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Atyrau, 060011, Republic of Kazakhstan\*e-mail: [Gulnar7575@mail.ru](mailto:Gulnar7575@mail.ru)**MODERN APPROACHES TO RECRUITMENT IN SMALL AND MEDIUM –  
SIZED ENTERPRISES: EFFECTIVE STRATEGIES AND METHODS****Abstract**

The article examines modern approaches to recruitment in small and medium-sized enterprises, focusing on effective strategies and methods. The study provides an overview of current trends and methods of candidate selection, an analysis of their applicability in a changing labor market, and the demands of modern business.

The article examines the key aspects of successful recruitment, including the use of innovative approaches, adaptation to new technologies, and consideration of the specifics of hybrid and remote work. Special attention is paid to the impact of proper selection on the effectiveness of the organization, its competitiveness, and development.

Based on the analysis of academic works in the fields of human resource management, labor psychology, and HR practices, the authors of the article identify important trends and innovations accompanying the recruitment process. The article offers recommendations for organizations aimed at optimizing recruitment, improving the quality of the workforce, and increasing productivity.

Theoretical significance: The scientific article on recruitment is a contribution to the scientific field of human resource management and labor psychology. She summarizes modern theories and practices of recruitment and formulates new concepts and approaches, which contribute to the expansion of the theoretical base of the field.

Practical significance: Optimization of the recruitment process: The recommendations presented in the article can be used by companies to optimize their recruitment processes, improve recruitment efficiency, and reduce staff turnover; Improving the quality of personnel: The methods and approaches developed in the article can help attract and select more qualified employees, which will lead to an increase in the professionalism of the team and the overall productivity of the organization; Economic effect: Effective recruitment can lead to lower costs for training and adaptation of new employees, as well as increase business profitability by increasing the quality and productivity of labor.

**Key words:** staff, recruiting, selection, hiring, competencies, skills, experience.

**Introduction**

In the context of modern business, the selection of qualified employees is one of the key strategic aspects of the success of any organization. Successful hiring of the right people can significantly affect the company's performance, competitiveness, and development. The scientific article presented below is devoted to the analysis of current trends and methods of personnel selection, the need to apply innovative approaches in the selection process, as well as the impact of recruitment on the effectiveness of the organization as a whole.

In light of the changing demands of the labor market, the growth of competition, and the introduction of new technologies, the relevance of research in the recruitment process is becoming more important than ever. The scientific article is aimed at identifying optimal strategies and methods of personnel selection that contribute to the successful adaptation of companies to modern challenges. The analysis of scientific works in the field of personnel management, labor psychology, and HR practices conducted in this article allows us to identify the main trends and innovations that affect the recruitment process. The generalization of empirical data and theoretical research makes it possible to develop recommendations for companies seeking to improve the efficiency of their personnel processes and improve the effectiveness of their activities.

This scientific article is an attempt to systematize knowledge in the field of personnel selection, identify current problems, and search for innovative solutions for modern organizations.

Summarizing the research results will make it possible to form practically useful recommendations for HR specialists and company managers seeking to create successful and sustainable teams of employees.

Highly qualified personnel is a key resource for the economic growth of small and medium-sized enterprises. To increase their competitiveness, it is necessary to use tools that promote successful competition with other companies. In modern conditions, the company is more dependent on qualified workers than they are on it, which increases competition among employers for such personnel.

Many studies emphasize that strategic management changes are required to remain competitive in a dynamically changing market. This implies a transition from managing individual functional subsystems and business processes to a competency-based approach.

However, difficulties remain in understanding the work of the interaction system within existing management structures. This allows you to achieve a certain level of efficiency, but not enough to ensure a sustainable competitive advantage for the company. Therefore, the purpose of the author's research is to study this aspect in more depth.

