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## EVALUATION OF THE EFFECTIVENESS OF UTILIZING NATIONAL HUMAN RESOURCES OF THE REPUBLIC OF KAZAKHSTAN IN THE CONTEXT OF SOCIO-ECONOMIC DEVELOPMENT

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**Annotation.** The article addresses the current challenges and prospects for Kazakhstan's economic development in light of the President's goal to double the economy by 2029, requiring a sustainable growth rate of at least 6% per year. It emphasizes the need for structural changes to transition Kazakhstan into the high-income country category. The article notes the slowdown in average annual GDP growth to 4-5% since 2014 and highlights the weak correlation between GDP growth and employment, stressing the importance of increasing labor productivity as a key driver of future economic growth. It also points out the low share of labor income in Kazakhstan's GDP compared to other high-income countries, indicating the need for better working conditions and greater contribution of human resources to the economy. An analysis of socio-economic indicators such as poverty rates, income distribution, and urban-rural disparities highlights the necessity for a comprehensive approach to evaluating the effectiveness of human resource utilization and strategies to support vulnerable groups. The study concludes that structural reforms are needed to improve working conditions, increase labor productivity, and raise labor income's share in GDP to ensure sustainable growth and transition to a high-income economy.

**Keywords:** efficiency evaluation, national human resources, socio-economic development, workforce utilization, human resource management, economic growth, labor potential.

**Main provisions.** Human resources are crucial for socio-economic development, alongside capital, land, and technology. In a rapidly changing global economy, efficient use of national human resources is essential for Kazakhstan's growth. President Kassym-Jomart Tokayev, in his 2024 address, emphasized the need to enhance human capital to meet the goal of doubling the economy by 2029. Addressing the shortage of specialists in key sectors like water resources, construction, and energy requires educational and professional training reforms. Key steps include internationalizing higher education, attracting top foreign universities, supporting domestic institutions, and strengthening ties between academia and the economy. These efforts aim to align workforce skills with market needs, ensuring

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skilled labor is properly valued. Evaluating the effectiveness of national human resource utilization is crucial for achieving sustainable economic growth and social well-being in Kazakhstan.

**Introduction.** Human resources, alongside capital, land, and technology, are one of the most significant production factors. In the rapidly evolving global economy and increasing international competition, the effective utilization of national human resources is of critical importance for the socio-economic development of the Republic of Kazakhstan. In his address, “Fair Kazakhstan: Law and Order, Economic Growth, Public Optimism,” on September 2, 2024, President Kassym-Jomart Tokayev emphasized the need for a consistent enhancement of the country's human capital [1].

Given modern challenges, providing the economy with qualified personnel is one of the most pressing tasks. The shortage of specialists in key sectors such as water resources, construction, and energy, as well as the need to prepare future professionals, presents significant challenges for the government in reforming the education and professional training systems. Key aspects for developing human potential include the internationalization of higher education, attracting leading foreign universities, supporting domestic institutions, and strengthening the link between universities and the real economy. These measures aim to ensure that specialist training meets the needs of the modern economy and that the work of skilled professionals is duly recognized and valued in society.

In this context, evaluating the effectiveness of national human resource utilization becomes critically important for achieving the set goals. Analyzing the current state of human potential and identifying ways to optimize it will help ensure sustainable economic growth and social well-being in the Republic of Kazakhstan.

**Literature Review.** The effective utilization of national human resources is a key factor in the socio-economic development of any country. In the context of globalization and a rapidly changing labor market, the assessment of human capital efficiency becomes particularly relevant. To date, various scholars have offered diverse perspectives on national human resources, focusing on different aspects:

Economists such as Chirat A. and Le Chapelain C. view national human resources primarily as a production factor, emphasizing their role in creating national wealth and driving economic growth [2]. They analyze indicators such as labor productivity, employment rates, workforce qualifications, and their contribution to the development of various economic sectors. Authors like Al Hamad A. and others emphasize the social aspects of human resources, including education level, health, quality of life, and social mobility, and investigate the impact of social factors on the formation and development of human capital, as well as its effective utilization in society [3]. Knies E. and colleagues study population dynamics and structure, including age, gender, ethnic, and other characteristics that influence the formation and utilization of human resources [4]. They analyze trends in birth rates, mortality, and migration and their implications for the labor market and socio-economic development.

