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REGULATORY REFERENCES

This master's thesis uses references to the following standards:

1. 1 Law of the Republic of Kazakhstan "On Education" dated July 27, 2007 No. 319-III3 RK.
2. 2 State compulsory education standard of the Republic of Kazakhstan 5.04.033-2012 Postgraduate education. Master's of degree. The main provisions approved by the Resolution of the Government of the Republic of Kazakhstan dated August 23, 2012 No. 1080.
3. 3 Instructions for the preparation of the thesis and the abstract, approved by the order of the Chairman of the Higher Attestation Commission of the Ministry of Education and Science of the Republic of Kazakhstan dated September 28, 2004, No. 377-3zh.
4. 4 GOST 7.32-2001. Research report. Structure and design rules.
5. 5 GOST 7.1-2003. Bibliographic record. Bibliographic description. General requirements and rules for drawing up.

ABSTRACT

This dissertation examines the personnel policy of "Saparzhay-Astana" LLP, a representative SME in Kazakhstan, amidst the broader context of evolving HRM practices within small and medium enterprises (SMEs). The study identifies key challenges in the organization's HRM, impacting both operational efficiency and employee satisfaction.

Central to the research is a comprehensive analysis of current HRM practices at "Saparzhay-Astana" LLP, emphasizing strengths in personnel planning and corporate culture, while highlighting deficiencies in personnel promotion, motivation systems, and recruitment processes. These findings underscore the critical need for tailored HRM strategies that address the unique organizational dynamics of SMEs in Kazakhstan.

Based on the analysis, strategic recommendations are proposed to enhance the personnel policy of "Saparzhay-Astana" LLP. These include the establishment of a robust personnel reserve, restructuring of incentive systems to encompass both material and intangible rewards, implementation of structured career planning frameworks, and introduction of mentoring programs. These initiatives aim to optimize workforce management, foster employee development, and mitigate turnover risks, thereby ensuring sustainable organizational growth.

The research contributes to both theoretical and practical dimensions of HRM literature by providing insights into the complexities of personnel management in Kazakhstani SMEs. By bridging empirical findings with strategic recommendations, this study offers a framework for improving HRM practices not only within "Saparzhay-Astana" LLP but also for similar organizations facing comparable challenges globally.

INTRODUCTION

Problem Statement. In recent years, Kazakhstan has witnessed the proliferation of small and medium enterprises (SMEs) as key contributors to its economic fabric. Central to the success of these businesses is effective Human Resource Management (HRM). However, as SMEs differ from larger corporations in terms of resources, culture, and structure, their HRM practices need bespoke attention. The "Saparzhay-Astana" LLP, one of the SMEs in Kazakhstan, is facing challenges in its personnel policy, affecting its organizational performance and employee satisfaction. There is an imperative need to explore the current HRM practices and identify the avenues for improvement to ensure sustainable growth.

Significance of the Issue. The personnel policy of an organization, particularly in SMEs, can determine its competitive edge, employee productivity, and overall business success. By analyzing and improving the HRM practices of "Saparzhay-Astana" LLP, we not only contribute to the company's success but also provide a framework for other SMEs in Kazakhstan facing similar challenges. Moreover, understanding the unique HRM challenges and solutions in the Kazakhstani context can offer insights for global HRM literature, emphasizing the nuances of the Central Asian business environment.

The relevance of research. In the modern world, more and more organizations prefer to unite (through mergers and acquisitions) to reduce costs, use capacity more efficiently, enter new markets, and exchange valuable experience and knowledge. But only a few of them achieve their goals in full. Overcoming the negative influence of the human factor is possible with a well-designed and verified personnel policy during the period of organizational changes.

The development and implementation of personnel policy is a vital strategic function that, during the 20th century, formed into an independent structure in the course of the evolution of various forms of management. People, human resources, the organization's ability to understand their importance and contribute to solving human

resource management problems, doing business related to people - these concepts and issues are widespread and discussed in modern society.

If at the first stages personnel management was associated with the development of management principles in a modern rational bureaucracy, then later management thought was aimed at using the achievements of psychology and sociology, which made it possible to form the theory of human relations in management.

The development of behavioral sciences has made it possible to more actively use the theory of motivation, leadership, communication skills, and other means and methods of establishing interpersonal relations in personnel management, which is especially important in cases of mergers and acquisitions of companies.

The problems of personnel management, HRM have always attracted the attention of scientists from different eras and times. These issues were dealt with by many foreign, including Russian, economists such as H.T. Graham, R. Bennett, G.G. Melikyan, R.P. Kolosova, T.Yu. Bazarov, A. Ya. Kibanov, E.V. Maslov, S.V. Shekshnya, V.M. Tsvetaev, Yu.A. Tsyarkin, N.A. Volgin, Yu.G. Odegov, A.I. Rofe and others. In these works, the theory of personnel management, the personnel management system, the stages of the transition from personnel management to human resource management have been investigated, practical recommendations have been developed for the implementation of a new human resource management system in the organization.

This problem was also dealt with by domestic scientists, such as K. B. Berdaliev, S. H. Bereshev, S. Dzhumanbayev, M. Meldakhanova, A. Akhmetova, Yu.I. Balashov, Zh. Seidakhmetov and others. But the issues of improving human resource management in organizations remain insufficiently studied. This explains the choice of the topic of the thesis research.

The purpose of the research is to clarify the essence of the personnel policy of organization, its main types, stages and conditions of development, as well as its improvement on the example of Saparzhay-Astana LLP.

Objectives of the Thesis. The primary objectives of this thesis are:

- To understand the conceptual framework of personnel policy in organizations.
- To critically analyze the current HRM practices of "Saparzhay-Astana" LLP.
- To propose recommendations for improving the personnel policy of "Saparzhay-Astana" LLP based on the analysis.

The object of the research is the Human Resource Management (HRM) practices in Small and Medium Enterprises (SMEs) in Kazakhstan.

The subject of the research is the personnel policy of "Saparzhay-Astana" LLP and its effectiveness.

The methodological basis of the research is the scientific methods of systemic, comparative and logical analysis, generalization and synthesis, tabular and graphical modeling.

The methodology of the dissertation centers exclusively on a case study approach, offering an in-depth exploration of personnel policy within organizational contexts. This singular research methodology is chosen for its ability to provide rich, detailed insights into the complexities of HR management strategies, focusing on real-world applications and outcomes.

This case study involves extensive data collection, including interviews with HR professionals, organizational leaders, and key stakeholders, as well as thorough analysis of organizational documents and policies.

Through detailed examination and analysis of the case, the study aims to uncover the underlying principles, challenges, and strategic considerations guiding personnel policy formulation and implementation. By focusing exclusively on case studies, the research methodology allows for a deep dive into the intricacies of personnel management practices within specific organizational contexts, offering valuable insights for theory and practice in HR management.

The theoretical basis was the provisions and conclusions formulated in the scientific works of foreign and domestic experts on problems related to the topic of the thesis, including in the areas of system research methodology, general management theory, personnel management, and corporate control.

Scientific novelty of the research. During the research, conclusions and recommendations were formulated, the scientific novelty of which is as follows:

- the concepts of personnel policy have been clarified, the elements of the personnel policy system have been grouped based on the study and generalization of theoretical approaches;
- the influence of motivating factors of personnel policy and the impact on the performance of employees of the organization were studied.
- recommendations were given for improving the personnel policy at the LLP "Saparzhay-Astana".

The theoretical and practical significance of the research. The main provisions and conclusions formulated in the work develop the idea of personnel policy in the period of large-scale organizational changes, its role in achieving the goals of the changes, and can be used in further research on this issue. Methodological provisions for the formation of personnel policy in the context of organizational changes can be used for specific economic developments in the organization.

The research can be used by consultants on personnel management (subject to some adaptation) when making changes in the personnel management system in the organizations of various profiles. The materials of the thesis work can become the basis for training courses on the topics "Personnel management when carrying out organizational changes", "Personnel policy".

The practical significance of the research is determined by the use of the results obtained to improve the work of the personnel service of Saparzhay-Astana LLP.

Approbation of the master thesis results. The main research findings are presented on public judgment in the author's publications.

1 CONCEPTUAL BASIS OF PERSONNEL POLICY IN THE ORGANIZATION

1.1 The substance of the personnel policy as a tool of the HR management strategy

The minimum values of the self-assessment coefficients are observed in such specialists in two sales department managers. These specialists need to be further motivated, to maintain their interest in the work and the desire to achieve a successful result, to exceed the sales plan, for example (Moll, 2003).

Thus, the development of human resources of LLP today is one of the most important components and tasks of their management. Traditional training or advanced training no longer provides solutions to new challenges (Zaitseva, 2005).

The following principles should be used as the basis for the management of human resources of the organization:

- 1) effective recruitment and placement system;
- 2) fair and competitive, well-managed incentive and compensation system;
- 3) remuneration is based on the results of individual work and the effectiveness of the organization or group;
- 4) the development, training, relocation and promotion of employees is carried out in accordance with the results of their work, qualifications, abilities, interests and needs of the organization;
- 5) employment is related to the needs of the organization, individual level of productivity, abilities and qualifications;
- 6) individual problems are solved quickly, fairly and effectively.

The human resource of the LLP is low and very easily exhausted: the small-scale complication of tasks that require solutions always runs into a sharp shortage of personnel who are able to work with them.

Modern development technologies require a new approach to the work of human resource management. The first thing that is necessary for their development is an awareness of the fact that the quality of the personnel working at the organization is not a constant, it can and should be increased, but this increase requires special and purposeful work, it can not be the result of the implementation of formal procedures or will be carried out at the expense of processes external to the organization (for example, improving the quality of education of graduates or the level of advanced training programs of universities) (Kocapirova & Kocapiro, 2017).

Mastering the technology of human resource management, as well as strategic planning itself, requires a holistic view of the organization's activities.

The main idea of human resources management of LLP is to develop the desire and ability of each employee to work with maximum efficiency, motivating him and making sure that he is in an organizational position where his capabilities and qualifications would be used to the fullest (Kochetkova, 2013).

The practice of human resource management of an LLP should be aimed at attracting, selecting, promoting, rewarding, using, developing, and retaining employees in accordance with the organization's business strategy, employee needs, and principles of fairness.

The instrumental priorities of the LLP's human resource management should consist of (Ivantsevich & Lobanov, 2013):

- relying on the people of your organization,
- focus on quality and pride in the results achieved,
- reducing the status gap between managers and subordinates (eliminating special privileges),

- creating favorable working conditions,
- encouraging openness and participation in the organization's affairs,
- support of employees outside the organization,
- formation of a "team culture"
- fair remuneration of work results,
- professional development of employees,
- encouraging participation in socially significant work outside the organization.

It is especially important to preserve and maintain the creative nature of work in team relationships, where much is built not on formalized and normalized relationships, but on good mutual understanding, a sense of elbow, a high value of teamwork, etc (Kibanov & Durakova, 2013).

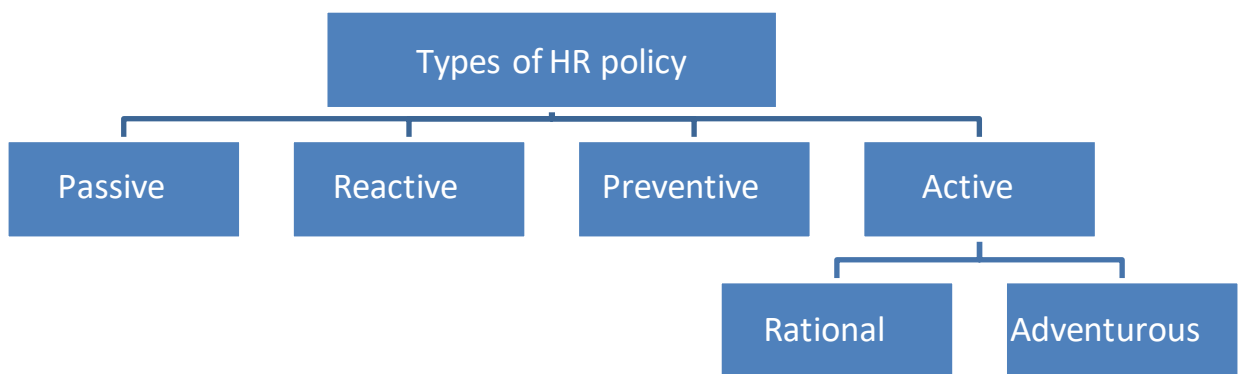


Figure 1.1 Types of HR policy

Note - Compiled by the author on the basis of data (Kibanov & Durakova, 2013)

In order to optimize the number of employees and the rational use of the organization's labor resources, internal transfers of workers and managers, specialists and employees from one department to another, from one category of employees to another, are carried out, and this work will continue in the future.

Analyzing the effectiveness of the personnel policy according to the criterion- the presence of the system in the organization for attracting, selecting, evaluating and certifying personnel, career guidance and labor adaptation of personnel, the authors studied the relevant documentation.

When hiring for vacant positions in Saparzhay-Astana LLP, there is a RSHAP system (recruitment, selection, hiring, adaptation of personnel), which was introduced in 2007. This system is successfully operating today. Staffing of the Partnership's divisions is carried out in accordance with the "Regulations on the procedure for staffing divisions of Saparzhay-Astana LLP.

Recruitment of personnel in Saparzhay-Astana LLP is carried out from external and internal sources. External selection of personnel is carried out by the personnel service of the organization through the mass media, exchanges, bureaus, consulting centers engaged in employment, universities, colleges, vocational schools. Internal recruitment was made from the approved personnel reserve.

Without exception, specialists with higher education in the profile of the upcoming activity are appointed to senior positions. In addition, when selecting employees who are expected to be employed in senior positions, attention is paid to the ability to self-develop, learn and improve skills, and the willingness to take on new and more significant tasks. To do this, candidates for leadership positions are tested, provide letters of recommendation, pass a questionnaire, etc.

People with good health, able to bear heavy loads, are accepted for working positions. When selecting working personnel, attention is also paid to the level of education and work experience. Unfortunately, the selection of personnel does not study the personal and business qualities of candidates for working positions, moral and ethical character traits, the ability to work with people, attitude to work, and much more.

The personnel selection process is as follows. First, a preliminary selection interview is conducted with the candidate for the vacant position, then the applicant's

application is studied, a conversation is held on employment, a check of the service record on the employment record, a document on education, a medical examination. After that, a conclusion is made about the acceptance or refusal of the candidate in the work. The final stage of registration of the relationship is the signing of an employment contract and the issuance of an order for employment.

The personnel assessment in Saparzhay-Astana LLP is carried out according to the established system. During the certification, each worker passes a test in their profession, where attention is drawn to the theoretical foundations of the organization of activities in the profession and the skills of practical application of theoretical knowledge in the process of work are determined. After passing the test, employees are given the opportunity to give suggestions for improving working conditions, etc.

To conduct the certification, a certification commission is formed, which is appointed by the Deputy Director for Personnel together with the personnel department of Saparzhay-Astana LLP. Certification is carried out twice during the calendar year (in the fall and spring), within the time limits set by the Deputy Director for Personnel. Certification of production workers and managers is carried out once every three years.

1.2 The main principles and stages of the formation of personnel policy at the organization

The personnel strategy is based on a systematic analysis of the external and internal environment and reflects the general concept of personnel development and the organizations a whole.