Modern approaches to recruitment in small and medium-sized enterprises (SMEs) are characterized by a significant variety of methods and strategies that help to effectively cope with limited resources and ensure long-term competitiveness. Unlike large corporations, SMEs are often faced with a limited budget for HR processes, which requires the adaptation of traditional recruitment methods. In recent decades, there has been a growing interest in the use of innovative technologies such as automation of recruiting using artificial intelligence and data analytics, as well as the introduction of personalized approaches aimed at identifying not only professional skills but also personal qualities of candidates [2],[3].

#### *Research shows that for SMEs*

Research shows that for SMEs, methods that contribute to the creation of stable and trusting relationships within the team are especially important. This includes the use of targeted recruitment strategies with an emphasis on the candidate's cultural alignment with the company's corporate values (Najlae, Idrissi el Bouzaidi (2024) [4]. Flexibility in recruitment is also an important aspect: many small and medium-sized enterprises use mixed approaches, combining traditional interviews with more innovative methods such as video conversations or simulations of work situations[5].Muzam, J. (2022). This trend is accompanied by an increasing interest in assessment methods aimed at predicting the potential of employees in changing market conditions.

#### **Materials and methods of research**

The theoretical and methodological basis of the research is the scientific publications of domestic and foreign scientists specializing in the study of the implementation of the competence approach, the study of the personnel selection and recruitment system, and the personnel management system of the organization as a whole.

The following general and special methods of scientific research were used in the preparation of the article: the method of theoretical research, induction and deduction, analysis and synthesis, the method of empirical research, literature review, and analysis of scientific research.

The research materials were literary sources, scientific works in the field of studying the personnel management system, selection and recruitment systems, regulatory legal acts regulating the activities of the enterprise, analytical information from specialized journals, as well as Internet materials.

The data for the study were obtained from several sources: Official statistics, including data on the labor market, provided by the National Statistical Bureau of the Republic of Kazakhstan. The qualitative analysis included the interpretation of changes in legislation and their potential impact on labor discipline and layoffs.

## Results and its discussion

Recruitment is the process of finding, attracting, evaluating, selecting, and hiring appropriate candidates for occupied or vacant positions in an organization. This process plays a key role in business development since the right choice of employees contributes to the effectiveness of the organization and the achievement of its goals [1. - 2].

There are several stages in the recruitment process:

1. Needs analysis: This stage includes determining the vacancy, analyzing the requirements for candidates, and compiling a profile of the position.

2. Candidate search: Various sources are used here to attract potential candidates, such as employer dating sites, specialized Internet platforms, social networks, recruitment agencies, etc.

3. Selection: The competencies, skills, experience, and compliance of potential candidates with the requirements of the position are evaluated. It includes interview techniques and methods, testing, and assessment of skills.

4. Decision-making: At this stage, the best candidate for a specific vacancy is selected based on the collected data and evaluation results.

5. Recruitment and integration: After making a decision, the candidate is offered a job, the recruitment procedure is carried out and the process is put into effect [2. - 5].

