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## Section 1. History and archaeology

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### HISTORICAL SOURCES: TYPES AND ANALYSIS

**Abstract.** The paper discusses historical sources and their importance for the study of the history of human society. The introduction indicates what the historical sources are. Then, the most important types of sources were listed by historical era with a basic division into the remains of material culture, written sources and sources characteristic of the modern era. The second part of the paper refers to the analysis of historical sources as one of the key steps in the historians' work.

**Keywords:** historical sources, material remains, written sources, acoustic sources, source analysis, internal criticism, external criticism, primary sources, secondary sources.

Historical sources include any type of evidence that people have left behind through their past activities – the written word, landscape form and material artefact, fine art, photography and film. Of all the humanities and social sciences, only history uses so many different sources, and each of them requires special knowledge.

It can be said that history encompasses the human experience of every place and every period. No part of the past can be skipped under the pretense that it does not belong to the proper domain of historical knowledge. The historian usually relies on the conclusions of archaeologists and art historians, and feels himself able to draw conclusions from a wide range of material evidence. Over the last thirty years, the range of sources that historians consider themselves sufficiently professional, has grown. These include place names, types of landscapes, movies, etc. The fact remains that the study of history has almost always been based on what the historian can read in documents or hear from his reporters.

However, most historians do their research in libraries and archives<sup>1</sup>. In this paper, we will deal with exactly that topic – historical sources, that is, what is it that can serve as a relevant and authentic source of data for the historian in order to reconstruct an event from the past or to learn about a certain historical process.

Each historical epoch is characterized by different types of historical sources, and here we will point out some more important types of sources, going from the modern era to the more distant past. For the study of modern history, the sources created by the inclusion of modern technical means in communication between people occupy an important place, and they are usually called acoustic sources. These acoustic sources contain important testimonies about certain events (recordings of various sessions, congresses, parliaments, demonstrations, speeches, etc.), and when using this type of source, the historian must carry out a strict verification of authenticity, i.e. check whether it is original or reworked sound document. Photography, as a historical source, captures detail, revives the atmosphere and significance of a historical event or person. Photography helps the historian to get to know historical monuments, works of art and subject monuments from various parts of the world. It is known that photomontage, retouching and other techniques can be used to falsify reality, so all this requires the historian to act critically when using photography as a source and to apply all technical and other means to establish its originality. Film recordings are also important sources for history, and as is known, they are more recent as a historical source, and were created at the beginning of the twentieth century. Today, we have a lot of valuable film material that helps the historian to get more accurate and comprehensive information about what happened. After the Second World War, in addition to film, television also became a very important source. The problem for the historian is that the critical use of film material is more complicated than when using written sources<sup>2</sup>.

Written sources are the most numerous and most important type of source in historical research. There are preserved sources of this type from the history of ancient Egypt, Mesopotamia, and Asia Minor that tell

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<sup>1</sup> Mirjana Gross. *Historical sciences* (Zagreb: SNL, 1980); Veronik Sal. *Historians* (Belgrade: Clio, 2008).

<sup>2</sup> Miomir Dašić. *Introduction to history with the basics of auxiliary historical sciences* (Titograd: NIO "University word"; University "Veljko Vlahović", 1988). – P. 58–60.

about the past of these countries. The oldest written sources from the Greco-Roman world are various types of inscriptions on hard material, and epigraphy deals with this type of source. Various philosophical and scientific texts are preserved on papyri, and acts are the most significant type of source for this period. For the history of Attica, tile inscriptions called ostraca are an important type of source. Analysts are of great importance for Roman history, and then Roman historiography<sup>1</sup>.

The oldest medieval sources of narrative character are annals. The exposition in the annals is scanty and dry, the events are arranged in chronological order without any systematicity. A related genus of annals is the medieval chronicle, in which the presentation is connected and the scope of the story is much wider. Hagiographies (biographies of saints) are an important part of medieval narrative sources. For medieval history, the most important sources are acts and charters, which are written testimonies of business or legal content created during the activities of individuals or state institutions. Registers have been kept in some countries since the Middle Ages, and they contain data of a certain type: about taxes, issued instructions or orders, gifts, income and expenses, etc. More important written sources include laws and other legislative texts (ordinances, orders, decrees, etc.). Written sources also include various types of maps, plans, sketches and drawings<sup>2</sup>.

Newspapers and magazines are an invaluable resource for many purposes. They can be used to search for interesting political cases, to follow their development, and to find concrete data and views<sup>3</sup>.

A special type of material and literature are published and unpublished memoirs, which represent memories written by authors on their own initiative and inspired by major historical events, and are most often written by persons who played a significant role in history during their lifetime or some part of it. They were written in the form of diaries, memoirs and autobiographies. In the diary, the author recorded facts from daily events, most often during his activities during important historical events. Memoirs are subsequently written memories of some events and personalities. An autobiography is a biography compiled by

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<sup>1</sup> Miomir Dašić. Introduction to History with the Basics of Auxiliary Historical Sciences, – 60 p.

<sup>2</sup> Ibid. – P. 61–63.

<sup>3</sup> Knut Ćelstali. The past is not what it used to be (Belgrade: Geopoetics, 2004). – 186 p.

the author himself and contains important dates and events from his life and the life of his family<sup>1</sup>.

Literature, too, has its importance as a historical source, of course, novels and dramatic texts cannot be treated as factual data. However, all literary works offer us an insight into the social and intellectual environment in which the author himself lived, and often vivid descriptions of the physical properties of that environment<sup>2</sup>.

Material remains appear in the form of objects, so we call them object sources, and they are most often used to supplement the picture we create with the help of written sources. Their use requires special knowledge and methods that are different from those used in working with written sources. Such sources are most often found by excavation, and the science that deals with this is called archaeology. This type of source also includes villages, towns, bridges, fortresses, moats, towers, trenches. Secular and church buildings also belong to them<sup>3</sup>. Oral sources or oral tradition have a certain importance for historical science. Oral sources can be divided into memories, which are memories of one's own experiences, and traditions that have been passed down from generation to generation<sup>4</sup>. Primary sources are usually considered to be those that are closest in time to the studied period or come from it, and secondary sources are those that were created later. That distinction, however, can sometimes be quite unclear. Whether some sources will be primary or secondary for a historical researcher depends on the type of approach and the nature of the analysis and research that the historian performs<sup>5</sup>.

Under historical methods, Thucydides found chronology, a neutral point of view and the world around him as a result of the actions of human beings. Thus, in a way, he separated history from Greek pagan polytheism and gave it a scientific-materialistic character. Historical sources and their impartial and objective analysis are very important for neutrality in the observation of history, because without historical

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<sup>1</sup> Zdravko Deletić. The craft of the historian, Methodology of historiography. (Kosovska Mitrovica: Faculty of Philosophy in Pristina with temporary headquarters in Kosovska Mitrovica; Historical archive of Kraljevo, 2019). – P. 115–117.

<sup>2</sup> John Tosh. In looking for History. (Belgrade: Clio, 2008). – 95 p.

<sup>3</sup> Miomir Dašić. Introduction to History with the Basics of Auxiliary Historical Sciences. – P. 68–69.

<sup>4</sup> Knut Čelstali. The past is not what it used to be. – 172 p.

<sup>5</sup> Jeremy Black, Donald M. McReild. Studying History. (Beograd: Clio, 2007). – 112 p.

sources there is no history as an exact science<sup>1</sup>. At the very beginning of researching a problem, the basic question arises, how to find the sources? As a rule, the first indications for searching for sources come from the professional literature that we use to develop the topic. A review of some of the cited sources in the appendices and footnotes can be very useful. When it comes to printed sources, they can be accessed quite easily through a library. Sometimes it can be determined that they contain many details, which have not been thematized yet, so that further research could be started on their basis. Historical lexicons, as well as atlases, especially those specialized in certain narrow specialties, certainly represent a great help. Further help in searching for sources is provided by bibliographies and source science. It must be noted here that no list of books or science of sources can be said to be comprehensive because new editions of sources are published<sup>2</sup>. The central place of the historical method is the criticism of sources. It implies evaluation, the skill of evaluation, reasoning, distinguishing what is good and valuable from what is bad and weak in science. From the point of view of historical science, criticizing sources means searching for falsifications and untruths and determining the degree of credibility and originality of the source, and essentially goes down to answers to the questions: when was the source created, in what time or other circumstances (who is the author of the document) and in to what extent we can rely on that source or type of source. If we start from the fact that what is the goal of source criticism, then we can distinguish text criticism or external criticism (erudite or lower criticism) and statement criticism or internal criticism (hermeneutic or higher criticism of historical sources)<sup>3</sup>.

From the mentioned stages in the analysis of the source, it is clearly concluded that the first step is to examine the credibility of the source,

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<sup>1</sup> Đorđe Stanković, Ljubodrag Dimić. *Historiography Under Supervision I*. (Belgrade: Gazzete FRY, 1996). – 169 p.

<sup>2</sup> Dalibor Elezović. "Methodological challenges of the research of historical sources of the early modern period" in *Methodological challenges of historical science: thematic collection of international importance / edited by Zdravko Deletić, Dalibor Elezović*. Kosovska Mitrovica: Faculty of Philosophy, 2018. – 143 p; Ralf-Peter Fuchs. *Technik: Die Arbeit mit den Quellen, Frühe Neuzeit*, A. Völker-Rasor. (München: Oldenbourg Verlag, 2006). – 258 p.

<sup>3</sup> Miomir Dašić. *Introduction to history with the basics of auxiliary historical sciences*. – P. 105–106.

that is, to determine whether the author, place and date of creation of the written text correspond to what has been stated. These issues are particularly important in the case of legal documents, such as charters, wills and agreements. It is known that people have forged a large number of such documents at various times. The second phase, which represents the interpretation of the content of the text, is much more demanding. In addition to knowing the language, the historian must also know the historical context that will indicate what the words used refer to. Old words fall out of use over time and have different meanings at different times, so old words should not be given a modern meaning. When reconstructing the content of a document, the historian asks a much more important question: is what the source tells us reliable? This question goes beyond the range of auxiliary techniques and requires knowledge of the historical context and human nature, and it can be said that this is the terrain of the historian. The credibility of the source is most influenced by the intention and prejudices of the author<sup>1</sup>.

The bottom line about source analysis is that historical research is not about finding one reliable source to extract all that it has to offer. As much evidence as possible should be collected from a large number of sources, preferably from all sources related to the research topic. Each type of source has both flaws and virtues for research, but when they are used together and compared with each other, there is a possibility to illuminate the real facts and to discover and reconstruct an event that is very close to the truth. For this reason, it is important to master and compare different sources. In using sources, the historian is far from being just a passive observer. He must be resourceful and gifted to make full use of a historical source<sup>2</sup>.

From the point of view of scientific criticism, historical sources can be divided in several ways: according to the relation to the events they talk about, they are usually divided into “first-hand” sources (first-rate) and “second-hand” sources (second-rate); according to the relationship between the source and the researcher, they can be divided into primary or immediate and secondary or indirect. Well-known methodologist J. Topolski spoke about direct and indirect sources, where direct sources would be those that are only the remains of historical reality,

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<sup>1</sup> John Tosh. In looking for History. – P. 122–127.

<sup>2</sup> Ibid. – P. 133–140.



while indirect sources would be those that testify to historical facts by means of signs such as writing and language<sup>1</sup>.

