

ISSN 2518-1467 (Online),
ISSN 1991-3494 (Print)



«ҚАЗАҚСТАН РЕСПУБЛИКАСЫ
ҰЛТТЫҚ ҒЫЛЫМ АКАДЕМИЯСЫ» РҚБ
«ХАЛЫҚ» ЖҚ

Х А Б А Р Ш Ы С Ы

ВЕСТНИК

РОО «НАЦИОНАЛЬНОЙ
АКАДЕМИИ НАУК
РЕСПУБЛИКИ КАЗАХСТАН»
ЧФ «Халық»

THE BULLETIN

OF THE ACADEMY OF SCIENCES
OF THE REPUBLIC OF
KAZAKHSTAN
«Halyk» Private Foundation

PUBLISHED SINCE 1944

2 (408)

MARCH – APRIL 2024

ALMATY, NAS RK



В 2016 году для развития и улучшения качества жизни казахстанцев был создан частный Благотворительный фонд «Халык». За годы своей деятельности на реализацию благотворительных проектов в областях образования и науки, социальной защиты, культуры, здравоохранения и спорта, Фонд выделил более 45 миллиардов тенге.

Особое внимание Благотворительный фонд «Халык» уделяет образовательным программам, считая это направление одним из ключевых в своей деятельности. Оказывая поддержку отечественному образованию, Фонд вносит свой посильный вклад в развитие качественного образования в Казахстане. Тем самым способствуя росту числа людей, способных менять жизнь в стране к лучшему – профессионалов в различных сферах, потенциальных лидеров и «великих умов». Одной из значимых инициатив фонда «Халык» в образовательной сфере стал проект *Ozgeris powered by Halyk Fund* – первый в стране бизнес-инкубатор для учащихся 9-11 классов, который помогает развивать необходимые в современном мире предпринимательские навыки. Так, на содействие малому бизнесу школьников было выделено более 200 грантов. Для поддержки талантливых и мотивированных детей Фонд неоднократно выделял гранты на обучение в Международной школе «Мирас» и в *Astana IT University*, а также помог казахстанским школьникам принять участие в престижном конкурсе «*USTEM Robotics*» в США. Авторские работы в рамках проекта «Тәлімгер», которому Фонд оказал поддержку, легли в основу учебной программы, учебников и учебно-методических книг по предмету «Основы предпринимательства и бизнеса», преподаваемого в 10-11 классах казахстанских школ и колледжей.

Помимо помощи школьникам, учащимся колледжей и студентам Фонд считает важным внести свой вклад в повышение квалификации педагогов, совершенствование их знаний и навыков, поскольку именно они являются проводниками знаний будущих поколений казахстанцев. При поддержке Фонда «Халык» в южной столице был организован ежегодный городской конкурс педагогов «*Almaty Digital Ustaz*».

Важной инициативой стал реализуемый проект по обучению основам финансовой грамотности преподавателей из восьми областей Казахстана, что должно оказать существенное влияние на воспитание финансовой

грамотности и предпринимательского мышления у нового поколения граждан страны.

Необходимую помощь Фонд «Халык» оказывает и тем, кто особенно остро в ней нуждается. В рамках социальной защиты населения активно проводится работа по поддержке детей, оставшихся без родителей, детей и взрослых из социально уязвимых слоев населения, людей с ограниченными возможностями, а также обеспечению нуждающихся социальным жильем, строительству социально важных объектов, таких как детские сады, детские площадки и физкультурно-оздоровительные комплексы.

В копилку добрых дел Фонда «Халык» можно добавить оказание помощи детскому спорту, куда относится поддержка в развитии детского футбола и карате в нашей стране. Жизненно важную помощь Благотворительный фонд «Халык» оказал нашим соотечественникам во время недавней пандемии COVID-19. Тогда, в разгар тяжелой борьбы с коронавирусной инфекцией Фонд выделил свыше 11 миллиардов тенге на приобретение необходимого медицинского оборудования и дорогостоящих медицинских препаратов, автомобилей скорой медицинской помощи и средств защиты, адресную материальную помощь социально уязвимым слоям населения и денежные выплаты медицинским работникам.

В 2023 году наряду с другими проектами, нацеленными на повышение благосостояния казахстанских граждан Фонд решил уделить особое внимание науке, поскольку она является частью общественной культуры, а уровень ее развития определяет уровень развития государства.

Поддержка Фондом выпуска журналов Национальной Академии наук Республики Казахстан, которые входят в международные фонды Scopus и WoS и в которых публикуются статьи отечественных ученых, докторантов и магистрантов, а также научных сотрудников высших учебных заведений и научно-исследовательских институтов нашей страны является не менее значимым вкладом Фонда в развитие казахстанского общества.

С уважением, Благотворительный Фонд «Халык»!

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«Қазақстан Республикасы Ұлттық ғылым академиясы РҚБ-нің Хабаршысы».

ISSN 2518-1467 (Online),

ISSN 1991-3494 (Print).

Меншіктенуші: «Қазақстан Республикасының Ұлттық ғылым академиясы» РҚБ (Алматы қ.). Қазақстан Республикасының Ақпарат және коммуникациялар министрлігінің Ақпарат комитетінде 12.02.2018 ж. берілген

№ 16895-Ж мерзімдік басылым тіркеуіне қойылу туралы куәлік.

Тақырыптық бағыты: *әлеуметтік ғылымдар саласындағы зерттеулерге арналған.*

Мерзімділігі: жылына 6 рет.

Тиражы: 300 дана.

Редакцияның мекен-жайы: 050010, Алматы қ., Шевченко көш., 28, 219 бөл., тел.: 272-13-19

<http://www.bulletin-science.kz/index.php/en/>

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«Вестник РОО «Национальной академии наук Республики Казахстан».

ISSN 2518-1467 (Online),

ISSN 1991-3494 (Print).

