

Торайғыров университетінің
ҒЫЛЫМИ ЖУРНАЛЫ

НАУЧНЫЙ ЖУРНАЛ
Торайғыров университета

Торайғыров университетінің ХАБАРШЫСЫ

Экономикалық сериясы
1997 жылдан бастап шығады



ВЕСТНИК

Торайғыров университета

Экономическая серия
Издается с 1997 года

ISSN 2710-3552

№ 2 (2024)

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/UMJO2472>

Бас редакторы – главный редактор
Давиденко Л. М.
доктор PhD

Заместитель главного редактора
Ответственный секретарь

Гребнев Л. С., *д.э.н., профессор*
Шеримова Н. М., *магистр*

Редакция алкасы – Редакционная коллегия

Шмарловская Г. А.,	<i>д.э.н., профессор (Беларусь);</i>
Кунязов Е. К.,	<i>доктор PhD, доцент;</i>
Алмаз Толымбек,	<i>доктор PhD, профессор (США);</i>
Мукина Г. С.,	<i>доктор PhD, ассоц. профессор, доцент;</i>
Алтайбаева Ж. К.,	<i>к.э.н.</i>
Мусина А. Ж.,	<i>к.э.н., ассоц. профессор, доцент;</i>
Титков А. А.,	<i>к.э.н., доцент;</i>
Омарова А. Р.	<i>технический редактор.</i>

За достоверность материалов и рекламы ответственность несут авторы и рекламодатели
Редакция оставляет за собой право на отклонение материалов
При использовании материалов журнала ссылка на «Вестник Торайгыров университета» обязательна

© Торайгыров университет

<https://doi.org/10.48081/DLSW2902>

***A. P. Zhaishylyk , N. S. Kulmurzayev, A. Sh. Abdimomynova**

Korkyt Ata Kyzylorda University, Republic of Kazakhstan, Kyzylorda

*e-mail: aiko_93a@mail.ru

FOSTERING COMPETITIVE ENVIRONMENTS FOR ENTREPRENEURS: INSIGHTS AND BEST PRACTICES

Today, it is critical fostering competitive environments in nurturing entrepreneurial success. In an era characterized by dynamic market landscapes, this study delves into key insights and best practices that contribute to creating an ecosystem conducive to the growth and sustainability of entrepreneurial ventures. This research investigates the challenges and perspectives in fostering a competitive environment for entrepreneurship, focusing on individual and institutional barriers faced by entrepreneurs. Drawing on a combination of qualitative data from semi-structured interviews and insights from existing literature, the study identifies key constraints such as regulatory barriers, legal uncertainties, financial challenges, human resource management issues, and inner fears and insecurities among entrepreneurs. Through a systematic analysis, the research proposes recommendations for policymakers and stakeholders to address these constraints and create a conducive environment for entrepreneurial activity. These recommendations include simplifying regulatory procedures, enhancing financial support mechanisms, improving talent development programs, fostering a supportive organizational culture, and combating corruption effectively. The study emphasizes the importance of a holistic approach that addresses both individual and institutional barriers to entrepreneurship, highlighting the need for collaboration between the public and private sectors. By implementing these recommendations, countries can unlock entrepreneurial potential, drive innovation, and achieve sustainable economic development.

Keywords: entrepreneurial activity, competitive environment, challenges, solution, Kazakhstan.

Introduction

In contemporary discourse, numerous scholars and policymakers contend that the extent of entrepreneurial activity holds a pivotal role in shaping societal dynamics. This assertion rests on several compelling grounds. Entrepreneurial endeavors are widely acknowledged for their role in propelling economic growth, generating employment opportunities, and fueling innovation. Furthermore, they serve as catalysts for social transformation and empowerment, particularly within marginalized communities. The intricate interplay between entrepreneurial activity and key factors such as education, access to capital, and supportive governmental policies underscores the nuanced nature of this phenomenon. The narrative posits entrepreneurial pursuits not only as drivers of economic expansion and job creation but also as agents of innovation and positive societal change. By addressing pressing societal challenges and proffering solutions, entrepreneurial activity emerges as a dynamic force with far-reaching implications for the socio-economic landscape [1]. This perspective reinforces the interconnectedness of entrepreneurship with broader societal elements, emphasizing its significance in fostering economic vibrancy, innovation, and positive social impact.

Significant disparities in entrepreneurial activity levels are evident not only on a global scale but also within the diverse regions. The variance in entrepreneurial engagement should include a multitude of factors, encompassing economic conditions, resource accessibility, and cultural predispositions towards risk. Notably, urban locales exhibit heightened entrepreneurial activity, often attributed to the presence of robust infrastructure and ample networking prospects [2]. Moreover, the impact of governmental policies and support mechanisms becomes apparent, influencing the cultivation of a vibrant entrepreneurial ecosystem at both regional and national levels. This intricate interplay of economic, social, and policy-related elements underscores the intricate nature of the entrepreneurial landscape, contributing to the observed diversities in entrepreneurial pursuits across regions and nations [3].

In order for entrepreneurship to flourish within a given area, the conditions within such an environment must be conducive for the birth and development of growing businesses. Facilitating a competitive environment for entrepreneurs in a certain region involves a comprehensive approach that addresses various factors affecting entrepreneurial growth.

This research aims to provide valuable insights and best practices for fostering competitive environments for entrepreneurs through identifying constraints and possible solutions while offering guidance to policymakers, business leaders, and stakeholders involved in creating and sustaining entrepreneurial activity in region.

Materials and methods

The fostering of competitive environments for entrepreneurs is crucial for driving economic growth, innovation, and job creation. By understanding the factors that contribute to a competitive environment, policymakers can implement targeted strategies to attract and support entrepreneurs. Additionally, business leaders can leverage these insights to create supportive ecosystems that encourage collaboration and knowledge sharing among entrepreneurs. The competitive environment refers to the external factors and conditions within which businesses operate. It encompasses various elements such as industry structure, market dynamics, regulatory framework, technological advancements, and the actions of competitors. A competitive environment can be characterized by factors such as the level of rivalry among existing firms, the threat of new entrants, the bargaining power of buyers and suppliers, and the availability of substitutes. An analysis of the competitive environment helps businesses understand their position relative to competitors and identify opportunities and threats in the market. According to Thurik, entrepreneurial policy is important for building competitive environment for entrepreneurs, because it will not be about maximizing a certain indicator of entrepreneurship, but about creating a context, a system, in which productive entrepreneurship can flourish. This shift also necessitates a shift in thinking about the rationales for policy [4]. Research by Henrekson and Sanandaji highlights the importance of policies that encourage competition, reduce bureaucratic barriers, and promote entrepreneurial activity. Effective policies include tax incentives, streamlined business registration processes, and support for research and development [5]. The availability of skilled talent is crucial for fostering competitiveness in entrepreneurial ecosystems. Universities and educational institutions play a vital role in nurturing entrepreneurial mindsets and providing relevant skills and knowledge [6]. Furthermore, initiatives such as incubators, accelerators, and entrepreneurship education programs contribute to talent development and the creation of a supportive ecosystem [7].

Collaboration among entrepreneurs, investors, corporations, and support organizations enhances ecosystem competitiveness. Research by Stam underscores the importance of social networks and knowledge spillovers in driving innovation and entrepreneurship. Networking events, co-working spaces, and industry clusters facilitate interactions and collaboration, leading to the exchange of ideas and resources [8].