Knowledge about the past of human society is not possible without remains from that past, which are called historical sources. We have different historical sources from different periods of the history of human society, that's why knowledge of historical sources by era is necessary for a historian. They can be the remains of material culture, written sources, and modern times bring us new types of sources such as acoustic sources. The analysis of historical sources is the basis of the historian's work and it consists of several stages. The most important are the internal and external criticism of the source, which includes the determination of the authenticity of the source itself and the determination of the facts that the source communicates to us, and in order to obtain as true a picture as possible of the event from the past, which is being attempted to be reconstructed, it is necessary to analyze as many sources as possible about the given event. Apart from clear methodological instructions, a significant part of the work in working with historical sources also depends on the personal abilities of the historian himself, his perspicacity and experience.

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<sup>1</sup> Miomir Dašić. *Introduction to history with the basics of auxiliary historical sciences*. – 52 p.

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## Section 2. Philology and linguistics

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### **THE SLAVIC MYTHICAL CREATURE “КИКИМОРА” (LINGUO-CULTURAL OBSERVATIONS)**

Every mythological character is included in the whole sphere of people's rituals, beliefs and everyday life and presented in a specific relation with language and culture. The actuality and practical application of our scientific research are determined both by the existing in modern linguistics and the increased interest in the manifestations of the national-distinctive mentality in language and by the aspiration of scientists to reconstruct how in ancient times, the human consciousness reflected the objective reality.

The first criterion when analysing a given mythical creature is related to its habitat area, i.e., placing the creature in one of the two main groups – aquatic and chthonic. We must clarify that such a distinction is relatively conditional due to the ambivalence of mythical creatures and their specific abilities for metamorphosis and mobility in space. A mythical creature that is assigned to one of the two groups identified by us will be further examined through the prism of indicators: name, habitat (specification of whether it is a forest, lake, river, or home), functions, time of appearance, symbolism in appearance and similar beings. We have paid particular attention to the analysis of phraseological units because of their importance in studying mythical creatures. Naturally, the relationship between language and mythology is most clearly manifested in the peculiar core of a given language, i.e. its lexical-phraseological fund. People use phraseological units to store and transmit cultural information. The main *aim* of our paper is the complex analysis of the mythical Slavic creature – кикимора (English: kikumora) and its comparison in the context of the Bulgarian, Czech and

Russian languages. It is necessary to examine this creature through the lens of anthropocentrism, placing the human being at the centre of the second part of our study. Even though mythological characters do not have a direct connection with humanity, we believe they all have some relationship with him. First, this connection is based on fear, belief, or gratitude for the creature's deeds as part of the creature's image. The place with a direct and undeniable relationship with the individual is his home (irrespective of its type and shape – house, igloo, yurt, castle, hut, etc.). Considering everything we have discussed; we can classify Slavic mythical creatures as follows:

1) Creatures that inhabit the space outside the home – meadows, meadows, mountains, lakes, rivers, etc. Such are the nymphs, fairies, mermaids;

2) Creatures that inhabit the home and are connected to it, to the daily life and life of the person – the house spirits, the kikumora and the банник (creature, which lives in the bathroom), etc.;

3) “Wanderers” – unclean forces (Diseases);

4) Spirits and demons – they are somehow related to the wanderers, but most often, they do not stay in the person's home, either visiting him or settling in most cases after a series of specific events – sudden death, provoking a deity, etc. (examples are: кучодойман, анчутка (types of evil spirits)).

So, in Slavic mythology, the mythical creature known as a kikumora (in Russian: кикимора) inhabits homes. As a result of our observations, it can be concluded that this character is unique to Russian folk culture and does not exist in Bulgarian or Czech cultures. In Czech, this creature is simply a variety of the house spirit, and in Bulgarian, it is the same. According to the interpretive dictionaries, to confirm the introduction of the image to Bulgarian lands, there is information from the interpretive dictionaries where it is mentioned that the lexeme comes from the Russian language with the meaning of *нощно привидение, домашен дух, таласъм, а в съвременния български език се разбира като стара, грозна или изобищо противна жена* (Translation in English: *a night apparition, a house spirit, a goblin, and in the modern Bulgarian language it is understood as an old, ugly or generally disgusting woman*)<sup>1</sup>. The Bulgarian

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<sup>1</sup> Andreychin L., Georgiev L., Ilchev St., Lekov Iv. Balgarski talkoven rechnik. – Sofia: Nauka i izkustvo, 2009.

language contains several phraseological units that include kikimora components, despite the circumstances mentioned above:

1) (ти) си кикимора (meaning in Bulgarian: противен, отблъскващ човек (най-вече за жена) – literal translation in English: nasty, repulsive person (especially for a woman). English equivalent: spy.

2) кикимора (meaning in Bulgarian: улиčníца, лека жена или подмолна хитра жена) – literal translation in English: harlot, light woman, or sneaky woman with cunning. English equivalent: agent; vile.

3) грозна като кикимора (meaning in Bulgarian: използва се за много грозна, противна на външен вид жена) – literal translation in English: used for a hideous, nasty-looking woman. English equivalent: as ugly as a toad, as ugly as a wild boar, as ugly as sin, etc.

The name kikimora has a complex and composite structure. The second component, "mora" (мора), is believed to be derived from the word "mor" (мор), found at the base of the terms moria (мория, моря – *meaning in English: exhaust, kill*), with another root vowel in Mara (Мара) – meaning: death, die. A variant of Mara (mara) can be found in the dialects and other European and Slavic languages with various meanings, including a nighttime disease, a nightmare, an evil spirit, or a witch who can turn into a bird or an animal.

The first component remains problematic, often associated with the Proto-Slavic verb \*kykati (shout, scream) or with the noun \*kyka (female nightcap; feather; lark in birds). Some find a connection with the Balto-Slavic kik/kyk/kuk (hunchback, writhing), from which the Lithuanian kaukas (farmer, gnome) most likely arose; the Russian kika (Leshiy who lives in a bathhouse). In Bulgarian, there is a lexeme кика (A more extended lock of hair falling over the forehead that is usually combed back), and in Old Bulgarian kyka is a hair, fibre, thread, hair, fur, but also a verb with the meaning kikutya (I laugh obscenely loud) and the derivative kikot (a loud indecent laugh)<sup>1</sup>. Variants of these words are also found in other Slavic languages.

Taking a closer look at the first component of the name, let us examine all the possible meanings in detail. It will become apparent that they are entirely consistent with the description of the mythical creature

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<sup>1</sup> Barbolova Z. Entsiklopedia na personazhite v balgarskata mitologia. – Sofia: Nauka i izkustvo, 2010.

кикимора (transliteration: kikimora): a short, wrinkled, shrivelled ugly old woman (sometimes a long-haired girl or woman) with a large head, long arms, short legs, bulging eyes, hairy paws, horns, tail, and body covered with feathers or hair; she lives hidden in the home and sometimes giggles from the corner.

It is entirely following the contrasting dualistic spirit of the Slavic faith that the kikimora can be both – kind and helpful and, at the same time, rude and harmful to the people, as everything depends on the behaviour of the people who live in the house.

Considering that the kikimora is a character characteristic of Russian folk culture, it is surprising that our research has identified only one phraseological expression in Russian that contains a kikimora component, namely – кикимора, which refers to a woman who has a funny, ridiculous appearance.

It can be concluded that the kikimora is a variety of the house spirit under the habitat criterion. An argument for this statement can be found in the fact that in the Czech language, there is the word “kikimora”, which refers to a kind of house spirit.

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## Section 3. Sociology

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### NEW SKILLS FOR THE WUCA WORLD

**Abstract.** The purpose of the study is to substantiate the development of new skills in the conditions of the WUCA world and to determine the most demanded among them. To do this, it was necessary to reveal the content of the WUCA concept, to consider the main trends that determine changes in society. The content of the VUCA-Prime concept, which is necessary to counteract the WUCA world, is also disclosed from the standpoint of the formation of more relevant skills. The article identifies the main groups of skills of the future generation in the field of business, technology and data science. Specific examples show the emerging new formats of educational ecosystems built on close cooperation with technology companies as one of the most effective areas for the formation of new skills today. The results of the study can be useful in developing a personnel management strategy in companies.

**Keywords:** Competences, WUCA-world, VUCA-Prime, skills.

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### НОВЫЕ НАВЫКИ ДЛЯ МИРА

**Аннотация.** Целью исследования является обоснование развития новых навыков в условиях WUCA- мира и определения среди них наиболее востребованных. Для этого потребовалось раскрыть содержание концепции WUCA, рассмотреть основные

тренды, определяющие изменения в обществе. Также раскрыто содержание концепта VUCA–Prime, необходимого для противодействия WUCA-миру, с позиций формирования более актуальных навыков. В статье определены основные группы навыков будущего поколения в сфере бизнеса, технологии и науки о данных. На конкретных примерах показаны зарождающиеся новые форматы образовательных экосистем, построенных на тесном сотрудничестве с технологическими компаниями, как одного из наиболее эффективного направления формирования новых навыков сегодня. Результаты исследования могут быть полезны при выработке стратегии управления персоналом в компаниях.

**Ключевые слова:** Компетенции, WUCA-мир, VUCA –Prime, навыки.

Реформы образования, происходящие сегодня в большинстве стран мира, во многом были обусловлены постановкой вопроса о том, насколько современное образование адекватно задачам нынешнего и будущего общества. В этой связи центром обсуждения в образовательной сфере учеными, правительствами, международными организациями стали вопросы, касающиеся целей образования, методов обучения, навыков обучающихся и других актуальных параметров образования, не всегда отвечающих современным вызовам в обществе и потому требующих трансформации. О важности переоценки компонентов современной образовательной системы свидетельствуют документы, принятые в последние два десятилетия как на национальном, так и международном уровнях. Такие документы, как Инициатива ЮНЕСКО «Перспективы образования»<sup>1</sup>, Всемирный доклад Юнеско «К обществам знания»<sup>2</sup>, Доклад Международной комиссии по образованию для XXI века<sup>3</sup>, Программа Юнеско «Информация для

<sup>1</sup> Инициатива ЮНЕСКО «Перспективы образования». [Электронный ресурс]. URL: <https://ru.unesco.org/futuresofeducation/> (дата обращения: 15.12.2022).

<sup>2</sup> Всемирный доклад Юнеско. «К обществам знания». [Электронный ресурс]. URL: <https://ifap.ru/library/book042.pdf> UNESCO 2005/ (дата обращения: 14.12.2022).

<sup>3</sup> Образование: сокрытое сокровище (Learning: The Treasure Within) Основные положения Доклада Международной комиссии по образованию для XXI века. [Электронный ресурс]. URL: <https://www.ifap.ru/library/book201.pdf>. UNESCO 1996/ (дата обращения: 13.12.2022).



всех»<sup>1</sup>, «Глобальная декларация Rewired о подключении к Интернету в интересах образования»<sup>2</sup>, «Качественное обучение для всех. Инвестиции в знания и навыки в целях содействия развитию»<sup>3</sup>, Образовательная концепция 2030 ОЭСР<sup>4</sup>, национальный проект «Образование»<sup>5</sup>, российский проект высшего образования «Приоритет 2030»<sup>6</sup>, и многие другие заложили основу не только для многочисленных дискуссий, но и вызвали реорганизационные процессы в образовательной сфере.

