

# LABOR MOBILITY AS AN EFFECTIVE INSTRUMENT OF TERRITORIAL ORGANIZATION OF RURAL AREAS

## ЖҰМЫС КҮШІНІҢ ҰТҚЫРЛЫҒЫ – АУЫЛДЫҚ ЖЕРЛЕРДІ АУМАҚТЫҚ ҰЙЫМДАСТЫРУДЫҢ ПӘРМЕНДІ ҚҰРАЛЫ

## МОБИЛЬНОСТЬ РАБОЧЕЙ СИЛЫ – ДЕЙСТВЕННЫЙ ИНСТРУМЕНТ ТЕРРИТОРИАЛЬНОЙ ОРГАНИЗАЦИИ СЕЛЬСКОЙ МЕСТНОСТИ

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**Abstract.** In the context of the transformation of the republic's economy, issues of labor mobility have gained particular importance. Within the structure of labor movements, territorial mobility is increasingly prominent, influencing the quality of labor potential, determining the state of regional labor markets, and contributing to more efficient use of labor resources through their redistribution. One of the main economic problems is the shortage of agricultural specialists and the migration of the rural population to cities. The *purpose* is to identify personnel shortages in rural areas based on statistical migration data, examine labor income levels by economic sector, and develop proposals aimed at increasing the mobility of workers in the agrarian sector. *Methods* — statistical, comparative analysis, and systematization methods were applied to identify the volume of interregional rotation of rural workers and average monthly wages by type of economic activity. *Results* — the proposed approach to assessing the social mobility of the workforce, combined with effective practical implementation of a modern human capital management system, will make it possible to obtain a more complete picture of the social and labor sphere of Kazakhstan's rural territories. *Conclusions* — the shortage of workers in regional agriculture is associated with rural-to-urban migration, relatively low wage levels in the agricultural sector compared to other economic activities, and ineffective personnel mobility. Programs for rural development should include effective mechanisms for ensuring rural employment and comprehensive state support measures that stimulate the creation of farms and personal subsidiary plots under conditions of diversification of the agro-industrial complex.

**Аңдатпа.** Республика экономикасының трансформациясы жағдайында жұмыс күшінің ұтқырлығы мәселелері ерекше маңызға ие болды. Еңбек қозғалыстарының құрылымында еңбек әлеуетінің сапасына әсер ететін, өңірлік еңбек нарықтарының жай-күйін айқындайтын, оларды қайта бөлу есебінен еңбек ресурстарын пайдалану тиімділігін арттыруға ықпал ететін аумақтық маневрлік барған сайын айқындала түсуде. Негізгі экономикалық проблемалардың бірі-ауыл шаруашылығы мамандарының жетіспеушілігі, ауыл тұрғындарын қалаларға көшіру. *Мақсаты* - тұрғындардың көші-қонының статистикалық деректері негізінде ауылдық жерлерде кадрлар тапшылығын анықтау, экономика салалары бойынша еңбек табысының мөлшерін қарау және аграрлық сектор қызметкерлерінің ұтқырлығын арттыруға бағытталған ұсыныстар әзірлеу. *Әдістері* – статистикалық, салыстырмалы талдау, жүйелеу ауыл еңбеккерлерінің өңіраралық ротациясының көлемін және экономикалық қызмет түрлері бойынша орташа айлық жалақыны белгілеу үшін қолданылды. *Нәтижелер* – жұмыс контингентінің әлеуметтік ұтқырлығын бағалауға ұсынылған тәсіл адами капиталды басқарудың қазіргі заманғы жүйесін нәтижелі іске асырудың нәтижелі тәжірибесімен бірге Қазақстанның ауылдық аумақтарының әлеуметтік-еңбек

саласының неғұрлым толық бейнесін алуға мүмкіндік береді. Қорытындылар – ауыл шаруашылығымен айналысатын өңірлердің жетіспеушілігі ауыл тұрғындарының қалаға көшуімен, экономикалық қызметтің басқа секторларымен салыстырғанда ауыл шаруашылығы саласындағы еңбекақының салыстырмалы түрде төмен мөлшерімен, кадрлық қозғалыстың тиімсіздігімен байланысты. Ауылдық аудандарды дамыту бағдарламаларына ауыл тұрғындарын жұмыспен қамтудың тиімді тетіктерін, агроөнеркәсіптік кешенді әртараптандыру жағдайында фермерлік және жеке қосалқы шаруашылықтар құруды ынталандыратын мемлекеттік қолдаудың кешенді шараларын енгізу қажет.