Cultural attitudes towards risk-taking, failure, and entrepreneurship shape the competitiveness of entrepreneurial ecosystems. Studies by Shane emphasize the role of cultural norms and social capital in influencing entrepreneurial behavior.

Cultivating a culture that celebrates innovation, resilience, and diversity fosters a supportive environment for entrepreneurs to thrive [9].

Fostering competitive environments for entrepreneurs requires a multi-faceted approach that addresses financial, regulatory, educational, networking, and cultural factors. Policymakers, entrepreneurs, investors, and other stakeholders must collaborate to create ecosystems that provide access to resources, promote collaboration, and celebrate entrepreneurship. By understanding and implementing insights from existing research, stakeholders can contribute to the development of vibrant and sustainable entrepreneurial ecosystems that drive economic growth and innovation.

There is empirical evidence that entrepreneurial activity varies across stages of economic development, indicated by a U-shaped relationship between level of development and the rate of entrepreneurship [10]. Our Kazakhstani authors also examined and particularly paid attention to how competitive environment is crucial for making sustainable entrepreneurial activity in region. Baidybekova emphasized that there is need comprehensive financial support from the state to sustain business development and recovery from any crisis. Without this help, it will be difficult for enterprises to return to their pre-crisis state and develop successfully [11].

So, in this study, primary and secondary data were collected through systematic steps. In the interview method, the most suitable tool for collecting data for qualitative research is by asking questions in order to find information from the participants. To reach the findings in this study, semi-structured interviews with open-ended questions were carried out a total of 30 participants in Kyzylorda region of different age groups, gender and marital status. Main stakeholders were entrepreneurs, faculty members and state official managers.

The semi-structured interviews provided a rich source of qualitative data, allowing for in-depth exploration of the participants' experiences, perspectives, and insights related to the research topic. By using open-ended questions, we captured diverse viewpoints and uncovered nuanced aspects of the phenomenon under investigation. The participants were selected to represent a diverse range of backgrounds, including various age groups, genders, and marital statuses. This diversity ensured that the findings would be robust and reflective of a broad spectrum of experiences within the target population. During the interviews, participants were encouraged to express their thoughts freely, allowing for spontaneous responses and the emergence of unexpected themes or insights. The semi-structured nature of the interviews provided a flexible framework that allowed the researchers to probe deeper into specific topics while also allowing for new ideas to emerge organically. We took careful steps to ensure the ethical

conduct of the interviews, including obtaining informed consent from participants, protecting their confidentiality, and maintaining a respectful and non-judgmental attitude throughout the data collection process. Overall, the use of semi-structured interviews proved to be a valuable method for collecting qualitative data in this study, enabling the researchers to gain a comprehensive understanding of the experiences and perspectives of the participants.

Results and discussion

Building competitive environment for entrepreneurship activity isn't task for any nation and region. So, this is why in this section main our result will direct to main challenges and perspectives for build competitive environment for entrepreneurial development.



Figure 1 – Main constraints for building competitive environment for entrepreneurs

The regulatory environment significantly influences various business decisions, ranging from the initial choice of whether to start a business to ongoing considerations such as whether to operate in the formal sector and what type of business to establish. This environment encompasses factors such as the ease of starting a firm and the ongoing burden of compliance with permits, licensing, tax regulations, product market regulations, and labor market regulations, all of which have been empirically linked to entrepreneurship.

The substantial fixed costs associated with regulatory compliance pose significant challenges for young firms, particularly in their efforts to grow. These costs can act as barriers to entry, hindering the establishment of new ventures and

limiting opportunities for entrepreneurial activity. Additionally, ongoing regulatory requirements can impose administrative burdens on businesses, diverting time, resources, and attention away from core business activities and innovation.

In essence, the regulatory environment plays a crucial role in shaping the entrepreneurial landscape by influencing the feasibility, viability, and growth potential of businesses. Policymakers and regulatory authorities play a critical role in fostering an environment that balances the need for regulatory oversight with the promotion of entrepreneurship and economic growth. Measures such as simplifying regulatory procedures, reducing bureaucratic red tape, promoting transparency and accountability, and providing support and incentives for entrepreneurial activity can help mitigate the burdens of regulation and create a more conducive environment for entrepreneurial activity.

Legal barriers are institutional barriers that influence the start of a new business and its process. Institutions sometimes support as well as impose barriers in the process of entrepreneurship and new venture creation. Such an environment is created by institutions where new startups can be nurtured and grow readily and rapidly. The role of national regulation and institutional framework is also crucial in supporting entrepreneurial activities towards growth [12], in particular through legal and fiscal incentives targeting new venture creation and start-ups, regulation, removal of trade barriers and ensuring market transparency. The imperfections within the legislative framework concerning private enterprises present a significant hindrance to the development of small and medium businesses. Many laws governing private enterprise are outdated and fail to adequately address the specific needs and challenges faced by these businesses. Moreover, the absence of updated norms exacerbates the situation, creating administrative barriers and inconsistencies in law enforcement. This lack of clarity leads to various interpretations of the laws, further complicating matters. In essence, these legislative shortcomings impede the growth and vitality of small and medium businesses, necessitating urgent academic attention to reform and modernize the legal framework to better support entrepreneurial endeavors [13].

Financial challenges are among the most common obstacles faced by entrepreneurs. These may include difficulty securing startup capital, managing cash flow, securing financing for expansion, or dealing with unexpected expenses. Without sufficient financial resources and effective financial management, entrepreneurs may struggle to sustain their businesses or pursue growth opportunities.

Human resource challenges involve managing personnel effectively, including recruiting and retaining talented employees, fostering a positive company culture, resolving conflicts, and providing adequate training and development

opportunities. Entrepreneurs must build and maintain a skilled and motivated workforce to achieve their business objectives, but doing so can be challenging, particularly for small businesses with limited resources.

Inner fear refers to the psychological barriers and self-doubt that entrepreneurs often face, such as fear of failure, fear of rejection, or imposter syndrome. These internal struggles can hinder decision-making, innovation, and risk-taking, ultimately impacting the success of the venture. Overcoming inner fear requires self-awareness, resilience, and a willingness to confront and address personal insecurities and limiting beliefs. According our responded who participated in this research is above challenges were identified (See figure 1).

According GEM Kazakhstan National report (2020/2021), which one of renowned project conducts comprehensive assessments of entrepreneurship across more than 50 countries worldwide, also found several constraints regarding entrepreneurial activity in Kazakhstan [14].

Table 1 – Main problems of entrepreneurs face by GEM report

Constraints	%
Government policies	58%
Corruption	47%
Financial support for entrepreneurship	36%
Economic climate	25%
Market openness	19%
Education and training	17%
Political, institutional & social context	14%
Labor costs, access and regulation	14%
Government programs	11%
Physical and services infrastructures	11%
Capacity for entrepreneurship	8%
Work force features	8%
Commercial professional infrastructure	6%
R&D transfer	3%
Cultural and social norms	3%
Note: Compiled by authors according to [14]	

According to table 1, Government policies is most concerns from Kazakhstani entrepreneurs, because government policies lack transparency, are unpredictable, and exhibit a lack of systematic and informed decision-making. Additionally, when policies are disconnected from the actual economic and business conditions on the ground, it can exacerbate the issue. Corruption, including theft and extortion, remains a difficult problem that makes it challenging for potential entrepreneurs

to start and scale up its business. The political, institutional, and social landscape in Kazakhstan is conducive to entrepreneurship. Notably, there is a significant presence of proactive individuals with strong business instincts who aspire to establish new ventures. Moreover, experts highlight the supportive nature of government initiatives aimed at fostering small businesses, considering them pivotal in facilitating entrepreneurship in the nation.

