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## APPLIED METHODS OF HUMAN RESOURCE MANAGEMENT IN THE REPUBLIC OF KAZAKHSTAN DURING THE CRISIS PERIOD

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## ABSTRACT

*The aim of this study* is to explore personnel management strategies during economic downturns and crises in the Republic of Kazakhstan. Effective human resource management during a crisis is a critical topic that demands attention from both employers and the state.

*Methodology.* This article presents proven methods of human resource management that are specifically tailored to enterprises facing crisis conditions. Additionally, it explores the administrative impact and regulatory mechanisms that can effectively resolve difficult situations in the labor market and contribute to the preservation of staff in enterprises.

The research methodology employed in this article includes analysis, data collection and processing, statistical observation and comparison, and comparative methods.

*Originality / value of the research.* The article's originality and scientific value are also noted. The presented work has scientific value due to its focus on personnel management in enterprises during times of crisis. It explores various methods in this area, with a particular emphasis on the regulation of average monthly salaries.

*Findings.* The research results demonstrate that the causes of organizational insolvency can be identified by collecting and analyzing bankruptcy information. Furthermore, the study recommends anti-crisis human resource management methods that consider changes in labor market supply and demand to assist organizations in overcoming crises.

*Keywords:* for this work include personnel, management, economy, crisis, regulation.

## INTRODUCTION

The processes that are taking place in the world economy today require the introduction of new and progressive forms and methods of personnel management. Retaining key employees is one of the main tasks

of company management during a crisis. However, most business leaders focus their attention on managing finances, production, supply, and sales to prevent bankruptcy, while insufficient attention is paid to improving personnel management.

**Literature Review.** To adequately respond to the influence of external and internal factors and prevent the escalation of a crisis situation, there are numerous diagnostic models developed by leading experts in the field, such as R. Lis, D. Fulmer, G. Springate, R. Taffler, J. Conan and M., to assess the possibility of a company's bankruptcy. Holder, U. Beaver, and D. Duran developed models to evaluate and predict situations that require consideration of such performance results. Aspects such as effectiveness, productivity, profitability, and financial independence of organizations.

It should be noted that not all models developed by foreign researchers can be successfully applied to domestic enterprises. In Commonwealth countries, the forecasting of risky situations has become popular and yielded significant results through the use of models developed by Russian and domestic researchers such as L. V. Dontsova, N. A. Nikiforova, N. N. Selezneva, A. F. Ionova, V. F. Grankin, I. N. Marchenkova, A. A. Udovikova, S. A. Anyukhin [1; 2; 3; 4].

The works of such researchers as L. V. Volkov, A. V. Pochivalov, A. R. Abdullina are devoted to problems related to crisis management [5-7]. Various methods and types of technology for crisis management are presented in the scientific works of Western researchers, such as R. S. Kaplan, D. P. Norton, M. Abdalla, L. Alarabi, A. Hendawi, F. Tena-Chollet and others [8-10].

## THE MAIN PART OF THE RESEARCH

Changes made to the legislative acts regulating bankruptcy procedures indicate the stable work of economists and lawyers of Kazakhstan on this issue. Bankruptcy procedures for enterprises, presented in the graph below, have been developed and are being successfully implemented. It's worth noting that in addition to liquidating debtors' assets, the most important anti-crisis tool is to increase the implementation of rehabilitation measures.

The statistical information presented in the graph below is characterized by a wave-like fluctuation in the number of enterprises declared bankrupt and is explained by changes to legislative acts related to general problems in the economy of the Republic of Kazakhstan.

If the changes in the number of debtors recognized as bankrupt in the 90s and early 2000s are related to the establishment of a market economy in Kazakhstan and fluctuations in their numbers can be explained by domestic economic problems, then subsequent crisis problems are caused by global factors [11].

As can be seen from Figure 1, the increase in the number of bankrupt enterprises begins from 2010 to 2018 and is primarily explained by the increase in inflation caused by the global crisis.

In 2015, the Kazakh national currency, the tenge, depreciated by 45 % due to the introduction of a floating exchange rate. However, this decision helped to maintain the inflation rate in 2016 at around 8.5 %, as determined by the National Bank's monetary policy.

During the first quarter of 2018, 3.7 thousand small legal entities were liquidated, which is 2.5 times more than the previous year's figure of 1.5 thousand. The majority of these were commercial partnerships, with their number decreasing by 1.9 thousand over the year [11; 12].

