project Manager (Atyrau);
- 8) Regional Project Manager (Aksai);
- 9) Regional Project Manager (Aktau);
- 10) Project Manager.

The staff of the company: the senior consultants for recruitment, consultants for recruitment; the project representative at the Tengiz field, logistics specialists; the specialist of the personnel department, the coordinator of educational programs and development, the coordinator for labor relations; the government coordinator; the safety engineer; translators.

In the field of personnel management, the company employs professional consultants who are located in all regions of the country.

The company consultants have accumulated over the years experience in finding and recruiting professionals in many areas of business. Translation services are provided by translators located in different countries of the world currently working in the company, employing 2000 domestic and foreign specialists.

Let's dwell in more detail on the company activities, the applied methods, and

the recruiting technologies used by the company (Figure 4).



*Figure 4 – Service structure*

Note: the source

The main activity of the company is the recruitment.

The company has created an extensive database of candidates, constantly updated by new applicants. Job seekers can get acquainted with the job base in the company. This allows the company to offer a wide range of labor market databases, both in the CIS and in Central Asia.

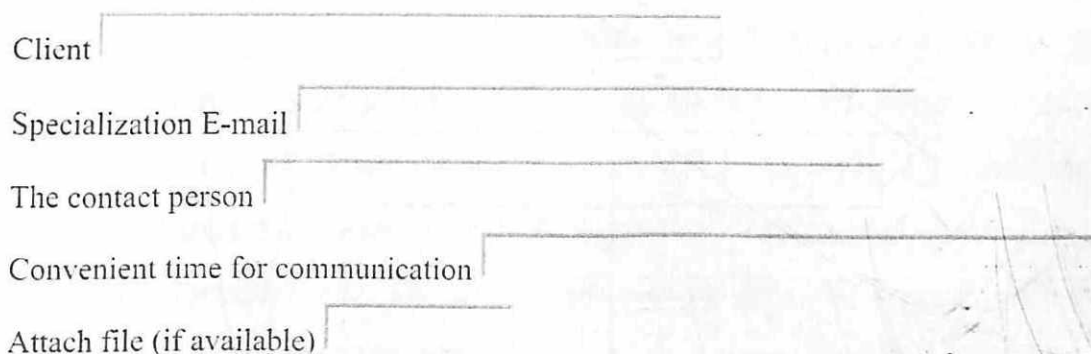
Candidates also submit information about themselves to the company in the form of a resume (the application form for a candidate is presented in Appendix 1).

In addition to the existing database of candidates, the company uses such methods of work as:

- the search for specialists in the best large companies of the country;
- the job search for their clients;
- the posting vacancy information on its Web site;
- the providing information about vacancies through social networks.

The personnel search is conducted both personally and in electronic form using the services of the official website. The application form for the company on the website is reflected in Figure 4.

And then the customer presses the send button.



*Figure 4 – Electronic Filing Procedure*

Note: the source [44]

Over 20 years of successful activity, Career Holdings, Personnel Recruitment Center has established itself as a reliable partner. "Career-Holdings" Center LPP works with both individuals and enterprises. It executes the state order according to the contract, with state employment services.

The company has established itself as a true professional, providing support for a recruitment company in various industries. This allowed it to create strong relationships with many large companies throughout the market. Individual large customers of the company are reflected in Figure 5.



*Figure 5 – Major Customers of "Career-Holdings" Center LPP*

Note: compiled by the author, according to the source [44]

The company concludes contracts with large enterprises of the country - "Career" - aimed at attracting and searching for labor. All major customers of "Career-Holdings" Center LPP are shown in Appendix 2. Recently, the company entered into the new "Career" contract with Karachaganak Petroleum Operating to attract and to search for foreign labor. The contract was concluded for 3 years, with the possibility of renewal for another 2 years.

This tells us that the company uses an effectively developed technology of searching for specialists, which will allow to select a highly qualified employee in a short time.

The company uses modern tools, according to candidates. For example, the company conducts further testing of those who want to get a job for competence, which allows them to identify employment opportunities and to identify professionals who are able to perform certain jobs. They test for leadership and teamwork skills. The final selection of potential employees according to the provided documents and personal qualities is carried out.

