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NAS RK is pleased to announce that Bulletin of NAS RK scientific journal has been accepted for indexing in the Emerging Sources Citation Index, a new edition of Web of Science. Content in this index is under consideration by Clarivate Analytics to be accepted in the Science Citation Index Expanded, the Social Sciences Citation Index, and the Arts & Humanities Citation Index. The quality and depth of content Web of Science offers to researchers, authors, publishers, and institutions sets it apart from other research databases. The inclusion of Bulletin of NAS RK in the Emerging Sources Citation Index demonstrates our dedication to providing the most relevant and influential multidiscipline content to our community.

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НАН РК сообщает, что научный журнал «Вестник НАН РК» был принят для индексирования в Emerging Sources Citation Index, обновленной версии Web of Science. Содержание в этом индексировании находится в стадии рассмотрения компанией Clarivate Analytics для дальнейшего принятия журнала в the Science Citation Index Expanded, the Social Sciences Citation Index и the Arts & Humanities Citation Index. Web of Science предлагает качество и глубину контента для исследователей, авторов, издателей и учреждений. Включение Вестника НАН РК в Emerging Sources Citation Index демонстрирует нашу приверженность к наиболее актуальному и влиятельному мультидисциплинарному контенту для нашего сообщества.

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MODERN IMPERATIVE FOR THE FORMATION AND DEVELOPMENT OF THE COMPANY'S PERSONNEL MANAGEMENT SYSTEM BASED ON DETERMINING THE IMPACT OF FACTORS

Abstract. Our country has accumulated considerable experience in the study of quality management problems, and there is also a large number of works on the problems of personnel management. However, very few attempts were made to apply a systematic approach to the problem under study, the analysis of personnel management as the most important factor in quality assurance. Currently, management sciences lack fundamental research that provides a holistic view of quality management.

The purpose of the study is to develop the key principles of the Kazakhstan model of personnel management that are adequate to modern requirements for product quality and take into account the specifics of Kazakhstan on the basis of understanding domestic and foreign experience.

The theoretical and methodological basis of the study was the conceptual provisions on the unity of man and the social environment; on the individual as a subject of joint activity and personal development; on the determinism of the functioning and development of the individual by the system of national value priorities, spiritual and material needs.

The scientific article proposes measures to improve personnel management, concerning: reorientation of the worldview of modern Kazakh managers on the quality of products, works and services; creation of a favorable business social and managerial environment for their respective activities; orientation of the main functions of personnel management to the general model of quality management; formation of an effective mechanism for involving employees in the quality management process; motivation of personnel activities to ensure quality.

Key words: management system, personnel management, management efficiency, personnel management model, adaptation of foreign experience, quality management model.

Introduction. Among the many complex socio-economic problems that modern Kazakhstan has to solve, one of the main ones is the problem of low quality of products, works and services. Its presence is primarily due to the country's traditional lag in quality, as well as the slow process of adaptation of domestic commercial organizations to the market and global competition. Today, Kazakh organizations often ignore approaches to product development based on compliance with international quality standards. Many modern Kazakh managers do not understand that without compliance with certain standards, it will be difficult for their organizations to promote any products to the market, to the international arena, and even more so to win a market segment.

In Kazakhstan's history, the problem of quality became more acute in the Soviet period. At the enterprises there was a certain plan, which was expressed in pieces per shift, in the production of products per hour, etc. The worker was mainly interested in the «shaft», that is, in the production of more products regardless of their quality. Manufacturers usually did not take into account that during the planning period, customer demand for both the product range and its quality could change. This led to a situation where large warehouses were crammed with goods that almost no one needed.

In previous years, the quality problem was considered by us as mainly technical, primarily related to the imperfection of equipment and technologies, the role of personnel in quality management was underestimated.

In the context of the development of market relations, the former model of personnel management has become clearly ineffective. There was a need to rationally change the old or form a new model of personnel management, focused on quality management. In this regard, many Kazakhstani managers were forced to improve their skills at various quality management courses, participate in international programs, and actively exchange experience at seminars and trainings. However, this did not always have a positive impact on production efficiency, since many of the existing training courses, programs, seminars and trainings paid little attention to the behavioral aspects of quality management, human resource management.

One of the main social obstacles to the introduction of effective foreign and domestic quality management concepts in modern Kazakhstan is the lack of attention to human resources.