Overall, several general points are highlighted by many authors: national human resources are a critical factor in the socio-economic development of a country; effective utilization of human resources requires a comprehensive approach that considers economic, social, demographic, and political aspects; and the state plays a crucial role in shaping and developing the country's human potential [5]. Research areas such as human potential development (HPD), human resource management (HRM), and human resource development (HRD) are relatively new for Kazakhstan, and many of these and related terms remain unclear



and undefined [6]. For example, training and development, vocational education, recruitment, and organizational development are terms often used within HRM [7]. Thus, different authors, exploring national human resources from various perspectives, agree on their importance for the country's development and the need for a comprehensive approach to their management and development. The main approaches to evaluating the effectiveness of human resource utilization are:

Economic Approach considers labor resources as a production factor and evaluates their contribution to national wealth creation [8]. Key indicators include labor productivity, employment rate, unemployment rate, and the share of highly skilled workers.

Social Approach focuses on the quality of life of the population and the level of social protection of workers. Key indicators are income level, access to education and healthcare, working conditions, and social mobility [9].

Institutional Approach analyzes the effectiveness of labor market institutions, the education and vocational training system, and mechanisms for regulating labor relations.

Comprehensive Approach involves integrating various approaches and using a set of indicators that reflect the economic, social, and institutional aspects of human resource utilization.

Assessing the effectiveness of national human resource utilization is a complex and multifaceted task that requires a comprehensive approach and the use of diverse methods.

**Materials and Methods.** This study utilized normative legal acts of the Republic of Kazakhstan, scientific publications by domestic and foreign authors, as well as reports and analytical materials dedicated to the socio-economic development of Kazakhstan and the effectiveness of national human resource utilization. Additional sources included reports from international organizations, public speeches, expert presentations, statistical data from the Bureau of National Statistics of the Agency for Strategic Planning and Reforms of the Republic of Kazakhstan, as well as analytical materials from the Supreme Audit Chamber of Kazakhstan and similar audit bodies from other countries. Various methods were employed during the research, including the classification and systematization of theoretical and practical data on the subject, analysis of the regulatory framework, and statistical analysis of the current state of national human resources to identify key issues and challenges. Comparative analysis with other countries and comprehensive systemic analysis methods were also applied.

**Results and Discussion.** The Head of State has set a goal to double Kazakhstan's economy by 2029, which requires a sustainable economic growth rate of at least 6% per year. This necessitates transitioning Kazakhstan from the category of upper-middle-income countries to high-income status, which, in turn, requires significant structural changes in the economy.

However, since 2014, the real average annual GDP growth rate has slowed to 4-5%. According to the World Bank, future economic growth and development quality in Kazakhstan will increasingly depend on labor productivity improvements. Without productivity gains, GDP per capita growth over the next decade will be minimal, not exceeding 0.4% per year. Data from the International Labour Organization indicate a weak correlation between GDP growth and employment: in Kazakhstan, a 1% increase in GDP results in only a 0.23% rise in employment. Employment levels remain relatively high overall, though significant regional disparities persist. While major cities such as Almaty and Astana show low unemployment rates, some rural areas face less favorable conditions. Youth and female unemployment also pose challenges that demand particular attention.



Kazakhstan's human resources face serious challenges in the context of economic growth and improving the quality of life. Labor income accounted for only 41.6% of GDP in 2021, lagging behind other countries. In comparison, this figure is 49.7% for high-income countries, 54.4% for G-20 countries, 59% for G-7 countries, 61.4% for Western European countries, and over 50% for the Baltic states. Among the EAEU countries, only Kyrgyzstan has a lower share (33.7% in 2021). This disparity highlights the need to increase labor productivity and improve working conditions to raise the share of labor income in GDP. To achieve sustainable economic growth and transition to high-income status, Kazakhstan must implement structural reforms aimed at enhancing labor resources and increasing their contribution to the economy.

Assessing the effectiveness of national human resource utilization in Kazakhstan requires a comprehensive approach that considers both economic and social aspects, as evidenced by the indicators of living standards presented in Table 1.