Active search for candidates job responses

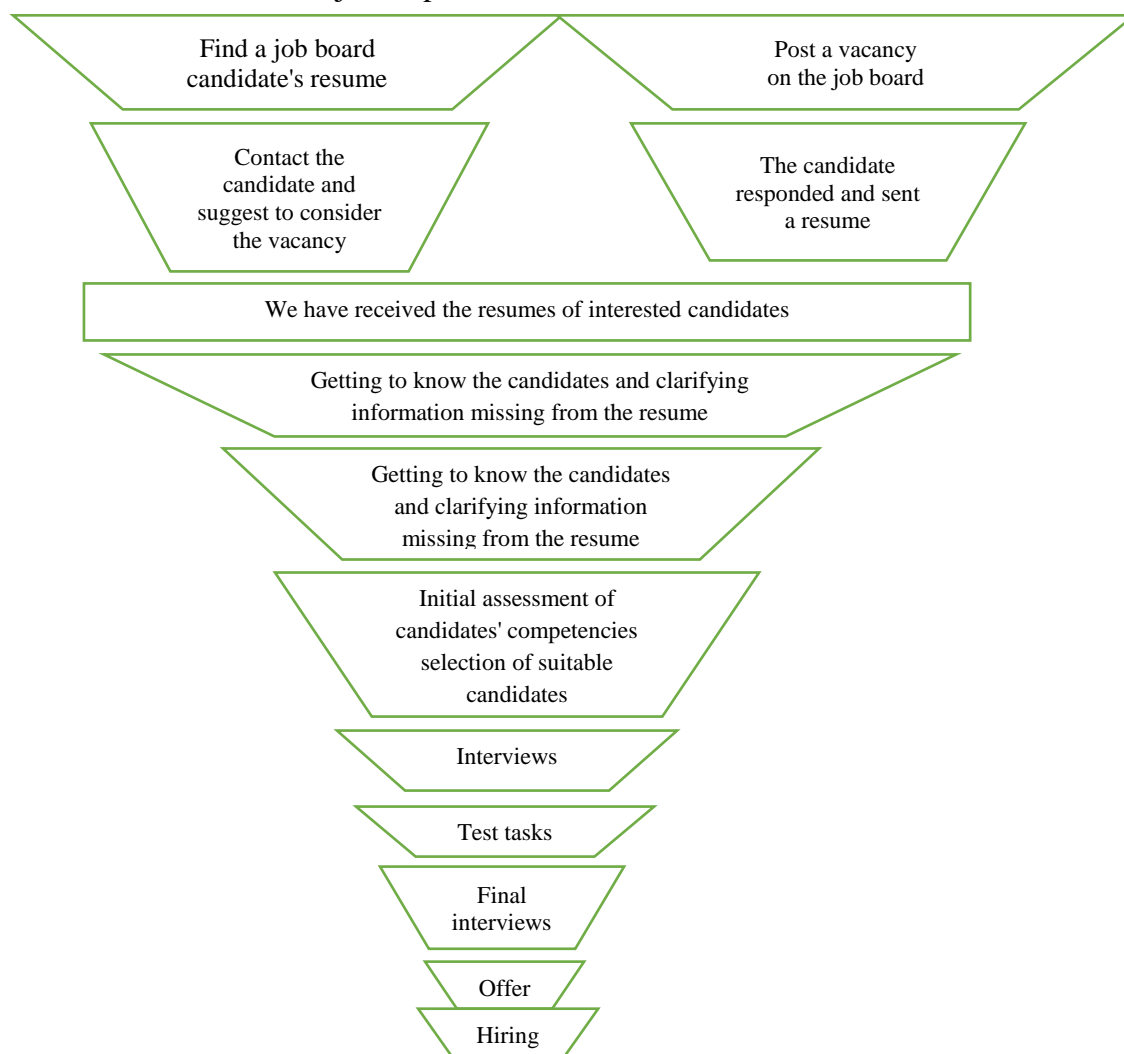


Figure 1- Methods of selecting and hiring employees of the company

Note: compiled by the author based on the source [3]

Each activity implies a "funnel". In the case of the HR department, it is built almost on a standard level — it is important to reach as many applicants as possible at the first stage in order to bring the best specialists to the end. Each company has its own methods of recruiting and hiring employees. It is important to note that recruitment is an integral part of the human resource management strategy in an organization, and the effective implementation of this process can significantly affect the success of the company [3. - 4].

A general funnel principle that can be applied to HR work in different fields:

- sourcing (search for suitable candidates in the market — resume review);
- first acquaintance with the applicant (by phone, e-mail, in social networks);
- initial interview (now it is most often conducted online);
- a qualification interview (hard skills are checked), or a technical interview, if we are talking about IT recruitment;
- final interview (a hiring decision is made, a job offer is formed);
- employee's exit to work. At this stage, the HR department helps the newcomer get used to the team (Figure -1).

