


# Ways and Conditions for Improving Administrative Procedures in the Personnel Policy of the Ministry of Internal Affairs

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## Abstract

The purpose of the study was to develop measures aimed at improving administrative procedures when working with personnel policy in the Ministry of Internal Affairs and its structural divisions. The following methods were used: analysis, synthesis, comparison. The research findings indicate that the ongoing reform of personnel policy in Kazakhstan has led to a lack of qualified specialists who can adapt to new conditions. This shortage is due to a shift away from viewing personnel development solely as administrative tasks. Furthermore,

there is a need to consider employee motivation more comprehensively. The practical significance of this study lies in the fact that the proposed recommendations can be taken as a basis for the development of personnel policy both in the Ministry of Internal Affairs of the Republic of Kazakhstan in general and in individual structural units belonging to the Department of Internal Affairs of the Republic of Kazakhstan.

**KEYWORDS** *Corporate Culture, Politics Reform, Lack of Qualified Specialists, New Conditions, Operational Protocols*

## Introduction

The modernization of Kazakh administrative law in personnel policy aims to improve internal relations and the interaction between government bodies and the public. This includes addressing various concerns of the population, implementing state control and supervision, promoting information transparency, and integrating new electronic technologies into the management process.<sup>1</sup> The key purpose of personnel policy in the system of the Ministry of Internal Affairs of the Republic of Kazakhstan appears as the development of the professional staff, preservation, reproduction, strengthening, rational and effective use of the personnel potential of internal affairs bodies in the interests of operational and service activities, bringing it in line with the requirements of innovative socially-oriented development of the Republic of Kazakhstan.<sup>2</sup>

Personnel policy in the Ministry of Internal Affairs of the Republic of Kazakhstan focuses on key concepts. The personnel potential refers to acquiring high-quality human resources for the internal affairs bodies.<sup>3</sup> The service potential involves the qualitative characteristics of employees to efficiently carry out operational and official activities. Personnel resources come from eligible

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<sup>1</sup> Boris Abrakhmanov and others, "Innovation of structuring the criminal policy as independent section of the new conception of legal policy of the Republic of Kazakhstan," *Journal of Legal, Ethical and Regulatory Issues* 24, no. 5 (2021): 1-12.

<sup>2</sup> Teimuraz Khvedelidze and others, "Political and Legal Prerequisites for the Formation of the Modern Policy of the Republic of Kazakhstan in the Field of Higher Education," *Interchange* 52 (2021): 377-391.

<sup>3</sup> Riccardo Pelizzo, and Colin Knox, "Sobriety, human dignity and public morality': ethical standards in Kazakhstan," *Public Money & Management* 43, no. 2 (2021): 156-164.

citizens of working age who meet requirements to work in the internal affairs bodies. The ministry's personnel include permanent staff, territorial state civil servants, and employees in service or labour relations with related bodies. The subject of personnel policy comprises heads and management staff who make objective personnel decisions. Employees, territorial state civil servants, service collectives, and the processes related to personnel potential are the object of personnel policy.<sup>4</sup>

The personnel policy infrastructure appears as a set of organisational structures, resources, and means of ensuring work with the personnel of internal affairs bodies. The personnel reserve is considered as a group of employees formed according to the established procedure who meet the qualification requirements and have the necessary professional and personal qualities for appointment to such high positions as a head. The Ministry of Internal Affairs of the Republic of Kazakhstan, defining the conceptual foundations of departmental personnel policy, proceeds from the need to form a new professional and moral image of employees of the internal affairs bodies of the Republic of Kazakhstan, updating the personnel potential of police and other departments of the Ministry.<sup>5</sup>

The personnel policy, which is currently carried out by the Ministry, is a whole complex of interrelated ideas, principles, and norms governing the activities of heads of bodies, organisations, and divisions of the Ministry on the development of personnel, management of employees, regional state civil servants, employees. One of the most considerable events in the process of development of the rule of law and civil society is the training of personnel for all public authorities. However, these concerns, first of all, the training of personnel and the implementation of personnel policy in the bodies designed to support and protect this power of the internal affairs bodies (Department of Internal Affairs). Citizens who have a desire to enter the civil service, namely, in the Department, go through a number of procedures that are established by the Ministry, in particular, studies to identify the psychophysiological characteristics of the applicant, testing that is required to identify the consumption without a doctor's prescription of drugs containing both narcotic and psychotropic substances, as well as the degree of alcohol or toxic

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<sup>4</sup> Muftulla Khojabekov, and Jolmurza Ogli, "Issues of establishing the legal status of a civil servant," *Journal NX* (2020): 533-538.

<sup>5</sup> Aydin Ryskulbekov, "Economic and legal issues for training reserve personnel among the university students in Kazakhstan and foreign countries," *Journal Advanced Research in Law and Economics* 3, no. 49 (2020): 1009-1031.

substances.<sup>6</sup> Furthermore, when a citizen joins the internal affairs bodies, they are required to obtain a personal guarantee. This guarantee is a written statement provided by an employee of the internal affairs bodies with a minimum of three years of service experience. The statement asserts that the employee takes responsibility for ensuring that the citizen in question adheres to the legal restrictions and prohibitions imposed on employees.<sup>7</sup>

Thus, the purpose of this study is to develop recommendations that will improve the personnel policy for persons serving in the internal affairs bodies of Kazakhstan.

