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## **CURRENT TRENDS IN HUMAN CAPITAL MANAGEMENT IN THE CIVIL SERVICE**

*Human capital management is an important process in the modern world, when the effectiveness of public service often depends on the professionalism and motivation of its employees.*

*The paper highlights the importance of human capital management for improving the efficiency of the civil service and its readiness to meet modern challenges. The authors analyze the works of domestic and foreign researchers such as A. B. Maidyrova, Y. Nemets, Angela Baron, Michael Armstrong and others.*

*The purpose of the study is to identify priority areas that contribute to improving the efficiency of civil servants in modern conditions. The research methodology includes theoretical and practical analysis, as well as statistical data analysis. In the course of the study, it was determined that modern trends in human capital management contribute to increasing employee motivation, improving their professional qualities and creating a productive public service.*

*The scientific significance of the research lies in the systematization of modern approaches and the determination of their impact on the work of civil servants. The practical significance lies in the application of the research data to improve the work of government agencies.*

*Keywords: human capital, management, public service, current trends, digitalization.*

## **Introduction**

The relevance of studying current trends in human capital management is undeniable, as government agencies today must be more efficient and more flexible than before in order to be able to cope with the challenges of the modern world. In this regard, it is necessary to attract qualified specialists to the civil service, motivate them, helping them develop and create comfortable working conditions for them. An important role in creating more effective government structures is played by the introduction of modern technologies, the use of flexible schedules, the development of leadership skills, and concern for the well-being of employees. As a result, motivated and qualified employees will work in a transparent and fair state system, which will increase the respect and trust of ordinary citizens in the government. Considering the issue of current trends in human capital management in the civil service, we have the opportunity to understand how to improve the work of civil servants and increase the efficiency of government structures.

The object of this study is the process of human capital management. The subject of the research is modern methods and approaches used for human capital management in the civil service.

The aim of the work is to explore new approaches that help effectively manage civil servants, making them more motivated for professional development and fulfillment of their tasks. To achieve this goal, the following tasks were set: to understand the main current trends, to study successful examples of using new approaches, and to assess their impact on the work of civil servants.

## **Materials and methods**

The topic of human capital is revealed in the scientific works and research of many scientists. Adam Smith [1], David Ricardo [2], and John Stuart Mill [3] laid the foundation for the classical economic approach to human capital in their writings. They argued that education, vocational training, and skill development are important for increased productivity and economic growth.

The work of the classics of economic thought was continued by such scientists as Gary Becker and Theodore Schultz. Schultz believed that investing in education and training could be compared to investing money in a business. He also argued that investing in people may be more important than investing in machinery and equipment. Thus, skilled workers can bring more benefits to the economy, as they can produce more goods and services [4]. Becker developed Schultz's ideas. He believed that in addition to education and professional training, health also affects the value of human resources in the economy. In his works, Becker showed the economic benefits of investing in human capital, and how they affect economic growth [5].

The above-mentioned studies have become a kind of foundation for understanding that it is extremely important to develop human capital. In addition, they emphasize the importance of education, health, and professional development of employees as important strategic investments that not only contribute to the growth of individual organizations, but also to the progress of the entire society.

Modern researchers continue to develop the concept of human capital management, taking into account the peculiarities of our time. A. B. Maidyrova [6] and Y. Nemets [7] in their research pay attention to the role of human capital in public service, and also consider methods of its assessment and forecasting. Angela Baron and Michael Armstrong [8] reveal not only the essence of the concept of human capital, but also describe ways to measure human capital and the difficulties that can be encountered in this process. In addition to the above-mentioned researchers, C. Bethencourt, D. V. Gonin, K. Sumbadze and others.

The methodology of the research was based on an integrated approach that combines the analysis of theory and practice. Scientific works in the field of human capital, both classical and modern, were studied. This contributed to an understanding of the main ideas and trends, as well as how approaches to human capital management change over time. Statistical data was also used to help assess how effective certain approaches are.

The significance of the work lies in the fact that it can be useful for the development of management theory, as well as for practical use: the results of the study can help improve the work of government agencies.

### **Results and discussion**

In the modern world, one can observe not only the rapid growth of technology, but also the growing demands of citizens on the quality of government agencies. In this regard, public services face the need to adapt to new conditions. And here, in order to effectively manage human resources in government structures, new methods are needed. New approaches should be flexible, professional, and innovative.