Собственник: РОО «Национальная академия наук Республики Казахстан» (г. Алматы).
Свидетельство о постановке на учет периодического печатного издания в Комитете информации Министерства информации и коммуникаций и Республики Казахстан № **16895-Ж**, выданное 12.02.2018 г.

Тематическая направленность: *посвящен исследованиям в области социальных наук.*

Периодичность: 6 раз в год.

Тираж: 300 экземпляров.

Адрес редакции: 050010, г. Алматы, ул. Шевченко, 28, ком. 219, тел. 272-13-19

<http://www.bulletin-science.kz/index.php/en/>

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Bulletin of the National Academy of Sciences of the Republic of Kazakhstan.

ISSN 2518-1467 (Online),

ISSN 1991-3494 (Print).

Owner: RPA «National Academy of Sciences of the Republic of Kazakhstan» (Almaty). The certificate of registration of a periodical printed publication in the Committee of information of the Ministry of Information and Communications

of the Republic of Kazakhstan **No. 16895-Ж**, issued on 12.02.2018.

Thematic focus: *it is dedicated to research in the field of social sciences.*

Periodicity: 6 times a year.

Circulation: 300 copies.

Editorial address: 28, Shevchenko str., of. 220, Almaty, 050010, tel. 272-13-19

<http://www.bulletin-science.kz/index.php/en/>

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BULLETIN OF NATIONAL ACADEMY OF
SCIENCES OF THE REPUBLIC OF KAZAKHSTAN
ISSN 1991-3494
Volume 2. Number 408 (2024), 451–469
<https://doi.org/10.32014/2024.2518-1467.734>

UDC 331.446.4
IRSTI 06.81.12

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IMPROVEMENT OF METHODOLOGICAL PRINCIPLES OF ORGANIZATION OF A PROJECT TEAM IN MICRO-LEVEL ECONOMIC SYSTEMS

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Abstract. The paper proposes methodological principles of reform management in micro-level economic systems that significantly complement the existing concepts of structural transformations of process reengineering. A new methodological complex has been formulated and empirically illustrated in the development of the theory of corporate personnel management with the help of methods that allow successful and smooth implementation of systemic transformation. System transformation allows solving many problems of functionally oriented management structures inherent in most organizations, be it disinterest in the final results, complexity of information exchange, competition and conflicts between divisions, which ultimately affects the profitability and success of company. In this regard, the problem of finding effective schemes, models and tools of systemic management of reforming production processes and economic systems to adapt systemic transformations to the market modernization of the national economy becomes relevant. The theoretical and practical contribution of the explore is to develop a holistic concept and implement specific recommendations and proposals on the methodology for conducting system reform. 53 respondents of Almaty Heavy Machinery Plant took part to develop such a program to improve the organization of project team members that allows the smooth implementation of systemic transformation of management activities at enterprises.

Keywords: reengineering, change management, organizational management, strategic management, operational management, project management, transformation

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МИКРОДЕҢГЕЙДЕГІ ЭКОНОМИКАЛЫҚ ЖҮЙЕЛЕРДЕ ЖОБАЛЫҚ ТОПТЫ ҰЙЫМДАСТЫРУДЫҢ ӘДІСТЕМЕЛІК ПРИНЦИПТЕРІН ЖЕТІЛДІРУ

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Аннотация. Жұмыста микродеңгейдегі экономикалық жүйелердегі реформаларды басқарудың әдіснамалық принциптері ұсынылған, олар процесс реинжинирингінің құрылымдық қайта құруларының қолданыстағы тұжырымдамаларын айтарлықтай толықтырады. Жүйелі түрлендірулерді сәтті және біркелкі жүзеге асыруға мүмкіндік беретін әдістерді пайдалана отырып, кәсіпорын қызметкерлерін басқару теориясын әзірлеуде жаңа әдістемелік кешен тұжырымдалған және эмпирикалық түрде суреттелген. Жүйені түрлендіру көптеген кәсіпорындарға тән функционалды бағытталған басқару құрылымдарының көптеген мәселелерін шешуге мүмкіндік береді, ол түпкілікті нәтижелерге мүдделі, ақпарат алмасудың күрделілігі, кәсіпорынның бөлімшелері арасындағы түсінбеушіліктері, сайып келгенде, кәсіпорынның табыстылығы мен жетістігіне әсер етеді. Осыған байланысты өндірістік-экономикалық жүйелерді реформалау процестерін жүйелі басқарудың тиімді схемаларын, үлгілерін және құралдарын табу, ұлттық экономиканы жүйелік қайта құру мен нарықтық жаңғыртуды бейімдеудің экономикалық механизмін негіздеу мәселесі өзекті болуда. Зерттеудің теориялық және практикалық үлесі тұтас тұжырымдаманы әзірлеу және жүйені реформалау әдістемесі бойынша нақты ұсыныстар мен нұсқауларды енгізу болып табылады. Кәсіпорындардағы басқару қызметін жүйелі реформалауды кедергісіз жүзеге асыруға мүмкіндік беретін жобалық топ жұмысын ұйымдастыруды жақсарту үшін осындай бағдарламаны әзірлеуге Алматы ауыр машина жасау зауытының 53 респонденті қатысты.