Аннотация. В условиях трансформации экономики республики особое значение приобрели вопросы мобильности рабочей силы. В структуре трудовых перемещений все отчетливее выделяется территориальная маневренность, оказывающая влияние на качество трудового потенциала, определяющая состояние региональных рынков труда, способствующая повышению эффективности использования трудовых ресурсов за счет их перераспределения. Одной из основных экономических проблем является нехватка специалистов сельскохозяйственного профиля, переселение сельского населения в города. *Цель* - выявление дефицита кадров в сельской местности на основе статистических данных миграции жителей, рассмотрение размера трудового дохода по отраслям экономики и выработка предложений, направленных на повышение мобильности работников аграрного сектора. *Методы* – статистический, сравнительного анализа, систематизации применялись для обозначения объемов межрегиональной ротации сельских тружеников и среднемесячной заработной платы по видам экономической деятельности. *Результаты* – предложенный подход к оценке социальной подвижности рабочего контингента в совокупности с результативной практической реализацией современной системы управления человеческим капиталом позволит получить более полную картину социально-трудовой сферы сельских территорий Казахстана. *Выводы* – недостаток занятых в сельском хозяйстве регионов связан с переездом сельских жителей в город, относительно низкими размерами оплаты труда в сельскохозяйственной отрасли по сравнению с другими секторами экономической деятельности, неэффективным кадровым переделением. В программы развития сельских районов необходимо включить эффективные механизмы обеспечения занятости сельчан, комплексные меры государственной поддержки, стимулирующие создание фермерских и личных подсобных хозяйств в условиях диверсификации агропромышленного комплекса.

**Keywords:** rural territories, labor resource mobility, territorial migration, labor market, workforce, wage level, state support.

**Түйінді сөздер:** ауылдық аумақтар, еңбек ресурстарының ұтқырлығы, аумақтық көші-қон, еңбек нарығы, жұмыс күші, жалақы мөлшері, мемлекеттік қолдау.

**Ключевые слова:** сельские территории, мобильность трудовых ресурсов, территориальная миграция, рынок труда, рабочая сила, размер заработной платы, государственная поддержка.

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## Introduction

One of the most important conditions for the accumulation and rational use of human capital, without which it is impossible to achieve high competitiveness of Kazakh companies in the current conditions, is the creation and development of a flexible labour market. An element of a flexible labour market is labour mobility.

Currently, labour relations are characterised by a transformation of the labour market structure. New forms and types of employment are appearing with increasing frequency, the scope of work performed is expanding, the number of self-employed persons is growing, and more and more sectors of the economy are actively using foreign labour. As a result of these changes, a flexible labour market is

emerging which, on the one hand, allows employers to reduce recruitment costs and optimise human resources in conditions of irregular workloads and, on the other hand, allows workers to choose the most suitable form and regime of employment. Under current conditions, migratory movements are becoming a determining factor in the formation of a country's labour potential, the employment situation and the development of the labour market.

Labour mobility is characterised by the real possibility for workers and their families to move to another location in order to choose a place of residence where they can find more advantageous job offers. In this way, labour mobility contributes to greater efficiency and productivity in the national economy.

Kazakhstan's modern agro-industrial complex is one of the most important strategic and developing sectors of the economy. In the era of market relations, agricultural organisations have gained greater autonomy in the formation and use of labour. For example, the number of specialists in production and labour organisation has fallen sharply, leading to worker overload, inefficient use of productive resources, unjustified and excessive differentiation in labour remuneration, poor reproductive function, weakened motivation to work, etc.

In recent years, many agricultural organisations have begun to apply modern technologies and techniques in agricultural production. As a result, the demand for highly skilled labour has increased dramatically in the labour market. In particular, there is a shortage of specialists (agronomists, zootechnicians, engineers, etc.) with higher education.

In the agro-industrial sector, alongside the markets for means of production, agricultural raw materials, food products and land, there is also the labour market, which represents an economic form of circulation of labour as a special commodity and, like any commodity market, is based on the mechanism of supply and demand. Demand in this case manifests itself in the form of employers' need to fill vacant positions and perform work, while supply manifests itself in the availability of unemployed labour seeking employment.

In the labour market, competition arises between workers for jobs (to perform work) and between employers to hire labour with the necessary qualifications. The demand for labour is expressed in the need for workers to fill vacant positions. It depends on the demand for goods produced, the technical equipment of the enterprise, the intensity and productivity of labour, the forms and methods of production organisation, the quality of labour, the volume of investment, etc (Meng M., Zhang W., Zhu X. et al.) [1].

