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**THE MAIN DIRECTIONS OF IMPROVING THE EFFECTIVENESS OF  
HUMAN CAPITAL MANAGEMENT IN AGRICULTURE**

The authors discussed the main directions of increasing the efficiency of human capital management in agriculture of Kazakhstan. Human capital plays an important role in the economy, its development solves many socio-economic problems, accelerate innovative development in the country. The growth of quantitative and qualitative parameters of human capital development in agriculture in the modern economy, enhancing its competitive advantage possible through effective data management process. Conducted an analysis of employment' dynamics in agriculture. The main objectives of increasing the efficiency of human capital management in agriculture: smoothing of structural imbalances in the labour market, support of young specialists; improved financial incentives for employees; mitigation of the seasonality of work; conducting qualitative personnel work, etc. The authors present a variant of the system of socio-economic conditions for effective development of human capital in agriculture, where the underlying system is the planning and forecasting of human resource development, and improving development effectiveness, utilization and management of human capital in the agricultural sector. Were made correlation analysis, which revealed that income level significantly affects agricultural productivity, the skill level of employees and average annual wages. The majority of investigated farms belong to the second group, with incomes from 2000 to 3871,5 thousand tenges, which have high enough productivity and shares of workers in higher skill level in comparison with the third group of farms. Therefore, the authors propose to stimulate the workers of the main production to achieve the efficient functioning in agriculture.

**Key words:** management efficiency, human capital in agriculture, economic incentives, human resources management, agricultural companies, infrastructure, personnel work, management, human resources.

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**Ауыл шаруашылығында адам капиталын басқарудың  
тиімділігін арттырудың негізгі бағыттары**

Мақалада авторлар Қазақстанның ауыл шаруашылығы саласында адам капиталын басқарудың тиімділігін арттырудың негізгі бағыттарын қарастырады.

Адам капиталы ел экономикасында маңызды рөл атқарады, оны дамыту көптеген әлеуметтік-экономикалық мәселелерді шешеді, сонымен қатар, елдің инновациялық дамуын жеделдетеді.

Заманауи экономика жағдайы кезінде ауыл шаруашылығында адам капиталын дамытудың сандық және сапалық көрсеткіштерінің өсуі және оның бәсекелестік артықшылығын арттыру осы процесті тиімді басқару арқылы мүмкін болады. Мақалада ауыл шаруашылығында жұмыспен қамтылғандардың санының динамикасына талдау жүргізілді.

Ауыл шаруашылығында адам капиталын басқарудың тиімділігін арттырудың негізгі міндеттері анықталды: еңбек нарығындағы құрылымдық үйлесімсіздіктерді азайту, жас мамандарды қолдау; қызметкерлерге материалдық ынталандыруды жетілдіру; жұмыстағы маусымдық жеңілдетулер; жоғары сапалы кадрлармен қамтамасыз ету және т.б. Авторлар адам ресурстарын дамытуды жоспарлау және болжаумен айналысатын ауыл шаруашылығында адами капиталдың тиімді дамуына арналған әлеуметтік-экономикалық жағдайлар жүйесінің нұсқасын ұсынды, сондай-ақ, экономиканың агроөнеркәсіптік кешеніндегі адам капиталын дамытудың, пайдаланудың және басқарудың тиімділігін арттырудың бағыттары. Ауыл шаруашылық кәсіпорындарының кіріс деңгейіне корреляциялық талдау жүргізілді, соның нәтижесінде оның еңбек өнімділігі, қызметкерлердің біліктілік деңгейі және орташа жылдық еңбекақы деңгейіне айтарлықтай әсер ететіндігі анықталды. Талдау бойынша 2000 теңгеден 3871,5 мың теңгеге дейінгі табысы бар ауыл шаруашылық кәсіпорындарының басым бөлігін екінші топқа жатқызуға болады, бұл топ ауыл шаруашылығы кәсіпорындарының үшінші топтарымен салыстырғанда еңбек өнімділігінің жеткіліксіз деңгейі және біліктілік деңгейі төмен қызметкерлердің үлесінің жоғары болуына байланысты ерекшеленеді. Сондықтан авторлар ауыл шаруашылығының тиімді жұмыс істеуіне қол жеткізу үшін негізгі өндіріс қызметкерлерінің еңбегін ынталандыруды ұсынды.

