

UDC 334.7  
МРПТИ 06.56.21DOI: <https://doi.org/10.37788/2020-4/85-92>L.I. Kashuk<sup>1\*</sup>, S.E. Kaidarova<sup>1</sup>, S.G. Simonov<sup>2</sup>, A.R. Soltangazinov<sup>1</sup><sup>1</sup>Innovative University of Eurasia, Kazakhstan<sup>2</sup>Tyumen Industrial University, Russia

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**Development of entrepreneurial activity in Pavlodar region:  
analysis of the state and problems****Abstract**

*Main problem:* Small and medium-sized businesses, as an important component of modern production, largely contributes to maintaining a competitive tone in the economy, creates a natural social support for a social structure organized on the principles of the market, and also forms a new social stratum of entrepreneurs. Since the establishment of independent Kazakhstan, the sphere of entrepreneurship has always been in the center of attention of the state, and the Strategy "Kazakhstan - 2050": the new political course of the established state, comprehensive support of entrepreneurship as the leading force of the national economy has been identified among its priority tasks. At the present stage of development, the system of state support for small and medium-sized businesses in the Republic of Kazakhstan includes a number of institutions and state programs designed to provide comprehensive support to this sector of the economy. Despite the measures taken by the state to support small and medium-sized enterprises (SMEs), the development of this area in the regions and the Republic of Kazakhstan, in general, faces a number of serious problems, including those of a systemic nature, which involves researching the state, identifying problems and determining prospects for the development of small and medium-sized businesses.

*Purpose:* to study the state, trends and prospects of development of SMEs in Pavlodar region, to identify and describe the problems of organizing the activities of entrepreneurs in the region.

*Methods:* the state of entrepreneurial activity in the region is analyzed in the context of the main socially significant indicators of its development, the main trends and patterns of development of the SME sphere are identified and the reasons that form them are substantiated. As one of the tools for identifying and substantiating the reasons hindering the development of entrepreneurial activity, the study conducted a survey of entrepreneurs to identify the problems of SMEs in the region.

*Results and their significance:* Based on the results of the study, a range of priority problems of SMEs in the region was determined, an assessment of their correlation with similar problems of the SME sector of the Republic of Kazakhstan was given, and a range of basic expectations of entrepreneurs in the context of government measures to support their development was outlined.

*Keywords:* small and medium business, structure, analysis of the state, research of the opinion of entrepreneurs, development problems.

**Introduction**

Programs for support and development of entrepreneurship in the Republic of Kazakhstan are multidimensional in nature and at different periods of time were focused on forming the foundations for the formation and development of private entrepreneurship in general, creating the necessary conditions for the active formation of a layer of entrepreneurs, including infrastructure support, concessional lending and development financing. Since 2010, a unified budget program for the development of entrepreneurship in the regions has been in effect in the republic – "Business Road Map – 2020". In 2016, the Damu Blitz lending technology was launched. The activities of the Damu Entrepreneurship Development Fund are aimed at strengthening state support and enhancing the development of small business. The measures taken by the state to support the SME sector contribute to its dynamic development. As of 01.07.2020, the number of operating SMEs of the Republic of Kazakhstan is 1,345,941, including 3.4 % – SMEs of the Pavlodar region (45291). In the structure of SMEs in Kazakhstan, legal entities of small business make up 20.2 %, legal entities of medium business – 0.2 %, individual entrepreneurs - 63.4 %, and peasant or farm enterprises – 16.2 %. Similar indicators for the Pavlodar region are 22.9 %, 0.2 %, 69.4 % and 7.5 %, respectively [1]. At the same time, studies conducted by the Damu Fund [2] and the results of sociological and marketing research [3] indicate the existence of multidimensional problems in the SME sector of the republic that require their solution, both at the institutional level and at the regional level.

