

Торайғыров университетінің  
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НАУЧНЫЙ ЖУРНАЛ  
Торайғыров университета

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**ТОРАЙҒЫРОВ  
УНИВЕРСИТЕТІНІҢ  
ХАБАРШЫСЫ**

**Экономикалық сериясы**

1997 жылдан бастап шығады



**ВЕСТНИК  
ТОРАЙҒЫРОВ  
УНИВЕРСИТЕТА**

**Экономическая серия**

Издается с 1997 года

ISSN 2710-3552

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**№ 4 (2021)**

**Павлодар**

**НАУЧНЫЙ ЖУРНАЛ**  
**Торайгыров университета**

**Экономическая серия**  
выходит 4 раза в год

---

**СВИДЕТЕЛЬСТВО**

о постановке на переучет периодического печатного издания,  
информационного агентства и сетевого издания  
№ KZ93VPY00029686

выдано  
Министерством информации и коммуникаций  
Республики Казахстан

**Тематическая направленность**  
публикация материалов в области экономики, управления,  
финансов, бухгалтерского учета и аудита

Подписной индекс – 76133

<https://doi.org/10.48081/HCWT4451>

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<https://doi.org/10.48081/RYPO1275>

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## **MODERN HR-MANAGEMENT CONCEPTS IN THE PRACTICE OF ORGANIZATIONS IN MARKET CONDITIONS**

*The article presents a study of the current state of HR-management. Modern enterprises and companies of various forms of ownership operate and develop dynamically in accordance with the requirements of the market economy, the demands of science and practice. This imposes obligations on them to perform certain actions to adapt to the external environment. To ensure efficiency, a number of companies are successfully implementing new technologies, reconstructing and modernizing manufacturing facilities, mastering the production of new products. Nevertheless, taking into account the practice of a number of companies in developed countries, it should be noted that not all subsystems of enterprises are most fully adapted to the market economy today. One of such subsystems is the organizational personnel management system or HR management. In the study, special attention is focused on the relevance and necessity of choosing priority areas for solving problems in the field of building effective organizational personnel management systems based on methods of its analysis and the use of global HR management trends. The main purpose of the research is to study the issues of using modern aspects of personnel work analysis and developing principles for building modern innovative HR management systems. The main objective of the research is the study of modern theoretical and methodological foundations of effective personnel management and the construction of organizational systems of HR management of business structures. The practical significance of the scientific work is due to the fact that the considered theoretical aspects are of research nature and can be used in the study of HR management issues.*

*Keywords: HR management, organizational systems, management, mechanism, enterprise, human resources, recruiting, adaptation.*

## **Introduction**

In the modern management system and industrial and economic relations, the analysis of personnel activities and the construction of effective human resource management systems are the basic foundations of innovation and competitiveness of the business of enterprises, companies, firms.

The relevance and necessity of choosing priority areas for solving problems in the field of building effective organizational personnel management systems based on methods of its analysis and the use of global HR management trends predetermined the subject of this article.

Despite the wide coverage in the literature of theoretical and practical issues of personnel analysis and management at enterprises, relatively few studies are devoted to the optimization of organizational structures of personnel management in accordance with global HR management trends.

The theoretical and methodological basis of the scientific research was the general theory of HR management, scientific research of scientists in the field of optimization of personnel management systems in market conditions.

## **Materials and methods**

Management is a comprehensive concept that includes all actions and all decision makers, which include the processes of planning, evaluation, project implementation and control.

Management theory as a science emerged at the end of the last century and has undergone significant changes since then.

The very concept of «Scientific management» was first introduced by Louis Brandeis, a representative of American freight companies, in 1910. The founders of the scientific theory of management are considered to be Frederick W. Taylor, whose ideas are focused on the fact that «management is a genuine science based on precisely defined laws, rules and principles».

In recent decades, the term «personnel management» has been used to describe the management function dedicated to hiring, development, training, rotation, security and dismissal of personnel.

Human resources management (from English – human resources management, HR management) is a field of knowledge and practical activity that is aimed at providing the organization with high-quality personnel capable of performing the labor functions assigned to it and its optimal use. Personnel management is an integral part of the quality management systems of the organization.

HR management activity is a system of purposeful impact on the human component of the organization. Personnel management within the framework of existing organizations, in particular business structures, is focused on solving the following production and economic tasks:

- staffing in accordance with the development strategy focused on short-, medium- and long-term periods;
- staffing in accordance with the objectives of the production plan, including specific financial indicators;
- creation of a management reserve training system and ensuring continuity of leadership;
- reducing the risk of personnel losses.
- decision-making in conditions in which the work of managers does not ensure the solution of the tasks set;
- orientation of the personnel management service to achieve the intensification of production and economic processes.