The third period began in 2020, and statistical analysis shows a 50 % increase in bankruptcy claims since 2021. The third period began in 2020, and statistical analysis shows a 50 % increase in bankruptcy claims since 2021. This is likely due to the introduction of a state of emergency in 2020 due to the COVID-19 pandemic and a moratorium on bankruptcy. In the first six months of 2022, bankruptcy claims amounted to 53.3 % of the previous year, indicating a revival in business and a consequent decrease in the number of debtors declared bankrupt.

During times of crisis, enterprises may experience imbalance and disequilibrium. Effective management requires practical skills and experience in anticipating and recognizing crises, as well as mitigating their negative impact. Managing human resources during a crisis is a critical issue today. Human resources refer to the various qualities of people that determine their labour capacity to produce spiritual and material benefits. They are a generalised indicator of the development of social production.

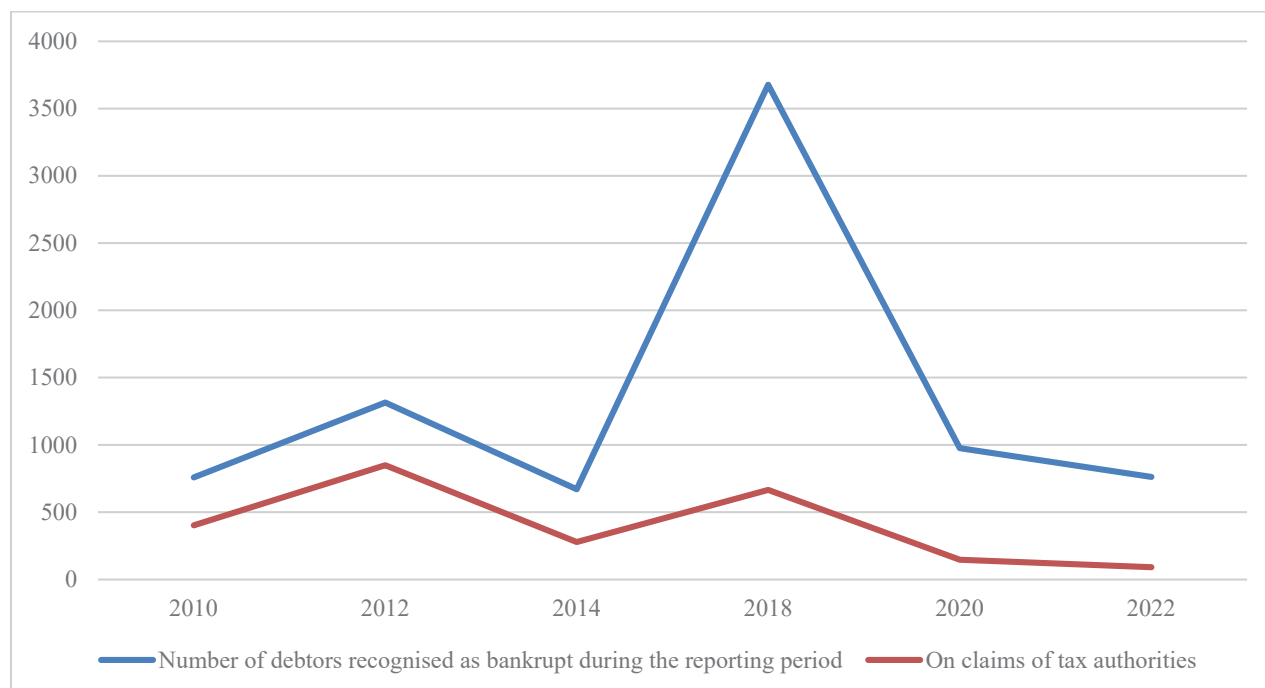


Figure 1 – Shows the statistics of debtors recognized as bankrupt in the Republic of Kazakhstan over the past 10 years

Note – compiled by authors based on [12]

Such scientists as P. Vardarlier, I. R. Edvardsson, S. Durst, J. Sorribes, D. Celma, E. Martínez-Garcia are engaged in the management of human resources in the crisis period. [13; 14; 15].

Research has shown that during a crisis, the loss of qualified personnel can be the most challenging moment for an enterprise. Research has shown that during a crisis, the loss of qualified personnel can be the most challenging moment for an enterprise. Research has shown that during a crisis, the loss of qualified personnel can be the most challenging moment for an enterprise. Without these employees, it can be practically impossible to overcome the crisis. Therefore, retaining key employees should become one of the main tasks of management during this stage of the crisis. However, it has been observed that many enterprise leaders do not pay enough attention to this crucial factor. Managers often mistakenly believe that in a crisis, there should be no issues with motivation and effective work of personnel. This is because employees realise that their position is being sought by thousands of unemployed people who are willing to work for lower wages.

