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DEVELOPMENT OF HUMAN CAPITAL AS A FACTOR IN INCREASING THE INNOVATIVE ACTIVITY OF ENTERPRISES

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Annotation

The article discusses personnel issues, as well as the analysis of methods and approaches to the development of human resources at enterprises, providing the opportunity to generate and implement new ideas and technologies. Today, personnel development is becoming an important factor in increasing the innovative activity of enterprises, which contributes to their sustainable growth and competitiveness. Taking into account economic instability, the topic of human resource development is relevant and significant, since qualified and motivated employees are the basis for successful innovation in enterprises.

Keywords: human resources, innovative activity, personnel development, competitiveness, innovative technologies.

Relevance of the Topic

In today's world, rapid scientific and technological progress and global competition require enterprises to constantly innovate and update. Human capital plays a key role in this process, providing the ability to generate and implement new ideas and technologies. Developing human capital has become a crucial factor in enhancing the innovative activity of enterprises, contributing to their sustainable growth and competitiveness [1].

The purpose of this article is to analyze the methods and approaches to developing human capital in enterprises, as well as to identify factors that influence the increase in innovative activity. The research tasks include:

- Studying the theoretical foundations of human capital development;
- Analyzing practical methods and approaches used in enterprises;
- Evaluating the effectiveness of various methods of human capital development;
- Identifying problems and risks associated with human capital development;
- Developing recommendations for improving methods of human capital development.

Today, the topic of developing human capital is relevant and significant, as qualified and motivated employees are the foundation for the successful implementation of innovations in enterprises. Analyzing existing methods and developing new approaches will help companies more effectively manage human resources and achieve their goals [2].

Despite instability within enterprises, human capital remains of great importance, representing a combination of employees' knowledge, skills, abilities, and personal qualities that they apply in their professional activities. It includes education level, professional training, work experience, as well as motivation and readiness for learning and development. Human capital is a critical resource that determines the enterprise's ability to engage in innovative activities and adapt to changes in the business environment.

Human capital plays a key role in the innovative activities of enterprises. Qualified and motivated employees are capable of generating new ideas, developing and implementing innovative technologies and products. They also play a significant role in managing change and adapting to new conditions. High human capital contributes to enhancing the competitiveness and sustainable development of an enterprise.

Various factors influence the development of human capital, including:

- **Education and professional training:** the quality and level of employees' education, as well as opportunities for further education and professional development.
- **Corporate Culture:** The presence of a favorable corporate environment, support for innovation, and employee development.
- **Motivation and Talent Retention:** Motivation systems aimed at attracting, developing, and retaining talented employees.
- **Technological Infrastructure:** Access to modern technologies and resources for learning and work.
- **Leadership and Management:** Support and initiative from management in matters of human capital development.

One of the key methods for developing human capital is education and professional training. Companies invest in employee education by organizing courses, training, and seminars, and providing opportunities for further education. The development of individualized training programs also plays an important role, allowing employees to combine theoretical learning with practical work at the company.

As for corporate training and skill enhancement programs, they are focused on the continuous renewal and deepening of employees' knowledge and skills. Companies establish internal educational centers, develop training programs on industry-specific topics, and invite external experts to conduct training sessions and seminars. The implementation of e-learning systems and online courses makes the learning process more flexible and accessible to all employees [3,4].

Another important aspect is the **motivation and retention of talent**. Motivation systems play a crucial role in developing human capital and enhancing innovative activity. Companies create reward and recognition programs that encourage employees to generate and implement new ideas. It is also important to provide conditions for career growth and professional development, which helps retain talented employees and reduce staff turnover.

Noteworthy examples of successful corporate training programs include projects by large companies such as «Kazakhmys Corporation LLP», «KAZ Minerals», and «Halyk bank». These companies have established their own corporate universities and training centers that offer programs on various topics. For example, «KAZ Minerals» actively implements training programs in digital skills and innovation management, contributing to the skill enhancement of employees and the development of their professional competencies.

Today, successful motivation system cases include projects by companies such as «Yandex» and «Kazaktelecom JSC». These companies develop reward programs for innovative ideas and projects and create favorable conditions for employees' professional and career growth. For instance, «Yandex» offers its employees participation in an equity program, allowing them to receive a share of the company's profits and motivating them to engage in active innovation [5,6].