Түйін сөздер: реинжиниринг, өзгерістерді басқару, ұйымдық менеджмент, стратегиялық менеджмент, оперативті басқару, жобаларды басқару, трансформация

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СОВЕРШЕНСТВОВАНИЕ МЕТОДОЛОГИЧЕСКИХ ПРИНЦИПОВ ОРГАНИЗАЦИИ ПРОЕКТНОЙ КОМАНДЫ В ЭКОНОМИЧЕСКИХ СИСТЕМАХ МИКРОУРОВНЯ

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Аннотация. В работе предложены методологические принципы управления реформами в экономических системах микроуровня, существенно дополняющие существующие концепции структурных преобразований процессного реинжиниринга. Сформулирован и эмпирически проиллюстрирован новый методологический комплекс в разработке теории управления персоналом предприятия с помощью методов, позволяющих успешно и беспрепятственно осуществлять системные преобразования. Системное преобразование позволяет решить многие проблемы функционально ориентированных структур управления, присущие большинству предприятий, будь то незаинтересованность в конечных результатах, сложность информационного обмена, конкуренция и конфликты между подразделениями, что в итоге сказывается на прибыльности и успешности организации. В связи с этим актуальной становится проблема определения эффективных схем, моделей и инструментов системного управления реформированием производственных процессов и экономических систем для адаптации системных преобразований к рыночной модернизации национальной экономики. Теоретический и практический вклад исследования заключается в разработке целостной концепции и реализации конкретных рекомендаций и предложений по методологии проведения системной реформы. 53 респондента Алматинского завода тяжелого машиностроения приняли участие в разработке программы по улучшению организации проектной команды, которая позволяет плавно осуществить системную трансформацию управленческой деятельности на предприятиях.

Ключевые слова: реинжиниринг, управление изменениями, организационный менеджмент, стратегический менеджмент, операционный менеджмент, управление проектами, трансформация.

Introduction

In modern reality, the most critical problem is to increase the performance of the industrial sector as the core of the economic system of the country. The market transformation of Kazakhstan's economy has had a tangible impact on the activities of the country's industrial enterprises (Helm, Sholts and Oshakbaev, 2017). The place of ventures in the market is determined by the rate of expansion of production, and also by the level how the business processes organized in the enterprises (Kim et al., 2018). The priority course of the forming of the modern economy is defining of methods focused on the innovative generation of concerned management technologies. Achieving of such a goal is possible through organizational transformations within the framework of system restructuring, which allows to significantly increase the value of the business and ensure long-term competitiveness (Helm, Sholts and Oshakbaev, 2017; Kim et al., 2018).

The reengineering of business processes is a comprehensive approach how to transform of the functionally-oriented traditional management structure of the enterprise production and economic system (Luskatova & Roberts, 2011). The priority of using reengineering tools is dictated by the prevailing specifics of Kazakhstan businesses and a variety of factors hindering the development of industrial enterprises (Helm, Sholts and Oshakbaev, 2017; Sek, 2016).

The use of effective schemes, models and tools of systemic management of the processes of reforming production and economic systems necessary for systemic transformation and market modernization of the national economy is a serious task (Kim et al., 2018). Such a task is an inherently complex tool and requires careful adherence to the rules of the adopted project, which is often difficult and unrealizable, primarily due to the improper organization of the business process of transformation, preventing such a transition, which often aggravates and sometimes even leads to the termination of the implementation of business process reengineering at enterprises (Sek, 2016).

As the world and already existing domestic experience in using reengineering shows, for the deployment of these goals, the most effective is the appropriate modeling of management authorization based on the analysis and separation of business processes. The depth and direction of the changes implemented in the process of reengineering are adequate to the scale and content of the problems faced by domestic industrial enterprises in the process of reforming and adapting their management systems to market economic conditions (Sek, 2016). A study of the features of the manifestation of innovative trends in industry confirms the general conclusion that for effective functioning in the market conditions, industrial enterprise management systems should constantly make changes in their activities, regularly adapt the life cycle of the enterprise to environmental conditions, making measures for its reform an organic part development (Helm, Sholts and Oshakbaev, 2017; Kim et al., 2018). In this regard, the restructuring of industrial enterprises founded on reengineering of business process is relevant (Helm, Sholts and Oshakbaev, 2017; Sek, 2016).

The conceptual and methodological basis for the justification and identification of these processes is the theory of industry reform, aimed at understanding, designing and analyzing in the field of strategy, industrial and economic organization of industry. And as part of the generation of such a strategy, the research carried out contains new substance and approaches related to transformations, including personnel management strategies. At the enterprise level, the sufficiency of the reforming theory the reengineering program and the personnel management strategy expect will have a significant positive impact on the deployment of business process reengineering at productions. This approach systematizes and prepares the most appropriate solutions for each particular micro-business entity, not only personnel issues, but also other aspects related to the management of transformation.

The novelty of the research is in the development of management theory, consisting in the development of the solution of reforming economic systems as a theoretical and methodological basis for the formation of a conceptual model of business process reengineering through the development of a program to improve the organization of project team, which allows the smooth implementation of systemic reform transformation of management activities at enterprises. The relevance of such a statement of the problem in reforming production and economic systems is determined primarily by the lag in management practices prevailing in domestic enterprises in connection with the new requirements dictated by modern processes and integration of the country into the global economic space.

Materials and Methods

Each business has its own unique needs and problems in the supply chain. Technological design is an important part of production efficiency and productivity. However, when the processes become too complex or do not get the same return, it may be time to reengineer and transform the entire process cycle.

The industrial organization model is built on the fundamental idea that employees have little ability to do several works at one time. Such a premise required that work tasks be very simplified. Adam Smith (1962) claimed people work most efficiently when they have to perform only one easily understood labor task. In the concept of reengineering, this model is reversed exactly the opposite. To meet modern requirements for product quality, level of service, flexibility and low cost, the processes must remain simple, understandable. At the same time employees should be able to perform several tasks simultaneously. After the implementation of reengineering, enterprises have a fundamentally different business model and structure. All functional units of the enterprise transform into process teams allocated according to the principle of consumed resources and focused to the final consumers (Luskatova & Roberts, 2011). To success the organization of the vertical control system involves the separation of processes between different departments, which leads to failures due to the limited ability to coordinate work and inconsistency of the goals of various departments within a single process and the fragmentation of responsibility for its implementation. In addition, the functional units are not directly interested in the overall outcomes of the work caused the fact that the definition of the value of their

efforts is not directly related to the overall output of the company. Also, in vertical structures based on the functional division of labor, horizontal information exchange is rather difficult due to excessive complexity of data exchange procedures and high hierarchical management. The result of such management in market conditions is often the loss of actual and potential customers (Davenport, 1994). To overcome such difficulties of moving tasks and information between departments, there are a number of solutions in which vertical management structure turn into horizontal type of process management. One such solution is business process reengineering (RBP).

