

# ANALYSIS OF LABOR MOTIVATION TO ENSURE EFFECTIVE EMPLOYMENT OF RURAL POPULATION

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**ABSTRACT.** Labor potential is the main driving force of modern agrarian transformations and at the same time an objective factor in the sustainable development of agricultural production. The importance of this determines the need to stabilize the economic system by increasing the employment of labor as a fundamental element of rural production potential, reducing unemployment, increasing the income level of workers and reducing their poverty, overcoming the negative consequences of demographic processes in rural areas.

The paper analyzes agricultural personnel by the nature of labor motivation. It is determined that in agricultural production, the achievement of rational employment is possible only under certain conditions, in particular when each individual employee becomes the actual owner of the property, actually participates in production management, fully receives for successful work and is responsible for possible losses.

**KEYWORDS:** effective employment, labor motivation, rural population, employees, agricultural enterprises, peasant farming, personal subsidiary farming.

## АУЫЛ ТҰРҒЫНДАРЫН ТИІМДІ ЖҰМЫСПЕН ҚАМТУДЫ ҚАМТАМАСЫЗ ЕТУ ҮШІН ЕҢБЕК УӘЖДЕМЕСІН ТАЛДАУ

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**АНДАТПА.** Еңбек әлеуеті қазіргі заманғы аграрлық қайта құрулардың негізгі қозғаушы күші және сонымен бірге ауыл шаруашылығы өндірісінің орнықты дамуының объективті факторы болып табылады. Мұның маңыздылығы ауылдың өндірістік әлеуетінің негізгі элементі ретінде жұмыс күшін жұмыспен қамтуды арттыру, жұмыссыздық ауқымын

азайту, жұмысшылардың табыс деңгейін арттыру және олардың кедейлігін төмендету, ауылдық жерлердегі демографиялық процестердің жағымсыз салдарын еңсеру арқылы шаруашылық жүйесін тұрақтандыру қажеттілігін айқындайды.

Жұмыста еңбек уәждемесінің сипаты бойынша ауыл шаруашылығы кадрларына талдау жасалды. Ауылшаруашылық өндірісінде ұтымды жұмыспен қамтуға қол жеткізу белгілі бір жағдайларда ғана мүмкін болатындығы анықталды, атап айтқанда, әрбір нақты қызметкер меншіктің нақты иесі болған кезде, өндірісті басқаруға нақты қатысады, табысты жұмыс үшін толық алады және мүмкін болатын шығындар үшін жауап береді.

**ТҮЙІН СӨЗДЕР:** тиімді жұмыспен қамту, еңбек уәждемесі, ауыл халқы, жалдамалы қызметкерлері, ауыл шаруашылығы кәсіпорындары, шаруа қожалығы, жеке қосалқы шаруашылық.

## АНАЛИЗ ТРУДОВОЙ МОТИВАЦИИ ДЛЯ ОБЕСПЕЧЕНИЯ ЭФФЕКТИВНОЙ ЗАНЯТОСТИ СЕЛЬСКОГО НАСЕЛЕНИЯ

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**АННОТАЦИЯ.** Трудовой потенциал является главной движущей силой современных аграрных преобразований и одновременно объективным фактором устойчивого развития сельскохозяйственного производства. Значимость этого определяет необходимость стабилизации системы хозяйствования посредством повышения занятости рабочей силы как основополагающего элемента производственного потенциала села, уменьшения масштабов безработицы, увеличения уровня доходов работников и снижения их бедности, преодоления негативных последствий демографических процессов в сельской местности.

В работе выполнен анализ сельскохозяйственных кадров по характеру трудовой мотивации. Определено, что в сельскохозяйственном производстве достижение рациональной занятости возможно лишь при определенных условиях, в частности когда каждый конкретный работник становится фактическим хозяином собственности, реально участвует в управлении производством, в полной мере получает за успешную работу и несет ответственность за возможные потери.

**КЛЮЧЕВЫЕ СЛОВА:** эффективная занятость, трудовая мотивация, сельское население, наемные работники, сельскохозяйственные предприятия, крестьянское хозяйство, личное подсобное хозяйство.