In the course of the research, the following methods were used: theoretical methods (analysis; synthesis); as well as: comparisons, economic and statistical analysis, graphical representation of the results. The study is based on the results of a survey conducted among employees of the Ministry of Internal Affairs of the Republic of Kazakhstan on the subject of satisfaction with the personnel policy conducted by the Ministry.

The research on this topic was conducted in three stages. *First*, the analysis of the theoretical aspect of the available papers on this issue consisted in considering: what is the personnel policy, what goals and objectives are highlighted in it, what types of personnel policy there are. They also identified factors that have an impact on the development of personnel policy, methods of personnel policy, indicators that are formed due to personnel policy, types of documents that are necessary for conducting a personnel audit.

At the *second* stage, on the example of the Ministry, the characteristics of the personnel policy that exist at the moment were considered. In particular, a survey was conducted among employees of the Department of Internal Affairs, Internal Affairs Administration, the Ministry of Internal Affairs of Kazakhstan, to assess personnel policy. The following questions were asked: "Do You consider it expedient, when selecting candidates for vacant positions, to give priority to acting employees of the Department of Internal Affairs or Internal Affairs Administration, and not to civilians entering service in the Department for the first time?", "How do You feel about the rotation of the managerial personnel in the organs of internal affairs?", "How do You feel about the institute of personal surety when applying for the Ministry of Internal Affairs?",

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<sup>6</sup> Alexander Gurinovich, and Natalya Petrykina, "Características del desarrollo de la Institución de Servicio Público: Experiencia Internacional y su aplicación en Rusia," *Jurídicas CUC* 17 (2021): 253–276.

<sup>7</sup> Bibigul Bulegenova and others, "The state service of the Republic of Kazakhstan at a new stage of development," *Journal of Legal, Ethical and Regulatory Issues*, Arden 20, no. 3 (2017): 1-11.

*"Do You think there are problems in the work of the structural unit of the Department, Internal Affairs Administration, Ministry of Internal Affairs of Kazakhstan?", "How do You see solutions to existing problems in the work of the Department, Internal Affairs Administration, Ministry of Internal Affairs of Kazakhstan?" and other.*

There were also identified: types of information technologies in the framework of working with personnel as components of administrative procedures; decisions that can be made regarding a candidate for admission to the service within the framework of the personnel policy of the Ministry; recommendations for training personnel for internal affairs bodies within the framework of the personnel policy of the Ministry; three groups of requirements (qualities) that each law enforcement officer must meet; the main indicators for evaluating the effectiveness of personnel activities for each personnel management process; tasks that need to be solved when improving administrative procedures within the framework of the personnel policy of the Ministry.

At the *third* stage, recommendations were proposed aimed at improving administrative procedures within the framework of the personnel policy of the Ministry. The developed recommendations can be taken as a basis for the development of a new personnel policy of the Ministry. In addition, the proposed measures can be adopted for the development of personnel policy in the internal affairs bodies and in other countries.

## **Analysis of Improving Administrative Procedures in the Personnel Policy of the Ministry of Internal Affairs**

The concept of "*Personnel policy*" is according to various authors, including Russian, Kazakh, as well as those from Spain, Italy, the USA, South America. M. Armstrong says: "*Personnel policy is considered as generalised principles of the approach to various aspects of employment management applied by the organisation and, consequently, by its employees*". V.R. Vesnin has a different approach to the definition of this term. V.R. Vesnin writes that personnel policy is a system of views, requirements, norms, principles, restrictions that can determine and set the vector, forms, and methods of working with personnel". Its definition provides substantiation for the purpose of personnel policy, which pursues the preservation, strengthening, development of human resources, the creation of a highly qualified team that can show the highest possible results of their work,

as well as providing favourable socio-psychological conditions for the performance of their work duties. Thus, it can be concluded that many authors define personnel policy as a certain set of requirements, norms, rules that relate to a particular position and are prescribed in the document since in any organisation, the "*Personnel policy*" should be documented and each employee could always get acquainted with it. The personnel policy should specify: requirements for the applicant if a position is being created again; requirements for certification; requirements for enrolment in the personnel reserve; requirements for promotion and taking a leadership position.

The personnel policy, which exists in the form of unwritten rules, enables employees to meet their need for predictability and security. In such a case, each employee knows what actions they can expect from the management and can predict their future activities in this organisation. The same organisations that take a more thorough and detailed approach to the development of personnel policy are guided by a number of principles on which it is based.<sup>8</sup> The primary objective of personnel policy is to enhance professional competence and achieve an optimal equilibrium between the processes of refreshing and sustaining the quantity and quality of personnel. This objective is aligned with the organization's needs, the demands of prevailing legislation, and the conditions of the labour market.<sup>9</sup>

The personnel acts as an object of personnel policy. The personnel of the organisation is the main (full-time) composition of its employees. Personnel is understood as the main and decisive factor in the implementation of the activities of an organisation with high indicators of the implementation of its professional actions. The effectiveness of the activity of a government body, such as the Ministry of Internal Affairs, largely depends on the qualifications of employees, their professional training, business qualities, psychological stability, physical development.<sup>10</sup> The policy pursued regarding personnel may not always have clear formulations and be issued in the form of a document but therewith, regardless of its degree of expression, it is present in every

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<sup>8</sup> Natalya Boldyreva, *Human resource management: A modern approach (tutorial)*. Voronezh: VGPU, 2018.

