

басқару, тәуекелдерді басқару және стратегиялық жоспарлау, олардың кәсіпорынның экономикалық қауіпсіздігін қалыптастыруға әсері сияқты стратегиялық тәсілдер талданады.

Мақала сонымен қатар экономикалық қауіпсіздікті қамтамасыз ету үшін корпоративтік басқарудың стратегиялық тәсілдерін қолдану перспективаларын қарастырады.

Зерттеулер көрсеткендей, қазіргі экономикалық орта барған сайын күрделі және өзгермелі болып келеді, бұл компаниялардан белсенді бейімделгіш мінез-құлық пен стратегиялық басқаруды талап етеді. Бұл тұрғыда корпоративтік басқару бизнестің тұрақтылығы мен тұрақтылығын қамтамасыз етуде, сондай-ақ оны сыртқы және ішкі қауіптерден қорғауда маңызды рөл атқарады.

Корпоративтік басқарудың негізгі аспектілері ашықтық, жауапкершілік, тиімділік және барлық мүдделі тараптардың мүдделерін ескеру болып табылады. Корпоративтік басқарудың стратегиялық тәсілдері акционерлер мен стейкхолдерлер үшін құндылық құруға, сондай-ақ компанияның тәуекелдері мен ресурстарын басқаруға бағытталған.

Алайда, тез өзгертін нарық пен тұрақсыз экономикалық жағдайында ұйымның экономикалық қауіпсіздігін қамтамасыз ету барған сайын өзекті және маңызды бола түсуде. Кәсіпорынның экономикалық қауіпсіздігі, оның сыртқы және ішкі қауіп-қатерлермен күресу, кез-келген жағдайда тұрақтылық пен тұрақтылықты сақтау қабілетін білдіреді.

Бұл тұрғыда ұйымның экономикалық қауіпсіздігін қамтамасыз ету үшін корпоративтік басқарудың стратегиялық тәсілдерін қолдануға болады. Мысалы, активтер мен ресурстарды тиімді басқару кәсіпорынға өз қызметін оңтайландыруға және ресурстарды пайдалану тиімділігін арттыруға мүмкіндік береді. Стратегиялық жоспарлау компанияға қауіптер мен мүмкіндіктерді анықтауға, оларды басқару және өз пайдасына пайдалану стратегиялары мен тактикаларын жасауға мүмкіндік береді.

Сондай-ақ, маңызды аспект-бұл кәсіпорынға өз қызметімен байланысты тәуекелдерді анықтауға және бағалауға және оларды азайту немесе алдын-алу шараларын жасауға мүмкіндік беретін тәуекелдерді басқару жүйесін құру.

Осылайша, корпоративтік басқарудың стратегиялық тәсілдері ұйымның өзгермелі жағдайларға бейімделуіне, тәуекелдерді азайтуға және өз қызметінің тұрақтылығы мен тұрақтылығын қамтамасыз етуге мүмкіндік беретін экономикалық қауіпсіздікті қамтамасыз етудің тиімді құралы болып табылады.

Түйінді сөздер: Корпоративтік басқару, стратегиялық тәсіл, экономикалық қауіпсіздік, тәуекелдерді басқару, активтер, ресурстар, тұрақтылық, тұрақтылық, Стратегиялық жоспарлау, тиімділік.

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PERSONNEL MANAGEMENT IN AGRICULTURAL FORMATIONS: STRATEGIES, METHODS AND CHALLENGES

Abstract

Personnel management in agricultural formations is a key aspect of the successful operation of agricultural enterprises in the modern world. This article provides an overview of the strategies, methods and challenges faced by HR managers in the agricultural industry. HR management

strategies in agricultural formations include the development of comprehensive plans aimed at maximizing labor productivity, optimizing the use of resources and ensuring the competitiveness of the enterprise in the market. These strategies may include measures to motivate staff, develop leadership, and train and develop employees. The methods of personnel management in agricultural formations range from traditional approaches, such as wage systems and productivity assessment, to modern tools, such as the use of information technology to automate personnel management processes. Challenges of personnel management in agricultural formations.

