

**Л.Н. ГУМИЛЕВ атындағы ЕУАЗИЯ ҰЛТТЫҚ УНИВЕРСИТЕТИ  
NATIONAL UNIVERSITY «YURI KONDRATYUK POLTAVA POLYTECHNIC»  
POLTAVA STATE AGRARIAN ACADEMY  
UNIVERSITY OF ECONOMICS IN BRATISLAVA**

**«ЖАҒАНДЫҚ ПАНДЕМИЯ СЫН-ҚАТЕРЛЕРІ ЖАҒДАЙЫНДАҒЫ  
ҰЛТТЫҚ ЭКОНОМИКАЛАРДЫҢ ҚАЗІРГІ ТЕНДЕНЦИАЛАРЫ МЕН  
ДАМУ ПЕРСПЕКТИВАЛАРЫ»**

*Халықаралық ғылыми-тәжірибелік конференциясының  
ЕҢБЕКТЕР ЖИНАҒЫ*

***СБОРНИК ТРУДОВ***

*Международной научно-практической конференции*

**«СОВРЕМЕННЫЕ ТЕНДЕНЦИИ И ПЕРСПЕКТИВЫ РАЗВИТИЯ  
НАЦИОНАЛЬНЫХ ЭКОНОМИК В УСЛОВИЯХ ВЫЗОВОВ МИРОВОЙ  
ПАНДЕМИИ»**

*Works of the international scientific- practical conference*

**« CURRENT TRENDS AND PROSPECTS FOR THE DEVELOPMENT OF  
NATIONAL ECONOMIES IN THE CONTEXT OF GLOBAL PANDEMIC  
CHALLENGES»**

**Нұр-Сұлтан, 2020**

ӘОЖ 339.9(063)  
ҚБЖ 65.5  
Ж 52

### Редакция алқасы

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**ISBN 978-601-337-395-9**

**Ж52** «Жаһандық пандемия сын-қатерлері жағдайындағы ұлттық экономикалардың қазіргі тенденциялары мен даму перспективалары» халықаралық ғылыми-тәжірибелік конференциясының еңбектер жинағы. - Нұр-Сұлтан: Л.Н. Гумилев атындағы Еуразия ұлттық университеті, 2020. - 514 б.

Сборник трудов международной научно-практической конференции «Современные тенденции и перспективы развития национальных экономик в условиях вызовов мировой пандемии». - Нур-Султан: Евразийский национальный университет им. Л.Н. Гумилева, 2020. – 514 с.

Works of the international scientific-practical conference «Modern trends and prospects for the development of national economies under the challenges of the world pandemic». - Nur-Sultan: L.N. Gumilyov Eurasian National University, 2020. - 514 p.

ӘОЖ 339.9(063)  
ҚБЖ 65.5

**ISBN 978-601-337-395-9**

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рост на 2,1%, в том числе в строительстве – на 6,3%, обрабатывающей промышленности – на 3,8%, сельском хозяйстве – на 2,5% [4].

В итоге, многие предприятия Казахстана смогли оперативно отреагировать на ситуацию с пандемией, перевести основную часть сотрудников на удаленный режим работы. Большинство предприятий пересмотрели свои инвестиционные программы, оптимизировали оборотный капитал, приступили к разработке антикризисных планов и пересмотрели стратегии развития.

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### **GENERAL CONCEPTS OF HUMAN RESOURCES POLICY IN ORGANIZATIONS**

HR planning is a system for selecting qualified personnel that aims to meet the organization's need for the necessary number of specialists in a specific time frame. The human resources plan is developed in order to make calculations about the employees that the organization needs and the professional structure that is needed during this period.

An organization's policy is a set of rules according to which the system as a whole behaves and according to which the people who are part of this system act. HR policy in a broad sense is a system of principles and norms that are understood and appropriately formulated, bringing the organization's human resources in line with the firm's strategy. In a narrow sense, a personnel policy is a set of specific rules and wishes that are often not realized in the relationship between people and an organization.