Current trends in human capital management in the civil service are characterized by the active use of digital technologies, the development of professional skills, inclusivity and concern for the well-being of employees. The task of government agencies is not only to attract and retain qualified personnel, but also to create favorable conditions for learning and adapting to new realities. This approach allows government agencies to become more efficient and open, and also allows them to respond more quickly to the challenges they face.

In recent years, there has been widespread adoption of digital technologies. Modern public services widely use digital tools for personnel management, automation of the selection, recruitment and personnel accounting process. This allows objectively analyzing resumes, selecting suitable candidates, and

performing initial filtering of applications. In addition, automated processes can reduce paperwork, improve data accuracy and speed of decision-making on certain issues. Digital platforms are also used for training, development and certification of employees.

Creation of the integrated information system «eQyzmet» was one of the events within the framework of the action plan for the implementation of the State Program «Information Kazakhstan 2020» for 2013-2017 [9]. The Agency for Civil Service Affairs (hereinafter referred to as the Agency) of the Republic of Kazakhstan was appointed as the responsible executor of the creation of the information system «eQyzmet». The purpose of creating the eQyzmet Information system is to automate the work of the Department of Personnel Management in the public sector, to obtain the necessary information about civil servants at all levels in real time, as well as to collect data on the results of employee testing and evaluation of their work.

Since 2022, the Agency has begun to actively develop the system: a database of all administrative civil servants of the Republic of Kazakhstan has been created, which contains not only their personal data, but also data on personal competencies and abilities, information on training, rotation, encouragement or involvement in administrative or disciplinary responsibilities and other information.

Following the «eQyzmet» information system, its mobile version was developed. According to Ainura Kamidullayevna Sergazieva, Deputy Chairman of the Agency of the Republic of Kazakhstan for the Civil Service on Digitalization, this was done primarily in order to simplify work with documents if a civil servant is at a meeting or on a work trip, but is forced to resolve important issues and sign documents [10]. In the future, as stated by Sergazieva A. K., it is planned to transfer all the functionality to the mobile version.

On March 1, 2023, the system for selecting candidates for vacant positions in the civil service began to operate through the eQyzmet portal (Figure 1). This step has made the application process easier for candidates. Now it is possible to do this at any time from anywhere in the world, with a minimum of additional documents, since other government information systems are integrated into the system, allowing them to add documents to the eQyzmet information system automatically. Also, as stated by Azamat Zholmanov, Deputy Chairman of the Agency for Civil Service Affairs of the Republic of Kazakhstan, today more attention is paid to the competence of candidates when testing through eQyzmet than to knowledge of regulatory legal acts, the number of which has been reduced [11].

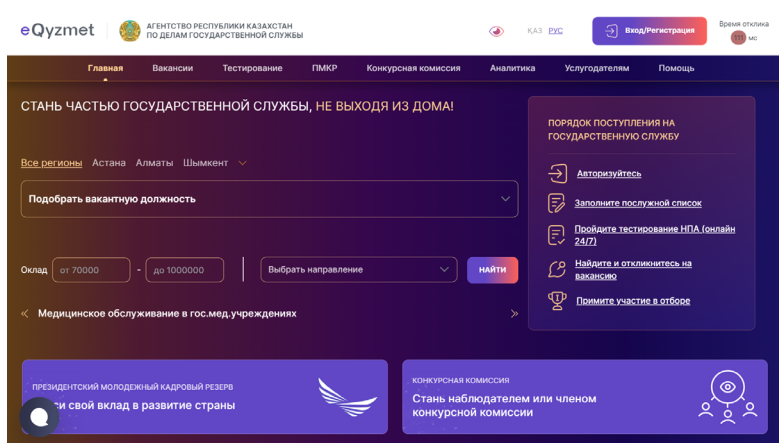


Figure 1 – eQyzmet portal (eqyzmet.gov.kz)

One of the Agency's directions is the strategic direction «Digital Public Service». In this area, according to the report on the implementation of the development plan for 2023–2027 [12], the Agency carried out measures to increase the activity of work in the eQyzmet system. By the end of 2023, 770 000 documents were processed through eQyzmet, which is 125 000 more than in 2022. The Agency also provided data on the number of completed documents for previous years (Figure 2).