The selection of qualified personnel is one of the key tasks for modern companies and may face a number of problems, including:

1. Shortage of qualified specialists: The lack of specialists with the necessary skills and experience can complicate the recruitment process.
2. High recruitment and training costs: Finding and hiring new employees requires time, money, and resources for both recruitment and subsequent training.
3. Mismatch of expectations and reality: Candidates do not always meet the stated requirements or the corporate culture of the company.
4. Fluctuations and staff turnover: A high level of layoffs can create instability in the work of departments and worsen productivity.
5. Unsuccessful recruitment: Mistakes in the selection of personnel can lead to low productivity, additional costs for their replacement, and training of new personnel.
6. Competition for talent: Due to the increasing competition in the labor market, companies may face the problem of attracting and retaining highly qualified specialists.
7. Diversification of the workforce: Creating equal opportunities for different groups of employees and managing a diversified staff can be difficult for some companies [4– 16], [5 - 25].

Solving recruitment problems includes developing strategies to attract talent, using the latest technologies in recruitment, improving candidate evaluation processes, and implementing programs to develop existing employees to increase internal mobility and staff retention. Contacting professional recruitment agencies or using specialized platforms to search for candidates can also help in solving these problems [6], [7].

In Kazakhstan, the focus on the implementation of HR procedures and processes describing HR algorithms and standards is more prevalent. When conducting in-depth interviews with Kazakhstani HR experts, the majority of respondents assess the maturity of the HR function according to parameters such as implemented and systematically operating core HR processes (search and selection, evaluation, training, remuneration, talent management, work with corporate culture), as well as their automation[8]. In addition to the transition to more flexible approaches, international experience very clearly shows that HR is becoming an increasingly people-oriented function, where employee satisfaction is one of the key indicators of HR success. At the same time, an important feature of a good HR is an understanding of the business in which it operates and the speed of response to its requests. With so many changes affecting businesses around the world at the moment (globalization, migration processes, demographic aspects, Internet opportunities, etc.), finding, attracting, and retaining talent is one of the most serious challenges that organizations around the world face in this uncertain time [9], [10].

Working with the employer's brand, building processes in terms of employee experience, and working with staff engagement are areas of human resources management that will be crucial for success in the next few years. During in-depth interviews, Kazakhstani HR experts identified 13 trends in their work with personnel, the leading position among which is occupied by digitalization and automation of HR processes, as well as HR analytics. At the same time, the most common answer to the question "What is the driver of HR development in an organization?" among Kazakhstani HR experts was: management support (38%), the professionalism of HR themselves (35%), and their desire to participate in the development of the company and the introduction of innovations (29%), as well as effectively structured HR- processes (21%). Only 9% of the HR managers surveyed said that understanding the business is such a driver, and 3% - working with data and focusing on the employee himself. An interesting fact is that of the 13 HR trends voiced by Kazakhstani HR experts, only 3 are directly related to the employee: "Reskilling, learning new skills", "Development of well-being programs", and "Development of corporate culture". While in 13 international practices, the top trends are "Improving employee experience", "Reviewing Talent Management practices", and "Using broader channels to attract talent". The results of the level of engagement in the HR maturity study indicate that in the private sector, staff involvement is higher than in other sectors. The involvement of the personnel of companies with private ownership is 76%, while in the public and quasi-public sectors, it is at the level of 62% [11].

Table 1- Engagement index by economic sector

| Sector                                    | Engagement | Working conditions | Loyalty | Communication and relationships |
|---|------------|--------------------|---------|---------------------------------|
| The public sector                         | 62%        | 61%                | 62%     | 62%                             |
| Quasi-public sector                       | 62%        | 61%                | 62%     | 63%                             |
| The private sector                        | 76%        | 74%                | 78%     | 77%                             |
| In general, in the Republic of Kazakhstan | 65%        | 64%                | 65%     | 66%                             |

Note: compiled by the author based on the source [11]

Previous research by the Association of HR Managers confirms the existence of such significant gaps related to industry specifics in personnel management. According to experts in the field of personnel research, the level of employee engagement in the quasi-public sector has varied in the range of 61-65% over the past three years. Global benchmarks in terms of AON engagement [2. - 3] have been fixed at 63-66% over the past 2-3 years. According to the AON concept, the employees involved "speak, stay, and strive." That is, employees connect their lives with the company, respond well, and strive to achieve the company's business goals. At the same time, the world's largest IT companies and financial institutions (banks, investment funds) demonstrate engagement rates of up to 80% and above, which is due to the presence of a corporate culture of high return on the part of the employee and receiving appropriate fair recognition and encouragement. A similar pattern (involvement of over 75%) is also characteristic of Kazakhstani information and communication organizations, as well as financial and insurance activities, which have a fairly high digital culture. A low level of employee engagement (51%) was recorded among representatives of the education sector.