The company guarantees its customers confidentiality regarding all received information about individuals and the activities of their companies and the conditions of work in them.

Algorithm of a recruiting agency with clients:

- 1) The receiving an order from the employer
- 2) The determination of requirements for the future employee
- 3) The work with the database and the selection of suitable options among applicants
- 4) In case there are no suitable options in the database, ads should be placed on the Internet
- 5) The selection of several worthy candidates. When evaluating candidates, the agency should verify the accuracy of the information provided by them. As there is a risk of receiving inaccurate information from the candidate, which entails losses
- 6) The organization of interviews for selected candidates with future employers

7) The receiving payment for services upon the expiration of the hired employee's probationary period (1 month)

8) In the event that the selected candidate is dismissed at the initiative of the employer during the probationary period, the agency undertakes to provide a free one-time replacement for the employee.

For potential employers, the agency can provide the following services:

1) The summary screening. It involves work with databases, in the course of which resumes of candidates are mechanically selected with filtering by education, age, work experience and other parameters.

2) The selection of the applicant for the position. It is a better approach to finding a candidate for a position that implies an interview.

3) The advanced training courses for staff.

4) The assessment and testing staff. This procedure are interested for companies that want to improve staff efficiency and to get a testimonial for each employee. The personnel assessment is an indispensable tool for managing a company human resources, which allows to assess the potential, motivation, professional suitability and other parameters of an employee.

5) The personnel leasing is a form of cooperation with employees when a company is not required to enter into an employment contract with an employee. In this case, a temporary employment agency concludes a temporary agreement with the employee.

6) The outstaffing is a process in which an agency does not select employees, but issues existing staff of a client company to its staff.

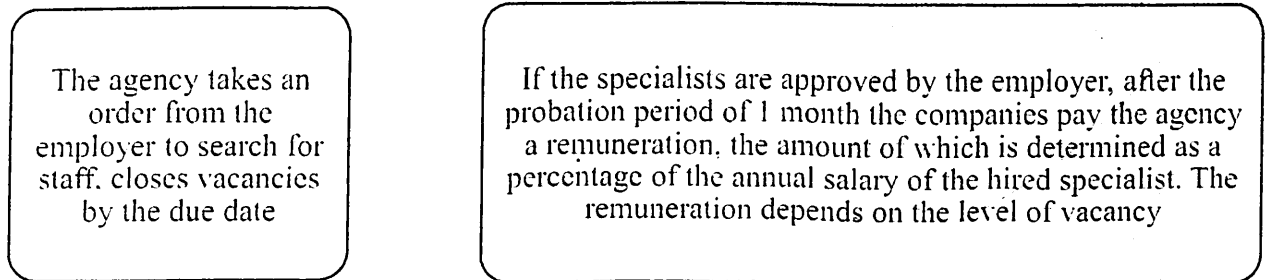
7) The outsourcing is the transfer by a company of certain business processes or production functions for servicing another company on the basis of an agreement.

8) The headhunting is a type of service with the help of which the agency is engaged in the selection of highly qualified specialists and their enticement to the client company. At the same time, the main task of the agency is to find a way to build relations with the candidate and to create conditions under which he/she will be ready

for the proposal.

9) The employment of personnel dismissed from the client company is a service in which the agency conducts a procedure for the employment of personnel dismissed from the client company within certain periods and under certain conditions.

In general, the business scheme of working with the customer of the agency is as follows (Figure 6):



*Figure 6 – Business diagram of work with the customer*

Note: compiled by the author

Based on the materials of the agency, we conducted an analysis to determine which sectors of the country economy most often use the services of a recruiting agency. The results of 2018 are shown in the Table 4 (Figure 7).