The multifaceted and contradictory complexity of the processes of labour market formation in the agricultural sector of the economy is determined by the resolution of economic problems related to the supply of human resources to the national economy. The solution to the problem of developing labour market flexibility lies in the regulation of labour mobility. To this end, it is necessary to study current statistical data on mobility, identify current problems and seek solutions for their regulation.

#### Literature review

The global labour market is currently under enormous influence from global challenges, which is reflected in the emergence of new forms of employment. Labour mobility is

becoming a factor that helps to alleviate labour shortages in certain sectors and areas. The labour market is an important part of any economic system, as its state largely determines the pace of economic growth of that system. At the same time, the labour market is a key element of the socio-economic policy pursued by the power structures (Neidhöfer G., Ciaschi M., Gasparini L.) [2].

The mechanism of the labour market in the agricultural sector should be considered as the set of problems of the labour market in the agricultural sector and the forms and methods of implementation of economic laws on state support for employment, the reproduction of rural labour potential, the interaction between labour supply and demand, the result of which is the determination of the market price of labour (wages) and the equilibrium volume of employment of the rural working-age population (Chen L., Wang D.) [3].

Currently, labour market problems in the agricultural sector and state support for employment in agriculture are of particular strategic and socio-economic importance (Zhang D.) [4]. Labour, understood as the set of physical and intellectual abilities of human beings to work in market conditions (Abdildin A.) [5], is a commodity which, unlike other types of commodities, has the following characteristics:

- the owner and holder of this commodity is the worker, with all the rights provided for in regulatory and legislative acts;
- labour is a decisive factor in production and the worker is the main productive force;
- the labour force creates new value, while the value of the material factors of production is simply transferred to the good created;
- the labour force is remunerated by the employer after its use during the period of time established in the contract (Götz K., Rosner P., Froissart I. et al.) [6].

In contemporary Kazakhstan, the negative factors influencing labour mobility in the labour market are determined by many factors, including: wage dissatisfaction, age, gender, education, inadequate valuation of specific human capital, change in occupation type, economic recession of the company, etc. (Akimbekova G., Baimuhanov A., Kaskabaev U. et al.) [7]. When characterising labour market mobility in general, we observe that there are different types of labour mobility, such as: intra-company, inter-company, territorial, family, ethnic, religious, etc. (Szromek R., Bugdol M.) [8]. Of particular importance is the territorial or spatial mobility of the labour force, i.e. migration, which leads to a change in the distribution of human resources between regions and sectors.

Due to migration, agriculture has already lost a large amount of labour resources, and some regions and farms continue to lose them today. At the same time, seasonal migration from the city to the countryside has increased significantly in recent years (Ray S., Haqiqi I., Hill A.E. et al.) [9].

Despite the widespread dissemination of studies on labour mobility, most of the work in the scientific literature focuses on the analysis of mobility in Kazakhstan during the 1990s. Contemporary studies presented in the scientific literature focus on specific aspects of mobility. Therefore, further research is needed to identify and propose solutions to stimulate labour mobility mechanisms in territorial agriculture.

### Materials and methods

This article presents statistics demonstrating the low level of labour mobility in the regions and, consequently, comparative statistics and analyses demonstrating low wages in the agricultural sector. In the course of this research, the following scientific methods were also used: general methods (analysis, synthesis, grouping), comparative analysis, induction, logical generalisation. The combined application of these methods allows, in our opinion, to ensure a sufficiently high level of objectivity and comprehensiveness of research on approaches to defining the essence of labour mobility.

Within the framework of this research, the objective has been set to identify the causes of low labour mobility in agriculture in Kazakhstan and to develop recommendations for an effective mechanism for the development of the territorial economy. In line with the research objective, the following tasks have been formulated: to analyse labour mobility in Kazakhstan; to identify current problems of labour mobility in territorial agriculture; to study the causes of labour mobility problems in Kazakhstan; based on the results obtained, formulate proposals for the effective development of territorial agriculture in Kazakhstan.

Within the framework of this work, two hypotheses are proposed for verification: labour mobility in Kazakhstan is generally low; low labour mobility in the territorial agricultural sector is related to low wages in the agricultural sector in Kazakhstan. The theoretically significant conclusions reached by the author develop a number of essential aspects of research on labour mobility in agriculture and can complement programmes and subsidies for all structures dealing with the problems of mobility and unemployment. Practical significance is deter-

mined by the possibility of using the results obtained to develop measures aimed at increasing labour mobility in Kazakhstan.