Education workers demonstrate low satisfaction with working conditions, low loyalty and give low ratings on factors of relationships and communications (53%), which are often higher in comparison with estimates of working conditions and communications, as they are more related to the microclimate in the team, the presence of a friendly environment, and support from colleagues. These results are quite alarming and require further in-depth study. A preliminary

analysis recorded facts of dissatisfaction with issues of remuneration, social benefits, and guarantees, as well as involvement in management decisions - opportunities for initiative, and merit recognition systems. The industry specifics of the construction sector show that despite the complexity of the factors of the organization of working conditions (63%), employees demonstrate a high corporate identity and loyalty to the management of the organization (70%). This is a very interesting phenomenon to analyze, indicating a willingness to support the industry in the event of difficult changes or lower wages, due to the high commitment and trust in the actions of management. A similar pattern of corporate loyalty is recorded in the financial sector. A comparison of the results of the study on engagement factors with similar studies around the world demonstrates the presence of systemic problems in Kazakhstani organizations in terms of recognition and encouragement of employees, as well as their ability to participate in discussion and management decision-making [11. -10].

Foreign experience in research and scientific publications on recruitment is a valuable source of knowledge for understanding current trends and best practices in this field. Some great examples from foreign experience may include the following:

1. Stanford University research on technology companies: The study showed that successful technology companies attach great importance to the culture of the organization when recruiting employees, and prefer hiring employees who correspond to the values of the company, even despite the high technical level.

2. Harvard research on methods for evaluating candidates' personal qualities: A publication devoted to methods for evaluating candidates' characteristics reveals the importance of using psychometric tests and structured interviews to predict successful employee adaptation.

3. A study by the London School of Economics on the impact of motivation on work duration: This article highlights the importance of stimulating and motivating employees to retain talented staff on a long-term basis, which is a key aspect of recruitment.

4. Research from Japan on the use of artificial intelligence in hiring: Japanese scientists have developed machine learning algorithms that help automate resume selection and predict the success of an employee's future work based on data on previous candidates [12].

Amazon is one of the world's largest and most famous technology giants, founded in 1994 by Jeff Bezos. Amazon started as an online bookstore and then became the largest e-commerce offering a wide range of products from books and household appliances to groceries and clothing.

The company has grown to a level where it includes services such as cloud computing (Amazon Web Services), video streaming service (Amazon Prime Video), Alexa voice assistant, supermarket chain with automated checkout Amazon Go, Amazon Game Studios, and others.

Amazon's core principles include customer focus, innovation, commitment to high standards, active investments in technology, and the development of new markets. The company continues to diversify its business, including the development of artificial intelligence, autonomous delivery, and other advanced technologies.

Amazon is also known for its high standards in recruitment, leadership principles, and focus on innovation. In general, Amazon is considered one of the leaders in the field of technology, e-commerce, and cloud services, and has a significant impact on the modern global economy and the technology industry.

Amazon is one of the world's largest technology companies with high recruitment standards. Here are the main aspects that are important for understanding Amazon's recruitment methods:

1. Leadership by Company Principles: Amazon draws attention to candidates' compliance with the company's 14 leadership principles, which cover qualities such as a burning desire for customer service, innovation, and a commitment to high standards.

2. Technical interviews: For technical positions, Amazon is known for its challenging interviews that test technical knowledge, problem-solving, logical thinking, and technical prowess[9].

3. Amazon Principles:

- Customer Obsession: The company is focused on customer satisfaction.
- Ownership (Responsibility): The candidate must show a high level of responsibility for his work.

- Invent and Simplify: Amazon values innovation and strives for simple solutions.