Strategic management is such an organization management that relies on human potential as the basis of the organization, responds flexibly to challenges from the external environment, makes timely changes in the organization that allow achieving competitive advantages, focusing in its activities on the needs of customers, which together makes it possible for the organization to survive in the long term, while achieving their goals (Tulembayeva, 2017).

The choice of the mission and goals of the organization is the first and most responsible decision in strategic planning. The organization should look for its mission in the external environment, since only the constant maintenance of social significance ensures its survival and effective functioning in the future.

Profit can never be declared the main goal of an organization, because profit is a purely internal problem, albeit a very important one (Kvint, 2012).

Business goals are set within the mission. The mission of the firm is to realize the satisfaction of certain significant needs of the population or the state, because only in this case the products and services produced will be in demand.

When developing plans for strategic management of an organization and its personnel, the following environmental factors are considered:

- political (trade agreements between countries, customs policy, local and central government regulations, etc.);
- market (demand for goods, incomes of the population, the level of competition in the industry, market capacity, etc.);
- technological (changes in production technology, the emergence of new technologies, new goods, etc.);
- competitive (what competitors are doing, what they can do, what are their goals, strategies, prospects, strengths and weaknesses);
- social (changes in public expectations, values, morals, attitudes);
- international (analysis of the international market, the policies of the governments of other countries to protect the national market or individual industries, etc.).

The analysis of the external environment should end with a list of external threats and opportunities that the firm faces or will face in the future. Opportunity factors and threat factors are ranked according to their importance, according to the degree of impact on the organization.

Analysis of the strengths and weaknesses of the organization involves the study of the current state of the organization, its internal capabilities, shortcomings, weaknesses. Typically, five functional areas are surveyed - marketing, finance (accounting), manufacturing, personnel, as well as the organizational culture and image of the organization. All data obtained must be analyzed (Campbell, Stonehouse & Houston, 2013).

The basis of the organization's personnel management system is the management mechanism, which includes the principles, functions, management methods and leadership style. This is all shown in Figure 1.2 (Samoukina, 2017).

The principles of personnel management are understood as some fundamental truths (or what is considered to be the truths at the present time) on which the organization's personnel management system should be built.

The functions of personnel management are relatively stable, characterized by a certain homogeneity and complexity, types of management activities with the help of which the impact on personnel occurs. It is in the functions that the content of personnel management as a process is revealed. An important place in the personnel management system is occupied by personnel management methods (methods of influencing personnel). The methods that are most often used by a leader in relations with subordinates determine the style of leadership.

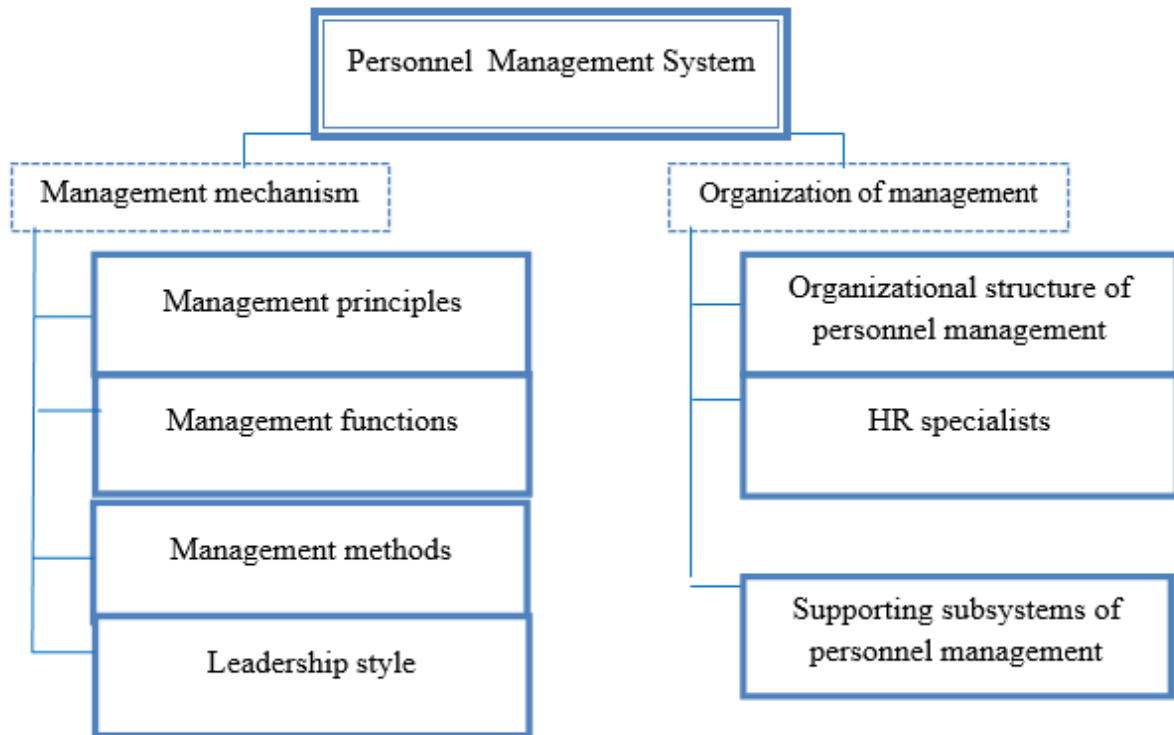


Figure 1.2 Personnel Management System

Note - Compiled by the author on the basis of data (Samoukina, 2017).

The management mechanism always has a specific form of management organization, which includes (Kotler, 2016):

- organizational structure of the personnel management service with specialists working in it;
- supporting subsystems (means) of personnel management, the most important place among which is occupied by information technologies of personnel management.

Personnel policy can exist both in writing, for example, in the form of documents that are familiar to all employees of the organization, and in the form of a set of conceptual laws and rules transmitted orally. Since it is important that the personnel policy is understood and supported by the top management and all employees of the organization, it is advisable to develop special documents that reflect the personnel policy of the organization. Such documents may include, for example, Internal Labor

Regulations, Regulations on Remuneration, Regulations on the Attestation of Employees (Vikhansky, 2010).

The personnel policy of the organization can also be reflected in collective agreements, in the Charters of the organization and in other documents regulating labor relations and employment of workers (Krymov, 2021).

Personnel policy is developed to solve existing or potential problems, such as:

- coordination of actions for the implementation of strategic and tactical plans;
- shaping the organization's image, both in the eyes of employees and among the public;
- ensuring control over the work of managers in key areas.

Thus, the issues of personnel management are becoming increasingly relevant due to the fact that labor is becoming the most demanded resource in the modern economy. It is impossible for an economy to move to a new level of development if it does not have a highly developed human capital. One of the leading indicators reflecting the efficiency of the economy is labor productivity. First of all, the issues of increasing labor productivity are resolved at the organization level. In order for the organization to develop successfully, it is important to implement an effective personnel policy at the organization (Serebryakova, Volkova, Shendrikova & Volkova, 2017).

1.3 Modern foreign practice of personnel management in the organization

Today, in the development of the economy of most countries, the most significant problems are recognized in the field of working with human resources. In different cultures, countries, there are significant differences in approaches to human resource management in the field of trade and in the set of specific management methods.

They were most clearly manifested between the practice of management in Russia and in the West. In turn, Western management practices also cannot be

recognized as homogeneous. There are fundamental differences between the way the USA and Japan are governed; the middle position between these extremes is occupied by European governance (Zhuravlev, Odegov & Volgin, 2002).

Against the background of the growing internationalization of business, the interaction and mutual influence of two management models - Western (USA) and Eastern (Japan) - intensified, and by the beginning of the 1980s, the following main components of a modern universal approach to personnel management were formed:

1) Long-term relationships of employees with their organization. With the increase in the duration of these links, the possibilities for optimizing the personnel management system increase. In Japan, this is implemented within the framework of life-long employment, and in the leading corporations of the United States and Western Europe (Such as, for example, IBM, General Electric (GE), Hewlett Packard (HP), Rolls Royce, Siemens) long-term ties are stimulated by appropriate material and moral methods (Ovchinnikov, 2014).

2) Complex, comprehensive and constant impact on personnel. This impact is not limited to the production area, but should constantly cover all aspects of the life of the organization's employees (family, everyday life, culture, medicine, education, recreation, etc.), identify the employee with the organizational system of the organization, and, accordingly, increase the efficiency of personnel management. Continuous and general training and education of personnel. The high rates of scientific and technological progress determine the ever-increasing rate of "amortization" of knowledge. Therefore, constant in-house education, training and retraining at all levels is necessary. The concept of "universal training" has become widespread in the world, within the framework of which employees master a large number of related specialties. Universal training contributes to the enrichment of labor, increases motivation, significantly, expands the possibilities of using the labor force.

3) Broad participation of employees of all levels in management. This participation is taken various forms: from the delegation of workers to the highest governing bodies to self-government at workplaces (Peters & Waterman, 2021).

Briefly, the essence of the "revolution in the workplace" (this term - "kakumei sekuba" - appeared at the turn of the 60s-70s in Japan and is now widespread throughout the world) can be defined as complete, active and genuine self- government, involvement of performers at all levels in the management process. The recruitment of workers to work in the highest governing bodies of corporations - boards of directors or supervisory boards - is most widespread in Western Europe. Self-management is manifested in the fact that the performer at any workplace are given the right to independently plan, organize, control and regulate the production process. They can independently (within their competence) make and implement decisions in order to optimize their work.

Thus, with all the variety of approaches to human resource management existing in the world, radical differences in solving these problems, there are also tendencies that are of a general nature: formalization of procedures for the selection of human resources, analysis of needs for them, systemic coordination of economic decisions and management policies by human resources.

There is no doubt that any national - economic system and system of industrial relations at each historical stage is always formed on a specific national basis, under the influence of socio - political and economic factors.

In European countries, much attention is paid to improving the qualifications of employees, but unlike American management, where the leaders in this area are large organizations, the best prerequisites for advanced training are available in small and medium-sized organizations. The emphasis is mainly on self-education rather than seminars and courses in external educational institutions.

In France, the Challenge + training program is used, which aims to develop and create new innovative organizations in the country. The program is supported by the state.

In general, the level of development of the practice of personnel management is very diverse, and these differences are primarily due to the nature of the culture prevailing in society, industry, at the organization (Makarova, 2012).

Large differences in approaches to personnel management are observed even within the EU, i.e., between the countries of the united Europe. If we take two criteria: the level of strategic orientation and the degree of decentralization of managerial decision-making, then four groups of countries can be distinguished according to the prevailing approach to managing sales personnel (see Table 1.1).

Table 1.1 Level of strategic orientation

Types of approaches	Countries
Centralized personnel policy approach	France, Spain, Norway
Mechanically legalized approach	Italy, England, Germany
An integrated approach	Sweden, Switzerland
Decentralized uncoordinated approach	Holland, Denmark
Note - Compiled by the author on the basis of data (Rodchenko, 2012)	

The data is based on a study from ten Western European countries. As can be seen from Table 1.1, there are very different approaches to personnel management in Western European countries:

At the organizations of Italy, Great Britain and (West) Germany, the most often found mechanistic - legalized approach. Central human resources services are mainly engaged in solving operational tasks related to personnel management. This is done by order of the management, without the broad involvement of line managers (Rodchenko, 2012).

At the organizations of France, Spain and Norway, strategic approaches to the management of sales personnel are most often used; moreover, they are implemented by a centralized personnel service.

At the organizations of the Netherlands and Denmark, the so-called decentralized uncoordinated approach to personnel management is mainly used. The most important personnel issues are dealt with in a decentralized manner by line managers, and, moreover, there is often no unified organization strategy.

Organizations in Sweden and Switzerland often strive for an integration approach. It is characterized by the fact that personnel policy is based on far-reaching forecasts, i.e. is strategic in nature and is carried out with maximum decentralization directly by line managers.

These results do not imply that all businesses in these countries are using their “typical” sales force management models. In fact, in all countries there are organizations with different approaches to personnel work.

Consequently, these results characterize the reforms carried out in various countries in which the quality of personnel management takes an important place (Glazov, 2021).

2 ANALYSIS OF PERSONNEL POLICY IN THE ORGANIZATION «SAPARZHAY-ASTANA» LLP

2.1 Brief description of the «Saparzhay-Astana» LLP

Saparzhay-Astana LLP is an independent legal entity that does not have branches, representative offices, subsidiaries and affiliates. It is a self-supporting organization.

The procedure for performing the main functions of bus stations is determined by the Law of the Republic of Kazakhstan dated July 4, 2003 No. 476-II “On road transport” and by order of the Acting Minister for Investments and Development of the Republic of Kazakhstan dated March 26, 2015 No. 349 “On approval of the Rules for the carriage of passengers and luggage by road “.

Saparzhay-Astana LLP is the only state-owned organization of this type in the Republic of Kazakhstan, the main activity:

- income from the sale of bustickets for interregional, intercity, international bus routes;
- additional services of the bus station for servicing passengers, including: pre-sale of tickets in both directions, booking tickets on the day of departure;
- leasing of retail and production areas.

The bus station serves more than 60 intercity, interregional and international routes daily, which carry about one million passengers a year. The capacity is up to 180 and up to 6,500 passengers per day.

The main goal of Saparzhay-Astana LLP is to provide high-quality service for passengers.

To achieve this goal, the Organization carries out the following activities:

1. Dispatching support of suburban, international (transit), intercity bus routes.

2. Implementation of relevant programs for the development of transport infrastructure in Nur-Sultan.
3. Organization of acceptance and release of rolling stock on suburban, intercity and international routes.
4. Providing advertising and reference information on all issues of passenger transportation.
5. Service for passengers and carriers.
6. Organization of ticket sales, including advance tickets.
7. Organization of points for temporary storage of hand luggage, baggage and other inventory items.
8. Organization of places for waiting and departure of buses.
9. Daily analysis and generalization of the work of suburban, intercity, international (transit) passenger transport for each route.
10. Preparation of materials for the certification of the route network of suburban, intercity, international (transit) bus services.
11. Development (based on the analysis and study of passenger traffic) and making proposals for the opening of new routes, changes in traffic patterns and schedules, the number and type of passenger transport to operate on each route, as well as proposals for improving activities in the provision of public passenger transport services.

Table 2.1 provides general information about the LLP “Saparzhay-Astana”.

Table 2.1 General information about the LLP “Saparzhay-Astana”

1	Total area of the territory (ha) (leased in the land relations department of Nur-Sultan	1,1607 ha
2	Total building area (m2)	3267m2

3	Year of construction of the building	1989
4	Building book value	188540888
5	Number of employees as of 01.10.2023	115
	AMP	12
	PTD	74
incl.	Senior cashier	4
	Cashier	18
	Dispatcher	4
	Controller	10
	Announcer-informant	9
	Bus station shift supervisor	4
	Security guard	12
	Paramedic of the first-aid post	4
	Economic management	28
6	Approved rental price per sq.m.	709
7	Number of tenants	44
Note – Compiled by the author on the basis of data Saparzhay-Astana LLP for 2023.		

Since 2005, for the convenience of the population, the Saparzhay-Astana bus station has switched to a round-the-clock operating mode. The organization has implemented a ticket sales automation system and has been working on its improvement and development for the last seven years. The network of automated ticket offices associated with the dispatch center allows to speed up passenger service (passenger service time is 40 seconds), to establish accounting and financial reporting, and to eliminate errors inevitable during manual data processing.