According to Hammer and Champy (1993), reengineering means a radical change in the traditional functionally oriented management structure of the production and economic system, based on the identification of interacting business processes. Which is designed not to eliminate system defects in the enterprise management organization scheme that does not correspond to the modern market, but to introduce a fundamentally different business model. In other words, reengineering of business processes implies a one-time and significant improvement by maximizing the simplification of the process by eliminating unnecessary and duplicative steps. This is possible through automation of repetitive, time-consuming, primitive steps; introduction of new technologies that provide qualitatively new opportunities and productivity growth.

For a clearer understanding it can be made a comparison between RBP and TQM - total quality management. In practice, it is common when these two concepts are mistaken for the same thing. In fact, RPB and TQM do solve the same problem. However, their main difference is that RPB is a one-time performance improvement of 30–50 % (Hammer and Champy, 1993), whereas TQM is a continuous improvement progress with no end in sight.

In fact, after such a RBP reform, the meaning of the existence of functional departments is lost. Managers cease to act as overseers and become original trainers. Employees are more concerned about the needs of customers than top managers. In line with new incentives, attitudes and values are changing. Virtually every aspect of an organization is undergoing transformation (Luskatova and Roberts, 2011). This is because reengineering, several works are combined into one, now decisions are made by workers locally, the volume of inspections and control is reduced, the need for coordination with higher authorities is minimized, highly specialized specialists are retrained and perform multifaceted tasks.

Such a transformation involves the unification of functional responsibilities, job cuts, changes in established traditions and ways of performing work. As any organization is in itself a complex “social organism” (Mazuro and Shapiro, 2001), and employees, accustomed to doing their work in this way, and not otherwise, people afraid to take a step towards the realization that such work should be modernized and improved. Instilled insecurity, fear of job loss, fear of not cope with new challenges (Luskatova and Roberts, 2011). The occurrence of conflicts during the implementation of reengineering of business process is a completely natural phenomenon. In nine out of ten cases, employees oppose reengineering, fearing to

lose their importance in the future (Luskatova and Roberts, 2011). The feasibility of the processes themselves is associated with the possibility of a high probability of obtaining a positive result from reengineering. But the most serious criticism of the concept of business process reengineering concerns the lack of attention to the human factor, which, however, one of the authors of RPB - Hammer himself recognizes in his latter works (Hammer and Stanton, 1995).

However, when it comes to enterprise transformation the RPB concept becomes – a project. As a fact in practice many leaders of the enterprises appoint participants of the RPB team on their desire or of understanding how it should be. This is the point of a gap consisting in the field of many industries when it comes to organize the project team (Luskatova & Roberts, 2011). As a rule, the development of the reengineering program begins with the distribution of the roles of the project participants. When developing a business process reengineering program, the most important step is the choice of the reengineering project participants, and the distribution of roles among the participants is the next decisive task for the reform. There are many different roles - a process owner, a team leader, a facilitator, a team member, an external consultant, a coordinator, a performer and others (Hammer, 2003). However, the allocation of roles for the project participants require to comply with certain personal traits of their characteristics that should be taken into account when developing a program of business process reengineering. Which is a very important stage that requires a responsible approach to it.

Redesigned of such approach made top managers of Deloitte Consulting LLP in 2018. They described how they reengineered in their IT department. And how created new models of IT solutions from top to bottom and from bottom to top, divided the employees of the skills department into multidisciplinary, result-oriented teams. Team members were not focused on specific development stages, but on holistic to achieve the desired results. According to the design, in this way, top-to-bottom capabilities are enhanced by the cross-bottom-up architecture, and improving bottom-up performance becomes more effective when combined with top-down conversion in Figure-1 (Corless et al., 2018).

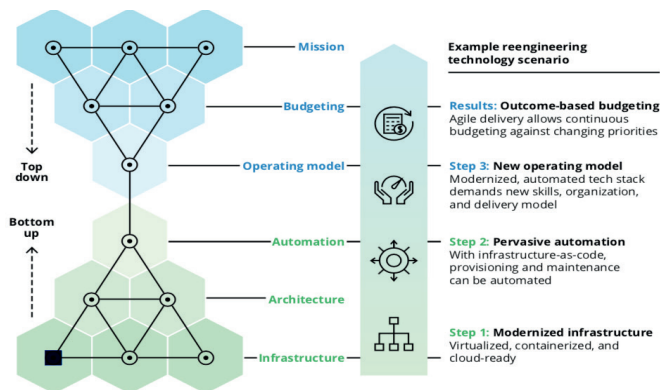


Figure 1. Two-pronged reengineering technology approach (Corless, Villiers, Garibaldi and Norton, 2018: 6):

According to Corless et al. (2018) it is easy to recognize a causal relationship between the flexibility of the architecture and any number of potential strategic and operational advantages. For example, the inevitable architecture provides the foundation necessary for the rapid development and deployment of flexible solutions, which, in turn, provide innovation and growth. For many years, Deloitte IT part has accompanied business reengineering; few enterprises have been reengineered, but this may change in the foreseeable future. The goal of such actions will be the transformation of technological ecosystems into high-performance engines that provide speed, impact and value (Corless et al., 2018).

