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DEVELOPMENT OF HUMAN RESOURCES IN CIS COUNTRIES: CHALLENGES AND SOLUTIONS

The analysis examines the challenges and solutions of human resources development in the Commonwealth of the Independent States such as Russia, Belarus, Armenia, Moldova, Tajikistan, Kazakhstan, Azerbaijan, Uzbekistan, and Kyrgyzstan. Notably, Kazakhstan is the richest county in central Asian due to its huge oil deposits and the gas. Nonetheless, the nation still faces challenges in development of human resource. Importantly, CIS was formed to facilitate cooperation across the member nations in political aspects, military and, more importantly, economics. The research has been designed through a broad survey of organizations found in CIS countries to determine the most common challenges faced in human resource development and develop appropriate solutions. As informed by the literature review, the CIS countries can overcome human development challenges by adopting various techniques and strategies used by developed economies worldwide, such as state intervention, social awareness, vocational and education. Also, changes within organizations are essential aspects that influence the development of human resources. As the global economy spreads, the CIS countries must prepare their human resources potential to experience and overcome the challenges that come with the changes. To realize the full potential of human resources in CIS countries, the member state should undertake the HRM initiative, such as enhancing development and training practices in the educational system, primarily in the development, management and direct-developing of new knowledge founded on information and communication technology.

Keywords: *CIS Countries, CEO, HRM, Human Resources, economic growth, education, training practices, labor market, investment, technology.*

Кілт сөздер: *ТМД елдері, бас директор, персоналды басқару, адами ресурстар, экономикалық өсім, білім беру, оқыту практикасы, еңбек нарығы, инвестициялар, технологиялар.*

Ключевые слова: *страны СНГ, генеральный директор, управление персоналом, человеческие ресурсы, экономический рост, образование, практика обучения, рынок труда, инвестиции, технологии.*

JEL classification: J24, J41

Introduction. Development of Human Resources in CIS Countries: Challenges and Solutions

One of the challenges and complex issues that CIS countries and businesses experience is developing a human resource that is considered adequate, modern, knowledge-based and competent. In every phase that requires opening the economies, good human resources are vital for nations transforming centralized and closed economies into open economies. The successful transition for these countries is

highly dependent on well, organized and informed human resources [1]. In today's world, new ways of transacting business have emerged. Communication mythologies, which together with demographic and cultural changes, are considered the most vital aspects that organizations and companies should consider [2]. These issues are perceived as the most important in the economy because they determine the performance of human resources [3]. Most CIS countries have opened their economies for foreign firms; the

problem here is the ability of the local companies to compete with others in the industry effectively.

As a result of the empirical evidence about human resources development and challenges in the Commonwealth of Independent States economies, the research intends to provide essential data about most of these countries. The study focuses on ascertaining the aspects that inform the level of cognizance of the organizations in the Commonwealth of the Independent States and the arisen necessity for new knowledge for employees required to match the needs of the modern economic system. In general, the exploration examines particular factors such as specific sector development, long-term employment and decision-making companies' policies. The study is extensive on formulating and evaluating labour market policy and the state institutions involved with education.

Methodology. Qualitative and quantitative methods are the two methodologies that facilitate research. In this study, the two methods are jointly used. Quantitative research methodology is achieved through questionnaires (survey) scale and utilizes structured interviews or questionnaires [4]. Furthermore, the method reaches more people than qualitative research, although with less information. Therefore, quantitative data cannot generally provide detailed information about the subject of the study. On the other side, qualitative research concentrates on experiences, attitudes, and behavior using focus groups, questionnaires, and interviews. The primary data is gathered using semi-structured questionnaires, and the researcher compiled 15 questions that were presented to respondents to provide feedback.

Further, the researcher used a random sampling design to choose the participants in the study. According to et al. 2014, random sampling is the unadulterated method associated with sampling probability, and the population is selected through a random process. Therefore, the technique presents individuals with equal chances of being chosen as a participant. So, a sample of 19 organizations, all from the CIS countries and located in various major cities in the region, was taken. The respondents are mainly individuals who hold managerial and executive positions. Nineteen questionnaires out of the total were distributed and were used for research as well as analysis.

Literature Review. Several people view the

development of human resources and the cost that comes with its expense instead of investment. The contemporary culture associated with realizing the significance of human resource development hampers several organizations to fix and improve their awareness regarding the prominence of investments in human evolution. According to Dawson 2012, although technology is perceived as an essential factor that influences growth, the fact remains that human beings create values; even technology is the result of human resources, knowledge or imagination. Therefore, the quality of human resources and their knowledge unswervingly influences the superiority of goods and services offered [5]. The organizations should ensure their human capital is exposed to continuous experience and access to information and necessary skills to improve their performance as the business and economic environment consistently change [6]. There exist numerous strategies that organizations can implement in HR development, including diverse learning programs which are consistent with market requirements, drafting policies that motivate employees to attend and participate in training programs and much more [7]. The best HR development strategies are achievable if the affected countries understand their problem and are willing to resolve those challenges.