*Table 4 – Sectoral structure of services provided by “Career-Holdings” Center*

Industry	%
- retail, restaurants, hotels	17
- consumer goods production	16
- industrial production (fuel and oil refining)	15
- IT, telecom	14
- industrial production (all, except consumer goods)	12
- medicine	11
- finance, banking, investment, insurance	10
- transport and logistic	8
- consulting and service	6
- construction and real estate	6
Note: compiled by the author	

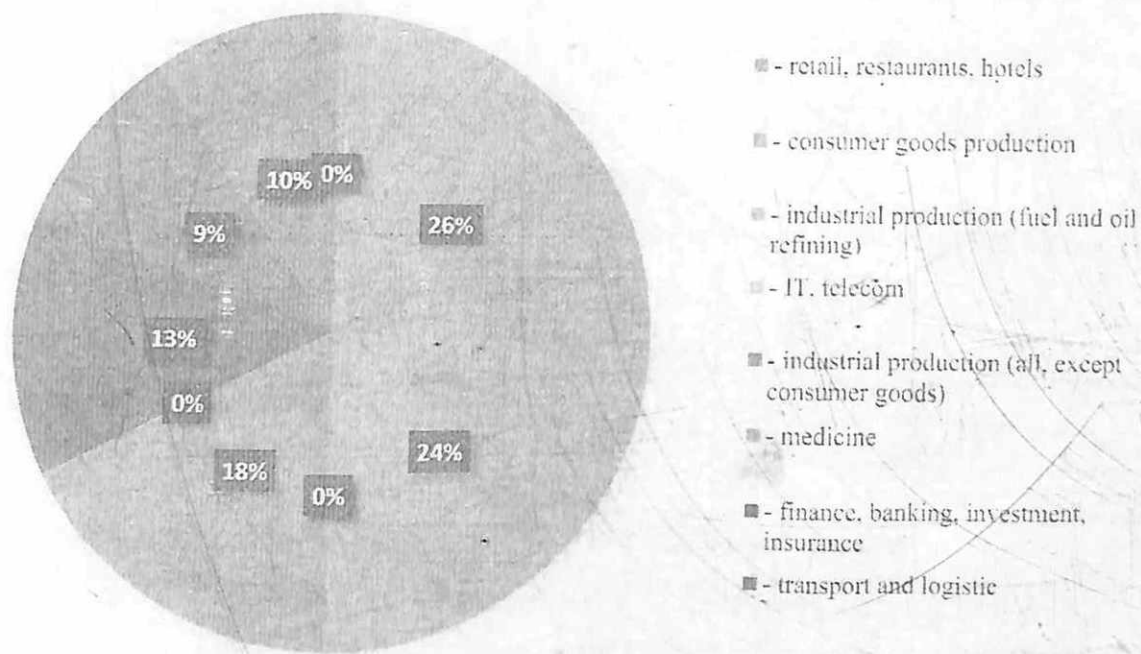


Figure 7 – Sectoral structure of services provided by “Career-Holdings” Center

Note: compiled by the author

From this statistics it is clear that companies from various industries use the services of the agency, the most active clients of the agency were: retail, restaurants, hotels, consumer goods production; industrial production; the smallest ones are consulting, construction and real estate.

Analysis of internal and external parties of the company (swot-analysis and analysis of the environment) revealed strengths, weaknesses, advantages and disadvantages. Their results are shown in the Tables 5.

Table 5 – Swot-analysis of “Career-Holdings” Center

Strengths	Weak sides
High quality goods;	The unknown brand in the international market;
The application of innovative technologies;	Limited financial resources;
Highly qualified staff;	The risk of unscrupulous employers and employees;
The market does not depend on seasonality;	The unstable income
Low costs during operation;	
No need for a large staff;	

The activity is not licensed	
Opportunities	Threats
Low level of competition among domestic producers: The possibility of increasing market share: The ability to choose various business formats: The possibility of branches opening	The instability of the economic situation in the country; The high competition from foreign competitors
Note: compiled by the author	

*Table 6 – Environment profile of "Career-Holdings" Center*

Environmental factors	Importance to industry (A)	Impact on the organization (V)	Direction of influence (C)	Degree of importance (D = A * B * C)
Competitors	+4	+5	-1	+20
Suppliers	+5	+5	-1	+25
Assortment	+4	+4	-1	+16
Price level	+4	+5	-1	+20
Economic environment	+5	+5	-1	+25
Note: compiled by the author				

The analysis showed that in order to ensure a stable income, the special attention should be paid to raising the awareness of the company in the domestic and international markets and to attracting a greater number of customers. At the same time, the economic environment and suppliers have the greatest impact on the company activities. The success of the enterprise depends on these solutions of these factors.