**Materials and methods**

The set of methods used in the research is situational and determined by the goals, objectives and structure of the research content. The analysis of the state of development of entrepreneurial activity in Pavlodar region carried out in the study is based on a statistical review and analysis of the quantitative composition of business entities by industry, areas of activity and organizational and legal forms in general in the region and in

the context of districts based on the collection and systematization of information using methods of comparative analysis, grouping, generalization, identification of cause-and-effect relationships, graphic interpretation of the results. The identification of the problems of the development of entrepreneurship in the region was carried out by means of a questionnaire, on the basis of a study of the opinion of entrepreneurs and representatives of the associative structures of the sphere of entrepreneurial activity in the region. The results of the questionnaire were processed using the methods of grouping, generalization, logical analysis, system description and identification of correlations and development trends of the studied problems in the sphere of entrepreneurship in the region. The main directions of information search: a review of the legislative and regulatory framework for regulating the development of entrepreneurial activity, official statistics, statistical reviews and materials for monitoring the state of development of entrepreneurship in the Republic of Kazakhstan and Pavlodar region. The sources of information are: statistical collections, Internet resources, articles and reports in the materials of scientific conferences and scientific journals (domestic and foreign), research reports on the monitoring of entrepreneurial activity.

Entrepreneurship issues are widely discussed in the scientific literature. From the inception of entrepreneurship as a social phenomenon to the modern stage of its development, research and discussion are aimed at clarifying its concept, the essence of the content [4] and the role in the development of the economic system [5], the study of the factors that determine the success of its functioning [6]. Much attention is connected with the study of the reasons for the motivation of entrepreneurial activity [7], the peculiarities of its organization in different subcultures [8,9,10], the analysis of modern development trends and, in particular, the transformation of the format of entrepreneurship from private to intrafirm [11] and corporate [12]. In modern economic thought in the post-Soviet space, entrepreneurial activity is traditionally the object of research. Scientists focus on the process of transformation of entrepreneurship and the role of government regulation of this process, the effectiveness of the impact of government programs and government regulation mechanisms on the development of entrepreneurship and entrepreneurial potential [13]. Entrepreneurial activity is considered in the context of its innovation [14], the state, problems and trends of development of small and medium-sized businesses are investigated [15]. At the same time, entrepreneurship is considered both from the point of view of the theory and practice of entrepreneurship in economically developed countries, and from the point of view of the experience of the formation of entrepreneurship in the post-Soviet space.

### Results

The study identified and substantiated the problems of the development of entrepreneurial activity in the region and confirmed their correlation with the problems of the SME sphere of the Republic of Kazakhstan, which emphasizes their systemic nature; identified and systematized the expectations of SMEs in the region in the context of state support.

### Discussion

Assessment of the state and development trends of entrepreneurship in Pavlodar region in the study is based on the analysis of the dynamics of the main indicators of SMEs in the region (table 1). The total number of operating small and medium-sized businesses in Pavlodar region as of 01.01.2020, according to the Committee on Statistics of the Republic of Kazakhstan, was 45373 units.

Table 1 – Dynamics of the main indicators of SMEs of Pavlodar region

SMBs	Year	Registered subjects (as of 1.01), units	Acting subjects (as of 1.01), units	Employed, thousandpeople	Production volumes, billiontenge
Total	2017	51794	43997	131,3	745,5
	2018	52059	43311	133,5	745,7
	2019	52935	43820	138,4	898,5
	2020	52924	45373	*	*
Legal entities SMBs	2017	10729	7660	65,9	601,8
	2018	11783	10583	65,7	595,6
	2019	12727	9309	70,6	744,5
	2020	13278	9994	*	*
Individual entrepreneurs	2017	37377	32856	57,9	74,0
	2018	36856	29517	60,9	74,5
	2019	36808	31263	60,5	79,5
	2020	36118	31996	*	*
Peasant or farm households	2017	3688	3481	7,5	69,7
	2018	3420	3211	6,9	75,6
	2019	3400	3248	7,3	74,5
	2020	3528	3383	*	*