So, our study outlined that policy regarding building competitive environment should go systematically. It means not only programs that help to develop entrepreneurial programs such as grants and subsidiaries should cover for entrepreneurial policy framework however other institutional traps should be removed like bureaucracy and corruption in doing business. According to our respondents for our research, main findings indicated that there are following procedure should be done. Management in individual and institutional level though strategic, financial and digital transformation.

Table 2 – Main problems of entrepreneurs face by participants in research

Bureaucracy	
Institutional level	Individual level
Lack of transparency in the permitting process could stem from opaque decision-making processes, limited access to information, or insufficient communication channels between authorities and applicants. As respondents mentioned: “Without transparency, it’s challenging to hold authorities accountable for their decisions or actions. There is no mechanism for applicants to seek recourse or appeal decisions that seem arbitrary or unjust, further exacerbating frustrations with the permitting process.»	Bureaucratic hurdles when applying for government benefits, permits, visas, or legal documents. Complex application forms, ambiguous requirements, and unclear instructions can make the process daunting and time-consuming. Also, there is a lack of understanding the status of their applications or the reasons for decisions made by bureaucratic authorities. As respondents say: “It is really difficult understanding certain beauracratc processes. So, this is why submitting permit applications without clarity on the process or requirements often results in wasted time, money, and effort. We may invest significant resources in preparing applications, only to have them rejected or delayed due to opaque decision-making
Legal constraints	

From institution level there is uncertainty in regulatory framework. As respondents mentioned: “The company may be facing challenges in financial management, especially in the context of investing in start-ups and regional projects. This is due to the insufficient development of the capital market and limitations in decision-making at the level of regional bank branches.”	Often meet some issues with compliance procedures during adhering laws and regulations. According to respondents: “Navigating through the maze of regulatory requirements is daunting. The ever-changing landscape of laws and regulations adds another layer of complexity, making it difficult for small businesses like ours to stay compliant.»
Financial constraints	
Main constraints is resource allocation for entrepreneurs. As respondents mentioned: «The company may be facing challenges in financial management, especially in the context of investing in start-ups and regional projects. This is due to the insufficient development of the capital market and limitations in decision-making at the level of regional bank branches.»	Most entrepreneurs believe that there is a heavy taxation system for entrepreneurs which earnings are marginalized. According to respondents: «When a significant portion of our earnings goes towards taxes, it reduces the incentive for us to reinvest in our businesses or pursue new ventures. High taxes hinder our ability to innovate and expand»
Human resource management constraints	
There is lack comprehensive talent development programs that support career growth, skill enhancement, and leadership development. As respondents mentioned: «The lack of comprehensive talent development programs has significant implications for organizational performance. Without ongoing skill enhancement and leadership development initiatives, employees may become outdated in their abilities, hindering innovation and adaptability. Furthermore, the absence of a clear career growth path may lead to talent attrition, disrupting team dynamics and productivity.»	Companies face finding skillful workforce and experts in certain area. «In today’s dynamic business environment, companies face increasing competition for skilled workforce and experts in specific areas. As industries evolve and technologies advance, the demand for specialized skills grows, creating a talent shortage in niche areas. To remain competitive, companies must devise innovative strategies for attracting and retaining top talent, including offering competitive salaries, benefits, and opportunities for professional development.»
Inner fear	

The lack of a supportive and inclusive organizational culture, coupled with ineffective leadership in addressing emotional well-being, can negatively impact employee engagement and retention. It is important to promote the success of business entities can be beneficial for our culture. By sharing success stories on social platforms, we can inspire others, attract investment, and foster a culture of entrepreneurship and innovation. Celebrating achievements can also boost morale and pride within the community.»	In navigating personal fears and insecurities, individuals can harness self-awareness and emotional intelligence as powerful tools, supplemented by seeking support from mentors, coaches, or mental health professionals, to foster personal growth and development.: There is too much pressure in society, which makes sometimes feel ourselves fulnurable about our entrepreneurial processes
Note: Complied by authors	

The preceding table delineates numerous constraints encountered at both individual and institutional levels within the entrepreneurial ecosystem. Consequently, it becomes imperative to develop a subsequent figure illustrating potential solutions to circumvent these constraints (See figure 2).



Figure 2 – Main recommendation for minimizing issues, which entrepreneurs face

This is consistent with the notion that entrepreneurial performance, which driven by complex, systemic interactions, the balance of which would be likely to vary across countries. Second, differences across countries are persistent over time – suggesting that path-dependent processes drive entrepreneurial performance [15]. Third, there is widespread empirical and theoretical recognition that individual

–level entrepreneurial action regulated by contextual factors, such as culture, formal institutions and resource availability [16].

Policy makers should consider a long-term approach in the field of the entrepreneurship development. Because the entrepreneurship development is not simply shaped by the formulation of short-term programs without a systemic view and lack of balanced development of the financial system, the market, human capital, cultural promotion and all kinds of support. Hence, the attention to the factors of entrepreneurial ecosystems in creating the appropriate environment should consider as an important condition in the cooperation of the public and private sectors. All barriers hindering the development of an entrepreneurial competitive environment should view through both individual and institutional lenses. Individual barriers may include lack of entrepreneurial skills, access to finance, or risk aversion among potential entrepreneurs. Institutional barriers may involve regulatory complexities, bureaucratic hurdles, inadequate infrastructure, or insufficient support mechanisms. Identifying and addressing barriers from both perspectives is crucial for fostering a conducive environment for entrepreneurship to thrive.

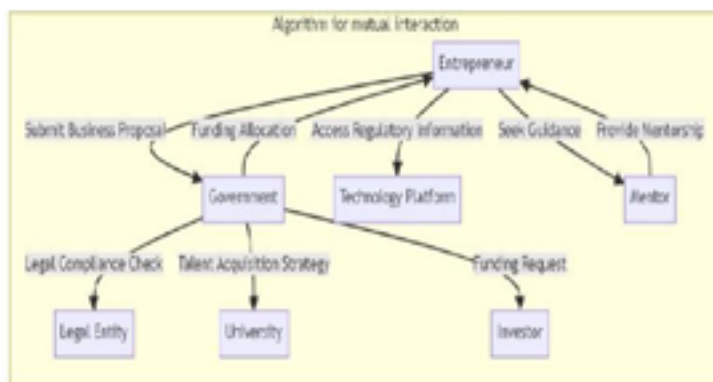


Figure 3 – Mutual interaction stakeholders in building entrepreneurial process

In this flowchart, it can be seen that there should be close interaction between government, entrepreneurs and university, investors, legal entities and mentors. In addition to the close interactions depicted in the flowchart, fostering robust communication channels among government agencies, entrepreneurs, universities, legal entities, and mentors is imperative for cultivating a thriving entrepreneurial

ecosystem. This communication facilitates knowledge sharing, collaboration on strategic initiatives, and the exchange of best practices. Furthermore, by fostering a culture of openness and transparency, these interactions can enhance trust and confidence among stakeholders, thereby creating a supportive environment conducive to innovation and business growth. Through continuous dialogue and engagement, stakeholders can collectively address challenges, leverage opportunities, and drive forward initiatives that promote entrepreneurship, economic prosperity, and social impact.