Below is Table 1, which shows the number of job vacancies and resumes by region for the III quarters of 2022 and 2023.

Table 1 – Number of job vacancies and resumes by region for the III quarters of 2022 and 2023

Regions	Vacancies		Resumes	
	II quarter 2022	III quarter 2023	II quarter 2022	III quarter 2023
Akmola region	2343	2210	3852	4865
Aktobe region	2570	2563	9987	11750
Almaty region	3379	3390	14286	15751
Atyrau region	2639	2657	12851	13961
West Kazakhstan oblast	2318	2275	11800	13256
Zhambyl oblast	3400	3297	13852	14895
East Kazakhstan oblast	3561	3454	5863	6215
Karaganda region	5193	5149	6913	8456

Kostanay region	2776	2874	5395	6089
Kyzylorda region	2771	2708	10411	10054
Mangystau region	3026	3353	4481	112955
Pavlodar region	3571	3628	6528	7543
North Kazakhstan oblast	2122	2104	4202	4746
Turkestan region	8300	8145	24616	28492
Abay Oblast	2766	2890	3553	4808
Zhetysu Oblast	2034	1840	7439	8734
Ulytau oblast	1244	1333	1390	1877
Almaty	5363	5485	15871	18067
Astana	5758	6388	7864	10262
Shymkent	6008	6198	8975	9277
Total for the Republic of Kazakhstan	71144	71983	190300	212219
Note – compiled by the authors based on source [16]				

After analysing the information provided by statistical agencies in the Republic of Kazakhstan, the following conclusions were drawn: by the end of Q3 2023, there were 71,983 vacancies and 212,219 resumes posted on the electronic labour exchange of Kazakhstan. This is compared to 71,144 vacancies and 190,300 resumes during the same period in 2022, indicating a stabilisation of the economic situation in the Republic of Kazakhstan due to post-COVID anti-crisis measures [16].

The labour market in the Republic of Kazakhstan has seen changes in supply and demand, particularly among occupations that do not require qualifications. In 2022, there were six times more vacancies than CVs, but in 2023, the situation reversed, with five times more CVs than vacancies. This confirms the assumption of an increasing need for skilled workers.

It should be noted that during past crisis situations, the labour market in the Republic of Kazakhstan has undergone changes. The importance of concepts such as knowledge, competences, and qualifications has increased significantly. As a result, employment centres are now focusing on training the population in professions that are in high demand.

In November 2020, the Republic of Kazakhstan published the «Atlas of New Professions and Competences», which includes a list of professions that experts believe are in demand or will be in the near future. This atlas can assist in selecting modern trends for training citizens of Kazakhstan [17].

In December 2022, there was high demand for skilled workers in various professions, including real estate agents (2.9 thousand vacancies), social workers (1.3 thousand vacancies), security guards (1.2 thousand vacancies), orderlies (1.2 thousand vacancies), cooks (1.1 thousand vacancies), and carers and their assistants (1.1 thousand and 851 vacancies, respectively). The applicants in search were mainly car drivers, salesmen, accountants, and lawyers. In December, despite the general prevalence of demand over supply, there was a notable surplus of janitors (268 vacancies and 561 CVs), HR business associates (22 vacancies and 153 CVs), and PE teachers (106 vacancies and 231 CVs).

An important indicator was the emerging need for highly paid and skilled workers. The number of published vacancies for these specialists is 20.95 % higher than the previous year [17]. The most in-demand specializations were «Education and Upbringing» with 12,022 specialists, «Medicine and Pharmacy» with 5,024, and Production with 4,374.

The highest demand for qualified workers was observed in cities such as Astana (6,388) and Almaty (5,485). It is worth noting that this indicator is twice as low as the corresponding period of the current year, with the capital of the Republic of Kazakhstan occupying the leading position.

The coronavirus pandemic has undeniably caused significant changes to the labour market in the Republic of Kazakhstan. With the closure of jobs in industries with a high risk of infection, there has been a need to redirect personnel to other sectors of economic activity. This has led to an increased importance of vocational guidance and possible re-training of workers.

The Employment Centre in Almaty city and Almaty region places significant emphasis on the acquisition of new competencies and the retraining of employees. In 2020, the Employment Centre of Almaty signed an

agreement with Coursera to offer free advanced training courses from leading universities worldwide to 5,000 individuals. The courses covered popular areas such as IT technologies, language learning, personal development, art, and social sciences. This initiative helped employees acquire additional skills and competencies, thereby improving their qualifications [18].