**Түйін сөздер:** басқару тиімділігі, ауыл шаруашылығындағы адам капиталы, экономикалық ынталандыру, кадрлық жұмыс, ауылшаруашылық кәсіпорындары, инфрақұрылым, басқару, еңбек ресурстары.

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### Основные направления повышения эффективности управления человеческим капиталом в сельском хозяйстве

В статье авторами были рассмотрены основные направления повышения эффективности управления человеческим капиталом в сельском хозяйстве Казахстана. Человеческий капитал играет важную роль в экономике страны, его развитие решает многочисленные социально-экономические проблемы, ускоряет инновационное развитие страны. Рост количественных и качественных параметров развития человеческого капитала в сельском хозяйстве в современной экономике возможно путем эффективного управления данным процессом. Проведен анализ динамики численности занятых в сельском хозяйстве. Выявлены основные задачи повышения эффективности управления человеческим капиталом в сельском хозяйстве: сглаживание структурных диспропорций на рынке труда, поддержка молодых специалистов; улучшение материального стимулирования работников; смягчение сезонности труда; проведение качественной кадровой работы и т.д. Авторами представлен вариант системой социально-экономических условий эффективного развития человеческого капитала в сельском хозяйстве, где основополагающей системы является планирование и прогнозирование развития человеческих ресурсов, и направления повышения эффективности развития, использования и управления человеческим капиталом в аграрном секторе экономики. Был сделан корреляционный анализ, в результате которого было выявлено, что на уровень дохода сельхозпредприятий значительно влияет производительность труда, уровень квалификации работников и среднегодовая заработная плата. Большинство проанализированных сельхозпредприятий относятся ко второй группе, с уровнем дохода от 2000 до 3871,5 тыс. теге, которые обладают недостаточно высокой производительностью труда и долей работников высшего уровня квалификации по сравнению с третьей группой сельхозпредприятий. Поэтому авторами предложено стимулировать труд работников основного производства для достижения эффективного функционирования сельского хозяйства.

**Ключевые слова:** эффективность управления, человеческий капитал в сельском хозяйстве, экономическое стимулирование, кадровая работа, сельскохозяйственные предприятия, инфраструктура, кадровая работа, управление, трудовые ресурсы.

## Introduction

Currently, the development of modern agricultural sector in Kazakhstan may be at the expense of workers who have a high enough level of human capital. The human capital development solves many socio-economic problems, accelerate innovative development in the country. In the conditions of economy modernization increase quantitative and qualitative parameters of development in agriculture, growth its competitive advantages is possible by effective data management process. Human capital development is the priorities of Kazakhstan state policy, where in December 2007 the President of the Republic of Kazakhstan Nursultan Nazarbayev mentioned that aspect in the report on theme – « New Kazakhstan in the new world » (Nazarbayev N.A., 2007; Erokhin S.M., 2007; Novikov V.G., 2014).

## Materials and methods

Effective management of human capital in agriculture focused on the solution of three main and interrelated problems, both at the level of the country, and each region is identifying and managing the main directions of its development, efficient use and reproduction. Manage human capital based on systemic approach, which involves co-responsibility and implement complex of interrelated strategic and tactical objectives. The end result is to ensure a high quality of life in the villages, contributing to the formation and development of human capital (Alenova K.T., 2015; Bauer M.Sh., 2016).

Human capital is the base, on which is formed the modern innovative economy. This understanding of its role is being strengthened worldwide, and there is the gradual reversal of policy towards strengthening and building human capacity. Thus, human capital is becoming more and more axis, the main rod, which is formed around the most other factors of business transformation.