We also conducted an assessment of the effectiveness of agencies in the local market for personnel services (Elite, NHES Recruitment Agency, ProfExclusive Recruitment Agency, TeamFactory) using the following indicators [45, p. 135-138]: the quality of the advertising campaign conducted by the recruitment agency; the quality of legal documents prepared; additional services provided by the agency; the

rate of receipt of information about candidates, as well as the channels and methods of disseminating information about vacancies; database characteristics; direct qualification of staff.

Their analysis allowed us to classify this company as a weak recruiting company, according to the data shown in the Table 7.

*Table 7 – Agency Performance Results*

Strong recruitment agency	«Career-Holdings» Center
1. Trying to understand the requirements of the organization of the customer to the candidates thoroughly	1. Does not penetrate into the problems of the customer, trying only to evaluate its solvency
2. Conducts a thorough diagnosis of candidates for vacancies	2. Limited to surface express diagnostics.
3. Do not take money from unemployed citizens	3. Do not take
4. Represents 2-3 candidates for final selection, each of whom meets the requirements of the organization - customer	4. Provides a summary of 10 remotely suitable candidates for customer requirements
5. Observes the necessary confidentiality of information about the client company and the candidates	5. Observes
6. Preserves the customer from mistakes	6. Does not deal with this issue
7. Attentive work with clients	7. Superficial work with clients
8. Warranty period of gratuitous replacement of an unsuitable candidate for at least 2 months	8. Complies
9. Professional and legal quality work	9. There is a departure from the organization of selected candidates for both the period of the guarantec period and the last one
10. Average recruitment time is 30 days	10. Average recruitment time is 60 days
Note: compiled by the author	

In general, these indicators can be attributed to the enterprise to the average personnel agencies.

It should be noted that there are no strong recruiting companies in Kazakhstan yet.

*Table 8 – The ratio of the market growth rate and the Agency sales growth rate*

	2015	2016	2017	2018
The growth rate of the personnel services market in the Republic of Kazakhstan	35%	39%	43%	46%
The Agency sales growth rate	43.3%	31.2%	32,4%	34%
Note: compiled by the author				

Thus, we have established that the company makes a feasible contribution to the development of civilized business and the economy of Kazakhstan by resolving issues related to the selection of qualified personnel and makes it possible to reduce unemployment in the country. The used techniques and methods allow, taking into account all the requirements and wishes of customers, to find candidates for admission to work that combines a high level of knowledge and communication skills. In this case, customers receive a competent and responsible employee, without losing time and not spending additional funds for these purposes.

The main problems of the company, despite the seeming simplicity of the business, is considered to be a highly competitive market, because in order to win its consumer, the agency will need to work a lot on the result and credibility. Secondly, the income from recruitment services is quite variable. Thirdly, there is a risk of unscrupulous employers or applicants, because of which the agency suffers.

### 3 Findings

#### 3.1 Prospects for the development of human resources restructuring in Kazakhstan

As historical experience shows, any fundamental economic and social changes (for example, industrial revolution, scientific and technological revolution, etc.) were carried out on the basis of human capital, which was formed for a particular period of history. The accumulated knowledge, the level of development of education and science, the nature of the scientific, technical, managerial elite that exist in the country have always been drivers of fundamental changes in society, leading to a new qualitative level of development.

The quality of human capital is an important factor in the development of the economy of any country and it is the main priority of the socio-economic policy of Kazakhstan. Its qualitative growth depends on many factors: the development level of the sphere of education, health care, science, labor market, and others. Knowledge, professional qualities, skills and competencies characterize the wealth of its personality and in the form of human capital and they constitute the national wealth of the country and wealth for an individual company. As no any public and private company can carry out their activities of human resources (personnel).