Summarizing the above, it can be noted that the relevance of the research topic is determined both by the primary importance of personnel management for quality management, and by the very weak development of this issue in domestic and, in many respects, foreign literature.

Methods. The paper uses methods of modeling and comparative analysis. To solve individual tasks, the methods of the «tree» of goals and expert assessments were used. The information and empirical base of the research is normative legal acts of the state and regional levels; official data of republican and regional authorities; methodological, scientific, educational and reference literature, Internet materials, as well as research conducted by the authors.

Methodological research is a general method of scientific knowledge-analysis and synthesis, content-media analysis of sociography, a system-comparative method that allows to determine the genesis, sequence and functioning of the stages of development of the company's personnel management and the effectiveness of adapting foreign experience.

Research works in the field of development and effective adaptation of the mechanism for building a model of personnel management.

Results and discussion. The world economy of the XXI century is characterized by a tendency to revise the management approaches used over the past decades. The focus on innovation requires a change in the priorities when making management decisions. In these conditions, it is the personnel as a carrier of the ability to innovate that comes to the fore in ensuring the competitiveness of the organization.

This statement is true both for enterprises operating in a market economy and for organizations operating in transformational economic systems. The ability of an employee to perform effectively is manifested, first of all, by providing him with favorable working conditions, increasing the level of humanization of the latter. In these circumstances, it is the perception of the employee as a core value of the organization, the attitude in terms of the concept of «human capital» can allow to achieve the effective functioning of the latter in terms of openness of the economies of various countries and high level of competition.

The effectiveness of an organization's functioning depends on the «configuration» and consistency of all its subsystems. This fully applies to the personnel management system of the enterprise. The philosophy of working with «human capital» adopted in the organization, which is expressed in optimizing its structure, cost, and development, determines the principles that should be used as the basis for building a personnel management system. Any organization is not a static system. It is in the process of constant development. And the degree of sustainability of this development depends on the flexibility of the enterprise, its mobility in managing its resources. An employee as an «element of the total human capital of the organization» must have a whole set of characteristics that allow the business entity to effectively achieve its goals. Such characteristics at the present stage include not only traditional qualities of the labor force (qualifications, education, work experience), but also new requirements (innovative abilities, ability to work in a team, self-leadership, etc.).

At the present stage of development of the theory and practice of personnel management, quite a lot of concepts have been formed, characterized by varying degrees of approbation and reliability. The whole set of developed concepts, arranged in chronological order, allows us to study the genesis of scientific thought in the field of personnel management. «Personnel management» as a constituent element of the science of «management», was formed under the influence of a number of sciences: in fact, management itself, psychology, sociology (including labor sociology, industrial sociology), ethics, organization econo-

mics, labor law, conflictology, etc. The basis of the periodization of the development of personnel management as a science is, first of all, the genesis of management and those concepts that were formed and used since the end of the XIX century.

In management theory, there are traditionally several schools that have had the greatest impact on its development. First of all, it is a school of scientific management, administrative (classical) school of human relations, school of behavioral Sciences, school of management science (quantitative school).

It should be noted that in management, there was not a sharp change of approaches and principles based on the emerging new school, but their joint coexistence took place. In fact, each newly emerging school at the initial stage supplemented the existing ones.

For example, in the 60s of the XX century. in the practice of management, in fact, four schools were used together: administrative, human relations, behavioral sciences and quantitative. In our opinion, this is largely due to the complexity of the control object itself. It is impossible to take into account only the economic or only the socio-psychological component in management. Therefore, it is an integrated approach that uses the achievements of all schools, the results of their research in practice, that allows management to effectively solve the tasks facing it.

Applied throughout the XX – early XXI centuries, the concepts of personnel management are largely the result of not only theoretical research, but also numerous applied studies in all the above-mentioned branches of knowledge. Summarizing the main research, we can distinguish the following basic concepts (schools) of the science of personnel management:

1. Use of labor resources. The provisions of this concept were actively used in the practice of management activities from the end of the XIX century to the 60s of the XX century. Proponents of this concept were the theorists of the «School of Scientific Management», which considered not the person engaged in production, but his function – work. Labor, in turn, as a factor of production was measured by two parameters: the cost of working time and the amount of remuneration.

2. Personnel management. The concept has been developing since the 30s of the XX century. It was based on the theory of bureaucratic organization by A. Fayol. A person in the organization was perceived through his formal role-position. Personnel management was carried out through numerous administrative mechanisms (principles, methods, powers, functions).

