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## ИЗВЕСТИЯ

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## NEWS

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ДК 37.08 <https://doi.org/10.17605/osf.io/sbrnx>**A.E. Nurgalykov<sup>1</sup>, Sh.E. Shalbaeva<sup>2</sup>**<sup>1</sup>Master student of Almaty Management University, Almaty, Kazakhstan;<sup>2</sup>Scientific adviser, Ph.D., Associate Professor of Almaty Management University, Almaty, Kazakhstan  
[nurgalykovadil.1997@gmail.com](mailto:nurgalykovadil.1997@gmail.com), [shalbaeva\\_666@mail.ru](mailto:shalbaeva_666@mail.ru)**PERSONNEL – IMPORTANT ASPECT  
COMPETITIVENESS OF THE ENTERPRISE**

**Abstract.** In this article personnel as a component of competitiveness of the companies, namely people - as a resource of the enterprise, importance of formation and development of personnel are considered. Besides, the main selection criteria of personnel come to light. Highlights in a control system of "a human factor" in the modern enterprise where the management skill people becomes the main condition which provides his competitiveness and stability are reflected.

**Keywords:** Personnel, competitiveness, labor market, employees, human resource management, human factor, enterprise.

**Introduction.** The great Chinese thinker and philosopher, author of many catch phrases, Confucius, said: "Control the people with dignity, and people will be respectful. Treat people kindly, and people will work with diligence. Raise the virtuous and teach the unlearned, and people will trust you" [1, p.87].

This phrase accurately reflects the essence of the main points of the personnel management process. In the enterprise management system, personnel management takes the main place. Investments in new equipment and innovative technologies will not lead to the desired result if the "human factor" is not taken into account. The scale of the personality of each employee, his business and professional qualities are the main source of enterprise development. Therefore, personnel management is an important aspect of the leader who directs this source in the right direction.

People are a very expensive enterprise resource. Because it is they who create new products and services, accumulate and control financial resources, monitor product quality. People are constantly improving and developing. Their capabilities and initiative are endless, while other resources are limited. It is people who take enterprises to a new level of development. When an employee works with joy, when he is happy and satisfied, he brings tremendous benefits, both to himself and to the company. Virtually most of a person's life is spent at work. In such a situation, personnel management acquires special significance, because it directly affects the development of a person's personal qualities, ensures the realization of his potential. The effectiveness of the enterprise as a whole depends on how well the entire personnel management process is built. Today, the labor market is constantly improving, scientific and technical progress is developing rapidly, competitive struggle is increasing, and the factor of a highly qualified and satisfied employee is very important here.

In the United States, as an example, those companies are put that not only achieve a high technocratic level of production development, but also give priority to the wishes and needs of people. In Japan, working with staff takes into account the diverse interests of workers, the main quality is human diligence, the material, social and spiritual needs of people are satisfied. An enterprise is a complex multifunctional system consisting of organizational, technical, economic, informational and social spheres. This whole complex mechanism starts and forces a person to work, active, creative, with his strengths and weaknesses, having his own desires and needs. The development of the enterprise directly depends on the

personal and business qualities of the employees. Therefore, the process of personnel management is a universal task of the head, who must direct this force to where the goals of the company are directed. The role of a person in an enterprise has changed over time. At the beginning of the last century, a person was considered only as labor, his material and spiritual needs were not taken into account. Then came the concept of "labor resources", which meant by this concept that part of the population that can work. Beginning in the second half of the last century, the concept of the "human factor" began to be used. This concept fully reflects the importance of the role of man in the production process. It was then that company leaders and scientists came to the conclusion that the necessary conditions should be created for the workers, which will help them reveal their professional and creative abilities. The strict rules of interaction between the employee and the employer have been replaced by an atmosphere of cooperation. The term "labor potential" has appeared.

