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## Conceptual Basis for Forming the Competitive Resource Model in Kazakhstan

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### Abstract

Goals and objectives of the research are to analyze and systematize the existing approaches to the study of the competitiveness of human resources and identify the suitable ones as a basis for formation of competitive human resource model for Kazakhstan.

**Methodology:** the analysis and synthesis methods are used in research. The authors analyzed the different explanations and definitions of the concept of competitive human resources and studies the various approaches of identifying it.

**Results/Findings** directed to develop the theoretical mechanism of the competitive specialist creation, considering the major priorities and requirements for skilled employees in the labor market.

Novelty, originality, and value of the study are determined by worldwide changes in the development of the economy and the actions of Kazakhstan in realization of these processes. These changes make the State obliged to create a necessary concept of increasing the competitiveness of national human resources, considering the development priorities and the country's needs for qualified specialists. Theoretical or practical implications are the staff competitiveness, the readiness to adaption of using and applying the latest technologies, and those are considered as major issues of the paper. The measures of these are defined by the map of four directions. Each of these directions are discussed in detail and the outcome of the measurements are described as a whole for a practical use.

**Keywords:** competitiveness of national human resources, employment, education, labor market

### Introduction

In modern conditions of the world economy, its digitalization and increasing role of innovation, the top question that has to be solved to reach the success is high level of human resources quality of a country. Competitive specialists are not only in demand at the labor market, but also in high scarcity for organizations and the state, as they help businesses to grow faster and make contribution to the competitiveness of a whole national economy through their effective work (Kvasnikova & Zhuchkevich, 2013).

Worldwide changes in the development of the economy and the actions of Kazakhstan in realization of these processes makes them obliged to create a necessary concept of increasing the competitiveness of national human resources, taking into account the development priorities and the country's needs for qualified specialists. The development and training of the qualified specialists should be performed by using the policy on creating the sufficient conditions to get the high professional level in the most demanded professions in accordance with the common world standards and new advanced technologies.

The policy in the field of training and retraining of qualified personnel should be aimed at creating conditions for raising the professional level in the most popular and promising professions and specialties in accordance with the best foreign standards and advanced technologies. The formation of practical skills, the organization of highly productive and competitively paid job places, raising the share of effective employment population and the implementation of technological modernization, etc. are also the important courses of action.

The object of the paper is to analyze and systematize the existing approaches to the study of the competitiveness of human resources and identify the suitable ones as

a basis for formation of competitive human resource model for Kazakhstan. The methodology applied to reach the given objective is the analysis and synthesis methods.

### **Literature Review**

Based on the recent actual literature, competitiveness is a multilevel, multidimensional concept that characterizes the dynamic state of the assessment subject, determined by the set of competitive advantages and expressed by the ability of withstanding competition in the market relations system in identified period of time (Gerasimova , Gerasimov & Sizikin, 2018).

The category of competitiveness is also applied to social and labor fields of study, and has become widely used in the scientific literature and for the purpose of denoting the various properties and characteristics of the subject of labor.

Based on the analysis of the literature sources, the several approaches of the competitiveness of human resources were identified. From the point of formation and scope of manifestation, the competitiveness of human resources is considered at three levels: macro level, micro level and ego level (Vakhovskiy, 2014; Sotnikova, 2006; Yanchenko, 2011).

The first approach considers the ability of employee to keep his position in the competitive labor market, the second one is for the sufficiency of employee quality to the requirement of employers, the third approach requires the abilities of reaching high individual results at work by using the gathered qualities and personal uniqueness. There could be a mix of these three, as it is written in the works of Telegina and Pylayev (2015).

Competitiveness of employees is identified as the quality of workers, which meets the requirements of market demand for the functional quality of labor work (Chapman, et al, 2018). It is considered as the indicator of selection of hired workers by their level of potential and real effectiveness of work and abilities of professional

development (Golenkova, Kosharnaya & Kosharnyy, 2018). This selection is realized from the view of sufficiency of human capital to the quality of the labor.

In addition, there is the aspect of considering the competitiveness of working population and human resources, the human resources wider than just a working resource concept. As it is studied, human resource from the quantitative side is the working aged population, while from the side of quality it is working potential of a region. It means, that in the first concept the author considers all the population, in the second consists of not only the working potential, but also the qualities like abilities that could be realized out of the working sphere, and in the conditions of human resource development environment (Lin, Wang & Jaw, 2017).