An example of the implementation of the State Programme «Yenbek», which aims to promote productive employment and entrepreneurship development, can be seen in the Technical and Vocational Education and Training (TVET) direction.

This direction covered 50.9 thousand people, with 7 thousand people receiving short-term vocational training. The programme also approved a list of 25 training centres for 25 professions through the regional commission. Upon completion of these courses, trainees are offered permanent employment in high-demand professions [18].

The number of persons trained under the «Bastau Business» project (basics of entrepreneurship) is more than 30 thousand people, including NEET category youth, members of young families, categories of low-income and large families, as well as able-bodied persons with disabilities - 20 thousand people. The share of participants who have opened and expanded their business due to participants who have completed advanced training on the basics of entrepreneurship in previous years is 30 % of the above figure.

A total of 1,705 grants of 555 thousand tenge each were given in 2020 to start their own business or develop an existing one. The main areas were: sewing, catering, grooming, manicure and hairdressing.

One of the important values in anti-crisis management of personnel plays the factor of migration losses. Which have negative changes in the quality of labour potential, reduce the effectiveness of anti-crisis management of the enterprise [19].

In the first three months of 2023, 7,680 people moved to Kazakhstan, 87 % more than in the same period in 2022, reports.

Meanwhile, during the reporting period, 2,664 people left the country, which is 49.5 % less. Data from the Office for National Statistics showed that.

In January-March this year, the most Kazakhs left for permanent residence in Russia - 1 733 people, in Germany - 501, in the United States - 64, in Uzbekistan - 37, in Belarus - 34, in Kyrgyzstan - 31, Turkey - 17.

At the same time, 3,880 people moved to the country from Russia, 1,948 from Uzbekistan, 362 from Turkmenistan, 236 from Kyrgyzstan, 215 from Tajikistan, 181 from Mongolia, 111 from Ukraine, 98 from China, 88 from Turkey, 83 from Georgia, and 78 from Germany.

443 people with technical specialties emigrated from Kazakhstan, 188 with economic specialties, 132 with pedagogical specialties, 71 with medical specialties, 51 with legal specialties, 33 with agricultural specialties, 19 with architectural and construction specialties and 477 with other specialties.

Meanwhile, 1,443 people with technical specialties moved in. With economic - 577, pedagogical - 288, medical - 191, legal - 181, architectural and construction - 128, agricultural - 40, other - 1327.

The migrants who left Kazakhstan lived in Kostanay region - 488, in Karaganda region - 263, in SKO - 253, in Pavlodar region - 243. And also, in Almaty - 196, in Akmola oblast - 192, in Astana - 188 and in East Kazakhstan Oblast - 183.

And new residents of Kazakhstan moved to Mangistau region - 1457, to Almaty - 1392, to Astana - 497, to Kostanay region - 497, Pavlodar region - 420, Karaganda region - 383 and North Kazakhstan region - 369.

Since the beginning of this year, 1,496 Russians, 402 Germans, 201 Kazakhs, 196 Ukrainians, 90 Poles, 56 Tatars, 30 Belarusians and 29 Koreans have left Kazakhstan.

At the same time, 2,572 Russians, 2,552 Kazakhs, 431 Karakalpaks, 415 Uzbeks, 258 Ukrainians, 214 Tajiks, 201 Tatars, and 189 Azerbaijanis joined the country.

Among those who left Kazakhstan over 15 years old, 708 people have higher education. Secondary vocational - 706, general secondary - 464, basic secondary - 208.

And among those who arrived in the country 2520 people have higher education, secondary vocational education - 1655, general secondary education - 2395, basic secondary education - 1064 [20].

To change the current situation, it is necessary for business entities to change their approach to the development and implementation of anti-crisis programmes in terms of personnel management.



**Discussion of results.** In crisis conditions, a new approach to changing the motivation of personnel both from the side of material and non-material methods is required. Personnel motivation has always been one of the complex processes in management, a competent approach to the system of material incentives requires knowledge both in the field of economics and finance, and in the field of psychology and management. Since the meaning inherent in the process of motivation should not consider only time or energy expenditure, as well as those incentives, which can be individual and very different for each employee.

By reviewing and analysing various statistical data, we have drawn conclusions regarding the consideration of remuneration as the most effective incentive for high performance.

As shown in the graph in Figure 2, the average monthly salary for 2023 is 350.5 thousand tenge, which is an increase of 3.5 % to the 4th quarter of 2022.