Почему стало важным обсуждать реформы в образовании?

Для ответа на данный вопрос необходимо обратиться к факторам, которые оказывают значительное воздействие на социально-экономическое развитие в обществе, особенно в двадцать первом веке, предъявляя новые требования к системе образования. Конец двадцатого века ознаменовался новыми процессами в общественном развитии. Возникли новые концепции моделей общественного развития, отражающих эти изменения. Так, в социологии динамика развития, информационная компонента, степень предсказуемости результатов и других параметров общественного развития нашла отражение в концепциях SPOD/VUCA- мира.

<sup>1</sup> Программа ЮНЕСКО. «Информация для всех». URL: <https://ifap.ru/ofdocs/unesco/programr.pdf>. UNESCO 20005

<sup>2</sup> Будущее образования и навыков. Образование 2030. [Электронный ресурс]. URL: <https://fioco.ru/Media/Default/Documents/E2030%20Position%20Paper%2027.05.2019.pdf>, Проект ОЭСР. 2018/ (дата обращения: 18.12.2022).

<sup>3</sup> Качественное обучение для всех Инвестиции в знания и навыки в целях содействия развитию. Стратегия в секторе образования Группы организаций Всемирного банка на период до 2020 года Резюме Международный банк реконструкции и развития / Всемирный банк. 2011. [Электронный ресурс]. URL: <https://documents1.worldbank.org/curated/en/486391468162275185/pdf/644870WP00RUSS00Box0361538B0PUBLIC0.pdf>

<sup>4</sup> Глобальная декларация Rewired о подключении к Интернету в интересах образования. [Электронный ресурс]. URL: <https://en.unesco.org/futuresofeducation/sites/default/files/2022-02/Rewired%20Global%20Declaration%20on%20Connectivity%20for%20Education.pdf>. 2021/ (дата обращения: 18.12.2022).

<sup>5</sup> Национальный проект. «Образование». [Электронный ресурс]. URL: <https://edu.gov.ru/national-project/> (дата обращения: 18.12.2022).

<sup>6</sup> Программа «Приоритет 2030». [Электронный ресурс]. URL: <https://priority2030.ru/analytics/> (дата обращения: 19.12.2022).

Еще полвека назад общественное развитие определялось как SPOD мир (от слов Steady -устойчивый, Predictable –предсказуемый, Ordinary\_ -обычный, Definite –определенный)<sup>1</sup>. В таком обществе главной экономической основой было массовое однотипное промышленное производство без значительных технологических изменений. Оно было рассчитано на длительный период функционирования, требовало стабильную квалифицированную рабочую силу с перманентными навыками, которые обеспечивались формальными образовательными институтами, где один раз полученное профессиональное и высшее образование было достаточно для формирования компетенций, требуемых для такого производства (так называемое «индустриальное» образование). Информационная составляющая этого этапа развития общества практически не оказывала влияние на экономические процессы. Объем информации, используемый для аналитики и прогнозирования экономических результатов на уровне микро и макроэкономики, был небольшим и непротиворечивым. Причинно-следственные связи явлений можно было проследить, а результаты действий можно было запланировать на всех уровнях экономической системы. В корпоративном менеджменте, основанном на жесткости управления, выработке стандартов, согласовании стратегического и тактического управления, использование лучших практик обеспечивало успех компании.

Устойчивость, предсказуемость, простота и линейность процессов в экономической и социально-психологической сфере обусловили существование SPOD среды вплоть до последней четверти двадцатого столетия. Но 70–90-е годы двадцатого столетия стали вносить свои коррективы. Изменения в мире стали нарастать настолько быстро, что трудно стало предсказывать результаты, интерпретировать причинно-следственные связи между явлениями. Многие планы, проекты, разработки, инвестиции оказывались под угрозой вследствие непредсказуемых событий социально–политического и экономического порядка, многосложности факторов бизнес – среды, непонимания методов реагирования на риски и других факторов. Появился акроним VUCA-мир. Термин был выдвинут в 1985 году широко известными учеными в теории лидерства Уорреном Беннисом и Бертом Нанусом в книге «Лидеры.

<sup>1</sup> Ямилов Р.М. Комбинаторный маркетинг // Современные научные исследования и инновации. 2015.– № 11. [Электронный ресурс]. URL: <https://web.snauka.ru/issues/2015/11/58921/> (дата обращения: 18.12.2022).

Стратегии принятия самостоятельных решений»<sup>1</sup>. Ученые описали характеристики новой среды компаний, используя термины Volatile (волатильный), Uncertain (неопределенный), Complex (сложный), Ambiguous (неоднозначный). Впоследствии Бобом Йохансенем была предложена модель поведения, противодействующая вызовам VUCA –мира по четырем направлениям. Она получила название VUCA – Prime, образованная от слов Vision-видение, Understanding-понимание, Clarity-ясность и Agility-гибкость<sup>2</sup>.

VUCA-это больше, чем модное слово, пишет эксперт VUCA В. Гляйзер. Это способ мышления и подхода к решению проблем нашего цифрового и динамичного мира<sup>3</sup>.

Понимание мер реагирования в концепте VUCA -Prime, в условиях растущих рисков сегодняшнего мира, бизнес – среды привело к необходимости разрабатывать конкретные меры противодействия угрозам. Выработка таких мер противодействия, в первую очередь, компаниями, поставило вопрос о требованиях к сотрудникам и необходимых им навыкам.

Так, согласно концепту более четкое «видение» будущего компании требует от управляющей команды навыков проектного мышления, умения моделировать, строить многовариантные сценарии.

«Понимание» основано на умении идентифицировать факторы внешней и внутренней среды функционирования компании, требуя от сотрудников навыков системного мышления, аналитических способностей, структурирования и пр. «Ясность» требует, владения методами управления информацией. Гибкость связана с адаптивностью, готовностью к изменению и рискам, умением работать в условиях многозадачности (мультискилинг) и т.д.

Александр Идрисов, управляющий партнер Strategy Partners называет самыми востребованными сегодня профессиональными навыками критическое мышление и способность к анализу; умение

<sup>1</sup> Анна Кирикова. «VUCA и BANI: восемь букв, объясняющих мир». [Электронный ресурс]. Подробнее на РБК: [https:// trends.rbc.ru/trends/futurology/62866fde9a794701a4c38ae4](https://trends.rbc.ru/trends/futurology/62866fde9a794701a4c38ae4). Обновлено 15.12.2022/ (дата обращения: 18.12.2022).

<sup>2</sup> Dr David Hillson FIRM, Hon FAPM, PMI Fellow. «Управление рисками по модели VUCA –Prime». [Электронный ресурс]. URL: <https://risk-doctor.com/wp-content/uploads/2020/05/112R-Managing-risk-with-VUCA-Prime-DH.pdf> Февраль 2017/ (дата обращения: 15.12.2022).

<sup>3</sup> Цит.по: URL: <https://www.vuca-world.org>. [Электронный ресурс] (дата обращения: 12.12.2022).

решать проблемы (Problem-solving); навыки самоорганизации; способность к активному обучению; психологическую устойчивость, стрессоустойчивость и гибкость<sup>1</sup>. В условиях неопределенности, возрастания сложности, заключает А.Г Асмолов, победителями окажутся те, кто «готов к изменению изменений»<sup>2</sup>.

Пандемийный шок, геополитические угрозы, экономические, экологические и социальные кризисы еще более усугубили турбулентность происходящих изменений, существенно влияя на рынок труда. Пандемия, в частности, ускорила переход на дистанционную работу, цифровую трансформацию, автоматизацию бизнес-процессов, вызывая необходимость усилить внимание к прогнозированию будущих изменений.

Так, согласно расчетам Всемирного экономического форума доля роботизации в компаниях увеличится с 33% в 2020 году до 47% в 2025 году. Вследствие роботизации прогнозируется сокращение 85 млн. работников, в основном низко и среднеквалифицированных. Всемирный экономический форум ожидает появление в 2025 году 12 млн. новых рабочих мест, главным образом связанных с цифровыми профессиями. Спрос вырастет на специалистов по цифровой трансформации, аналитиков по обработке данных, разработчиков программного обеспечения и приложений, специалистов по искусственному интеллекту, облачным технологиям, кибербезопасности и т.д. Для этого потребуется переобучить 50% кадрового состава к 2025 году. В докладе названы топ-19 навыков, требуемых к 2025 году, связанных с умением решать проблемы, самоуправлением, работой с людьми и с использованием и развитием технологий. Названы самые востребованные навыки, среди которых аналитическое мышление, самообучение, умение аргументировать, критическое мышление, креативность, инициативность, гибкость, стрессоустойчивость и др<sup>3</sup>.

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<sup>1</sup> Идрисов Александр. Не только пандемия. Что меняет рынок труда. [Электронный ресурс]. URL: <https://spb.hh.ru/article/28899/> (дата обращения: 12.12.2022).

<sup>2</sup> Асмолов Александр. Миры и смыслы Александра Асмолова. 2016. [Электронный ресурс]. URL: <https://asmolovpsy.ru/2022/10/20/identifikaciya-varvara/> (дата обращения: 12.12.2022).

<sup>3</sup> The Future of Jobs Report 2020 OCTOBER2020Chapter 2 Forecasts for Labour Market Evolution in 2020–2025. [Электронный ресурс]. URL: [https://www3.weforum.org/docs/WEF\\_Future\\_of\\_Jobs\\_2020.pdf](https://www3.weforum.org/docs/WEF_Future_of_Jobs_2020.pdf). С. 29/ (дата обращения: 18.12.2022).

Пандемия также выявила потребность в социальных навыках: эмоциональном интеллекте, эмпатии, умении вести переговоры, клиентоориентированности, добросовестности, рефлексии и др.

Согласно исследованию Coursera, одному из влиятельных источников анализа и прогноза компетенций за 2021 год Global Skills, Россия входит в первую десятку стран мира, заняв 9 строчку, по уровню навыков в сфере бизнеса, технологий и Data Science<sup>1</sup>.

В перечень наиболее актуальных согласно докладу Coursera вошли следующие навыки:

- *Технологические навыки (Technology Skills)*. Связаны с обслуживанием компьютерных систем и программным обеспечением. Среди основных навыков:
- Облачные вычисления, Интернет вещей (для создания телекоммуникационной сети);
- Кибербезопасность, Криптография (для обеспечения информационной безопасности);
- Angular, HTML и CSS (для веб-разработки);
- JavaScript, Java (при компьютерном программировании);
- Android-разработка, iOS-разработка (при создании мобильных приложений для портативных устройств) и др.

*Деловые навыки (Business Skills)*;

- Аудит, Финансовый учет (для обеспечения учета и передачи финансовой информации);
- Финансовый анализ, Блокчейн (для эффективного распределения инвестиций в условиях неопределенности);
- Управление персоналом, Бизнес-аналитика (для построения системы менеджмента);
- Цифровой маркетинг, продакт-плейсмент (для выстраивания отношений с клиентами);
- Адаптивность, Инновации (для проектирования и запуска нового бизнеса). *Навыки обработки данных (Data Science Skills)*;
- облачные API, Hadoop для совершения операций с Big Data., в т.ч. составления отчетов, анализа и построения моделей;

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<sup>1</sup> Черепанова Юлия, Миронова Мария. Топ компетенций российских специалистов Результаты исследования Coursera Global Skills Report 2021. [Электронный ресурс]. Forbes Education [Электронный ресурс]. URL: <https://education.forbes.ru/authors/coursera-issledovanie-kompetentsii/> (дата обращения: 18.12.2022).