Leaders and corporate culture are of particular importance, as they play a significant role in human capital development. Successful companies demonstrate that management support and the presence of an innovative corporate culture actively contribute to the development and implementation of innovations. Leaders must show readiness for change, support employee initiatives, and create conditions for their professional growth and development.

In times of economic instability, it is important to highlight certain problems and obstacles in developing human capital. The main challenges enterprises face in human capital development include:

- **Insufficient funding:** Limited financial resources may hinder the organization of quality employee training and motivation programs.
- **Resistance to change:** Employees may resist changes and new working methods, which complicates the implementation of innovations.
- **Lack of qualified instructors and a shortage of experienced specialists:** This is a serious issue for many companies, as they struggle to find people capable of training and developing their workforce.

In the context of an unstable economic environment, existing human capital development methods may have their limitations. For example, traditional forms of education are not always effective in adapting to rapidly changing labor market demands and new technologies. Additionally, the lack of a personalized approach to training can reduce its effectiveness.

Analyzing unsuccessful human capital development projects helps identify the main reasons for failure. These include poor planning, a lack of clear strategy, insufficient resources, and weak management support. For instance, projects aimed at introducing new technologies without proper employee preparation often encounter resistance and low efficiency [7].

To improve human capital development, a **comprehensive approach** is needed, considering all aspects of professional growth and employee motivation. This includes integrating various training, motivation, and performance evaluation methods. Companies should create long-term development programs that systematically enhance employees' qualifications and skills.

One of the key aspects is the use of modern educational technologies. Tools such as e-learning, virtual reality (VR), and augmented reality (AR) make the learning process more interactive and effective. Implementing online learning platforms and courses allows employees to choose a convenient time and place for learning, which increases their engagement and results.

For many enterprises, **the role of government support and corporate strategy** is particularly important. Government support in the form of grants and subsidies can significantly help companies develop human capital. It is also essential that corporate strategies are aimed at supporting innovation and the professional development of employees. This includes creating opportunities for career growth, motivational programs, and initiatives to improve working conditions.

The methodology for assessing human capital potential includes several stages:

1. Diagnosing the primary orientation of personnel;
2. Assigning managerial roles;
3. Evaluating project design skills.

The main characteristic of individuals capable of design-related activities is the ability to structure the process of achieving objectives while focusing on both the result and the conditions. The process of personnel assessment serves as a means of measuring each individual's contribution to the overall results of the enterprise, i.e., the value or worth of personnel for the company. Consequently, it helps determine personalized investments when forming human capital.

Today, the system of human resource development, regardless of the type of activity of the enterprise, is of great importance, representing a complex of interrelated elements. At the same time, the formation of such a system, the work of the personnel service, first of all, should be based on monitoring the personnel of the enterprise. This is the most important component of managing the development of the human resources potential of the enterprise, which is the basis for the work of all other subsystems. In this case, the selection of personnel provides the company with personnel in the necessary quantitative and qualitative terms [8].

In the process of forming such a system, the company's management must constantly analyze and adjust the selected areas, adapting them taking into account environmental factors. From a practical point of view, the activities aimed at creating a human resource development system involve work in the following areas:

- tactical, ensuring the implementation of the employee's current functions;
- strategic, responsible for the development and implementation of the strategy for the development of the personnel management system of the enterprise as a whole.

Taking into account internal and external factors, for the effective functioning of the enterprise it is necessary:

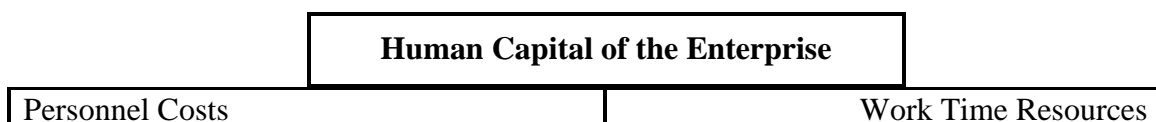
- Establish a flexible work schedule;
- To introduce new labor standards as innovative technologies are introduced;
- Improve the organization of employees' work;
- To implement modern working methods;
- Organize training and professional development of employees on time;
- To make individual plans for the career growth of employees;
- To find out the causes of downtime and regularly carry out preventive measures in production;
- Identify the most effective motivating factors and implement appropriate incentive systems;
- Identify effective methods for managing stress and conflict in the work environment.