**INTRODUCTION.** Labor resources are the main productive force, the most significant factor of sustainable economic growth of the country. In Kazakhstan, where the rural population accounts for about 50% and the agrarian sector of the economy occupies almost one third, in modern conditions an important problem is the effective use of rural labor resources [1].

For a long time, both in theory and in practice, there was a kind of absolutization of material factors of production, while the human being - the true creator of social relations - fell out of the field of vision of scientists, specialists and economic managers.

Activation of the human factor, multiple strengthening of incentives for labor and production development is one of the main tasks. It is necessary not only to develop the incentive system, but also to create the whole motivational mechanism anew in many respects, because high efficiency of use of all available means of production - land, production facilities, machinery, and labor force, in our opinion, is impossible without powerful internal incentives to work, to the development of production. The decisive ones, in our opinion, are full economic independence, sufficiently high material and moral interest, as well as intense competition [2].

The purpose of the study is to analyze the categories of employment of agricultural workers by the nature of labor motivation

to ensure the efficiency of functioning and development of the agricultural market.

**MATERIALS AND METHODS OF RESEARCH.** The research is based on the scientific works of foreign and domestic scientists on the problems of formation and regulation of the agrarian labor market in the conditions of agrarian reforms and transformation of organizational-legal forms of economic management in rural areas.

The information base of the study was formed by official statistical materials of the Bureau of National Statistics of the Agency for Strategic Planning and Reforms of the Republic of Kazakhstan, data of the Ministry of Agriculture of the Republic of Kazakhstan, as well as regional programs of socio-economic development and employment promotion.

The study was focused on the synthesis of the methodology of agricultural development and its labor market taking into account the system-transformation approach based on the application of monographic, abstract-logical, calculative-constructive and other scientific methods of system analysis of problems.

**RESULTS AND THEIR DISCUSSION.** Labor motivation and related preferences in the organization of work as qualitative characteristics of the workforce are of great interest from the position of the ongoing process of organizational transformation of farms and the search for ways to optimize employment.

In modern economic conditions, three

**Table 1. Structure of working personnel of agricultural organizations by the nature of labor motivation**

Groups of workers by the nature of labor motivation	Orientation to the form of labor organization and economic management
Executive labor with orientation on self-removal from participation in management	Traditional large brigade
Labor of co-owners with different combination of self-responsible and executive functions	Small, family, with high autonomy
Individual labor with high autonomy Individual-family	Individual-family

categories of employment of agricultural workers can be distinguished by the nature of motivation and the level of labor activity (see Table 1).

The first group is represented by hired workers of agricultural enterprises.

The following categories of hired workers can be distinguished: permanent workers (employed for more than 150 days), seasonal workers (from 25 to 149 days), temporary workers (not more than 25 days a year).

Permanent workers are paid on a monthly basis, based on the number of hours worked and the hourly rate. The wages of permanent workers also depend on the type of farm, on the worker's education and training, on the total number of people employed in the enterprise, etc. It is noteworthy that the share of permanent workers in agricultural enterprises on average does not exceed 30% of the total number of personnel.

The labor of temporary and seasonal workers is usually paid on piece rates. Each temporary or seasonal worker strives to earn as much as possible in a short sowing or harvesting season, as there will be no more opportunities to earn more.

The study of rural workers' remuneration system has shown that it increasingly loses its leading function of regulating the supply and demand of labor force and does not provide the necessary conditions for its expanded reproduction, increases social stratification in society, and deforms labor motivation. Hired rural workers are probably the least well-off

(economically and socially) part of the working population. In 2022, the average annual salary of such a worker amounted to 190,086 tenge (in 2018 - 97,929 tenge), while the average salary at the end of 2022 amounted to 309,876 tenge (in 2018 - 162,673) [3]. The level of wages of rural residents remains chronically low, so in 2022 the level of labor remuneration in rural areas was 2.2 times lower than that of industrial workers (the average monthly salary of an industrial worker amounted to 418,811 tenge), and 2.9 times lower than that of employees of financial and insurance institutions, their salary in 2022 amounted to 560,459 tenge. This situation has persisted for many decades.