In order to meet the growing needs of the population, there was a need to build an additional bus station at the exit from the city in the direction of the Karaganda, Kokchetau highways. The Saparzhay bus station does not have the ability to increase

its capacity by increasing the area, since the adjacent territory is completely built up and is privately owned. In addition, in the case of organizing large-scale construction work (for expansion) on the territory adjacent to the bus station, the already overloaded infrastructure of the bus station will be subjected to additional overload, which will undoubtedly affect the quality of service to the population and reduce the throughput of the bus station. It should be added that the Saparzhay-Astana bus station is located in the so-called “old” city, while the capital is actively developing and populating in the southeast direction. Thus, the remoteness of the existing bus station from the places of residence creates certain difficulties for passengers living in the “new” city and on the left bank. Departure of buses directly from the bus station located on the outskirts of the city will resolve the issue of unloading the central metropolitan roads.

One of the most pressing problems is the presence of unauthorized transportations carried out both from the outskirts of the city and from the station square. These transportation not only significantly reduce profitability (and hence the profit of organizations), but in the first place do not guarantee the safety of passengers. The cost of tickets sold by specialized organizations (bus stations) includes the insurance amount against accidents, transportation is carried out by medically certified drivers with the appropriate category and experience. Transportation is carried out on technically prepared, comfortable modern buses, while unauthorized carriers do not give any security guarantees. Consequently, in order to combat unauthorized transportation, it is necessary to tighten the control of supervised authorities (road and financial inspections, tax services).

2.2 Analysis of personnel policy of the «Saparzhay-Astana» LLP

Within the framework of this work, an analysis of the personnel policy will be carried out in a number of areas, namely: personnel evaluation, personnel remuneration, personnel development. These elements will best identify the shortcomings and advantages of the personnel policy of Saparzhay-Astana LLP.

We will analyze the personnel evaluation system of Saparzhay-Astana LLP. The evaluation data is shown on Table 2.2.

Table 2.2 The system of indicators for evaluating candidates at the stage of resume analysis, depending on the category of personnel

Indicators	Categories of personnel			
	Managers	Specialists	Other employees	Workers
1. Age	+	+		
2. Gender	+	+	+	+
3. Education	+	+		
4. Work experience	+	+		+
5. Skills and abilities			+	+
6. Special requirements			+	+
Note – Compiled by the author on the basis of data Saparzhay-Astana LLP for 2021-2023.				

According to Table 2.2, it can be concluded that at the stage of resume analysis, such skills as age, gender, education, work experience, work experience, skills, special requirements are checked for almost all categories of employees. The assessment of the declared skills and abilities is practically not carried out, which can increase the number of candidates admitted to the interview and increase the time and money spent on selection and evaluation during the interview.

As we can see from Table 2.3, Saparzhay-Astana LLP almost does not pay attention to the assessment of personal qualities and motives of employees when applying for a job, which can lead to psychophysiological inconsistency of the employee with the work performed by him, to dissatisfaction and social vulnerability.

The orientation of the organization on the personnel only “as a tool” can lead to negative consequences, since the formation of personnel potential will not occur with full efficiency.

Table 2.3 System of indicators for evaluating candidates for a vacant position, depending on the category of staff

Indicators	Categories of personnel			
	Managers	Specialists	Other employees	Workers
5. Assessment of the conditions for achieving organizational goals	-	-	-	-
2. Assessment of personal qualities	-	-	-	-
3. Assessment of business qualities	+	+	+/-	+/-
4. Assessment of professional knowledge	+	+	+/-	-
Note – Compiled by the author on the basis of data Saparzhay-Astana LLP for 2021-2023.				

Next, we will analyze the remuneration system in Saparzhay-Astana LLP.

The organization has a salary and bonus system of remuneration for employees of workshop and foremen, and a salary system for accounting and support staff. In addition, there are awards on the initiative of the management: for the New Year, March 8, May 7.

Salary and bonuses are determined by the staffing table.

It should be noted that the organization’s remuneration consists of a guaranteed part (official salary) and a non-guaranteed bonus based on the results of work. Then, for the implementation of the plan for 10%, a bonus of 10%, 12.5% and 15%

(depending on the complexity of the work and the possibility of implementing the plan) of the salary is awarded. This system is quite effective and fair enough, but it does not always provide the proper level of motivation.

Next, it is necessary to consider the system of personnel development in Saparzhay-Astana LLP, for which we will consider the process of internal movement of personnel, and the factors affecting internal movement.

The actual average term of office of an employee of various categories is presented in Table 2.4.

Table 2.4 Actual average term of office of an employee of various categories

Employee Group	Average term of office (years)
Managers	7
Specialists	8
Other employees	8
Note – Compiled by the author on the basis of data Saparzhay-Astana LLP for 2021-2023.	

As you can see, employees arrive at their positions for a long time, which, along with a fairly high turnover in hiring, creates a so-called “career deadlock” for lower-level positions, when all the vacant places are occupied by “old-timers”, and there are no growth prospects for young professionals.

Table 2.5 Distribution of employees by professional career stages

Stage of professional career	Number of employees
	%
- professional training (16-20 years)	1
- inclusion in the labor force (20-23 years)	3
- success (23-30 years)	22

- professionalism (30-40 years)	33
- reassessment of values (40-50 years)	41
TOTAL	100
Note – Compiled by the author on the basis of data Saparzhay-Astana LLP for 2021-2023.	

Table 2.5 shows that the organization has not enough employees at the initial stage of their career, also it is among them that the greatest turnover of personnel is observed. This situation can have a negative impact on the organization's activities, since a large number of young personnel does not create a personnel reserve.

Table 2.6 Assessment of professional growth opportunities by the staff of Saparzhay-Astana LLP

Stage of professional career	Growth opportunities:					
	no		maybe		don't know.	
	Person	%	person	%	person	%
inclusion in the work (20-23 years)	3	21%	2	50%		
achievement of success (23-30 years)	5	36%		0%		
professionalism (30-40 years)	4	29%	2	50%		
reassessment of values (40-50 years)	2	14%		0%		
Total:	14	100%	4	100%		
Note – Compiled by the author on the basis of data Saparzhay-Astana LLP for 2023.						

A negative situation is that people who are in leadership positions and have achieved professionalism do not strive to further improve and “grow”. It should be noted that the unwillingness of managers to develop, and the lack of an organization's

system for evaluating managers on their professional and personal qualities can lead to a decrease in personnel potential.

As we can see from Table 2.6, almost all employees of Saparzhay-Astana LLP speak about the lack of career growth in the organization. This situation is indicative, since employees do not feel the effectiveness of the personnel policy, do not see the possibility of growth in the organization under study.

The normative regulation of the personnel training system is similar to the regulation of the development system – it is absent. Personnel training is a spontaneous process, depending on the desire of the employee, or on the need for the organization's purposes (training for the position of a specialist in labor protection, etc.). Thus, we can conclude that as such, there is no system of personnel training in Saparzhay-Astana LLP.

Thus, the analysis of the personnel management system allowed us to draw a number of conclusions:

1. The organization practically does not regulate personnel processes, the entire process of personnel document management is reduced to standard procedures regulated by law, there is no provision on hiring, on personnel evaluation.
2. The spontaneous nature of training and promotion of personnel can have a negative impact in the event of a crisis, the loss of key employees.
3. The absence of a provision on the personnel reserve, on the recruitment and evaluation of personnel, as well as on the development of personnel indicates that:
 - the organization does not have a personnel planning system;
 - due attention is not paid to personnel issues, which is typical for a reactive personnel policy;
 - strategic personnel goals are not set and are not resolved;

- the team as such works without clear goals and visible prospects, the motivation system is material and aimed at providing the necessary socio- psychological climate (a tactical measure that does not have a strategic perspective).

Next, we will analyze the quality of the working life of the team according to the method of Yegorshin. Employees of the organization were asked to read the indicators of the quality of working life of employees and give an assessment of the achievement on a 10-point scale. At the same time, 10 points characterize the highest achievement, and 1 point – the lowest. The results are presented in Table 2.7.

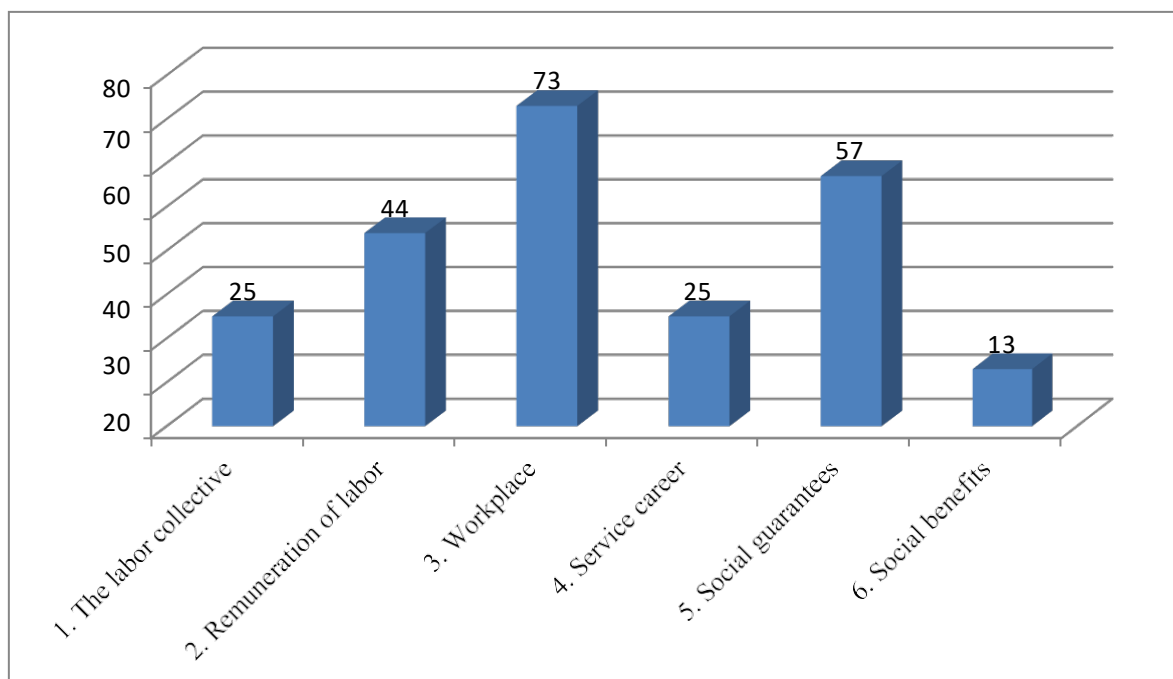
Table 2.7 Analysis of the quality of working life of employees of Saparzhay-Astana LLP

Indicators of the quality of working life	Average score
1. The labor collective.	25
Good psychological climate	6
Normal relations with the administration	7
Employee participation in management	5
Compliance with regulatory documents	7
2. Remuneration of labor.	44
Applicable tariff system of labor remuneration	8
Validity of qualifications and pay rates	9
Wages	9
Opportunities for additional pay (earnings)	3
A sense of fairness in remuneration	8
A sense of economic well-being	7
3. Workplace	73
Territorial proximity to the house	6
Office and furniture	9
Modern office equipment	9
Official transport, parking lot	8

Ergonomic and physiological working conditions	7
Workplace organization level	9
Target planning in the organization	8
The level of labor rationing	9
A sense of personal security	8
4. Service career	25
Availability of standard career models	5
Encouraging staff training	6
Promotion by merit and qualification	7
Objective certification of personnel	7
5. Social guarantees	57
Payment of sick leave	10
Provision of scheduled vacation time	10
Payment of guaranteed benefits under the Labor Code of the Republic of Kazakhstan	10
Benefit in case of dismissal or reduction of staff	8
Respect for civil rights	10
Feeling of social security	9
6. Social benefits.	13
Achieving full material well-being	5
A sense of social well-being	8
Note – Compiled by the author on the basis of data Saparzhay-Astana LLP for 2023.	

The total score is 73.3, which, in general, indicates an insufficiently satisfactory quality of working life, assessed by the submitted methodology.

Figure 2.1 Average job satisfaction score



Note – Compiled by the author on the basis of data Saparzhay-Astana LLP for 2023.

A number of points received a negative assessment (4-5 points), accordingly it can be concluded that, in general, the personnel management system of Saparzhay-Astana LLP needs to be improved.

Let's start the analysis of the organization of personnel management with an analysis of the recruitment process.

All work on the organization of the selection of specialists for vacant and released positions is coordinated by the HR department:

- provides the necessary methodological support for the selection;
- maintains the necessary documentary records.

Heads of structural divisions (SD), if necessary, fill vacancies (or for the duration of the duties of an absent employee), make an application for recruitment in accordance with internal documentation. For managers, the requirements for the position are also filled out on the form and sent to the Human Resources Department (HRD).

The HRD checks the availability of vacancies in the staffing table and decides on how to search for candidates. Within 5 days, the HR department, based on the submitted documents, announces the vacancy through the media, the state employment service, recruitment agencies, and the Internet and sets the deadline for submitting documents for applicants no more than a month from the date of the announcement.

Consider the main sources of recruitment in Table 2.8.

Table 2.8 Main sources of recruitment

Sources of	Categories of personnel			
hiring	Managers	Managers	Managers	Managers
internal		+		
external	+	+	+	+
Note – Compiled by the author on the basis of data Saparzhay-Astana LLP for 2021-2023.				

The negative aspects include the lack of internal sources of recruitment among managers, which indicates the lack of growth prospects for ambitious employees, and does not provide a basis for non-material motivation of employees. Let's consider the regulatory support for hiring staff.

Table 2.9 Regulatory documents of the recruitment system

Document	Goal	Content	Availability in the organization under study
The philosophy of the organization (mission, memo to the	Formation of employees ' vision of the future of the organization	The organization's mission, goals in the field of the external environment, goals in the field of personnel management, etc.	Not developed

employee)			
Internal labor regulations	General requirements for personnel, working and rest conditions and, as a result, requirements for personnel	Employment, transfer to another position and dismissal Basic rights, duties and responsibilities of employees Basic rights, duties and responsibilities of the employer Working time and rest time Guarantees to the employee in case of temporary disability Use of telephones in society Use of transport for business trips Rewards for success in work Other issues of labor relations regulation	Developed in accordance with the standard of the “Consultant Plus” system
Regulation on remuneration of labor	Regulate and inform employees about the remuneration system	General part Official salary Allowances; Surcharges Awards; Other employee benefits Employer’s responsibility	Developed
Organizational structure	Information about divisions, their number	Functions of divisions, subordination, etc.	Absent

Staffing table	Bring the list of actual and necessary positions, salaries, etc.	Name of the position, salary, number of people.	It is developed, but there is no necessary staffing level.
Workplace models	Design jobs	Labor intensity of work in the workplace, equipment, etc.	Not developed
Note – Compiled by the author on the basis of data Saparzhay-Astana LLP for 2021-2023.			

It is necessary to note the absence of such important documents as the regulations on the personnel reserve, the organizational structure, the model of workplaces, the regulations on divisions, which creates difficulties in personnel planning, and also makes the recruitment system independent of the general personnel management system, in particular in the field of motivation.

The preliminary selection of candidates is carried out by analyzing the candidate's resume, documents, collecting recommendations, conducting interviews. When using the services of a recruitment agency, the search and selection of the agency for placing an application for recruitment is carried out, the terms, cost, and search procedure are agreed upon. Candidates submitted by the agency are interviewed and their documents are analyzed.