Entrepreneurs often rely too heavily on cost comparisons when making business decisions, overlooking important strategic and legal considerations. This approach can lead to poor outcomes and legal issues down the line. To avoid these pitfalls, entrepreneurs should recognize indicators that suggest they need to take a more deliberative approach to decision-making. When decisions are solely driven by bottom-line dollar figures, entrepreneurs should seek assistance from professionals and educate themselves on the strategic and legal implications of their choices before proceeding. This ensures that decisions are well-informed and aligned with long-term business objectives, reducing the risk of costly mistakes [17].

Continue to take actions in the framework of the government anti corruption policy to ensure a change of culture regarding corruption and to reduce the consequences of corruption for entrepreneurship development. Over the past decade, governments have established several significant support systems to foster entrepreneurial activity. However, ongoing efforts are necessary for enhance the expertise and knowledge of business advisors and consultants within these systems. Additionally, there is a need to establish and monitor performance standards for centers and incubators over time. While monitoring mechanisms exist to track expenditures and outputs of entrepreneurship programs in countries such as Kazakhstan, including the number of entrepreneurs receiving support and loan guarantees issued, as well as participant satisfaction levels, there is a notable lack of rigorous impact evaluations utilizing control group methodologies. Furthermore, much of the evaluation process conducted internally by ministries and agencies rather than by independent external evaluators. Therefore, implementing more impact-oriented and rigorous evaluation practices would be instrumental in shaping the future design of entrepreneurial policies.

This research showed that in order to build competitive environment for entrepreneurs there should have done holistic approach from institutional and individual level, particularly, to avoid bureaucracy issues there need implementing policies that require authorities to disclose decision-making processes, criteria, and timelines for permit applications or benefit claims. In addition, making information about application procedures, requirements, and progress easily accessible

through online portals or dedicated helplines and ensuring that communication channels between authorities and applicants are open and responsive, providing timely updates and feedback on application statuses will be crucial for abstaining bureaucratic problems. To minimize legal and financial constraints, it needs to be conducted a comprehensive review of existing regulations to identify outdated or contradictory provisions and simplify and streamline regulatory processes to reduce complexity and improve clarity for businesses. Moreover, by providing clear guidance and interpretation of laws and regulations to help businesses understand their obligations more easily. Also, developing and strengthening capital markets to provide entrepreneurs with access to diverse sources of funding, including venture capital, angel investors, and crowd funding platforms. Therefore, well-designed policies can help unleash the creative potential of individuals and businesses, driving economic growth and prosperity [18].

The promotion of entrepreneurship and the support of entrepreneurial activity are crucial components of economic development strategies worldwide. To facilitate entrepreneurial activity and enhance the success of entrepreneurial activity in region, various policy measures and support programs could implemented. This research showed that in order to build competitive environment for entrepreneurs there should have done holistic approach from institutional and individual level. There are several key recommendations aimed at fostering entrepreneurship and supporting entrepreneurial activity, focusing on financial management, taxation policies, talent development, and talent acquisition strategies. Financial management skills are essential for the success of entrepreneurs and SMEs. Therefore, it is imperative to provide training and support programs to enhance entrepreneurs' financial literacy and management capabilities. These programs should cover essential topics such as budgeting, cash flow management, and investment analysis, equipping entrepreneurs with the necessary skills to effectively manage their finances and make informed business decisions. Taxation policies significantly affect the business environment for entrepreneurs. To alleviate the tax burden on these entities and incentivize investment and innovation, taxation policies should review and reform. This may include the introduction of tax incentives or exemptions for reinvestment in businesses, innovation activities, and job creation. Additionally, simplifying tax compliance procedures and reducing administrative burdens can facilitate compliance and alleviate the administrative burden on entrepreneurs. Talent development is critical for fostering innovation and competitiveness within entrepreneurial processes. Comprehensive talent development programs should establish to support career growth, skill enhancement, and leadership development among employees. These programs may include regular training sessions, workshops,

seminars, mentorship, and coaching programs tailored to employees' needs and career aspirations. Furthermore, partnerships with educational institutions can help address skill gaps and facilitate the acquisition of talent. Begin collaborative efforts to develop customized training programs, internships can attract young talent and provide them with valuable hands-on experience and mentorship opportunities. Talent acquisition strategies play a vital role in ensuring entrepreneurial activities have access to the skilled workforce they need to thrive. Innovative recruitment strategies, such as targeted advertising, networking events, and referral programs, can help attract skilled professionals and experts in niche areas. Leveraging digital platforms and social media can expand the reach of recruitment efforts and display the company's culture, values, and career opportunities to potential candidates. In conclusion, promoting entrepreneurship and supporting entrepreneurs require a multifaceted approach that addresses financial management, taxation policies, talent development, and talent acquisition strategies. By implementing these recommendations, policymakers can create an enabling environment that fosters entrepreneurship, drives innovation, and enhances the success and sustainability of SMEs, contributing to economic growth and prosperity.

Conclusion

In conclusion, fostering a competitive environment for entrepreneurial development requires addressing a multitude of challenges at both individual and institutional levels. Our study has highlighted several key constraints, including regulatory barriers, legal uncertainties, financial challenges, human resource management issues, and inner fears and insecurities among entrepreneurs. These constraints can hinder the establishment and growth of new ventures, limiting opportunities for entrepreneurial activity and economic growth. Our findings underscore the importance of policy interventions aimed at creating a conducive environment for entrepreneurship to thrive. Policymakers should adopt a systemic approach that addresses both individual and institutional barriers to entrepreneurship. This includes implementing reforms to simplify regulatory procedures, reduce bureaucratic red tape, and promote transparency and accountability in governance. Additionally, efforts to provide financial support, enhance talent development programs, and foster a supportive and inclusive organizational culture are essential for unlocking entrepreneurial potential and driving innovation. Furthermore, it is crucial to recognize the persistent challenges posed by corruption and the need for continuous efforts to combat it effectively. Government initiatives to support entrepreneurship should be accompanied by rigorous impact evaluations to ensure their effectiveness and inform future policy design. In summary, building a competitive environment for entrepreneurship requires a comprehensive and coordinated approach that involves collaboration

between the public and private sectors. By addressing the identified barriers and leveraging opportunities for growth and innovation, countries can create an ecosystem that nurtures entrepreneurship and drives sustainable economic development.

REFERENCES

1 **Urbano, D., Audretsch, D., Aparicio, S., Noguera, M.** Does entrepreneurial activity matter for economic growth in developing countries? The role of the institutional environment [Text] // International Entrepreneurship and Management Journal. – 2020. – № 3. – P. 1065–1099. <https://doi.org/10.1007/s11365-019-00621-5>.

2 **Nijkamp, P.** Entrepreneurship in a modern network economy [Text] // Regional studies. – 2003. – № 4. – P. 395–405.

3 **Stenholm, P., Acs, Z. J., Wuebker, R.** Exploring country-level institutional arrangements on the rate and type of entrepreneurial activity [Text] // Global Entrepreneurship, Institutions and Incentives. – Edward Elgar Publishing, 2015. – P. 387–404.

4 **Thurik, A. R., Stam, E., Audretsch, D. B.** The rise of the entrepreneurial economy and the future of dynamic capitalism [Text] // Technovation. – 2013. – № 8-9. – P. 302–310. – <https://doi.org/10.1016/j.technovation.2013.07.003>.