Recently began to use the concept of "personnel" instead of "personnel", "human resources", "human factor", "personnel management". At the present stage, the external environment becomes more competitive. Not only consumers and their needs become important, but also the movements of competitors in the market. Employees are set such a wage and working conditions so that you can stay ahead of competitors. Given all this, we can say that the staff today is an important factor in the competitiveness of enterprises. It should also be emphasized that, despite the fact that from the point of view of the company's administration, the main goal is profit, the starting point in modern theory and practice of personnel management is the awareness of the need to meet not only the material but also the social needs of employees [2]. If you look at companies that are successful in the market, you can see that there are correctly formulated goals in the personnel management system, which can be solved with the help of competently set tasks, this allows you to quickly increase productivity and profitability of production.

Pledge of competitiveness of any enterprise and effective development in the future - it is human resources. If the labor potential of an enterprise has a high level, both professionally and personally, then such an enterprise occupies a leading position in the market. Hence, the process of high-quality selection of personnel has become complex, responsible and significant. It is not enough to simply close all existing vacancies. It is necessary to form such a team that can quickly accomplish all the goals of the company. "The quality of staff directly affects the quality of products or services. High quality can be achieved only when the efficiency of operations within the company is at the level of full labor productivity. Ultimately, the quality of the work of these candidates will demonstrate the quality and efficiency of the company's personnel selection process "[3]. The staff selection process today has become very complex and is associated with the need to conduct an analysis of the professional qualities of the candidate. Effective selection will avoid material costs in the future. This is especially true of executives, the mistakes made in the selection of which can be costly for the company. High-quality selection significantly reduces staff turnover; no additional funds are required for new hiring and development of employees. It can be said that the quality of personnel selection is today a key element of the entire enterprise policy, high economic development of the enterprise, guarantee of stability, positive image of the company and its competitiveness in the market.

The main criteria for the selection of applicants:

-Education. With equal indicators, employers prefer more education to a lower and the highest degree of the lowest. However, these characteristics should be linked to success at work, and the criterion of education should certainly be compared with the requirements of the work [4, p.11].

- Experience. Undoubtedly, experience is an important point. It is desirable for the employer that the person has already worked in this specialty or in related fields so that he has relevant skills and knowledge. Work experience is measured in various ways: total working time at a given company, working time at a company in a particular position or as part of a specific department, etc.

- Physical (medical) characteristics. There are many types of work that require certain physical qualities from the performer, usually reduced to endurance and strength, that are easily testable. To this end, the enterprise should identify the physical and medical characteristics of successful workers at the moment and use these data as criteria, but only if all or most of the workers correspond to this data.

- Personal characteristics and personality types. One of the most important personal characteristics of an

employee is his social status (position). Some employers prefer to accept married workers, believing that this leads to less turnover and a better quality of work. Other companies are more eager to invite single or divorced workers who, in their opinion, are more mobile, more willing to accept a change of place and type of work, work on weekends and overtime. The second important personal characteristic of the applicant is his age.

An impressive part of their lives, people spend at work, which manifests the diversity of the personality of each person. In a modern enterprise, the art of managing people becomes the main condition that ensures its competitiveness and stability. Hence the importance of this moment. The leader is faced with the task of creating a working environment that will maximize the conditions for fruitful work.

An important factor that strongly influences the labor productivity in a company is employee satisfaction with their work. This factor is equally important if the company took care of the satisfaction of its customers, on whom it directly depends. Will customers come to buy products again and will they want to pay money for services to this company again? The answer to this question will be exactly equal to the level of customer satisfaction. If the employee is satisfied with the work, then he feels a desire to work for the benefit of his company. "People need money, but they want to enjoy their work and be proud of it," said Akio Morita, a Japanese entrepreneur, one of the founders of Sony Corporation, who formed management approaches from scratch, creating a new entrepreneurial culture [5, p. 49].