Several authors and researchers have published diverse statements related to human resource development. Those concerned with human resource development have stated particular aspects of professional practice that detail the development practice of human capital and are mainly found in three categories:

- The performance and added value
- The strategies and learning process
- The transformation and adaption of the new universal requirement

According to Aswathappa 2007, the best strategy to improve the performance of individuals and groups is through a skillful human development process, which is achieved by a variety of learning and training programs to match the gap requirements. Nedelkin et al. 2017 describe the time spent and programs aimed at acquiring new knowledge by staff and employees as a period in which the organizations add experience; thus, being ready to undergo potential changes resulting from operation and growth in general. Bangdiwala et al. 2010 assert that HR development is a process with

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capabilities of improving and increasing employees' knowledge, no matter the period. Further, the satisfactory levels will also increase, as a result, result in a motivated workforce. The study also focuses on the challenges and the solutions to human resource development in CIS countries [8].

Main part. Results and Discussion. The respondents were requested to provide information about their total work experience and the engagement duration; knowledge is necessary for the organization. Table 1 demonstrates that out of the 19 respondents, ten have worked between 1-5 years

in the same organization representing 52%. At the same time, 26% or 5 of the respondents indicated that they had been in the organization for between 6-10 years. Whereas, 11%, two respondents have worked for a sampled organization for 1-5 years or 16-20 years. The data collected reveals that none of the respondents has over 20 years of working experience with the same company. The analysis demonstrates that most of the respondents are engaged for a period ranging from one year to five years, and as the years of services increase, the number of respondents declines (Table 1).

Table 1

Number of years that respondents employed in the organization.

Years in service	Frequency	Percent (%)
1-5	10	52%
6-10	5	26%
11-15	2	11%
16-20	2	11%
Above 21	0	0%
Total	96	100,0

Most of the respondents, 8 out of 19 respondents, representing 42%, are from Operational departments. At the same time, the project department attracted the least number of respondents, only 2. In comparison, three respondents representing 16% are from the finance department, which has indicated the necessity of new knowledge related

to financial systems available in CIS countries. Further, the data shows Audit/HR department had a total of 6 respondents representing 31%; this reveals the importance of persons with knowledge associated with human management and organizational behavior (Table 2).

Table 2

Departments giving the information within the companies*

Department	Frequency	Percent (%)
project	8	42%
Finance	3	16%
Operations	8	42%
Audit/Human Resource	6	31%

* The results illustrate that majority of the workforce in CIS countries are below 45 years, making 90% of the respondents. To be more specific, the research findings show the majority of them are between 25-40 years.

Figure 1, Age of respondents

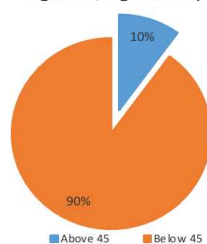


Figure 1. Education System

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The major challenge that appears to face CIS countries in developing human resources seems to be the education system. The absence of practical knowledge in most of the CIS countries is hampering economic growth. The education system presented to students in these nations is hugely hypothetical since it lacks the aspect of practicality. According to Budhwar et al. 2004, experience is considered as the detail of knowledge. The aspect is as well shown in Armenia, where the majority of the respondents (85%) who confirm are not ready or have not taken responsibility in their first employment because of the absence of practical knowledge [9]. Hence, they all require practical training in order to commit to the duties on the job assigned. According to Martin, 2006, to develop more knowledgeable HR, education is a central aspect, and they must incorporate practical aspect jointly with theoretical elements.

Training and Promote Development for Current Personnel

The training often offered to employees in most CIS countries comes in two kinds: off-job and job training. According to McBride et al., 2002, off-job training was seen as ineffective compared to on job training. The employees have to participate in special training programs designed according to the employee requirements. Providing contin-

uous learning opportunities to employees is the best way to develop human capital. Even though organizations conduct training for their workforce, it cannot be enough considering the technological advancements [10]. Consequently, lack of continuous learning makes employees to experience challenges in meeting the needs of technological changes, which should be a consistent process [11].

Lack of Funds Dedicated to Staff Development

Understanding the businesses challenges that non-profit organizations face in the current environment created by the Covid-19 pandemic; enhances the comprehension on why most organizations are reducing finance allocation to human resource development. Since most of the firms in CIS countries are small in size and small scale hence limited income, these companies' financial plan does not allow them to allocate a massive sum of money to develop human resources.

Decision-making in Organizations about HRM

Although most people understand that human resources department is responsible for making decisions associated with human capital, in CIS countries, the decision organ in most companies lies in the hand of the owner or CEO (71%), followed by department managers at 16% and production managers at around 15%.

Table 3

Decision-making in organizations

Department	Percent (%)
Production managers	15%
Department managers	16%
CEO or owner	71%

Most of the respondents examine the significance of the development and training of employees. Many organizations, especially in the private sector, lack appropriate policies geared to development and training.