The table was compiled on the basis of data from the Committee on Statistics of the Republic of Kazakhstan [1,16]

\* No information available

As of January 1, 2020, 13278 legal entities and 36118 individual entrepreneurs were entered in the Statistical Business Register of Pavlodar Region (SBR). Of the number of registered legal entities, the number of active legal entities is 9994 or 75.3 %, of the number of active legal entities – 61.7 %. In terms of size, small enterprises prevail – 97.9 % (employing up to 100 people) By types of economic activity, most enterprises specialize in wholesale and retail trade, car and motorcycle repairs – 30.4 % (4220 units), and the smallest number of enterprises accounts for for accommodation and food services – 1.3 % (176 units).

Of the total number of registered legal entities, industrial enterprises account for 9.8 % (1357 units), of which the largest number falls on the manufacturing industry – 83.4 % (1132), and the smallest – on electricity, gas, steam and air conditioning – 3 % (41).

In terms of forms of ownership, 85.6 % are enterprises with private ownership, 11.2 % – with state ownership, and 3.2 % – with property of other states, their legal entities and citizens. By organizational and legal forms, the largest share (79.3 %) is occupied by business partnerships. In territorial terms, the largest number of legal entities is registered in the city of Pavlodar (68 %).

One of the important indicators of the activity of the SME sector is the volume of production of goods and services. It should be noted that for the period from 2017 to 2019, the volume of output in the SME sector increased by 20.5 %, while the number increased by 5.4 %. It should be noted that in the field of small and medium-sized businesses in the region, there is an increase in the share of people employed in this sector in the total population of Pavlodar region and in the economically active population of the region, which is a positive trend, indicating an increase in the role of small and medium-sized businesses in providing employment for the population of the region.

In terms of the output of goods, works and services in the SME sector in 2019, the contribution of various categories of entities has its own specifics. Among the subjects of the SME sphere of the region, the most efficiently working are legal entities of small and medium-sized enterprises. Their share, respectively, accounts for 82.9 % of the total volume of goods and services produced by subjects of this sphere, while in the structure of operating SMEs the share of legal entities of small business (SE) is 21.2 %. The most numerous category of operating SMEs are individual entrepreneurs (71.3 %), which account for 8.8 % of the total production of SMEs.

Work on the development of small business organizations in the Pavlodar region is carried out in accordance with the developed Regional employment program for the development and support of small entrepreneurship for 2019-2021, the Regional model of small and medium-sized business management in Pavlodar region includes, Figure 1.