The primary element of the personnel management system is the selection (search) and adaptation of personnel.

Recruitment is recruiting (from English – recruiting) – a business process that is one of the main responsibilities of HR managers. Recruitment is also the main service offered by recruitment agencies and specialized Internet sites for personnel search.

Choosing the right candidate will help to increase productivity, profit and increase employee loyalty. If the selection of candidates was carried out irrationally, then in the near future it will affect a large turnover of staff or insufficient competence of employees in solving a range of production and economic tasks.

In business structures of various organizational and legal forms of ownership, recruitment begins with a description of vacancies and their analysis for adequacy to the current situation in the personnel market and in the employer company. If necessary, the job description can be systematically adjusted. After the approval of the list of vacancies, the immediate stage of searching for candidates begins.

When searching for candidates, enterprises may have special databases of possible candidates at their disposal, which were formed earlier and were constantly adjusted

In modern market conditions, an urgent and priority direction of recruitment is to contact professional recruiting organizations (HR or consulting agencies).

The traditional forms of hiring employees that were adopted in the era of the functioning of enterprises in the command and administrative economy have lost their force.

Each recruitment agency prioritizes customer orientation as one of its main tasks. The target of modern and successful recruiting agencies is «to provide client organizations (business structures) the maximum possible number of qualified

employees». High-tech recruitment agencies operate on the basis of the following technological principles:

- mass recruiting;
- search for rare specialists or middle managers (executive search);
- «head hunting».

Mass recruiting is used to recruit a large number of employees. Basically, these are line-level specialists with fairly well-defined professional skills and experience. The payment for the selection of such specialists is low in relation to other types of recruiting. The emphasis is on the quantitative indicator of employed people. The cost of successful recruitment of each employee can be high. The average payment to the agency is from 120 to 150 % of the salary of a specialist.

«Executive search» acts as the most expensive and most effective technology that is used by recruiting agencies. As part of the application of this technology, an advance payment of 30 % of the amount of the concluded contract is used as a standard. When searching for potential candidates for vacant positions, the emphasis is more on specialization in a certain segment of the market or business. Within the framework of using the technological principle of «Executive search», recruiting agencies with a clear industry specialization have quite extensive connections in the «profile circles» of specialists. Recruitment agencies can also provide analytical information on various professions and working conditions at any time. When using «Executive search», the average payment of agencies is 180–250 % of the salary of a specialist. The main disadvantage of such agencies is that they completely depend on the state of the industry in which they specialize.

An innovative alternative technology for recruiting agencies is «Head hunting».

«Head hunting» is the luring of a specific specialist (a top manager or a narrow-profile specialist) from one company to another company on the instructions of the customer company. The «Head hunting» service is one of the most expensive services of specialized recruiting agencies. The cost of the «Head hunting» service in the recruiting market is 300 % – 600 % of the monthly income of a future candidate for a vacancy. The high cost of this service is primarily due to the fact that the position level of the future candidate is usually extremely high, and in 90 % out of 100 %, the role of the poached will be one of the key ones in the company.

Based on the use of recruitment methods, a pool of candidates for vacant positions is formed. The next step is to conduct interviews with potential candidates, including taking into account their possible preliminary assessment in such areas as:

- testing;

- solving business problems;
- using the «assessment center» methodology.

Based on the results of the interviews, a final decision is made on hiring a candidate for the corresponding vacancy.

The final stage of the search and selection of personnel is transformed into its subsequent adaptation to professional activity within the relevant company, business structure.

Personnel adaptation is the process of familiarization, adaptation of employees to the content and conditions of work, as well as to the social environment of the organization. Adaptation is one of the components of personnel management. This term can be applied both to new employees hired from outside, and to employees moved to a new position in the order of internal rotation within the framework of business structures.

Adaptation can also be understood as the process of adaptation of an individual, a collective to changing environmental conditions or to their internal changes, which leads to an increase in the efficiency of their existence and functioning.

In order to overcome the difficulties encountered in the employment of new employees, as well as to increase the efficiency of the process of their adaptation to the internal environment, personnel adaptation systems are being created in companies and business structures. These systems include a set of measures that allow an employee to reach the required level of productivity with minimal losses for himself and for the company.

Types of personnel adaptation.

Psychophysiological adaptation – adaptation to new physical and mental loads, physiological working conditions.

Socio-psychological adaptation – simultaneously with the development of working conditions, the employee enters the process of socio-psychological adaptation to the organization's team.