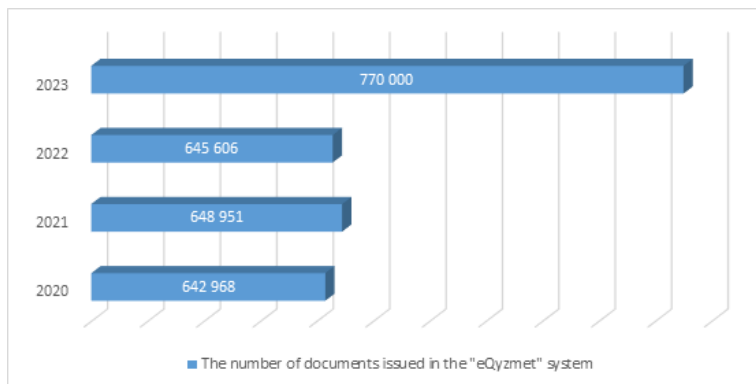


Figure 2 – The number of documents issued in the «eQyzmet» information system from 2020 to 2023\*

\*Compiled by the authors based on the source [12]

As part of the expansion of the «eQyzmet» information system, the Agency tested a system for selecting candidates for public service. Thus, according to the results of 2023, 652 candidates were selected as winners of competitions for vacant positions. In addition, data from various departments and structures were created or updated in the eQyzmet system. The number of users according to the report was about 87.3 thousand people.

The Agency conducted a survey to identify the shortcomings of the system for the use of personnel management services. The survey results showed that 66.6% of respondents are satisfied with the system, which also indicates that there are a number of problems that should be worked on to improve the entire system. On December 22, 2023, eQyzmet was put into commercial operation [12].

The development of skills and competencies among civil servants is an important prerequisite for the effective operation of any government structure, as well as for improving the quality of public services. Currently, civil servants are expected not only to be able to perform standard tasks, but also to be able to quickly adapt to changes and make the right decisions. Under these conditions, continuous training and improvement of professional competencies become mandatory.

First, the development of skills and competencies helps to cope with changes in the best possible way. Current trends are such that in the era of digitalization and globalization, government officials should be able to respond quickly to new challenges, as well as apply modern technologies and methods. Thus, knowledge of digital tools and data management skills make work processes faster and more transparent, and the decisions made are more informed.

Secondly, flexibility and creativity are becoming important components of working in government structures and beyond. Applying fresh ideas and approaches allows civil servants to find new solutions to problems, not just following old instructions. This can help not only improve interaction with the population, but also develop new approaches to solving social and economic problems, thereby increasing public confidence in government structures.

Thirdly, leadership and managerial qualities are of great importance. Those managers who have effective communication skills, support employees, think strategically, can organize their work more productively, motivate subordinates and successfully implement complex projects. In addition, the development of skills and competencies makes civil servants more motivated and satisfied with their work.

The Academy of Public Administration under the President of the Republic of Kazakhstan (hereinafter referred to as the Academy) is engaged in the training, retraining and advanced training of civil servants in Kazakhstan [13]. Master's and doctoral studies are conducted on the basis of the structural divisions of the Academy: the Institute of Diplomacy, the National School of Public Policy and the



Institute of Management. The Institute of Professional Development is engaged in retraining and advanced training of civil servants.

Retraining of civil servants is a set of courses in various fields for the development of additional skills and competencies. The programs of these courses are developed based on the specific needs of government agencies. The Institute of Professional Development offers courses for civil servants who have entered the civil service for the first time, and for those who will hold a managerial position for the first time.

Professional development of civil servants is offered in the following options: seminars with the participation of domestic and foreign experts, as well as seminars on a contractual basis. These seminars allow civil servants to improve their competencies. Application forms for participation in the seminar are accepted through the «eQyzmet» information system, as well as on the website of the Academy. In addition to retraining and advanced training, civil servants have the opportunity to receive remote training in relevant video courses.

In 2023, according to the National Report on the State of Public Service in the Republic of Kazakhstan by the Agency for Civil Service Affairs of the Republic of Kazakhstan, about 26.5 thousand people completed retraining and advanced training courses. Also in the reporting period, special retraining courses were conducted for 18 employees of the «А» corps [14].