Thus, a competitiveness of human resources has different definitions and explanations: it could be different due to the conditions like changes of the external factors, which in turn could change the requirements of employers to human resources. By taking into account the volatility of the modern economic state, this field of study is actual to find the influencing factors and the solutions of improving the situation (Mironov, 2014).

### Methods

The assessment is based on 4 main indicators like quality of basic literacy and math skills (PISA score); use of technology in education; access to lifelong education opportunities; relevance of the education system for the needs of the economy.

The second direction is the readiness of the employment system and social protection, which are measured by three indicators as labor market flexibility (ease of hiring and reduction), security, cooperation between employers and employees.

The next significant direction is a stakeholder engagement. It is measured by the relationship between business and government. The development of the lifelong education system involves learning by using online education platforms, the interaction of enterprises, trainers, educational institutions, government agencies.

The fourth main direction is the level technological competence, which consists of seven indicators: the use of virtual work (freelance work, distance work); use of online social networks; personal innovation (generating ideas by employees); degree of intercompany cooperation; degree of collaboration; entrepreneurial spirit and delegation of authority.

Evaluation of all indicators of adaptation to the latest technologies, modernization of the education system, and the acquisition of necessary skills throughout life allowed us to define 9 countries as an excellent example: Switzerland, Singapore, Great Britain, Denmark, the Netherlands, Ireland, Canada, New Zealand and the United Arab Emirates (Alex, 2006).

### **Findings**

The core direction of Kazakhstan in formation of competitive national human resources is by developing the innovative economy. The responsible side for realization of this strategic plan should be highly qualified specialists. It is very actual to ensure the performance level of competitive high education graduates and the young specialists, who are more flexible to changes in innovations and capable to introduce the latest achievements of science and technology. They should generate and share with fundamentally new knowledge and skills.

It is impossible to accelerate the pace of economic development, the transition to a knowledge economy and improvement of the population's life quality through the use of new digital technologies, as well as creating the conditions for the transition of the economy of Kazakhstan to a fundamentally new model of development without a progressive national education system that meets international standards to perform the competitive specialists.

The new requirements for human capital in modern conditions on performing the highly qualified specialists consider the development of up to date policy of increasing the competitiveness level of national human resources as the state for balancing the labor market, achieving the economic growth and ensuring the quality of population's life.

The competitiveness of human resources is defined as the quality of the labor force, meeting to the needs of the labor market and jobs requirements. This indicator is for the selection of the most suitable employees in terms of their potential and actual labor productivity and ability of obtaining professional development and the compliance of human capital with the quality of their performed work.

It is also important to understand the classification of employees based on the level of qualification. The first group of employees consists of those, who are highly qualified specialists, including general training and special education. The second one are the group of specialists, who are low-skilled. This group includes the specialists, who took up to two-month short term training courses at the workplace and the employees with the lowest possible qualification level. The last group consists of unskilled employees, who do not have even the lowest level of general education, special training and are limited with a minimum requirements of learning safety and production instructions at workplaces.

The system of human resource competitiveness represents the next points:

- basic indicators of the socio-demographic, psychophysiological and motivational characteristics of the employees, which determine their level and content of knowledge, skills and abilities.
- own indicators of employers based on their preferences to the labor force and the quality of performed work, the demand for ability to work, the possibility of increasing the profitability of operational process, the easiness of perception of new information, the growth of professional knowledge, self-investment in human capital, the potential for communication (Mironov, 2014).

The competitiveness of human resources is determined by the competitiveness of individual employees and the groups of employees in the production and commercial processes. At the same time, the employer achieves its goals (increasing the competitiveness of a whole organization: getting a profit) by fully using the competitive advantages of employees, who are interested in improving individual competitiveness.