## Literature review

In the mid 60s of the XX century the term “human capital” was actively used in scientific lexicon. Human capital is usually understood as a measurable resource that supports the functioning of economic structures. The problems of human capital formation and development devoted to research of domestic and foreign scientists: Abisheva A.A., Aubakirova A.Ya., Mukhamedzhanova A.G., Mamyrov N.K., Sagadiev K.A., Maidyrova A.B., B.N. Genkin, A.P. Egorshin, T.A. Komissarova, A.I. Naumov, Y.G. Odegov, P.A. Fatkhutdinov,

M. Armstrong, V.Vroom, F. and J.L. Gilbret, D. McGregor, A. Maslow, F.W. Taylor, F. Hertzberg and etc. Problems of human capital management adaptation in agriculture is reflected in the research B. Anichina, D.E. Vanina, I.T. Kryachkova, I.V. Minakova, A. C. Paronyana, V.M. Soloshenko, I.G. Ushacheva and etc. (Parshina N.V., 2013; Business: Oxford explanatory dictionary: English–Russian, 1995; Shultz T., 1968; Tnurow L., 1970).

So, A.Ya.Aubakirov has attached great importance to the development of the productive abilities of the person; S. K. Zhumabayev discussed the issues of management of the human factor and its role in ensuring the effectiveness of the organization (Dzhumaeva R.A., 2012); the effective use and management of human capital focuses in his works, Sh.U. Akimbekova.

According to A.G. Mukhamedzhanova, human capital is the main asset of the nation. The potential of the national human capital is an important and necessary element of the innovation process, a key factor in the effectiveness of the development and competitiveness in the Republic among the countries in the world, the achievement of high quality equipment and technologies, the transition to a humanized type of economic growth (Mukhamedzhanova A.G., 2001). In turn, I.V. Onyusheva believes that the knowledge, skills, experience are the main economic resources, which ultimately determines the competitiveness of national economy in Kazakhstan (Onyusheva I.V., 2012).

## Results and discussion

In recent years, human capital in agriculture, there is a situation reduction of working in agriculture. The trend of employed population by kinds of economic activities testifies to decrease in agriculture and backwardness in the service sector (table 1) (Official website of the Committee on statistics of the Ministry of National Economy of the Republic of Kazakhstan).

In the 3rd quarter of 2017 the number of people employed in agriculture was 1374,4 thousand people, or 16,19% in the economy of Kazakhstan. In 2016 compared to 2011 there was a decrease of employed population in agriculture – (-810,6) thousand people (almost twice). One reason for this divergence is the outflow of young people from rural areas and unwillingness to work in agriculture. Many young people today do not even consider the possibility of obtaining a profile of agricultural education (Naumova E.Y., 2012; Epishkin I.A., 2013; Batrakova L.G., 2011; Regions of Kazakhstan, 2014-2016; Demographic Yearbook

of Kazakhstan, 2015-2016; Economic activity of the population of Akmola region, 2015-2016; Economic activity of the population of Kazakhstan, 2015-2016).

**Table 1** – Employed population by main types of economic activity, thousand people

	2011	2012	2013	2014	2015	2016	Change (+/-) 2016 compared to 2011.
Employed in economy, total	8 301,6	8 507,1	8 570,6	8 510,1	8 433,3	8 553,4	251,8
Agriculture, forestry and fisheries	2 196,1	2 172,7	2 073,6	1 605,1	1 362,9	1 385,5	-810,6
Industry	960,3	1 004,4	1 039,1	1 090,7	1 083,7	1 087,2	126,9
Building	614,0	644,5	660,0	678,0	689,5	679,1	65,1
Wholesale and retail trade; repair of motor vehicles and motorcycles	1 233,7	1 200,7	1 256,5	1 248,4	1 260,9	1 305,9	72,2
Transportation and warehousing	546,3	570,9	569,1	584,9	619,5	619,5	73,2
Services accommodation and food	122,5	129,0	139,0	167,3	174,2	170,9	48,4
Information and communication	125,7	134,2	132,9	160,1	151,7	160,1	34,4
Financial and insurance activities	119,2	138,8	138,3	192,6	195,1	180,1	60,9
Operations with real estate	135,6	112,4	105,2	87,5	94,2	114,8	-20,8
Professional, scientific and technical activities	179,4	181,4	182,2	162,0	221,3	240,2	60,8
Activities in the area of administrative and support services	170,4	174,2	174,5	196,4	234,3	255,5	85,1
Public administration and defence; compulsory social security	391,9	385,8	402,4	467,7	470,8	472,8	80,9
Education	851,5	892,1	923,2	982,4	1 012,8	1 032,8	181,3
The health and social services	392,4	413,8	424,8	464,0	455,3	469,7	77,3
All other types of services	142,0	220,4	227,4	285,1	279,5	246,7	104,7
Note – Compiled by the author							