It should be noted that about 60% of an employee's earnings are received in kind (grain waste, hay, straw, firewood, etc.). As a result, in the bulk of agricultural organizations there is a motivation of subsistence farming, which is largely opportunistic in nature. There is not even a hint of labor behavior, which should be in market production. After all, it is determined by naturopayment, tacit income at the expense of the enterprise and its resources used in LPH and giving certain income.

The second group - owners of peasant farms, who together with their families carry out the management of all production and economic activities, invest the appropriate capital and a significant part of the necessary labor force. In terms of their socio-economic status, these are enterprises engaged in simple commodity production. The main material incentive for

Table 2. Number of peasant farms

Name	Years		Change (+,-) 2022 vs. 2018
	2018	2022	
Number of Peasant (Farmer) Farms, units	203 037	247 693	+44 656
Number of operating Peasant (Farmer) Farms, units	196 648	239 908	+43260
Share of Peasant (Farmer) Farms in the total number of agricultural organizations, %	82,6	84,7	+2,1 пп.
Share of Peasant (Farmer) Farms in the gross output of products (services) of agriculture, forestry and fishery sector	29,3	32,6	+3,3 пп.

them is to obtain the highest possible net income.

Peasant (farmer) farms stably exceed in number other forms of production organization, as of 01.01.2023 their number amounted to 247693 units. [4] (see Table 2).

The peasant farm is the primary link of agricultural production and the most rational form of management in terms of compliance of the organization of its production activities with the peculiarities of agricultural production. It is in the peasant farm that specific biological factors and processes can be taken into account to the greatest extent and, consequently, the most favorable conditions for the effective use of land, plants and animals can be created.

In addition, peasant farms are an important factor in the social security of the rural population. Thus, their quantitative growth contributes to the mitigation and prevention of unemployment: in those rural areas of the Krai where its level is maximum, there is higher employment in private subsidiary and peasant (farm) farms.

The income of employees of such farms depends entirely on the final economic results - from production and sale of products. They ensure personal responsibility for the production process, exclude impersonality in working with biological means of labor - land, plants, animals. Such production and economic formations are self-governing systems, their main employees - farmers - integrate managerial and executive functions, which increases the efficiency of management, significantly reduces its cost, reduces the probability of making erroneous decisions, develops self-control, conscious technological and labor discipline.

The development of peasant farms in modern conditions is hampered by their poor technical equipment and lack of production infrastructure. Sociological studies show that the majority of farmers consider unresolved material and technical support as one of the main reasons that hinder the development of this sector in agriculture. At the same time, they emphasize the high price of all types of

material resources.

The third group is represented by those employed in private subsidiary farms (PSF). About 80% of the rural population works in households, which are not referred to public production. It is considered that incomes of private subsidiary farms are created mainly outside working hours due to additional labor load and investment of own funds (seeds, fertilizers, transport, fodder) by the rural population. Nevertheless, for many residents this form of farming has turned from an auxiliary form into the main sphere of activity.

Production of agricultural products for auxiliary purposes in households is usually attributed to the informal sector. However, another factor should be taken into account: part of this informal agricultural employment in households is a hidden form of farming, i.e. small-scale commodity production.

Studies have shown that about 80% of the rural population works in households that are not related to public production, almost half of the gross output is produced on household farms. For the period from 2018 to 2022, household farms occupy the largest share in the structure of agricultural production, so in 2018, gross agricultural output produced on private farmsteads amounted to 46.4% of its total volume, and in 2022 - 37.8% (see Figure 1).

At the same time, it should be noted that households produced 65.4% of livestock products by the end of 2022 (in 2018 - 67%), which indicates that this form of organization of agricultural production is still the most competitive in livestock production. Until this industry gets a real industrial basis, this form of production organization will play the main role in livestock breeding.