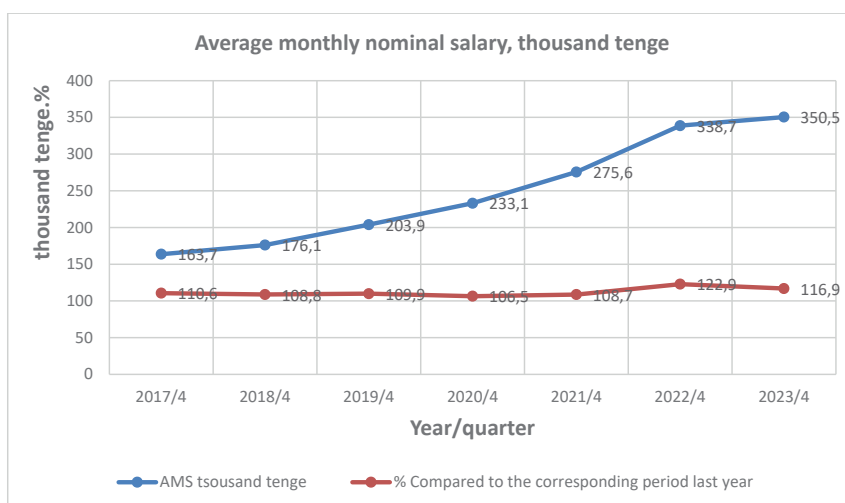


Figure 2 - Information on average monthly wages, Q4 2023 (%)

Note – compiled by the authors based on source [21; 22].

The information presented in Figure 3 provides an indicator of the dynamics of changes in the real wage index in 2023 compared to 2022 and amounts to a decrease of 12.2 %, which characterizes a decrease in the purchasing power of the population of Kazakhstan, regardless of the increase in wages shown in Figure 2 [21; 22].



Figure 3 - Information on real wage index for 2023 (%)

Note – compiled by the authors based on source [21; 22].

If we consider in the context of the regions of the Republic of Kazakhstan, the leader in average monthly wages is Atyrau region: 420.4 thousand tenge per employee, the index of real wages to the IV quarter of 2021 is 102.5 %. In second place is Astana city: 391.4 thousand tenge, but the index of real wages was 102.9 %. In the top three is also Mangystau region: 382.4 thousand tenge, the index of real wages to Q4 2021 103.4 %. But against this background there is a decline in purchasing power.

The data shown in Figure 4 on median and modal wages are considered for the period 2018-2022 [21; 23; 24]. For this period, the median wage increased from 106.3 thousand tenge to 157.9 thousand tenge, modal wage - from 80.0 thousand tenge to 173.2 thousand tenge. It should be taken into account that the average monthly salary, including large and medium-sized enterprises, for the first quarter of 2018 ranged from 162.3 thousand tenge to 248.8 thousand tenge, which is higher than taking into account all employees in Kazakhstan, including small enterprises - 152.4 thousand tenge [21; 23; 24].

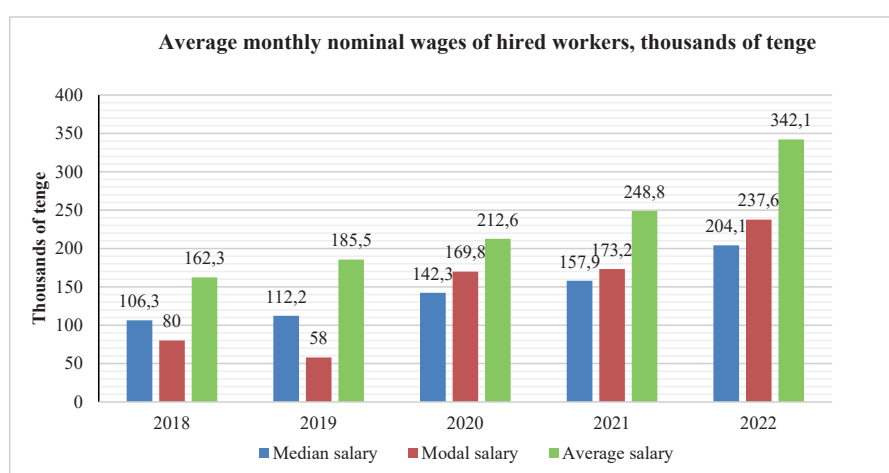


Figure 4 – Various estimates of wages in Kazakhstan from 2018-2022 (thousand tg)

Note – compiled by the authors based on source [21; 23; 24].

