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THEORETICAL ASPECT OF PERSONNEL ADAPTATION

Abstract.

This article reveals the theoretical aspects of the basic concept of personnel adaptation as the most important task of personnel management. In the order of occurrence of all scientific concepts, a complete analysis of various interpretations of domestic and foreign researchers are carried out. In addition, new characteristic features of the content are identified, the main goals and main tasks of adaptation are determined in the opinion of all employees and the organization as a whole.

One of the most relevant research topics in the field of human resource management is currently the adaptation of employees accepted into the organization. However, before talking about the methods of building a system for the introduction of personnel into a position and a team, developing trainings and numerous training programs, it is necessary to determine what the essence of this concept is.

Currently, personnel adaptation is the main component of a personnel management system. The adaptation process itself is controlled and aimed at adapting all new employees to the main culture of the organization, to the entire internal order of the organization, as well as to all the specific requirements and expectations that this company offers, to their main place of work.

In addition, adaptation reduces not only a certain amount of time, but also the financial costs of mastering the workplace and independent work with maximum efficiency. Consequently, the adaptation process is effective for both management and employees.

Therefore, we can say that this issue is very important in management. Accordingly, all issues of personnel adaptation in the workplace are the main problem for any company, since personnel acts as the main technology. This technology is implemented thanks to a certain personnel policy and is approved by the organization.

The results of the research presented in the article can be used to create systems for personnel adaptation of various commercial enterprises. Thus, for a more detailed development of this topic, it is envisaged to assess the impact of the organized process of personnel adaptation in order to preserve and develop the levels of corporate culture of the company, as well as to stabilize and improve the socio-psychological climate in the organization.

The proposed article reveals the features of the “adaptation” category, and also presents the principles according to which mechanisms for introducing new employees should be developed.

Key words: adaptation, personnel adaptation, personnel management, types of personnel adaptation, goals and objectives of personnel adaptation.

Introduction.

The main task of personnel management of many employers is a clear selection of employees of their company. Along with this, personnel management helps them to undergo adaptation at this enterprise. To date, this problem remains relevant, as employees enter a new workplace and they need to delve into a new team.

Most managers of the enterprise have problems with the formation of a clear adaptation system. The adaptation system consists of a whole set of measures. This complex helps to get used to the workplace with the least losses.

Based on the analysis carried out by many authors, we see that this problem is in demand and should be studied and analyzed both in domestic and foreign science. This problem has been studied by many scientists of the last century and has been fully covered in the specialized literature.

Researchers reflect the most in-depth study of adaptation methods. These include the following scientists: J.B. Lamarck, J. Saint-Hilaire, C. Darwin, D.A. Ashirov, V.R. Vesnina, T.Y. Bazarova, B.L. Eremin, A.P. Eroshin, I.O. Groshev, O.I. Marchenko, V.V. Smirnov. Another part of scientists consider adaptation as a process of adaptation of an employee to various conditions: V.M. Muzychenko, Y. Shabanova, E.V. Maslov.

Materials and methods of research.

Personnel adaptation is the most important element of the personnel management system of the enterprise. However, not all organizations properly pay the most sufficient attention. In most cases, many organizations, most of all, direct their organizational and time resources completely to the development of a certain assessment system, a certain training and clear motivation.

Many organizations are still engaged in the application of certain elements of adaptation. They conduct various trainings for their new employees, introduce various courses, and also conduct safety regulations. But from all the activities carried out, organizations do not see a positive result. The reason for this is that the organization lacks a clear systematic approach to the adaptation of all new employees.

In order to study the concept of “adaptation” in more detail, we must consider all the positions of certain reference publications, in sequence all the approaches of domestic and foreign researchers.

The concept of “adaptation” arose for the first time in the XIX century in biology. The very first to put forward and justify the problem of adaptation were representatives of the foreign school of biology J.B. Lamarck, J. Saint-Hilaire, Charles Darwin. According to scientists, with the help of adaptation, a person can adapt to any environmental conditions. Later, adaptation began to be used in medicine, psychology and sociology.