The HR manager of the HRD, who is responsible for the selection of personnel, issues the candidate for the vacancy a questionnaire of the applicant to fill out on the form. The results of the interview, the resume of the candidate for the vacancies of managers or specialists and the recommendations of the HR manager for the candidate for this position are recorded in the interview protocol. The head of the SD who submitted the application is sent information and comments about the candidates who passed the interview.

Managers of interested SD conduct interviews with candidates who have passed the initial selection, in order to clarify the nature of the work performed in the past, check practical skills (test tasks), assess the readiness of candidates for work. If necessary, repeated interviews and interviews with the head of the direction or the head of the organization can be organized.

If none of the candidates meets the requirements for the vacant position, the deadline for accepting documents is extended until the selection of the relevant candidates, but not for more than a month from the date of the previous announcement of the vacant position.

Employment is carried out in accordance with the procedure provided for by the LC of the RK.

When applying for a job with a probationary period, the head of the SD, before concluding an employment contract, draws up a Work plan for the period of the probationary period in accordance with the LC of the RK. At the end of the probationary period, the head of the SD submits to the HRDa work plan with performance marks for storage together with the employee's employment contract.

In order to successfully pass the test, the head of the SD selects a mentor from among the employees of the organization who have a high level of professional competencies, are able to share their professional experience, and are flexible in communication. The mentor monitors the implementation of the employee's Work Plan for the probationary period and assists him in professional and social adaptation.

The negative point is that the recruitment process takes place in the presence of a vacant position (when an employee is dismissed, sick, maternity leave, etc.), which indicates a reactive personnel policy, the lack of a planning system, an integral element of which is the provision on the personnel reserve.

Management of the staff release process involves defining the goals of the process, planning and implementing the forms and methods of working with outgoing

employees. In this case, we can say the following: the process of staff release is not managed, and there is no personnel planning system.

It can be concluded that of the release controls, there is only a conversation between the employee and the employer, as an opportunity to find a compromise, which, however, does not always allow you to achieve the desired result. The positive point is that the dismissal takes place in compliance with the norms of the Labor Code and does not violate the rights of the employee.

In general, the analysis of the personnel management system of Saparzhay-Astana LLP allowed us to draw the following conclusions:

1. Stability is observed only in the number of managers and in the number of specialists, and turnover among the lower levels leads to the loss of personnel who “form the result”.
2. The organization practically does not regulate personnel processes, the entire process of personnel document management is reduced to standard procedures regulated by law, there is no provision on hiring, on personnel evaluation.
3. The spontaneous nature of training and promotion of personnel can have a negative impact in the event of a crisis, the loss of key employees.
4. The absence of a provision on the personnel reserve, on the recruitment and evaluation of personnel, as well as on the development of personnel, indicates that:
 - 1) the organization needs to improve the personnel planning system;
 - 2) due attention is not paid to personnel issues, which is typical for a reactive personnel policy;
 - 3) strategic personnel goals are not set and are not solved;
 - 4) the team as such works without clear goals and visible prospects, the motivation system is material and aimed at providing the necessary socio- psychological climate.

The analysis of the quality of working life showed an unsatisfactory result, which suggests that the personnel management system needs to be improved.

2.3 Evaluation of the effectiveness of personnel management in «Saparzhay-Astana» LLP

The purpose of the personnel policy of Saparzhay-Astana LLP is to involve each employee in the business and his personal participation in the success of this business. The organization strives to create such working conditions for each employee that would encourage all employees, regardless of their position, to fully reveal their abilities, professional skills and abilities, and unique talents (Samoukina, 2017).

Saparzhay-Astana LLP should do everything in its power to ensure fair remuneration, good working and leisure conditions, opportunities for individual development and growth, limited only by personal abilities and desire (Proshkin, 2018).

The organization guarantees all types of compulsory social insurance provided for by the Legislation of the Republic of Kazakhstan, plus additional benefits and privileges to effectively and long-term employees in accordance with the current system of remuneration and motivation of personnel in the organization (Pudenko, 2017).

The personnel policy of Saparzhay-Astana LLP consists of the following elements:

1. Goals and objectives of the personnel policy.
2. Personnel planning and support.
3. Selection, recruitment and adaptation of personnel.
4. Career guidance and training.
5. Planning the career of the staff.
6. The system of motivation and stimulation of staff work.

7. Formation of a reserve of managerial personnel.
8. Staff rotation.
9. Corporate culture.

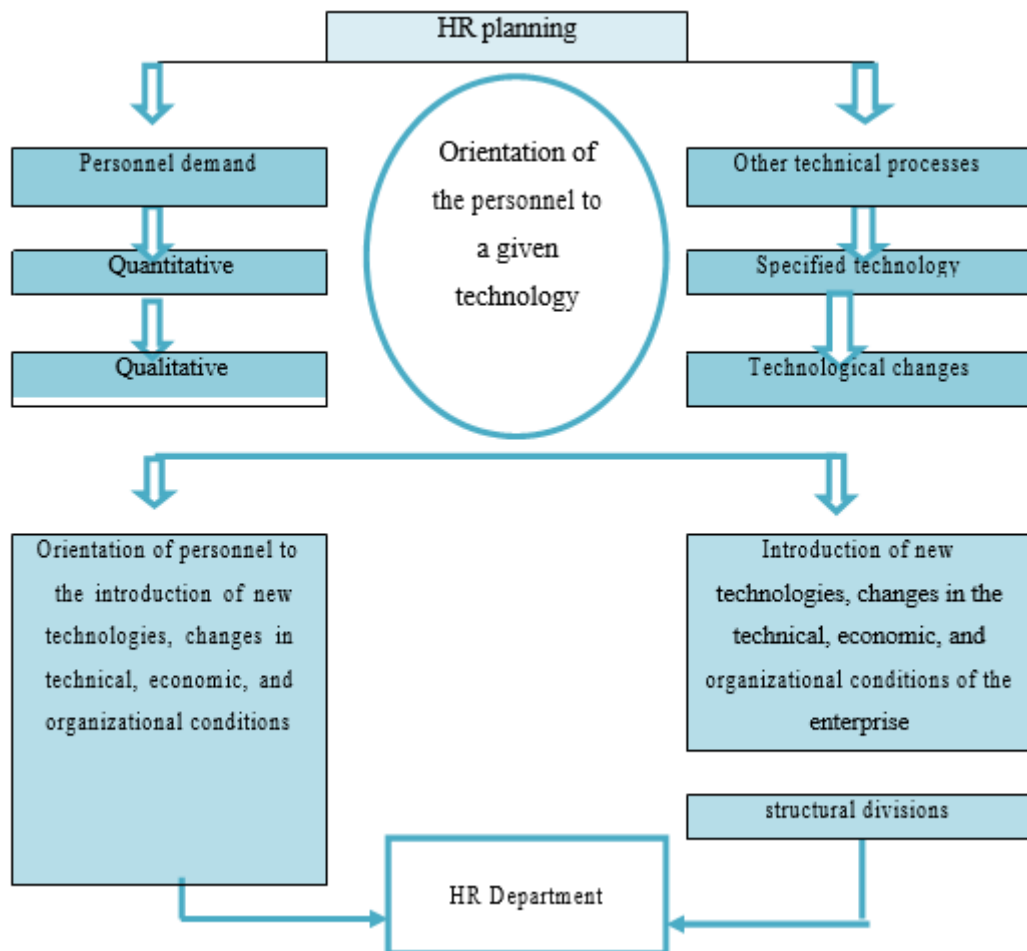
The strategic objectives of the personnel policy of Saparzhay-Astana LLP are:

- providing all production sites with workers who meet the requirements of the profession and qualifications;
- ensuring a high level of motivation and incentives for employees;
- ensuring the continuity of training and development of personnel;
- formation of a reserve of leading personnel.

The effectiveness of the personnel policy in force in the organization is formed under the influence of factors that ensure a change in the final results of activities with the rational use of all types of resources and costs. Taking into account the analysis of the system of performance indicators, measures are determined to improve the efficiency of their activities (Reznik, Igoshina & Kukharev, 2010).

We revealed that personnel planning in an organization is aimed at meeting production demands and ensuring the efficiency of labor activity at each workplace. Saparzhai-Astana LLP has a clear personnel planning system, which is shown in Figure 2.2.

Figure 2.2 Scheme of the current personnel planning system



Note – Compiled by the author on the basis of data Saparzhay-Astana LLP

The presence and actual implementation of such a personnel planning system in Saparzhay-Astana LLP is certainly the strong point of the organization. In the process of personnel planning, an assessment of the group’s need for personnel, both in quantitative and qualitative characteristics, is given. The quantitative assessment of personnel needs is based on such factors as: changes in the organizational structure, which includes such elements as management levels, the number of divisions, the distribution of responsibility; the forecast of changes in the quantitative characteristics of personnel.

When adjusting production goals, changes in technical, economic and organizational conditions that entail personnel consequences, structural divisions

submit to the HR department data on the quantitative and qualitative demand of employees (specialists) for staffing (release). The actual and projected number of employees, Saparzhay-Astana LLP, their structure and composition are summarized in the table.

Table 2.10 Structure and dynamics of the number of employees in Saparzhay- Astana LLP for 2021-2023

Indicator	Employee category	unit of measurement	2021	2022	2023
Projected quantity	Workers	person	28	28	29
	MS&E	person	92	88	90
	Total	person	120	116	119
Actual quantity	Workers	person	85	81	29
	MS&E	person	27	28	86
	Total	person	112	109	115
Note – Compiled by the author on the basis of data Saparzhay-Astana LLP for 2021-2023.					

Table 2.10 shows that the organization’s personnel requirements planning system works smoothly. Small deviations from the plan are acceptable.

Thus, the process of attracting personnel to Saparzhay-Astana LLP includes submitting ads, applying to the employment service, to its own staff with a request to find employees of appropriate qualifications, to educational institutions of the city. The selection of personnel consists of a preliminary selection interview, a study of the candidate’s application, his work record, a study of the results of the medical examination and a message to the candidate about the results of the selection.

Based on the above, the authors come to the conclusion that the RSHAPsystem (recruitment, selection, hiring, adaptation of personnel) in Saparzhay-Astana LLP, in recent years, has been working smoothly. However, such a system of attracting and

selecting personnel does not meet the modern requirements of personnel management, as in the process of attracting personnel, Saparzhay-Astana LLP conducts a passive policy that reduces the effectiveness of recruitment.

The main drawbacks of the personnel certification system include the fact that the personal qualities of employees are not taken into account, which can be a brake on improving the efficiency of employees' activities.

In accordance with the criteria for evaluating the effectiveness of the personnel policy: the presence of incentive systems and motivational mechanisms to increase interest and satisfaction with work, pay, operating in Saparzhay-Astana LLP, the authors studied the economic indicators of wages; a comprehensive program of motivational methods for the development of the organization; conducted questionnaires and personal interviews on the subject of satisfaction with work, working conditions and wages.

Saparzhay-Astana LLP has developed and successfully implemented a comprehensive system of personnel labor incentives. This system includes social, moral, monetary, and non-monetary incentives. The system of motivation and incentives for the staff of Saparzhay-Astana LLP is reflected in Table 2.11.

Table 2.11 Personnel motivation and incentive system of Saparzhay-Astana LLP

Material		Non Material	
Monetary	Non monetary	Social	Moral
Employee	accident insurance;	Promotion on the	Recognition of

remuneration: salary; rate; contract form; Surcharges: for professional skills; for severe and harmful working conditions; for working on holidays and weekends; for working overtime; awards.	Delivery to the place of work and home; awarding a valuable gift; preventive health care; accident insurance; short/long- term disability; compensation for funeral services.	Professional ladder. Participation in the management of the organization. The prestige of labor. The possibility of self- improvement, self- realization. Opportunity for learning. Nomination for public service.	Labor results. Conferring the honorary title of “Honored worker by profession”. Entry in the book of Honor. Award of the Certificate of Honor. Awarding based on the results of competitions.
Note – Compiled by the author on the basis of data Saparzhay-Astana LLP for 2021-2023.			

From the data in Table 2.11, it can be seen that the system of motivation and incentive of personnel in Saparzhay-Astana LLP is multifaceted. However, according to the results of the analysis, it was revealed that the main shortcomings of the system of motivation and incentives for the staff of Saparzhay-Astana LLP include insufficient consideration of the individual characteristics of employees, their level of needs. The system of motivation and incentives does not take into account the motivational types of employees, so regardless of the needs of the staff, all employees are mainly treated with material forms of incentives that meet only the primary needs of employees, and the needs of a higher level remain unsatisfied.

The main method of motivation in Saparzhay-Astana LLP is salary increase. However, the constant increase in wages does not contribute to the maintenance of labor activity at the proper level, and the growth of labor productivity.

In the current conditions, the question of how to stimulate workers without using material resources is acute. In this regard, it is necessary to change the approaches to the creation of the personnel motivation system of Saparzhay-Astana LLP.

As part of the improvement of the system of remuneration and motivation of personnel, to encourage productivity, creativity, efficiency and initiative of employees, in 2013, it was planned to switch to the new “Regulation on the current bonus of workers of Saparzhay-Astana LLP. According to this Provision, the bonus part of the salary was distributed taking into account the labor efficiency coefficient of each worker. Moral encouragement and material remuneration were perceived by the employee as evidence of his value to the organization, and affected the employee’s self-esteem.

Returning to the criterion for evaluating the effectiveness of personnel policy – the presence of incentive systems and motivational mechanisms to increase interest and satisfaction with work, remuneration, the authors comes to the conclusion that the presence of a system of motivation and incentives is the strong side of personnel policy. However, there are weaknesses in the system itself that need to be addressed. Despite the fact that the main reasons for the dismissal of employees are difficult, harmful working conditions and limited career opportunities, the authors believe that the weak side of the personnel policy of Saparzhay-Astana LLP is only the last reason. Since difficult and harmful working conditions are just the specifics of working in Saparzhay-Astana LLP. The availability of personnel development programs in Saparzhay-Astana LLP will be discussed in the course of the analysis of personnel policy under the following criteria for evaluating effectiveness (Romashov, 2019).

To analyze the personnel policy of Saparzhay-Astana LLP according to the criterion – the presence of personnel development programs in order to solve the tasks

of the organization on the basis of improving the training systems, career promotion of employees and preparing a reserve for promotion to senior positions, the authors studied the relevant documentation.

Saparzhay-Astana LLP pays special attention to staff development. The organization ensures the continuous and systematic development of the professional qualities of its employees in accordance with the long-term objectives of production development and the “Human Resources Program”.

To develop the potential and, ultimately, self-realization of each employee in Saparzhay-Astana LLP, there is a system of intra-company education of the organization.

Objectives of the intra-company education system:

1. Providing employees with the necessary knowledge to develop professional programs.
2. Creating an internal reserve of the company from among the most promising employees.

The organization draws up a plan for each year according to the number of employees who need professional training and retraining, and the amount of money allocated for the implementation of this plan.

The analysis of actual and planned indicators of personnel training shows that the organization’s training plans for 2021-2023 were implemented by 100-110%. However, in 2023, staff training rates plummeted to 65%. The authors connect this state of affairs with the onset of the world pandemic in 2023.

Every year, the number of employees who need to improve their level of education is getting smaller. According to the authors, this is due to the fact that the knowledge of employees for the period from 2021 to 2023 corresponds to the position held. Taking into account the optimization of the structure, the management of the organization adheres to the point of view that it is necessary to improve the level of

qualification of personnel annually. This is an indicator that the organization does not spare money to contribute to the knowledge of its employees. And, of course, this is the strength of the personnel policy of Saparzhay-Astana LLP. The dynamics of changes in the ratio of employees of working specialties by level of education is presented in Table 2.12.

