



Nº 4(3) 2022



ISSN: 2707-4962



International Science Reviews Social Sciences series

Published since 2020

No. 4 (3) / 2022

Astana

International Sciences Reviews: Social Sciences series, Vol.3, No.4, 2022

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International Science Reviews Social Sciences series Owner: Astana International University Periodicity: quarterly Circulation: 500 copies

International Sciences Reviews: Social Sciences series, Vol.3, No.3, 2022

«INTERNATIONAL SCIENCE REVIEWS» Social Sciences Series 2022 / №4

МАЗМҰНЫ

Секция ЭКОНОМИКА ЖӘНЕ ҚАРЖЫ

<u>Б.Ж.Балтабаев, Г.Т.Лесбаева, С.А.Рахимова</u> ҰЙЫМДА АДАМ	
РЕСУРСТАРЫН ИННОВАЦИЯЛЫҚ ДАМЫТУ: ТЕОРИЯЛЫҚ ЖӘНЕ	
ПРАКТИКАЛЫҚ АСПЕКТІЛЕР	7
<u>С.Т.Окутаева, Д.С.Кабдыкешева</u> ҚАЗАҚСТАНДА ӘЛЕУМЕТТІК	
КӘСІПКЕРЛІКТІ ДАМЫТУ	18

Секция ҚҰҚЫҚ

<u>Н.А.Ибраева, С.К.Амандыкова</u> ҚАЗАҚСТАН РЕСПУБЛИКАСЫНЫҢ САЙЛАУ ЖҮЙЕСІН ДАМЫТУ ФАКТОРЫ РЕТІНДЕ САЙЛАУШЫЛАР-		
ДЫҢ ҚҰҚЫҚТЫҚ САУАТТЫЛЫҒЫ ЖӘНЕ ҚҰҚЫҚТЫҚ МӘДЕНИЕТІ	5	
Б.Ж.Қабдұш ҚАЗАҚСТАНДА АЗАМАТТАРДЫҢ ҚҰҚЫҚТАРЫ МЕН БОСТАНДЫҚТАРЫН ЖҮЗЕГЕ АСЫРУ МӘСЕЛЕСІ	5	
Ж.А.Мамалинов, С.К.Амандыкова ҚАЗАҚСТАН РЕСПУБЛИКА-	2	
СЫНДАҒЫ НОТАРИУСТЫҢ ҚҰҚЫҚТЫҚ МӘРТЕБЕСІ	5	
Е.Е.Дуйшенкул, А.С.Ибраев ҚАЗАҚСТАН РЕСПУБЛИКАСЫ ЖЕР	2	
ЗАҢДАРЫНЫҢ КОНСТИТУЦИЯЛЫҚ БАСТАУЫ		
<u>К.К.Серикова, А.С.Ибраев</u> ЖЕР УЧАСКЕСІНІҢ НЫСАНАЛЫ МАҚСАТЫ СЫБАЙЛАС ЖЕМҚОРЛЫҚ ТӘУЕКЕЛДЕРІ ЖӘНЕ ЦИФРЛАНДЫРУ60		
Секция		
ПЕДАГОГИКА		

<u>С.Т.Шакеев</u> БІЛІМ БЕРУ ҮДЕРІСІНДЕГІ ЦИФРЛЫҚ КОМИКСТЕР......76

«INTERNATIONAL SCIENCE REVIEWS» Social Sciences Series 2022 / №4

СОДЕРЖАНИЕ

Секция ЭКОНОМИКА и ФИНАНС

Б.Ж.Балтабаев, Г.Т.Лесбаева, С.А.Рахимова ИННОВАЦИОННОЕ	
РАЗВИТИЕ КАДРОВЫХ РЕСУРСОВ В ОРГАНИЗАЦИИ:	
ТЕОРЕТИЧЕСКИЕ И ПРАКТИЧЕСКИЕ АСПЕКТЫ	7

Секция ПРАВО

<u>Ж.А.Мамалинов, С.К.Амандыкова</u> ПРАВОВОЙ СТАТУС НОТАРИУСА В РЕСПУБЛИКЕ КАЗАХСТАН......45