### Results

The seasonal nature of production has a strong impact on the labour market in the agricultural sector. On farms, demand for labour increases significantly in spring and summer, while in the processing sectors it increases in autumn, during the period of intensive processing of raw materials. Labour demand is particularly high on farms growing products with a low level of mechanisation of core activities, such as vegetables, fruit, berries, etc. For example, for stone fruit harvesting, large horticultural farms hire up to 2 000 seasonal and temporary workers, which is 3-4 times more than their permanent employees. However, in the autumn-winter period, many permanent workers on farms, particularly horticultural farms, are left without work. This is an important factor in the increase in hidden unemployment in rural areas.

In accordance with the Programme for the Development of Rural Areas of the Republic of Kazakhstan for the period 2023 - 2027 and the Concept for the Development of the Agro-Industrial Complex of the Republic of Kazakhstan for the period 2021 - 2030, one of the objectives of state policy on the development of the labour market in the agro-industrial complex of the Republic of Kazakhstan in the long term is to increase motivation to work and labour mobility (The concept of development of the agro-industrial...; Concepts for the development of rural areas...) [10,11]. The World Bank highlights the problem of low geographical mobility in Kazakhstan, considering it one of the causes of the gap between unemployment levels in different regions. People do not move to regions where jobs have been created. A similar observation has been made in the analysis of the current situation of state programmes.

According to data from 1 July 2025, under the voluntary relocation programme aimed at increasing labour mobility from regions with labour surpluses to those with labour shortages, 2 202 people were relocated, of whom 1 091 were kandas and 1 111 were migrants. All relocated persons were granted state support measures. It is expected that 9 653 people will be relocated by the end of the current year.

In terms of regional distribution, 672 people were transferred to the Pavlodar region, 532 people to the North Kazakhstan region, 330 people to the Kostanay region, 215 people to the Akmola region, 214 people to the East

Kazakhstan region, 145 persons to the Abai region, 90 persons to the Atyrau region, and 4 persons to the Ulytau region. The people who were relocated came mainly from Uzbekistan (396 people), Mongolia (310 people), the People's Republic of China (286 people), Russia (52 people) and other countries (47 people). Of the 790 people of working age who arrived, 374 found permanent employment and 10 are engaged in business activities.

Migrants and kandasy have been employed in the healthcare, agriculture, education, industry and other sectors. It should be noted that, under the voluntary resettlement programme, migrants receive the following state support measures:

- relocation allowance: a one-off payment of 70 MCI for each head of household and each family member;
- monthly subsidy for housing rent and utility payments for 12 months, from 15 to 30 MCI,

depending on the number of family members and place of residence;

- referral to short-term vocational training courses;
- assistance in finding employment or developing business initiatives;
- issuance of economic mobility certificates.

In addition, employers who assist with interregional relocation receive a one-time employment subsidy of 400 MPR for each worker who has been provided with accommodation and hired on a permanent contract for a period of not less than two years. Let us examine the regions of Kazakhstan with the highest and lowest incoming labour mobility. The table below contains statistical data on inter-regional migration of the population of Kazakhstan (Bureau of National Statistics...) [12].

Table - Interregional migration of the population of Kazakhstan

Region	Migration balance	Arrived	Departed
Abai	-1 832	6 691	8 523
Akmola	-895	11 760	12 655
Aktobe	-890	11 462	12 352
Almaty	168	35 513	35 345
Atyrau	-560	9 287	9 847
West Kazakhstan	-713	9 275	9 988
Zhambyl	-3 928	15 284	19 212
Zhetisu	-2 960	9 998	12 958
Karaganda	-1 491	11 851	13 342
Kostanay	-1 462	8 169	9 631
Kyzylorda	-2 218	9 101	11 319
Mangystau	-405	11 871	12 276
Pavlodar	-922	7 946	8 868
North Kazakhstan	-1 052	4 835	5 887
Turkestan	-7 725	32 622	40 347
Ulytau	-628	2 316	2 944
East Kazakhstan	-600	7 378	7 978
Astana	15 390	61 836	46 446
Almaty	9 187	51 966	42 779
Shymkent	3 536	33 597	30 061
Note: based (Bureau of National Statistics...) [12]			

The statistical data demonstrate significant regional disparities in the interregional migration balance across Kazakhstan. The overall migration pattern reveals a concentration of population inflows toward major urban centers such as Astana (+15 390), Almaty city (+9 187), and Shymkent (+3 536), while the majority of other regions experience negative migration balances. This clearly reflects the continuing urbanization trend and the outflow of the rural population from peripheral and agricultural regions to economically developed cities.