<sup>9</sup> Volodymyr Denisenko, "Reflections on the importance of human resources for achieving the goals of reforming the internal affairs bodies," *Actual Problems of Administrative and Administrative Procedural Law: Materials of the Annual All-Russian Scientific and Practical Conference* (2017): 13-21.

<sup>10</sup> Natan Chroni, and Auzhan Saitbekov. "On some aspects of personnel policy in the Internal Affairs Directorate of the Republic of Kazakhstan," *International Scientific Journal Gylym-Science* 3, no. 66 (2020): 80- 87.

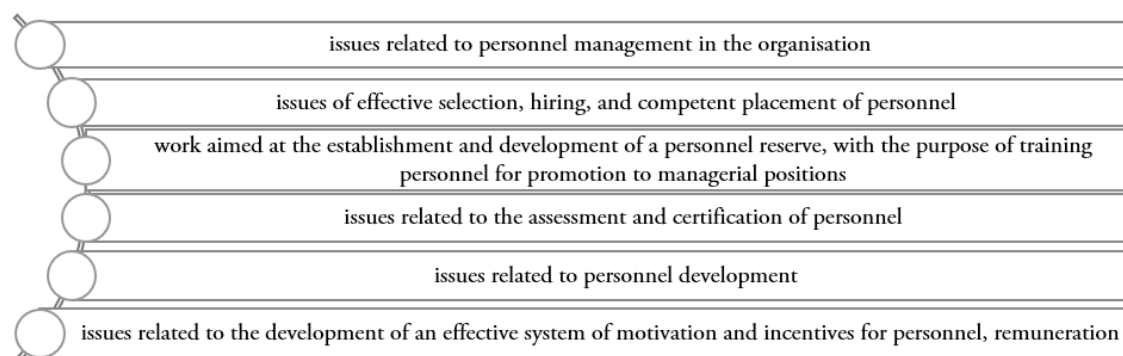
organisation/department. Personnel policy is guided by principles such as unity, innovation, professionalism, practical orientation, and humanism. Its development aims to enhance official discipline, uphold legality, and prevent corruption within the workforce. The initial stages of creating a personnel policy involve uncovering untapped potential in human resource management and assessing areas requiring reinforcement for effective implementation of the organizational strategy. Both external and internal factors that can influence the development of personnel policy were identified (Table 1).

**TABLE 1.** External and internal factors that can influence the development of personnel policy

External Factors	Internal Factors
1. the level of stability of the legal framework, fluctuations in the competitive struggle within the team (advanced training, internships, etc.),	1. development strategy of the Ministry of Internal Affairs,
2. labour market conditions (supply and demand for certain professions to quickly fill vacancies),	2. the specific features of the activities of a separate unit,
3. the influence of trade unions on the activities of the organisation, the mentality of the organisation's employees	3. qualitative and quantitative characteristics of jobs,
	4. personnel potential of employees of the Ministry of Internal Affairs,
	5. specific features of corporate culture in each division of the Ministry of Internal Affairs,
	6. personal characteristics and interests of employees of the Ministry of Internal Affairs

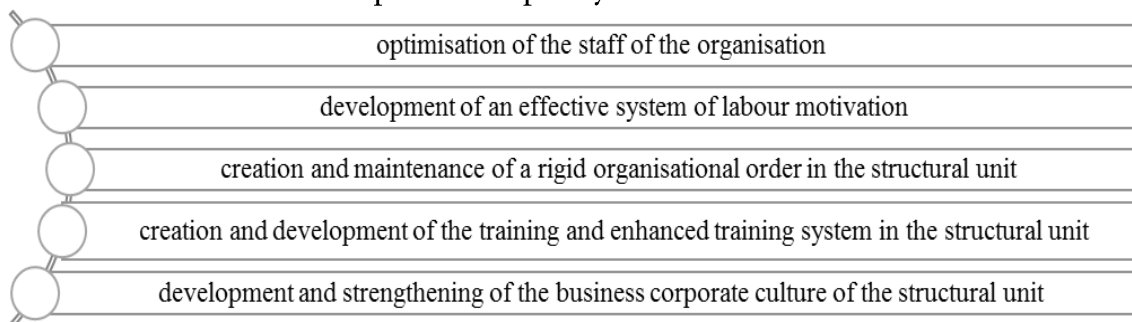
To correctly prioritise personnel policy and effectively distribute the limited resources of the organisation (for example, material resources, working hours of employees of the HR department, etc.), employees are grouped into categories. The areas of personnel policy, as a rule, coincide with the areas of personnel work in a particular department of the Ministry and correspond to the functions of the personnel management system that operates at a given time. In Figure 1, it is suggested considering the key characteristics of the main areas of personnel policy.