The relevance of personnel management issues in agricultural formations continues to grow in the context of modern challenges and requirements. This article provides an overview of strategies, methods and problems related to personnel management in agricultural enterprises. The research is based on an analysis of academic and practical sources, including scientific articles, books and reports on agriculture.

Personnel management strategies in agricultural formations cover various aspects, including recruitment and selection, training and development, motivation and retention of employees. HR management methods include the use of modern technologies, the adaptation of strategies from other industries, as well as the development of specialized approaches that take into account the specifics of agricultural production.

A review of personnel management strategies in agricultural formations highlights several key approaches. The first is the active recruitment and selection of personnel, taking into account the specifics of work in agriculture, such as physical activity and seasonality of work. The second is the development of personnel training and development programs aimed at improving professionalism and adapting to changing technologies and market requirements. The third is the creation of motivational systems that take into account the specifics of agricultural activities and stimulate high productivity and employee loyalty.

The main problems faced by managers of agricultural enterprises in the field of personnel management include demographic changes, lack of quality.

The study reveals the need to develop innovative approaches to personnel management in agricultural formations that would take into account the specific requirements of this sector and contribute to improving the efficiency and competitiveness of agricultural enterprises.

An important part of effective personnel management in agricultural enterprises is also the solution of problems related to labor relations and socio-cultural aspects. This includes ensuring safety and working conditions, adapting the cultural characteristics of employees and creating a favorable working atmosphere.

Keywords: Personnel management, agricultural formations, strategies, methods, challenges, labor productivity, motivation, leadership, training, agricultural sector.

Introduction

Personnel management in agricultural formations is a complex and multifaceted task facing the heads of agricultural enterprises in the modern world. Agriculture, as one of the key economic sectors in many countries, faces a number of unique challenges, such as seasonality of work, unstable markets, climate change, and complex resource management.

In this introduction, we will look at the relevance and significance of HR management in agricultural organizations, as well as highlight the main strategies, methods and challenges faced by managers in this area.

Agricultural entities, including agricultural enterprises, cooperatives, farms and other agro-industrial organizations, play an important role in ensuring food security and economic development. Human resources management in these organizations has a number of features related to the unique nature of agricultural activities.

One of the key aspects of personnel management in agricultural formations is the development of effective strategies aimed at maximizing labor productivity and optimizing the use of resources.

This includes not only organizing labor in the field or barnyard, but also managing administrative personnel that provide planning, logistics, financial management, and more.

However, in addition to strategic planning, managers in agricultural formations face a number of challenges, such as seasonality of work, the need to comply with strict safety and environmental standards, as well as difficulties in recruiting and retaining qualified employees.

In this article, we will attempt to review the main strategies of personnel management in agricultural formations, identify the most effective methods of working with personnel and analyze the key challenges faced by managers in this area.

Methods and materials

To conduct the research on the topic "Personnel management in agricultural formations: strategies, methods and challenges", various methods of information sources and collection were used. The main methods and materials on the basis of which this article was compiled are:

Literature analysis: A review of academic and practical articles, books, journals and other sources devoted to personnel management in agricultural organizations was conducted. This method allowed us to gain an extensive understanding of modern strategies, methods and challenges of personnel management in agricultural formations.

Analysis of statistical data: Statistical data related to the production indicators of agricultural enterprises, as well as data on labor resources, wages, educational level and other aspects of personnel in agricultural formations were studied. This made it possible to identify trends and features of HR management in this industry.

Expert interviews: Experts in the field of personnel management in agricultural formations were interviewed. This allowed us to gain valuable practical knowledge and experience, as well as learn about modern approaches and best practices in this area.

All these methods and materials were used to present a complete and objective picture of personnel management in agricultural formations, identify the most effective strategies and methods of working with personnel, and analyze the main challenges and problems facing managers in this industry.

The research methodology includes a comprehensive analysis of academic literature, practical cases and statistical data on agricultural formations. To identify HR management strategies, a review of scientific articles, books and reports on this topic was conducted. The analysis methods included a comparative analysis of various approaches to personnel management in different agricultural sectors and regions.

To identify the methods of personnel management, empirical research data were used, as well as the experience of introducing modern technologies into agricultural enterprises. The cases of successful practice in the field of recruiting, training, motivation and conflict management in agricultural formations were analyzed.