5 **Henrekson, M., Sanandaji, T.** Entrepreneurship and the theory of taxation [Text] // Small Business Economics. – 2011. – P. 167–185.

6 **Audretsch, D. B., Keilbach, M.** The theory of knowledge spillover entrepreneurship [Text] // Journal of Management studies. – 2007. – №. 7. – P. 1242–1254.

7 **Mason, C., Brown, R.** Entrepreneurial ecosystems and growth oriented entrepreneurship [Text] // Final report to OECD, Paris. – 2014. – № 1. – P. 77–102.

8 **Stam, E.** Entrepreneurial ecosystems and regional policy : a sympathetic critique [Text] // European planning studies. – 2015. – № 9. – P. 1759–1769.

9 **Shane, S. A.** The illusions of entrepreneurship : The costly myths that entrepreneurs, investors, and policy makers live by [Text] // Yale University Press. – 2008.

10 **Acs, Z. J., Autio, E., Szerb, L.** National systems of entrepreneurship : Measurement issues and policy implications [Text] // Global Entrepreneurship, Institutions and Incentives. – Edward Elgar Publishing – 2015. – P. 523–541.

11 **Baidybekova, S. K.** Accounting and financial reporting in the context of globalisation and digitalization : problems and improvements [Text] // Public Policy and Administration. – 2021. – №. 2. – P. 248–259.

12 **Baumol, W. J.** Entrepreneurship : Productive, unproductive, and destructive [Text] // Journal of business venturing. – 1996. – № 1. – P. 3–22.

13 **Фазылбаева, А. Ф.** Шағын бизнесті мемлекеттік қолдаудағы негізгі бағыттары мен проблемалары [Текст] // ҚазҰУ хабаршысы. Экономика сериясы – 2013. – Б. 193–200

14 GEM Kazakhstan National Report 2020/2021. [Electronic resource]. <https://www.gemconsortium.org/report/gem-kazakhstan-national-report-20202021> (accessed 25.02.2024).

15 **Levie, J., Autio, E.** Regulatory burden, rule of law, and entry of strategic entrepreneurs : An international panel study [Text] // Journal of Management Studies. – 2011 – №. 6. – P. 1392–1419.

16 **Autio, E., Acs, Z. J.** Intellectual property protection and the formation of entrepreneurial growth aspirations [Text] // Global entrepreneurship, institutions and incentives. Edward Elgar Publishing, – 2015. – P. 405–422.

17 **Marcum, T. M., Blair, E. S.** Entrepreneurial decisions and legal issues in early venture stages : Advice that shouldn't be ignored [Text] // Business Horizons. – 2011. – №. 2 – P. 143–152.

18 **Audretsch, D., Colombelli, A., Grilli, L., Minola, T., Rasmussen, E.** Innovative start-ups and policy initiatives [Text] // Research Policy. – 2020. – №. 10. – P. 104027.

Received 24.04.24

Received in revised form 29.04.24

Accepted for publication 16.05.24

**А. П. Жайшылық, Н. С. Құлмырзаев, А. Ш. Абдимомынова*

Қорқыт Ата атындағы Қызылорда университеті,

Қазақстан Республикасы, Қызылорда қ.

24.04.24 ж. баспаға түсті.

29.04.24 ж. түзетулерімен түсті.

16.05.24 ж. басып шығаруға қабылданды.

КӘСІПКЕРЛЕРЛІК БӘСЕКЕЛЕСТІК ОРТАНЫ ҚАЛЫПТАСТЫРУ: ИНСАЙТТАР МЕН ҮЗДІК ТӘЖІРИБЕЛЕР

Бүгінгі таңда кәсіпкерліктің табысты болуына ықпал ету үшін бәсекелестік ортаны нығайту өте маңызды. Динамикалық нарықтық ландшафттар дәуірінде бұл зерттеу кәсіпкерлік кәсіпорындардың өсуі мен тұрақтылығына ықпал ететін экожүйені құруға ықпал

ететін негізгі идеялар мен озық тәжірибелерді қарастырады. Бұл зерттеу кәсіпкерлер кездесетін жеке және институционалдық кедергілерге баса назар аудара отырып, кәсіпкерлік үшін бәсекелестік ортаны құрудың қиындықтары мен перспективаларын зерттейді. Жартылай құрылымдалған сұхбаттардың сапалы деректері мен бар әдебиеттердегі идеялардың жиынтығына сүйене отырып, зерттеу нормативтік кедергілер, құқықтық белгісіздік, қаржылық мәселелер, адам ресурстарын басқару мәселелері, кәсіпкерлер арасындағы ішкі қорқыныш пен белгісіздік сияқты негізгі шектеулерді анықтайды. Жүйелі талдау арқылы зерттеу құзіретті органдар мен мүдделі тараптарға осы шектеулерді жою және кәсіпкерлік қызмет үшін қолайлы орта құру бойынша ұсыныстар қарастырылды. Бұл ұсыныстарға реттеуші рәсімдерді оңайлату, қаржылық қолдау тетіктерін күшейту, таланттарды дамыту бағдарламаларын жетілдіру, қолдаушы ұйымдық мәдениетті дамыту және сыбайлас жемқорлыққа қарсы тиімді күрес кіреді. Зерттеу мемлекеттік және жеке секторлар арасындағы ынтымақтастықтың қажеттілігін көрсете отырып, кәсіпкерлік үшін жеке және институционалдық кедергілерді жоятын біртұтас тәсілдің маңыздылығын көрсетеді. Осы ұсыныстарды орындай отырып, мемлекет кәсіпкерлік әлеуетті ашып, инновацияларды ынталандырып, тұрақты экономикалық дамуға қол жеткізе алады.

Кілтті сөздер: кәсіпкерлік белсенділік, бәсекелестік орта, сын-қатерлер, шешімдер, Қазақстан.

**А. П. Жайшылық, Н. С. Кулмырзаев, А. Ш. Абдимомынова*

Кызылординский университет имени Коркыт Ата,

Республика Казахстан, г. Кызылорда

Поступило в редакцию 24.04.24

Поступило с исправлениями 29.04.24

Принято в печать 16.05.24

СОЗДАНИЕ КОНКУРЕНТНОЙ СРЕДЫ ДЛЯ ПРЕДПРИНИМАТЕЛЕЙ: ИНСАЙТЫ И ЛУЧШИЕ ПРАКТИКИ

Сегодня крайне важно укреплять конкурентную среду для содействия успеху предпринимательства. В эпоху динамичных рыночных ландшафтов в этом исследовании рассматриваются

ключевые идеи и передовой опыт, которые способствуют созданию экосистемы, способствующей росту и устойчивости предпринимательских предприятий. В этом исследовании изучаются проблемы и перспективы создания конкурентной среды для предпринимательства, уделяя особое внимание индивидуальным и институциональным барьерам, с которыми сталкиваются предприниматели. Опираясь на сочетание качественных данных полуструктурированных интервью и идей из существующей литературы, исследование определяет ключевые ограничения, такие как нормативные барьеры, правовая неопределенность, финансовые проблемы, проблемы управления человеческими ресурсами, а также внутренние страхи и неуверенность среди предпринимателей. Посредством систематического анализа исследование предлагает рекомендации для политиков и заинтересованных сторон по устранению этих ограничений и созданию благоприятной среды для предпринимательской деятельности. Эти рекомендации включают упрощение регуляторных процедур, усиление механизмов финансовой поддержки, совершенствование программ развития талантов, развитие поддерживающей организационной культуры и эффективную борьбу с коррупцией. В исследовании подчеркивается важность целостного подхода, который устраняет как индивидуальные, так и институциональные барьеры для предпринимательства, подчеркивая необходимость сотрудничества между государственным и частным секторами. Выполняя эти рекомендации, страны смогут раскрыть предпринимательский потенциал, стимулировать инновации и достичь устойчивого экономического развития.