The importance of developing the communicative competencies of civil servants is considered in his article by B.N. Bokaev [15]. The authors note that the Academy of Public Administration under the President of the Republic of Kazakhstan takes into account the importance of developing communicative competencies and updates the content of retraining courses in a timely manner. Since 2019, the course program has included such disciplines as «Public Speaking», «Communication Management» and «Effective Communication Skills». Upon completion of the courses, government officials have the opportunity to highlight the shortcomings of the program and make suggestions through a survey conducted by the Academy on a regular basis. In their study, B.N. Bokaev and co-authors say that based on the results of such a survey, specific business cases for conflict and crisis resolution were added to the content of some retraining courses [15].

The National Report on the State of the Civil Service in the Republic of Kazakhstan by the Agency for Civil Service Affairs [14] also focuses on the importance of skills and competencies needed to increase the potential of civil servants. In particular, in 2023, the Agency conducted an analysis of the activities of the deputy heads of central and local executive bodies. 161 people participated in the assessment of the activity, 98 of whom were deputy heads of central government agencies, 63 were deputy akims of the regions. The results of the

analysis presented in the report (Figure 3) are as follows: 62.7 % of the evaluated employees demonstrated the «leadership» competence best, 80.7 % demonstrated the «analysis and decision-making» competence, and 57.8 % demonstrated the «activity management» competence slightly worse. The report also notes a low command of the state language among 20 % of the deputy heads who participated in the study.

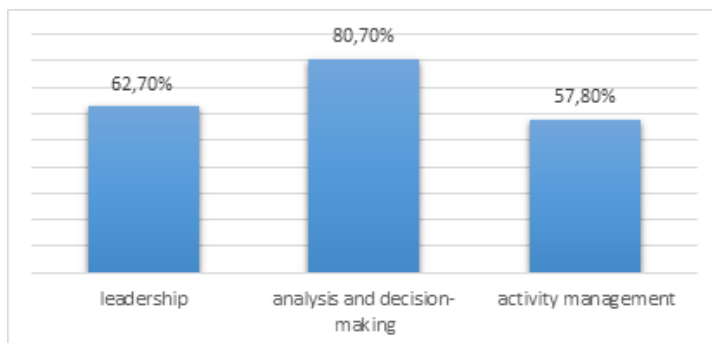


Figure 3 – Results of the analysis of the activities of the deputy heads of central and local executive bodies\*

\*Compiled by the authors based on the source [14]

Diversification and inclusivity in the civil service are especially important now. In a world where everything is changing rapidly, government structures must adapt to the changes. One of the main steps for this is to make teams more diverse and open to everyone. When people of different ages, experiences, and backgrounds work in the civil service, it provides an opportunity to look at problems differently and find the best solutions. Different opinions and views help to better understand the needs of society and make decisions that take into account the interests of all citizens. Inclusivity also makes the work environment fair and comfortable for all employees. When everyone feels like a part of the team and sees that everyone has equal opportunities for career growth, it increases motivation and improves work results. People work better when their work is appreciated and their characteristics are respected.

Finally, supporting diversity in the civil service increases citizens' trust in government agencies. When people see that representatives of different groups of society work in government agencies, they begin to trust the state more,

considering it to be more fair and open. This helps to improve relations between the state and the population.

The Law of the Republic of Kazakhstan «On Civil Service», in turn, defines the basic principles of public service, including “the equal right of citizens to access public service» [16]. One of the tools for implementing this principle is the selection system for public service. Applicants for the civil service have the opportunity to participate in the selection online, and also receive an objective assessment due to the anonymization of all personal data and the use of an identification number. Thus, the selection process is transparent and provides equal opportunities for all candidates. According to the National Report on the State of the Civil Service of the Republic of Kazakhstan in 2023, there was an increased interest of the civil service for citizens. In particular, 5,815 people participated in the competition for 1,246 positions through the «E-Qyzmet» portal, of which 652 were declared winners. The report notes that the number of candidates per 1st place is 2.9 times higher than the same indicator of the traditional selection system [14].

According to President Kassym-Jomart Tokayev, purposeful educated youth should take part in governing the country. For this purpose, the Presidential Youth Personnel Reserve was created in 2019, which is a kind of social elevator. In February 2024, the reserve consisted of 400 specialists, 280 of whom had already been appointed to responsible positions in central and local authorities [17].