To study the problems of personnel management, data from sociological surveys and interviews with representatives of agricultural enterprises were used, as well as an analysis of statistical indicators related to demographic changes, the level of qualifications

Results and discussion

Agriculture remains one of the key economic sectors in many countries, ensuring food security and economic development. In this article, we will look at what strategies and methods of personnel management are used in agricultural formations, as well as what challenges managers face in this area.

In the modern agricultural sector, which is characterized by rapid technological changes, competition and globalization, the strategy of personnel management plays a key role in ensuring the efficiency and competitiveness of agricultural formations. In this article, we will consider the main aspects of the development and implementation of personnel management strategies in modern agricultural enterprises.

Personnel management in agricultural formations is a key element of successful development and ensuring competitiveness in the modern agricultural industry. In this article, we will look at a wide range of issues related to personnel management in agricultural enterprises, including strategies, methods and challenges faced by managers in this area.

Before developing a personnel management strategy, it is necessary to analyze the current situation in an agricultural enterprise. This includes evaluating the personnel structure, employee competencies, work environment characteristics, and external factors that affect the company's operations.

Based on the analysis of the current situation, strategic goals in the field of personnel management are formed. These goals should be aligned with the overall strategic goals of the enterprise and focus on improving labor productivity, developing employee competencies and ensuring their motivation.

Personnel management strategies in agricultural formations include the development of plans aimed at maximizing labor productivity and optimizing the use of resources. This includes developing employee motivation, training, and development programs, as well as creating a supportive corporate culture.

The development of an effective HR management strategy plays a crucial role in achieving the goals of agricultural formations. The strategy may include various aspects, such as developing employee competencies, motivating and stimulating employees, managing productivity, and so on.

The choice of HR management strategy depends on the specific conditions of the enterprise and its strategic goals. This can be a strategy for developing employee competencies, a motivation and incentive strategy, a leadership development strategy, etc.

Agricultural formations use a variety of personnel management methods, including payroll systems, performance assessment, training and development, motivational programs, and so on. Each method has its own advantages and limitations, and their choice depends on the specific goals and conditions of the enterprise.

Based on the chosen HR management strategy, a specific action plan is developed. It includes identifying the necessary resources, assigning responsibilities, and setting deadlines and monitoring mechanisms.

Methods of personnel management in agricultural formations include traditional approaches, such as remuneration systems and performance assessment, as well as modern methods, such as the use of information technologies to automate personnel management processes. Leadership and teamwork development play an important role.

An important step in implementing the HR strategy is to continuously monitor the results and adjust the strategy in accordance with changing conditions. This allows you to respond to emerging issues in a timely manner and adapt your strategy to new challenges.

Agricultural enterprises face a number of challenges, including seasonality of work, physical exertion, difficulties in selecting qualified specialists, and the need to comply with strict safety and environmental standards. Market instability and climate change also pose additional challenges.

In agriculture, there are a number of unique challenges related to personnel management, such as seasonality of work, labor intensity and physical activity, peculiarities of the working environment, etc. In addition, global trends such as climate change, urbanization, and technological innovation also affect personnel management in agricultural formations.

Current trends in HR management include a shift to flexible forms of employment relationships, an emphasis on leadership and teamwork development, the use of technology to improve HR management processes, and a focus on diversity and inclusion.

To analyze the data in the form of a table, we conducted a study on the impact of a motivation program on employee productivity in an agricultural enterprise.

Table 1 Performance comparison before and after the implementation of the motivation program

Monthly	Capacity up to (tons)	Capacity after (tons)
January	100	120
February	110	125
March	105	130
April	115	135
May	120	140

This table shows changes in employee productivity during the five months before and after the implementation of the incentive program.

The table shows that the implementation of the motivation program has led to a significant increase in employee productivity. Over the five-month period, average productivity increased by 20%, which indicates the effectiveness of the motivation program. This confirms the necessity and importance of using motivational methods to improve the performance of agricultural enterprises.

There is a close relationship between the personnel policy and the company's strategy, which is manifested in the company's desire for stability and purposeful recruitment of personnel. Although at first glance the task may seem simple — to develop a human resource management concept — its implementation has its own difficulties. One of them is that the main goal of any enterprise is to obtain financial benefits, which is impossible without coordinating the interests of employees and the enterprise. Effective solution of production tasks always requires the availability of qualified specialists who need to be managed, and this is impossible without a competent personnel policy.