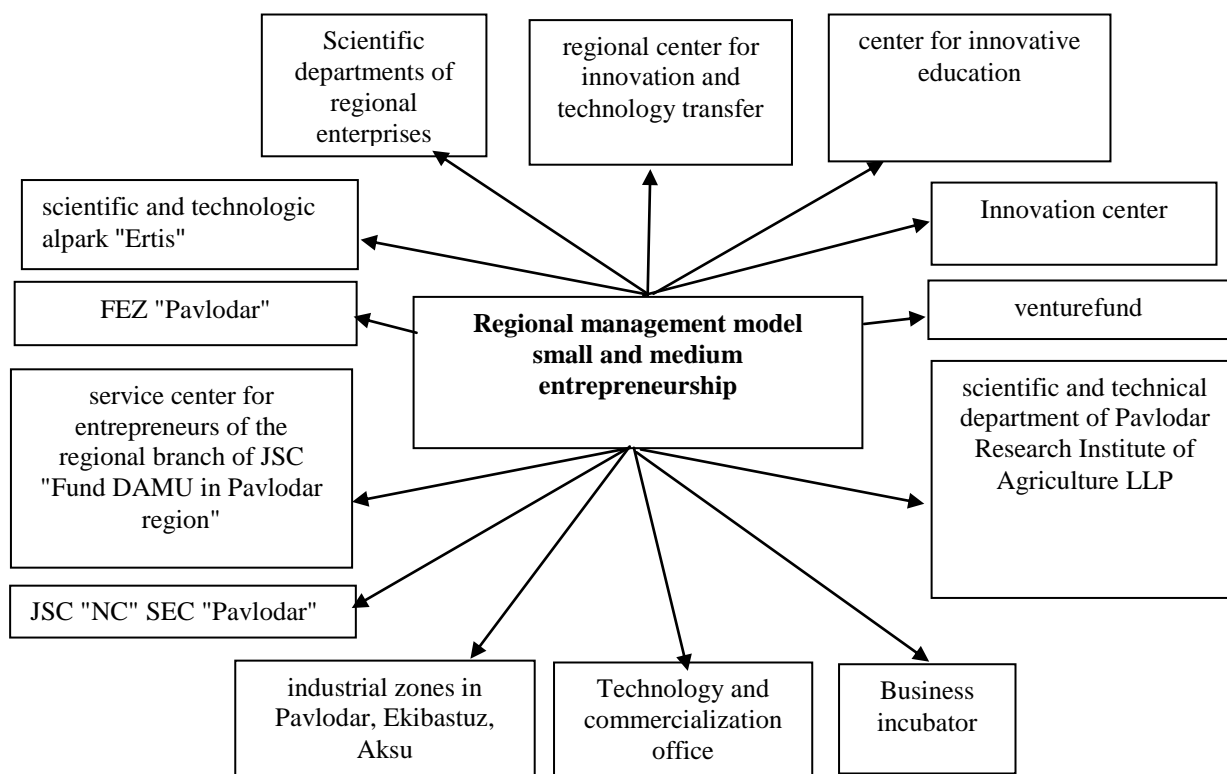


Figure 1 – Regional model of small and medium business management in Pavlodar region

On the basis of the Ertis Science and Technology Park, the Toraigyrov University NOU carries out research projects and developments in 7 priority research areas: nanotechnology; resource saving and energy saving technologies; development of metallurgy and mechanical engineering; construction industry and

production of building materials; biotechnology and pharmaceutical industry development; Information Technology; social and humanitarian direction.

On the basis of the Innovation Eurasian University, an Innovation Center was created in order to provide the necessary conditions and a favorable environment for the creation of the innovative infrastructure of the university, which is a set of subdivisions that provide the subjects of innovative activities with the work and services necessary for the implementation of innovative activities. Scientists of the Center carry out research work aimed at the development and implementation of innovative technologies. By the decision of JSC "National Agency for Technological Development" on the basis of the Innovative Eurasian University in July 2012, the Office of Technology Commercialization was established.

A survey of entrepreneurs to study the problems of SME development in the region (Table 2) shows that the sectoral structure of the problems of entrepreneurs in Pavlodar region does not have a certain specificity, but reveals a number of features associated with the dominance of certain problems in agriculture (SH), production and services (trade).

Table 2 – The structure of the problems of entrepreneurship in Pavlodar region in the context of industries and legal forms of ownership

Problems	Number of responses	Including						Business Communication Center monitoring [5]
		by field of activity			by ownership			
		agriculture	production	trade	SP	LLP	Peasant farm	
Corruption in government and administration	78 (26 %)	14	23	24	38	36	4	20 %
Lack of funds	69 (23 %)	13	14	26	23	39	7	47,2 %
Instability and imperfection of legislation	51 (17 %)	9	14	12	21	29	1	**
Bureaucracy	48 (16 %)	8	10	18	26	20	2	**
High rents	38 (12,7 %)	3	10	14	16	22	-	19 %
Problems with attracting investments	35 (11,7 %)	6	15	7	14	17	4	18,6 %
Difficulties in obtaining a loan	35 (11,7 %)	5	11	9	13	19	3	46,9 %
High level of taxation	46 (15,3 %)	7	13	14	17	28	1	34,5 %
Inspections by regulatory authorities	26 (8,7 %)	6	2	14	12	13	1	25,2 %
Lack of staff	25 (8,3 %)	3	12	3	12	13	-	**
Professional development, training	18 (6 %)	2	10	2	8	10	-	**
Lack of special knowledge, management skills	13 (4,3 %)	5	2	5	5	7	1	20,6 %
Provision of equipment, means of production	12 (4 %)	2	1	5	4	6	2	18,3 %
Information ignorance	12 (4 %)	-	3	5	5	6	1	**