However, the main components of the business process reengineering process are assessing the organization's readiness and developing a plan for their implementation. The roles of employees involved in the change process should be clearly defined. Transformation initiators are required to have the authority to make decisions about the changes and implement them. According to a group of experts at the Boston Consulting Group (BCG) - Kumar et al. (2019), most global banks have not been able to fundamentally transform their work process. This applies to both software and sequential workflows. They claim that in order to meet technological requirements, banks should rethink this aspect of work, choosing flexible approaches. Due to the lack of an automated service management system, hundreds of customers had need to contact their bankers and wait. Process Transformation — transactional reorganization will reduce this loss of maintenance time. A radical simplification of the processes will also help banks better fulfill internal coordination and set goals applicable to various functions, including distribution, technology, credit, risk, legal issues and other operations (Kumar et al., 2019).

It is definitely the team members are people who know their place in the project, they are responsible for their sector, and advocate for a common cause. The personal characteristics of team members - versatility, the ability to quickly switch, personal responsibility, true to their calling, like to be part of a group. Each of them is a potential performer, leaders by vocation. Successful achievement of the reengineering project easily becomes their personal goal. Actually, the team for the reengineering project is made up of several employees of the enterprise. The number varies from the volume and size of the company. The diversity of the above roles of the project participants is dictated by the need to balance the group in terms of quality indicators. Groups consisting of the smartest and most capable members always work worse than a group where the roles of the participants were balanced (Belbin, 2003).

According to Belbin (2003) in the fulfilling of transformation management - the role of an effective team in the reorganizing project is incredibly significant. The following is Belbin's theory of team effectiveness. The Figure-1 below presents the ideas on the distribution of team roles and describes the necessary personal qualities of role performers.

Table 1. Belbin: Necessary personal qualities of role performers in the distribution of roles of an effective team (Belbin, 2003: 83).

Type	Traits	Positive Traits	Possible Weaknesses
Implementer	Executive but conservative	Self-disciplined, energy full, practicality, organizational skills	Inability to flexibility, immunity to unconfirmed ideas
Coordinator	Manageable skills, confidentiality, calm temper	The ability to listen with an open mind and consider and evaluate the worth of the proposal. Strong motivation to positive stimuli	Creativity, ordinary in terms of intellect
Motivator	Dynamical individuum, mostly very nervous reaction, but responsive	The internal pulse and willingness to deal with inertia, complacency or delusion	The tendency to be dissatisfied even in a small, irritated and impatient reaction to stimuli
Generator Of Ideas	An individual approach in everything, serious, unorthodox thinking	Inventive in nature, gifted personality, high intellectual, fount of knowledge	Underestimates the practical details or the need for a protocol, may be lost in some circumstances
Procurement	Enthusiastic and sociable personality, extrovert	Good contact and communication with people and always develop something new. It shows strength in challenging environment	Appeal of new things passes faster and so the interest in work
Analyst	Prudent and unflappable person	Judiciousness prevails in character, insight and mental ability are expressed	Not able to inspire and motivate others
Mastermind	Sensitive and at the same time calm socially oriented person	Skills to create and maintain team spirit. Able to control the situation. Able to be responsible for people	in decisive moments can express indecisiveness
Controller	Conscientious and organized personality, scrupulousness and emotional instability are part of the character	Perfectionism, strive to achieve excellence in everything, quickly forges friendships	Sometimes pettiness

In addition to the above roles according to Belbin (2003), there are individuals who have strong knowledge and experience in the applied field: economics, design and so on. Such people tend to have a visible expression of extraversion, to be emotionally unstable. A person with such expertise is indispensable ability in the team, and it can be for the team difficult to cooperate with such personalities. That in typology of Belbin is a Specialist. But he or she does not have an independent role in the team, but only complements the existing ones. Therefore, the organization of a successful team with a huge potential to pre-programmed for success is the key point to successful implementation of reengineering in the workplace. Such a team should consist of the Belbin's personal qualities of the participants in the reengineering project. For the success of the project, among other things, team members must be formed from balanced level of intelligence. And it also must contain smart and

creative participants who generate ideas. An approximately equal level of intelligence among the team members avoids unconstructive conflicts and excesses. Members have different types of roles inherent to them. In this case, the struggle for the role does not arise, while all the roles necessary for coordinated activity overlap.

According to Meister (2005) the successful combination of roles and functions is an obligatory element in the selection of team members. People must satisfy to the role that is assigned to them. During the process of team activity, roles can be redistributed depending on attainments and personal characteristics. In psychology science there is a definition of individuals who are not capable to work in a team due to natural character traits (Rodgers, 2003). Such a typology of personality can inhibit the movement to success and destroy the project team. The work of project team can also be destroyed by highly rigid individuals due to character traits that are not able to accept innovations. In Rogers personality typology, such people are referred to people with an individual level of susceptibility to innovation (Rodgers, 2003). These are skeptics, conservatives and other types. Such people require a special approach and additional efforts to integrate into the team.

Thus, for the organize of a reengineering team, the variety of roles, the scale of clarity of roles, goals of roles, expected behavior that promote to the accomplishment of group final goals is a necessary set. Meanwhile, participation in the project of instigators, blockers, individuals whose behaviors have a disruptive and distracting feedback that impedes the effective developing of the group work. Dominators who seek recognition and constantly requiring attention to self-disclosure themselves are not acceptable criteria that must be taken into account during team building and role distribution in reengineering of business process.

It should be noted that there are no bad or good personality types or roles. Role behavior is a person's specific use of a social role where his or her personal characteristics are reflected (Lewin, 2000). Typical social roles for an individual are embedded in each person nature and are manifested at the genetic, biochemical, physiological, and psychological levels (Teplov, 1957). The basic type model determines the dominant ways of behavior and adaptation to the environment as well as scenarios of living life as an individual, subject of activity, personality and individuality (Eysenck, 1995). For example, the possessor of the archetypal function "leader" (Jung, 1936) is necessary at the beginning of any business, and they are sometimes abrupt. And his or her activity, the ability to lead people and instantly make unexpected decisions are due to the natural speed of neurophysiological processes (Teplov (1957).