Ключевые слова: предпринимательский активность, конкурентная среда, проблемы, решение, Казахстан

<https://doi.org/10.48081/MYYB9775>

***Е. В. Игнатова**

Торайғыров университет, Республика Казахстан г. Павлодар

*e-mail: elena_iev@mail.ru

РЕАЛИЗАЦИЯ КАДРОВОЙ АВТОНОМИИ В УПРАВЛЕНИИ ЗАРУБЕЖНЫМИ ВУЗАМИ

В настоящей статье автор рассматривает реализацию кадровой автономии при отборе преподавателей и сотрудников в зарубежные университеты. Последнее десятилетие на европейском образовательном пространстве активно осуществляется переход к кадровой автономии, обеспечивающей вузам свободно принимать решения по вопросам управления человеческими ресурсами. Такой подход позволил университетам создать гибкую систему отбора кадров, обеспечивающую самостоятельное осуществление набора квалифицированного персонала повышая тем самым качество высшего образования.

В настоящее время в Республике Казахстан активно продвигаются реформы, направленные на формирование академической свободы университетов. Трансформационные процессы обусловили изменения в законодательных актах расширив полномочия казахстанских вузов в принятии самостоятельных управленческих решений. Вместе с тем, общие руководящие принципы, касающиеся процедуры отбора профессорско-преподавательского состава, все еще регламентируются законами и утверждаются уполномоченным органом в сфере высшего образования.

Автор делает вывод, что изучение международного опыта в создании гибкой системы отбора квалифицированных кадров, позволит Казахстану продолжить процессы дерегулирования государственного контроля в принятии управленческих решений по вопросам кадрового обеспечения, а также создаст условия самостоятельно принимать в вузы высококвалифицированные кадры привлекая наиболее талантливых преподавателей.

Ключевые слова: автономия, кадровая автономия, система управления вузами, системе отбора кадров, государственный контроль.

Введение

Коренные трансформации социальной и экономической сферы, происходящие в последние годы, стремительный рост научных знаний, расширение информационного пространства и развитие коммуникаций привели мировое сообщество к решению новых задач, в которых особая роль отведена образованию. И не случайно Глава государства К. Ж. К. Токаев подчеркивает «Кадровая политика – это очень сложный, важный и весьма чувствительный вопрос. От хороших кадров зависит многое».

В последнее десятилетие деятельность европейских университетов ориентировано на трансформацию управленческой деятельности. При этом, особое внимание уделяется развитию кадровой автономии так как именно кадровая автономия позволяет вузам самостоятельно определять структуру управления, выстраивать порядок назначения и освобождения от должности, а также распределять управленческие функции между сотрудниками [1]. Исходя из этого, можно констатировать, что переход к кадровой автономии в решении управленческих вопросов не просто устанавливает новые правила, а вырабатывает новое понимание того, как должна строиться кадровая работа.

Таким образом, изучение международного опыта позволит выработать механизмы перехода к кадровой автономии казахстанских вузов.

Материалы и методы

Анализ, проведенный в данной статье является узконаправленным основанный на методах качественного исследования, но для выполнения заявленной цели является достаточным. Исследование построено на том, что в Казахстане стратегией развития высшего образования стал переход от системы, жестко контролируемой государством, к системе, обеспечивающей автономное управление университетами. В статье проводится тематическое исследование и сравнительно-сопоставительный анализ реализации кадровой автономии в зарубежных странах по пяти критериям: подбор персонала, создание структуры, назначение ректора, установка заработной платы, прием и увольнение персонала. Исследование для данной статьи основано на выборке из четырех европейских стран с наиболее благоприятными условиями в осуществлении кадровой деятельности занимающие верхние строчки в рейтинге.

В исследовании использован теоретический анализ научной литературы по проблеме кадровой автономии высшего образования [2],

анализ аналитических обзоров по кадровому управлению в европейских университетах; методы математической статистики по обработке данных.

Результаты и обсуждение

Ключевой стратегией реформ в управлении европейскими университетами является удовлетворение глобальной конкурентной экономики и рынка труда, свободного от административного контроля. Поэтому университеты многих стран стремятся продвигать реформы, направленные на развитие кадровой автономии, что позволяет им создать гибкую систему отбора кадров, обеспечивающую самостоятельное осуществление набора квалифицированного персонала повышая тем самым качество высшего образования.

Зачастую реформирование систем управления кадрами в зарубежных вузах основывается на опыте развитых стран. Однако не существует единого рецепта, так как каждый университет имеет свою особенность в управлении. Несмотря на это изучение такого опыта необходимо Казахстану для понимания того, как выстраивать стратегию по формированию механизмов кадровой автономии в управлении вузами.

Анализ, проведенный в данной статье, был частично основан на эмпирических данных, полученных из общедоступных официальных документов, таких как, Аналитический обзор, проведенный АО «Информационно-аналитический центр» по данным Ассоциации европейских университетов [3]. Опираясь на результаты исследования можно, отметить что только 40 % систем высшего образования из 28 европейских стран обладают высокой степенью кадровой автономии. Для анализа распределения европейских стран по уровню кадровой автономии были выбраны страны с наиболее благоприятными условиями в осуществлении кадровой деятельности занимающие верхние строчки в рейтинге [3]. Исследование было сосредоточено на системах высшего образования стран, набравших наибольшее количество баллов, что позволил выделить четыре группы (табл.1).

Таблица 1 – Распределение европейских стран по уровню кадровой автономии

Группа	Система высшего образования страны	Баллы (%)
1	Эстония	100
2	Великобритания	96
3	Чехия	95
	Швеция	95
	Швейцария	95

4	Финляндия	93
	Латвия	93

На основе полученных данных лидирующую позицию в рейтинге вузов европейских стран реализующих кадровую автономию занимает Эстонии. Так, в Эстонии вузы самостоятельно осуществляют подбор преподавателей, однако существуют ограничения связанные с правилами соглашения по менеджменту качества, которое содержит рекомендации по набору на разные должности ППС [4]. Кроме того, вузы Эстонии могут самостоятельно формировать свою структуру создавая факультеты и департаменты, автономно определять юридические лица и назначать внешних членов в управлении университетом. При этом, процедура назначения руководства вуза не регламентируется законом, а регулируется уставом университетов. Таким образом, анализ показывает, что вузы Эстонии самостоятельно принимают решения по всем кадровым вопросам.

Ко второй группе стран по уровню кадровой автономии, набравшей 96 % относится Великобритания. Анализ законодательных актов в области высшего образования показал, что британские вузы обладают широкой кадровой автономией. Однако, нормы и принципы работы руководящего состава вузов, созданных после 1992 года, регламентируются Законом «О высшем образовании», при этом, деятельность руководства университетами созданных ранее регулируется уставами вузов [5]. Следует подчеркнуть, что обязательным требованием к ректорам вузов является наличие ученого звания профессора или ассоциированного профессора, а срок полномочий не фиксируется. Кроме того, в управлении кадрами, существуют ограничения со стороны государства. Так, уровень заработной платы преподавателей согласовывается с профсоюзами, есть ограничение в продвижении преподавателей по службе, а правила увольнения персонала регулируются национальными трудовыми положениями [5].