3. Human resource management. This direction considered a person as a «non-renewable resource» – «an element of social organization in the unity of three main components-the labor function, social relations, and the state of the employee» [1]. In the Soviet system of government, this concept was applied in fragments for about 30 years and during the years of perestroika was called «activation of the human factor».

4. The management of the person. Proponents of this concept are moving away from the «resource approach in human perception». A person not only comes to the fore in the organization's management system, but he begins to be considered as a «special object of management» [2].

5. Human capital management. The direction, formulated initially as a synthesis of the economic and social components in the consideration of the organization's activities, later developed into a full-fledged concept that considers «human capital» as a set of not only skills, knowledge, skills, but also the level of health, the environment of human activity, etc., which jointly meet the needs of both a person and society. In fact, there was a transition to the consideration of human capital as the main factor of competitiveness of the country's economy.

Today, «industrial psychology» is rightfully considered one of the most important and significant areas of interest of Munsterberg, which the scientist considered quite widely, including almost all components of modern personnel management at the enterprise: career guidance, increasing labor motivation, creating conditions for overcoming the negative impact of monotony of work, improving production discipline, proper selection and placement of personnel, etc.

However, if we consider the formation of the science of «personnel management» as an integral part of management, then it is indisputable that it is connected, first of all, with the works of F. Taylor and his theory of «scientific management».

His main work is «Principles of Scientific Management» (1911). The author considered management as «a process that requires constant optimization, which is based on specific laws, rules, and principles» [108].

The main object in the management system was the production staff. The task of the employee was to accurately perform work tasks.

It should be noted, however, that in contrast to G. Munsterberg, F. Taylor did not consider a person, but his function «work». Like any factor of production, labor should bring the maximum possible effect at its minimum cost. Scientific personnel management was further developed in the works of the followers of F. Taylor, among notably H. L. Gantt, F. and L. Gilbert. G. L. Gant singled out personnel among other factors of production, pointing out that production personnel play an important role not just in the implementation of the production process, but in its rationalization [2]. F. and L. Gilberts laid the foundation for microelement planning.

L. Gilbert became one of the founders of research in the field of personnel management using modern technologies, in particular, she studied the practical aspects of recruitment, placement and training of personnel [3,4]. In general, the approaches to human resource management of F. Taylor and his followers can be characterized by the following main aspects:

- 1) personalization of responsibility, each employee of the organization is responsible for the work and the responsibilities that he performs;
- 2) vertical division of labor, in which specific functions are assigned to each hierarchical level;
- 3) in the organization and promotion of labor, the individual prevails over the collective;
- 4) rationalization of labor based on minimizing time spent;
- 5) labor rationing;
- 6) orientation to economic methods in the system of labor stimulation;
- 7) predominance of authoritarian management style [5].

Thus, the School of scientific management formed the principles and approaches that served as the basis for the formation of a new science «management» and its component part «personnel management».

In the future, these approaches were developed, modified, and improved.

Many of the principles proposed by F. Taylor, they cannot be applied in their original form, but the foundations laid by the School of scientific Management continue to be used fragmentally, of course, with some adjustments.

According to modern scientists, the main weaknesses of the theory of F. Taylor is represented by the following:

- focus exclusively on economic and administrative levers (methods) of management;
- decision-making in the field of rationing and labor stimulation was based on the capabilities of the «best» employee in the phase of the highest sustainable performance;
- limiting the initiative of the employee;
- focus on individual rather than team work.

The founder of the classical school of management is undoubtedly A. Fayol (1841-1925). Many modern scientists believe that A. Fayol made the greatest contribution to the development of management theory in the first half of the XX century.

His main work «General and Industrial Management» (1916) is a generalization of practical experience and theoretical views on how to manage an enterprise (first of all, it means the highest level of management).

Classical approaches to administration in the organization were proposed by A. Fayol as 14 principles of administrative activity of the head: division of labor; power-responsibility; discipline; unity of management; subordination of private interests to general ones; remuneration of personnel; centralization; hierarchy; order; justice; constancy of personnel composition; initiative; unity of personnel. In addition to the basic principles of management, the author also developed the basics of functional management («Control elements») [6].

At the same time, the administrative function of A. Fayol involves not only the selection of employees, but also «coordination of their efforts» and «harmonization of actions».

In particular, A. Fayol distinguished the elements of qualification of managers and employees, which included health and physical endurance, intelligence and mental performance, moral qualities, general knowledge, administrative knowledge and awareness in the field of other functions.