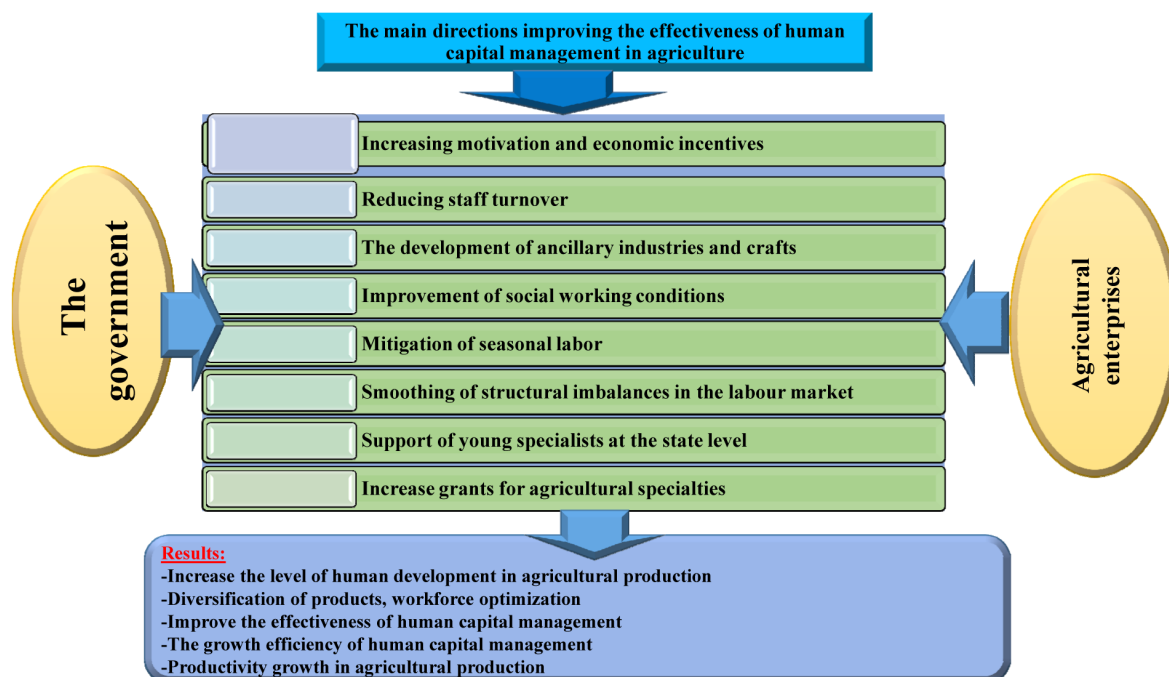
So, there is a need to increase efficiency human capital management in agriculture, which was caused by the following tasks: smoothing of structural imbalances in the labour market, support young professionals at the state level, and directly by agricultural enterprises, aimed at increasing the effectiveness of human resource management; improvement of material incentives for employees; mitigation of the seasonality work; the conduct of quality personnel work to reduce staff turnover (picture 1) (Meldakhanova M., 2004; Kolyadin A.P., 2011).

One of the main reserves of increase efficiency of labor resources use and management at the enterprise level is to improve economic incentives. One of the ways

to improve the current wage system is its attachment to the end result of the work, as each employee and the overall performance in agricultural enterprises.

With their support, the implementation of financial incentives for employee performance, as well as the collective work.