The main indicators of the labor market of the Republic of Kazakhstan in the dynamics from 2010–2018 are reflected (according to the Statistics Committee of the MNE RK) of the Republic of Kazakhstan in Table 9.

*Table 9 – Main indicators of the labor market in the Republic of Kazakhstan*

Name	2010	2011	2012	2013	2014	2015	2016	2017	2018
Economically active population, thousand people	8 611	8 775	8 982	9 041	8 962	9 075	8 999	9 057	9 169
Employed population, thousand people	8 114	8 302	8 507	8 571	8 510	8 624	8 553	8 585	8 728
Employees, thousand people	5 409	5 581	5 814	5 950	6 110	6 295	6 343	6 486	6 612

Name	2010	2011	2012	2013	2014	2015	2016	2017	2018
Self-employed population, thousand people	2 705	2 720	2 693	2 621	2 400	2 329	2 210	2 099	2 116
Unemployed population, thousand people	497	473	475	471	452	451	445	442	441
Unemployment rate, %	6	5	5	5	5	5	5	4,9	4,8
Note: the source [46]									

The growth dynamics of the first four indicators is noted. The number of self-employed and unemployed people is decreasing. At the same time, the unemployment rate is stable and only from 2017 its slight decrease has been observed. In general, these indicators can be recognized as indicators of the effectiveness of the recruitment agencies and public employment services work.

Qualitative indicators in the volume of average wages are shown in Table 10.

*Table 10 – Average monthly salary in Kazakhstan, KZT*

2010	2011	2012	2013	2014	2015	2016	2017	2018
77 566	89 887	102 052	108 941	154 577	136 094	154 632	175 833	174 642
Note: the source [46]								

Since 2010, the average monthly salary in Kazakhstan has increased by 2,25 times. Kazakhstan, according to UNDP, in 2018 ranked the 58th place in the list of countries with the highest level of human development. In total, the rating includes 189 countries. [47] When calculating the HDI, three types of indicators are taken into account: the life expectancy, the level of literacy of the population and the standard of living. The best indicator of Kazakhstan in this regard is the level of literacy. These data confirm that Kazakhstan has a policy for the development of human resources.

Over the years of independence, a lot has been done in Kazakhstan for the development of human resources (Irina Chernykh, Chief Researcher at the Kazakhstan Institute for Strategic Studies under the President of the Republic of Kazakhstan (KAZISS)). First of all, systemic reforms in the field of education were implemented.

The Republic of Kazakhstan is one of the first countries in the post-Soviet space who introduced the credit education system (according to the Bologna Convention) and switched to a three-stage system of personnel training. For more than twenty-five years, a radical change in the educational model of higher education based on the concept of "lifelong education" has been made in modern Kazakhstan. This model implies the possibility and necessity of expanding person's qualifications, going beyond its framework, obtaining new knowledge and skills in other professional fields not related to the first education. [48]

Nevertheless, the country still faces serious problems both in understanding the importance of human capital and in developing and implementing models for its development. So, the discussions of 2017, caused by the beginning of the introduction of the renewed program of primary and secondary education in Kazakhstan, showed that, unfortunately, at all levels of decision making and implementation there is not enough deep and systematic understanding of the importance of effective education, aimed not just at ensuring literacy of students but, above all - functional literacy. As the country economy needs competent professionals in priority sectors.

Therefore, the key task of the ongoing reform of the education system at all its levels is to increase the competitiveness and potential of human resources in Kazakhstan and the qualitative modernization of the country in all directions.

In Kazakhstan, in the course of the restructuring of human resources, a significant educational and scientific potential has been accumulated. Among the economically active population, the share of persons with higher, incomplete higher and secondary professional (special) education, who form the main contingent of highly qualified specialists, is 51,6%, among employed - 52,3% and unemployed - 43,9%. It should also be noted the relatively high level of education among employers, among them with higher and incomplete higher education - 43,7%, with middle-professional education - 32,9%.