Третья группа европейских стран, к которым относятся Чехия, Швеция и Швейцария характеризуются ограничениями со стороны государства в кадровых вопросах [6]. Например, в Чехии и Швеции на законодательном уровне регламентируются квалификационные требования и механизмы привлечения сотрудников. Кроме того, вузы не могут самостоятельно назначать и отстранять ректора от должности и определять срок его полномочий [6].

Следует подчеркнуть, что несмотря на то, что в управленческих структурах обозначенных странах имеются внешние члены, ни один из вузов не может назначать их самостоятельно, без утверждения уполномоченного органа.

Возможность вузов самостоятельно определять свою внутреннюю структуру ограничена, за исключением Швейцарии. В Чехии, формирование внутренним структуры вузов регламентируется уполномоченным органом. При этом университеты имеют право создавать юридические лица, однако эти процедуры ограничены рядом правил, утвержденных уполномоченным органом [7].

Кроме того, несмотря на то, что уполномоченный орган в сфере образования не принимает участие в процессе подбора персонала процедуры отбора, открытие вакансий, состав отборочной комиссии регламентируется законом. При этом, в вузах отсутствуют положения, регламентирующие увольнение сотрудников, кроме национальных трудовых положений [8].

Финляндия и Латвия, четвертая группа исследования, с рейтингом 93 %. Так, в вузах Латвии законом регламентируется прием сотрудников, в котором определены квалификационные требования. Продвижение по служебной лестнице возможно при наличии вакансий, а к процедуре назначения внешних членов управляющих органов привлекаются местные органы власти [9]. Несмотря на то, что существует единичная статья финансирования, вузы имеют право устанавливать уровень зарплаты, превышающий уровень, предусмотренный законом.

Кадровая автономия в вузах Финляндии имеет отличия от управления кадрами в Латвийских университетах. Так, финские вузы самостоятельно определять свою структуру, создают юридические лица и назначают внешних членов в управлении университетами. При этом, процедура назначения руководства вуза не регламентируются законодательными актами, а определяется уставами университетов. Кроме того, срок полномочий ректора не регламентируется [10]. Университеты самостоятельно принимают решение о продвижении сотрудников, а уровень заработной платы преподавателей согласовывается с профсоюзами.

Таким образом, проведенный анализ позволяет выявить особенности кадровой автономии исследуемых европейских стран (табл.2).

Таблица 2 – Особенности кадровой автономии европейских стран

Критерии	Группы стран			
	Эстония	Великобритания	Чехия Швеция Швейцария	Финляндия Латвия
Подбор персонала	самостоятельно	самостоятельно	ограничениями со стороны государства в кадровых вопросах	самостоятельно
Создание структуры	самостоятельно	самостоятельно	утверждения уполномоченного органа	самостоятельно
Назначение ректора	на основании Устава вуза	на основании Устава вуза	утверждения уполномоченного органа	определяется уставами университетов
Установка заработной платы	самостоятельно определяют уровень зарплаты	согласовывается с профсоюзами	самостоятельно определяют уровень зарплаты	согласовывается с профсоюзами
Прием и увольнение персонала	самостоятельно	регулируются национальными трудовыми положениями	регламентируется законом	регламентируется законом

Выводы

Результаты анализа реализации кадровой автономии в управлении показывает, что европейские вузы самостоятельно осуществляют подбор персонала, создают внутреннюю структуру, устанавливать размер заработной платы, однако в ряде стран, к которым относятся Чехия, Швеция и Швейцария, решения кадровых вопросов ограничены трудовыми законодательными актами. Это дает основание полагать, что, не смотря на усилия университетов свободно принимать решения по вопросам управления человеческими ресурсами прослеживается государственное регулирование в вопросах кадровой политики.

Автор не ставил целью проведения сравнительного анализа реализации кадровой автономии Казахстана и европейских стран, так как в республике переход к автономному управлению находится в начале пути. Вместе с тем, опираясь на законодательные акты можно отметить сходство в управлении кадрами. Так, назначение ректора и председателя Совета директоров утверждается Министерством науки и высшего образования. Университеты обладают определенной свободой в части формирования кадров, однако квалификационные требования к профессорско - преподавательскому

составу регулируются приказом уполномоченного органа, при этом сохраняется централизованный финансовый контроль. Разумеется, Казахстан испытывает трудности в вопросах регулирования баланса кадровой автономии и повышения степени подотчетности, однако, делегирование полномочий университетам в формировании кадрового потенциала не уменьшает возможностей государства в поддержании прочной системы высшего образования.

СПИСОК ИСПОЛЬЗОВАННЫХ ИСТОЧНИКОВ

1 **Горский-Мочалов, В. Л.** Принцип автономии высших учебных заведений в конституциях стран Европы / В. Л. Горский-Мочалов // Право и государство : теория и практика. – № 7. – 2021. – С. 75–78.

2 The National Education Policy Draft. Ministry of Human Resource Development // Draft NEP. – [Электронный ресурс]. – 2019: https://www.mhrd.gov.in/sites/upload_files/mhrd/files/

3 Разработка механизмов по повышению конкурентоспособности высшего образования // Аналитический обзор. – Астана – 2017. – 341 с.

4 Rome Ministerial Communiqué // European Higher Education Area and Bologna Process – 2020: [Электронный ресурс]. – URL: <https://ehea.info/Upload>.

5 **Элкен, М., Н. Фрелих и И. Реймерт** Руководящие подходы в высшем образовании : сравнение Норвегии, Швеции, Финляндии, Нидерландов и Великобритании (Англии) / М. Элкен, Н. Фрелих, И. Реймерт // НИФУ Осло. – 2016.

6 **Andrea Frankowski, Martijn van der Steen, Daphne Bressers, Martin Schulz, Claire Shewbridge, Marc Fuster, Rien Rouw** Dilemmas of central governance and distributed autonomy in education / Andrea Frankowski, Martijn van der Steen, Daphne Bressers, Martin Schulz, Claire Shewbridge, Marc Fuster, Rien Rouw // OECD Education Working Papers. – № 189 – 2018.

7 **Francisco Michavila, Jorge M. Martinez** Excellence of Universities versus Autonomy, Funding and Accountability / Francisco Michavila, Jorge M. Martinez // European Review. № – 26 – 2018. – P. 48–56.

8 **Kenan, Dikilitas, Simon, E. Mumford** Teacher autonomy development through reading teacher research : agency, motivation and identity/ Kenan Dikilitas, Simon E. Mumford // Innovation in language learning and teaching. – 2018. – P. 1–12.

9 World Bank Поддержка World Bank высшего образования в Латвии // Финансирование на системном уровне. – 2018 : [Электронный ресурс]. – <https://openkno.wledge.worldbank.org/handle/10986/29740>.

10 **Gordon Redding** Critical thinking, university autonomy, and societal evolution; thoughts on a research agenda / Gordon Redding // Centre for Global Higher Education, Working paper. – №11. – 2017.

REFERENCES

1 **Горский-Мочалов, В. Л.** Принцип автономии высших учебных заведений в конституциях стран Европы / В. Л. Горский-Мочалов // Право и государство : теория и практика. – № 7. – 2021. – С. 75–78.