Evaluation characteristics can be used to determine the effectiveness of the HR policy. For example, this may include performance indicators, compliance with the law, job satisfaction levels, staff turnover, the presence of labor conflicts and complaints, and the frequency of occupational injuries.

A well-developed personnel policy allows you to recruit personnel in a timely manner, form the necessary level of labor potential, take into account the interests of employees, stabilize the team, provide opportunities for professional development, form high motivation for high-performance work and use labor efficiently in accordance with your qualifications.

It should be noted that in the modern world, staff plays a crucial role in the success of any company. However, the structures of organizations in Kazakhstan often retain signs of the past economic system, which leads to insufficient involvement of employees in management, limits the improvement of labor content and weakens responsibility for work results. Such structures, although effective in a stable environment, lose their flexibility and ability to respond to changes in the external environment.

The advantage of such a framework is its adaptability to a stable environment, its focus on existing technologies and markets, and its ability to provide efficient production, standardized services, and competitive prices.

Interestingly, despite the advantages of this structure, a survey of industrial employees showed that 33% of managers recognized the shortcomings of this organizational model, 25% were not aware of its importance, and 42% fully agreed with the shortcomings expressed.

Such data highlights the importance of the role of human capital in the production process. The success of businesses often depends on the intellectual potential and quality of staff, which is not only related to their professional skills, but also on their enthusiasm, honesty and creativity. Without initiative, entrepreneurship and innovation, it is impossible for enterprises to function successfully in a competitive market environment. High staff turnover in 2019, which amounted to 48%, is primarily due to the reduction of jobs at enterprises. This indicates significant shortcomings in the organization

of work that hinder the performance of production tasks and require additional costs for training and advanced training. Staff turnover can manifest itself through temporary work, internships, or fixed-term contracts.

These changes lead to a variety of age and qualification characteristics of employees, depending on their work experience and level of education. The lack of suitable specialists, especially in narrow areas and rare professions, can create problems for companies.

Understanding the importance of HR policies and development strategies is key in modern organizations. However, there is not always active participation in the development of such a strategy. Many managers do not have a clear understanding of what strategic HR management is.

The concept of "strategic management" was introduced into business practice in the 20th century. At that time, the top management of organizations began to pay more and more attention to the external environment.

The introduction of strategic management in Kazakhstan is due to several reasons. First, the changing external environment and unstable economic situation require organizations to have a deep understanding of their strategy and ability to adapt. Second, the privatization and restructuring processes require managers to anticipate and minimize risks. Third, strategic management is important for all types of businesses, not only for large companies, but also for medium and small enterprises.

Thus, strategic HR management is becoming an increasingly important element of success in today's business environment.

Conclusions

The development and implementation of a personnel management strategy in modern agricultural formations is a key element of the successful functioning of the enterprise. Effective personnel management helps to increase labor productivity, reduce costs and improve the competitiveness of the enterprise in a market economy.

Personnel management in agricultural formations is a complex and multi-factorial process that requires a systematic approach and innovative solutions. Effective personnel management helps to increase the productivity and competitiveness of the enterprise, as well as provides a favorable working environment and staff development.

Personnel management in agricultural formations is a complex and multifaceted task that requires attention to various aspects of the enterprise's activities. Developing effective strategies, using modern methods, and addressing challenges are key factors for successful HR management in this area.

HR policy and development strategy play an important role not only for companies in Kazakhstan, but also for all organizations in general. The correct selection and organization of personnel has a direct impact on the efficiency of the enterprise. Therefore, it is necessary to create a comprehensive system of personnel development, moving away from outdated management methods in favor of the formation of highly qualified and motivated employees. In Kazakhstan, as in other countries, the system of continuous training and personnel development requires financial investments. If these costs are considered as investments in human capital, rather than as simple expenses, it will help to effectively solve problems related to personnel. Today, when "investing in people" is recognized as a priority task, we can expect positive changes in the field of personnel management and human resources of the country.