Various methods are used during assessment activities, including **socio-psychological and psychologically-oriented diagnostics**, specialized information collection and analysis techniques, and sociometry. The results of personnel research can serve as a foundation for optimizing staff placement, planning activities for improving the social-psychological climate, adjusting hierarchy structures, management styles, and employee incentives. Additionally, these results help optimize interactions within and between production departments.

Today, many experts agree that **human capital** refers to a combination of knowledge, skills, and abilities that individuals either use or can potentially use in the future in a specific job to achieve particular goals. Therefore, human capital is the sum of the quantitative and qualitative characteristics of employees that determine the productivity of the enterprise and are utilized to achieve set goals while considering economic, technical, and material potentials. Figure 1 illustrates the structure of the elements of human capital [9].

In the context of competitive markets, **high-quality employee productivity** indicates the high efficiency of an enterprise. The competitiveness of a company in the market, as well as its economic impact, directly depend on the proper formation of human capital, which in turn influences the effectiveness of enterprise management. Under economic instability, forming human capital becomes a complex system influenced by both internal and external factors, such as:

- Personnel costs;
- Creative activity of employees;
- Skill levels;
- Time management resources;
- Personnel numbers and structure;
- Level of employee competence.



Creative Activity of Personnel	Number and Structure of Personnel
Personnel Qualification Level	Personnel Competency Level

Figure 1 – Key Components of Human Capital.

Conclusion

Today, the development of human capital is a key factor in increasing the innovative activity of enterprises. Qualified and motivated employees are capable of generating new ideas and implementing innovative technologies, which contributes to the sustainable growth and competitiveness of companies. Further research can be directed toward exploring new methods and approaches for developing human capital, as well as analyzing the factors that influence the successful implementation of innovations. This may include utilizing modern technologies and data to assess the effectiveness of various programs and initiatives.

The results of this research are of practical significance for enterprises aiming to enhance their innovative activity. The recommendations developed can be used to improve processes related to human capital development and innovation management. This will help companies more effectively utilize their human resources and achieve their strategic goals.

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РЕЗЮМЕ

РАЗВИТИЕ КАДРОВОГО ПОТЕНЦИАЛА КАК ФАКТОР ПОВЫШЕНИЯ ИННОВАЦИОННОЙ АКТИВНОСТИ ПРЕДПРИЯТИЙ

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В статье рассматриваются кадровые вопросы, а также анализ методов и подходов к развитию кадрового потенциала на предприятиях, обеспечивающие возможность генерации и реализации новых идей и технологий. Сегодня развитие персонала становится важным фактором повышения инновационной активности предприятий, что способствует их устойчивому росту и конкурентоспособности. С учетом экономической нестабильности тема развития кадрового потенциала является актуальной и значимой, так как квалифицированные и мотивированные сотрудники являются основой для успешного внедрения инноваций на предприятиях.

Ключевые слова: кадровый потенциал, инновационная активность, развитие персонала, конкурентоспособность, инновационные технологии.

ТҮЙІНДЕМЕ

КӘСПОРЫНДАРДЫҢ ИННОВАЦИЯЛЫҚ БЕЛСЕНДІЛІГІН АРТТЫРУ ФАКТОРЫ РЕТІНДЕ КАДРЛЫҚ ӘЛЕУЕТТІ ДАМУ

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Алматы, Қазақстан

Мақалада кадрлық мәселелер, сондай-ақ жаңа идеялар мен технологияларды құру және іске асыру мүмкіндігін қамтамасыз ететін кәсіпорындарда кадрлық әлеуетті дамыту әдістері мен тәсілдерін талдау қарастырылады. Бүгінгі таңда персоналды дамыту кәсіпорындардың инновациялық белсенділігін арттырудың маңызды факторына айналуға, бұл олардың тұрақты өсуіне және бәсекеге қабілеттілігіне ықпал етеді. Экономикалық тұрақсыздықты ескере отырып, кадрлық әлеуетті дамыту тақырыбы өзекті және маңызды болып табылады, өйткені білікті және уәжді қызметкерлер кәсіпорындарда инновацияларды табысты енгізу үшін негіз болып табылады.

Түйінді сөздер: кадрлық әлеует, инновациялық белсенділік, персоналды дамыту, бәсекеге қабілеттілік, инновациялық технологиялар.

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