FIGURE 1. Key characteristics of the main areas of personnel policy



It is identified the following main elements of personnel policy: personnel accounting, recruitment and adaptation issues, evaluation and certification issues, personnel training system, personnel motivation system, corporate culture, monitoring. For each element of personnel policy in organisations, separate methods are used, which are shown in Figure 2.<sup>11</sup>

FIGURE 2. Methods of personnel policy



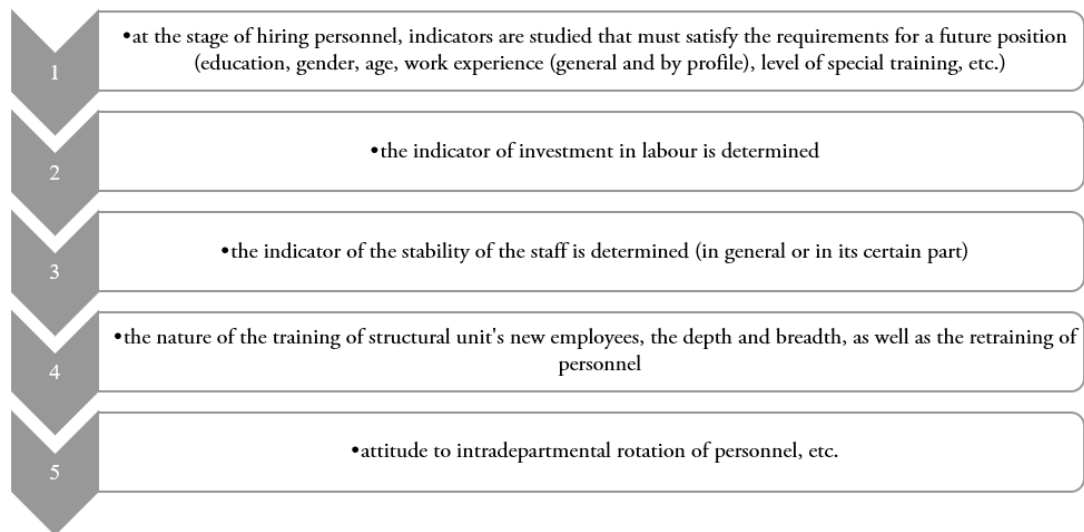
Within the framework of personnel policy, not only comfortable working conditions should be created but also the opportunity for career growth, as well as confidence in the future should be provided. Figure 3 shows the characteristics of the indicators that are formed due to the personnel policy.<sup>12</sup>

<sup>11</sup> Tatyana Fomina and others, “Professional motivation of employees of internal affairs bodies as a factor of personnel potential management in the system of the Ministry of internal affairs of Russia,” *SHS Web Conference* 108 (2021): article number 05005.

<sup>12</sup> Galina Lozovitskaya, and Nikolay Serdyuk, *Formation of personnel policy and personnel management of the civil service*. Moscow: Academy of Management of the Ministry of Internal Affairs of Russia (2019).



**FIGURE 3.** Characteristics of indicators that are formed due to personnel policy



Having considered the main characteristics of personnel policy, it can be suggested its main types according to two criteria: the scale of personnel policy: passive, reactive, preventive, active (*rational, adventurous*); the level of interaction with the environment: open, closed. The choice of one or another type of personnel policy may be directly dependent on the strategy of functioning of the structural unit, and hence on the personnel strategy. A detailed and described personnel policy and personnel strategy do not yet ensure effective personnel management. It is important that they are implemented in practice through an effective personnel management system. To determine how effective the personnel policy developed by both the Ministry of Internal Affairs in general and in each structural subdivision is, HR specialists propose to regularly conduct a personnel audit, which would be conducted according to the main types of documents subject to personnel audit, which are presented in Table 2.<sup>13</sup>

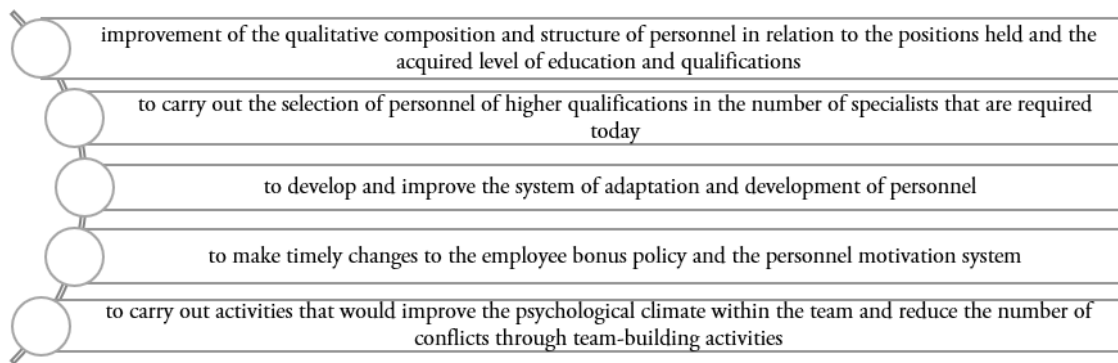
<sup>13</sup> Lyazzat Beisenova and others, "Modern trends of Kazakhstan's internal state audit: The US and UK experience," *Problems and Perspectives in Management* 18, no. 2 (2020): 1-12.