- Python R. (для статистического программирования);
- Многозадачное обучение, глубинное обучение(в машинном обучении);
- Математическая Регрессия, А/В-тестирование анализа, интерпретации и презентации данных;
- Tableau, Графика, (для интерактивной визуализации данных)<sup>1</sup>.

Ускорение технологического развития, цифровая трансформация экономики, нарастание угроз современного мира, усугубление неопределенности будущего вызывает необходимость ускоренного формирования навыков, соответствующих новым задачам общественного развития. Это, в свою очередь, во многом зависит от успешности образовательной политики. Форсайт образовательные проекты 2030 и нацелены на разработку концепции будущего образования, пока еще дискуссионной, требуют постоянного мониторинга учебных программ, с целью их постоянного обновления, требуют формирования экосистемного подхода в изменении учебной среды с включением новых участников образования.

Актуальным сегодня становится укрепление партнерства между образовательными учреждениями, государственными предприятиями, некоммерческими организациями, бизнесом, Инициатива такого сотрудничества исходит как от самих компаний, так и от образовательных учреждений, образуя разные форматы такого сотрудничества. Примеры успешного партнерства демонстрируют и инициативы образовательных учреждений высшего образования.

Так, например, Газпром корпоративный университет развивает проект «Лига вузов», установив стратегическое партнерство с 29 вузами из 14 регионов России. Компания также имеет базовые кафедры в ведущих вузах Санкт-Петербурга (ИТМО, СПбГУ, СПбПУ и др.), где на сегодняшний день открыты 29 магистерских программ.

С 2019 года ПАО «Газпром нефть» проводит конференцию «Мы в будущем» с участием большого числа вузов, «Сколково», Школы 21 Сбера, технологических компаний, формируя, таким образом, систему, призванную внедрять инновационные подходы в образовании с целью развития новых актуальных навыков выпускников.

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<sup>1</sup> Coursera Global Skills Report 2022: who leads the world. [Электронный ресурс]. URL: <https://ain.capital/2022/06/16/coursera-global-skills-report-2022-who-leads-the-world/> (дата обращения: 18.12.2022).

Активно развиваются корпоративным институтом новые проекты в области обучения персонала компании «Газпром нефть».

Также при поддержке компаний функционируют 14 научно-образовательных лабораторий, выполняющих научно – исследовательские заказы для бизнеса<sup>1</sup>.

Значительные усилия прикладывает Санкт-Петербургский Политехнический университет Петра Великого (СПбПУ) в обновлении образовательных программ. Сегодня уже действуют более чем 20 инженерных программ по магистратуре. Существенны успехи вуза в области новых разработок в таких областях, как биотехнологии, микроэлектроника, сенсорика, отечественное ПО, медицинские тест-системы, промышленный дизайн и др. В общей сумме университет участвует совместно с компаниями, в числе которых «Росатом», «Газпром нефть» и «Ростелеком», в 150 проектах<sup>2</sup>.

Необходимость освоения важных компетенций и формирования мышления, адекватного запросам общества в двадцать первом веке, влекут необходимость трансформации многих компонентов образовательной системы в качестве ответа на вызовы постоянно изменяющихся факторов экономической, социальной, экологической, культурной среды. И конечно, в обсуждении формирования новых элементов образовательной системы должны участвовать все заинтересованные лица, не только образовательные организации, деловые круги и правительство, но и гражданское общество с активным привлечением молодежи.

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## Section 4. Economics and management

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### **ECONOMIC CONTENT OF WOMEN'S ENTREPRENEURSHIP**

From the point of view of the organization of production and labor processes, small business implies freedom and independence of actions, the employee's interest in the results of his work, more flexible working conditions, efficiency of decisions made, the absence of complicated management structures, but at the same time the intensity of employees' work increases. Small business is distinguished by the peculiarity of the socio-psychological climate that develops in the company's team, while creating the best opportunities for combining personal and collective interests, there is the least risk of conflict situations.

With regard to the social adaptation of the population to a market economy, small business provides a person with considerable freedom of action, the opportunity to express themselves and earn income, but this form of employment is more characterized by the risk and uncertainty of the future position of the individual, weak social protection of both entrepreneurs and employees of small enterprises. To this is added a specific problem – the security of entrepreneurs and their property<sup>1</sup>.

In the political sphere, small businesses do not have the same opportunities as large capital for lobbying their interests in the highest echelons of power. This is one of the important reasons why small businesses need constant and effective support from the state and public organizations.

So, the concept of entrepreneurship as a form of employment has been clarified in terms of its role in the system of social relations, taking into account the opportunities provided for self-realization and

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<sup>1</sup> Andriuta X., Kartašova J. Female entrepreneurship patterns: a theoretical comparative study. *Verslo sistemas ir ekonomika business systems and economics*, – 3(2). 2013. – P. 187–195. DOI: 10.13165/VSE-13-3-2-05.

self-affirmation of the individual as a person. Small business performs economic and social functions in the modern economy, the content of which was defined by us in this paragraph.

Entrepreneurship is a kind of elite form of employment, which imposes a whole range of special requirements on the subject. At the same time, it is somewhat contradictory. Taking into account the above, we believe that the use of entrepreneurship as a form of employment for certain categories of the population and in certain areas of production should be carried out taking into account the need to minimize possible contradictions in order to increase the stability of the chosen form of employment.

The greatest contribution to the theory of entrepreneurship was made by A. Smith and J.B. Say. A. Smith understood the term “entrepreneur” as an owner who takes an economic risk in order to implement a commercial idea and make a profit. He himself plans, organizes production, disposes of its results.

J.B. Say wrote that the functions of an entrepreneur include a combination of factors of production (capital and labor), collecting information and accumulating the necessary experience, which can be used in certain situations with insufficient information, decision-making and organization of the production process<sup>1</sup>.

J. Schumpeter called entrepreneurship a special economic factor in addition to the three well – known ones – capital, labor, and land. In his opinion, entrepreneurship has a dual function. First, it is the power that combines resources in new, unique, innovative combinations. Secondly, it is the driving force of reorganizations and social changes made on the basis of special knowledge, intuition, and other qualities of the bearers of entrepreneurial properties. The entrepreneurial process of business regeneration and renewal. Schumpeter calls it “creative destruction,” a destruction without which nothing new can be created. Although in everyday life it is customary to call all those who are engaged in business as entrepreneurs, not everyone who is engaged in it can be an entrepreneur. They are only those business people whose behavior in the market is characterized by a searchable creative nature.

Three aspects of entrepreneurship:

- Entrepreneurship as an economic category. The central problem here is the identification of subjects and objects. Business entities can

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<sup>1</sup> Global entrepreneurship monitor. Global report 2017/18.– Global Entrepreneurship Research Association (GERA), 2018.– 154 p. ISBN-13: 978-1-939242-10-5

be private individuals, a collective, and the state. Thus, in a market economy, there is private, collective and state entrepreneurship. The object of entrepreneurship is the most effective combination of factors of production in order to maximize income;

- Entrepreneurship as a method of management. Defines an entrepreneur as an independent and independent business entity, responsible for decisions made, their consequences and associated risks, and a focus on achieving success;

- Entrepreneurship as a type of economic thinking. It is characterized by a combination of original views and approach to decision-making. The central role here is played by the personality of the entrepreneur.

Models of entrepreneurial behavior:

- the classical model-consists in the fact that the entrepreneur seeks to organize his activities with maximum efficiency from the resources at his disposal;

- innovative model-it uses not only its own resources, but also external ones, which makes it possible to choose the most profitable options for developing its own entrepreneurship.

Thus, entrepreneurship is a special type of creative activity associated with unlimited initiative and reasonable risk and, as a professional activity, is the most effective incentive for high-performance work, profit and, ultimately, better satisfaction of personal and social needs<sup>1</sup>.

The high level of employment of women over the years has contributed to the formation of a special quality of the female labor force, for which professional work has become an integral feature. The society has developed a certain stereotype of the idea of women's professional employment as a mandatory and permanent process, the discontinuity of which is due to the performance of the reproductive function. Women's need for jobs was stimulated both by economic conditions (paid work is a means of maintaining a certain level of family income) and by non-economic methods (ideological, legal, psychological). The extensive and costly management mechanism and the concept of cheap labor supported a high level of employment for women. Thus, the high

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<sup>1</sup> Pines A.M., Lerner M., Schwartz D. Gender differences in entrepreneurship: Equality, diversity and inclusion in times of global crisis. *Equality, Diversity and Inclusion: An International Journal*,– 29(2). 2010.– P. 186–198. DOI: 10.1108/02610151011024493.

employment rates of Soviet women are explained by economic necessity, and not by their desire to gain real economic independence<sup>1</sup>.

Ensuring women's employment is greatly influenced by the so-called inter-gender division of labor, that is, the time-based and traditional assignment of certain types of work to men and women. "Female" professions were formed by bringing traditional female occupations within the family to the macro level. The division of professions into "male" and "female" is artificially created, but it is justified in any society. There are various explanations for this.

Some foreign scientists, such as J.B. Agassi, L.D. Barnett, K. Bird, M.S. Gibbs, and D.H. Hatelman, believe that the qualities of female employees should be a continuation of traditional female characteristics<sup>2</sup>. It is believed that a woman, due to her natural inclinations, which are in no way connected with social reasons, tends to choose such professions that are, as it were, a continuation of her household duties. Typical examples are given: a nanny, a nurse, a kindergarten teacher, or a teacher. Some experts point out that "the woman herself can't think clearly, but she's great in supporting roles..."

Indeed, there are professions and types of work that women generally do better than men, and vice versa. So, professions that involve significant physical effort are more suitable for men. However, we cannot agree with the conclusions about the degree of expression of mental qualities of character of men and women, their decisive influence on the success of professional activity<sup>3</sup>.

It can be concluded that the situation in the field of employment at the present stage is not in favor of women. The main parameters and trends that characterize the peculiarities of women's employment relations include:

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<sup>1</sup> Global entrepreneurship monitor. Global report 2017/18.– Global Entrepreneurship Research Association (GERA), 2018.– 154 p. ISBN-13: 978-1-939242-10-5

<sup>2</sup> Meunier F., Krylova Y., Ramalho R. Women's entrepreneurship: how to measure the gap between new female and male entrepreneurs? Policy Research Working Paper 8242, 2017. [Электронный ресурс]. URL: <http://www.doingbusiness.org/content/dam/doingBusiness/media/Special>.

<sup>3</sup> Meunier F., Krylova Y., Ramalho R. Women's entrepreneurship: how to measure the gap between new female and male entrepreneurs? Policy Research Working Paper 8242, 2017. [Электронный ресурс]. URL: <http://www.doingbusiness.org/content/dam/doingBusiness/media/Special>.

- the specifics of the social group of women, the female labor force, which has social, psychological and psychophysiological features associated with the unique social role of women and their functions;
- dual employment of women related to the performance of a social role, maternal function and participation in labor activities;
- the need for paid employment of women in connection with maintaining an acceptable standard of living for the family, the current stage of socio-economic development of society, established traditions and stereotypes in the perception of the role and place of women in society, and the interests of women themselves;
- problems of gender-based occupational segregation, which contributes to the concentration of women in low-paid professions and industries, leading to discrimination against women in employment and in the labor market, as well as disproportions in the level of remuneration for women and men, and career opportunities.