Table 2.12 Dynamics of changes in the level of education of workers of Saparzhay-Astana LLP for 2021-2023

Parameters	2021	2022	2023
	person	person	person
By education	112	109	115
Two higher, postgraduate, doctoral studies	2	2	3
Higher professional education	47	48	52
Secondary professional education	44	42	45
Average total	18	15	14
Incomplete secondary education	1	2	1
Note – Compiled by the author on the basis of data Saparzhay-Astana LLP for 2021-2023.			

Table 2.12 shows that over the past three years there has been a slight increase in the number of workers with higher professional education (from 24% to 29%). There have also been positive changes in the number of people with only basic and secondary general education. There were 1-2% fewer of them. In general, the quality characteristics of the staff are stable, and there are no significant changes.

Saparzhay-Astana LLP has a fairly effective system of personnel training. From the very beginning of their work, employees are given the opportunity to gain the

necessary knowledge and improve their professional skills. As a result, the organization receives an economic effect from the introduction of the acquired knowledge in the workplace. The willingness of employees to improve their skills and transfer the acquired knowledge to their colleagues is welcomed.

Types of practical training (internships) provide for internships in managerial positions at the place of work. Saparzhay-Astana LLP has developed special methods of internship at the place of work:

1. The “Load” method – the manager assigned to the reserve is assigned to perform a number of duties in a higher position, tasks are given on technical and economic issues, and the preparation and holding of production meetings are assigned (Semenov & Nabokov, 2018).
2. The “Replacement” method – the full-time manager is released from performing official duties for the entire period of the internship. The trainee who replaces the full-time manager is assigned the full scope of duties with full legal rights (Pounds, 2019).

However, the work on the promotion of personnel ends with the fact that employees are enrolled in the personnel reserve for managerial positions. Employees who find themselves in the personnel reserve do not have plans for further growth, or in rare cases they are given the opportunity to replace their immediate supervisor, while the scope of authority that can be assumed by the acting manager is quite narrow. In this regard, it can be noted that the work on the promotion of personnel in Saparzhay-Astana LLP is one of the weak points in the personnel policy of the organization.

Thus, after analyzing the personnel structure of Saparzhay-Astana LLP, the authors came to the following conclusions:

1. The personnel policy of the organization consists of nine elements: goals and objectives of the personnel policy; personnel planning and provision; selection, hiring and adaptation of personnel; career guidance and training; career planning of personnel; system of motivation and stimulation of personnel; formation of a reserve

of senior personnel; personnel rotation; corporate culture of the LLP. The personnel policy of Saparzhay-Astana LLP is aimed at managing the activities and developing the staff. The staff of Saparzhay-Astana LLP consists of 56% male employees and 54% female employees. The average age of the organization's employees is 40-45 years. The majority of employees have higher and secondary vocational education. This is due to the specifics of the main activity of Saparzhay-Astana LLP. Every year, the number of employees of retirement and pre-retirement age increases.

2. The strength of the personnel policy of Saparzhay-Astana LLP is the availability and real use of the personnel planning system, which allows optimizing and rationalizing the use of human resources. The system for planning the organization's personnel needs works smoothly. Small deviations from the plan are acceptable.

The second strong point of the personnel policy of Saparzhay-Astana LLP is the presence of a corporate culture, the "Code of Ethics" of the LLP, the corporate culture of the Partnership is based on the principles of:

- development and improvement continuously;
- the development of LLP is inseparable from the professional growth of employees;
- ability to work in a team;
- the three main qualities of a good specialist: responsibility, competence, focus on results;
- each client of the Partnership deserves an individual approach.

The purpose of the Code of Ethics is to create an atmosphere of mutual respect and trust in the labor collectives of the structural divisions of the LLP, which promotes effective production activities and the long-term development of the LLP.

One of the weaknesses of the personnel policy of Saparzhay-Astana LLP is the system of personnel promotion, which works only until the reserve of senior personnel is formed. Employees who find themselves in the personnel reserve in rare cases have

the opportunity to replace the direct manager, while the scope of authority that can be assumed by the acting manager is quite narrow.

The second weak point of the analyzed personnel policy is the system of motivation and incentives for personnel. The system of motivation and incentives does not take into account the motivational types of employees, so regardless of the needs of the staff, all employees are mainly treated with material forms of incentives that meet only the primary needs of employees, and the needs of a higher level remain unsatisfied. With a small amount of money, this system should be completely revised.

The third weak point of the analyzed personnel policy is the system of the RSHAP system (recruitment, selection, hiring, adaptation of personnel). This system has been working smoothly for the last few years. However, the lack of changes in the positive direction is alarming, since monotonous, outdated methods of recruitment and selection of personnel are used (Shapiro, 2018).

In the course of the study of personnel policy, the main areas of work with personnel in Saparzhay-Astana LLP were noted, and the features of implementing the goals of personnel policy were identified. The analysis showed that not all goals in the field of personnel management of the organization are achieved, since a number of shortcomings can be identified in the personnel policy of the organization.

The most significant problems can be identified in the implementation of the following areas of personnel policy:

1. The system of recruitment, selection, hiring and adaptation of personnel.
2. Personnel promotion system.
3. Staff motivation and incentive system.

The authors conducted a causal analysis of the identified problems:

1. The problem in the RSHAP system (recruitment, selection, hiring, adaptation of personnel) is hidden in the management function-planning. For six years, monotonous,

outdated methods of recruitment and selection of personnel have been used. This system of attracting and selecting personnel of Saparzhay-Astana LLP does not meet the modern requirements of personnel management, as in the process of attracting personnel, the organization conducts a passive policy that reduces the effectiveness of recruitment. Here there is a complete lack of planning for fundamentally new methods in the system of recruitment, selection and recruitment of personnel.

The problem in this case is hidden in all management functions. This provision includes a list of measures to familiarize the employee with the workplace, job descriptions, the organization as a whole, etc. It is absolutely not aimed at the psychological adaptation of the employee.

There is a need to plan the situation so that it is aimed at reducing the adaptation period associated with the psychological experiences of the newly arrived employee. The reason for the non-implementation of this provision in reality is also due to the unwillingness of employees to take on additional functions of a mentor. This is the result of the lack of motivation of the “mentors”. There is a need to develop and implement additional measures to encourage mentoring. Performing a causal analysis of the problem in the adaptation system, the authors noted that there is a certain control process, but it does not include an assessment of the activities of the mentors themselves.

2. The problem in the personnel promotion system is related to the lack of guarantees of taking office from the moment of enrollment in the personnel reserve for three years. There are two well-planned methods of personnel promotion: substitution and workload; there are clear criteria for selecting employees in the personnel reserve; work is organized on recruiting and drawing up a reserve; employees included in the reserve are certainly highly motivated, as a certain degree of trust is expressed, and there is an opportunity to take a managerial position in the near future. However, the employees who found themselves in the personnel reserve do not have plans for further growth in the next three years. In rare cases, they are given the opportunity to replace

the direct manager, and the scope of authority that the acting manager can assume is quite narrow. Since the work with the personnel reserve is of a long-term nature with a duration of three years, there is a need to make changes in the planning area and reduce this period to two years. This allows employees to make further plans if they are not accepted for a managerial position and reduces the sometimes useless waiting time (Batova, Vasyukhin, Pavlova & Sazhneva, 2010).

3. The problem in the system of motivation and stimulation is hidden in such a management function as planning. In the system of motivation and incentives for all employees, mainly material forms of incentives are applied, which meet only the primary needs of employees, and the needs of higher-level employees remain unsatisfied. The main method of motivation in the organization is an increase in wages. However, the constant increase in wages does not contribute to the maintenance of labor activity at the proper level, and the growth of labor productivity. The use of this method can be useful for achieving short-term increases in labor productivity. As a result, there is a certain overlap or habituation to this type of influence. In this regard, with a small amount of money, it is necessary to change the approaches to creating a system of personnel motivation in Saparzhay-Astana LLP and focus it on the social and psychological characteristics of employees [40].

3 IMPROVING THE PERSONNEL POLICY OF THE «SAPARZHAY-ASTANA» LLP

3.1 Development of recommendations for improving the personnel policy of the organization

Analysis of the degree of satisfaction of the staff with one or another side of the work activity. The analysis was carried out by a survey of employees of the organization. In the survey, the parameters of moral stimulation were voiced, which characterize the psychological, social and moral qualities of labor activity.

The results were evaluated on the following scale:

- Degree of satisfaction, Satisfaction index
- High 0.7-1.0 Medium 0.45 – 0.7 Low 0.0 – 0.45

Table 3.1 Employee satisfaction with the organization and working conditions

No	Question content	Number of satisfied responses	Percent age of satisfied responses from the total number of employees	Satisfaction Index	Degree of satisfaction
1	Are you generally satisfied with your life	57	52%	0,52	Average
2	Are you generally satisfied with your current job	63	57%	0,57	Average
3	Assessment of the staff's confidence in the future	77	70%	0,7	High

4	Assessment of the situation	68	61%	0,61	Average
5	Assessment of the attitude of employees of the organization to the conditions in which they work	84	76%	0,76	High
6	Are you satisfied with the organization of work	86	78%	0,78	Average
7	Are you satisfied with the organization of your holiday	72	65%	0,65	Average
8	Are you satisfied with the current productivity of your employees	56	51%	0,51	Average
9	The state of relations between the administration and employees	50	45%	0,45	Low
Note – Compiled by the author on the basis of data Saparzhay-Astana LLP for 2023.					

From the data in Table 3.1, it can be seen that there is a general dissatisfaction of the organization's personnel with various aspects of their work.

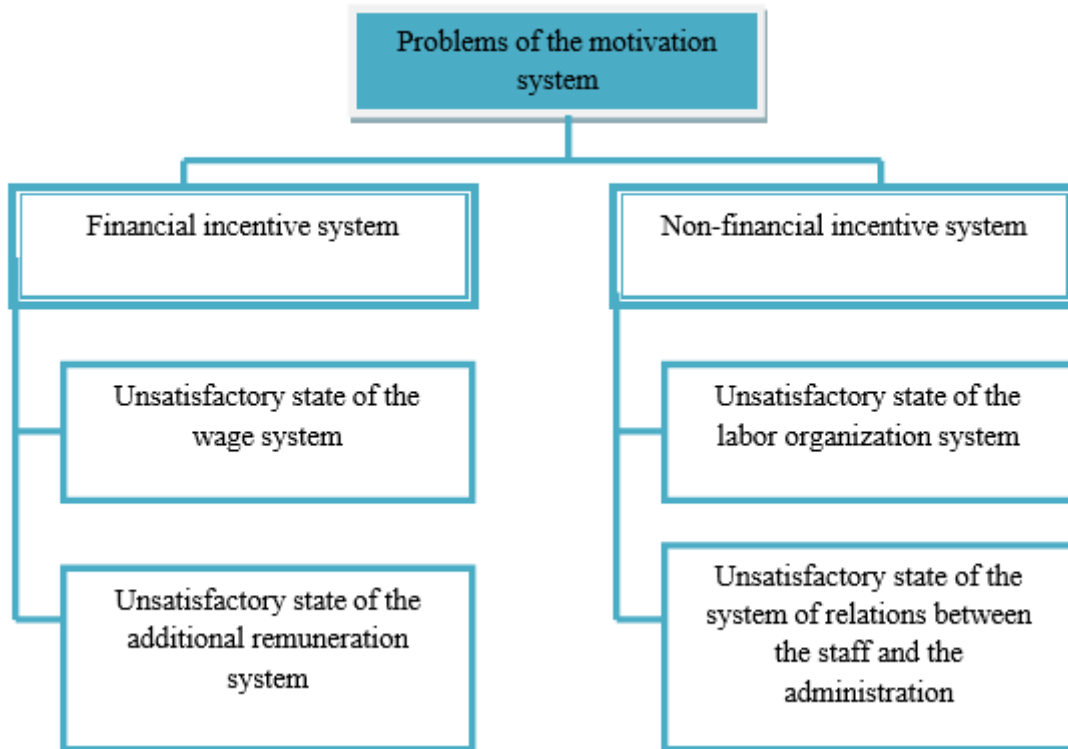
According to the results of the survey, 2 parameters correspond to a high degree of satisfaction; 6 parameters correspond to an average degree; and 1 parameter corresponds to a low degree of satisfaction.

Thus, the degree of satisfaction with the organization and working conditions at the organization is estimated as average. However, the parameters for which the degree of satisfaction is estimated as average are close to the lower limit of the index interval of the assessment and therefore can be equated to a low degree of satisfaction.

Indicators of the degree of satisfaction indicate an inefficient labor organization, an inefficient system of moral incentives and motivation for work, and the need to

improve it. In the end, we will distribute the identified problems according to the degree of significance (see Figure 3.1).

Figure 3.1 Motivation system problem tree



Note – Compiled by the author on the basis of data Saparzhay-Astana LLP

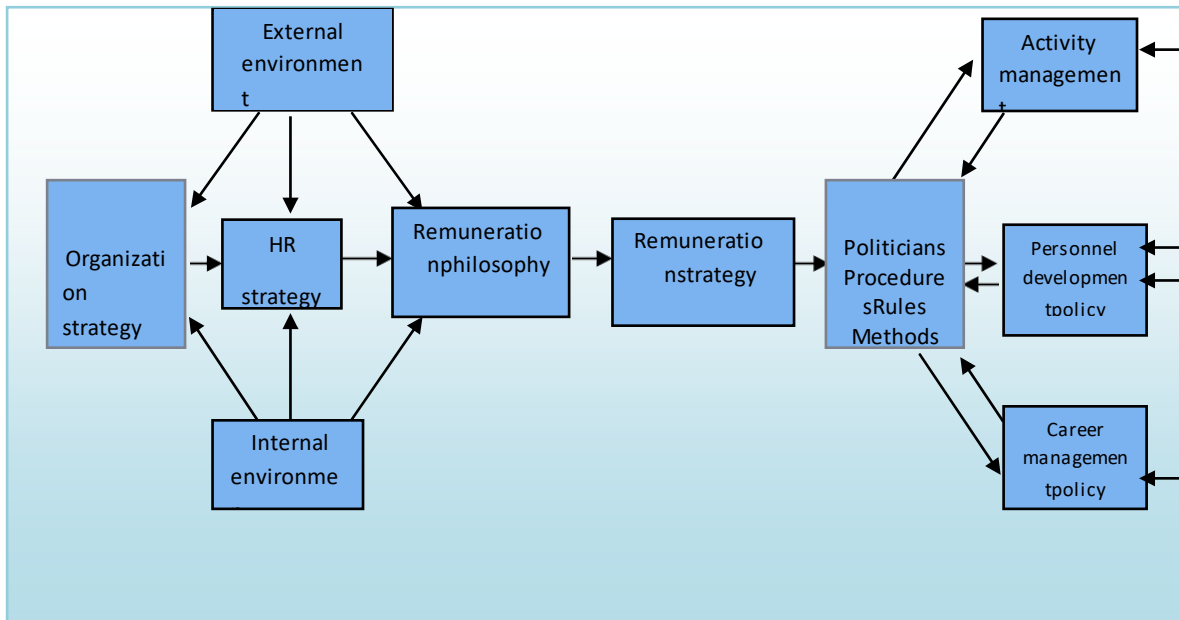
Within the framework of the problems of the motivation system, we will develop recommendations for improving the staff remuneration system. The organization must adhere to the following remuneration philosophy in its work:

- “We are willing to pay more than others to be the best in our market. High results are the appropriate reward.”
- “Create an atmosphere of recognition and promotion of innovation in order to accumulate the intellectual potential of employees”.
- “Link remuneration to the performance of the organization, departments and individual employees in order to encourage joint efforts aimed at achieving corporate goals.”
- “Employee compensation should be simple, fair, and easy to administer.”