**TABLE 2.** The main indicators for evaluating the effectiveness of human resources activities for each personnel management process

For the process of recruitment needs planning	For the assessment of the effectiveness of the motivation process	For the assessment of the effectiveness of the process of searching for new employees for the structural units of the Ministry of Internal Affairs in the labour market and their selection
change in the age ranges of employees for the structural units of the Ministry of Internal Affairs, the level of awareness of the structural unit of the Ministry of Internal Affairs and the specific features of its activities, the dynamics of staffing, indicators of staff turnover for all categories of employees except for leadership positions, indicators of staff turnover in executive positions, absenteeism, etc.	change in the social sentiment index, change in the number of leaving of employees of structural divisions of the Ministry of Internal Affairs with high individual indicators, the level of remuneration depending on individual indicators, the level of health of employees of structural divisions of the Ministry of Internal Affairs, the level of employees' coverage with individual goals and objectives	the number of employees of the Ministry of Internal Affairs within a period of up to 6 months, the number of employees of the Ministry of Internal Affairs within a period of up to 1 year, the rate at which vacancies are filled, average estimates of the degree of case resolution by new employees, the number of new employees of structural divisions of the Ministry of Internal Affairs who received the first ratings "above expectations", the implementation of the recruitment plan for young employees from among the graduates of higher educational institutions of the Ministry of Internal Affairs, police schools, etc., the percentage of refusal of candidates to work in this structural unit of the Ministry of Internal Affairs for a period of up to 1 month, 6 months, 1 year, etc.

Having studied the causes of the problem and the causes of their occurrence, the structural unit or the Ministry of Internal Affairs in general should think about the main areas of improving personnel policy. Let us consider the most common areas of improvement of personnel policy. Figure 4 shows the most common areas of improvement of personnel policy.<sup>14</sup>

<sup>14</sup> Raigul Bugubaeva, Razhan Sergalieva, and Lana Tretyakova, "Professionalization of the state apparatus: main stages and prospects," *Economic Review of Central Asia* 6 (2020): 19-32.

**FIGURE 4.** The most common areas of improvement of personnel policy

As of June 2021, the personnel policy tasks in the Ministry include:

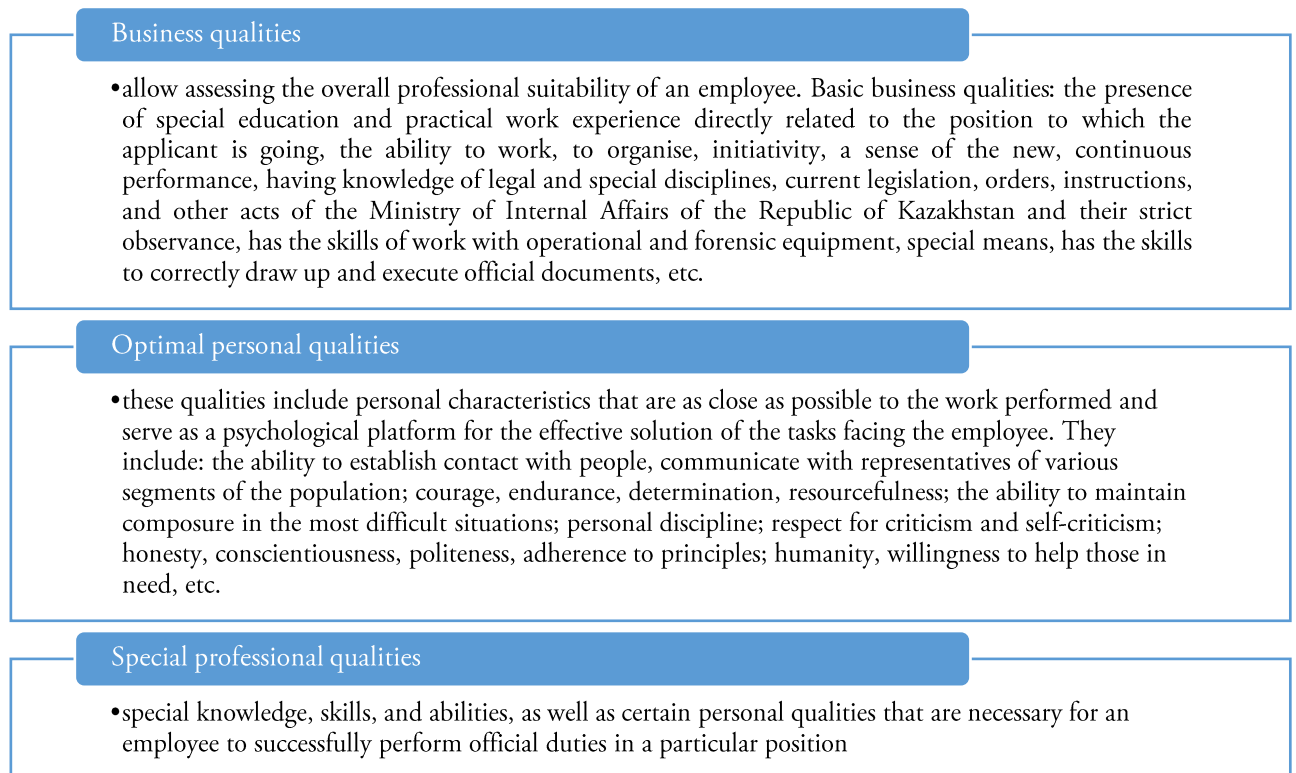
- 1) Implementing a unified personnel policy within the Internal Affairs system as part of the overall state personnel policy of the ministry.
- 2) Planning and monitoring personnel activities, including the development of a personnel management information system.
- 3) Organizing activities to reform and enhance the Internal Affairs system as a structural element of the ministry.
- 4) Implementing a unified organizational and staff policy within the Internal Affairs system.
- 5) Implementing a policy for institutional education within the Internal Affairs system.
- 6) Organizing professional and ideological development within the Department of Internal Affairs as part of the ministry.