In addition to the personnel reserve, there is another opportunity for young people to enter the civil service without competition. It is available to university graduates with high academic achievements and government-commissioned students who will be able to try their hand at grassroots positions in district and rural executive bodies. So, in 2023, 103 graduates of higher educational institutions were employed without competition, of which 11 are graduates of the Academy of Public Administration. Work is also continuing on the creation of Regional Youth personnel reserves, which were planned to select 316 people [14].

Currently 55.7 % of women from the total number of employees are in the civil service; 39.4 % of women are in senior positions; 38 % are ethics commissioners [18]. At the forum of the Presidential Youth Personnel Reserve in February 2024, President Tokayev noted that the percentage of women in senior positions in the state apparatus (39.4 %) is low and needs to be increased. The President also noted that women can be described as responsible, attentive employees who are less prone to corruption [17].

In addition, according to Salauat Muksimov, Deputy Chairman of the Agency for Civil Service Affairs of the Republic of Kazakhstan, 847 people with disabilities currently work in the civil service, while a third of them are managers [18].

In order to improve the quality of human potential, the Agency has been using a new quarterly assessment system for employees of the B corps since 2023. To evaluate the heads of structural divisions or government agencies, the method of assessing the achievements of key performance indicators is used. Other employees of the «B» building are evaluated by the ranking method. The 360 assessment method is used both in relation to the management staff and other employees.

Thus, based on a high rating (for 4 consecutive quarters), employees have the opportunity to receive a direct appointment to a higher position. On the other hand, if employees receive an unsatisfactory grade for 2 consecutive quarters, they are subject to demotion or dismissal if there is no vacancy [14].

Today, flexible and remote forms of work are being actively introduced in public services, which allow employees to work more conveniently and efficiently. During COVID-19, many government agencies switched to remote or mixed work, and it turned out that this approach can be not only convenient, but also effective. In addition, by order of the Chairman of the Agency, the rules for the use of remote work, combined remote work, and flexible working hours for civil servants were approved [19]. These rules allow organizing remote or combined remote work by agreement of the parties during an emergency or martial law.

Flexible working hours help civil servants to maintain good productivity and at the same time maintain a balance between work and personal life. For example, employees with young children actively use flexible working hours. Of the 3,000 civil servants who used this format of work, 63 % are women [18].

At the same time, flexible working hours reduce the burden on offices and workplaces, as not all employees are constantly in the office. This allows for more efficient use of space and resources. As a result, flexible employment helps to make the work of government agencies more efficient, and working conditions are better for employees.

Improving the welfare of civil servants is one of the tools to increase employee motivation and, as a result, improve their work. When civil servants feel that their work is well appreciated, they become more satisfied with their work and interested in achieving good results.

A decent salary is one of the main motivational aspects of job satisfaction. Thus, since January 1, 2024, government agencies have completely switched to a new remuneration system, which is based on grouping different positions of approximately equal importance for further ranked remuneration.

In its report, the Agency for Civil Service Affairs of the Republic of Kazakhstan also notes the importance of improving the welfare of civil servants as a way to increase employee productivity. One of the current problems of civil servants is the problem of purchasing their own housing. According to the results

of the survey, 47% of civil servants do not have their own homes. Thus, in order to attract more employees to the civil service in the regions, the program «With a diploma to the village» was developed. In 2023, under this program, 77 employees of rural akimats received a budget loan for the construction or purchase of housing (391.6 million tenge); 236 civil servants received lifting allowances from the local budget (81.4 million tenge) [14].

According to the survey conducted by the Agency, it became clear that 90.4% of respondents experience stress in the workplace. Stress can negatively affect not only the psychological climate in the team, but also the productivity of employees as a whole. 68% of the respondents noted that they have to stay late at work after working hours due to heavy workload. At the same time, no time off or compensation was provided for processing. In order to avoid the occurrence of cases of illegal involvement in overtime work, the Agency has the authority to monitor the observance of working hours by government agencies [14].

Current trends in human capital management in the civil service are aimed at creating a flexible, inclusive and highly efficient system capable of responding quickly to the challenges of the times. These changes include the use of digital technologies, the development of employee skills, the introduction of flexible forms of employment, as well as an emphasis on transparency, ethics, and support for employee well-being.