The famous scientist I.P. Pavlov considers adaptation to be the main element of the modern world.

In the explanatory dictionary of the Russian language by S.I. Ozhegov and N.Y. Shvedova, the following interpretation of the concept of “adaptation” is given. Adaptation is “the process of adapting an organism to changing external conditions”. In this definition, the role of an organism is played by all employees who are just being hired, and the organization is an external condition for them.

Thus, it can be argued that all ideas about a certain concept of adaptation are based on the works of I.P. Pavlov, I.M. Sechenov, A.A. Ukhtomsky, N.E. Vvedensky, I.V. Davydovsky, P.K. Anokhin, G. Selye, Z. Freud, G. Hartman, J. Piaget, A.V. Petrovsky, F.B. Berezina, I.S. Kona, A.N. Leontieva, A.G. Maklakova, etc.

A new neo-behaviorist scientific direction appears in foreign psychology, which subsequently becomes the most widespread. Representatives of the neo-behaviorist scientific

direction offer a clear meaningful and multidimensional definition of adaptation. G. Eysenck and his followers use in their writings various definitions of adaptation that contradict each other:

- a) all basic human needs and certain environmental requirements are fully satisfied, this indicates the obvious existence of harmony between man and the environment;
- b) a certain process by which a state of harmony is achieved [1].

D.A. Ashirov in his work considers the definition of adaptation as: “mutual adaptation of an employee and an organization, which is based on the gradual development of an employee in new professional, social, organizational and economic working conditions” [2]. From what has been said, it follows that the author places great emphasis on the fact that adaptation is a social process in which an individual gets acquainted with a new work situation, where there is an impact between the individual and the work environment. Accordingly, it is an adaptive-adaptive system.

V.R. Vesnin considers adaptation in this way: “this is the adaptation of a new employee to the content and working conditions, the social environment” [3]. He believes that it is during the adaptation period that all employees get to know their team and their responsibilities more closely. At the same time, they assimilate certain forms of behavior, as well as assimilation and recognition. Assimilation refers to a certain adaptation to the environment, and recognition refers to the identification of various interests and certain goals of the individual with the main goals of the whole team and the entire organization.

T.Y. Bazarova and B.L. Eremina argue about changing the behavior of an individual. Personnel adaptation is considered as “the main process of changing an employee in the course of familiarization with the activity and organization, the transformation of their own behavior in accordance with the requirements of the environment” [4].

According to A.P. Eroshin, there are the following categories of collective and individual adaptation. Along with this, it gives its own specific interpretation of the basic concept of adaptation. Adaptation is considered as “the process of adaptation of the collective to all changing conditions of both the external and internal environment of the organization; and the adaptation of an employee is the adaptation of each individual to his workplace and to the entire workforce” [5].

Researcher I.O. Groshev examines in more detail the concept of “personnel adaptation” in the form of the process of entry of a certain individual into the main working environment. The author claims that adaptation to the workplace is a complex process of a certain professional and social orientation of all employees in relation to their position (workplace), main profession, their team, organization [6]. Thus, the researcher understands adaptation as providing all the information about the work of the canteen, the addresses of electronic folders in which all the basic information is stored. Along with this, it is a specification of the goals that all new employees face, it is a discussion of certain issues that are directly related to expectations from their work.

According to O.I. Marchenko, the ultimate goal of adaptation is to get a new employee used to all the conditions of the organization. Based on this, the author puts forward such adaptation tasks as:

- increasing the main productivity of new employees;
- increase of the main productivity of the organization;
- reduction of retiring employees;
- Employee satisfaction with their work [7].