Note: respondents noted 2-3 main problems for him

\*\* – these questions were not asked during the survey

Among the dominant problems of SMEs in the region, the respondents noted the problem of corruption in the authorities and administration (26 %) and the problem associated with a lack of financial resources (23 %). At the same time, entrepreneurs engaged in trade – 24 people and production – by 23 people out of 78 respondents who indicated the existence of this problem, mention corruption in government and administration as a problem. The lack of financial resources is most noted by entrepreneurs engaged in trade – 26 people out of 69.

Bureaucracy as an urgent problem is noted by representatives of the trade sector – 18 out of 48. High rents and a high level of taxation, as a problem, with a minimum gap, is indicated by entrepreneurs of all

industries. Problems with attracting investments and obtaining a loan, first of all, are noted by entrepreneurs engaged in production – 15 people and 11 people out of 35, respectively. Inspections of control and supervisory bodies are noted as a problem by entrepreneurs engaged in trade – 14 out of 26. Lack of personnel and the need to train and improve the qualifications of personnel as an urgent problem are noted by entrepreneurs in production 12 out of 25 and 10 out of 18, respectively. Lack of special knowledge, management skills – noted by entrepreneurs of the agricultural sector of the economy and trade – 5 people out of 13.

A similar situation is observed in the structure of the problems of entrepreneurship by forms of ownership. According to the priorities of problems, individual entrepreneurs note corruption in the government – 38 people out of 78; lack of financial resources – 23 people out of 69 and bureaucracy – 26 people out of 28. Entrepreneurs in the form of limited liability partnership point out the lack of financial resources – 39 people out of 69 and corruption in the government – 36 people out of 78. Representatives of peasant farms, first of all, note the lack of funds. The problem of attracting investments and corruption in the authorities and administration are also urgent for them.

Analysis of the results of the questionnaire survey of small and medium-sized businesses in Pavlodar region and republican information reviews on the development of entrepreneurship indicate their correlation and allow us to talk about the existence of multifaceted problems of organizing entrepreneurial activity.

The expectations of entrepreneurs regarding measures to improve the activities of the region's SMEs are as follows: solving tax problems and reducing interest rates for loans as priority measures of state support are considered by 26 % of the surveyed entrepreneurs; 19% of respondents point out the streamlining of the control system by the control and supervisory authorities as one of the measures to solve the problems of entrepreneurial activity; Among the measures of support by entrepreneurs, the need for consulting support is also noted (13.6 % of respondents).

Entrepreneurs consider the lack of established mechanisms of business ties between the SME sector and big business to be a problem factor in the development of the SME sector, and therefore, 20.9 % of the government expects assistance in the development of various forms of cooperation between SMEs and big business. The development of forms of cooperation between SMEs and big business requires government regulation, including at the regional level. Abroad, such forms of cooperation are regulated by law. Most often, they are the will of market entities and a consequence of the state of the market environment. In domestic practice, cooperation between SMEs and big business has not been widely developed and is rather of a momentary rather than systemic nature. Objectively, the development of such cooperation will be determined by the development of the economy and the system of market relations. The state order can act as one of the directions of stimulating the development of cooperation between large business and the SME sphere.