At the same time, according to official data, there is a tendency of slow growth and decrease in the number of persons with middle-professional education, which

creates a shortage of qualified specialists in some professions of medium qualification. There is also a slowdown in the number of skilled workers, which is characteristic of the economies of all developed countries in the process of the intellectualization of labor. To overcome these imbalances, Kazakhstan needs a quick qualitative breakthrough in the field of development of the knowledge economy. The development prospects of the country are seen in a balanced model of the sectors and branches of the Kazakhstan economy, primarily in the creation of high-tech industries and the increasing importance of scientific and engineering work.

According to the Minister of Labor and Social Protection of Kazakhstan, in the near future, Kazakhstan may experience a shortage of qualified personnel, which will adversely affect the development of its national industry and the attraction of new technologies to the country. Noting that as a result, there will simply be "no one to work on new production enterprises that are being built today as part of the industrialization program. [48] The problem of "brain drain" becomes very urgent, Easttime.ru reports. [49] As in the last four years, approximately 65% more citizens with higher education leave Kazakhstan than the number of immigrants arriving in the country with a similar education. In Kazakhstan, there is a tendency to replace highly skilled workforce with lower-skilled personnel. The growth and further replenishment of the labor market in the country is currently provided by migration flows of the population, which has a lower level of qualification and education. [48]

In order to solve this problem, the ministry prepared a set of measures that are aimed at the general improvement of the national labor market. More attractive conditions are being created to facilitate the movement of residents of the southern regions of Kazakhstan to the north. A system of educational grants is being developed for young people, the provision of official housing, assistance in starting a business and a number of other benefits.

There are also plans to attract highly qualified foreign specialists to the country, primarily engineers, managers, teachers and scientists. For them, it is intended to simplify the procedure for obtaining permits required for work in the country.

### 3.2 Discussion of the human resources recruiting peculiarities in Kazakhstan

The first companies appeared in Kazakhstan in 1995-1996, by 1997 there were three main companies - JIB Express, Career Holdings, Checkpoint (D. Sultanova, Team Factory). These three companies stood at the very beginning of Kazakhstan recruiting. We were approached by more Kazakh companies. They needed to explain to their client why recruiting is needed, why they need to pay for it, and how. At the first stages, we literally intuitively found some payment schemes. First, they took money for a resume, then - for candidates, and only then, they switched to a format when they took money for a hired candidate. Going through training they learned the basics of recruiting. And only then, according to international experience, they began to take payment for their services, as a percentage of their salaries.

During the crisis years, a very large number of first Kazakhstani recruiters, due to the lack of work in agencies, flowed into the staff of large companies. According to D. Sultanova, about 70-80 percent of large companies now use the positions of recruiters in the staff of workers. But nevertheless, they continue to turn to official recruiting, because often when their staff of personnel workers do not have time to close a position, and sometimes there are very difficult vacancies.

According to data obtained in Kazakhstani recruiting companies, the recruiting market in Kazakhstan is developing well. It should be noted that the leaders of Kazakhstan recruiting companies note the importance, noted in the theoretical part by us, of the main theories of recruiting in their activities. As namely the theory of Headhunting; General recruitment; Executive search; Management Selection and Screening form the basis of their activities. At the same time, they believe that it is important to adapt them to the conditions of our market. And in confirmation of this, it is noted that in the Kazakhstan market it may not be at a sufficient level, but the following types of recruiting are developing.

The first type: mass recruiting is such vacancies, for which, sometimes, it is required to hire from 20 to 100 people. This is usually the search for unskilled specialists.

The second type (the so-called standard recruiting) is a job of medium qualification, usually up to the second level of managers. It is used when there are enough candidates on the market. In this direction, the agency conducts all standard procedures - from the initial search for candidates with all the qualifying rounds to the appearance of the final candidates.

There is also the so-called executive search, when our agencies are looking for a first or second level manager for enterprises. It is a little more complicated, there is a so-called direct search. And finally, such type as headhunting exists, but in fact is not very in demand in the Kazakhstan market. This is when recruiting companies go directly to specific point people and they want to get them as a so-called personnel product. This is usually the search for the CEO, in our understanding this is the search and suggestion of such specialists as presidents and general directors for large Kazakh companies.

According to many experts in Kazakhstan, as such, the market for hired managers and top managers is not very developed, respectively, and services of this kind are also undeveloped.