V.V. Smirnov argues that the main goal of adaptation on the part of new employees should be to achieve the most complete and uncomplicated adaptation of employees, as well as full retention of the workplace for a long time. Along with this, the author highlights the following main tasks of personnel adaptation:

- continuation of employment relations with the organization;
- providing the main specifics of the work;
- performance of duties in a short time;
- reduction of a certain level of stress among employees;
- reducing the level of anxiety of new employees;

- creation of interpersonal relationships of new employees in the team;
 - creating and strengthening a sense of satisfaction from their responsibilities [8].
- There is no consensus among scientists on the understanding of personnel adaptation.

Table 1 – As a result of the analysis and generalization of the literature, all definitions of this term can be divided into three groups

Group	Definitions	Authors
Group 1	Adaptation is the process of adapting an employee to different conditions.	– the changed environment (V. M. Muzychenko, Y. Shabanova), – the conditions of the external and internal environment (E.V. Maslov), – work in new working conditions for the employee (N.D. Strekolova, G.K. Kopeikin), – workplace and labor collective (E. Malinina).
Group 2	Adaptation is a two-way process, therefore it is called the mutual adaptation of the employee and the organization.	N.I. Shatalova, N.M. Burnosov, A.I. Khorev, T. I. Ovchinnikova
Group 3	Adaptation is the detailing of the processes taking place in the organization when a new employee is employed. That is, from their point of view, adaptation is a process:	– entry and consolidation of a person (I. Yurasov, B.Y. Serbinovsky), – professional and social orientation of an employee (M.I. Petrov), – acquaintance of an employee with the activities of the organization (G.A. Dnestryansky), – mastering professional and social functions by an employee (N.K. Mausov, O.M. Lamskova). – or the inclusion of an employee in a new organizational and production environment for him (P.A. Maluyev, Yu. E. Melikhov)
Note: Compiled by the author		

From our point of view, adaptation is a holistic, dynamic, continuous, relatively stable process of transformation by an individual of himself and the environment, carried out as a result of the emergence of a contradiction between them. At the same time, personnel adaptation is a continuous and dynamic process:

- aimed at maintaining stability and balance of personnel needs and opportunities for their implementation,
- consisting in the inclusion of employees in a new production environment and social community for them, their assimilation of production conditions and labor standards and the impact on the environment,
- assuming overcoming possible negative moments initiated by both the organization and the employee himself.

In modern conditions, many scientific papers study the problems of adaptation in more detail. However, we believe that this problem has not been sufficiently studied yet. To date, there are very few studies reflecting various methods of personnel adaptation, its main prerequisites for increasing the economic productivity of the adaptation process.

When analyzing the scientific literature on all the problems of adaptation of new employees, various problems arise. These problems arise for employees when they carry out their professional activities. The peculiarity of adaptation depends entirely on the field of activity of new employees.

A broad understanding of adaptation consists in adapting all the main sensory organs to all the features of the main stimuli in order to better perceive and protect the main receptors from various overloads.

Based on the above, we can say that personnel adaptation is a mutual habituation of all employees and the enterprise. This habituation involves the gradual adaptation of new employees

to their professional activities in all new professional, socio-psychological, economic and living conditions of work and recreation.

Results and its discussion.

Staff adaptation is a two-way process that can last from several weeks to three months or more. This process is based on building relationships between the employee and the company, including the acquisition of the latest professional skills, adaptation to functional responsibilities and the team. If the company's management effectively builds an adaptation system, then novice employees will be able to avoid problems with their information and training.

There are a large number of interpretations of the concept of adaptation, but the basic essence is the same. The main goal of adaptation is to accelerate the process of adaptation of new employees to the basic working conditions of the company. Based on this goal, the following specific adaptation tasks follow: increasing the productivity of new employees' professional activities, reducing the number of dismissals of employees from the company, forming new employees' feelings of satisfaction with working conditions and the organization as a whole.

When forming the adaptation process in a company, it is necessary to keep in mind the peculiarities of existing types of adaptation. The first type of adaptation is professional, which consists in actively mastering professional skills, their functional responsibilities and making various decisions. All this depends primarily on the specific content of the work, on the level of complexity, professional skills and individual characteristics of employees.