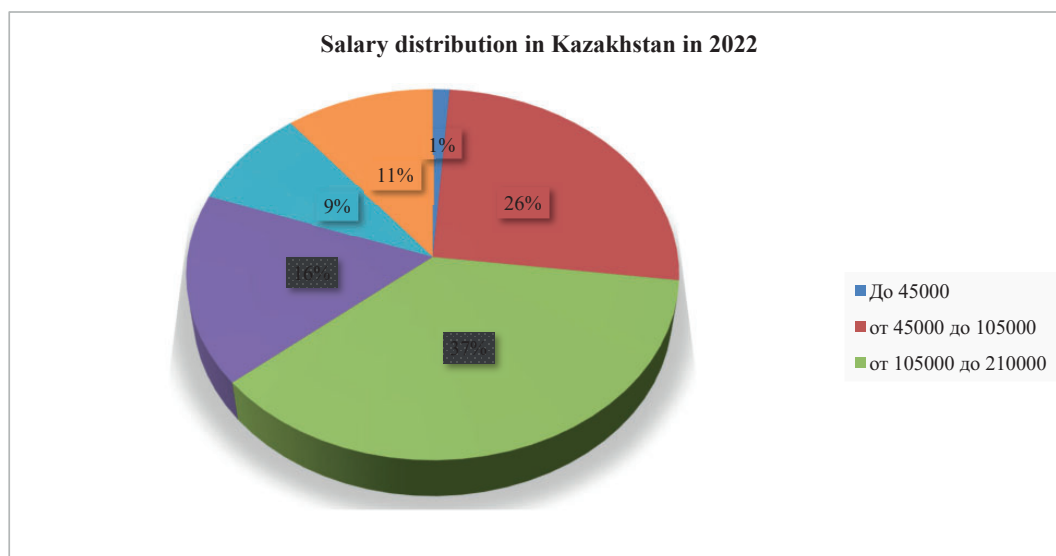
Remuneration expressed in monetary equivalent, its absolute and relative amounts are certainly perceived by the employee as recognition by the employer of his value for the enterprise, and directly affect his self-esteem and his social status [25; 26; 27; 28]. With the emergence of crisis situations, not only the organisational and production process undergoes changes, but also the internal motivation of the employee. Self-control mechanisms for avoiding failures, a certain fear of possible redundancy, as well as the possibility of reducing the level of material income are activated.

At this stage, the process of material incentives itself should have a different approach in principle:

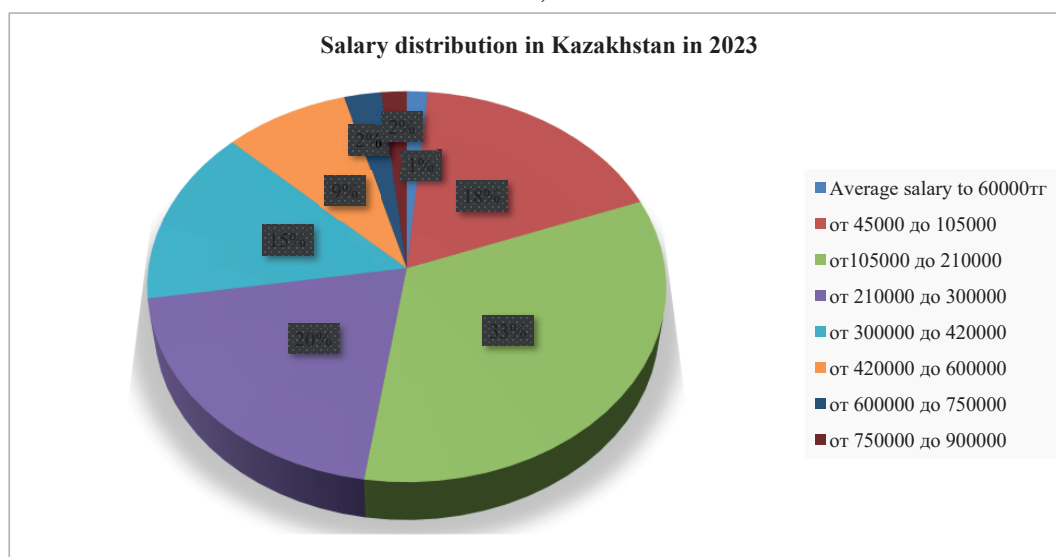
- the possibility of increasing the variable part of the salary for achieving high results in the indicators necessary for the enterprise;
- competent construction of employee's tasks in accordance with the organisation's goals;
- prescribed procedures and rules for encouraging employees;
- control over the employee's achievement of the set goals in accordance with the organisation's objectives.