- Are right, a lot: The company values making the right decisions based on data.

4. Company Culture: Amazon strives to create a corporate culture with an emphasis on leadership, innovation, and efficiency, and this is reflected in the recruitment process.

5. Objectivity and achievements: Amazon values the achievements of candidates, their experience, and abilities, and puts objective criteria at the forefront when evaluating candidates.

6. Long-term development: An important part of the Amazon recruitment process is to provide opportunities for long-term employee development and career growth [13].

So, Amazon is known for its high standards in recruitment, focused on leadership qualities, technical skills, and company principles, which contribute to the formation of highly qualified and motivated teams.

All the above-mentioned foreign studies represent valuable experience in the field of recruitment and demonstrate a variety of approaches and innovations that can be transferred to practice in other countries and fields of activity. Obtaining knowledge from sources of foreign experience makes it possible to enrich and improve the practice of personnel selection in various organizations and contributes to the development of this important area of human resource management [14].

The formation of a development strategy for small and medium-sized enterprises, and the presence of a competent team of highly qualified managers and professionals in their field, is one of the main criteria for effective management of an entrepreneurial structure, whose activities are characterized by a high degree of risk and the ability to quickly adapt to changes in the external environment. As we have learned, the development of an effective company development strategy and its successful implementation primarily depends on the availability of highly qualified personnel capable of anticipating the success of an entrepreneurial structure due to higher competencies [15].

### **Conclusion**

At the end of the scientific article on recruitment, it can be noted that an effective recruitment process plays a key role in the success of any organization. Current trends require companies not only to be competitive in the market but also to ensure high-quality recruitment of personnel who are able to adapt to a rapidly changing business environment.

During the research of the scientific article, an analysis of existing methods and strategies of personnel selection was carried out, and key aspects that influence the success of this process were identified. The recommendations formulated on the basis of the review are aimed at improving recruiting practices and increasing the effectiveness of companies in attracting and retaining talented employees.

Based on modern business requirements, scientific conclusions emphasize the need for innovative approaches to recruitment, taking into account the needs of the company, the development of human resources, and incentive systems to ensure the sustainable development of the organization.

Thus, the scientific article on recruitment represents an important contribution to understanding modern HR practices, as well as provides practical advice and recommendations for organizations seeking to optimize recruitment processes and strengthen their position in the labor market. She emphasizes the importance of proper recruitment as a key element of a successful business and calls for continued research in the field of human resource management to further improve recruitment techniques in a rapidly changing world of work.



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## ШАҒЫН ЖӘНЕ ОРТА КӘСІПОРЫНДАРДА КАДРЛАРДЫ ІРІКТЕУДІҢ ЗАМАНАУИ ТӘСІЛДЕРІ: ТИІМДІ СТРАТЕГИЯЛАР МЕН ӘДІСТЕР

### Андатпа

Мақалада тиімді стратегиялар мен әдістерге назар аудара отырып, шағын және орта кәсіпорындарда кадрларды іріктеудің заманауи тәсілдері қарастырылады. Зерттеу үміткерлерді таңдаудың заманауи тенденциялары мен әдістеріне шолу, олардың өзгермелі еңбек нарығында және қазіргі заманғы бизнес талаптарында қолданылуын талдау болып табылады. Сонымен қатар, инновациялық тәсілдерді қолдану, жаңа технологияларға бейімделу және гибриді және қашықтан жұмыс істеу ерекшеліктерін ескеру сияқты табысты кадрларды іріктеудің негізгі аспектілері қарастырылады. Дұрыс таңдаудың ұйымның тиімділігіне, оның бәсекеге қабілеттілігі мен дамуына әсеріне ерекше назар аударылады.

Адам ресурстарын басқару, еңбек психологиясы және HR практикасы саласындағы академиялық жұмыстарды талдау негізінде мақала авторлары кадрларды іріктеу процесімен бірге жүретін маңызды тенденциялар мен жаңалықтарды бөліп көрсетеді. Мақала кадрларды іріктеуді оңтайландыруға, жұмыс күшінің сапасын жақсартуға және өнімділікті арттыруға бағытталған ұйымдарға арналған шетелдік тәжірибелерді ұсыныстарды ұсынады.