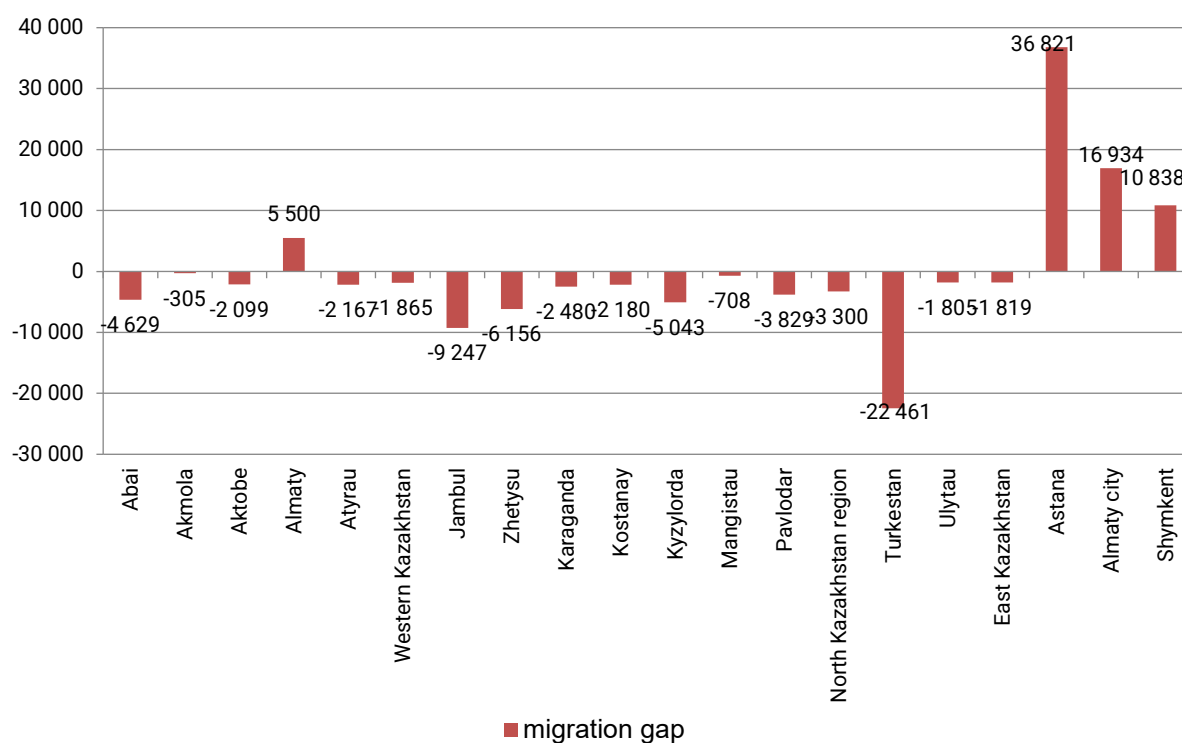
Regions with the most substantial negative migration balance include Turkestan (-7 725), Zhambyl (-3 928), and Zhetisu (-2 960). These areas are characterized by relatively low levels of industrial development, limited employment opportunities, and lower income indicators, which collectively stimulate population outflow. The Turkestan region, despite having one of the highest population growth rates in Kazakhstan, faces significant outmigration due to limited non-agricultural employment and infrastructural constraints.

Conversely, Astana and Almaty, as the largest political, economic, and financial centers, attract the majority of migrants. Their high rates of inflow - 61 836 and 51 966 arrivals respectively - reflect strong internal migration pull factors, such as diversified labour markets, better access to education and healthcare, and improved living standards. The positive balance of +15 390 in Astana and +9 187 in Almaty confirms their role as demographic and economic magnets within the national spatial structure.

Moderate migration losses are also observed in industrially developed regions like Karaganda (-1 491) and Akmola (-895), which indicates a gradual reorientation of labour flows from traditional industrial zones to service-based urban economies. This trend reflects the restructuring of Kazakhstan's economic landscape, where employment opportunities in

heavy industry are replaced by growth in finance, services, and high technology sectors concentrated in major cities.