However, knowing the strengths and weaknesses of colleagues, clients, employees' level of development of professional, personal and behavioral competencies, one can competently interact with them. This allows: to create an effective team; perform an effective role in the team; predict behavior; communicate effectively; create a favorable social climate. The main idea here is such a personnel behavior management allows not to force a person to play a role was not designed for his psychophysiology but give them play the natural way.

There are many methodologies and techniques to help organize a highly effective team that would meet the requirements of Belbin's (2003) matrix for successful integration of the RPB program. These are:

- The three-stage model of changes by Kurt Lewin (Lewin, 2000: 253–261).
- Eight steps of Kotter (Kotter, 2021).
- Transition Management - Bridges Phase Model (Bridges and Bridges, 2017).
- The Change Model - Bullock & Batten's Design Approach (Bullock & Batten, 1985).
- Typologies of Personality - Carl Gustav Jung (Jung, 1936).
- Roger's personality typology model (Rogers, 2003).
- Myers-Briggs personality typology (MBTI) — Identification of personality type in relation to changes (Myers & Briggs, 1944).
- Bren's personality typology model (O'Brien, 2016).
- Marston personality typology model (Marston, 1947) and others.

Nowadays many of these models are convenient to use that have electronic access, but some of them need to be developed according to the works of scientists. As it can be supposed, the problem seems to be so high relevant and important that these models have not a small number. However, in order to choose which of them to use it is necessary to start from the set goal, type of project, resource capabilities and other.

Results and discussion

The study used two methods: a survey and a personality typology model. 53 respondents participated explore was conducted at Almaty Heavy Machinery Plant in 2019–2020. The survey created to define of employee personnel satisfaction at work, staff involvement in labour and employee opinion for reengineering of processes. As for the personality typology model there are a fairly large number of typologies most popular of them are described above. However, the Marston model is a special technique, the creator of which is William Marston — a doctor of psychology, a university professor, and above all a person with vast experience in the field of business, and the model was also developed primarily for business. Thus, Marston Model of Personality Typologies was involved to determine the typology of the personality of employees.

The survey results presented in Table 2 has showed a relatively high degree of staff satisfaction with work – 84 %. And this may possibly to lead to the reluctance of employees to change a comfortable environment. But at the same time the level of involvement in the production showed a good result – 77 %, which is an indicator of the loyalty of long-term workers to the plant. However, there are 74 % staff working for the plant for over 20 years they also may express unwillingness to change long years practice. For against the introduction of reengineering at the plant – 34 % which is a significant figure to ignore, and even more there is a possibility of appointing them as members of the reengineering team which can led to undesirable consequences of system reform.

Table 2. Survey data.

Description	Percentage
Employee position:	
Personnel satisfaction at work	84 %
Staff involvement in labor	77 %
Against the introduction of reengineering	34 %
Distribution of respondents by working period:	
20 and more years	74 %
11 to 19 years	8 %
1 to 10 years	7 %
Less than one year	11 %
Gender:	
Men	77 %
Women	23 %

For the second method - Marston personality typology model expects organize the effective project team membership. The effective fulfilling of the company operations depends on the performance of how each employee contribute. In large teams, different people demonstrate different labor productivity. Using the Marston model will make it possible to find employees with high individual labor productivity for the effective formation of a reengineering project team in enterprises. Since the personality Marston model is a reliable tool for carrying out a large-scale project for the enterprise to coordinate activities in forming an effective team and the correct distribution of the project roles of team members. It is definer of - implementors, leaders, motivators, performers, imitators, pushers, highly effective types of personalities, which are designed to successfully lead to the goal of the reform project. Particularly, it determines whether an employee belongs to a particular type, a way by which it is much easier to interact, and also to influence the behavior of personnel. In fact, all people are different and react differently to the same managerial influences. Such an account of personality helps to make decisions more flexibly and with higher efficiency. Work with the team acting rules for communicating with specific individuals, selecting the optimal style of leadership for individuals, colleagues in the work process, at meetings, at other public events. It also defines a management style that corresponds to the dominant factor in corporate culture in order to speak the same language with the team, and the words would find a response and understanding.

In general, respondents were divided into three categories Table-2: managers, office workers, and factory workers. This separation met the necessary data to distinguish and facilitate to organizing of the necessary groups in the development of the reengineering program.

Table 3. Respondents Profile.

Unit name	Category of participants	Total respondents
Executives	A	4
Office workers	B	11

Workshop workers	C	37
Total respondents		53

In particular, the basis definition was: features of human perception of the world in which function — as a hostile or favorable environment; features of human behavior in specific situations — behavior is active or reactive. The criteria obtained in the study input are displayed in the graph below. Figure-2 presents the largest number of respondents was divided into types: Compliance – 21 %, Dominance – 13 %, Influence – 9 % and Steadiness – 6 % respectively.

Marston (1947) claims that in each of everyone, to one degree or another, all four behavioral types are present, only one or some of them are more pronounced, while others are present in personality in a minimal state. In addition to the dominant behavioral type, it is clearly manifested, and those in the behavior of which two behavioral types appear almost equally brightly or one of them is slightly larger, but the main thing is that they are both noticeable in the behavior of a given person and determine values and basic motivation. As a rule, bordering types are combined in a person. In the graph it is seen how the borderline types of respondents are located.