The overall system of material incentives should be aimed at achieving the general objectives of the organisation by the personnel. The goals themselves should be complex, but achievable and result-oriented, otherwise you can simply discourage the staff from productive and efficient labour.

The Bureau of National Statistics of the Republic of Kazakhstan for 2022 and 2023 gives the distribution of the level of workers by salary from the total number in the diagrams below. The study was conducted among all large organizations and 30 % of small and medium-sized businesses. The statistical array contains processed information containing the actual amount of wages, taking into account all types of deductions and payments (Figure 5).



a)



b)

Figure 5 – Structure of employees by size of accrued wages in the Republic of Kazakhstan for 2022-2023 (%)

Note – complied by the authors based on source [21; 29].

In the total number of employees, the average monthly salary up to 60,000 tenge was received by 1.4 % of employees, from 45,000 to 105,000 tenge - 17.5 %, from 105,000 to 210,000 tenge - 32.6 %, from 210,000 to 300,000 tenge - 19.8 %, from 300,000 to 420,000 tenge - 14.4 %, from 420,000 to 600,000 tenge - 8.4 %, from 600,000 to 750,000 tenge - 2.5 %, from 750,000 to 900,000 tenge - 1.7 %, over 900,000 tenge - 1.7 % of employees.

The number of employees of large enterprises who worked throughout 2023 is 2,975.2 thousand people. It should be noted that in terms of gender, the following situation exists: men 47 % (1397,8 thousand people) and women – 53 % (1578,5 thousand people). The average monthly salary for personnel with secondary education is 182,564 tenge, while for employees with higher education it will be -337,223 tenge. The distribution of



the level of average monthly wage depending on age has the following picture: from 18 to 25 years old was 196,221 tenge, from 26 to 29 years old - 236,523 tenge, from 30 to 35 years old - 273,577 tenge, from 36 to 44 years old - 295,820 tenge, from 45 to 54 years old – 273,838 tenge, from 55 to 64 years old – 258,724 tenge, over 65 years old – 256,947 tenge.

Whereas the average monthly salary of unskilled workers was 83.7 thousand tenge [29].

Any motivation system will be effective if it is based not only on material rewards such as salaries, bonuses and bonus payments, it should also include so-called intangible assets. This is what makes it possible to arouse in the staff an interest in professional growth and development, as well as a more sustainable loyalty and commitment to the enterprise.

The enterprise should have in its arsenal a variety of methods of intangible motivation, based on the very structure of the business, the stage of the life cycle of the enterprise. And one of the strongest motivators is a well-built corporate culture, the behaviour of top management, the presence of leadership qualities. The ability to instil in the staff the values of the organisation, involvement in decision-making, discussion of really important issues related to production and measures to counteract the crisis situation.

Also, despite the difficult conditions, we should not forget that there is an opportunity to develop the «corporate spirit» through team-building activities, personal encouragement of the manager, public recognition of the achievements of an individual employee and the team as a whole.

It is desirable to keep the staff informed of the most important events, especially in matters related to their direct activities, support at a high level of social and psychological climate, involvement of employees in those organisational changes that are inevitable at this stage. This will make them aware of their involvement in the organisation and thereby increase the efficiency of their work output.

## CONCLUSIONS

Any crisis situation that arises is unique in itself and requires an individual approach to its study and resolution. But it is necessary to recognise that a special role is played by the knowledge and skill of the manager to overcome crisis situations, the possibility of its prediction and prevention. However, when such situations arise, it is necessary to make competent transformations taking into account the work of the staff of the enterprise. The corrective measures taken should accompany all manifestations of developing events with observance of the shortest terms of realisation of anti-crisis measures. Including taking into account the requirements for personnel management. The tasks that HR departments can set for themselves at this stage should first of all concern the personnel, which can be manifested in mutual support of managers, specialists and employees of the enterprise through the development of anti-crisis measures on the basis of motivation of the personnel and stabilisation of the enterprise activity.

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## ҚАЗАҚСТАН РЕСПУБЛИКАСЫНДА DAҒDAPЫCTЫҚ KEZEHDE EHBEK PECYPCTAPЫH BACҚAPUDЫH ҚOЛDAHBAЛЫ ӘDICTEPІ

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### АНДАТПА

*Зерттеудің мақсаты* Қазақстан Республикасындағы экономикалық құлдырау кезеңінде персоналды басқару және қазіргі уақытта көптеген кәсіпорындар бастан кешіп жатқан дағдарыс жағдайы болып табылады. Дағдарысқа қарсы персоналды басқару қазіргі уақытта өзекті болып табылады және жұмыс беруші тарапынан да, мемлекет тарапынан да назар аударуға лайық.