One of the main tasks of human resources planning is to direct the existing goals of the organization's plans to the specific needs for qualified employees, that is, employees from the organization's plans, and determine the time when they are required. Once these needs are identified in the framework of human resources planning, plans should be made to meet these needs. Unscrupulous execution and

even more so completely ignored human resources planning can provoke serious problems in the shortest possible time. If HR planning is effective, you can fill vacancies and reduce staff turnover by evaluating the career opportunities of specialists within the company [1]. HR management, like any complex process, is impossible without the use of the necessary tools: interrelated economic, organizational, and socio – psychological methods that ensure the effectiveness of labor activity in accordance with the requirements of production [2].

A Manager who wants to effectively manage an enterprise is always interested in specialists who perform their duties with the greatest efficiency. People management is one of the most complex and simultaneously existing subsystems of every production process [3]. A system of measures that promotes the effective use of the staff of an organization, firm, or institution cannot be unidirectionally reduced to any single event. Working with human resources brings success when it is a system and unbroken in time. HR management is the most effective if this process is divided into separate tasks that are part of the organization's HR policy.

Human resources policy is a purposeful activity aimed at creating a labor collective that would best contribute to combining the goals and priorities of the enterprise and its employees. The main object of the company's personnel policy is – personnel (personnel).

General requirements for human resources policy in modern conditions are as follows:

1. HR policy should be closely linked to the company's development strategy. In this regard, it represents the staffing support for the implementation of this strategy.

2. HR policy should be flexible enough. This means that it should be, on the one hand, stable, since stability is associated with certain expectations of the employee, on the other – dynamic, i.e. adjusted in accordance with changes in the company's tactics, production and economic situation. Stable should be those aspects of it that are focused on taking into account the interests of the staff and are related to the organizational culture of the enterprise.

3. Since the formation of a qualified labor force is associated with certain costs for the enterprise, the personnel policy should be economically justified, i.e. based on its real financial capabilities.

4. HR policy should ensure an individual approach to their employees [4].

Thus, the HR policy is aimed at creating a system of work with personnel that would focus on obtaining not only economic, but also social benefits, subject to compliance with the current legislation.

Types of personnel policy:

- Passive human resources policy – the company's management does not have a clearly defined program of actions in relation to personnel, and personnel work is reduced to eliminating negative consequences in the emergency response mode [5].

- Reactive human resources policy-management monitors the symptoms of a negative state in working with staff, analyzes the causes of problems, and provides adequate emergency assistance [5].

- Preventive-the organization has a forecast of the organization's development in the future, but does not have the means to influence it [5].

- Active human resources policy – the organization has not only a forecast of the situation, but also the means to influence it. The HR Department is able to develop anti-crisis programs, implement them, and monitor the situation [5].

You can also distinguish between open and closed human resources policies. With an open HR policy, the organization is "transparent" to potential employees at any level. A new employee can come to either a grassroots position or a senior management position. This type of policy is appropriate for new organizations that are pursuing an aggressive policy of market conquest, leading a policy of rapid entry to the forefront. However, in some cases, openness can also be a feature of stable organizations.

The closed human resources policy is that the organization is focused on including new staff only at the lowest level, and vacancies are filled from among the organization's employees [6]. This policy is followed by firms that are focused on creating a certain corporate atmosphere of ownership in the company's Affairs, and it can also be applied by firms that work in conditions of labor shortages. An open personnel policy is characterized by the fact that the organization is transparent to potential employees at any structural level. A new employee can start working from the lowest-level position, or from a position at the top management level. In the extreme case, such an organization is ready to hire any specialist, if he has the appropriate qualifications, without taking into account the experience of working in this or related organizations. This type of personnel policy is typical for modern telecommunications companies or automobile concerns, which are ready to "buy" people at any official level, regardless of whether they previously worked in such organizations. An open-ended HR policy may be appropriate for new organizations that are pursuing an aggressive policy of market conquest, focused on rapid growth and rapid entry to the forefront of their industry.

Closed human resources policy is characterized by the fact that the organization focuses on the inclusion of new staff only from the lowest level, and the replacement of vacancies in senior positions occurs only from among the employees of the organization [7]. Closed-type human resources policy is typical for companies that are focused on creating a certain corporate atmosphere, creating a special spirit of involvement, as well as, possibly, working in conditions of shortage of human resources. In the true sense of the word, we can only talk about a preventive human resources policy when the management of the company (enterprise) has reasonable forecasts of the situation. At the same time, an organization characterized by the presence of a preventive human resources policy does not have the means to influence the personal situation. Employees of the human resources service of such enterprises have both means of person diagnostics and methods of forecasting the personnel situation for the medium-term period.