According to the research conducted on the data of the Northern region, the composition of household farms is heterogeneous, so from 15 to 30% of farms produce less than 5% of gross output, their share in the total number of livestock and area is very small, such households can hardly be recognized as a sphere of economic activity, it is a sphere of

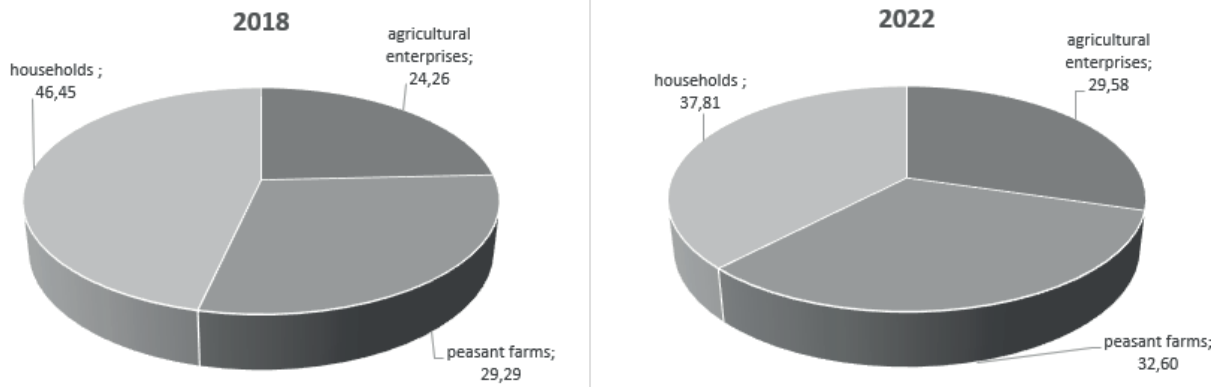


Figure 1- Structure of gross agricultural output by farm category

household economy. On the other hand, there are large producers among LPHs. For example, on average in the districts, 10% of the largest in terms of gross production LPHs produce 30% of the total gross output of households in the district. On average, such farms have more than five cattle, about 10 pigs, sheep and 50 poultry. Due to their physical size, these household farms cannot be subsidiary farms, they clearly produce for the market, are demand-oriented, and probably attract additional labor. And this is, of course, informal employment, both of the owners of these farms and of the labor force attracted by them.

Thus, the group of "private subsidiary farms" accepted in statistics, legislation and scientific literature is extremely non-homogeneous. There are large market-oriented producers, actually comparable to farmers in terms of production level, who do not register their farms as farms for legal and economic reasons. There is also a significant share that is exclusively auxiliary in nature, producing a small share of the sector's output and which should not be considered as a form of economic activity of the population.

The peculiarity of Kazakhstani legislation is such that LPH is not an entrepreneurial activity at all, is not subject to registration, income from the sale of own products is not subject to taxation, land tax is negligible in its level.

However, in terms of the economic content of the activity, it is small-scale commodity production, practically no different from farming. Rationalization of the legislation,

introducing the definition of agricultural producer starting from some lower limit will allow to bring this sector into the "formal economy".

In our opinion, it is time to introduce an accounting procedure for all individual farms and differentiate them by marketability, i.e. to distinguish between farms producing for own consumption and commodity farms.

Employment in individual farms will always be, but recognizing the essential economic role of private subsidiary farms employment in them should not be idealized.

The reasons for the employment of agricultural workers in LPH are well known, among the key ones is the low level of labor remuneration. In 2022, wages fell in agriculture at 61.3% of the average, and are among the lowest of all industries. It is also paradoxical that on-farm wages are lower in agricultural activities compared to non-agricultural activities. Nothing like this is observed in developed market economies, where inter-sectoral differences in the price of labor are generally much smaller.

Such economic behavior of the rural population indicates that the maintenance of private farms is largely forced. If there is an alternative (in our case, hired labor in agricultural enterprises), this form of economic coercion weakens.

The efficiency of production and labor activity is determined not only by the material interest of the participants of the labor process, but also by social and moral factors.



The ongoing economic reforms in rural areas, accompanied by significant changes in the social sphere, have contributed to the accumulation of serious problems in the socio-economic situation, a significant decline in the standard of living of most rural citizens, for whom many previously guaranteed rights, including free education, health care, etc., have become inaccessible or difficult to access.