**Table 1** – Indicators of the standard of living of the population

№	Indicators	2019	2020	2021	2022	2023
1	The proportion of the population with incomes below the subsistence level (poverty level), %	4,3	5,3	5,2	5,2	5,2
2	The proportion of the population with incomes below the cost of the food basket, %	0,1	0,2	0,1	0,1	0,2
3	Depth of poverty, %	0,7	0,8	0,8	0,8	0,9
4	The severity of poverty, %	0,2	0,2	0,2	0,2	0,3
5	The ratio of income used for consumption to the subsistence minimum, %	195,7	185,8	185,3	181,8	185,5
6	Per capita nominal monetary income of the population, tenge	104 282	116 126	130 616	157 017	181 8555
7	Real Money income Index, %	106,4	104,3	104,0	104,5	101,1
8	Income concentration coefficient (Gini index)	0,290	0,291	0,294	0,285	0,290
9	The proportion of the population with incomes below 60% of the median income level, %	9,7	9,9	8,7	8,7	9,7

Note: compiled by the authors on the basis of data from the Bureau of National Statistics

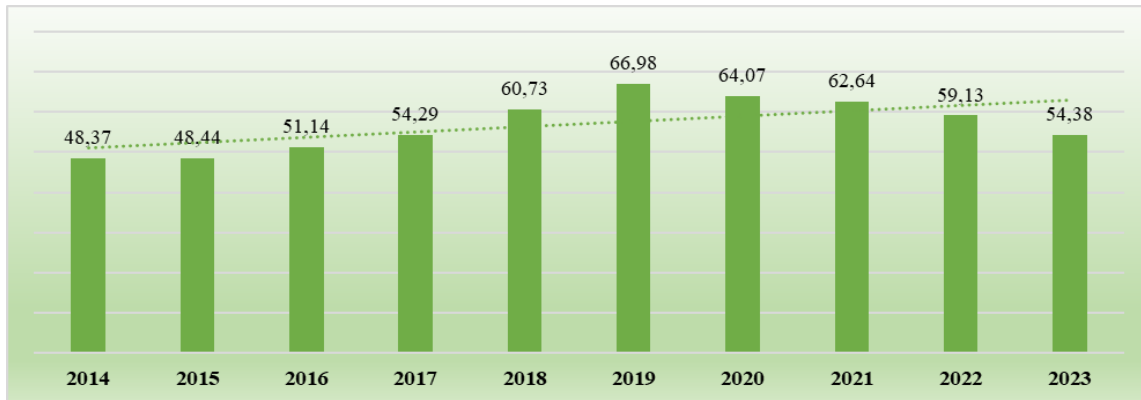
The effectiveness of national human resource utilization in the Republic of Kazakhstan in the context of socio-economic development shows some positive trends but also ongoing challenges. The poverty rate increased from 2.7% in 2017 to 5.2% in 2023, indicating rising poverty levels, particularly amid the pandemic and economic instability. The depth and severity of poverty have also increased, reflecting reduced access to basic resources for the most vulnerable groups. Despite a significant rise in nominal per capita income from 83,710 KZT in 2017 to 181,855 KZT in 2023, real income growth slowed to 101.1%, highlighting declining purchasing power due to inflation and other economic factors. The Gini index remains stable, but income inequality is still high, showing a substantial gap between different social groups. These trends underscore the need to improve employment and social protection policies and enhance the management of national human resources to ensure sustainable socio-economic development.

Human capital is a key factor in the country's economic success. Evaluating the level of education and professional skills of the population is critical for assessing human



resources. This requires not only formal education but also its alignment with the needs of the modern labor market. Training and retraining programs should focus on developing skills needed for the transition to an innovative economy, including technical and professional competencies as well as critical thinking, creativity, and lifelong learning capabilities.

While Kazakhstan shows positive trends in education, particularly in urban areas, challenges remain in ensuring the quality of education, its relevance to labor market needs, and the availability of professional training in rural regions.



**Figure 1** – Gross enrollment in higher education, %

Note: compiled by the authors on the basis of data from the Bureau of National Statistics

Gross enrollment in higher education in Kazakhstan showed an upward trend from 2014 to 2019, reaching a peak of 66.98%. However, since 2020, there has been a decline, dropping to 54.38% by 2023. The highest rates are traditionally observed in Astana and Almaty, where enrollment exceeds 90%, attributable to the concentration of universities and a high level of urbanization. In other regions, such as Abai and Jetisu, higher education enrollment is significantly lower, indicating regional disparities in access to higher education, likely due to differences in infrastructure and economic opportunities.