The organization's development program is based on short-and medium-term forecasts of the need for personnel, both in qualitative and quantitative terms. It also usually presents staff development tasks. The main problem of such organizations is the development of targeted personnel programs. If the management has not only a forecast, but also means of influencing the situation, and the personnel service is able to develop targeted personnel programs, as well as regularly monitor the situation and

adjust the execution of programs in accordance with the parameters of the external and internal environment, then we can say that there is an active personnel policy in this organization. From the point of view of the mechanisms used by the organization's management, there are two types of active personnel policy — rational and adventurous. With a rational personnel policy, the company's management has both a qualitative diagnosis and a reasonable forecast of the situation and has the means to influence it. The personnel Department of the enterprise has not only means of personnel diagnostics, but also methods of forecasting the personnel situation for the medium and long-term periods. The organization's development programs contain short-term, medium-term and long-term forecasts of the need for personnel (qualitative and quantitative). In addition, an integral part of the plan is a personnel work program with options for its implementation.

The factors of domestic politics. The most significant factors are the following:

1) the company's goals, their time perspective and degree of elaboration. For example, an organization that aims to make a quick profit and then wind down its work requires completely different professionals compared to an enterprise that focuses on the gradual deployment of a large production facility with many branches;

2) management style, which is also fixed in the structure of the organization. A comparison of an organization built in a tightly centralized way and an organization that prefers the principle of decentralization shows that they require a different set of professionals;

3) working conditions;

4) qualitative characteristics of the labor collective. For example, working as part of a successful team can be an additional incentive that contributes to stable productive work and job satisfaction;

5) style of leadership [8].

The goal of the HR policy is to ensure an optimal balance between the processes of updating and maintaining the number and quality of personnel in accordance with the needs of the organization itself, the requirements of current legislation and the state of the labor market.

The goal of HR policy is to create a team that best contributes to combining the goals and priorities of the organization and its employees. Therefore, the content of the personnel policy is the development of the organization's principled positions, procedures, rules, the choice of tools and methods necessary for the selection of personnel, their training, professional promotion, motivation, etc. HR policy forms the requirements for the labor force at the stage of its recruitment, the attitude of management to "capital investment" in the labor force, to the stabilization of the team.

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### **INNOVATION POTENTIAL MANAGEMENT OF THE ENTERPRISE**

Ukraine with enterprises of all spheres of management only pass to an innovative way of development. Managing innovation development is a rather difficult task, as it requires significant intellectual, scientific, and technical, organizational and financial potential. It is necessary not just to have it, but also to use it effectively. Ukrainian companies do not have significant experience in this matter, so it is very important for them to study European experience. In perspective, this will help to absorb the best practices and not repeat mistakes [1].

If we analyze the European experience in the innovation potential management, on the example of an agricultural enterprise, we should first note the complete innovation transition from extensive and intensive agricultural production. European agricultural enterprises do not care about the expansion of sown areas and due to them increase production, but about increasing the productivity of agriculture through the use of newer resources, advanced technologies. In Europe, companies are focused on making profits in the long run and are not in a hurry for short-term results. They are able to wait for years until investment in agricultural innovation pays off and pays dividends [2].

In addition, according to the presented research of scientists, agricultural enterprises in Europe primarily implement high innovative technologies that require significant capital investment. Such innovations, on the one hand, are quite costly and, on the other hand, will bring profits in the long run and help increase crop yields and protect them from the adverse effects of climate.

In agricultural enterprises of Europe 80-90% of innovations are patents, know-how, introduction of the most modern technologies. This feature of innovative development of agricultural enterprises is due to a fairly high financial security. In Ukraine, this is currently impossible primarily due to insufficient financial support of domestic agricultural producers and over-expensive loans [3].

The second feature of the European experience of innovative potential of the agricultural enterprise is that in such companies specialized structural divisions for carrying out research work are created. This allows them to implement full-scale innovative projects, conduct a comprehensive analysis of risks, opportunities and