All this has led to a multiple gap in the social, cultural and welfare provision of rural and urban residents, which will remain for many years to come, and to a spontaneous outflow of the rural population to urban areas. Studies show that low-quality labor force in rural areas is always present, but agriculture cannot compete for qualified workers with wages and living conditions (expressed primarily in the availability of housing). The problem of labor redundancy is currently acute in agriculture. According to our calculations (based on the data of sociological survey), the duration of a working year in peasant households of the population reaches 55%, and in LPH - 40% of the annual duration of working time of employees of agricultural enterprises, which is 1922 hours.

Thus, in the near future in the vast part of the territory of Kazakhstan, the human factor can still be a limiting factor of the agricultural sector, and the agricultural labor market will be largely imbalanced, that is, there will be both a deficit of rural personnel and rural unemployment.

The low efficiency of agricultural production does not allow increasing the wages of agricultural workers, which could induce demand for services and thus create additional jobs in rural areas. New jobs in rural areas are an opportunity to get rid of surplus labor force for agricultural enterprises and increase wages for the remaining workers. The most important incentive to work is the prestige of a particular profession. In the eyes of modern youth rural labor is not prestigious. This is explained not only by the low level of wages compared to other industries. In the agrarian sphere there are still types of labor that require neither

general education nor special training, while the number of educated youth is in abundance. In rural areas nowadays, almost everyone receives secondary education, accordingly, all aspire to highly qualified labor, which they are unable to find. Urban and rural labor markets differ today more than ever. According to our research, there is an insoluble contradiction between the level of education of the rural population and the possibilities of manual labor, as a result of which the modern village is emptying out. The most educated young part of the population is leaving the village, while the least educated and oldest part of the population remains. Our research shows that young workers of the agrarian sector (under 30 years old) are the least satisfied with their labor. Every second respondent is inclined to independent farming, but only a quarter of respondents have a real opportunity for this. The possibility of choosing a profession at will is not high (up to 25%). The younger generation also has higher requirements to the organization of leisure and everyday life. Unlike the older generation, they have a high need for social status and self-assertion.

In the aspect of positive regulation of employment in rural areas, the solution of problems of effective training of labor force for agro-industrial complex industries plays an important role. At present, specialists are needed in the field of agro-industrial complex reform and agricultural land turnover, peasant studies and modern international agrarian policy, land management and redistribution of land fund. In this regard, it is very important acquired in the process of study the potential of knowledge in the use of best practices of foreign countries, internship at agro-industrial firms of developed countries.

Improvement of agrarian education, in addition, should provide for the organization of workforce training in such promising and in-demand areas of activity as energy-saving and environmentally safe technologies of agricultural production, management in the field of credit and consumer cooperation, system information consulting in the field of

rural entrepreneurship, business planning of peasant and farmer sector, forecasting and development of rural municipalities,

**CONCLUSION.** The decline in labor productivity in the industry, which occurred largely as a result of the transfer of labor force from the sphere of production, where its level is higher, to the spheres of management, where it is lower, can also be attributed to one of the important features of the domestic model of employment in the agrarian economy.

The obvious consequences of its further evolution may be:

- Continued reduction of employment in large and medium-sized agricultural organizations due to their bankruptcies,
- stabilization of employment in farms and commodity farms with the "maturation" of more or less viable market structures in their environment;
- growth of employment in consumer farms as the most massive form of agricultural employment, while they continue to perform the function of "amortization" of poverty and open unemployment.

Thus, at present, the main directions of increasing employment in the rural labor market in the aspect of agrarian reform as a strategic mechanism of its regulation should include:

- Development and improvement of the functioning of the agrarian labor market in the conditions of economic restructuring and improvement of the social and labor sphere in rural areas;
- positive reforming of labor processes at the level of various organizational and legal forms of management;
- progressive transformation of the social and labor sphere of the village and cultural life of the rural population;
- Creation of prerequisites for full and productive employment in a multi-structure rural economy;
- effective and timely employment and requalification of the labor force taking into account the current processes in the labor market.

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