A competitive specialist has such professional and personal qualities, that give him certain advantages over other candidates in the process of hiring. The noted advantages include activity in the search for one's professional “niche”, the desire for professional socialization and entry into the professional environment, the acquisition of professional experience, reaching the standards and values of the profession

The basis for professionalism is formed throughout the life in various forms of professional education, but a person should work on the development of a professional specialist by himself, choosing individual standards and strategies for professional behavior and development. The mechanism of creating a competitive specialist can be represented as a set of his qualities, which show his professional, social and personal competence and ensure the successful completion of tasks, his self-training and self-development, taking into account the dynamic development of the organization and society as a whole. Theoretically, the mechanism of a competitive specialist can be represented as follows (Figure 1):

The mechanism of developing a competitive specialist			
The level of general education			
The level of professional education			
<i>Professionalism</i>		<i>Competencies</i>	
The highest level of knowledge, skills, systemic organization of the psyche with a social orientation, attitude to the outside of the world, to people, to the profession.		Knowledge, experience, set of powers, rights of a job position.	
Components of professionalism	Adaptation to the profession - the primary assimilation of norms, technologies and mentality (way of thinking, lifestyle according to the chosen profession).	Components of competencies	Professional competence is a degree of manifestation of professionalism, knowledge, personal and moral categories, which correct the level professional growth.
	Self-actualization in choosing profession –meeting the professional standards.		Competence of communicating is as a “third

	Being a master in profession - harmonization of a person with the profession, following high standards.		whale”, requirement for a successful specialist: - ability of making productive dialogue; - managing the emotions, feelings, behavior; -the ability to predict possible tense interpersonal relationships; - the ability to adequately get out of the conflict; - the ability to choose the best communication style in business cases
	Professional mobility		
	Self-education and advanced training		
Social adaption and socialization of personality			
Social environment	Personal qualities		Initiative and self-discipline.
			Arrangement and busyness
			Ability to self-analysis and decision making
			Dignity and personal responsibility.
			The ability to protect own rights and freedom

Figure 1. The mechanism of developing a competitive specialist

The questions concerning the rising of competitiveness of fresh graduates from high education is in top list of significant issues in the context of ensuring the competitive advantage of national economy. At the same time, the high competitiveness of young specialists in the labor market should contribute to the growth of their incomes, increase the level and quality of life and the formation of the middle class in the country. The solution of given problem on increasing the competitiveness as a driving factor of ensuring the national competitiveness could be found based on the strategic management and planning, which means the significance of developing a sufficient concept.

An important problem of staff competitiveness is the readiness to adaption of using and applying the latest technologies. The measurement of this is identified by the map of four directions: the first one is the readiness of the education system.

### **Conclusions**

Meeting the needs of the labor market on qualified and competitive human resources is possible with the development of multi-education system, which covers the second education, advanced training, retraining, change of profession, the formation of digital skills).

Thus, the government policy of ensuring the competitiveness of national human resources should be based on the following principles:

- 1) Equal rights to get free general education, professional training, access for the most talented children to special and higher education in elite schools and universities on a competitive basis.
- 2) Compliance with international norms and standards, ILO recommendations in the field of professional training, demand in labor markets.
- 3) The education, professional training and advanced training of employees should be carried out as far as possible on the basis of public-private partnerships.
- 4) Development of conceptual basis for improving the competitiveness of national human resources as a condition for the balance of labor market resources and work places involves the determination of goals, objectives, strategies, priorities and directions of the government policy and mechanisms for its implementation, including the development of the main directions of state policy on the formation of competitive personnel by creating conditions for professional education that meets international standards, ensuring productive employment, ensuring a balance of labor resources and jobs.
- 5) Performing the measures of organizing training by taking into account the new structure of employment.
- 6) Improving the quality of education of universities through the modernization of educational programs and staff. A universally recognized and promising

direction for modernization of the education system is a competency-based approach of updating the state educational and professional standards. The necessity of using this approach is well founded. The launching of new technologies, the development of the digital economy, the formation of a global market for educational services and scientific developments, etc. have a serious impact on the labor market.

- 7) Introduction of a modular competency-based approach to the development of new educational programs and updating the content of educational standards in accordance with international requirements and the needs of employers in perspective and highly demanded specialties.
- 8) The admission (graduation) of students to advanced training programs.
- 9) The reduction in the share of non-working and non-studying youth in the total number of youths.
- 10) Development of measures to involve employers in training of their employees.
- 11) Ensuring the equal opportunities for getting access to professional training infrastructure in regions, urban and rural areas.
- 12) Introduction of a system of guarantees for youth employment, including full access to information in employment centers, in educational and professional training institutions using the media; developing partnerships between employers and labor market institutions (employment services, various levels of government, trade unions and youth services) in order to expand employment opportunities, training and internships for youth.

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