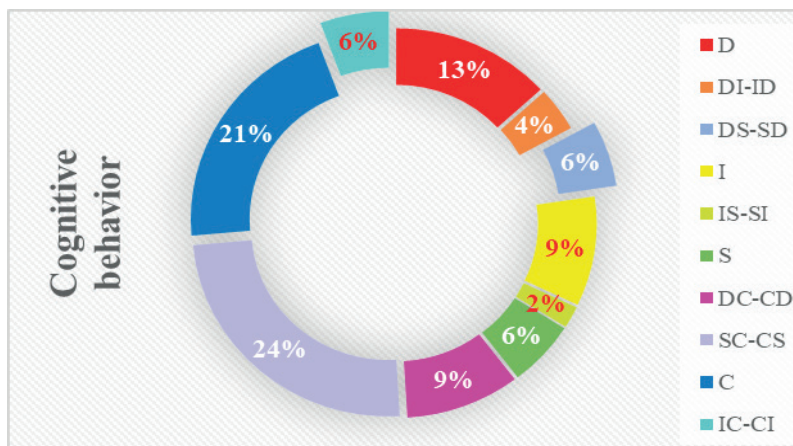


Figure 2. Border typology of personality.

The majority of respondents by type are SC-CS-24 %, DC-CD –9 %, IC-CI – 6 %, DS-SD – 6 %, DI-ID – 4 %, IS-SI –2 %. However, it noticed the presence of the rarely encountered two types: DS-SD and IC-CI that require attention and study when developing the program of the reengineering project. As can be noted there are attendance of all behavioral types is observed, which is rare found within a small group. This requires proper attention when for reengineering. It is also noticeable there the existence of a great number of leadership personality who may seek to draw attention to themselves of others in a small team which may lead to misunderstanding and disagreement among the team members of the project. Nevertheless, the diverse ratio as a whole speaks of long-term team building and established tolerant interactions

in the plant. Most often, in the workplace, representatives of different behavioral types behave very similarly. People in the team lead according to generally accepted rules, have learned to hide their true desires and motives, but they lose their masks when they are in a stressful situation. Therefore, the use of a personality model to determine the type of person is indicative in the case of enterprise system reform.

Description of how the respondents type may link to a project team role. The following is a description of what roles can be placed by the respondents when implementing the reengineering in the enterprise, behavioral types of respondents obtained according to Marston's personality typology:

D – Dominance – 13 % of respondents. Possible roles in the BPR - Leader, Facilitator.

Behavioral factors - Responding to problems and difficulties in a leadership manner. They are not afraid of responsibility, risk, work in rapidly changing conditions, which makes them indispensable allies in crisis situations. These types of individuals have both positive and negative aspects. They capable easily perform very complex task, but it is difficult to control them as they do not intend to obey. They are dynamic - quickly assesses the situation, tend to make the right decision. People follow them. At the same time, high dynamism makes them sharp, rude and quick-tempered, often not attentive. Their assertiveness can provoke conflicts. But they quickly forget insults, quarrels. In stress, when they get into an uncomfortable situation, under pressure, they show aggression. This is an important negative motivator with which one can and should work when try to influence them.

I – Influence – 9 % of respondents. Possible roles in the BPR - Leader, Coordinator, team member. Behavioral factors - Motivational influence on others. Charismatic personalities, informal leaders, spark others with their enthusiasm. Very sociable. They see in others not rivals, but partners. Impulsive. Possess non-standard thinking, creative, inventive. They do not prefer routine jobs. Weak side is inability to bring the deal to the end.

S – Steadiness – 6 % of respondents. Possible roles in the BPR - Performer, coordinator, team member. Behavioral factors - Adherent of the idea, good team player, highly effective figure. The main motivator is predictability, and the main demotivator is changes. A positive attitude towards life, the perception of the environment as favorable. With pleasure performs routine work. They are rather slow and indecisive, resist any slightest innovation. In stress, indecision develops into silence and conciliation.

C – Compliance – 21 % of respondents. Possible roles in the BPR - Process Owner, Coordinator, team member. Behavioral factors - Characteristics - analytical thinking, the ability to plan. Restrained, not liking to express their emotions and open their insight to people. They are laconic and have a unique ability to notice the smallest details where others do not pay attention. It is their key to success. They observe, analyze, calculate all possible project moves, build complex multi-pass plans. These are secretive leaders. Focused on the result. Afraid to make a mistake. In stress, these people are completely closed.

DI-ID - Mastermind (Persuader) – 4 % of respondents. Possible roles in the BPR - Team member. Behavioral factors - Effective. Communication abilities are developed due to charisma and persistent persuasion. May inspire new ideas, lead the team. They have a predilection to manipulate other people. In stressful situations, they can exert pressure. Their aggressive behaviors often evoke hidden resistance and hatred in people.

SC-CS – Coordinator - Number – 24 % of respondents. Possible roles in the BPR - Coordinator, team member. Behavioral factors - Reliable and assiduous in completing assignments. These are people one can trust on. They combine the ability to critically analyze and the ability to collaborate with people around. They feel most comfortable in a stable, predictable atmosphere. In stressful situations, they become isolated and tormented.

DC-CD - Performer, (Implementer) – 9 % of respondents. Possible roles in the BPR - Team member. Behavioral factors - These people tend to be aggressive when they strive for excellence in everything they do. At the same time they feel most comfortable in rapidly changing, unstable and unpredictable conditions. They have the talent to critically evaluate existing systems and find ways to improve them. They are always in the forefront in the development of new concepts, the introduction of innovations. In stressful situations, these qualities grow to groundless pickiness.

IS-SI - Connector (Relater) – 2 % of respondents. Possible roles in the BPR - Team members. Behavioral factors - It is easy to communicate with such people. They relate to others with great attention, warmth and understanding. Although they are most comfortable working in a stable environment, they can be quite flexible. In stressful situations they are lost, they may exhibit inappropriate behavior.

IC-CI –Motivators - Number – 6 % of respondents. Possible roles in the BPR - It is advisable not to assign any roles to the project. Behavioral factors - Hidden motivators. Complex and controversial behavioral type. Such people strive to achieve great success. Ardent perfectionists. They can infect other people with their ideas. They can covertly lead a group to pursue their personal goals, even if these goals are against the policies of the enterprise. They can be very authoritarian, rigidly insist on their opinion. In stressful situations, they lose their temper, it is difficult to maintain rationality in thinking.