In general, if there are many problems, the number of recruiting companies in Kazakhstan is growing. But some of them, taking into account the requirements of the market, are closed, unable to withstand competition.

Prices for recruitment agencies in Kazakhstan are also very different. The cost of services for the company starts from a thousand dollars, the maximum amount is not set. Payment is made for the name of the company mostly, international companies charge about 8-9 thousand dollars on average per vacancy, and if this is a local agency or a very small agency, then they probably charge about \$ 1000.

The sectoral structure of recruitment development in Kazakhstan depends on the needs of priority sectors directly. For example, oil companies always require personnel.

There is a large turnover, most often based on the fact that a person came, gained experience, began to cost more and went to look for a bigger salary. It is normal today - two or three years to work and to leave. And the employers of such employees understand, thinking that if a person spent 10 years in one place, he or she had not developed.

Often there are applications from telecommunications companies. In this position, for which people are looking for, the most different. For example, last year we were looking for a whole brigade of welders, because the former one simply left the facility.

On the part of clients of recruiting companies, there are complaints about the work of recruitment agencies:

- A large number of replacements regarding warranties;
- High price;
- The work of many companies does not match the quality.

There are a few other sad facts about recruiting activities in Kazakhstan. Most companies (90%) do not have a prescribed recruiting strategy. Many agencies, during the survey, cannot say what the essence of their recruiting strategy is. In most companies, the strategy does not leave the recruiting department: neither the managers nor the hiring managers are told about it. Many companies continue to distribute funds for hiring, not taking into account the recruiting strategy. Only in rare cases the recruiting strategy is enough flexible, but only to adjust to budget changes.

Thus, we have established that the recruiting market in Kazakhstan is a bit specific. At the same time, they continue to use Kazakh recruiting actively, both large Kazakh companies and foreign companies that have a professional search for personnel in the tradition. It should be noted that in Western countries, recruiting is considered to be specialized work that requires certain qualifications. And as a rule, foreign companies usually do not need to maintain a personnel officer (recruiter).

The promising areas of recruitment in Kazakhstan in the opinion of agencies are:

- traditional recruitment services;

- education in the recruiting market and HR (which develops in the form of professional recruitment training, including for recruiters of companies and managers);
- business training for companies (new direction).

### 3.3 Conclusion

Summing up, it should be noted that currently recruiting is undergoing global changes and it should also have a new focus in Kazakhstan: this is not just a search for employees, but a search for talents (professionals).

The world war for the best talents (note: the best) is a reality. Talented specialists are geographically mobile, they can happily move to better work. They are more demanding not only in the matter of remuneration, but also career growth and training. There are fewer experienced talents, recruiters fight for candidates from different fields, and the battlefield is gradually narrowing, the level of training of graduates becomes frighteningly low, they are almost not ready for real activity. Currently, talented workers are becoming less loyal and more mobile, they are happy to change companies on average once every two years.

Wherein it should be noted that the competitors of recruiting agencies are becoming more and more thoughtful, forming their team, luring away good, trained employees. The problem of recruiting agencies lies in the fact that they lose their ability to be creative in attracting unique specialists to their databases; this leads to the fact that there is an eternal movement of talents - "chess pieces" from one recruiting company to another.

The sphere of personnel management is undergoing step by step, like other industries and other profound changes, including those related to the active penetration of information technologies and digitalization. It should be noted that the recruiting function is at the forefront of digital change, but it is important that the live recruiter remains at the center of the process and it is transformed at this level from a performer into a task director. In addition, approaches to the work of a recruiter in a company are

changing not only the availability of technology, but also new business needs associated with changes in companies and new ways to implement teamwork to find staff.

Based on these conditions, we suggest that Kazakhstani enterprises apply 5 mandatory elements of the recruiting strategy development:

- Definiteness. Any recruiting strategy is a long-term plan, where all recruiting resources and actions are aimed at achieving one common goal, they correspond to a specific direction or approach.

- Strategic goals. They must be measurable. It does not allow to forget what to focus on.

- Long Term. The strategy should not often be revised, of course, if the labor market does not change seriously by itself.