Е.Е.Дуйшенкул, А.С.Ибраев КОНСТИТУЦИОННОЕ НАЧАЛО ЗЕМЕЛЬНОГО ЗАКОНОДАТЕЛЬСТВА РЕСПУБЛИКИ КАЗАХСТАН......58

Секция ПЕДАГОГИКА

International Sciences Reviews: Social Sciences series, Vol.3, No.4, 2022

«INTERNATIONAL SCIENCE REVIEWS» Social Sciences Series 2022 / No 4

CONTENT

Section ECONOMY and FINANCE

B.Zh.Baltabayev, G.T.Lesbayeva, S.A.Rakhimova INNOVATIVE
DEVELOPMENT OF HUMAN RESOURCES IN ORGANIZATION:
THEORETICAL AND PRACTICAL ASPECTS7
S.T.Okutayeva, D.S.Kabdykesheva DEVELOPMENT OF SOCIAL
ENTREPRENEURSHIP IN KAZAKHSTAN
Section
LAW
N.A.Ibraeva, S.K.Amandykova LEGAL LITERACY AND LEGAL CULTURE
OF THE ELECTORATE AS A FACTOR IN THE DEVELOPMENT OF THE
ELECTORAL SYSTEM OF THE REPUBLIC OF KAZAKHSTAN25

Section PEDAGOGY

INNOVATIVE DEVELOPMENT OF HUMAN RESOURCES IN ORGANIZATION: THEORETICAL AND PRACTICAL ASPECTS

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Annotation. This article discusses the concepts innovative potential and innovative development of personnel, innovative development of human resources, their essence and main elements. The innovative development of the human resources of the organization has always been and remains one of the most important problems in building the economic activity of any organization, and this requires professional knowledge of the basics of personnel management. The use of innovative technologies in management allows us to talk about the transition to an innovative model of human resource management. The experience of human resource management, accumulated in leading foreign organizations, is very relevant for the modern Kazakhstani economy, in terms of building a model development and use of human resources. An integrated approach to taking into account the experience of Japanese organizations in ensuring the innovative development of personnel and the role of the leader in this process seems to be very relevant for Kazakhstan's practical management. The effectiveness of the innovative development of the organization's personnel is closely related to the ability of managers to rationally organize, regulate and control all the activities of a particular team.

Keywords. Human resources, innovation, innovative development, change management, organization, personnel, innovative potential.

INTRODUCTION

The huge role of the human factor in ensuring innovative transformations in all spheres of public life is recognized undeniably and unconditionally by all researchers. The relevance of the article is due to the value of human resources and the importance of their development in an organization for its successful functioning. At present, the most important basis for the long-term competitive advantages of any organization is naturally human resources, i.e. people, their high qualifications, the system of value orientations, knowledge, skills, abilities and the desire to achieve the set goals. Innovation is the process of introducing novelty as a specific result of scientific research in order to change the object of management and obtain a scientific, technical, economic and social effect. Innovative technologies are a factor contributing to the satisfaction of new social needs and interests of modern workers. They create objective opportunities for the realization of not only individual, but also for general organizational purposes.

MAIN PART

In the age of dynamic development of technology, technician top managers of companies are increasingly talking about the need and importance of personnel development. After all, the innovative development of the microeconomic system of the organization depends entirely on the effectiveness of the functioning of the staff, each subject of innovative activity individually and in interconnection with each other. It is qualified personnel for any organization that is the key to success, a powerful resource for improving business efficiency. The personal potential of an employee must be constantly developed in order to meet the criteria and conditions that the external environment dictates to business today. Scientists have found that every person is talented in one area or another, thus has the inclinations. Nevertheless, revealing and developing this potential is not an easy task.

The innovative potential of an organization is, first of all, in its resources: material, financial, informational, organizational. However, the most important resource remains the staff, whose potential and abilities are able to successfully implement new ideas and projects [1].

Scientists D. Joy-Matthews, D. Megginson and M. Syurte give the following definition of a personnel development - this is a term to describe an integrated and holistic, conscious and active approach to improving work-related knowledge and behavior using a wide range of teaching methods and strategies. These strategies and methods are generally designed to help individuals, groups and companies realize their full potential by unlocking individual capabilities and improving performance in specific conditions. Thus, there is a need for innovative development of employees.

The key elements of personnel development are:

- learning - which, according to the definition of B. Bass and D. Vaughan, is "a change in behavior that occurs relatively slowly and arises as a result of practice or the acquisition of experience";

- education - the development of knowledge, the ability to evaluate and understand is necessary in all aspects of life more than knowledge and skills in specific areas of activity;

- development - the growth or realization of the abilities and potential of the individual through training and education;

- training - a planned systematic change in behavior with the help of training events, programs and instructions that enable the individual to achieve the necessary level of knowledge, skills and competence for the effective performance of the work entrusted to him.