Organizational adaptation – an employee gets acquainted with the features of the organizational mechanism of enterprise management, the place of his department and position in the general system of goals and in the organizational structure. With this adaptation, the employee should have an understanding of his own role in the production process.

Industrial adaptation is the process of including an employee in a new production sphere for him, assimilating production conditions, labor standards, establishing and expanding relationships between an employee and the production environment.

The essence of economic adaptation lies in the fact that each profession differs in special ways of material incentives, and wages are related to its conditions and organization. The object of economic adaptation is the level of compensation (wages) and the timeliness of its repayment.

The adaptation process covers four stages:

- assessment of the employee's level of preparedness;
- orientation;
- effective orientation;
- functioning.

If an employee has not only special training, but also work experience in similar departments of other companies, the period of his adaptation will be minimal.

After the final stages of adaptation of new employees, employees in companies and business structures, operational work with personnel is carried out.

Operational work with personnel is the work carried out by managers and employees of the personnel services of the enterprise, on the formation and development of personnel capable of ensuring the effective functioning of enterprises. The personnel policy of the enterprise is determined by plans and programs. It includes activities throughout the entire cycle of work with the staff.

Operational work with personnel covers the following priorities:

- personnel development;
- evaluation of personnel activities;
- organization of labor;
- business communications management;
- motivation and remuneration.

### **Results and discussion**

The final stage of personnel management is strategic work with the personnel of the organization.

The relevance of strategic work with personnel lies in the fact that a fundamentally new approach to personnel management is beginning to be approved in management – the object is not people, their activities, processes, but organizational cultures of various types.

Modern managers consider the culture of their organization as an important strategic tool that allows all departments to focus on common goals, mobilize the initiative of employees, and facilitate mutual communication. In fact, there is a transformation of personnel management into human resource management. The tasks and goals of personnel work are changing, the status of personnel services employees is increasing.



In modern production, special importance is attached to a strategic approach to personnel management, which allows to obtain a synergistic effect, but under certain conditions. Under the influence of the third industrial revolution, a new society is emerging, the foundation of which is laid by intelligence, information and interest. In this society, it is not labor in its direct form, but reason, science as a direct productive force that becomes the main source of social wealth.

Examining the essence of the personnel management system and its constituent elements, it can be concluded that HR management is a complex and multilevel integrated mechanism that cannot be formed at the same time in organizations, companies and business structures. The HR management system is systematically improved and evolves and focuses on strategic guidelines.

For the study of modern HR management systems, in our opinion, it is relevant to consider the transformation of the personnel management paradigm and the types of modern organizational structures of HR management.

### **Conclusions**

In modern production, special importance is attached to a strategic approach to personnel management, which allows to obtain a synergistic effect, but under certain conditions. Under the influence of the third industrial revolution, a new society is emerging, the foundation of which is laid by intelligence, information and interest. In this society, it is not labor in its direct form, but reason, science as a direct productive force that becomes the main source of social wealth.

Examining the essence of the personnel management system and its constituent elements, it can be concluded that HR management is a complex and multilevel integrated mechanism that cannot be formed at the same time in organizations, companies and business structures. The HR management system is systematically improved and evolves and focuses on strategic guidelines.

For the study of modern HR management systems, in our opinion, it is relevant to consider the transformation of the personnel management paradigm and the types of modern organizational structures of HR management.

Exploring the modern aspects of the transformation of the personnel management paradigm and modern approaches to the formation of organizational structures of HR management, we can conclude that in modern management science and practice there is a constant process of improvement, updating and search for new approaches, concepts, ideas in the field of human resource management as a key and strategic resource of business organizations, companies, enterprises and business structures. The choice of a particular management model is influenced by the type of business, corporate strategy and culture, organizational environment.

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Material received on 11.12.21.

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Материал 11.12.21 баспаға түсті.