Thus, in our opinion, one of the ways to solve the problems of women's employment is to develop socially-oriented entrepreneurship and attract women to small businesses.

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## WORKFORCE PLANNING FOR THE NEW GENERATION

**Abstract.** The pandemic accelerated many workplace dynamics, including heightened connectivity, shifting workforce demographics, and growing demand for equity. The future of work is flexible, inclusive, and connected, and employees are demanding work environments that foster the ability to work together across locations and time zones. All as above, combined with uncertain macroeconomic conditions devised to new workforce planning which suits to future challenges.

Workforce planning is a core HR process through which HR is involved in building the strategic plan for the future of the business. HR practitioners appear to recognize the importance of workforce planning in principle, but for many there is a ‘knowing-doing’ gap. This gap is wider in now days due to significant global changes, facing the 4<sup>th</sup> Industrial Revolution “Digital Age”. So, new strategy, different mindset, work dynamic, contemporary culture and future proof HR skills are asked to be developed.

Generation Z is the generation born from mid-1990s to early 2010s, where the exact dates vary depending on the chosen author, but most commonly is the 1995–2010. Gen Z is known to be the first true “digital native” generation (Lanier 2017)<sup>1</sup>, as they have been born and have been grown in a digital and technological environment, learning how to use technology, and interacting in social networks since the very young age, and even tend to be seen as addicted to technology. The members of

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<sup>1</sup> Lanier, 2017.

this generation have also been called “Gen Zers,” “post-Millennials,” or “iGen” (Magano et al., 2020)<sup>1</sup>.

The paper act as advisor for people engaged in organizational strategy, talent management and learning and development professionals, Human Resources Business Partners to develop workforce planning processes.

**Keywords:** workforce planning, strategy, skills, HR.

## 1. Introduction

A significant number of Generation Z cohort will be part of multi-generation workforce in 2020, therefore, to shape the future in all point we need to invest efforts especially in strategic planning.

Following to that, one of the challenges facing is planning workforce for “silver tsunami, also known as the “gray wave,” has been attributed to Maples (2002)<sup>2</sup>, and it speaks to the rapidly growing senior population and the exit of the Baby Boomer generation from the workforce due to retirement.

The actual younger workforce is Millennials waiting for the future Generation Gen Z. Generally, the birth range of Generation Z cohort members (Gen Zers) falls between 1995–2010 (Seemiller & Grace, 2016). The current Gen Z workforce composition is between 5–10% (Desjardins, 2019). Research shows that an increasing number of Gen Z members who have just completed their education will be entering the labor force in a year or two (Desjardins, 2019; Dool, 2019)<sup>3</sup>.

Therefore, workforce planning can be seen to enable sustainable performance by providing the basis for better decision-making about the future needs of the business in terms of its human capital. Planning to ensure you have the people resources in place, in the right place, with the right skills, on the right time to deliver the short- and long-term objectives of the organization is frequent challenges of Human Resources community.

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<sup>1</sup> Magano et al., 2020; María Dolores Benítez-Márquez, Eva María Sánchez-Teba, Guillermo Bermúdez-González, Emma Sofía Núñez-Rydman, Feb 2022. “Generation Z Within the Workforce and in the Workplace: A Bibliometric Analysis”.

<sup>2</sup> Maples (2002); Nana Amma Acheampong. DBA, 2019: “Recruiting and Retaining Generation Z Into Public Sector Organizations: A Systematic Review”.

<sup>3</sup> Desjardins, 2019; Nana Amma Acheampong. DBA, 2019: “Recruiting and Retaining Generation Z Into Public Sector Organizations: A Systematic Review”.



## **2. Methodology**

The purpose of this study is to collect and analyze various theoretical and empirical studies related to the future Generation that effect workforce planning in view of Human Resources Strategy.

The analysis revealed of the study on Gen Z is in a time frame of 11 years (2009 to 2017). Starting from 2018 this topic started to attract higher attention. Goh has written four articles and received 168 citations among all his works. In addition, the journals with most impact are the International Journal of Hospitality Management, the Journal of Competitiveness etc.

There is a slow but sustained growth of research on the topic. This suggests a weakly increasing interest of researchers in the field, and a broad margin for future development.

Limitations of the study are in time and access to information. This is a relatively new and future topic. Many studies are being conducted to find the most efficient way possible. Companies that have embraced this spirit are still in their beginnings. Detailed analysis requires a lot of empirical studies, time, and access to detailed information.

Belonging to a generational cohort does not mean all members of the cohort share similar life experiences. Demographic factors such as race, education, and socioeconomic status of generational cohort members can impact their work values and reward preferences

(Crumpacker & Crumpacker, 2007)<sup>1</sup>.

## **3. Analysis**

### ***3.1. New concept for workforce planning***

For many years, the HR literature has argued that workforce planning is a key concept of people management and development. It links business strategy with people management. It also has been argued that it might be seen as a starting point for people management as it looks to define the labor force required now and, in the future, to deliver the products and services due to customer's demand.

Now days the concept of workforce planning has progressed using "resource planning" or "manpower planning". The importance of "man" or "human capital" is essential. Who is the future workforce "man" that guides the strategic planning?

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<sup>1</sup> Crumpacker & Crumpacker, 2007.

According to Deloitte (2017)<sup>1</sup>, generation Z will make up over 20% of the workforce in the next four years, representing a considerable portion of the labor market. The entry of this generation to the workforce is accompanied by the retirement of Baby Boomers, possibly resulting in a huge shift in work culture and environment (Solnet et al., 2016)<sup>2</sup>.

The generation individuals belong to shape their attitudes and behaviors and drive them workplace motivations (Ellin, 2014)<sup>3</sup>. Accordingly, empirical literature makes the case that the motivational value of rewards as part of talent management efforts may not be the same for all generations because each generation possesses unique work values and workplace preferences (Eversole, Venneberg, & Crowder, 2012; Reeves, 2010)<sup>4</sup>.

The empirical literature lacks consensus about Gen Z's characteristics and work values. This is a generation that is raised with exploring in internet, technology friendly. Deloitte (2017)<sup>5</sup> also found that generation Z is ready to work hard but expect to move up quickly in their career. 8 They desire independence, globalized working, assurance for their future and seek happiness at the workplace.

### ***3.2. Factors that drive the workforce planning for Gen Z***

Most organizational leaders lack understanding about how to recruit and retain this emerging workforce owing to the confusion about their characteristics, work values, and preferences (Maioli, 2017; Stuckey, 2016)<sup>6</sup>.

This generation cohort has been surrounded by a global financial crisis, times of terrorism, political uncertainty, and an almost irreversible cli-

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<sup>1</sup> Deloitte Insight, 2017. "Generation Z enters the workforce Generational and technological challenges in entry-level jobs".

<sup>2</sup> Edmund Goha, Cindy Leeb. International Journal of Hospitality Management, 2018. "A workforce to be reckoned with: The emerging pivotal Generation Z hospitality workforce".

<sup>3</sup> International Journal of Business and Social Science, February 2014. Fahimeh Babaei Nivlouei: "Electronic Human Resource Management System: The Main Element in Capacitating Globalization Paradigm".

<sup>4</sup> June 2010 Reference: 5219 Chartered Institute of Personnel and Development 2010. "Workforce planning Right people, right time, right skills"; Eversole, Venneberg, & Crowder, 2012; Reeves, 2010.

<sup>5</sup> Deloitte Insight, 2017. "Generation Z enters the workforce Generational and technological challenges in entry-level jobs".

<sup>6</sup> Maioli, 2017; Stuckey, 2016.

mate crisis. At the same time, Gen Z has lived in an increasingly globalized world, with the ease of a same currency around the EU and free mobility through its member states in the case of Europe. All these factors have influenced how Gen Z has forged their personality, their vision, and has made them highly adaptable to the global world (Magano et al., 2020)<sup>1</sup>.

Research shows that employees' work values shape workplace preferences and even positively impact organizational commitment (Twenge, Campbell, Hoffman, & Lance, 2010)<sup>2</sup>. The expectation is that life experiences, social and cultural experiences, and values may shape the work values and work preferences of Generation Z cohort members (Strauss, & Howe, 1991)<sup>3</sup>.

As its main characteristics, Gen Zers are defined as highly ambitious and self-confident (Pataki-Bittó and Kapusy, 2021). At the same time, they are said to be realistic and accept whatever is given (Scholz, 2019). Gen Z is entrepreneurial (Magano et al., 2020)<sup>4</sup>, even more than Generation Y (Lanier, 2017)<sup>5</sup>. This generation seems to be motivated by finding their dream job and opportunities to expand their skills (Magano et al., 2020)<sup>6</sup>, leading to believe they will switch jobs more frequently than other generations before them, and if they do not like something, they are ready to change immediately (Csiszárík-Kocsír and Garia-Fodor, 2018). Other motivation drivers for this cohort are roots on advancement opportunities, increased salary, a meaningful work, and a good team (PR Newswire, 2014; Csiszárík-Kocsír and Garia-Fodor, 2018)<sup>7</sup>.

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<sup>1</sup> Magano et al., 2020; María Dolores Benítez-Márquez, Eva María Sánchez-Teba, Guillermo Bermúdez-González, Emma Sofía Núñez-Rydman, Feb 2022. "Generation Z Within the Workforce and in the Workplace: A Bibliometric Analysis".

<sup>2</sup> Nana Amma Acheampong. DBA, 2019: "Recruiting and Retaining Generation Z Into Public Sector Organizations: A Systematic Review".

<sup>3</sup> Ibid.

<sup>4</sup> Magano et al., 2020; María Dolores Benítez-Márquez, Eva María Sánchez-Teba, Guillermo Bermúdez-González, Emma Sofía Núñez-Rydman, Feb 2022. "Generation Z Within the Workforce and in the Workplace: A Bibliometric Analysis".

<sup>5</sup> Lanier, 2017.

<sup>6</sup> Magano et al., 2020; María Dolores Benítez-Márquez, Eva María Sánchez-Teba, Guillermo Bermúdez-González, Emma Sofía Núñez-Rydman, Feb 2022. "Generation Z Within the Workforce and in the Workplace: A Bibliometric Analysis".

<sup>7</sup> María Dolores Benítez-Márquez, Eva María Sánchez-Teba, Guillermo Bermúdez-González, Emma Sofía Núñez-Rydman, Feb 2022. "Generation Z Within the Workforce and in the Workplace: A Bibliometric Analysis".

Generation Z changes from other generations in many aspects such as expectations, education, work ethics, culture, behaviors, work-life balance, raised intellectual curiosity, creating the risk of skill gaps when they enter in the workforce.

There are internal and external factor which influence in developing new skills to meet requirements in the future.

Internal qualitative and quantitative information's like location, skill requirements, number of retentions, training hours, recruitment spend, succession planning, talent planning, demographics, turnover etc. are mainly based on organizational strategy and operational requirements.

External qualitative and quantitative information's like demographics, skills provision, existence of training provision, immigration/emigration, social trends, developments in technology, social attitudes are mainly based on customers & stakeholders and market forces strategy.

Due to factors as above, we are facing globalization paradigm.