- Action Plan. The strategy, its goals and priorities are not able to influence anything unless they are supported by a plan of concrete actions.

- Competitive advantage. The strategy should be different from the strategy of competitors in the fight for talent. Moreover, the approach must successfully confront the strategies of competitors.

In this case, the strategy is not limited to a recruiting tool. To bring the work of the recruiting company to a new level, we present the main directions of the recruiting development:

#### 1. Employer branding

Today it is extremely important to take care of the image of the company as an employer. According to LinkedIn, 75% of applicants study the company reputation before submitting an application, another 69% of applicants said they would not go to work for a company with a bad reputation even if they were unemployed.

#### 2. Recruiting - marketing

This strategy is based on the implementation of marketing tools in recruitment. Its goal is to follow the latest trends in the market, the desires of candidates and to offer

the best solutions to companies. This is largely due to the improvement of company awareness and drawing the attention of potential candidates.

### 3. Inbound recruiting

Another trend that originates in internet marketing. It uses content marketing strategies, SMM and SEO to attract targeted groups of people who are both passive and active in search. It combines elements of employer branding and restructuring marketing to attract talent to the company and to convince them to choose the company as their next employer.

### 4. Good relationship with candidates

A proper communication with candidates and building good relations with them helps to create their own database of applicants and to close vacancies quickly. According to the research by Kelly Services, an international HR solutions company, 95% of candidates who have had a positive experience with a recruiter are more likely to accept his/her offer.

### 5. Talent Base

Each recruiter should have his/her own "talent base", where the best candidates will be placed. Usually this includes people who are not currently open to suggestions, but may consider new opportunities in the future. It is true, in order to get the maximum benefit from their own "talent base", it is necessary to establish good relations with them.

### 6. Social Recruiting

This method involves the use of social networks to find and to attract candidates. Today, social networks take leading positions in attendance, and therefore have become an excellent tool for recruiters, especially when it comes to millennials or the Z generation.

### 7. Process automation

Worldwide, companies are willing to invest in automating human resource management, using full-featured HCM - human capital management and specialized

modules for searching and hiring - ATS - applicant tracking systems. To date, the global recruiting software market has reached \$ 2 billion.

Automation helps speed up some processes, thereby making the search and hiring process a candidate much faster. According to experts, refusing software, companies risk losing the best candidates.

#### 8. Talent search

Proactive talent search is a trend that has existed for a long time and will remain relevant in 2019. According to LinkedIn research, only 36% of potential candidates are in search of work. However, 90% of potential candidates are ready to consider new job offers.

#### 9. Data driven recruiting and HR analytics

These tools allow to build a strategy and the further work based on own data and the results of analytical studies. There is an insight, in which we can see the strengths and weaknesses of the work to attract candidates. Moreover, these tools as a result improve the performance of the following metrics: the quality of employment, the cost of employment, the time of employment.

#### 10. Strategic planning

According to strategic planning, recruiting should be based on the company overall business strategy. It is important for the recruiter to know the current state of affairs and development plans in order to find a candidate with certain skills and with his/her help achieve business growth.

Also, recruiting should use new technologies, as the world of recruiting is already becoming digital experience, a leader among other personnel management processes, as candidates expect their convenience and mobile experience from them. It is important for recruiting to learn the value of cognitive tools constantly, such as video and games, especially when they are built on social networks or the cloud.

In this direction, it is also recommended to create a digital brand for an employer: everything that an organization does in the digital and social networking world

influences the decision of candidates to work for it. It is necessary to track and to coordinate messages on sites and events with them.

It is necessary to create a convincing experience of candidates. To do this, we need to put ourselves in the place of candidates: what is unique in our organization, what can enrich the candidate's experience? What qualities distinguish the company and make it more attractive to candidates?

It is necessary to expand the search channels: to open channels to attract talent from non-traditional sources. Also it is necessary to think about the source from which it would be best to find and to hire different types of talents, staffer and non-staffer, including full-time and part-time employees, freelancers, gig resources and crowdsourcing.

It is required to move from divided departments to coordinated talent search channels.

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