- “Remuneration should be fair: take into account the position, performance, potential and development of the employee, as well as the situation on the labor market.”

The strategic remuneration management system is presented in Figure 3.2.

Figure 3.2 Managing strategic rewards



Note – Compiled by the author on the basis of data Saparzhay-Astana LLP

Key elements of the remuneration strategy:

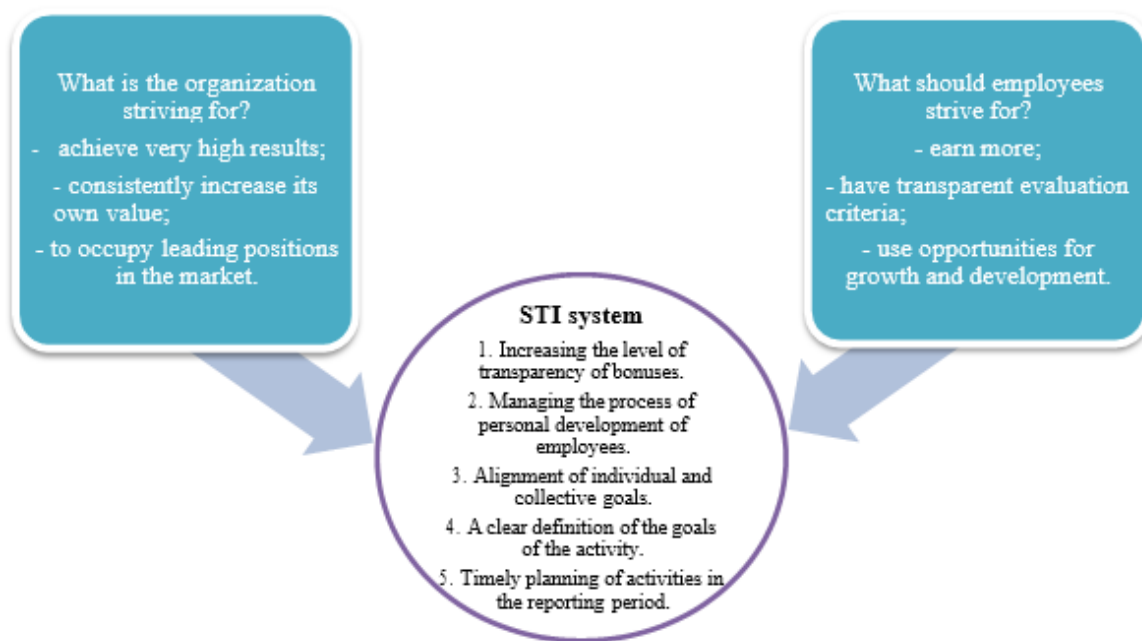
- To whom and for what will we pay? Profiling of compensation packages.

Development of the category structure and salary structure.

- How much will we pay? Determining the labor market and your position in it.
- What results do we want to promote? How will we share the risks and success with our employees? The relationship of remuneration to performance through variable remuneration.
- Benefits: what will be our distinguishing feature?
- Rules for development and revision and communication

Next, within the framework of the remuneration management system (STI), we will develop a short-term incentive program that combines the aspirations of the organization and its employees, the scheme is shown in Figure 3.3.

Figure 3.3 Short-term Incentive system



Note – Compiled by the author on the basis of data Saparzhay-Astana LLP

Also, the organization’s management is invited to introduce a new system for evaluating the work of personnel. According to this system, all positions of the Organization are divided by grades (19 grades).

The basic salary ranges are defined for each grade. (MIN-MID-MAX). The adjustment of the ranges does not entail an automatic revision of the official salaries of employees. The proposed structure of grades is presented in table 16.

The size of the elements in the total remuneration package (Base Salary and Bonus) depends on the grade of the position evaluated according to the Hei method. The configuration of the remuneration system depending on the grades of positions is uniform throughout the organization, as well as the bonus scheme (Vesnin, 2018).

Table 3.2 Proposed Grade Structure

rank	Transportation department	Chief engineer				
19	Sales Director	Chief Marketing Officer	Head of Logistics Service	Business Planning Director	CFO	IT manager
18	Sales Manager					
17						Business Systems Implementation Manager
16					Senior Financial Analyst	
15		Analyst Marketer	Senior logistician		CFO	Senior developer
Note – Compiled by the author on the basis of the Hei method (Vesnin, 2018)						

The main principle of the Hay system is the ability to” bring “ the official salaries of employees who are fully qualified and meet all the requirements of the position to the middle of the range. It is allowed to hire new employees for a probationary period with a salary below the minimum range, while the deviation from the minimum range of such an employee should not be less than 20% (Fig. 3.4).

Changes in the employee’s salary within the range are usually made annually after adjusting the ranges based on market analysis and performance evaluation. If the employee’s salary is at the maximum of the range, then he can be paid a one-time

(transitional) bonus. The amount of all increases should not exceed the approved salary review fund (Glazov, 2018).

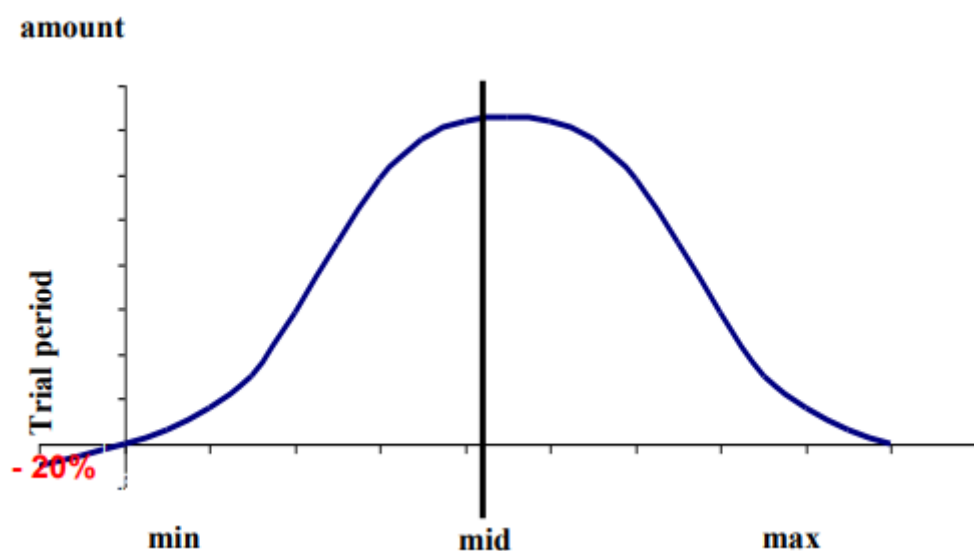
The salary revision is based on 2 factors:

1. The results of the employee's work (performance of personal KPIs).
2. The position of the salary in the range.

At the time of the review, the employee must have worked in the organization as a full-time employee for at least six months. The revision of the official salary within one grade is made once a year – in April. If the current salary is higher than 125% of the median of the established salary range, the salary increase is not made. Successful employees are encouraged to pay a transition bonus of:

- 5% of the annual salary when performing personal KPIs at the maximum level (131-150);
- 3% of the annual salary when performing personal KPIs at a level above the goal (110 -130);

Figure 3.4 Determination of the employee's official salary according to the methodology



Note – Compiled by the author on the basis of the Hei method (Vesnin, 2018)

The HR Department calculates the “pool” for salary increases (based on the previously approved revision parameters) and provides information to the heads of structural divisions responsible for budgets. The heads of departments make the final decision on the salary increase for each employee.

The salary revision matrix is presented in Table 3.3.

Table 3.3 Salary revision matrix

Relative salary (ratio of the established salary to the median of the new range)		Quality of work (fulfillment of personal KPIs)			
		Below target <100	Target 100-109	Above target 110-130	Maximum 131-150
111-125	Above the median, approaching the maximum	0%	0%	3%	5%
95-110	Median	0%	3%	5%	7%
81-94	Below the median of the range	0%	5%	7%	10%
<80	Approaching the minimum range	0%	7%	9%	13%
Note – Compiled by the author on the basis of data (Glazov, 2018).					

When transferring to another position, the employee’s official salary is reviewed:

Grade “ + “ – As a rule, the salary changes in a big way, while the recommended amount of increase is 10-15% (taking into account the change in the bonus%).

Grade “ = “ – The salary may change (+ and -), or it may remain unchanged. Grade “ - “ – As a rule, the salary changes in a smaller direction.

When moving an employee to another position, the grade of the new position, as a rule, cannot differ from the previously established one by more than 2 grades.

Advantages of using the grading structure:

1. Relative ease of construction:
 - Versatility;
 - Changes in the positioning of positions when they are changed.
2. Clear criteria for positions belonging to a certain grade:
 - Transparency of the remuneration system;
 - Communication to employees;
 - Assistance in determining the career development of employees;
 - Possibility of cross-functional comparison of positions.
3. Simplify the administration of the payroll:

Reduce labor intensity and labor costs.

4. Increasing attractiveness for strategic partners and investors:
 - Transparency of the remuneration system;
 - Effective corporate governance system.

Thus, the proposed assessment of the employees according to the grading system will allow you to clearly see and analyze the work of each employee, which will allow you to vary the salary they receive depending on their personal contribution and will have a positive impact on the work of the entire organization. It's also needed to introduce the practice of concluding contracts with employees who are in the reserve. They describe the conditions for career development and planning, as well as the responsibilities of the parties (Vissema, 2016).

Since the number of employees in the organization is significant, the points matrix will be divided into two: one for management and engineering employees, the other for workers. The results of the calculation for management and engineering workers are presented in Table 18.

Table 3.4 Saparzhay-Astana LLP score matrix for management and engineering employees

Critical Factors	Levels			
	minimum	low	medium	high
1. Degree of specialization:				
Homogeneous highly specialized;	10	20	30	40
Diverse in separate sections of a certain area;	15	30	45	60
Diverse across the entire range of tasks of the unit	25	50	75	100
2. Degree of independence of work performance:				
Performance of work: under the direct supervision of the chief;	20	40	60	80
In full accordance with the instructions or under general guidance;	28	56	85	115
Completely on my own	40	80	120	160
3. Degree of responsibility:				
Responsibility: only for their own work;	28	54	68	90
For the work of the group	48	96	120	160
For the entire team of the unit	60	120	150	200
4. Degree of novelty:				
Work: regularly (during the quarter) repeated;	28	55	85	120
Irregularly repeated;	42	85	125	180
Newly started	70	140	210	300
5. Degree of creativity:				

Labor: technical;	45	90	135	180
Formally logical;	65	125	190	250
Creative	90	180	270	360
Total				1960
Note – Compiled by the author on the basis of data Saparzhay-Astana LLP for 2023.				

The results of the calculation for workers are presented in Table 3.5.

Table 3.5 Matrix of workers' points in Saparzhay-Astana LLP

Critical Factors	Levels			
	minimum	low	medium	high
5. Physical activity: labor Simple manual; Mechanical; Automated	5 6 13	5 9 25	8 12 37	10 15 50
2. Mental stress: Labor Technical; Formally logical; Creative	5 7 20	7 10 35	13 15 50	13 20 65
3. Skills and dexterity: Owns only basic operations; Fluent in all operations	8 30	12 60	20 90	25 120
4. Skills training vocational training, work experience: Has only the basics of prof. knowledge; There is enough knowledge for the work performed,	10 13	18 23	27 35	36 45

but the margin is insignificant; Fluent in the profession	45	90	135	180
5.Environmental Impact: Working condition: good; Satisfactory; Unsatisfactory	12 17 55	22 33 110	35 50 165	45 67 220
6. Labor productivity and labor quality: Low Average High Very high	23 38 48 75	45 75 90 150	66 110 135 220	87 145 175 290
Total				1725
Note – Compiled by the author on the basis of data Saparzhay-Astana LLP for 2023.				

Based on the score matrix, we will develop a factor-critical model for assessing the complexity of the work. This model will also be divided into two: for management and engineering workers and for workers. This model will allow you to determine the complexity factor of the work.

The results are presented in Table 3.6.

Table 3.6 Grid of pay ratios for employees of different qualification groups (K) of Saparzhay-Astana LLP.

Rank	Employee qualification groups					
	1	2	3	4	5	6
	0,5-0,59	0,55-0,67	0,65-0,78	0,75-0,84	0,88-1,32	1,28-1,60

values	Kav=0,54	Kav =0,61	Kav =0,715	Kav =0,79	Kav =1,10	Kav =1,44
1	X	X				
2		X	X			
3			X	X		
4				X	X	
5					X	X
6						X

Note – Compiled by the author on the basis of data (Vikhansky & Naumov, 2016)

Based on the obtained tables, a grid of ratios in the remuneration of employees of Saparzhay-Astana LLP is compiled by multiplying the weight of the factor by its significance. The grid range is designed in such a way that employees strive to improve their productivity and quality of work, their professionalism.

The constructed assessment model shows the relationship between the personal contribution of employees and their responsibility to work, which directly affects their earnings, since the performance of a particular job includes them in a certain “fork” of wage ratios (Vikhansky & Naumov, 2016).

Thus, this system of labor motivation allows you to put the earnings of employees of the organization depending on their personal labor contribution to the results of work, attitude to work, and on the results of financial and economic activities of the entire organization.

3.2 Rationale for the proposed measures to improve the personnel policy of the organization

The personnel policy proposed by the authors of this work is developed on the basis of the current policy, and has no significant changes.

The authors suggest correcting the goals of the personnel policy, and focusing it on the “rejuvenation “ of the staff. The authors propose to keep the system of intra-company education the same. This system is the strength of the personnel policy and is being implemented successfully.

As for the adjustments to the education system, the authors believe that it is impossible to reduce the financial resources allocated for staff training. The cost of staff development and retraining is an investment in the future. It is more profitable to train the staff than to pay for their ignorance and mistakes (Glukhov, 2018).

To date, the authors suggest that in addition to standard teaching methods, more and more relevant teaching methods should be used, such as:

- trainings, through which employees have time to adapt to changing and increasing requirements;
- business games that allow you to mobilize the internal potential of a person and simulate the solution of managerial problems in a game situation;
- analysis of practical situations that allow us to reflect the features and specifics of the organization in the training of employees (Gromova & Latfullina, 2017).

Such training methods do not entail large financial costs.

To increase the effectiveness of the system of incentives and motivation of personnel, the authors suggest the active use of non-monetary methods of incentives and motivation.

Social benefits are a special form of employee participation in the economic success of the organization. A well-built non-material motivation in organization is almost a paradise on earth.

The introduction of a new motivation system will motivate the organization’s employees to achieve higher work results, foster their commitment to the organization, and contribute to the formation of a corporate culture (Guseva, 2018).

When forming the personnel reserve, it is proposed to reduce the time spent in the personnel reserve from three to two years. Since the work with the personnel reserve is of a long-term nature with a duration of three years, there is a need to make changes in the planning area and reduce this period to two years. This allows employees to make further plans if they are not accepted for a managerial position and reduces sometimes the useless waiting time.