The second type is psychophysiological adaptation. Such adaptation reduces a certain level of anxiety and stress among new employees, their psychological load, and also regulates the nervous situation that occurs within the team.

Along with this, administrative and organizational adaptation are distinguished. These types of adaptation mean a clear understanding and precise acceptance by new employees of their main role and status in this company, organizational culture and understanding of all levels of management in the company.

In addition to the considered types of adaptation, there is also socio-psychological adaptation, which is based on the socio-professional entry of an employee into an existing team that has its own specific standards, traditions, norms and leadership styles. Thanks to an integrated approach, which is based on professional requirements and communication with the team, an employee, as an equal member of the team, can "join" it [9].

Thus, based on the above, we can conclude that adaptation is a complex process that contains a huge number of factors. Therefore, in all companies, when building an adaptation system, all resources should be directed not only to measures to improve the adaptation of personnel, but also to the formation of a comprehensive and thoughtful strategy.

The system of adaptation of new employees is closely related to motivation aimed at understanding an employee who is able to improve the process of adaptation to work in the company. Due to the lack of a clearly structured action plan, lack of experience, or difficult relationships with the team, employees face difficulties in new working conditions.

An accelerated adaptation process requires the existence of an active and conscious adaptation of employees. The presence of active adaptation depends on the behavior of employees, which is expressed in their friendliness, motivation and openness to communication, as well as striving to join the team. Accordingly, if employees do not want to quickly adapt to working conditions, do not develop communication with colleagues, leave everything to fate, then this indicates passive adaptation. Having some experience, employees can easily adapt. And in the absence of experience, they pay their attention only to certain functional responsibilities of the position they hold [10].

Primary adaptation is the most difficult type of adaptation for employees, since they make very great efforts to adapt, and also requires significant costs on the part of the organization, more precisely the service sector. To assist new employees for an easy and quick passage of the adaptation period, a large number of companies create special services, or create a new position of

personnel adaptation manager. These departments, which were engaged in accelerating the adaptation process, help their newcomers to solve adaptation difficulties, as well as reduce the risks of labor conflict. In this way, it will help to increase the productivity of a new employee in the workplace.

With the help of subjective and objective criteria, it is possible to assess the primary professional adaptation of employees. Subjective criteria include the motivation of new employees to their professional activities, the formation of the employee's loyalty level to the organization, team and management. Objective criteria include the employee's productivity, competence, skills and experience. At the same time, it should be noted that the main criterion for primary professional adaptation is the motivation of a new employee.

Based on a thorough analysis of the scientific literature describing various aspects of adaptation, it can be concluded that the most important characteristics of adaptation are as follows.

1. Adaptation is a process.
2. Adaptation arises as a result of contradictions.
3. Adaptation is a forced process, since the subject adapts to the conditions of the environment not by his own will, but by necessity.
4. Adaptation is a two-way process that involves a person changing both himself and the transformation of environmental conditions depending on their own needs.
5. Adaptation is a subjective process.
6. The adaptation process is continuous.

Already at the initial stage of adaptation, new employees should strive to adapt quickly, improve their productivity and professional development in this company. In turn, the company can increase employee motivation by applying intangible and material motivation systems. The motivational mechanism that influences the adaptation of new employees consists of: the level of perception and acceptance of corporate culture, the degree of responsibility of the employee, which involves independent regulation of the most effective performance of their duties.

Thus, it can be argued that adaptation is one of the elements of the organization's personnel management system, and the results significantly affect the performance of the whole system.

The main tasks of an effective system of adaptation of the company's employees include:

- to achieve high productivity of the process of adapting all the needs and values of all incoming employees to all the requirements imposed by the company;
- to achieve high productivity and quality of the duties performed in their profession;
- quickly join the team;
- help to quickly relieve stress and be satisfied with your professional position;
- resolve conflicts that may arise in the course of their activities;
- reduce staff turnover;
- reduce initial costs.