Globalization paradigm is used to define a combination of factors — a single marketplace with growing free trade among nations; the increasing flow and sharing of information, connections and opportunities for organizations and people to interact around the world without being constrained by national boundaries (Connell, 2007)<sup>1</sup>.

The question is which are the future skills that we expect from Generation Z which will affect our work planning strategy?

#### 1. Technical HR Skills:

Those in Generation Z are pragmatic and have the status of digital natives (Grow & Yang, 2018; Lanier, 2017)<sup>2</sup>.

The impact of Generation Z on the workplace is a positive one, knowing that new employees are characterized by “new levels of digital competence, dedication, and drive to achieve a goal” (WGU, 2019)<sup>3</sup>.

- Effectively streamline work, project management ability;
- Lead and support organizational changes;
- Boost organizational effectiveness though organizational design.
- Being more analytic, make fact-based decisions.
- Strategic deals management to minimize workforce risks.

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<sup>1</sup> Crumpacker & Crumpacker, 2007; International Journal of Business and Social Science, February 2014. Fahimeh Babaei Nivlouei: “Electronic Human Resource Management System: The Main Element in Capacitating Globalization Paradigm”.

<sup>2</sup> Lanier. 2017.

<sup>3</sup> Ibid.

## 2. Problem Solving Skills

Those in Generation Z rarely work overtime compared to other generations on the labor market, either due to the types of work performed or due to higher education concomitant with the professional occupation (Sandu, Stoica & Umbreş, 2014)<sup>1</sup>.

- Good in analyzing facts, arguments & ideas, strong critical thinking;
- System thinking understand how the organization interact between departments.

## 3. Soft Skills

Taking into account the aspects that they consider important for the development of their professional life, Gen Z members value soft skills more in comparison to hard skills (Iorgulescu, 2016)<sup>2</sup>.

- Achieve results accepted by all parties, good negotiation skills;
- Effectively balance different interests;
- Collaborate effectively with other departments;
- Build inclusive workplaces with cultural differences integration.

## 4. Future-looking skills

The presence of several generations in contemporary companies is one of the many aspects of diversity in organizations, a diversity that refers to visible and less visible personal traits such as age, gender, ethnicity, religion, sexual orientation, education, work experience, physical appearance, socioeconomic past, personal abilities and any other characteristics that could represent a difference between individuals (Jones & George, 2011)<sup>3</sup>.

- Adapt & thrive in complex and unpredictable world;
- Risk management to prepare the organization for the future;
- Committed to self-care to ensure the best physical and mental state;
- Act with ethics as a true people advocate.

### ***3.3. The Role of HR in workforce planning***

The workforce plan is playing a critical role to people management and are increasingly being used to determine HR policy and practice. The youngest generation entering the multigenerational workforce may not share the same work values or work motivations as the generations

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<sup>1</sup> Lanier. 2017.

<sup>2</sup> Iorgulescu. 2016.

<sup>3</sup> Jones & George. 2011.

preceding it, especially the exiting Baby Boomer workforce (Eversole et al., 2012)<sup>1</sup>.

The management of Gen Z in the workplace and in the workforce is a real challenge. Therefore, the role of human resources management is crucial. The main responsibilities of Human Resource strategy are developing professional training and career programs due to work environment which will help to create new advanced skills for future roles effecting in both the professional and the social context in which the employees develop their careers. The strategic goals of a firm have their own individual formal and cultural structures that need to be with decision-making.

Some guidelines for HR to lead new generation of workers while working towards organizational goals:

- It is important to create a collaborative learning environment that encourages, creates opportunities, allow to understand, and respect one another. Dual training can be a good practice. Apprentices can spend time between the classroom and on-job-work;
- Embrace mobile platforms for HR systems as if Gen Z is truly the first mobile-only generation;
- Manufacturing information systems — time and attendance, project man-hours accounting — are currently used to gain a profile of current and future needs;
- Gen Zs are the first generation to know hybrid working as the norm so let's go for flexible work culture to have a better balance work-life;
- Gen Zs are passionate about effecting change, no empty promises if you want to retain them. No negotiation on diversity, equity, and inclusion in the workplace;
- Emerge technology, it is time of Artificial intelligence;
- Higher entry level workers in recruitment, offering more abilities and qualifications.

### ***3.4. Generation transition challenges***

Technology has impacted the development of cognitive skills, including intellectual curiosity, among the next generation, creating the risk of skill gaps when they enter the workforce en masse. A shortfall in highly cognitive social skills such as problem solving, critical thinking, and communication, could be particularly evident<sup>2</sup>.

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<sup>1</sup> Eversole Venneberg & Crowder. 2012; Reeves. 2010.

<sup>2</sup> Deloitte Insight. 2017. "Generation Z enters the workforce Generational and

The communication skills gap of new generation could potentially hinder the passing on of tacit knowledge, impacting the organization. This is why it is imperative for organizations to consider this impact when designing entry-level roles in the future of work. Even though the gap between existing worker skill sets and expected Gen Z skill sets will likely be wider.

We are used to hear from hours and hours spent, work positions and money spend for in place inventory. With the involvement of technology, automation, this generation would not need to perform such a monotone, routine job.

New generation will need to have set up succession planning which is very important to them as they need trust more than any generation before.

The transition in itself is a gap between generations which can be passed successfully only by strong strategic managerial decisions between departments to engage the new generation while not losing the main focus reaching company goals.

#### **4. Conclusions**

Workforce Planning is a central element of Human Resources, mentioned by different literature. To develop business plan and strategic insight taking into putting into focus positive people management, increases the interest for planning the workforce. As the time passes, generation changes, new set of skills are asked, that makes the work planning process being in an ongoing dynamic process. We see workforce planning as a tool to identify, understand and cope with future demands put upon the business.

Gen Z enters the workforce, uniquely shaped by the time in which they live and the experiences that they've had, organizations have the opportunity manage them to create added value and advantage for the organization.

#### **5. Recommendations**

Employers must be prepared for the presence of Generation Z on the labor market (Schroth, 2019). This involves adapting organizational processes and policies to this new global reality (Lanier, 2017)<sup>1</sup>.

Before we take decision for future actions it is important to use the benefits of high technology inclusion using quantitative information

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technological challenges in entry-level jobs”.

<sup>1</sup> Lanier. 2017.



(number of new generation employees) and qualitative information (skill sets proof of new generation).

It is very difficult to keep the Gen Z engaged with the company, a big effort must be supplied to have happy workers. Their happiness connects directly to their expectations. Diverse strategies can be applied as: understand the factors that have influenced Gen Z behavior, provide performance goals and orientation program to facilitate internal communication, give greater ownership in projects, feedback is valued in company culture, provide flexible working hours, manager acting as a coach to guide and provide emotional support to the employee etc.

All as above in function of Sustainability on national and international market. Managerial level of business in Gen Z world must go out of traditional business culture and adjust themselves to the technological.

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## REVITALIZATION OF ORGANIZATIONAL CULTURE

**Abstract.** The Culture of an organization is a very important business driver that shapes and add value. It provides a framework of how work is done, people think, communication standards are, therefore we can also call it as the “personality” of the organization. Management should always take into consideration various cultural elements as values, beliefs, codes of practice, ethical principles because they will help them take actions in strengthening company culture. Its impact is high as it is viewed as a catalyst on performance of organization overall.

This paper shows the importance of organizational culture which should be reevaluated due to the globalization, acceleration of automation, the rise of millennials and Gen Z in the workforce and all the changes happened after COVID-19 pandemic to remain competitive in the market. Today employees are asking for a new relationship based on trust and empathy. They need to feel people on focus, work on flexible time, benefit from wellness programs, boost their diversity and inclusion efforts.

**Keywords:** culture, strategic management, human resources, globalization.

### 1. Introduction

Culture may affect human resource activities in terms of transferring personal characteristics to the business life. Related to the company size and integration, countries with fully integrated to the international business and economics usually have firms which are more open to the impacts of universal culture.

It has been shown time and time again that company culture influences employees' job satisfaction, morale, performance, engagement, attitudes, motivation, commitment to their organizations and turnover<sup>1</sup>.

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<sup>1</sup> October, 2020. Limeade Institute, Research paper. “Organizational Culture”.; Cameron et. al., 2011; Warrick, 2017.

Culture is a strategic issue for most organizations and so cross-cultural human resource management experts with the ability to transform tacit knowledge into explicit knowledge, have a great role to play<sup>1</sup>.

Human resource management in the 21st century seems to have a wider challenge.

Globalization is spreading like wildfire and many company operate in locations all over the world, at the same time and some operate in a single location but penetrating several markets across the world and there is an aspect of cross culture in their everyday business from planning to realization. Cross-cultural management is very vital to an organization in now days because culture is part of an organizations that needs to be managed effectively.

## **2. Methodology**

The concept of organizational culture has attracted attention from both academics and practitioners since eighties. The data collected for the research were gathered by consulting various theoretical and empirical studies, research papers, books and online sources.

This range of culture concept has been on focus of the researcher's attention by social scientists especially in the recent years. We can mention researchers as Osgood (1964; 1971), Triandis (1972), and Geertz (1964), subjective culture can be seen as a cultural group's characteristic way of perceiving the man-made part of his environment, perception of rules and the group's norms, roles and values.

Limitation of the study are in time and access to information. This is a relatively new and future topic. Many studies are being conducted to find the most efficient way possible. Companies that have embraced this spirit are still in their beginnings. Detailed analysis requires a lot of empirical studies, time and access to detailed information.

## **3. Analysis**

### ***3.1. Culture concept evolution***

Organizational culture put simply can be seen as a system of shared values and beliefs<sup>2</sup>.

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<sup>1</sup> April 2017. Centria University of Applied Sciences, Xavier Anyangwe. "Strategic Human Resources Management a Cross- Cultural Managerial Approach"; Holden, 2002.

<sup>2</sup> April 2017. Centria University of Applied Sciences, Xavier Anyangwe. "Strategic Human Resources Management a Cross-Cultural Managerial Approach"; Deshphande and Webster, 1989.

A man without a culture is like a man with no identity, so identifying the people needs to be done for effective unity in diversity is an important key in organization. We should see cultural diversities as strength and opportunity rather than as threat or weakness.

Going through different authors, through the years shows the evolution of culture concept.

**Pettigrew (1979)** examined some of the concepts and processes related with the creation of organization culture and hence with the birth of organization. The author collected the data from the staff and students of a private British boarding school. The research design involved analysis of sequence of social dramas that were likely to provide an insight into the emergence and development of organization cultures. The author further discussed how purpose, commitment and order were generated in organization through feelings and actions of its founder. The author further observed that an amalgam of beliefs, ideologies, language, ritual and myth leads to creation of new cultures in organization<sup>1</sup>.

**Wilkins and Ouchi (1983)** explored the relationship between culture and organizational performance. The authors argued that the organizations that develop a distinct local culture or clan with particular properties will have significant performance efficiencies, but only under certain conditions such as long history and membership. While pursuing these themes for different purposes, researchers make different assumptions about nature of culture and organization. Therefore, the author felt that evaluation of strength and limitations of the concept of culture must be conducted within an assumptive context. The author pointed out that culture concept is quite suggestive and very promising for different ends that the researchers pursue. The author discussed the problems associated with changing organization culture and argued that cultures are more adaptive than they are thought to be<sup>2</sup>.