A. Fayol himself believed that his principles can be applied not only in the management of an enterprise, but also in any other sphere, including in state institutions, in the army, etc., since they are «universal in nature».

The theory of A. Fayol was actively used and was dominant until the 60s of the XX century. Nevertheless, its management principles are still used in the practice of personnel management.

The formation of the theory of «human relations» is based on the theoretical and practical developments of E. Mayo, C. I. Bernard, M. P. Follet, B. S. Rountree. Theorists of this school conducted a number of experiments (for example, the «Hawthorne experiment» by E. Mayo, M. P. Follet) and on their basis formulated psychological approaches and ways to increase productivity, improve the microclimate in organizations, and manage conflicts (including vertically).

Thanks to the representatives of this school, the employee was considered not as a «part of the production line», but as a person [7].

E. Mayo (1880-1949) described the «Hawthorne Experiment» in his work «Human Problems of Industrialization» (1933). The experiment was based on the approaches of the school of scientific management, since it was one of the dominant schools at that time. During the experiment, the influence of factors such as lighting, working hours, and wages on changes in labor productivity was studied.

However, during the experiment, it was found that labor productivity changes not only depending on the above-mentioned physical factors, but also under the influence of socio-psychological factors (group norms, interest in the labor process, etc.). In his research, E. Mayo, in fact, pointed out that the behavior of an employee in the labor process is largely determined by the influence of those formal and informal groups of which he is a member. Moreover, the influence of the informal group is much stronger.

Thus, the orientation towards individual remuneration, mainly economic and administrative levers of management, inherent in the concept of «use of labor resources» does not bring the proper result. Therefore, the manager must not only take into account the individual needs of the employee, but also the system of social relations in which the employee is involved, as well as his social needs.

Thus, according to many authors, it was by the end of the twentieth century that the concept of «human resource management» was finally formed in Western management theory. Theorists of this school, developing its main provisions, nevertheless continued research, concentrating their attention on the possibility of identifying strategic aspects in personnel management that can ensure its further improvement. The main representatives of this school can be attributed to J. Douglas, S. Klein, D. Hunt, et al. One of the factors that has received attention in recent years is the impact on personnel of scientific and technical progress, the development of information technologies and other external conditions [8,9].

In the XXI century, there is a further change in the economic conditions. Communications are becoming more complex, the volume of information flows is growing, and integration processes are strengthening. The modern economy is a «knowledge economy», «information economy», which imposes new requirements on personnel.

For the first time, human capital was discussed in the 60s of the XX century. However, on the formation of a full-fledged theory («Theory of Human Capital») We can speak from the works of G. Becker, T. Schultz and S. Kuznets. Human capital is a set of knowledge, skills and abilities that are used to meet the needs of a person and society as a whole. In fact, the theory of human capital implies constant investment in the development of a person, his competencies, the creation of a favorable environment for his life.

And, therefore, this term is understood much more broadly than just employees of the enterprise. Today, science is not talking about the employee, but about his potential, which must be constantly developed. At the same time, the classics of the theory of human capital insist on an economic approach to managing it.

In other words, we need more than just investments in professional development, creating favorable working conditions, etc. It is necessary to invest in health, growth of living standards, knowledge. And, importantly, like any investment, investment in human capital requires evaluation from the point of view of their economic and social effectiveness. In this case, it is fundamentally wrong to talk only about one of the effects.

Thus, the Western theory of personnel management has passed through several key stages in its development and is currently represented by several dominant concepts in theory and practice: human resource management, human behavior management, human capital management and system empirics.

One of the most difficult processes that take place in domestic enterprises is the transition from awareness of the need for a specific theoretical concept to its practical use. As practice shows, many progressive theories are applied only in fragments or not at all.

The process of building a personnel management system in an enterprise has its own consumers, performers and suppliers. In the personnel management system, traditionally process suppliers are

personnel management services, performers are direct managers of departments and the enterprise as a whole, and consumers are employees of the enterprise [10].

In this case, this approach as a whole can be maintained. However, it should be understood that any changes require the formation of a group of performers responsible for making changes. It is also necessary to take into account the fact that changes cause serious opposition from the employees of the organization.

Using the proposed approaches will allow you to configure the personnel management system of the enterprise taking into account the requirements of the external and internal environment. In accordance with the above approaches, it is advisable to identify the following stages of the algorithm for building a personnel management system.