In summary, the personnel policy tasks in the Ministry of Internal Affairs include implementing a unified policy, planning and monitoring activities, organizing reforms and development, ensuring organizational and staff consistency, promoting institutional education, and facilitating professional and ideological development.

Notably, a regulatory framework controlling the development and implementation of professional standards in the field of labour relations should be developed for professional standards. It is worth noting that the mechanisms for making adjustments to the interaction of executive authorities, labour market entities, the educational system, professional associations in the field of development of the system of professional standardisation, from the standpoint of law, require further development. In addition, an educational programme should be developed for advanced training courses for personnel services employees on the application of professional standards in the personnel activities of organisations and the Ministry of Internal Affairs in general. It is

also necessary to create a system of information and legal support for organisations implementing professional standards. It was identified three groups of requirements (qualities) that every employee who wants to enter the service of state bodies must meet (Figure 5).<sup>15</sup>

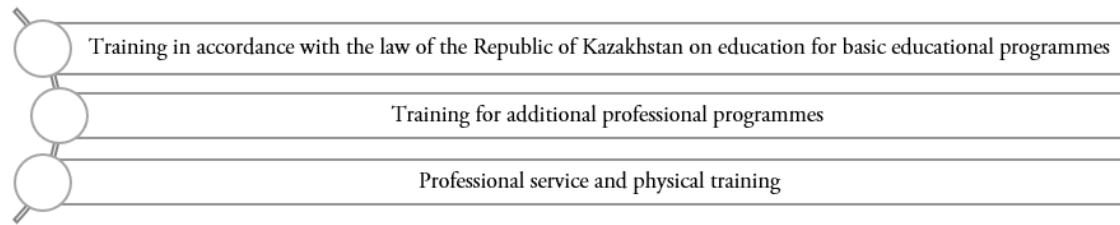
**FIGURE 5.** Three groups of requirements (qualities) that each law enforcement officer must meet



According to the personnel policy of the Ministry, personnel training for internal affairs bodies is carried out considering the recommendations presented in figure 6.

<sup>15</sup> Alida Alimbetova and others, “The aspects of legal regulation on staffing of procuratorial authorities of the Russian Federation and the Republic of Kazakhstan,” *Revista De Ciencias Humanas Y Sociales* 34, no. 85 (2018): 187-216.

**FIGURE 6.** Recommendations on personnel training for internal affairs bodies within the framework of the personnel policy of the Ministry of Internal Affairs of Kazakhstan



Effective personnel management within the internal affairs bodies is a complex and diverse process. The author of the paper highlights several key tasks for its successful functioning. These tasks include selecting, training, and assigning personnel, creating a pool of senior personnel and establishing effective methods of working with them. Additionally, analysing and evaluating the state of personnel management, identifying areas for improvement, and preventing misconduct, corruption, and illegal activities are crucial. Other tasks involve organizing quality training, retraining, and professional development programs, as well as nurturing scientific and teaching staff in educational institutions affiliated with the internal affairs bodies. Regular updates of regulatory documents related to personnel policy are necessary to adapt to evolving requirements. Ultimately, the primary objective of this personnel policy is to determine future human resource development prospects and establish effective methods for the entire personnel management system within the Ministry of Internal Affairs of the Republic of Kazakhstan. Accumulated experience demonstrates that the development of high-quality human resources is a critical factor in achieving operational effectiveness.

Currently, in Kazakhstan, as in all countries of the world, there are fundamental changes in the interaction of the state, society, and man, and special measures aimed at safeguarding the rights, freedoms, and interests of citizens in their relations with government entities are becoming especially necessary. Such guarantees can be provided, in particular, by an administrative procedure that grants citizens the right to take part in the process of making administrative decisions and establishes a certain sequence of actions of both bodies and officials in the exercise of their administrative competence, and citizens – in the course of interaction with government entities regarding the exercise of their rights and obligations. The administrative procedure allows creating universal rules that will be supplemented with discretion since no law can provide for the regulation of all cases and situations. The administrative procedure, on the one hand, will protect the rights of citizens to good

governance, and on the other hand, will provide the administration with a certain space for action and for choosing forms of action so that administrative activities can be flexible, considering the circumstances of a particular case. As digitalization becomes a global trend, Kazakhstan, including the Ministry of Internal Affairs, is embracing this shift. Within the context of personnel policy, working with information technologies entails comprehending the processes, techniques, and systems involved in searching, gathering, storing, processing, disseminating, and managing information.

To assess the satisfaction of employees within the Department of Internal Affairs and the Ministry of Internal Affairs of the Republic of Kazakhstan with the ongoing personnel policy, a survey was conducted in June 2021. The survey involved 250 participants, including 200 from the Department of Internal Affairs and 50 from the Ministry of Internal Affairs. One of the questions aimed to gauge their views on prioritizing current department officers versus new civilian recruits for vacant positions. The results showed that 55% believed priority should be given to current officers due to their familiarity with the service and its specific characteristics, while 40% emphasized equality in candidate evaluation based on knowledge, professionalism, skills, and abilities. Only 5% favoured selecting applicants without prior departmental experience to bring fresh ideas and approaches to official activities.