## **НАРЫҚ ЖАҒДАЙЫНДАҒЫ ҰЙЫМДАРДЫҢ ТӘЖІРИБЕСІНДЕГІ HR-МЕНЕДЖМЕНТІНІҢ ЗАМАНАУИ ТҰЖЫРЫМДАМАЛАРЫ**

*Мақалада HR менеджментінің қазіргі жағдайын зерттеу ұсынылған. Қазіргі заманғы кәсіпорындар мен әртүрлі меншік нысанындағы компаниялар нарықтық экономика талаптарына, ғылым мен практика сұраныстарына сәйкес жұмыс істейді және қарқынды дамуда. Бұл оларға сыртқы ортаға бейімделу үшін белгілі бір әрекеттерді орындауға міндеттеме жүктейді. Тиімділікті қамтамасыз ету үшін бірқатар компаниялар жаңа технологияларды табысты іске асыруда және енгізуде, өндірістік қуаттарды қайта құру және жаңғырту жүргізілуде, жаңа өнім шығару игерілуде. Соған қарамастан, дамыған елдердің бірқатар компанияларының тәжірибесін ескере отырып, бүгінде кәсіпорындардың барлық ішкі жүйелері нарықтық экономикаға толық бейімделмегенін атап өткен жөн. Осындай ішкі жүйелердің бірі-персоналды басқарудың ұйымдастырушылық жүйесі немесе HR менеджменті. Зерттеуде HR менеджментінің әлемдік трендтерін пайдалану және талдау әдістері негізінде персоналды басқарудың тиімді ұйымдастырушылық жүйелерін құру саласындағы мәселелерді шешудің басым бағыттарын таңдаудың өзектілігі мен қажеттілігіне ерекше назар аударылды. Ғылыми зерттеудің негізгі мақсаты персоналдың жұмысын талдаудың заманауи аспектілерін пайдалану және HR-менеджменттің заманауи инновациялық жүйелерін құру принциптерін әзірлеу мәселелерін зерделеу. Зерттеудің негізгі міндеті-персоналды тиімді басқарудың заманауи теориялық және әдіснамалық негіздерін зерттеу және бизнес-құрылымдардың HR менеджментінің ұйымдастырушылық жүйелерін құру. Ғылыми жұмыстың практикалық маңыздылығы қарастырылған теориялық аспектілердің зерттеушілік сипатқа ие болуымен және HR-менеджмент мәселелерін зерттеуде қолданыла алатындығымен анықталады.*

*Кілтті сөздер: HR-менеджмент, ұйымдастыру жүйелері, менеджмент, механизм, кәсіпорын, адам ресурстары, рекрутинг, бейімделу.*

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Материал поступил в редакцию 11.12.21.

## **СОВРЕМЕННЫЕ КОНЦЕПЦИИ HR-МЕНЕДЖМЕНТА В ПРАКТИКЕ ОРГАНИЗАЦИЙ В УСЛОВИЯХ РЫНКА**

*В статье представлено исследование современного состояния HR-менеджмента. Современные предприятия и компании различной формы собственности работают и динамично развиваются в соответствии с требованиями рыночной экономики, запросами науки и практики. Это накладывает на них обязательства совершать определенные действия по приспособлению к внешней среде. Для обеспечения эффективности, рядом компаний успешно реализуются и внедряются новые технологии, проводится реконструкция и модернизация производственных мощностей, осваивается выпуск новой продукции. Тем не менее, с учетом практики ряда компаний развитых стран, следует отметить, что сегодня не все подсистемы предприятий наиболее полно адаптированы рыночной экономике. Одной из такой подсистем выступает организационная система управления персоналом или HR-менеджмент. В исследовании особое внимание акцентировано на актуальности и необходимости выбора приоритетных направлений решения проблем в области построения эффективных организационных систем управления персоналом на основе методов его анализа и использования мировых трендов HR-менеджмента. Основная цель научного исследования изучение вопросов использования современных аспектов анализа работы персонала и выработки принципов построения современных инновационных систем HR-менеджмента. Основной задачей исследования выступает исследование современных теоретическо-методологических основ эффективного управления персоналом и построения организационных систем HR менеджмента бизнес-структур. Практическая значимость научной работы обуславливается тем, что рассмотренные теоретические аспекты носят исследовательский характер и могут быть использованы в изучении вопросов об HR-менеджменте.*

*Ключевые слова: HR-менеджмент, организационные системы, управление, механизм, предприятие, человеческие ресурсы, рекрутинг, адаптация*

Теруге 11.12.2021 ж. жіберілді. Басуға 24.12.2021 ж. қол қойылды.

Электронды баспа

2,03 Мб RAM

Шартты баспа табағы 7,1.

Таралымы 300 дана. Бағасы келісім бойынша.

Компьютерде беттеген А. К. Темиргалинова

Корректор: А. Р. Омарова

Тапсырыс № 3926

Сдано в набор 11.12.2021 г. Подписано в печать 24.12.2021 г.

Электронное издание

2,03 Мб RAM

Усл. п. л. 7,1. Тираж 300 экз. Цена договорная.

Компьютерная верстка А. К. Темиргалинова

Корректор: А. Р. Омарова

Заказ № 3926

«Toraighyrov University» баспасынан басылып шығарылған

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