The efficacy of human capital is always depending on the overall approach to remuneration, which suggests a clear dependence on the level of the pay differentials with the degree of tasks solution. Developed the necessary balance between base salary and incentive, the variable part of the wage (Erokhin S.M., 2007; Meldakhanova M., 2004; Tymoshenko K., 2013; Mukhamedzhanova A.G., 2001).



**Figure 1** – Ways of increasing the effectiveness of human capital management in agriculture

Note – Developed by the author

Proper organization of labour wages in agriculture should be of interest to workers in their results. For example, besides the traditional bonuses for qualifications, ranks and work experience, which in principle do not affect the increase of work efficiency, can be further rewarded for the development and subsequent implementation in the production process of new technologies, experience transfer and the reduction of material costs, i.e. to pay the employee part of the value received in excess of the production plan. But if the employee does not comply with the mode of the day, but performs standards work and duties, does not violate the production discipline, system deprimirotee this problem can be solved, that is, the number of certain violations of the agricultural worker is deprived of the bonus partially or completely.

Regarding the qualitative staff work, in agricultural enterprises, this type of work is almost non-existent. Staff policies should be developed and implemented at different levels, i.e. on levels of the region and the agricultural enterprise. It must begin with the recruitment of employees and cover the entire process of human capital management, including motivation, remuneration, professional training and retraining etc.

It is also necessary to assess regularly staff at the enterprises, level of worker qualification,

the efficiency of investment in staff. Reserve for improvement of human capital using is the decrease in staff turnover with the formation of optimal work's conditions, improvement of microclimate in the collective, development of the service sector and the most important aspect, if not the main – housing.

At the state level with the aim of increasing the effective functioning, human resources development and management, staffing, agricultural enterprises can be used measures to reduce structural imbalances on the labour market (Demographic Yearbook of Kazakhstan, 2015).

Obviously, it is necessary to reallocate labor resources in favor of hard scarce areas through increasing geographical mobility of the population, expanding the scale of labor migration and etc. The main reason affecting on human capital efficiency and management in agriculture include the seasonality of labor, which has a significant impact on the use of labor resources. To completely overcome the seasonality of labor in agriculture is almost impossible, although many companies were able to reduce it to a minimum. There are such ways to mitigate the seasonality of labor in the agricultural sector:

1) the introduction of productive technology and maximum automation of labor-intensive production processes;

2) the use of such crops and varieties per crop, which have different periods of cultivation, such as growing early or late varieties of vegetables provides an opportunity evenly distribute labour during planting and the subsequent harvest;

3) the development of a variety of additional industries in the agricultural enterprises that will allow to take specialists in periods of lack of work;

4) development of agro-industrial integration, i.e. the organization of processing and storage of agricultural products at production site. For example, in the horticultural farms with fruit storage, the need for human capital in the period of harvest is reduced by about 1,5–2 times, and in the subsequent periods increasing the employment of permanent workers, as is the process of commodity processing and marketing of the harvest, which is conducted after completion of the work in the garden;

5) of the processing agricultural enterprises efficiently produce labour-saving products, for example, semi-finished products in the periods of mass suppliers, and in less hectic periods to do the final product;

6) development of rural infrastructure and agricultural entrepreneurship, which will take a redundant labor force in rural social sphere and to stimulate the processes of self-employment.

The reduction of seasonality in agriculture is reflected in the number employed in manufacturing during the year and productivity,

with a minimum number of employees, you receive the opportunity throughout the year to produce more volume. Ultimately, as a result of human capital management in agriculture can be characterized by the following criteria: increase in wages of farm workers and as a consequence the growth of living standards of the rural population; qualitative and quantitative staff availability of human resources in agriculture; growth of incomes of agricultural producers and effective socio-economic development of rural areas; agriculture competitiveness both domestically and at the international level; a high level of innovative technologies development for the production and processing of agricultural products; increase the efficiency and quality of productivity in the agricultural sector; implementation of innovative forms of production and labor process organization (Klinova M.V., 2012; Melnikov O.N., 2004; Mukhamedzhanova A.G., 2001; Esmagambetova S.R., 2014).