Теориялық маңызы: Кадрларды іріктеу туралы ғылыми мақала адам ресурстарын басқару және еңбек психологиясының ғылыми саласына қосылған үлес болып табылады. Ол кадрларды іріктеудің заманауи



теориялары мен тәжірибесін жинақтайды, саланың теориялық базасын кеңейтуге көмектесетін жаңа тұжырымдамалар мен тәсілдерді тұжырымдайды.

Практикалық маңызы: іріктеу процесін оңтайландыру: мақалада келтірілген ұсыныстарды компаниялар жалдау процестерін оңтайландыру, жалдау тиімділігін арттыру және қызметкерлердің тұрақтамауын азайту үшін пайдалана алады; персоналдың сапасын арттыру: мақалада әзірленген әдістер мен тәсілдер көбірек білікті қызметкерлерді тартуға және таңдауға көмектеседі, бұл ұжымның кәсіби деңгейін және ұйымның жалпы өнімділігін арттыруға әкеледі; экономикалық әсер: персоналды тиімді таңдау жаңа қызметкерлерді оқытуға және бейімдеуге кететін шығындарды азайтуға, сондай-ақ еңбек сапасы мен өнімділігін арттыру арқылы бизнестің табыстылығын арттыруға әкелуі мүмкін.

**Негізгі сөздер:** бизнес, шағын және орта кәсіпорындар, кадрлар, персонал, персоналды басқару, HR-менеджмент, персоналды іріктеу, персоналдың тиімділігі, еңбек өнімділігі.

## **СОВРЕМЕННЫЕ ПОДХОДЫ К ПОДБОРУ ПЕРСОНАЛА НА МАЛЫХ И СРЕДНИХ ПРЕДПРИЯТИЯХ: ЭФФЕКТИВНЫЕ СТРАТЕГИИ И МЕТОДЫ**

### **Аннотация**

В статье рассматриваются современные подходы к подбору персонала на малых и средних предприятиях, акцентируя внимание на эффективных стратегиях и методах. Исследование представляет собой обзор современных тенденций и методов подбора кандидатов, анализ их применимости в условиях изменяющегося рынка труда и требований современного бизнеса. А также рассматриваются ключевые аспекты успешного подбора персонала, включая использование инновационных подходов, адаптацию к новым технологиям и учет специфики гибридной и удаленной работы. Особое внимание уделено влиянию правильного подбора на эффективность организации, её конкурентоспособность и развитие.

На основе анализа научных работ в области управления человеческими ресурсами, психологии труда и кадровой практики авторы статьи выделяют важные тенденции, иновации, сопровождающие процесс подбора персонала. В статье предложены рекомендации зарубежного опыта для организаций, направленные на оптимизацию подбора персонала, повышение качества рабочей силы и повышение производительности труда.

Теоретическая значимость: научная статья о подборе персонала представляет собой вклад в научную область управления человеческими ресурсами и психологии труда. Она обобщает современные теории и практики подбора персонала, формулирует новые концепции и подходы, что способствует расширению теоретической базы области.

Практическая значимость: оптимизация процесса подбора: Рекомендации, представленные в статье, могут быть использованы компаниями для оптимизации своих процессов подбора персонала, повышения эффективности найма и уменьшения текучести кадров; улучшение качества персонала: Разработанные в статье методики и подходы могут способствовать привлечению и выбору более квалифицированных сотрудников, что приведет к повышению профессионализма коллектива и общей производительности организации; экономический эффект: Эффективный подбор персонала может привести к снижению расходов на подготовку и адаптацию новых сотрудников, а также повысить рентабельность бизнеса за счет увеличения качества и производительности труда.

**Ключевые слова:** бизнес, малые и средние предприятия, кадр, персонал, управление персоналом, HR-менеджмент, подбор персонала, эффективность персонала, производительность труда.

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