All these measures help the civil service to attract and retain professionals, increase employee motivation and build more trusting relationships with society. The introduction of these modern approaches makes it possible to create an environment in which every civil servant feels like a valuable participant in a common goal, which significantly increases overall productivity and contributes to achieving high standards in the provision of public services.

### **Conclusion**

According to the results of the study, it can be argued that modern approaches such as digitalization, continuous development of employee skills, the introduction of flexible forms of employment, inclusivity, and support for emotional well-being play an important role in improving the effectiveness of public service. The hypothesis put forward about the positive impact of these trends on the quality of work in the civil service and on the interaction of the public sector with society was confirmed in the study. The presented data show that the use of modern, innovative management methods makes it possible to increase the motivation and productivity of employees, as well as adapt the civil service to current realities. Recommendations include the development of mentoring programs, the further introduction of digital tools for training and personnel management (including artificial intelligence), and increasing inclusivity and diversity in the team. The

obtained research data can be used as a basis for further research and development of new solutions in the field of human capital management.

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## МЕМЛЕКЕТТІК ҚЫЗМЕТТЕГІ АДАМИ КАПИТАЛДЫ БАСҚАРУДАҒЫ ҚАЗІРГІ ТЕНДЕНЦИЯЛАР

*Адами капиталды басқару қазіргі әлем жағдайында маңызды процесс болып табылады, онда мемлекеттік қызметтің тиімділігі көбінесе оның қызметкерлерінің кәсібилігі мен уәждемесіне байланысты болады.*

*Жұмыста Мемлекеттік қызметтің тиімділігін және оның қазіргі заманғы сын-қатерлерге дайындығын арттыру үшін адами капиталды басқарудың маңыздылығы атап көрсетілген. Авторлар Б. Майдырова, Ю. Немец, Angela Baron, Michael Armstrong сияқты отандық және шетелдік зерттеушілердің еңбектерін талдайды.*

*Зерттеудің мақсаты-қазіргі жағдайда мемлекеттік қызметшілер жұмысының тиімділігін арттыруға ықпал ететін басым бағыттарды анықтау. Зерттеу әдістемесі теориялық және практикалық талдауды, сондай-ақ статистикалық деректерді талдауды қамтиды. Зерттеу барысында адами капиталды*

*басқарудың қазіргі тенденциялары қызметкерлердің мотивациясын арттыруға, олардың кәсіби қасиеттерін жақсартуға және өнімді мемлекеттік қызметті құруға ықпал ететіні анықталды.*

*Зерттеудің ғылыми маңыздылығы қазіргі заманғы тәсілдерді жүйелеу және олардың мемлекеттік қызметшілердің жұмысына әсерін анықтау болып табылады. Практикалық маңыздылығы мемлекеттік құрылымдардың жұмысын жақсарту үшін зерттеу деректерін қолдану болып табылады.*

*Кілтті сөздер: адами капитал, басқару, мемлекеттік қызмет, қазіргі тенденциялар, цифрландыру.*

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## **СОВРЕМЕННЫЕ ТЕНДЕНЦИИ В УПРАВЛЕНИИ ЧЕЛОВЕЧЕСКИМ КАПИТАЛОМ В ГОСУДАРСТВЕННОЙ СЛУЖБЕ**

*Управление человеческим капиталом является важным процессом в условиях современного мира, когда эффективность государственной службы зачастую зависит от профессионализма и мотивации её сотрудников.*

*В работе подчеркивается значимость управления человеческим капиталом для повышения эффективности государственной службы и её готовности к современным вызовам. Авторы анализируют труды отечественных и зарубежных исследователей, таких как А. Б. Майдырова, Ю. Немец, Angela Baron, Michael Armstrong и других.*

*Цель исследования – определение приоритетных направлений, которые способствуют повышению эффективности работы государственных служащих в современных условиях. Методология исследования включает теоретический и практический анализ, а также анализ статистических данных. В ходе исследования определено, что современные тенденции управления человеческим*

*капиталом способствуют повышению мотивации сотрудников, улучшению их профессиональных качеств и созданию продуктивной государственной службы.*

*Научная значимость исследования заключается в систематизации современных подходов и определении их влияния на работу государственных служащих. Практическая значимость заключается в применении данных исследования для улучшения работы государственных структур.*

*Ключевые слова: человеческий капитал, управление, государственная служба, современные тенденции, цифровизация.*

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