All of the above statements are confirmed by the example of investigated enterprises in Akmola region (table 2), where the result of correlation analysis revealed that income level significantly affects labour productivity, skill level of employees and average annual wages. The majority of analyzed farms belong to the second group, with incomes from 2000 to 3871,5 thousand tenges, which don't have enough productivity and shares of workers in higher skill level in comparison with the third group of farms (Bauer M.Sh., 2016).

**Table 2** – Main factors influencing the income of agricultural enterprises in Akmola oblast for 2011-2016.

Groups	Income per 1 employee, thousand tenges	The average annual salary, thousand tenges	Productivity per 1 employee, thousand tenges	The percentage of workers with highest qualification level, %
I	To 2000,0	226,34	99,43	2,99
II	2000,0-3871,5	348,01	173,75	4,98
III	Over 3871,5	612,90	252,42	6,90

Note – Calculated and compiled by the author according to the research

Therefore, to achieve the effective functioning of agriculture must first, as described earlier, to

stimulate the workers of the main production (table 3)

**Table 3** – Motivation and economic incentives of primary production in agriculture

The problem	The task of motivation	Options of economic incentives
The lack of productivity. Low productivity in farming, low yields in crop production.	The increase in labor productivity. Productivity growth in livestock productivity in crop production.	- piece-rate premium and lump sum premium pay system, the use of piecework rates; -the piece-progressive system pay for the amount of work performed and manufactured products
General quite low level of efficiency of agricultural enterprises (the majority of the analyzed companies belong to the group with middle income).	Increase in economic effectiveness.	- financial incentives from gross income (from 1-20% of gross income); - material incentives from self-supporting business income (10-40%);
Low-skilled workers (25-35% share of unskilled workers in the surveyed enterprises)	Training and activation of creativity	- share in profits of agricultural enterprises - financial stimulation for employees for seniority, career advancement, higher skill level
Note – Developed by the author		

The correctness of this approach is confirmed by results of sociological questionnaire of a survey conducted by the authors in 2016. More than 70 young specialists, graduates of S. Seifullin Kazakh Agrotechnical University, showed that after graduation most of them do not work in their specialty. The main reasons for this dynamics are

(table 4): low wages -19,1%, difficult working conditions – 13,5%, poor social infrastructure – 13%, lack of opportunity for career growth – 12,6% of and conditions for professional growth of 9,4%, the prestige of agricultural labour – 9,3%, low level of recreation, cultural events – 8,6%, the low level of health, education – 6,5%.

**Table 4** – Key reasons for the reluctance of young specialists from agricultural universities to work in agriculture, % total number of responses

The reason	Forestry	Agronomy	Plant protection and quarantine	Soil science, Agrochemistry	On average
Low salary	18,5	18,0	15,0	24,9	19,1
Difficult working conditions	3,7	22,0	20,0	8,4	13,5
Poor social infrastructure	18,5	12,0	5,0	16,6	13,0
There is no possibility for career growth	18,5	2,0	5,0	24,9	12,6
There are no conditions for professional growth	7,4	12,0	10,0	8,3	9,4
Note – Calculated and compiled by the author according to the sample survey of agricultural enterprises of Akmola region					

## Conclusion

Accordingly, to achieve the effective management and further development of human capital is necessary to improve the social environment. The author presents the system of socio-economic conditions for effective development of human capital in agriculture, where the underlying system is the planning and

forecasting of human resource development, and improving development effectiveness, utilization and management of human capital in the agricultural sector. The direction of effective of human capital management in agriculture must be due to the state' tasks for the restoration of agriculture in Kazakhstan, and directly agricultural enterprises, aimed at increasing the effectiveness of human resource management.

Thus, the decision of effective system formation of human capital management in agriculture is to conduct timely, high-quality and complete evaluation and develop recommendations for expanded reproduction on the basis of quality and timely optimization human capital. Overall, it should

be noted that human capital management in the agricultural enterprise will be effective only in the case when all elements of the management system are coordinated among themselves and subordinated to the mission of functioning, aimed at innovative development.

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