2 The National Education Policy Draft. Ministry of Human Resource Development // Draft NEP. – 2019: [Electronic resource]. – https://www.mhrd.gov.in/sites/upload_files/mhrd/files/

3 Razrabotka mexanizmov po povы'sheniyu konkurentosposobnosti vy'sshego obrazovaniya [Development of mechanisms to improve the competitiveness of higher education]. // Analytical review – Astana. – 2017. P. 341.

4 Rome Ministerial Communiqué // European Higher Education Area and Bologna Process – 2020: URL: [Electronic resource]. – <https://ehea.info/Upload>.

5 **Elken M., N. Fröhlich, I. Reimert** Rukovodachie podchodi v bishchem obracovanii: sravnenie Norvegii Svedcii Finljandii i Velikobritanii (Anglii) [Reimert Leadership approaches in higher education: a comparison of Norway, Sweden, Finland, the Netherlands and Great Britain (England)] // НИФУ Осло. – 2016.

6 **Andrea Frankowski, Martijn van der Steen, Daphne Bressers, Martin Schulz, Claire Shewbridge, Marc Fuster, Rien Rouw** Dilemmas of central governance and distributed autonomy in education/ Andrea Frankowski, Martijn van der Steen, Daphne Bressers, Martin Schulz, Claire Shewbridge, Marc Fuster, Rien Rouw // OECD Education Working Papers. – № 189. – 2018.

7 **Francisco Michavila, Jorge M. Martinez** Excellence of Universities versus Autonomy, Funding and Accountability/ Francisco Michavila, Jorge M. Martinez // European Review. – № 26 – 2018. – P. 48–56.

8 **Kenan Dikilitas, Simon E. Mumford** Teacher autonomy development through reading teacher research : agency, motivation and identity/ Kenan Dikilitas, Simon E. Mumford // Innovation in language learning and teaching. – 2018. – P. 1–12.

9 World Bank Поддержка World Bank высшего образования в Латвии// Финансирование на системном уровне. – 2018 : [Electronic resource]. <https://openkno.wledge.worldbank.org/handle/10986/29740>.

10 **Gordon Redding** Critical thinking, university autonomy, and societal evolution; thoughts on a research agenda / Gordon Redding // Centre for Global Higher Education, Working paper. – № 11 – 2017.

Поступило в редакцию 25.12.24

Поступило с исправлениями 26.12.24

Принято в печать 19.04.24

**Е. В. Игнатова*

Тоғайғыров университеті, Қазақстан Республикасы, г. Павлодар

25.12.24 ж. баспаға түсті.

26.12.24 ж. түзетулерімен түсті.

19.04.24 ж. басып шығаруға қабылданды.

ШЕТЕЛ УНИВЕРСИТЕТТЕРІН БАСҚАРУДА КАДР АВТОНОМИЯСЫН ЖҮЗЕГЕ АСЫРУ

Бұл мақалада автор шетел университеттерінде оқытушылар мен қызметкерлерді іріктеуде кадрлық автономияның жүзеге асырылуын қарастырады. Соңғы онжылдықта еуропалық білім кеңістігі университеттердің адам ресурстарын басқару мәселелері бойынша еркін шешім қабылдауын қамтамасыз ете отырып, кадрлық автономияға белсенді түрде көшуіде. Бұл тәсіл университеттерге білікті кадрларды өз бетінше іріктеуді қамтамасыз ететін кадрларды іріктеудің икемді жүйесін құруға, сол арқылы жоғары білім сапасын арттыруға мүмкіндік береді.

Қазіргі уақытта Қазақстан Республикасында ЖОО-да академиялық еркіндік құруға бағытталған реформалар белсенді түрде алға жылжытылуда. Трансформация процестері заңнамалық актілерге өзгерістер енгізуге, тәуелсіз басқару шешімдерін қабылдауда қазақстандық жоғары оқу орындарының өкілеттіктерін кеңейтуге әкелді. Дегенмен, педагогикалық кадрларды іріктеу тәртібіне қатысты жалпы нұсқаулар бұрынғысына заңдармен реттеледі және жоғары білім саласындағы уәкілетті орган бекітеді.

Авторлар білікті кадрларды іріктеудің икемді жүйесін құрудағы халықаралық тәжірибені зерделеу Қазақстанға кадр мәселесі бойынша басқарушылық шешімдерді қабылдауда мемлекеттік бақылауды дерегуляциялау процестерін жалғастыруға мүмкіндік береді, сондай-ақ жоғары білікті кадрларды ЖОО-ға өз бетінше қабылдау үшін жағдай жасайды деп қорытындылады. ең дарынды мұғалімдерді тарту.

Кілтті сөздер: автономия, кадр автономиясы, университетті басқару жүйесі, кадрларды іріктеу жүйесі, мемлекеттік бақылау.

Ye. B. Ignatova

Torayghyrov University, Republic of Kazakhstan, Pavlodar.

Received 25.12.24

Received in revised form 26.12.24

Accepted for publication 19.04.24

IMPLEMENTATION OF PERSONNEL AUTONOMY IN THE MANAGEMENT OF FOREIGN UNIVERSITIES

In this article, the author examines the implementation of personnel autonomy in the selection of teachers and staff at foreign universities. Over the past decade, the European educational space has been actively transitioning to personnel autonomy, ensuring universities can freely make decisions on human resource management issues. This approach allowed universities to create a flexible personnel selection system that ensures independent recruitment of qualified personnel, thereby increasing the quality of higher education.

Currently, reforms aimed at creating academic freedom at universities are being actively promoted in the Republic of Kazakhstan. Transformation processes have led to changes in legislative acts, expanding the powers of Kazakhstani universities in making independent management decisions. However, general guidelines regarding the selection procedure for teaching staff are still regulated by laws and approved by the authorized body in the field of higher education.

The authors conclude that studying international experience in creating a flexible system for selecting qualified personnel will allow Kazakhstan to continue the processes of deregulation of state control in making management decisions on staffing issues, and will also create conditions to independently admit highly qualified personnel to universities by attracting the most talented teachers.

Keywords: autonomy, personnel autonomy, university management system, personnel selection system, state control.

Теруге 28.05.2024 ж. жіберілді. Басуға 28.06.2024 ж. қол қойылды.

Электронды баспа

5,04 Мб RAM

Шартты баспа табағы 17,4

Таралымы 300 дана. Бағасы келісім бойынша.

Компьютерде беттеген: А. К. Мыржикова

Корректоры: А. Р. Омарова, М. М. Нугманова

Тапсырыс № 4253

Сдано в набор 28.05.2024 г. Подписано в печать 28.06.2024 г.

Электронное издание

5,04 Мб RAM

Усл.п.л. 17,4. Тираж 300 экз. Цена договорная.

Компьютерная верстка: А. К. Мыржикова

Корректорлар: А. Р. Омарова, М. М. Нугманова

Заказ № 4253

«Toraighyrov University» баспасынан басылып шығарылған

Торайғыров университеті

140008, Павлодар қ., Ломов к., 64, 137 каб.

«Toraighyrov University» баспасы

Торайғыров университеті

140008, Павлодар қ., Ломов к., 64, 137 каб.

8 (7182) 67-36-69

e-mail: kereku@tou.edu.kz

www.vestnik.tou.edu.kz

www.vestnik-economic.tou.edu.kz