Overall, the data indicate that migration in Kazakhstan remains predominantly centripetal, reinforcing the primacy of large urban agglomerations and weakening rural human capital potential. This pattern poses long-term challenges for regional development, including the depopulation of peripheral areas, labour shortages in the agricultural sector, and increased urban congestion. The results suggest the need for targeted state policies to improve regional attractiveness through investment in infrastructure, housing, and employment programs outside major cities, thereby reducing interregional disparities. Figure 1 below visually shows the interregional migration of regions and cities of Kazakhstan in 2025.



Note: based (Bureau of National Statistics...) [12]

Figure 1 - Interregional migration of the population of Kazakhstan (persons)

Current labour mobility flows create problems in the regions of origin. At the same time, the labour market is experiencing high rates of migration to large cities. We attribute the shortage of personnel in agriculture in the regions to the fact that the population is looking for work in large cities and moving to the city (Ren X., Ren X., Huang B. et al.) [13]. Accordingly, based on the results of our study, we propose increasing labour mobility as a mechanism for accelerating the development of agriculture in

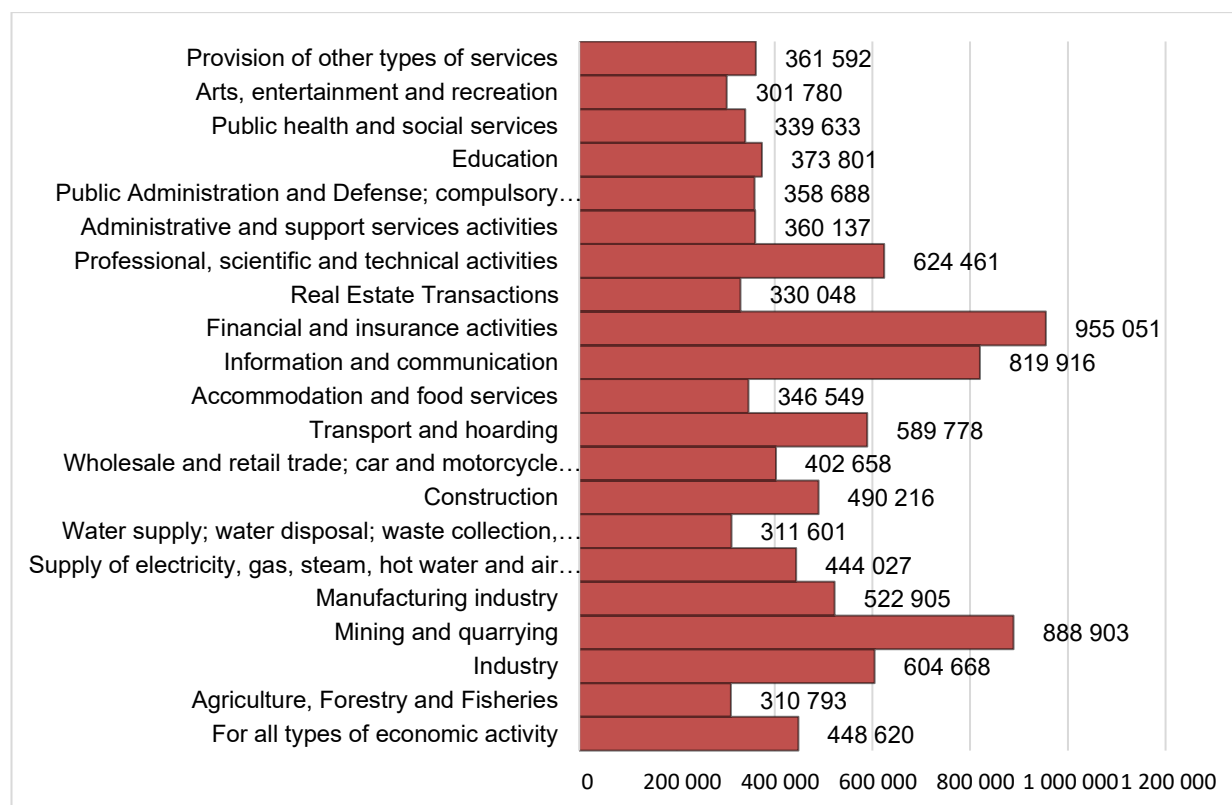
the regions. Therefore, the following problems related to labour mobility in rural agriculture in Kazakhstan can be identified:

- high rates of population migration to urban areas;
- huge disparities between levels of mobility in different regions;
- relatively low wages for professionals in the agricultural sector compared to other economic sectors.