Мақалада дағдарыс жағдайында жұмыс істейтін кәсіпорындарда қолданылатын адам ресурстарын басқару әдістері ұсынылады, сонымен қатар, әкімшілік әсер және еңбек нарығындағы күрделі жағдайларды шешетін және кәсіпорын персоналын сақтап қалуға ықпал ететін реттеуші механизмдер қарастырылған.

*Зерттеу әдіснамасы.* Жұмыста талдау, синтез, бастапқы деректерді жинау және өңдеу, статистикалық бақылау және салыстыру сияқты салыстырмалы әдістер мен жалпы ғылыми әдістер қолданылды.

*Бірегейлігі / ғылыми құндылығы.* Ұсынылған жұмыстың ғылыми құндылығы кәсіпорындардың персоналын басқарудағы проблемалардың артуымен және дағдарыс кезеңінде осы аядағы әртүрлі әдістерді қолданумен байланысты.

*Зерттеу нәтижелері.* кәсіпорындардың банкроттығы жайлы ақпаратты жинау және талдау нәтижесінде ұйымдардың дәрменсіздігінің себептері анықталды, еңбек нарығындағы сұраныс пен ұсыныстың өзгеруін ескере отырып, персоналды дағдарысқа қарсы басқару әдістерін қолдану арқылы ұйымдардың дағдарыс жағдайынан шығу бағыттары ұсынылды.

*Түйін сөздер:* орташа айлық жалақы, персонал, басқару, экономика, дағдарыс, реттеу

## ПРИМЕНЯЕМЫЕ МЕТОДЫ УПРАВЛЕНИЯ ТРУДОВЫМИ РЕСУРСАМИ В РЕСПУБЛИКЕ КАЗАХСТАН В КРИЗИСНЫЙ ПЕРИОД

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### АННОТАЦИЯ

*Целью данного исследования* является управление персоналом в период экономического спада в Республике Казахстан и кризисного состояния, которое испытывают многие предприятия в текущий момент. Антикризисное управление персоналом в настоящее время является актуальным, и заслуживает внимания, как со стороны работодателя, так и со стороны государства.

В статье предлагаются методы управления человеческими ресурсами применимые на предприятиях, находящихся в кризисных условиях, также рассмотрено административное воздействие, и регулирующие механизмы, разрешающие сложные ситуации на рынке труда, и способствующие сохранению персонала предприятий.

*Методология исследования.* В работе были применены сравнительные методы и общенаучные методы, такие как анализ, синтез, сбор и обработка первичных данных, статистическое наблюдение и сопоставление.



*Оригинальность / научная ценность.* Научная ценность представленной работы связана с ростом проблем в управлении персоналом предприятий и применением различных методов в данной области в периоды кризисного состояния.

*Результаты исследования.* в результате сбора и анализа информации по банкротству предприятий, определены причины несостоятельности организаций, предложены направления выхода организаций из состояния кризиса посредством применения методов антикризисного управления персоналом с учетом изменения спроса и предложения на рынке труда.

*Ключевые слова:* среднемесячная заработная плата, персонал, управление, экономика, кризис, регулирование.

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#### GENDER ANALYSIS OF THE MAIN INDICATORS OF THE LABOUR MARKET OF THE REPUBLIC OF KAZAKHSTAN

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#### ABSTRACT

*Purpose of the research.* Conduct a gender analysis of the main labour market indicators to identify and assess differences in labour opportunities, wages, employment levels and career development between men and women in the labour market. The study aims to identify factors that influence gender inequalities.

*Methodology.* The study applied methods of analysis and synthesis, statistical and comparative analysis to understand gender aspects in the labour market. A systematic review of scientific works in both domestic and foreign literature was conducted, focusing on digital innovations to eliminate gender inequalities. The analysis of policy programmes and statistics has deepened the understanding of the labour market in the context of gender equality.

*Originality / research value of the research.* The article analyses key indicators of the labor market by gender with an emphasis on influence of gender factors on human capital. The main problems of employment have been identified and a comparison with the results of advanced countries has been made, which allowed to assess their impact on gender equality.

*Findings.* A study of the labour market in the Republic of Kazakhstan (2019-2022) shows a steady increase in employment, mainly among men, but with an increase in the gender gap in 2022. The proportion of women in leadership positions is declining. The introduction of flexible forms of employment from 2023 can help reduce gender inequalities. The adoption of the Social Code and regional quotas emphasized the desire for social justice but required additional efforts to achieve full gender equality.

*Keywords:* labour market, men, women, employment, indicators, Social code