The demand for medium- and highly-skilled labor is growing, while the number of low-skilled jobs is decreasing. From January to October 2023, 784,000 vacancies were posted on the electronic labor exchange, with 66% requiring qualifications. In sectors such as finance, insurance, healthcare, and information and communication, nine out of ten job seekers need qualifications. Regionally, Kostanay region has the highest demand for qualified labor (80% of vacancies), followed by Astana (79%) and Almaty (77%).

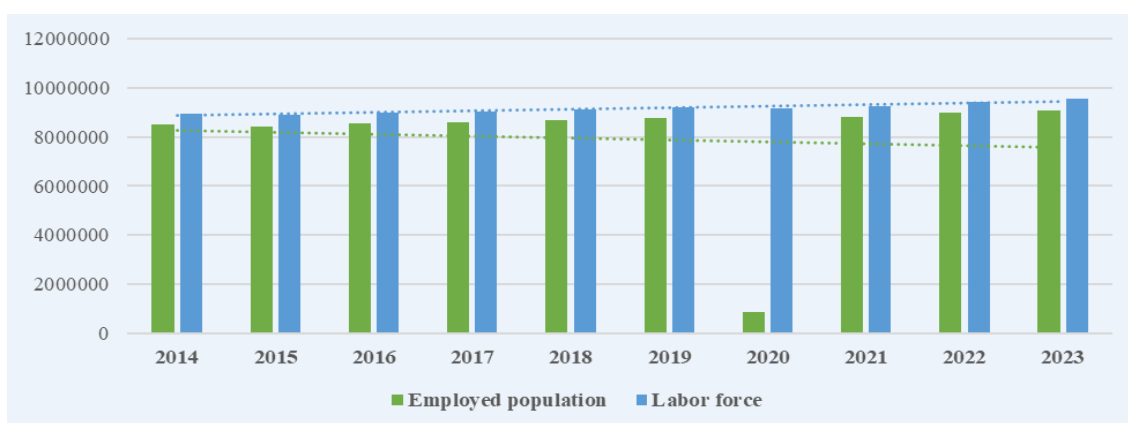
Assessing the level of education and professional skills in Kazakhstan is becoming increasingly significant each year. Investments in education increased by 42.2% last year, reaching 301.6 billion KZT, which is 2.4% of total national investments. In the context of the digital economy, a New Professions and Competencies Atlas has been developed, covering nine economic sectors. The Atlas identifies three categories of professions: new professions likely to emerge soon, transforming professions expected to undergo significant changes, and disappearing professions that will become obsolete in the near future.

The importance of evaluating national human resources lies in considering not only professional qualities but also cultural characteristics, language skills, and the socio-cultural context. A thorough analysis of these indicators enables organizations to effectively adapt their recruitment, training, and personnel management strategies to national specifics,



contributing to a harmonious and productive work environment capable of maximizing the potential of national human resources.

The country's economic development directly affects the demand for labor and its qualitative and quantitative characteristics. Amid globalization and technological changes, the demand for certain professional skills and competencies is constantly evolving. Studying these dynamics helps identify current and future labor force needs, which is crucial for planning educational policies and professional training programs. Additionally, analyzing labor demand involves studying the spatial distribution and mobility of human resources within the country, enabling the prediction and regulation of regional labor market imbalances.



**Figure 2** – Labor force and employed population in the Republic of Kazakhstan for 2014-2023, per.

Note: compiled by the authors on the basis of data from the Bureau of National Statistics

From 2014 to 2023, the employed population in Kazakhstan demonstrated steady growth, despite significant fluctuations in 2020 due to the COVID-19 pandemic. By 2023, the number of employed people reached 9,081,920, indicating a recovery in the labor market after the crisis. This trend continued into the second quarter of 2024, with the employed population rising to 9.2 million, an increase of 75,300 compared to the same period of the previous year. Notably, the number of self-employed individuals grew by 50,100, reflecting improved conditions for self-employment and entrepreneurship. The number of salaried employees also increased by 25,200, indicating strengthened labor market positions and enhanced employment opportunities. Key sectors contributing to employment growth include trade, education, industry, and agriculture, which continue to provide a significant share of jobs.