These issues are due to the following reasons. Low labour mobility is due to the inaccessibility of home ownership. In this case, in addition to high property prices, an important factor is the substantial difference in the cost of housing between developed and depressed regions of Kazakhstan. It should be noted that the mobility of the rural population carries significant risks for workers: the search for employment in a new place of residence can take a long time, which reduces the “financial cushion” day by day.

Avoiding this type of stress is also one of the reasons for low mobility in the agricultural

sector (Moeis F., Dartanto T., Moeis J. et al.) [14]. Low mobility is largely determined by “poverty traps”: a situation in which the population has insufficient income to move, even if such a move would be advantageous in the long term (Arnall A.) [15]. In this regard, let us examine the indicators relating to the income of the population of Kazakhstan in the various economic sectors. The 2nd figure illustrates the average monthly salary by type of economic activity of citizens of the Republic of Kazakhstan for 2025 (1st quarter, tenge).



Note: based (Bureau of National Statistics...) [12]

Figure 2 - Average monthly salary by economic activity 2025 (Q1, tenge)

According to figure 2, it can be seen that wages in agriculture have the lowest final result among economic sectors. According to statistics for 2025, the wage level in agriculture was 310 793 tenge. Specialists in the mining and quarrying industry, which has high indicators among the sectors, receive a salary of 888 903 tenge. The quantitative differences in wages between the specialties of the two sectors vary by a factor of 4. In addition, relatively high wages apply to the fields of information and communications, finance and insurance, amounting to 850 000 tenge. At the same time, the shortage of specialists in the agricultural sector can be attributed to the relatively low wages.

The analysis revealed that labour productivity in agriculture is closely linked to the qualifications of personnel and the efficiency of labour resource utilisation. The study found that regions with a higher level of professional training among specialists demonstrate higher crop yields and overall labour productivity. In contrast, areas with limited access to training and professional development exhibit lower production efficiency.

The study of territorial labour mobility highlighted significant regional disparities. Rural areas experience a consistent outflow of population to major cities, particularly among young specialists. At the same time, the availability of

accessible employment platforms and information resources contributes to a more balanced distribution of the workforce and improves employment opportunities within the agricultural sector. Economic analysis indicated that wage levels and social support directly influence workers' motivation to remain in rural areas. In regions where state support programs and measures promoting the establishment of personal subsidiary farms are implemented, there is a noticeable increase in employment and the number of households engaged in agricultural production.

Regional labour market segmentation demonstrated that labour supply and demand are strongly influenced by natural resource potential and the economic structure of regions. In the studied areas, the demand for qualified agricultural personnel correlated with investments in technology, infrastructure, and the development of scientific and technical support for production. The use of digital employment tools, including mobile applications, facilitated faster personnel allocation and optimized workforce distribution across regions.

In Kazakhstan, measures have been put in place to stimulate labour mobility, in particular a state programme to increase labour mobility. As part of this programme, the portal enbek.kz (<https://www.enbek.kz>) has been developed, bringing together job offers and candidates from all over Kazakhstan. The portal also contains reference information about the regions (accommodation, schools, nurseries, unemployment rates and prices). The programme provides assistance for the relocation of unemployed people, consisting of the payment of transport and accommodation costs and a subsistence allowance until a new employment contract is signed (Electronic labor exchange...) [16].

The analysis of data from the enbek.kz platform revealed that as of the first quarter of 2025, there were 5 647.235 active employment contracts registered on the platform, with approximately 45 216 job vacancies available. Of these, the agricultural sector is actively represented, with 4 136 vacancies listed for agricultural positions. These figures indicate that the digital employment platform effectively serves as an interface between labour resources and employers, including in rural and agricultural regions. A clear trend is observed: the demand for jobs via the platform is growing, alongside an increase in digital services such as training courses and skill development programs for agricultural workers.

The study also demonstrated that labour mobility mechanisms through the enbek.kz

platform function as a tool for workforce redistribution across regions: in 2024, more than 5 000 people were employed through the labour mobility program, receiving both jobs and housing in labour-deficit regions. The platform provides services not only for job search but also for employment registration, contract processing, skills training, and relocation support, thereby expanding opportunities for rural personnel. These data confirm that digital tools like enbek.kz help reduce barriers to labour mobility and strengthen employment in the agricultural sector (Electronic Labor Exchange...) [16].

The enbek.kz portal has a modern and promising look and aims to become the national database of job offers. The enbek.kz portal provides general information on the advantages of moving to other regions. The ability for users to calculate the individual payments and benefits to which they are entitled in their personal account would greatly simplify the process of searching for information for candidates, reduce the workload of the Employment Service and help to increase the mobility of the population, as many people, when deciding to relocate, are held back by difficulties related to a lack of information and the need to search for it from different sources.