It is worthy to note that all the processes of innovation, including the innovative development of personnel, oblige the management of the organization to satisfy all kinds of factors, the conditions necessary for the disclosure of innovative potential [2].

The synthesis of the concepts of "innovative potential" and "personnel development" defines the concept of "innovative development of personnel" as a systematic introduction of innovations into all processes of personnel activity within the framework of organizational life, thus ensuring the effective use and reproduction of the organization's innovative potential and, as a result, the successful implementation of innovation-oriented projects [3].

The discovery and development of the innovative potential of employees is impossible without:

1) innovative culture of the organization;

2) the presence of an initiating force in the form of innovation-oriented management personnel;

3) the presence of a personnel development system based on technologies and processes for involving personnel in the company's innovative activities, allowing the innovative potential of employees to be revealed and developed [4]. Corporate culture is the foundation of the innovative development of human resources, its main goal is to help employees work effectively, get satisfaction from learning, keep pace with innovative development, both in the organization and in the industry as a whole.

A significant element is the driving force of any organization - innovationoriented management personnel who are ready to invest in the development of their own team, through scientific research, training, etc. to develop the very potential of employees.

E. Rogers divided all employees into five categories: "innovators", "early implementers", "preliminary majority" and "late majority", i.e. in the organization there are people who are completely absorbed in innovations and those who follow innovators with different engagement speeds.

A number of researchers note the presence in innovation-active organizations of the so-called "creative class" of employees with the following qualities:

- individuality - a strong commitment to self-realization, self-expression and self-affirmation;

- meritocracy - a high assessment of personal abilities and achievements, readiness to solve complex and responsible tasks;

- openness and tolerance for innovation;

- sociability and mobility [5].

A new model for the development and use of human resources is being formed, which provides for an increase in the functions of an employee - the transition from a "partial" highly specialized employee to a "wide range" (universal) employee who is able to creatively process information, becoming an active subject and driving force of the organization's production process.

The use of innovative technologies in management allows us to talk about the transition to an innovative model of human resource management, which requires the full involvement of employees at all levels. For the success of the model, it should not only have observers, but it should also have participants. The need to transition to innovative management should be explained to all employees involved in the process - the more elaborate and simple explanations are, the less misunderstanding and resistance there will be, and the more effective the transition process will be.

Personnel programs and projects in the innovation model are aimed at solving the following tasks: formation of the company's intellectual capital; formation of the organization's social capital; formation of a knowledge management system; increasing the individual value of each employee and the human capital of the organization as a whole. Focus is on team building.

In order to increase the role of the human factor in the innovative development of organizations, managers and specialists of enterprises are recommended to:

- create conditions for aggregating the organization's personnel into the "innovation community" through normative, evaluative and stimulating, conventional, communicative, group, command, status, activity methods of organizational influence;

- determine the scope of competencies and criteria for assessing the potential of an employee, depending on the type, activity, specifics of the organization and its key competencies;

- increase, on the basis of modern information technologies, collegiality in the development and adoption of managerial decisions regarding both labor relations within organizations and the introduction of innovations and innovative processes;

- carry out a comprehensive organizational and technological support of innovative activity, including its scientific and methodological, informational and analytical, regulatory, legal, organizational and managerial and personnel support.

The experience of human resource management, accumulated in leading foreign organizations is very relevant for the modern Kazakhstani economy, in terms of building a model development and use of human resources. The study of this experience allows us to determine what in this activity is applicable to Kazakhstani organizations and can give a real economic effect, and what is only the prerogative of foreign management. It is generally recognized that the best world experience in innovative personnel development has been accumulated in Japanese organizations. The result of this was one of the highest labor productivity in the world, the highest quality of innovative products, the world leadership in the production of hightech products, and the country's third largest gross domestic product in the world [6].

The starting point in assessing the possibilities of building a model of innovative development of personnel in Japanese organizations is that a Japanese organization is not only an economic unit, but also, to a large extent, a social organization. Each organization has its own corporate philosophy, which emphasizes such concepts as sincerity, harmony, cooperation, contribution to the improvement of society [7]. At the head of the innovative development of personnel is not a momentary benefit and not even high economic end results, but a positive image of the organization, which will later work for high performance. Such a positive image, the prestige of the organization, in turn, will attract more and more high-class human resources [8]. In this way, it is this prioritization that should be relevant for Kazakhstani business. It is no secret that many domestic business structures continue to prioritize in their activities purely economic benefits and do not care about the future of their business.