The responses indicate that employees place significant emphasis on internal competitions, specifically closed competitions. Therefore, it is recommended to prioritize closed competitions when filling vacant positions. This approach would foster motivation for long-term service within the Department of Internal Affairs and instill confidence in candidates that exceptional performance can lead to future career advancement. However, it should be noted that despite changes in the laws of the Republic of Kazakhstan, the explicit application of competitive procedures in the department is limited due to legislative and organizational challenges. Current regulations only specify the use of competitive procedures for select positions, lacking a comprehensive framework for their implementation across the department.

Employees were surveyed regarding their views on the rotation of senior personnel in the internal affairs bodies. The survey results reveal that 35% of police officers view rotation as a foundation in combating corruption, promoting effective communication between police units, and providing fresh perspectives on current issues. On the other hand, 30% of respondents see rotation as a negative phenomenon due to the lengthy adaptation period for new heads and limited impact on reducing corruption levels. Additionally, 35% of respondents consider rotation to be a justified and necessary mechanism in

personnel policy, but stress the importance of approaching it with caution and considering the interests of all parties involved. In summary, the majority of respondents perceive rotation as a valid and necessary aspect of personnel policy in the Department of Internal Affairs, albeit with a need for careful consideration.

The survey also included the question: "How do you feel about the requirement of personal surety when applying for service in the Ministry of Internal Affairs?" The results indicate that 50% of respondents believe personal surety is valuable in ensuring thorough examination of applicants, preventing accidents and crimes involving employees, reducing staff turnover, mitigating corruption risks, and enhancing the quality of candidate selection. On the other hand, 30% perceive personal surety as a mere formality that has little impact on the selection process. Additionally, 20% of employees find personal surety to be burdensome, complicating the selection procedure and potentially fostering corruption within the Department of Internal Affairs. In summary, the majority of employees in the department view personal surety as a means to facilitate a diligent assessment of applicants for service.

Regarding the involvement of veterans as personal guarantors for candidates in the internal affairs bodies, the majority (55%) of respondents consider it appropriate and reasonable due to the veterans' extensive service experience and their ability to assess applicants accurately. However, 25% of police officers believe that the involvement of veterans does not impact the personnel selection process, while 20% find this measure inappropriate as veterans cannot guarantee an individual's behaviour in service. It is important to approach the involvement of veterans as personal guarantors with caution. Most employees of the Department of Internal Affairs believe that professional and psychological selection processes contribute to a comprehensive evaluation of candidates and help prevent disciplinary and legal violations.<sup>16</sup>

As to the competitive order of recruitment for vacant positions in the Department of Internal Affairs, 55% of respondents acknowledge the competition as a means to identify and appoint the most qualified candidates and foster healthy competition. However, 20% consider it a formal procedure, and 25% believe that competitive recruitment leads to corruption in appointments and negatively impacts the team's psychological and moral climate. Therefore, it is crucial to carefully consider the competitive recruitment process for vacant positions within the Department of Internal Affairs.

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<sup>16</sup> Vadym Barko and others, "Psychological profile of successful criminal police officer," *International Journal of Applied Exercise Physiology; Mazandaran*, 9, no. 3 (2020): 120-133.

Regarding measures to improve the personnel policy in the Ministry of Internal Affairs of the Republic of Kazakhstan, respondents were asked about their suggestions for addressing existing issues in the department's work. The analysis of their responses reveals the following conclusions: 95% believe that careful development and consolidation of a professional core of police officers, including personnel reserves at all management levels, would solve problems in personnel policy; 90% suggest increasing the effectiveness of the recruitment system; 80% propose developing a system of early professional orientation for youth; 75% emphasize the need for a permanent and multi-stage personnel training system; 45% recommend creating a system of professional orientation and selection to attract intellectually developed and physically capable applicants meeting state requirements; 40% advocate for a productive and effective personnel planning system to design the organizational and staffing structure; and 35% see stimulating long-term service, leading to pension eligibility, as a solution to personnel policy issues.

Summing up the analysis of the personnel policy in the Ministry of Internal Affairs of the Republic of Kazakhstan, it can be said that the solution to the problems of the personnel policy of the department is seen in finding such an order of certification, which will exclude the possibility of making a decision on the subjective conviction of the members of the attestation commission and in developing an objective system for assessing the qualities and achievements of an employee of the Department of Internal Affairs for the attested period on all fronts of operational, service work.

Conducting an effective personnel policy in the Ministry is an integral component and an indispensable condition for improving the system of the Ministry of Internal Affairs. In this regard, it is necessary to develop recommendations that will be aimed at improving administrative procedures when working with the personnel policy of the Ministry.<sup>17</sup>

As recommendations aimed at improving administrative procedures in matters of personnel policy, the author of the study suggests the following:

1. For the certification of personnel: to involve independent professionals in the field of management and psychology in the certification commission; to legislate criteria for assessing the qualitative aspects of the certified. During the certification process, the maximum standardisation of the assessment of the employee's personality professionalism should be created, which will reduce subjectivity and allow comparing the results of

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<sup>17</sup> Daniel Gerson, "Leadership for a high performing civil service: Towards senior civil service systems in OECD countries," *OECD Working Papers on Public Governance* 40 (2021): 69-70.