### **Conclusion**

The imbalance in the sectoral structure of entrepreneurship in Pavlodar region is a high proportion of entrepreneurs employed in the service sector (and in trade, in particular) in the composition of SMEs (and in trade, in particular) indicates the absence of objectively existing motivation for creating a business in the real sphere of the economy in the business environment. Entrepreneurship in the field of production is associated with high risk and high financial costs in organizing production. Lack of own financial resources, limited access to credit resources, high rents, underdeveloped leasing relations – all this hinders the development of entrepreneurship in the production sector. In this regard, the objective prerequisites and real conditions for the development of entrepreneurship in the field of material production can only be state support for entrepreneurship and financial, in the first place. Such support can exist, including through a state order. The structural imbalance of SMEs, which manifests itself in a low share in the structure of SMEs in the field of medium-sized businesses, as practice shows, is most often due to the reluctance of small businesses to change their status. Objectively, this is due to the existing property and financial problems and the lack of business development prospects. Subjectively, many entrepreneurs explain this situation by more “sparing” conditions for the functioning of the small business sphere. The development of medium-sized businesses in the region, on the one hand, requires effectively organized explanatory work in the business environment, and on the other, financial and property support for entrepreneurs who have decided to expand their business.

Cooperation between SMEs and big business. In foreign practice, cooperation between SMEs and large business is one of the most effective areas for the development of entrepreneurship. With a high level of economic development and market relations, such cooperation is carried out on an equal footing and is mutually beneficial for both SMEs and big business. In conditions of instability of demand, large business is less willing to cooperate with the SME sector, closing all its activities on itself.

Taking into account the above, objectively, the priority direction of the development of the SME sector of Pavlodar region for the near future, including taking into account the directions and content of the regional development program until 2020, remains the service sector. Despite the unification of individual entrepreneurs in the field of trade within the framework of trading houses, which objectively reduced their number in the near future, the trade sector still remains attractive and less risky for entrepreneurial activity.

The formation of medium-sized businesses in the region does not have a motivational mechanism and without appropriate measures from the regional authorities has no prospects for its development. Among the mechanisms of motivation, the most significant, in our opinion, may be the system of measures for property and financial support. Equally important is outreach work to promote medium-sized businesses and their potential.

The real form of cooperation between big business and the SME sphere is cooperation in the form of a state order. Through the system of state orders, the state, represented by the regional executive power, has the opportunity to form a "positive" attitude of big business to the SME sector, which over time may develop into cooperation on a voluntary and economically mutually beneficial systemic contractual basis.

In the near future, such forms of cooperation between SMEs and big business as outsourcing and internal franchising will not receive their development due to the lack of appropriate economic conditions. External franchising will develop in the form of a distribution system, and the expansion of relations between the Republic of Kazakhstan and China and the creation of the Customs Union can serve as the basis for its further development.

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### Павлодар облысының кәсіпкерлік қызметінің дамуы: жағдайы мен мәселесін талдау

Шағын және орта кәсіпкерлік қазіргі заманғы өндірістің маңызды құрамдас бөлігі ретінде экономикадағы бәсекелестік тонусты сақтауға көп ықпал етеді, нарық қағидаттары негізінде ұйымдастырылған әлеуметтік құрылымға табиғи әлеуметтік тірек береді, сонымен қатар кәсіпкерлердің жаңа әлеуметтік қабатын қалыптастырады. Тәуелсіз Қазақстан қалыптасқан сәттен бастап, кәсіпкерлік саласы әрқашан мемлекеттің басты назарында болды, ал «Қазақстан – 2050» Стратегиясы қалыптасқан мемлекеттің жаңа саяси бағыты – кәсіпкерлікті ұлттық экономиканың жетекші күші ретінде жан-жақты қолдау – оның басым міндеттерінің қатарында айқындалды. Дамудың қазіргі кезеңінде Қазақстан Республикасында шағын және орта бизнес саласын мемлекеттік қолдау жүйесі экономиканың осы секторына жан-жақты қолдау көрсетуге арналған бірқатар институттар мен мемлекеттік бағдарламаларды қамтиды. Шағын және орта кәсіпкерлікті (ШОК) қолдау бойынша мемлекет қабылдайтын шараларға қарамастан, өңірлерде және Қазақстан Республикасында осы саланы дамыту тұтастай алғанда бірқатар елеулі, оның ішінде, жүйелік сипаттағы мәселелерге тап болады, бұл шағын және орта кәсіпкерлік саласының жай-күйін зерттеуді, мәселелерін анықтауды және сәйкестендіруді және даму перспективаларын айқындауды көздейді.