Job satisfaction is an emotional state of a person that arises when assessing how well the work he performs makes it possible to fulfill his basic needs. Satisfaction from work is an emotional attitude, a feeling of affection or dislike towards something [6]. This indicator can be low, medium and high. It is of great importance for controlling the behavior of people. Job satisfaction is the "indicator" of a company's social policy. This is the expectation that the material, social and spiritual-moral results of the work will be fulfilled. Decrease in the satisfaction indicator reflects badly on labor efficiency and leads to high staff turnover, deterioration of labor discipline, absenteeism and absenteeism. In general, the problem of staff turnover is relevant for modern enterprises. To work effectively, the company needs a stable staff. To solve this problem, it is necessary to manage staff efficiently, systematically, to conduct research that will help you to find out how satisfied employees are with their work. The analysis of staff satisfaction provides an opportunity to find out information about "bottlenecks" and in what areas need to improve the system of employee motivation, as well as find opportunities for the development of the enterprise. Evaluation of this criterion gives a complete definition of how to attract and retain employees valuable for the company.

According to the professor T.S. Satkalieva "world's companies had unforeseen situations. These reputational attacks on the company have done great damage to many of them. However, the company's performance and reputation are the primary responsibility of the company's managers and reputation managers to the public, even for extraordinary situations. Therefore, it should be added that only a small part of the reputational risks are unforeseen, and most are foreseeable" [7].

Improving working conditions is the most acute problem of modern enterprises. Working conditions, speaking not only as a need, but also as a motive inducing to work with a certain return, can simultaneously be a factor and consequence of a certain labor productivity, and, consequently, an efficiency of its work. Therefore, it is necessary to find resources for the transformation of the working conditions of the company's employees. This will give good results. Creating a good motivational remuneration system will allow the company to achieve satisfaction among the staff and raise the image both within the company and in the market.

Conclusion. Thus, the staff - this is the main, most important element of the production process, the effectiveness of the enterprise its competitiveness. From a highly qualified employee depends on the quality of the products or services and, accordingly, the profit of the enterprise. Therefore, in modern conditions it becomes relevant. Investing both material and social resources in employees will return a huge positive return in the form of the company's profits and a highly competitive image of the company.

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### **ҚЫЗМЕТКЕРЛЕР - КӘСІПОРЫНДАРДЫҢ БӘСЕКЕГЕ ҚАБІЛЕТТІЛІГІНІҢ МАҢЫЗДЫ АСПЕКТІ**

**Аннотация.** Бұл мақала қызметкерлерді компаниялардың бәсекеге қабілеттілігінің компоненті ретінде қарастырады, атап айтқанда, адамдар - кәсіпорынның ресурсы ретінде, кадрларды қалыптастырудың және дамытудың маңыздылығы. Сонымен қатар, кадрларды іріктеудің негізгі критерийлері анықталды. Ол «адам факторын» басқару жүйесіндегі негізгі ұстанымдарды қазіргі заманғы кәсіпкерлікте айқындайды, онда адамдармен басқару өнері оның бәсекеге қабілеттілігі мен тұрақтылығын қамтамасыз ететін басты шартқа айналады.

**Түйін сөздер:** Кадрлар, бәсекеге қабілеттілік, еңбек нарығы, қызметкерлер, персоналды басқару, адами фактор, кәсіпорын.

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### **ПЕРСОНАЛ – ВАЖНЫЙ АСПЕКТ КОНКУРЕНТОСПОСОБНОСТИ ПРЕДПРИЯТИЯ**

**Аннотация.** В данной статье рассматривается персонал как составляющая конкурентоспособности компаний, а именно люди как ресурс предприятия, важность формирования и развития персонала. Кроме того, выявляются основные критерии отбора персонала. Отражаются основные моменты в системе управления «человеческим фактором» в современном предприятии, где искусство управления людьми становится главным условием, которое обеспечивает его конкурентоспособность и стабильность.

**Ключевые слова:** персонал, конкурентоспособность, рынок труда, сотрудники, управление персоналом, человеческий фактор, предприятие.

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