In the process of analyzing the system of adaptation of newly hired employees, it was revealed that mentoring is not so actively developed in the practice of the organization and is only formal. Senior, experienced professionals are not interested in transferring their experience to young professionals. Among experienced professionals, there is a fear of competitiveness and, as a result, the loss of their position. As a result, young professionals have to independently master the specifics of their activities, through their own trial and error, which negatively affects the results of their activities (Diesel & Ranyan, 2015).

The regulation on mentoring young professionals is an integral and indispensable part of the work on the adaptation of employees. This provision is intended to ensure a faster entry of young workers into the socio-economic and production conditions of the organization. The Regulation is also aimed at the introduction and development of the mentoring system, as one of the priority areas in the personnel management system (Zaitsev, 2017).

The introduction of the Regulation on Mentoring Newly Hired Employees into the practice of personnel management will allow:

- make the process of adapting newly hired employees to the organization as short and painless as possible (reducing the feeling of discomfort in newly hired employees);
- create a realistic and positive attitude to the organization;
- adjust the behavior of the accepted employees in accordance with the rules and regulations in force at the organization;

- reduce the costs associated with the time it takes for new employees to achieve the required performance indicators.

The lack of an effective system of adaptation of newly hired employees leads to:

- low adaptability of newly hired employees to socio-economic and production conditions;
- increase in the time spent by the direct manager and employees of the department;
- increasing the time of getting used to the profession;
- an increase in the initial socio-psychological and material costs of newly hired employees (Zaitsev, 2018).

The consequences of the low efficiency of the system of adaptation of newly hired employees can be:

- aging of the organization's staff, due to high turnover among young professionals;
- increase in time and financial costs for attracting and retaining young specialists at the organization;
- the emergence of conflict situations between the older and younger generations;
- a decrease in the level of quantitative indicators of labor (non-compliance with labor standards, a decrease in the quality of products, the appearance of violations in the rhythm of work, a decrease in the level of qualifications, the level of labor discipline, etc.);
- a weakening of cultural traditions and values of the organization due to weak interaction between the older and younger generations (Zakharova, 2018).

It is assumed that the implementation of the proposed measures will help to improve the effectiveness of personnel policy, will make it possible to more effectively manage personnel in a crisis. The documents proposed by the authors will minimize time costs,

which will lead to an increase in the level of productivity of the organization's managers.

Authors believe that it is necessary to develop an action plan to attract young specialists to the organization, which will provide for the creation of a commission for the selection of students, the development of a program for the practical development of selected professions during the period of educational practice. Thus, the early identification of students who want to work after graduation from the university in the organization in this specialty, purposeful educational work with them, practice in the services of the organization will improve the personnel policy of the organization.

Authors consider it necessary to note that for a more successful work of the personnel assessment system, the use of innovative methods is required, in particular, testing using a computer and, accordingly, the acquisition of the necessary equipment, professional and psychological tests, as well as the addition of specialists who were involved in it would be just this question (Ilysheva & Krylov, 2011).

Taking into account and analyzing the shortcomings in the certification of the past years, this area of work should be improved. It is necessary to develop assessment criteria:

- according to the results of work achieved in the performance of official duties. Quantitative and qualitative performance indicators. These indicators are described in the certification methods specially developed for a specific position;
- by the level of development of corporate and professional competence of the employee.

The planned certification has the following goals:

- determination of the effectiveness of the performance, by employees of their official duties, including the achievement of key indicators for this position and the implementation of the goals of their unit;
- development of a system for the promotion and movement of employees;

- changing the system of motivation and incentives for personnel, the system of its training and development.

The results of certification should directly affect the size of the official salary and the status of the employee in the organization. Based on the results of certification, the organization has the right to assign or change (increase or decrease) the quality of the employee and the qualification group included in it, enroll in the reserve for filling higher positions, submit for transfer to a higher or lower position, submit the employee for dismissal from the organization, perform other reshuffle of employees. According to the results of certification, an employee can be assigned a qualification from 1 to the highest, with a qualification group included in it (Atamanchuk, 2012).

The qualification and qualification group should be assigned to the employee based on the analysis of the effectiveness and efficiency of his work (achieved results and statistics) for the last 3 months of work, taking into account the existing education and qualifications confirmed by diplomas, certificates, certificates of educational institutions and independent state certification and licensing commissions. The qualification group of an employee can be either raised or lowered (Baskakov, 2004).

Certification is designed to:

- encourage the employee to clearly perform their duties in full and achieve key performance indicators for the position held;
- satisfy the legitimate curiosity of the employee about the opinion of the organization and direct managers about the quality of his work;
- provide a clear basis for further career decisions in relation to the employee.

Employees are subject to mandatory certification in the cases provided for by individual laws. Voluntary certification is carried out at the discretion (decision) of the administration in order to optimize personnel management, and therefore to improve the efficiency and sustainability of the business.

Certification is one of the most common forms of evaluating the work of personnel, or rather, the compliance of the position.

The regular procedure for assessing the business and personal qualities of employees, their performance indicators imply the use of these results in order to improve the selection and placement of personnel, constantly encouraging employees to improve their skills, improve the quality and efficiency of work. The efficiency of an organization's work is generally based on the efficiency of using all organizational resources, including the potential of each employee.

There are a wide range of types and methods of certification, each of which has its own advantages and disadvantages. Consider the most common ones in Table 3.8.

Conducting certification activities contributes to the development of the organization as a whole and is an objective basis for the manager to make decisions on key issues of personnel management. Remuneration, promotion, and dismissal require a clear definition of the contribution of each employee to the development of the organization, compliance with the requirements of the position and expected results (Galenko, Strakhova & Faibushevich, 2018).

Evaluation of personnel by means of certification makes it possible to identify gaps in the competencies of each employee and the organization as a whole, and plan measures to eliminate them. Also, the certification of employees allows you to identify their weak and strong professional qualities, and growth potential. It gives certainty in career planning, formation of a personnel reserve, reduces the risk of losses from human factors, during the preparation of certification activities, the criteria by which an employee will be evaluated are necessarily formulated – this is how the organization determines key requirements and professional priorities for itself. By including the team in the certification process, you set the “model” of professional standards you need (Genkin, 2012).

Table 3.7 Methods of certification of organization personnel

Basic methods	Who evaluates what	Comments
Standard grades	Immediate supervisor on a standard scale in a special form certain aspects of the candidate's work	<p>+ simplicity, availability, small time and material costs</p> <p>- high subjectivity and one-sidedness, the professional specificity of the work of each employee is not taken into account</p>
Comparative	<p>The manager ranks employees by comparing one to the other. "Lines up" in a conditional chain</p> <p>- from the best to the worst according to the results of work. Categorizes into groups – for example, top 10%, worst 10%, etc.</p>	<p>+ simplicity, availability, small time and material costs</p> <p>- one-sidedness, approximation, rigidity of the form can provoke conflicts between employees</p>
360°	<p>The immediate manager, colleagues, subordinates, the assessed person fill out the same form for the employee.</p> <p>The result is a comprehensive assessment</p>	<p>+ increasing the objectivity of the assessment, the employee's potential is assessed</p> <p>- time costs, when expanding the composition of evaluators, conflicts are possible</p>
	Group of external and internal experts Used in the	+ increasing the objectivity of the assessment due to the work of a

Assessment Centre	assessment. Selection, promotion	group of experts
	Includes include individual and group tasks: case study analysis, situation modeling, business games, problem solving, discussions, etc.	+ allows you to objectively assess the intellectual abilities and business qualities of employees,
		+ increasing the managerial competence of managers participating as experts (the skill of observation, assessment, feedback) - time-consuming (the program lasts from one to three days), professional experts are required who know the techniques of observing and analyzing behavior.
Note – Compiled by the author on the basis of data (Genkin, 2012)		

Feedback on the results of certification, brings clarity to the mutual expectations of the employee and the manager, clearly defines the professional, career and material prospects of the employee motivates to adjust their actions in the workplace and achieve increased productivity.

Based on the priority competencies of employees for the organization, the requirements for candidates in the search and selection for work for this organization are determined. Clarity in the question “who do we need?” – saves time and money for employers, reduces the negative effects of the adaptation period (Gerchikova, 2012).

A mandatory certification procedure is a final interview, during which the results of the certification are discussed from the point of view of the evaluators and the person

who was evaluated. The reasons for the discrepancy are clarified, if any, and each employee is given recommendations on how to improve the indicators. As a rule, according to the results of the evaluation, all employees can be divided into three groups:

- 1) those who received a negative rating;
- 2) those who received a positive assessment;
- 3) professionals in their field. Consider each group.

Negatively rated-it is necessary to find out the reasons for the existing problems. It is one thing if a person cannot perform the duties that are assigned to him due to a lack of some knowledge. Another thing is if a person does not want to fulfill them. Only based on the results of the interview, you can draw conclusions about whether to send a person to training or transfer to another department, to another position, or part with him.

Positive assessment-it is important to determine the threshold of “incompetence” of such employees, their development resources, and the desire to increase their competence further. The result of the interview based on the results of the certification with positively evaluated employees should be the determination of their potential and conditions for its implementation, the preparation of an individual training and career plan (Yanovskaya, 2014).

Professionals in their field-usually after certification, such employees are simply praised. As a result, they have the impression that perfection and the “limit” of competence are “just around the corner”. It is dangerous to lose interest in work, and as a result, to find other employers. In order not to lose highly professional specialists, at the interview based on the results of the certification, it is necessary to determine together with them the further steps of their growth: mentoring, project management, a new career or financial step, etc. (see Table 3.8)

Conducting certification in order to assess the potential of the organization's personnel more fully complies with the principles of strategic management of the organization's personnel potential, namely (Potemkin, 2019):

- 1) meeting the interests of management through the implementation of a strategic approach consistent with the organization's strategy;

Table 3.8 Values of the working time fund utilization factor

Coefficient value	Conclusions	Recommendations
from 0 to 0.3	The employee takes little part in the work of the organization, uses little working time.	It is necessary to decide whether this employee of the organization is needed, if "yes", then it is necessary to increase his participation in the work of the organization, if "no" – to dismiss.
From 0.31 to 0.6	Staff standard	Depending on the category of the employee and the interests of the organization's management, to increase the employee's participation in the affairs of the organization, or vice versa.
From 0.61 to 1	High level of participation in the activities of the organization	It is necessary to assess the professional qualities of an employee, raise him in position or expand the circle of competence.
From 1 and above	An employee works in excess of the norm	It is necessary to assess the professional qualities of an employee, raise him in position or expand the

		circle of competence.
Note – Compiled by the author on the basis of data (Potemkin, 2019)		

- 2) creating additional value through human resource development and performance management;
- 3) meeting the need for a strong corporate culture, expressed in the mission and values of the organization and supported by the processes of communication, training and performance management.
- 4) evaluation of the employee's performance-is carried out using a point assessment of the employee's work, an example of a table for evaluation is presented in Table 3.9.

Table 3.9 Performance indicators of specialists and workers

Indicator	Score in points
5) Execution of the assigned work (does the employee cope with the assigned work in accordance with the job description and the requirements of the manager, does the workplace meet corporate requirements: cleanliness, order of displaying goods, availability of price tags, etc.):	
1.1) Does not conscientiously treat his functional duties, does not respond to the remarks of the head. The number of misconduct is more than 1	0
1.2) The number of official violations during the month – 1	1
1.3) Treats work in good faith, fully fulfills his duties. No complaints within a month	2

2) The quality of interaction with other employees (friendly, welcoming):	
2.1) the presence of comments and complaints from other employees to the head of the department	0
2.2) the presence of comments and complaints from other employees during the current month in the amount of 1	1
2.3) with other employees is polite, friendly, attentive to their needs. Nocomplaints within a month	2
3) Participation in corporate training (interns, seminars, mentoring, etc.).	
3.1) Failure to pass the examination in production techniques. Non-application of the knowledge gained in practice. The number of comments is more than 1	0
3.2) Trainee. Lack of training, trainees, mentoring	1
3.3) He is well versed in the subject of his activity, has a high level of development of professional skills. Training of trainees, conducting seminars, mentoring in production techniques, product knowledge	2
4) Compliance with labor discipline, corporate work standards, internal regulations.	
4.1) Periodically late for work, leaves the workplace without the permission of the immediate supervisor, cases of absence from work for no good reason, the appearance does not meet corporate standards. The number of comments is more than 1	0

4.2) 1 comment within a month on labor discipline, compliance with corporate standards, internal regulations	1
4.3) Observes labor discipline in accordance with corporate requirements, there are no absences from work without a good reason, no comments on appearance. Compliance with technological instructions	2
Note – Compiled by the author on the basis of data Saparzhay-Astana LLP for 2023.	

The total number of points determines the size of the individual coefficient of the employee's work efficiency. The values of the employee coefficients are presented in Table 3.10.

Table 3.10 Data for evaluating the individual employee coefficient

Number of points	Coefficient	Conclusions
0 to 3	0.7	Consider firing an employee
4 to 6	0.85	The indicator of “norms” for an employee
7 to 8	1,2	High-quality performance of additional functions that are not part of official duties. Include in the list of staff providing training for interns. If the indicator is kept for 3 months, it is possible to include in the personnel reserve for the vacancy “senior specialist”, for example, senior economist, senior welder.
Note – Compiled by the author on the basis of data (Potemkin, 2019)		

5) self-assessment of the employee’s own effectiveness-is conducted using a questionnaire. The survey is conducted by a third-party specialist, so as not to cause embarrassment to the interviewee.

The employee should be asked to rate their work on a 5-point scale, where 1 point corresponds to the lowest value, i.e. unsatisfactory performance of duties, and 5 points – excellent performance of duties. At the end of the survey, the number of points given by the employee is summed up. The maximum number of points possible in the questionnaire is 160, the minimum is 32.

Table 3.11 Employee performance self-assessment coefficients

Self-assessment coefficient value	Conclusions
0 to 0.3	An employee gives a low rating to the quality of his work. It is necessary to hire this employee, whether the organization needs him, is it not worth firing him.
0.31 to 0.60	The indicator of the “norm” for the employee.
0.61 to 1	High-quality performance of work, consider the candidacy of an employee in order to increase or expand official powers. The potential of such an employee is not fully used, there are reserves for development.
Note – Compiled by the author on the basis of data (Rampersad, 2005)	

The number of points obtained during the self-assessment should be divided by the maximum number of points, for example, an accountant estimated his own work by 112 points in total, divide this amount by 160 points and get the coefficient of self-assessment of the effectiveness of the specialist:

$$K_{csa} = \frac{A_p}{M_p} = \frac{112}{160} = 0,7 \quad (1)$$

where:

K_{csa} – coefficient of self-assessment of the effectiveness of the specialist, A_p – the amount of points according to the questionnaire, M_p – the maximum number of points (160 points).

For our example, the coefficient was 0.7.

Table 25 presents the conclusions depending on the value of the coefficient of self-assessment of the employee's performance.

After completing the self-assessment questionnaire of the employee's performance, we summarize the coefficients obtained in the course of the three assessments and obtain the integral coefficient of the employee's strategic potential:

$$K_{int} = K_{util} + K_{ind} + K_{csa} \quad (2)$$

K_{int} – integral coefficient of the employee's strategic potential, K_{util} – working time fund utilization rate,

K_{ind} – individual coefficient of employee performance,

K_{csa} – the coefficient of self-assessment of the effectiveness of the specialist The maximum value of the integral coefficient of strategic potential is 3, and the minimum value is zero.