Павлодар облысының ШОК дамуының жай-күйін, үрдістерін және болашағын зерделеу, өңір кәсіпкерлерінің қызметін ұйымдастыру мәселелерін анықтау және сипаттау.

Жұмыста аймақтың кәсіпкерлік қызметінің жағдайы оның дамуының негізгі әлеуметтік маңызды көрсеткіштері тұрғысынан талданады, ШОК дамуының негізгі тенденциялары мен заңдылықтары анықталады және оларды қалыптастыратын себептер негізделеді. Кәсіпкерлік қызметтің дамуын тежейтін себептерді сәйкестендіру және негіздеу құралдарының бірі ретінде зерттеуде аймақтағы ШОБ субъектілерінің мәселелерін анықтау бойынша кәсіпкерлерге сауалнама жүргізілді.

Зерттеу нәтижелері бойынша өңірдегі ШОК субъектілерінің басым мәселелерінің шеңбері анықталды, олардың Қазақстан Республикасының ШОК саласындағы ұқсас мәселелермен корреляциясына баға берілді және олардың дамуын қолдаудың мемлекеттік шаралары мәнмәтінде кәсіпкерлердің негізгі күтулерінің ауқымы айқындалды.

Түйін сөздер: шағын және орта кәсіпкерлік, құрылымы, жағдайын талдау, кәсіпкерлердің пікірін зерттеу, даму мәселелері.

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### **Развитие предпринимательской деятельности Павлодарской области: анализ состояния и проблем**

Малое и среднее предпринимательство как важная составляющая современного производства во многом способствует поддержанию конкурентного тонуса в экономике, создает естественную социальную опору общественному устройству, организованному на принципах рынка, а также формирует новый социальный слой предпринимателей. С момента становления независимого Казахстана сфера предпринимательства всегда была в центре внимания государства. В Стратегии «Казахстан – 2050»: новый политический курс состоявшегося государства» в число приоритетных задач входит всесторонняя поддержка предпринимательства как ведущей силы национальной экономики. На современном этапе развития система государственной поддержки сферы малого и среднего бизнеса в Республике Казахстан включает ряд институтов и государственных программ, призванных оказывать всестороннюю поддержку данного сектора экономики. Несмотря на принимаемые государством меры по поддержке малого и среднего предпринимательства (МСП) развитие данной сферы в регионах и Республике Казахстан в целом сталкивается с рядом серьезных проблем, в том числе носящих системный характер. Это предполагает исследование состояния, выявление и идентификацию проблем, определение перспектив развития сферы малого и среднего предпринимательства.

Цель исследования – изучить состояние, тенденции и перспективы развития МСП Павлодарской области, выявить и описать проблемы организации деятельности предпринимателей региона.

Состояние предпринимательской деятельности региона в работе анализируется в разрезе основных социально-значимых показателей ее развития, выявляются основные тенденции и закономерности развития сферы МСП, обосновываются причины их формирования. Как один из инструментов идентификации и обоснования причин, сдерживающих развитие предпринимательской деятельности в исследовании, проводилось анкетирование предпринимателей по выявлению проблем субъектов МСП региона. По результатам исследования был определен круг приоритетных проблем субъектов МСП региона, дана оценка их коррелируемости с аналогичными проблемами сферы МСП Республики Казахстан и очерчен круг основных ожиданий предпринимателей в контексте государственных мер поддержки их развития.

Ключевые слова: малое и среднее предпринимательство, структура, анализ состояния, исследование мнения предпринимателей, проблемы развития.

**Date of receipt of the manuscript to the editor: 2020/10/29**