Conclusion. As demonstrated by the research findings, CIS countries experience several challenges associated with human resource development. The respondents noted the need to develop appropriate training systems such as the developed economy like the USA and the United Kingdom. The recommended solutions to CIS countries' challenges include developing modern and focused education and training systems for all levels of

the organization. There is a need to incorporate practical aspects to complement the theoretical part in the training. Secondly, HRM should actively be involved in the development of strategies for institutions from the initial stage. Further, to address recruitment challenges, there is a need for the adoption of modern approaches and methodologies on the selection of staff. Team member satisfaction is another issue that appears to hinder the development of human resources in most countries; therefore, modern methods and techniques of performance appraisal and team member satisfaction are a good remedy.

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ТМД ЕЛДЕРІНДЕ АДАМИ РЕСУРСТАРДЫ ДАМУ: ПРОБЛЕМАЛАР МЕН ШЕШІМДЕР

Андатпа

Талдауда Ресей, Беларусь, Армения, Молдова, Тәжікстан, Қазақстан, Әзірбайжан, Өзбекстан және Қырғызстан сияқты Тәуелсіз Мемлекеттер Достастығында адами ресурстарды дамыту саласындағы проблемалар мен шешімдер қарастырылады. Қазақстан өзінің ірі мұнай және газ кен орындары арқасында Орталық Азиядағы ең бай ел болып табылады. Алайда, Қазақстан адам ресурстарын дамытуда әлі де қиындықтарға тап болуды. ТМД мүше елдер арасындағы саяси, әскери және ең бастысы экономикалық аспектілердегі ынтымақтастыққа жәрдемдесу үшін құрылғанын атап өткен жөн. Зерттеу адам ресурстарын дамыту саласында жиі кездесетін проблемаларды анықтау және тиісті шешімдерді әзірлеу мақсатында ТМД елдерінде орналасқан ұйымдардың кең ауқымды сауалнамасы негізінде әзірленді. Әдебиеттерді шолудан көрініп тұрғандай, ТМД елдері мемлекеттің араласуы, әлеуметтік хабардарлық, кәсіби дайындық және білім беру сияқты әлемдегі дамыған экономикалар қолданатын әртүрлі әдістер мен стратегияларды қолдана отырып, адами даму проблемаларын жеңе алады. Сонымен қатар, ұйым ішіндегі өзгерістер адам ресурстарын дамытуға әсер ететін маңызды аспектілер болып табылады. Жаһандық экономиканың таралуына қарай ТМД елдері өзгерістерге байланысты туындайтын проблемаларды бастан кешіру және еңсеру үшін өзінің кадрлық әлеуетін дайындауға тиіс. ТМД елдеріндегі адам ресурстарының әлеуетін толық іске асыру үшін мүше мемлекет персоналды басқару саласында, бірінші кезекте ақпараттық-коммуникациялық технологияларға негізделген жаңа білімдерді әзірлеу, басқару және тікелей игеру саласында білім беру жүйесіндегі даму және оқыту практикасын кеңейту сияқты бастама қабылдауы қажет.

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РАЗВИТИЕ ЧЕЛОВЕЧЕСКИХ РЕСУРСОВ В СТРАНАХ СНГ: ПРОБЛЕМЫ И РЕШЕНИЯ

Аннотация

В анализе рассматриваются проблемы и решения в области развития человеческих ресурсов в Независимых Государств, таких как Россия, Беларусь, Армения, Молдова, Таджикистан, Казахстан, Азербайджан, Узбекистан и Кыргызстан. Примечательно, что Казахстан является самой богатой страной в Центральной Азии благодаря своим огромным месторождениям нефти и газа. Тем не менее, Казахстан по-прежнему сталкивается с проблемами в развитии человеческих ресурсов. Важно отметить, что СНГ было создано для содействия сотрудничеству между странами-членами в политических, военных и, что более важно, экономических аспектах. Исследование было разработано на основе опроса респондентами организаций, расположенных в странах СНГ, с целью определения наиболее распространенных проблем, с которыми сталкиваются в области развития человеческих ресурсов, и разработки соответствующих решений. Как следует из обзора литературы, страны СНГ могут преодолеть проблемы в области развития человеческого потенциала, приняв различные методы и стратегии, используемые развитыми экономиками во всем мире, такие как государственное вмешательство, социальная осведомленность, профессиональная подготовка и образование. Кроме того, изменения внутри организаций являются важными аспектами, влияющими на развитие человеческих ресурсов. По мере распространения глобальной экономики страны СНГ должны подготовить свой кадровый потенциал к тому, чтобы испытать и преодолеть проблемы, возникающие в связи с изменениями. Для полной реализации потенциала человеческих ресурсов в странах СНГ государству-члену следует предпринять инициативу в области управления персоналом, такую как расширение практики развития и обучения в системе образования, в первую очередь в области разработки, управления и непосредственного освоения новых знаний, основанных на информационно-коммуникационных технологиях.