Consider their characteristics.

Stage 1 - awareness of the need. Without the awareness of the top management of the need for transformation, it is impossible to transform the SUP in accordance with the ISO methodology. It is the top management that should be the initiator of transformation. The implementation of this stage depends on many factors, in particular on the dominant management style, on the specific problems faced by the company and which determine the transformation of the company.

Stage 2 - Building the commitment of senior management. The top management (usually the manager) should not only be committed to the new concept of SUP, but also provide the necessary resources, define goals, powers, and responsibilities. At this stage, the management should formulate the main goal of the SUP for the enterprise. In accordance with the ISO principles, the role of the manager is also defined as fundamental.

Stage 3 - conducting explanatory work with employees of the company, forming a sense of ownership of changes. At this stage you need to explain to your staff the need for changes in the personnel management system, to form a group of supporters of the process by which it is possible to involve and other employees in the transformation process so that fully respected the principle of participation, defined in this paper.

The management of the enterprise should take into account the fact that, as with any changes in the organization, there are always at least three categories of employees in the enterprise (in this context): supporters, indifferent and opponents of transformation [11]. The main task of management in this case should be to neutralize the impact of such factors of influence as the fear of employees before everything new, the threat of changes in the content of work, the threat of staff reduction.

The fundamental point here is the organization of effective bilateral communications using such methods as meeting with all employees of the enterprise, meetings, briefings, etc. Awareness of employees, among other things, contributes to the formation of a sense of belonging to the enterprise. At this stage, it is also necessary to create an initiative group that will carry out work on the transformation of the personnel management system.

Stage 4 - analysis of the existing personnel management system in the enterprise. It involves a comprehensive assessment of the existing personnel management system in the enterprise in the context of indicators defined in the evaluation methodology proposed by us in the second chapter.

Stage 5 - analysis of influence factors. At this stage of the transformation of the personnel management system, the initiative group of employees should conduct an analysis of the influence factors that were identified above.

The specifics of a particular enterprise may affect the appearance of additional factors of influence. At the same time, it is advisable to conduct an analysis based on the direction and strength of influence, for example, using a matrix. For analysis it is necessary, first, to determine the direction of influence, i.e. whether it is a factor of a positive orientation (+) or negative orientation (-); secondly, it is necessary to assess the impact of specific factors on the process of transition from traditional system to the proposed model on a scale; Third, it is necessary to assess the probability of the implementation of a particular factor in the future.

The product of these parameters will give the value of a particular factor for the implementation of the process of forming a personnel management system.

Stage 6 - drafting a personnel management system for the enterprise. It involves determining the main directions of changes to the existing system in the enterprise, identifying the necessary resources, resolving the issue of performers and deadlines for the execution of a specific task.

At this stage, it is necessary to decompose the main goal of the personnel management system, determined at the third stage, into components and assign an executive employee to each sub-goal.

The procedure for forming a tree of goals and assigning performers should be carried out in accordance with the concept of goal management. The latter contributes to the formation of a sense of ownership and increase the responsibility of employees in the enterprise.

The project should be executed in pronounced time coordinates and have the form of a calendar plan. Also at this stage it is necessary to solve the issues of numerical adaptation of personnel and the possibility of transferring some functions to specialized organizations.

Conclusion. In accordance with the methodology under consideration, we recommend considering the personnel management system at enterprises as a set of the following key elements: personnel formation, personnel development, personnel evaluation and providing personnel with the necessary resources.

This approach, superimposed on the generally accepted theory of management, formed the basis for building a model that links the goals, objectives, levels and elements of the human resource management system in the enterprise.

Further research allowed us to formulate a model of the functioning and development of the personnel management system in the organization, which is organically integrated into the management system of the production and economic activities of the enterprise. The model identifies critical points in the functioning of the personnel management system, the tracking of which will allow the business entity to quickly respond to changes in both negative and positive directions.

When considering the possibility of using modern management technologies in the personnel management system, special attention should be paid primarily to the numerical adaptation of personnel to the conditions of economic activity of the enterprise. In particular, we propose the use of personnel leasing, the transfer of part of management and production functions to outsourcing, the use of the possibility of consolidation of enterprises through reorganization.

Our proposed system is based on linking current and prospective motivation and covers both collective and individual incentives.