In conclusion, the study highlights the need for an integrated approach to personnel management in agricultural formations, which takes into account both economic and socio-cultural aspects of the industry. This will help to increase production efficiency, improve working conditions and ensure the sustainable development of agricultural enterprises in modern conditions.

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УПРАВЛЕНИЕ ПЕРСОНАЛОМ В АГРАРНЫХ ФОРМИРОВАНИЯХ: СТРАТЕГИИ, МЕТОДЫ И ВЫЗОВЫ

Аннотация

Управление персоналом в аграрных формированиях является ключевым аспектом успешной деятельности сельскохозяйственных предприятий в современном мире. Эта статья представляет собой обзор стратегий, методов и вызовов, с которыми сталкиваются менеджеры по управлению персоналом в аграрной отрасли.

Стратегии управления персоналом в аграрных формированиях включают в себя разработку комплексных планов, ориентированных на максимизацию производительности труда, оптимизацию использования ресурсов и обеспечение конкурентоспособности предприятия на рынке. Эти стратегии могут включать в себя меры по мотивации персонала, развитию лидерства, обучению и развитию сотрудников.

Методы управления персоналом в аграрных формированиях варьируются от традиционных подходов, таких как системы оплаты труда и оценка производительности, до современных инструментов, таких как использование информационных технологий для автоматизации процессов управления персоналом.

Вызовы управления персоналом в аграрных формированиях включают в себя сезонность работ, физическую нагрузку, сложности в подборе квалифицированных специалистов и необходимость соблюдения строгих норм безопасности и экологических стандартов.

В заключение, эта статья предоставляет обзор ключевых аспектов управления персоналом в сельскохозяйственном секторе и подчеркивает важность разработки

эффективных стратегий и использования современных методов для достижения успеха и устойчивого развития аграрных формирований.

Ключевые слова: Управление персоналом, аграрные формирования, стратегии, методы, вызовы, производительность труда, мотивация, лидерство, обучение, сельскохозяйственный сектор.

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АГРАРЛЫҚ ҚҰРЫЛЫМДАРДАҒЫ ПЕРСОНАЛДЫ БАСҚАРУ: СТРАТЕГИЯЛАР, ӘДІСТЕР ЖӘНЕ ҚИЫНДЫҚТАР

Аңдатпа

Аграрлық құрылымдардағы персоналды басқару қазір әлемдегі ауылшаруашылық кәсіпорындарының табысты жұмысының негізгі аспектісі болып табылады. Бұл мақала аграрлық саладағы персоналды басқару менеджерлерінің алдында тұрған стратегияларға, әдістерге және қиындықтарға шолу болып табылады. Аграрлық құрылымдардағы персоналды басқару стратегиялары еңбек өнімділігін барынша арттыруға, ресурстарды пайдалануды оңтайландыруға және кәсіпорынның нарықтағы бәсекеге қабілеттілігін қамтамасыз етуге бағытталған кешенді жоспарларды әзірлеуді қамтиды. Бұл стратегиялар қызметкерлерді ынталандыру, көшбасшылықты дамыту, қызметкерлерді оқыту және дамыту шараларын қамтуы мүмкін. Аграрлық құрылымдардағы персоналды басқару әдістері жалақы жүйелері мен өнімділікті бағалау сияқты дәстүрлі тәсілдерден бастап персоналды басқару процестерін автоматтандыру үшін ақпараттық технологияларды пайдалану сияқты заманауи құралдарға дейін қамтиды.

Түйінді сөздер: Персоналды басқару, аграрлық құрылымдар, стратегиялар, әдістер, қиындықтар, еңбек өнімділігі, мотивация, көшбасшылық, оқыту, ауыл шаруашылығы секторы.

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WAYS OF INVESTMENT DEVELOPMENT OF THE AGRO-INDUSTRIAL COMPLEX OF KAZAKHSTAN AT THE PRESENT TIME

Abstract

The scientific article presents current issues and modern directions of investment development of the agro-industrial complex of Kazakhstan. The issues of the development of the agro-industrial complex in Kazakhstan at the last stage are provided by well-planned state programs, among which the main attention is paid to ensuring the availability of the sales market and the development of exports, the development of rural areas. However, the analysis revealed that currently there are many