**Table 2** – The main indicators of the labor market

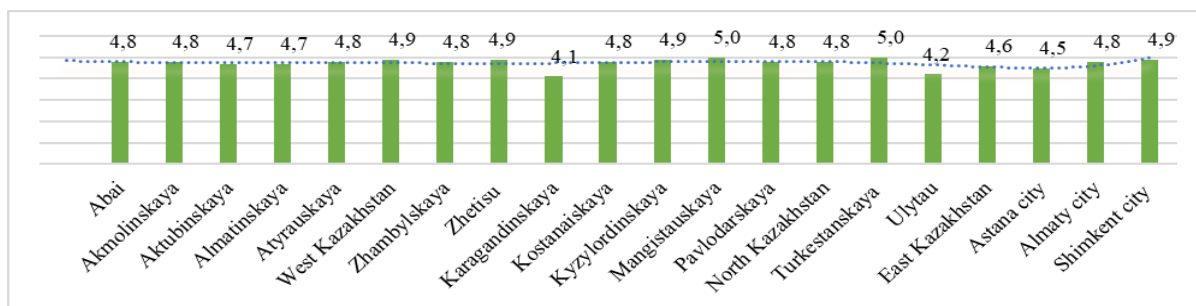
Period	Labor force, persons	Employed population, persons	including		Unemployed population, people	Unemployment rate, %
			employees	self-employed workers		
2019	9 221 481	8 780 829	6 681 58	2 099 249	440 652	4,8
2020	9 180 845	8 732 04	6 686 666	2 045 374	448 805	4,9
2021	9 256 757	8 807 113	6 710 206	2 096 907	449 644	4,9
2022	9 429 809	8 971 539	6 847 300	2 124 239	458 270	4,9
2023	9 534 114	9 081 920	6 893 429	2 188 491	452 194	4,7

Note: compiled by the authors on the basis of data from the Bureau of National Statistics





According to the labor force survey data, 9.2 million people were employed across various sectors of Kazakhstan's economy. Of these, 7 million people (76.2% of the total employed) were salaried employees, while 2.2 million people (23.8%) were self-employed. Compared to the first quarter of 2023, total employment increased by 134,600 people, mainly due to the rise in the number of salaried employees, which grew by 81,000, and the number of self-employed, which increased by 54,500. The largest share of employment was observed in trade (16.8%), education (13.1%), industry (12.3%), and agriculture (11.1%). On average, employed individuals worked 38 hours per week at their primary job, with salaried employees working an average of 40 hours and self-employed individuals working 35 hours. The number of people who were without work, not seeking work, or not ready to start working (potential labor force) stood at 38,600. Additionally, the proportion of people not included in the labor force was 32% of the population aged 15 and older.



**Figure 3** - Unemployment rate in the regions of Kazakhstan, 2023

Note: compiled by the authors on the basis of data from the Bureau of National Statistics

Kazakhstan has developed a labor market development concept up to 2030, which highlights several key issues requiring attention in the assessment of human resources. One of the primary concerns is the steady increase in the emigration of skilled professionals with higher and vocational education, which could have adverse consequences, including youth unemployment. Additionally, the concept points out the excessive involvement of the state in the economy, which may impact job creation and private sector development. The concept introduces a new approach to evaluating job quality, defining “quality jobs” as those that provide decent wages, safe working conditions, professional development, and social protection for employees. To enhance labor productivity and improve quality of life, the creation of 1.5 million new quality jobs is proposed.

An analysis of the current situation also revealed several demographic and economic challenges. There is a persistent outflow of skilled specialists abroad, while urbanization and demographic pressure on the labor market continue to grow. By 2029, the economically active population in Kazakhstan is projected to exceed 9.6 million, with regional disparities in labor force distribution likely to intensify in the future.

Approximately 40% of Kazakhstan's GDP is attributed to the quasi-public sector, exerting a substantial impact on labor market dynamics and employment generation. The private sector demonstrates limited capacity for job creation, while a significant share of the workforce remains employed in small, state-funded enterprises, posing a considerable challenge to the country's economic development.

Youth is a key resource for the country, determining its future socio-economic success. By 2030, the youth population in Kazakhstan is projected to reach 5.9 million, which will increase the demand for educational services, jobs, housing, and healthcare.