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ФАКТОРЛАРДЫҢ ӘСЕРІН АНЫҚТАУ НЕГІЗІНДЕ КОМПАНИЯ ҚЫЗМЕТКЕРЛЕРІН БАСҚАРУ ЖҮЙЕСІН ҚАЛЫПТАСТЫРУ МЕН ДАМУДЫҢ ҚАЗІРГІ ЗАМАНҒЫ ИМПЕРАТИВІ

Аннотация. Біздің елімізде сапаны басқару мәселелерін зерттеуде айтарлықтай тәжірибе жинақталған, сонымен қатар қызметкерлерді басқару мәселелері бойынша көптеген жұмыстар бар. Алайда, зерттелетін проблемаға жүйелі көзқарасты қолдануға, сапаны қамтамасыз етудің маңызды факторы ретінде персоналды басқаруды талдауға аз әрекет жасалды. Қазіргі уақытта менеджмент ғылымдары сапаны басқару туралы тұтастас түсінік беретін іргелі зерттеулердің жетіспеушілігін сезінуде.

Зерттеудің мақсаты отандық және шетелдік тәжірибені ұғыну негізінде өнімнің сапасына қойылатын заманауи талаптарға сәйкес Қазақстанның ерекшелігін ескеретін персонал басқарудың Қазақстандық моделінің негізгі қағидаттарын әзірлеу.

Зерттеудің теориялық және әдіснамалық негізі адам мен әлеуметтік ортаның бірлігі туралы тұжырымдамалық ережелер; жеке тұлға бірлескен іс-әрекеттің субъектісі ретінде және өзін-өзі дамыту; ұлттық құндылық басымдықтары, рухани және материалдық қажеттіліктер жүйесімен жеке тұлғаның жұмыс істеуі мен дамуының детерминизмі болды.

Ғылыми мақалада персонал менеджментін жетілдіру бойынша: қазіргі Қазақстандық менеджерлердің дүниетанымын өнім, жұмыс және қызмет көрсету сапасына қайта бағдарлауға; олардың тиісті қызметі үшін қолайлы іскерлік әлеуметтік-басқарушылық орта құруға; персонал менеджментінің негізгі функцияларын сапаны басқарудың жалпы моделіне бағдарлауға; қызметкерлерді сапаны басқару процесіне тартудың тиімді тетігін қалыптастыруға; сапаны қамтамасыз ету бойынша персонал қызметін уәждеуге қатысты шаралар ұсынылған.

Түйін сөздер: басқару жүйесі, персоналды басқару, басқару тиімділігі, персоналды басқару моделі, шетелдік тәжірибені бейімдеу, сапаны басқару моделі.

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СОВРЕМЕННЫЙ ИМПЕРАТИВ ФОРМИРОВАНИЯ И РАЗВИТИЯ СИСТЕМЫ УПРАВЛЕНИЯ ПЕРСОНАЛОМ КОМПАНИИ НА ОСНОВЕ ОПРЕДЕЛЕНИЯ ВЛИЯНИЯ ФАКТОРОВ

Аннотация. В нашей стране накоплен значительный опыт в исследовании проблем управления качеством, а также существует большое количество работ по проблематике управления персоналом. Однако предпринималось совсем мало попыток применения системного подхода к исследуемой проблеме, анализа менеджмента персонала как важнейшего фактора обеспечения качества. В настоящее время управленческие науки испытывают недостаток фундаментальных исследований, дающих целостное представление об управлении качеством.

Цель исследования заключается в разработке ключевых принципов казахстанской модели менеджмента персонала, адекватных современным требованиям к качеству продукции и учитывающих специфику Казахстана на основе осмысления отечественного и зарубежного опыта.

Теоретико-методологической основой исследования явились концептуальные положения о единстве человека и социальной среды; о личности как субъекте совместной деятельности и собственного развития; о детерминированности функционирования и развития личности системой национальных ценностных приоритетов, духовных и материальных потребностей.

В научной статье предложены меры по совершенствованию менеджмента персонала, касающиеся: переориентации мировоззрения современных казахстанских менеджеров на качество продукции, работ и услуг; создания благоприятной деловой социально-управленческой среды для их соответствующей деятельности; ориентации основных функций менеджмента персонала на общую модель управления качеством; формирования эффективного механизма вовлечения работников в процесс управления качеством; мотивации деятельности персонала по обеспечению качества.

Ключевые слова: система управления, менеджмент персонала, эффективность управления, модель управления персоналом, адаптация зарубежного опыта, модель управления качеством.

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