**Newman and Nollen (1996)** pointed out that work teams can achieve better results if their management practices are compatible with national cultures. In order to develop human capital results and improve

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<sup>1</sup> April 2017. ISSN2349–6193. Impact Factor: 2.805. International Journal of Engineering Sciences & Management Research, Maitreyi Gupta. “Impact of Technology and Culture on Human Resource Management”; Pettigrew, 1979.

<sup>2</sup> April 2017. ISSN2349–6193. Impact Factor: 2.805. International Journal of Engineering Sciences & Management Research, Maitreyi Gupta. “Impact of Technology and Culture on Human Resource Management”; Wilkins and Ouchi. 1983.

firm performance, companies should adapt their HRM practices to the culture of the host country<sup>1</sup>.

**Bingöl (2006)** stated that firms should consider the values, myths, behavioral types, rituals, and expectations of society, when they are identifying HRM policy and strategies. Thus, organizations would be stronger in competition. Equally, if institutions put the ethics of people into account, it would be easier for them to behave in socially responsible way<sup>2</sup>.

**Kane and Palmer (1995)** cite the linkage between the differences of HRM practices and national cultures<sup>3</sup>.

**Tiwari and Saxena (2012)** argued the link between national culture and HRM activities<sup>4</sup>.

**Chandrakumara and Sparrow (2004)** achieved the result that, national culture is one of the important elements which determine organizational perspectives in establishing structure for effective HRM practices<sup>5</sup>.

**Judy Jackson (2022)** Culture is very important because people know that they have choices and their choices are beyond the name of the company or the salary that they make. Their choices are around enrichment, their choices are around who am I learning from. How is my soul being fed? And they are willing to exchange money and location for feeling fulfilled<sup>6</sup>.

<sup>1</sup> April 2017. ISSN2349–6193. Impact Factor: 2.805. International Journal of Engineering Sciences & Management Research, Maitreyi Gupta. “Impact of Technology and Culture on Human Resource Management T”.; Bingöl. 2006.

<sup>2</sup> April 2017. ISSN2349–6193. Impact Factor: 2.805. International Journal of Engineering Sciences & Management Research, Maitreyi Gupta. “Impact of Technology and Culture on Human Resource Management T”.; Kane and Palmer. 1995.

<sup>3</sup> April 2017. ISSN2349–6193. Impact Factor: 2.805. International Journal of Engineering Sciences & Management Research, Maitreyi Gupta. “Impact of Technology and Culture on Human Resource Management T”.; Tiwari and Saxena. 2012.

<sup>4</sup> April 2017. ISSN2349–6193. Impact Factor: 2.805. International Journal of Engineering Sciences & Management Research, Maitreyi Gupta. “Impact of Technology and Culture on Human Resource Management T”.; Chandrakumara and Sparrow. 2004.

<sup>5</sup> April 2017. ISSN2349–6193. Impact Factor: 2.805. International Journal of Engineering Sciences & Management Research, Maitreyi Gupta. “Impact of Technology and Culture on Human Resource Management T”.; Judy Jackson. 2022.

<sup>6</sup> 2022 Global Talent Trends, Linked in Talent Solutions. “The reinvention of company culture”; Nickle LaMoreaux. 2022.

**Nickle LaMoreaux (2022)** Not since the industrial revolution have companies really had to think about work design, about what tasks get done and where do those tasks get done, and when and how do you deconstruct work so that it's done in an optimal manner<sup>1</sup>..

### **3.2. Organizational culture and Human Resources Management**

Dealing with people from different countries, different cultures, different linguistic backgrounds is an interesting and challenging experience. In this kind of work environment, Human Resource Management should deal with interring relation of all the cultures and cultural aspects and to make the environment a pluralistic one, guiding to respect for all cultures at the detriment of the cooperate culture.

Looking at the relationship between culture and organizational system we can refer at authors as Kroeber and Kluckhohn, saying that dimension of culture, namely, that deals with values and norms, conceptions of what is desirable, and prescriptions or proscriptions of conduct affect the behavior.

Human resource managers have to continuously learn and upgrade their understanding of a unified culturally diverse environment as if it effects the business culture inside and outside. This can only be possible when there is a strong cooperate cultures that is tolerant and all-inclusive. This is a very big challenge to Human Resources Management because human beings by nature seem to have a strong link to certain cultural values and often reflect it as the best practice in their daily in interaction within the organization.

Which are the processes that get influenced by culture in department of Human Resources:

#### **1. Recruitment and Selection**

Choosing the right candidate is always a challenge. It reduces absenteeism, reduces turnover, increase employee satisfaction, leads to better employee performance and productivity as per consequence improving processes, products and services which contribute to organization success.

To make good recruitment decisions and benefit from all mentioned above, the candidate needs to fit not only with the role but also with company culture.

Therefore, the importance of values and values integration throughout the recruitment process is inevitable.

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<sup>1</sup> 2022 Global Talent Trends, Linked in Talent Solutions. "The reinvention of company culture"; Feldman and March 1991; Daft and Weick. 1994.

## 2. Trainings

Precise information and applicable knowledge usually made available via training and development always assist performance, whereas erroneous information and irrational knowledge are likely to do the opposite, (Feldman and March, 1991; Daft and Weick, 1994). Not only that, cultures provide cognitive frameworks through which people interpret what they observe and experience and provide language and referents to use in communicating with others, (Wilkins and Ouchi, 2003). Culture through the different training and development activities contribute schemes and scripts that can affect performance by providing pre-existing ways of understanding what is occurring, how to evaluate it and what sequences of actions are appropriate to the situation (Lord and Foti, 1996)<sup>1</sup>.

## 3. Performance Management

According to Brooks (2006), the job performance of organization has a strong impact of strong organization culture which leads to enhanced productivity, and that the productivity and culture of organization helps in improving performance<sup>2</sup>.

It has been proven that organizational performance and the employee performance is greatly influenced by HRM (Bowen and Ostroff, 2004; Guest, 1997) (Onalenna & Hill, 2016). Armstrong (2000), HRM is a strategic personnel management practice, which pays more emphasis on the acquisition, motivation and organizing human resources. Without a well-trained labor force, many businesses will lose their ability to compete globally and this will lead to a fall in their economic success (Tomaka, 2001)<sup>3</sup>.

### 3.3. Latest trend of organizational culture

In the 21st century world where globalization and internationalization is increasing producing multinational work force, the role of organizational functioning and strategic human resource practices is to know how to manage their organizations different cultural factors that exist both within and out of it.

Key to winning tips for the war of recruiting and retaining top talent is renew focus on company culture and reinvent resilience by cultivat-

<sup>1</sup> April 2017. ISSN2349-6193. Impact Factor: 2.805. International Journal of Engineering Sciences & Management Research, Maitreyi Gupta. "Impact of Technology and Culture on Human Resource Management T".

<sup>2</sup> Там же.

<sup>3</sup> April 2017. Centria University of Applied Sciences, Xavier Anyangwe. "Strategic Human Resources Management a Cross- Cultural Managerial Approach".

ing a workplace culture that engages, rewards and, most of all, inspires employees.

As per today challenges, there are some emerging trends for which employer's need to rethink:

### **Flexible work**

To recruit and engage top performers, a flexible workplace culture will be essential. We should admit that flexible work will become permanent. After pandemic flexibility is prioritized, employees value more their health and well-being.

### **Connection will drive workplace culture**

Diversity, equity and inclusion strategies will increase people- on focus programs as part of top priorities for Human Resources Management for 2022. Studies have shown of ADP Research Institute found that workers who feel strongly connected to their employer are 75 times more likely to be engaged than those who do not feel connected.

### **Employee on focus**

Changing roles, new positions, new tasks ask for new skills set. To remain in the forefront of the industries and being a competitive company need to invest in training the employees. On the other hand, employees will feel engaged, developed professionally, challenged as per consequence the retention rate will grow.

### **Technology**

Technology will play an important role in workplace culture.

When technology is well-integrated with a company's culture, there is a 5x higher likelihood of employee engagement and a 47% lower chance of attrition, according to O.C. Tanner's 2021 Global Culture Report<sup>1</sup>. 77% of employees believe advanced technology will improve their work experience, even in organizations where it has eliminated jobs. That's because they know that it will establish a greater connection with the organization and one another.

## **3.4. Challenges**

In today's economy, firms are challenged to continuously offer a portfolio of innovative products and services. Despite the key role of portfolio innovativeness for corporate performance, firms differ in their focus on building innovation capabilities and generating innovation outcomes (Hambrick, 2007; Hambrick and Mason, 1984). Research of the link between organizational culture and performance had increased sub-

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<sup>1</sup> Tanner's O.C. Global Culture Report. 2021.



stantially during the past two decades (Lim,1995). In the 1980s, there were 'obsessions' by researchers to focus on the Strong Theory- a search for strong shared values in organization which were supposed to result in performance for the organization. Perters and Waterman (1982) claimed that high performance firms could be distinguished from low performance firms because they possessed certain cultural traits and 'strong culture'<sup>1</sup>.

A multicultural globalized world involves learning other cultures, languages, skills and tolerating aspects of different cultures. It empowers people with the ability to interact and live in any society and reduce the possibility of any ambiguity. It is challenging for strategic human resource management to interact in everyday business life with people from different cultures, different nationalities, different values, different skills and abilities, to adapt situations as they endeavor to engage all employees into common multicultural or cross-cultural organizational strategies.

#### **4. Conclusions**

Organizational culture plays a very important role at the time of framing the Human Resources strategies and management. It is becoming more and more challenging day by day. More businesses and communities are going global, cultures keep going across borders increasing internationalization of people, businesses, countries, governments.

Cultural oriented organizations will struggle for a heterogeneous cultural and a cross-cultural managerial approach with the advancement of globalization and the increasing mobility of labor.

After several studies and research, we can assume that there is no generically good culture, no one ideal type of organizational culture. However, it must be adapted under given circumstances and employees' preferences for cultures.

#### **5. Recommendations**

I recommend that the cultural differences must be taken into consideration while preparing human resources and company strategies aligned with business goals. Its management will increase employee satisfaction, decrease turnover and increase productivity. Cross cultural management approach should be an important issue for organizations in their future tasks.

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<sup>1</sup> December, 2010. Centre for Promoting Ideas, USA, Ismael Younis Abu-Jarad, Nor'Aini Yusof, Davoud Nikbin. "A Review Paper on Organizational Culture and Organizational Performance".

Further research must be carried out in practice because this paper was mainly literature review and based primarily on secondary data and so the findings may be limited in its applicability and scope.

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## **CURRENT INDICATORS OF THE DEVELOPMENT OF ELECTRONIC COMMERCE IN KAZAKHSTAN**

The modern development of human civilization is characterized by the next stage of the scientific and technological revolution – the introduction of information and communication technologies into all spheres of life, which change the way of life of people and form the foundation and material base for the transition to the information society, a society with high socio-economic, political and cultural development. The use of a high-tech telecommunications environment is a necessary platform for modern business and interaction with all participants in the process. E-commerce is currently the most important strategic direction for the further development of trade operations. For Kazakhstan, this becomes especially relevant during the period of membership in the World Trade Organization and the Eurasian Economic Union.