DS-SD - (Firmer) – 6 % of respondents. Possible roles in the BPR - It is advisable not to assign any roles to the project. Behavioral factors - demotivator of changes, a possible covert organizer against changes. The most complicate and controversial behavioral type. Such people are very rare. They tend to develop violent activity. They are enterprising persistent in carrying out any tasks, therefore they often succeed. They stay too much focused on their personal needs but not on the tasks facing the team. However, they feel deep attachment to the people with whom they work and communicate closely. In stress, they are irritable and take the lead.

Table 3. Potentials to the BPR team roles defined according to Marston Model

D	I	S	C	DI-ID	SC-CS	DC-CD	IS-SI	IC-CI	DS-SD
leader facilitator	leader coordinator team member	performer coordinator team member	process owner coordinator team member	team member	team Leader	team member	team member	advisable not to assign roles to the project	advisable not to assign roles to the project
13 %	9 %	6 %	21 %	4 %	24 %	9 %	2 %	6 %	6 %

Thus, the Marston Model worked out determined the typology of the personality of the plant employees have shown appearance of both advisable and non-advisable types. Among them there are identified individuals suitable for forming of the reengineering project team and recommended for assigning them to certain roles of the reform project Table-3. Individuals are undesirable to assign to any project roles – 12 %. If assign project participants without determining the personality typology in the reengineering team, it may well turn out to be employees from among the undesirable individuals. Such employees may well work successfully at other facilities of the enterprise, but it is not advisable to appoint them to system reforming team.

The research results are indicative to demonstrate the personality model is important and necessary components for system reform program creation. Reasonable organizing of the project team and skillful distribution of the roles of project participants, is an auxiliary aspect of such tool. Organised this way team quickly learn new things, show high growth results from trainings and are able to lead reforming project. This data also allows to correctly interact with the unclaimed part of the team in the course of changing the vector of the enterprise. Correct organization of project team participants by management seeking to reform and develop the enterprise, improve the executive qualities of project participants by stimulating natural traits, giving to individuals play natural role character qualities, where the motivational and necessary abilities for changing and other factors of the human component are taken into consideration.

Conclusion

There are many different technologies of corporate governance reform, such as Six Sigma, Agile, Lean, Kanban, Reengineering and many others, designed to reorganize and improve the activities of the enterprises. The essence of these systems is the same, as well as the goal - optimization of business processes. Nevertheless, these solutions are strikingly different and each of them solves a specific problem of reformation. The practical contribution of the model proposed in this study is in its complementarity to all the above-mentioned reforming systems. In particular, the most serious criticism to such systems, including the concept of business process reengineering concerns the lack of attention to the human factors (Hammer and Stanton, 1995; Mazuro and Shapiro, 2001), is addressed through the application of personnel audit in the approach proposed in this study. For example, the method of reengineering of an industrial enterprise as a special ideology within the framework of adaptive management mechanism is manifested in its inherent ability to transform functional units of the micro-level economic system into teams of business

processes. However, the smooth implementation of such a full-fledged system of control over the transformational activity of the enterprise and units leading to a radical breakthrough is achieved with an integrated approach along with personality feature model methodologies and techniques to help organize a highly effective team membership. The methodology proposed in the study can be used by managers of enterprises at various stages of restructuring to obtain extensive reliable information on the state of human resources potential and personnel readiness for changes, to develop preventive measures for problem points in the social and labor sphere and reduce the level of management risks, in project teams. Successful implementation of reform systems in the enterprises, the formation of an effective team membership of reengineering specialists should meet a number of requirements listed below:

1. When developing the strategy as a concrete action plan for the reengineering project it is necessary to take into account that the existing conscious and informal mental models of the personnel should correspond to these strategies. Otherwise, when implementing strategies and organizational changes, the enterprise may encounter explicit or implicit resistance of employees. This shapes the active or passive human behavior and the end result of the activity.

2. Personality traits models for project team organization should be aimed at project implementation through designing conscious principles and models of human behavior. Models of personality typologies should express specific corporate and personal principles of relationships and behavior of people, that is, determine human behavior in intellectual-cognitive and creative activities.

3. Take into account when a reengineering team is organized in a conventional way, that is, role allocation is done relying on the opinion of managers that a particular employee can meet the requirements of, say, "leader" or any other role, based on his/her external activity and behavior at work, the team's efficiency will probably be low. As the model result demonstrated demotivating personality types may well be bright leaders and effective, developing a flurry of activity, but the internal inconsistency of such types may not explicitly demotivate the operational work of reengineering project members.

4. It is advisable to refer to original sources of Model of Personality Typologies and follow the instructions. The discussion section of this paper lists the most popular ones. Applied in this research Marston Model is a foundation source of huge content sophisticated to supply the full idea in the paper and it is given in a short way.

The identification of methods, appropriate management technologies focused on the generation of innovation, the achievement of which is possible through organizational transformation within the framework of systemic restructuring (Helm, Sholts and Oshakbaev, 2017; Kim et al., 2018). The study proposed a method of integrated solution. Achieving the best results of applying technologies of corporate governance reform is facilitated by the complex application of methodologies and techniques of the personality trait model, which help to organize a high-performance team that can significantly increase the value of business and ensure long-term competitiveness.

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ISSN 2518–1467 (Online),

ISSN 1991–3494 (Print)

<http://www.bulletin-science.kz/index.php/en>

Подписано в печать 29.04.2024.

Формат 60x881/8. Бумага офсетная. Печать - ризограф.

46,0 п.л. Тираж 300. Заказ 2.

*РОО «Национальная академия наук РК»
050010, Алматы, ул. Шевченко, 28, т. 272-13-19*