certification; the use of such an assessment method as automated testing. Automated tests provide a more objective assessment than paper tests when a human resources specialist processes the results. Therewith, the tests should concern not only the qualification qualities of the attested person but also psychological ones, which allow assessing the personal qualities of the employee — physiological and moral. The test evaluation allows determining the quantitative characteristic by a large number of criteria and computer processing of the results is also possible. However, the tests will not be able to consider the manifestation of these qualities in practice.<sup>18</sup>

2. Introduction of target indicators of the programme for improving personnel policy in the Ministry, namely: improving the efficiency and effectiveness of the work of the Ministry of Internal Affairs of Kazakhstan. Indicator The index of citizens' trust (according to surveys); implementation of a programme for the development of a contract system of recruitment, which can lead to a reduction in the turnover rate of professional personnel. Indicator The share of employees accepted under the contract; optimisation of the institution of surety for candidates for service and ensuring the development of psychological services in the Department of Internal Affairs/Internal Affairs Administration. Indicator The percentage of employees who have been trained. Indicator The proportion of employees who have passed certification; the development of a consistent transition to the system of recruitment of middle and senior management positions, mainly due to graduates of educational institutions of the Ministry of Internal Affairs of the Republic of Kazakhstan. Indicator The proportion of completed positions; development of scientifically-based qualification requirements for the replacement of positions of the commanding staff, including managers. Indicator Proportion of employees who have improved their qualifications; improvement of the mechanism of personnel certification. Indicator The proportion of employees who have passed certification; development of a mechanism for suppressing the facts of concealment of emergencies and violations of discipline. Indicator The share of emergencies and violations of discipline.
3. Development of professional standards for the positions of the Department of Internal Affairs, Internal Affairs Administration, the Ministry. Together with the Ministry of Labour of the Republic of

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<sup>18</sup> Sergey Zhevlakov, "Personnel potential of the leading services of the internal affairs bodies in terms of the educational level," *Bulletin of the Moscow University of the Ministry of Internal Affairs of Russia* 5 (2017): 301-304.

Kazakhstan, the Ministry of Education of Kazakhstan, specialised universities, to ensure the development of competencies for each position, requirements for positions according to the level of knowledge and skills.

4. Automate the work of personnel services when working with personal data of employees of departmental departments. Together with programmers, to develop a programme to automate the process of working with personnel, which would be a single database containing the following information that surfaced from an employee directly working with certain data: the employee's full name, the department where he works, his personal data (gender, age, education, marital status, advanced training, information about whether an employee is enrolled in the personnel reserve), awards, information about violations, disciplinary penalties, etc. It is necessary to automate processes that would promptly inform the personnel service employee: when and who should undergo medical examination, advanced training, who is retiring and who from among the persons in reserve could be appointed to this position, who and when should go on vacation, etc.
5. Enhance personnel reserve management by approving a procedure for its development, advanced training, and certification in the Ministry of Internal Affairs of the Republic of Kazakhstan. The Professional Training Department will oversee this initiative.
6. Ensure well-organized professional development activities, including training seminars, conferences, round tables, business games, and relevant police trainings. Establish regulations for advanced training and professional retraining of Ministry of Internal Affairs employees, aligning them with current legal acts. The Department of Professional Training will be responsible for this.
7. Improve the regulatory framework for personnel policy by developing new legal acts and amending existing ones in the Ministry of Internal Affairs of the Republic of Kazakhstan. Align current legal acts with the legislation of the Republic of Kazakhstan. The Department of Professional Training will be responsible for these efforts.

Thus, the proposed measures will improve the efficiency and effectiveness of the activities of employees of the Ministry of Internal Affairs of the Republic of Kazakhstan, create an effective mechanism for the development of personnel, and improve the professional level of employees.

## Conclusion

Personnel policy involves developing a management mechanism for a state organization, tailored to the goals and strategies of individual units. The effectiveness of personnel policy in the Ministry of Internal Affairs of the Republic of Kazakhstan is determined by the balance between achieved results and the costs incurred. It encompasses managerial and legal teachings, enabling department heads at various levels to acquire effective skills in managing law enforcement personnel through the application of foundational principles, methods, and personnel technologies. Given the narrowing labour market conditions and increased competition for job opportunities, it is essential to focus on improving personnel certification mechanisms, enhancing the educational value of disciplinary practice, preventing the concealment of emergencies and disciplinary violations, and regularly organizing activities to honour and support families of employees who lost their lives in the line of duty.

One of the most important processes related to the recruitment of law enforcement officers is the establishment and development of a personnel reserve, due to the fact that this is considered a key source for filling vacant leadership positions. However, when creating a personnel reserve, it is worth considering the candidacies of several applicants at the same time since this provides an opportunity to increase the chance of hiring the most competent applicant for this position. In addition, the criteria for selecting candidates for the personnel reserve must necessarily include high moral standards, professional skills, responsibilities, organisational skills, and creativity. Personnel policy includes the consideration of rotation, which involves planned transfers or significant changes in job responsibilities. Rotation is seen as a positive factor that can have a beneficial impact on the final result. It serves as an effective tool for improving the quality of work within the Department of Internal Affairs and promoting professional growth among employees. However, the implementation of rotation requires the development of a regulatory framework by personnel services to ensure its practical application.

The recommendations put forward regarding personnel policy are related to: the introduction of more systematic and targeted educational programmes; the involvement of an active position of staff in the service; the development of creative motivation of employees and a clearer systematic assessment of the knowledge gained.

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