It follows from this that the existence of a system of adaptation of new personnel to work in the company is an indisputable fact. Only if the company maximally covers and fully resolves the emerging problems of personnel adaptation in the company, then it will be able to ensure the effective operation of the organization. At the same time, companies should involve new personnel in the implementation of a successful internal policy and full team cohesion.

Depending on personal qualities and the professional activity performed, the adaptation process itself is individual. Accordingly, based on these facts, we can see special differences not only in the volume, but also in the content of the information that they provide at the very beginning. The program conducted by the person responsible for adaptation consists of a set of well-thought-out and developed activities.

All adaptation programs are divided into general and special.

The general staff adaptation program is divided into general and special. The general staff program covers the entire organization as a whole and includes the following aspects:

1. General characteristics of the company;

2. Certain areas of personnel policy;
3. Distinctive remuneration of their employees;
4. Additional achievements;
5. Labor protection;
6. Safety regulations;
7. Organization of household services [11].

After they pass the general adaptation program, the transition to a special program begins. This program consists of questions that relate to the issues of a particular department or workplace. A special adaptation program is carried out with the help of a special conversation of department employees, as well as interviews with the immediate supervisor.

The special adaptation program includes the following aspects:

1. Specificity and features of the device;
2. Responsibilities and responsibilities of new employees;
3. Complete accounting documentation;
4. Basic rules, clear procedures and regulations;
5. Familiarization of all employees of the department with new employees.

Thus, based on the above, we can state with certainty that all the programs that we have analyzed and studied can be fully used not only for primary, but also for secondary adaptation. In addition, the adaptation of new employees of the enterprise who do not have experience and work experience includes full information about the specific activities of the organization, as well as training in the work carried out by the company [12].

Conclusion.

Our complete analysis of various definitions of representatives of both domestic and foreign scientific schools gives us a clear definition of the concept of adaptation.

Personnel adaptation as a process in which newly enrolled employees find adaptation to the basic rules of the organization. Along with this, they adapt to the basic corporate culture in which they will carry out production activities.

The adaptation process is studied by many specialists and researchers who give their own interpretation of this process. Some consider the process as one-sided, more precisely from the position of a new employee. Others are in the form of mutual, from the position of an organization and a beginner. At the same time, the main mechanism that underlies the training of professionals, more accurate information and identification is being studied in more detail.

Staff adaptation is a two-way process in which some employees get acquainted with a new workplace. On the other hand, it is a process of changing the basic behavior of newcomers in accordance with certain requirements and rules that are provided for by the corporate culture of the organization.

Based on the above, we can say that with a properly built adaptation system, new employees can easily and quickly adapt to the working conditions of the organization. This increases the productivity of individual employees and organizations.

At the same time, the motivation system also has a huge impact on the adaptation of new employees. Therefore, all organizations and enterprises should develop this direction, so that all newly arrived employees are motivated already at the initial stage. They are motivated not only to adapt quickly, but also to increase their productivity.

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ПЕРСОНАЛДЫ БЕЙІМДЕУДІҢ ТЕОРИЯЛЫҚ АСПЕКТІСІ

Андатпа.

Мақалада персоналды басқарудың маңызды міндеті ретінде персоналды бейімдеудің негізгі тұжырымдамасының теориялық аспектілері ашылады. Барлық ғылыми тұжырымдамалардың пайда болу реті бойынша отандық және шетелдік зерттеушілердің әртүрлі түсіндірмелеріне толық талдау жасалады. Сонымен қатар, мазмұнның жаңа сипаттамалық ерекшеліктері анықталады, барлық қызметкерлердің және тұтастай ұйымның пікірі бойынша бейімделудің негізгі мақсаттары, негізгі міндеттері анықталады.