Every year, more than 300,000 young workers enter the labor market. However, if current employment trends persist, several regions may face a job deficit by 2030. The ratio of wage employment to self-employment in the youth labor market has remained stable over the past five years, with 78% employed and 22% self-employed. There is a noticeable shift of the working-age youth into the services and trade sectors, which may impact employment in industry and agriculture.

The unemployment rate in Kazakhstan, as measured by the International Labour Organization (ILO) methodology, stood at 4.7% in the first quarter of 2024, which is 0.1% lower than the same period in 2023. Despite this decline, the proportion of officially registered unemployed individuals increased by 0.3 percentage points by the end of March 2024 compared to the first quarter of 2023, reaching 3.1% of the labor force, equivalent to 294,000 people. This rise indicates an increase in the number of individuals seeking official unemployment status through the Ministry of Labor and Social Protection, possibly due to improved access to employment services or changes in unemployment registration policies.

Thus, to develop an effective mechanism for evaluating human resources, the following indicators should be considered:

Analysis of economic indicators such as GDP, investments, foreign trade turnover, international reserves, and inflation helps assess the overall state of the economy. Economic growth may require additional labor resources, particularly in sectors that are becoming priorities.

Understanding which economic sectors are experiencing growth and development, as well as the presence of investments directed towards specific industries, allows for determining the demand for specialists with particular profiles and qualifications. For example, if significant investments are made in the oil and gas sector, this may require specialists in engineering and technical fields.

Analyzing demographic data, including population growth and migration trends, helps assess the availability of labor and prevent potential labor shortages. For instance, an increase in the number of young people entering the labor market may require additional training and education programs.

Studying market demand for specific skills and qualifications helps identify gaps in labor supply and prioritize areas for workforce development. For example, if the economy is transitioning to new technologies, there will be increased demand for specialists in information technology and digital transformation.

Evaluating government programs and policies aimed at developing human potential allows for assessing their effectiveness and the need for adjustments. For example, if a government youth employment support program is not meeting its goals, it may require a review of strategy and adaptation of measures.

**Conclusions.** This study has provided a comprehensive assessment of the effectiveness of national human resource utilization in the Republic of Kazakhstan within the context of socio-economic development. The analysis has identified both positive trends and several critical challenges that require immediate attention from the state and society.

On one hand, Kazakhstan possesses substantial human resource potential, which serves as a foundation for economic growth and social progress. Educational attainment is increasing, and investments in human capital are rising. However, several issues hinder the full realization of this potential, such as the mismatch between workforce qualifications and the demands of the modern labor market, low productivity, unequal access to quality





education, as well as demographic and migration challenges that pose significant obstacles to sustainable development.

Particular concern arises from youth unemployment and the emigration of skilled professionals abroad. These trends necessitate urgent measures to improve working conditions, enhance the attractiveness of the domestic labor market, and create new opportunities for the self-realization of young specialists.

To achieve the goal set by the Head of State to double the economy by 2029, structural reforms are needed to enhance the efficiency of national human resource utilization, including:

Modernizing the education and professional training system, with a focus on developing skills in demand for the digital economy.

Encouraging the creation of quality jobs in the private sector.

Improving working conditions and increasing wages to raise the share of labor income in GDP.

Developing effective labor market regulation mechanisms that balance the interests of both employees and employers.

Implementing proactive social policies aimed at reducing poverty and social inequality.

Creating a favorable investment climate and promoting innovation.

Only a comprehensive approach that considers all aspects of human resource utilization will enable Kazakhstan to achieve sustainable economic growth and ensure a high quality of life for all citizens. In conclusion, it should be emphasized that national human resources are the country's greatest asset. Investing in their development and effective utilization is an investment in the future of Kazakhstan.

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## ӘЛЕУМЕТТІК-ЭКОНОМИКАЛЫҚ ДАМУ КОНТЕКСТІНДЕ ҚАЗАҚСТАН РЕСПУБЛИКАСЫНЫҢ ҰЛТТЫҚ КАДР РЕСУРСТАРЫН ПАЙДАЛАНУ ТИІМДІЛІГІН БАҒАЛАУ

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**Түйін.** Мақалада Мемлекет басшысының 2029 жылға қарай ел экономикасын екі есеге арттыру жөніндегі міндеті тұрғысында Қазақстанның экономикалық дамуының ағымдағы сын-қатерлері мен перспективалары қарастырылады, бұл жылына кемінде 6% тұрақты экономикалық өсуді талап етеді. Қазақстанның табыс деңгейі жоғары елдер санатына көшуі үшін экономикадағы құрылымдық өзгерістердің қажеттілігіне басты назар аударылады.