E-commerce in Kazakhstan is one of the drivers of economic growth in Kazakhstan, which has a multiplier effect on the economy and has a high development potential. E-commerce will give impetus to the further growth of the economy, and it is necessary to ensure its development as a holistic ecosystem. The article considers the current state and prospects for the development of electronic commerce in the Republic of Kazakhstan. The structure of the market, the level of Internet penetration and its impact on market volumes, factors influencing the development of electronic commerce in the Republic of Kazakhstan have been studied.

Today, the Internet has become an effective intermediary between merchants around the world. E-commerce is a major driver of economic growth in both developed and developing countries. The low cost of contracting over the Internet allows companies of all sizes to expand their overseas sales and sourcing through e-commerce.

According to the works of CIS scientists on the topic of e-commerce, the largest jump in the growth of the ICT and e-commerce development rating, along with the above-mentioned GDP growth, is observed in Kazakhstan. In the pre-crisis period, the IT sector of Kazakhstan was distinguished by extremely high growth rates (at the level of 40–50% per

year). From the point of view of the development of high-tech sectors of the economy, Kazakhstan has always been regarded as one of the most promising countries in the CIS. First of all, this follows from the level and nature of the development of its traditional sectors of the economy, which act as potential customers of high technologies, and the chosen course of the state economic policy, which stimulates the inflow of foreign investment and replenishes the already created economic backlog with new technologies<sup>1</sup>.

Despite the rather high rates of development of the ICT sector in the countries under study, the e-commerce market, which is directly dependent on the level of ICT development, is still at the beginning of its development and cannot withstand any competition in comparison with countries with a developed ICT sector: For example, in the United States, the volume of the online commerce market is \$150 billion, and the share of electronic sales in the total turnover is 6.4%. In Russia, the market volume is still equal to 5 billion dollars (0.9%), in Kazakhstan – only 240 million dollars (0.04%).

In Kazakhstan, potential consumers of Internet commerce communicate more on social networks than make purchases. In countries such as the UK, Germany, and the United States of America, e-commerce is far ahead of social media in terms of popularity. On a Pan-European basis, UK e-commerce accounts for approximately 30% of Pan-European revenue figures<sup>2</sup>.

In Kazakhstan, according to official statistics, in 2017 the volume of the e-commerce market amounted to 107 billion tenge, or 1.2% of the total volume of retail trade (total retail trade – 8.8 trillion tenge), an increase of 36.2%. According to current data, the volume of the e-commerce market for the 1st half of 2018 amounted to 101 billion tenge or 2.9% of the total retail turnover, which shows a 2-fold increase. Since the beginning of 2018, 261 new e-commerce entities have been registered, about 1,700 online stores are operating, and the number of customers has increased to 1.5 million people. According to Satu.kz, the leader of online trade in Kazakhstan, in 2017, Kazakhstanis bought goods

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<sup>1</sup> Seylkanova A.S., & Zhumalina S.K. Development of Electronic Commerce in Kazakhstan. Modern Science: Problems and Prospects of Development, – 2(3). 2019. – P. 29–34.

<sup>2</sup> Kuzhukeyeva K.M. Development of e-commerce in Kazakhstan. Economics and Management in the 21st Century: Development Trends, – 3(2). 2020. – P. 82–89.

for 20.144 billion tenge on the marketplace, and the average check for one online purchase increased by 19% and amounted to 34,742 tenge<sup>1</sup>.

According to existing estimates, the volume of such trade will constantly increase and there are several reasons for this<sup>2</sup>. Firstly, goods in foreign online stores have a lower price and a wider assortment compared to national online stores, and the delivery time factor is not critical for non-premium price segment buyers. Secondly, foreign online stores are practically exempt from paying taxes, in particular VAT, which allows them to pursue a flexible pricing policy and transfer the released profit to reducing logistics and customs costs. In addition, the need to improve models of tax control over cross-border electronic commerce is determined by the following features of this type of trade:

- extraterritoriality of a commercial transaction;
- intangible representation;
- anonymity of the commercial transaction;
- buyer anonymity.

Due to the current situation, many states are looking for ways to balance trade in favor of national online and offline stores, as well as compensate for shortfalls in budget revenues and reduce the risks of money laundering. At the same time, it should be taken into account that in different countries the system of collecting various taxes, such as value added tax, sales tax, tax on goods and services, tax on purchases, is built around traditional business models. Therefore, recently there has been a growing discussion about the need to adapt existing models of tax collection to the actively developing electronic commerce, in particular cross-border.

As of the beginning of 2019, the online trading market of the Republic of Kazakhstan was estimated at 287 billion tenge, with a cumulative increase for the year of 23.2%. The share of online trading in the total trade amounted to 2.9% and the number of buyers approached 2.3 million people. More than 1.700 independent online stores operate on the market, of which a third – 509, these are those wishing to receive tax benefits (100% exemption from CIT and PIT). The structure of the e-commerce market in Kazakhstan consists of 68% trade in goods and 32%

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<sup>1</sup> Urazayeva E.R. Status and problems of development of electronic commerce in the Republic of Kazakhstan. *Journal of New Economy*, – 2(40). 2018. – P. 87–93.

<sup>2</sup> Urazayeva E.R. About some prerequisites for the development of electronic commerce in Russia, Belarus and Kazakhstan. *University Bulletin*, – 6(13). 2021. – P. 103–106.

in services. “In the world, one of the most dynamic areas of e-commerce is the trade in food and agricultural products. By 2023, this segment will grow by 64% compared to 2018, and its volume will reach \$134.5 billion. In Kazakhstan, the volume of electronic commerce in food products is 15.4 billion tenge and occupies 4% of all electronic commerce in goods. E-commerce has no territorial boundaries. Therefore, for our domestic agricultural producers, this is an unlimited opportunity to occupy new markets and find a buyer. E-commerce is a great opportunity for the development of trade in the countryside.” The growth of e-commerce, he said, will affect trade and the development of related industries, including transit.

Today, the e-commerce market in Kazakhstan is valued at \$450–600 million a year, or just under 0.5% of the total consumer market in the country. Over the past two years, this market has grown 2.5 times. Currently, there are about 500 online stores in Kazakhstan, and their number is increasing every month. But only one out of 10 tenge spent on the Internet in Kazakhstan will remain inside the country. The remaining 9 tenge are spent in stores in the USA, Russia, Europe and other countries. According to official statistics, the volume of the e-commerce market in Kazakhstan in 2017 amounted to 106.9 billion tenge or 1.2% of the total retail turnover, an increase of 36.2%<sup>1</sup>.

Since the beginning of 2018, 110 new e-commerce entities have been registered in the Republic of Kazakhstan. In the market of 1658 online stores, the number of buyers increased by 5%. The industry employs 71.6 thousand people. Based on modern international experience in creating the information society, its importance in its development, including e-commerce and other activities related to the modernization of modern Internet technologies in Kazakhstan, four main trends were identified:

1. ensuring the effectiveness of the public administration system;
2. ensuring the availability of information and communication infrastructure throughout the country;
3. creation of a high-quality information environment for the cultural and socio-economic development of modern Kazakhstani society;
4. development of the national information space.

The new available e-commerce opportunities for general vendors and customers can be grouped as follows:

<sup>1</sup> Urazayeva E.R. About some prerequisites for the development of electronic commerce in Russia, Belarus and Kazakhstan. University Bulletin, – 6(13). 2021. – P. 103–106.

- Global Participation/Global Choice -Increased competitiveness/quality of service;
- Customer satisfaction / personalization of goods and services.
- Shortening the path to the customer / quick response to demand – cost savings / price reduction;
- New business opportunities / new products and services<sup>1</sup>.

Thus, e-business, e-commerce and new types of market interaction mean much more than just automating business processes and selling goods and services over the Internet. This is the emergence of a huge number of new, previously unattainable opportunities, including: optimization of operations based on the principles of self-management and self-organization, building functional relationships with business partners (relationships that reduce costs and accelerate the introduction of innovations), improve the quality of services, exchange information. In other words, e-business forms an ecosystem, the essence of which is the interaction of various e-business participants. Important materials for the work were publications in specialized scientific journals devoted to innovations and national innovation systems, statistical data of national and international organizations, publications in the media and on the websites of government bodies, development institutions of Kazakhstan. The study was carried out on the basis of an analysis of the processes of formation of an innovative e-commerce ecosystem in Kazakhstan using the methodological provisions of the concept of an innovative ecosystem. When performing this study, methods of statistical and comparative analysis, methods of evaluation and forecasting were applied.

Currently, the sphere of electronic commerce is one of the important sectors of the development of the national economy. E-commerce is one of the growth drivers of the Kazakhstani economy, which aims to maximize the use of our infrastructure and create new jobs from 33,000 people in 2018 to 314,000 people, including related industries, in 2025. An analysis of the nature and forms of interaction between the main participants in the ecosystem shows that it is important to determine the principles of interaction between business in the field of e-commerce and the state. To solve these problems, the Digital Kazakhstan Association was created as a platform for communication

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<sup>1</sup> Solnceva A.E. Electronic Commerce: Problems and Development Prospects in the Republic of Kazakhstan. Science and Education in Economic World, – 6(12). 2021. – P. 18–25.



between business and the state on e-commerce issues. Now it includes the largest trading platforms in Kazakhstan. At the initiative of the ACC working group, the order of the MNE on the regulation of electronic commerce was excluded from the legislation. If domestic sellers are excessively regulated, business conditions are limited for them and additional requirements are created, then foreign competitors will be able to conquer the Kazakhstani market almost without hindrance.

In order to create a favorable business environment and stimulate the development of electronic commerce, legal entities and individual entrepreneurs are exempted from paying corporate and individual income taxes received in the field of electronic commerce, up to 0% until 2023<sup>1</sup>. This norm should become an additional incentive for the development of e-commerce and an increase in its share in the total volume of retail trade. The interaction between the state and e-business in Kazakhstan, which is a member of the EAEU, is synchronized with the development of the digital trade ecosystem in the EAEU. According to experts, Kazakhstan can become a logistics and e-commerce center for the countries of the Eurasian Economic Union, as well as achieve a global e-commerce share of 4% of the total retail trade in the country.

In general, the prospects for the development of e-commerce in Kazakhstan can be summarized as follows:

- improving the quality of Internet connection;
- increase the Internet audience;
- improving the quality of delivery of goods, first of all, increasing the delivery of mail;
- development of information technologies;
- expanding the range of goods and services.

The development of e-commerce is a new driver for the growth of trade, transit and development of the economy of Kazakhstan, which has a high potential for e-commerce. The country has prerequisites and factors for the formation of an e-commerce ecosystem: a Roadmap for the development of e-commerce for 2018–2020 was developed within the framework of the State Program “Digital Kazakhstan”, aimed at developing a digital ecosystem to achieve sustainable economic growth, increase the competitiveness of the economy and the nation, improving the quality of life of the population; there is a high potential in the

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<sup>1</sup> Urazayeva E.R. About some prerequisites for the development of electronic commerce in Russia, Belarus and Kazakhstan. University Bulletin, – 6(13). 2021. – P. 103–106.

development of the most dynamic areas of electronic commerce – trade in food and agricultural products; there is an increase in the share of the online market of the B2B segment; Kazakhstani legislation contains a full set of provisions that enable consumers of Kazakhstani Internet sites to protect their rights, which increases the level of trust; the state creates a favorable business environment and stimulates the development of electronic commerce through tax policy, the development of telecommunications and logistics infrastructure, and digital literacy of the population.

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