The Japanese style of innovative development of the organization's personnel is based on persuasion, and not on coercion of employees. The executive activity of the manager consists of the implementation of analytical-constructive, active-regulatory, communicative and evaluative-corrective functions that ensure an effective impact on subordinates and teams to ensure the fulfillment of their production tasks. The essence of this activity lies in the creation of motivated relationships in teams in order to most successfully solve all types of such problems. Motivated relationships are expressed in the harmony of interaction of all members of labor collectives. At the same time, the leader does not distinguish himself from the mass of subordinates, his task is not to manage the work that others do, but to promote the interaction of employees,

An integrated approach to taking into account the experience of Japanese organizations in ensuring the innovative development of personnel and the role of the head in this process also seems very relevant for Kazakhstan practical management. It should be noted that domestic organizations often ignore the systemic nature of the approach to management activities, using only its individual principles, which does not lead to the required results in the field of long-term development of human resources and increasing the level of competitiveness of the organization. It should be emphasized here that under the command and administrative system of economic management in Kazakhstan, the authoritarian style of leadership of labor collectives has become widespread. But the transition to a market economy, the processes of democratization of all public life in the country, the expansion of business spheres, the emergence and development of various forms of management, including non-state ones, urgently required a radical change in the leadership style while ensuring the innovative development of the personnel potential of the organization. The work of the heads of economic entities began to be based on the principles of democracy. At the same time, authoritarianism in the leadership of labor collectives has taken root so firmly that it is almost impossible to get rid of its harmful influence overnight. In this situation, it becomes necessary for Kazakhstan to train and educate the leaders of a new generation capable of working in a democracy.

The Japanese worker is evaluated not by individual output, but by his contribution to the work of the team and to the overall productivity of the entire organization. Important evaluation criteria here are the attitude to work, accuracy and punctuality, interaction with colleagues, the ability to work in a team of like-minded people, focus on the implementation of production programs. At the same time, the Japanese experience of innovative development of the organization's personnel is especially interesting, regarding the mobilization and use of the human factor, which is recognized in this country as one of the most important resources and factors of efficient production. Among the main specific features of the innovative development of the organization's personnel in Japan, which have a direct impact on the maximum mobilization of the human resource, are lifelong employment, remuneration according to years of service. Trade unions, intra-company labor market, intra-company on-the-job training, rotation of the system of collective contracting and collective decisionmaking, intra-company social security, systems of joint consultations of workers and entrepreneurs, quality control circles. The effectiveness of the innovative development of the organization's personnel is closely related to the ability of managers to rationally organize, regulate and control all the activities of a particular team.

We can distinguish the following criteria characterizing the processes of innovative development of personnel necessary to build an appropriate model:

- quality of planning,

- the quality of the work of managers in the selection, placement and training of personnel,

- the quality of the organization of management activities of managers, - the quality of control,

- quality of accounting and reporting.

In the Japanese theory of innovative development of the personnel of an organization, eight main groups of qualities of a specialist are distinguished, which determine its importance for the organization:

- ability to communicate on a formal and informal basis and effectively interact with peers,

- ability to navigate in conflict situations and correctly resolve them,

- ability to receive and process the necessary information, evaluate, compare and assimilate it,

- ability to make decisions in uncertain situations,

- ability to manage one's time, distribute work among subordinates, give them the necessary authority, quickly make organizational decisions,

- ability to show the business qualities of an entrepreneur: set long-term goals, use favorable opportunities, change the organizational structure of the enterprise in time,

- ability to practically assess the likely consequences of their decisions, to learn from their mistakes.

It should be noted here that at present in Japanese organizations there are usually two levels of formation and implementation of the model of innovative development of personnel - the level of the organization and the individual level.

Today, in Kazakhstan, programs and strategies for innovative development are formed with an emphasis on the human worker without taking into account its personal component and is used mainly within the economic rather than social system. The practical functioning of many organizations indicates a rigid relationship between management decisions on the strategic activities of the organization and the processes of innovative development of personnel, which in the new economic conditions, while maintaining the wellknown classical tasks of personnel administration, as part of the whole, should contribute to the achievement of the main goals of the organization.