Мақалада 2014 жылдан бастап ЖІӨ-нің нақты орташа жылдық өсу қарқынының 4-5%-ға дейін баяулауы және ЖІӨ-нің өсуі мен халықтың жұмыспен қамтылуы арасындағы әлсіз байланыс көрсетілген, бұл болашақ экономикалық өсудің негізгі факторы ретінде еңбек өнімділігін арттыруды талап етеді. Зерттеу Қазақстанның ЖІӨ-дегі еңбек кірістерінің төмен үлесіне назар аударады, бұл табысы жоғары басқа елдердің көрсеткіштерінен едәуір артта қалады және еңбек жағдайларын жақсарту және экономикаға еңбек ресурстарының үлесін арттыру қажеттілігін көрсетеді. Әлеуметтік-экономикалық көрсеткіштерді, соның ішінде кедейлік деңгейін, кірістерді бөлуді, кедейліктің тереңдігі мен өткірлігін, сондай-ақ қалалық және ауылдық жерлердегі айырмашылықтарды талдау ұлттық кадрлық ресурстарды пайдалану тиімділігін бағалауға кешенді көзқарас пен халықтың осал топтарын қолдаудың тиімді стратегияларының қажеттілігін көрсетеді. Зерттеу нәтижелері тұрақты экономикалық өсуге қол жеткізу және табысы жоғары елдер санатына өту үшін еңбек жағдайларын жақсартуға, еңбек өнімділігін арттыруға және ЖІӨ-дегі еңбек кірістерінің үлесін арттыруға бағытталған құрылымдық реформаларды жүргізу қажеттілігін көрсетеді.

**Түйін сөздер:** тиімділікті бағалау, ұлттық кадр ресурстары, әлеуметтік-экономикалық даму, кадрларды пайдалану, адам ресурстарын басқару, экономикалық өсу, еңбек әлеуеті.

## ОЦЕНКА ЭФФЕКТИВНОСТИ ИСПОЛЬЗОВАНИЯ НАЦИОНАЛЬНЫХ КАДРОВЫХ РЕСУРСОВ РЕСПУБЛИКИ КАЗАХСТАН В КОНТЕКСТЕ СОЦИАЛЬНО-ЭКОНОМИЧЕСКОГО РАЗВИТИЯ

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**Резюме.** В статье рассматриваются текущие вызовы и перспективы экономического развития Казахстана в контексте задачи, поставленной Главой государства, по удвоению экономики страны к 2029 году, что требует устойчивого экономического роста не менее 6% в год. Основное внимание уделяется необходимости структурных изменений в экономике для перехода Казахстана в категорию стран с высоким уровнем доходов.

В статье подчеркивается замедление реального среднегодового темпа роста ВВП до 4-5% с 2014 года и указывается на слабую связь между ростом ВВП и занятостью населения, что требует повышения производительности труда как ключевого фактора будущего экономического роста. Исследование акцентирует внимание на низкой доле трудовых доходов в ВВП Казахстана, что значительно отстает от показателей других стран с высоким уровнем доходов и указывает на необходимость улучшения условий труда и увеличения вклада трудовых ресурсов в экономику. Анализ социально-экономических показателей, включая уровень бедности, распределение доходов, глубину и остроту бедности, а также различия между городскими и сельскими районами, подчеркивает необходимость комплексного подхода к оценке эффективности использования национальных кадровых ресурсов и более эффективных стратегий по поддержке уязвимых слоев населения. Выводы исследования подчеркивают необходимость проведения структурных реформ, направленных на улучшение условий труда, повышение производительности труда и увеличение доли трудовых доходов в ВВП для достижения устойчивого экономического роста и перехода в категорию стран с высоким уровнем доходов.

**Ключевые слова:** оценка эффективности, национальные кадровые ресурсы, социально-экономическое развитие, использование кадров, управление человеческими ресурсами, экономический рост, трудовой потенциал.

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