Increased mobility is also achieved through increased human capital. Training programmes exist in Kazakhstan, but the number of participants in them is low. It is essential that the training received within the framework of these projects is not formal, but provides candidates with the knowledge and skills necessary for future employment. Mobility affects not only the state and the population, but also employers. Therefore, within the framework of this research, a two-level education system is proposed.

The candidate completes the first stage remotely. The possibility of completing this level on a single portal would significantly increase the number of interested people. Completion of the first stage is subject to passing a test. The second level consists of face-to-face training at a training centre located directly in the region desired by the candidate. Teachers may be representatives of employers. After passing this training phase, competitions are organised at the training centres, based on the results of which employers fill vacancies and candidates find work in the region they are interested in. An important condition for increasing the level of labour mobility is improving the quality of services provided by the Employment Service, as well as reducing bureaucratic barriers.



## Discussion

The current state of Kazakhstan's labour market reflects a transformation driven by economic restructuring and the expansion of flexible employment forms. These dynamics are particularly evident in the agricultural sector, where employment is influenced by seasonality, income disparities, and uneven technological development.

As Zhang D. [4] notes, the evolution of market relations reshapes the social and professional structure of the workforce, while the prestige of agricultural occupations continues to decline, leading to persistent labour shortages in rural regions.

Labour mobility has become a key adaptive mechanism, yet its potential in Kazakhstan remains underutilized. Interregional mobility is constrained by disparities in regional development, wage differentials, and housing accessibility. Szromek R., Bugdol M. [7] emphasizes that territorial mobility and commuting are essential instruments for balancing labour supply and demand, but their implementation in Kazakhstan faces infrastructural and institutional barriers.

Consequently, mobility often takes the form of internal job changes without significant professional advancement or relocation. Human capital development plays a decisive role in improving labour mobility. The low participation of rural workers in retraining programs limits their capacity to adapt to technological progress and structural shifts in the agricultural economy. Enhancing professional education and institutional support could increase workforce adaptability and productivity.

At the same time, labour mobility cannot be viewed solely through an economic lens; it also encompasses social and institutional dimensions. Effective state policies - such as expanding access to digital employment platforms, supporting rural entrepreneurship, and improving living standards - can stimulate labour mobility while reducing migration outflow from rural areas. Overall, mobility remains a strategic factor for ensuring sustainable regional development and strengthening the competitiveness of Kazakhstan's agricultural sector.

## Conclusion

According to the study of the article, the following conclusions can be drawn:

1. The main source of wealth in society, the main factor in the creation of humanity's material and spiritual goods, is labour. Work in agriculture has a number of characteristics that reflect the specificity of the sector. Increasing the efficiency of agricultural production and the

final results of labour depend directly on the level of staff qualifications and the degree of utilisation of labour resources.

2. Labour mobility is therefore a complex phenomenon, influenced by economic, sociological, human capital and institutional factors. Recognising its importance is essential for policymakers, businesses and individuals who wish to harness its potential benefits for economic growth, social progress and individual well-being. By understanding the different approaches to labour mobility and its significance, stakeholders can work to create favourable conditions that facilitate a smooth transition and maximise the positive outcomes associated with labour mobility.

3. It is necessary to improve and increase the effectiveness of mechanisms for raising the wages of agricultural specialists, using Kazakhstan as an example. Issues of territorial mobility in agriculture include the migration of the population to large cities. Accordingly, effective mechanisms for the employment of the rural population need to be introduced into agricultural development programmes. Comprehensive state support measures should be introduced to encourage people to start their own farms. At the same time, informing residents about support measures and providing universal access will encourage rural residents to engage in personal subsidiary farming rather than moving away from the countryside.

4. Regional segmentation of the labour market plays a key role in shaping the labour supply, as its reproduction occurs mainly within a specific territory. The labour supply is shaped by the socio-demographic structure of the population, the structure of employment in public utility activities, and the professional and skilled structure of the labour force. In turn, labour demand is influenced by natural conditions and raw materials, regional economic characteristics, the acceleration of scientific and technological progress, investment policy, and social policy. Employment in agriculture also has its specific characteristics, related to the economic conditions of labour employment in the sector.

5. The use of labour mobility as a mechanism for developing regional agriculture is determined by the sufficient use of the enbek.kz application by the population of the region. Mobility, providing housing for job seekers, improving their financial situation, and conducting explanatory work will improve labour policy in the agricultural sector.

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