Conclusions for different values of the integral coefficient of the employee's strategic potential are presented in Table 3.12.

The advantages of the proposed evaluation system are that as a result of the three evaluation stages, the management of the organization receives an objective assessment of the potential of the staff in terms of the result, the fulfillment of labor requirements in the organization, as well as an independent assessment of their actions from the

employee. This will allow the organization's management to see what kind of people work in the organization, whether they have the potential for development, whether they have the desire to work productively, whether they pay enough attention to the work or pursue only their own goals.

Table 3.12 Values of the integral coefficient of the strategic potential of the employee of the organization

Integral coefficient value	Conclusions
0 to 1.5	Poor quality of work, it is necessary either to increase the level of work efficiency, or to fire the employee.
1.51 to 2.5	Normal level of performance. Further training is required, the employee is suitable for the formation of a personnel reserve of reliable specialists, junior managers.
2.5 to 3	High-quality performance of work, consider the candidacy of an employee in order to increase or expand official powers. The potential of such an employee is not fully used, there are reserves for development.
Note – Compiled by the author on the basis of data (Khrutsky & Tolmachev, 2004)	

This technique can be applied both to one specialist and to a group. For the group, it is recommended to calculate the average coefficients and use them to draw conclusions about the overall strategic potential of the personnel in the organization. The disadvantage of the methodology is that it is necessary to involve a third-party specialist to conduct the assessment, preferably in the field of personnel management and evaluation or a psychologist, which brings additional costs.

This assessment methodology is recommended to be carried out annually, preferably at the end of the working year, in order to summarize the total work activity of the staff.

We will analyze the integral coefficient of the strategic potential of the organization's personnel, for this we will calculate it in Table 3.13.

Table 3.13 – Results of the assessment of the strategic potential of the personnel of Saparzhay-Astana LLP

Indicator	Indicator value	Conclusions and recommendations
Working time fund utilization rate	0.97	The indicator is higher than the standard value, the working time fund is used efficiently.
Individual coefficient of personnel performance	0.97	The indicator is higher than the normative, the staff effectively performs their work duties.
Self-assessment coefficient of personnel performance	0.86	The indicator is higher than the standard value, the staff evaluates their own work commensurate with the effort spent.
Integral coefficient	2.79	The indicator is higher than the standard. In general, the personnel of the organization has a high strategic potential that needs to be developed.
Note – Compiled by the author on the basis of data (Khrutsky & Tolmachev, 2004)		

The integral coefficient of the strategic potential of the personnel is higher than the standard value, which means that the personnel of the organization effectively performs their work duties and is ready to work for the benefit of the organization (Gerasimov, Chumak & Yakovleva, 2017).

Due to the fact that the results of the analysis are presented in tabular form, it is easy to identify employees whose potential needs to be developed.

The coefficients of the use of the working time fund of these employees are from 0.98 to 1, these specialists are most engaged in the activities of the organization. For these specialists, we recommend promotion, expansion of job responsibilities, additional training, which will contribute to career growth. Since these specialists make a lot of effort at work, their expectations from work should be tried to justify, it is necessary to maintain the constant interest of these employees to work in the organization.

There are employees in the organization, the coefficients of using the working time fund of which are relatively lower than the specialists listed above. These specialists include: two mechanics of the 2nd category. The coefficients of using the working time fund of these employees are 0.92 and 0.93, respectively. Although these indicators are higher than the standard, they are relatively lower than the indicators of the use of the working time fund of other employees. Therefore, it is necessary to find out the reasons for such a relatively low use of the working time fund and eliminate them.

The maximum values of the work efficiency coefficients were obtained by such specialists as the general director, the head of the sales department, the senior manager, the sales department manager, the head of the general service, three shop foremen, two mechanics of the 1st category, the specialist of the customer relations department, the secretary, the accountant, the head of the spare parts department, the administrator. Candidates of these specialists should be considered in the case of promotion, mentoring, filling vacant positions in the organization.

All other specialists of the organization have performance coefficients within the normal range.

The maximum values of the self-assessment coefficients of the staff of their own work are observed in the following specialists: senior manager, mechanic of the 1st category. These specialists should be considered as candidates for certification and promotion, mentoring. They highly appreciate their contribution to the organization's activities. It is necessary to maintain interest in the work of these specialists (Savitskaya, 2019).

In turn, maintaining the creative potential of employees requires certain organizational solutions, the search and implementation of which is an important task of human resource management. Among the methods of creating and maintaining an atmosphere of creativity and cooperation in the organization are (Kibanov, 2014):

- involvement of employees in the work of setting goals and developing business strategies,
- delegation of responsibility and release of employees from petty guardianship, accurate dosage of the level of complexity of the tasks proposed for solution, in accordance with the capabilities of employees,
- feedback about the work of employees and recognition of their success,
- fair nature of remuneration based on the results of work,
- use of a wide range of incentives that motivate you to work,
- rationalization and technologization of routine work (including using the capabilities of modern information technologies),
- special organization of creative discussions and seminars, brainstorming sessions, quality circles and other events that require creative teamwork,
- attention to personal qualities, successes, peculiarities, and circumstances of employees' lives,

- care for the professional and personal development of employees.

The question of human resource management is faced with a number of counteracting factors. Managers often do not consider the state of things with the staff as a situation that needs to be dealt with systematically, continuing to move in the logic of a comic search for “key figures”. In addition, most often, there are no people who could seriously take up the systematic organization of work with personnel. All this is a result and an indicator of the state of affairs in the management.

One of the difficulties encountered when using management tools and technologies developed in two areas of management is due to the fact that management contains a number of specific characteristics that fundamentally distinguish it from production management and business. Here, first of all, these tools and technologies are developed. In order to use them in management, they must undergo a major adaptation, often, in fact, means developing them anew.

In the modern theory and practice of management, there is a fairly diverse set of tools that allow you to develop and manage the organization’s human resources. On this basis, different approaches to the construction of work programs for human resource management can be implemented. The question of organizing this work is a question of precisely setting goals, forming strategies and work programs, and sequencing their implementation (Yanovskaya, 2004).

In general, there are four main horizons in the structure of human resource management work:

- 1) information and analytical support of work: maintenance of documentation and databases related to the available human potential in the organization and beyond;
- 2) work aimed at reproducing the activities of the department: recruitment, evaluation of labor results, personnel certification, career planning of employees, work with the personnel reserve;

3) work aimed at the development of the department's activities: human resources planning, staffing, recruitment, motivation and remuneration, organization of professional development and retraining, formation and development of organizational culture;

4) work aimed at providing specific development programs and projects: specialized personnel development programs for solving tasks related to specific programs and projects, personnel recruitment, motivation and remuneration, organization of professional development and specialized personnel development activities.

The development of a work program (understood as a tool for organizing managerial work, and not as a volume of bound paper standing on a bookshelf) is always a creative process that requires independent goal-setting and independent work. The general principles of activity programming and the logic of strategic planning require the implementation of the following cycle of work: the formation of the main tasks, principles and goals of human resources management within the framework of the strategy of the organization as a whole; analysis of the situation, identification of sets of tasks that must be solved in order to achieve the set goals, assessment of the possibility of solving them, identification of difficulties and problems; formation of a set of work tasks, development of local programs and projects, work planning.

At the same time, it is important to accurately answer the question about the subjects who will perform this or that fragment of the overall work. Organizationally, the central part of the work should be in the hands of the personnel management service, but the work should be built as a systemic whole, including all levels and divisions of the management system (Khrutsky & Tolmachev, 2004).

A special element of the organization of human resource management is the professional training of specialists who could perform this work. This puts on the agenda the issue of specialized professional development and retraining programs that are purposefully focused on the development of human resources services.

Based on the above, it can be concluded that the personnel policy of the LLP should be built in accordance with the priority positions of strategic management, which require:

- the priority of working with basic, system-forming processes and problems before solving current problems,
- the need to turn to non-traditional management resources,
- the need for strict interconnection of individual management decisions within a single system of management activities,
- construction of individual actions with accurate recording of their chronotype and expected results.

Thus, the use of a new system for assessing the strategic potential of the organization's personnel allowed us to identify the most active specialists, as well as those specialists who need to pay special attention to the management. Specialists with indicators that are relatively lower than those of other employees need to be additionally motivated to work successfully, to achieve great results.

CONCLUSION

This work is devoted to the study of the personnel policy of the organization and the development of measures to improve it, LLP “Saparzhay-Astana”.

The analysis of the personnel management system made it possible to draw a number of conclusions:

1. In the organization, personnel processes are practically not regulated, the whole process of personnel workflow is reduced to standard procedures regulated by law, there is no provision on hiring, on personnel assessment.
2. The strength of the personnel policy is the availability and actual use of the personnel planning system, which allows to optimize and to use efficiently labor resources. The system for planning the organization’s staffing needs is working smoothly. The existing of small deviations from the plan is acceptable.

The second strong point of the personnel policy is the presence of a corporate culture, the “Gold Fund of Workers”, the “Code of Ethics” of the Partnership. Proceeding from this, the authors suggest the organization to keep the positive aspects in the implementation of personnel policy. Move in the same direction, share experience with other organizations.

One of the weaknesses of the personnel policy of Saparzhay-Astana LLP is the personnel promotion system, which works only until the formation of a reserve of managerial personnel. In rare cases, employees who find themselves in the personnel reserve have the opportunity to replace their immediate supervisor, while the scope of authority that an acting supervisor can assume is rather narrow.

The second weakness of the analyzed personnel policy is the system of staff motivation and incentives. The system of motivation and incentives does not take into account the motivational types of employees, therefore, regardless of the needs of the staff, mainly material forms of incentives are applied to all employees, which satisfy

only the primary needs of employees, and the needs of a higher level remain unmet. With a small amount of money, this system should be completely overhauled.

The third weakness of the analyzed personnel policy is the RSHAP system (recruitment, selection, hiring, adaptation of personnel). This system has been working smoothly over the past years. For six years, monotonous, outdated methods of recruiting and selecting personnel have been used. To eliminate the existing shortcomings, the authors conducted a cause-and-effect analysis.

3. Stability is observed only in the number of managers and in the number of specialists and the turnover among the lower levels leads to the loss of personnel “shaping the result.” An analysis of the quality of working life showed an unsatisfactory result, which suggests the personnel management system needs to be improved.

To improve the personnel policy, it is recommended to carry out the following activities:

1) Formation of a personnel reserve – effective training of future leaders, as well as the timely identification of candidates capable of working in a high position, are today the most important factor in the success of an organization in the competition.

For Saparzhay-Astana LLP, it is necessary to create two types of personnel reserve:

- direct – it includes managers – candidates who are ready to fill key positions at the moment or in the near future;

- promising – young specialists with leadership qualities, who in the future can take leading positions in the organization.

2) Material incentives – an undoubted condition for adequate motivation is a direct dependence on economic results – the achievement of planned and above-planned indicators, the completion of stages of work. Thus, the proposed assessment of the employees of the organization according to the grading system will make it possible to clearly see and analyze the work of each employee, which will allow them to

vary the wages they receive depending on their personal contribution and will have a positive effect on the work of the entire organization.

- 3) Intangible incentives – apart from cash payments, the organization attaches great importance to intangible motivation of promising specialists. Moral support, sincere interest in the personality of a specialist plays a rather significant role in the formation of employee loyalty to the organization. Even if the director of the organization is inclined to maintain a distance in relations with subordinates, he should be more attentive to valuable specialists, professionals. Informal conversations, interest shown in the opinion of an employee on certain issues, create an atmosphere of trust and respect, which is sometimes more significant than material incentives. Attention should be supported by specific actions of the authorities.
- 4) Career planning for employees – the effectiveness of professional activity is closely related to the success of a person in the profession, with his career. Career – successful advancement in a particular area (public, service, scientific, professional) activity.

Outside professional career management goals:

- effective use of the professional skills of the personnel in the interests of the business, achieving the goals and solving the problems of the organization;
- timely provision of the organization with the required number of personnel with relevant professional experience;
- creation of effective incentives for labor motivation and professional development of personnel;
- ensuring a relatively stable staff.

4. The authors believe that the proposed improved personnel policy will make it possible to adapt the work with personnel to the new conditions, taking into account the global crisis due to the pandemic, and to eliminate the existing shortcomings. The

developed draft Regulation on mentoring newly hired employees, the authors believe, will help accelerate the adaptation process of young specialists and increase the effectiveness of the participation of young specialists in the development of the organization. This provision is an integral and integral part of the work on the adaptation of workers, designed to ensure a faster entry of young specialists into the socio-economic and production conditions of the organization. Also, the Regulation is aimed at introducing and developing a mentoring system as one of the priority areas in the personnel management system. The program is designed for 2018-2020. After which it will be possible to assess its effectiveness.

As a result of the introduction of specially organized procedures for the adaptation of young specialists in LLP, it is planned to achieve the following economic results: an increase in the professional and qualification level of young specialists, a decrease in the average age of employees of the organization to 35-40 years, a decrease in the level of staff turnover, an increase in the quality of work performed. The social effect from the implementation of this project is expected in the following: creating conditions for the realization and increase of individual abilities of young specialists, achieving a degree of freedom and independence in the performance of professional activities, creating a constructive socio-psychological climate in the team.

5. As additional recommendations, we can say the following: the management of the organization needs to carry out carefully planned work to increase labor productivity. The methods can be the introduction of new, progressive technologies, production automation. In terms of work with the labor collective, it is necessary to revise the remuneration system. A recommendation in this regard can be the introduction of a flexible system of bonuses for high output, etc.

The developed system of “forks” in wages allows you to effectively determine the earnings of employees of the organization, depending on the efforts of employees themselves and their responsible attitude to work. Consequently, the new remuneration system will help the organization’s specialists to solve difficult economic and social

problems, and therefore the problems of improving the standard of living of its employees, there is no doubt: it motivates the staff in the maximum realization of physical and intellectual abilities and the growth of labor productivity.

STUDY LIMITATIONS

While this study provides valuable insights into the personnel policy of “Saparzhay-Astana” LLP and proposes strategic improvements, several limitations should be acknowledged:

Sample Size and Scope: The dissertation focused exclusively on “Saparzhay-Astana” LLP, limiting the generalizability of finding to other organizations within different industries or geographical locations. Future research could benefit from a larger and more diverse sample to enhance the external validity of the findings.

Data Collection Methods: The study relied primarily on qualitative methods, such as interviews and document analysis. While these methods allowed for in-depth exploration of organizational practices and employee perceptions, quantitative data collection techniques could have provided additional statistical rigor and triangulation of finding.

Researcher Bias: As the researcher involved in data collection and analysis, there is a potential for bias in interpreting qualitative data and drawing conclusions. Necessary efforts were applied to negate bias, however, the subjective interpretation of findings remain a limitation.

Access to Information: Access to certain confidential or sensitive organizational information remained restricted, which may have influenced and limited the depth of analysis in certain areas, such as financial incentives and specific HR policies.

Language and Cultural Context: The study was conducted in a specific cultural and linguistic context, that may have resulted in deviations within the interpretation and applicability of findings to organizations operating in different cultural settings.

Long-term Impact Evaluation: The proposed recommendations for improving personnel policies are based on projected benefits and industry best practices. Long-term evaluation of the implemented changes is necessary to assess their effectiveness and sustainability over time.

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