Thus, the rational use of human resources and the innovative development of personnel are strictly linked to the need to form approaches to personnel management, the development of new technologies and methods for its improvement. For innovative development of personnel, the action of three forces is necessary: the culture of the organization, managerial personnel and the personnel development system. The innovative development of the human resources of the organization has always been and remains one of the most important problems in building the economic activity of any organization, and this requires professional knowledge of the basics of personnel management. For successful activity in modern conditions, in order to achieve flexibility in innovations and efficiency of activity, it is most important to find the optimal balance in the structure between centralization and decentralization of power, to get away from unnecessary bureaucracy, which only hinders development. In innovation-oriented organizations, the entire organizational structure should be conducive to innovation. Organizations focused on the introduction of innovative methods of work and obtaining long-term results, need to strive to move away from traditional principles of construction (the principle of hierarchy) and rigid structures to more flexible and adaptive structures, which are characterized by the presence of many independent decision-making centers.

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ИННОВАЦИОННОЕ РАЗВИТИЕ ЧЕЛОВЕЧЕСКИХ РЕСУРСОВ В ОРГАНИЗАЦИИ: ТЕОРЕТИЧЕСКИЕ И ПРАКТИЧЕСКИЕ АСПЕКТЫ

Аннотация. В данной статье рассмотрены понятия инновационный потенциал и инновационное развитие персонала, инновационное развитие человеческих ресурсов, их сущность и основные элементы. Инновационное развитие человеческих ресурсов организации всегда оставалось и остается одной из самых важных проблем построения хозяйственной деятельности любой организации и, это требует профессионального владения основами кадрового менеджмента. Применение инновационных технологий в управлении позволяет говорить о переходе к инновационной модели управления человеческими ресурсами. Опыт управления человеческими ресурсами, накопленный в ведущих зарубежных организациях, весьма актуален для современной казахстанской экономики, с точки зрения, построения модели развития и использования человеческих ресурсов. Комплексный подход к учету опыта японских организаций в обеспечении инновационного развития персонала и роли руководителя в этом процессе представляется весьма актуальным для казахстанского практического менеджмента. Эффективность инновационного развития персонала организации тесно связана с умением руководителей рационально организовать, регулировать и контролировать всю деятельность конкретного коллектива.

Ключевые слова. Человеческие ресурсы, инновации, инновационное развитие, управление изменениями, организация, персонал, инновационный потенциал.

¥ЙЫМДАҒЫ АДАМИ РЕСУРСТАРДЫҢ ИННОВАЦИЯЛЫҚ ДАМУЫ: ТЕОРИЯЛЫҚ ЖӘНЕ ПРАКТИКАЛЫҚ АСПЕКТІЛЕРІ

Аннотация. Бұл мақалада қызметкерлердің инновациялық әлеуеті мен инновациялық дамуы, адами ресурстардың инновациялық дамуы, олардың мәні мен негізгі элементтері туралы түсініктер қарастырылған. Ұйымның адами ресурстарының инновациялық

дамуы әрдайым кез-келген ұйымның экономикалық қызметін құрудың маңызды мәселелерінің бірі болып қала берді және болып қала береді және бұл Кадрлық менеджмент негіздерін кәсіби меңгеруді талап етеді. Басқаруда инновациялық технологияларды қолдану адам ресурстарын басқарудың инновациялық моделіне көшу туралы айтуға мүмкіндік береді. Жетекші шетелдік ұйымдарда жинақталған адам ресурстарын басқару тәжірибесі адам ресурстарын дамыту және пайдалану моделін құру тұрғысынан қазіргі қазақстандық экономика үшін өте өзекті. Жапондық ұйымдардың персоналдың инновациялық дамуын және осы процестегі Көшбасшының рөлін қамтамасыз етудегі тәжірибесін есепке алудың кешенді тәсілі қазақстандық практикалық Менеджмент үшін өте өзекті болып көрінеді. Ұйым персоналының инновациялық дамуының тиімділігі менеджерлердің нақты ұжымның барлық қызметін ұтымды ұйымдастыру, реттеу және бақылау қабілетімен тығыз байланысты.

Кілт сөздер: Адами ресурстар, инновациялар, инновациялық даму, өзгерістерді басқару, ұйымдастыру, персонал, инновациялық әлеует.

17