Қазіргі уақытта персоналды бейімдеу белгілі бір персоналды басқару жүйесінің негізгі құрамдас бөлігі болып табылады. Бейімделу процесінің өзі басқарылады және барлық жаңа жұмысшыларды ұйымның негізгі мәдениетіне, ұйымның барлық ішкі тәртібіне, сондай-ақ осы компания ұсынатын барлық нақты талаптар мен үміттерге, олардың негізгі жұмыс орнына бейімдеуге бағытталған.

Сонымен қатар, бейімделу белгілі бір уақытты ғана емес, сонымен бірге қаржылық шығындарды да азайтады, жұмыс орнын игеруге және максималды қайтарыммен өз бетінше жұмыс істеуге. Демек, бейімделу процесі басшылыққа да, қызметкерлерге де тиімді. Сондықтан менеджменттегі бұл мәселе өте маңызды деп айтуға болады. Тиісінше, жұмыс орнындағы персоналды бейімдеудің барлық мәселелері кез келген компания үшін басты мәселе болып табылады, өйткені персонал негізгі технология ретінде әрекет етеді. Бұл технология белгілі бір кадрлық саясаттың арқасында жүзеге асырылады және оны ұйым бекітеді.

Мақалада көрсетілген зерттеу нәтижелері әртүрлі коммерциялық кәсіпорындардың персоналды бейімдеу жүйелерін құруда қолданылуы мүмкін. Осылайша, осы тақырыпты неғұрлым егжей-тегжейлі дамыту үшін компанияның корпоративтік мәдениетінің деңгейлерін сақтау және дамыту мақсатында персоналды бейімдеудің ұйымдастырылған процесінің, сонымен бірге ұйымдағы әлеуметтік-психологиялық климатты тұрақтандыруға және жақсартуға әсерін бағалау көзделеді.

Негізгі сөздер: персоналды бейімдеу, бейімдеу, персоналды басқару, персоналды бейімдеу түрлері, персоналды бейімдеудің мақсаттары мен міндеттері.

ТЕОРЕТИЧЕСКИЙ АСПЕКТ АДАПТАЦИИ ПЕРСОНАЛА

Аннотация.

В данной статье раскрываются теоретические аспекты основного понятия адаптация персонала как важнейшая задача управления персоналом. Проводится полный анализ различных трактовок как отечественных, так и зарубежных исследователей по последовательности появления всех научных понятий. Наряду с этим происходит выявление новых характерных особенностей содержания, определяются основные цели, главные задачи адаптации по мнению всех работников и организации в целом.

В настоящее время адаптация персонала является главным составляющим определенной системы управления персоналом. Сам процесс адаптации управляем и полностью направляется на адаптацию всех новых работников к основной культуре организации, ко всем внутренним распорядкам организации, а также ко всем определенным требованиям и ожиданиям, которые предоставляются данной компанией, к своему основному рабочему месту.

Вместе с тем, адаптация снижает не только определенные временные, но и финансовые затраты, на усвоение рабочего места и на самостоятельную работу с отдачей по максимальному. Следовательно, процесс адаптации взаимовыгоден как руководству, так и сотрудникам.

Поэтому, можно утверждать, что данная проблема в менеджменте является очень важной. Соответственно, все проблемы адаптации персонала на своем рабочем месте является главной для любой компании, потому что персонал выступает в роли основной технологии. Данная технология реализуется благодаря определенной кадровой политике и утверждается организацией.

Изложенные в статье результаты исследования могут быть применены при построении систем адаптации персонала различных коммерческих предприятий. Таким образом, чтобы более подробно развить данную тему предполагается дать оценку влиянию организованного процесса адаптации персонала с целью

сохранения и развития уровней корпоративной культуры компании, вместе с тем на стабилизацию и улучшение социально-психологического климата в организации.

Ключевые слова: адаптация, адаптация персонала, управление персоналом, виды адаптации персонала, цели и задачи адаптации персонала.

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