STUDYING THE ROLE AND STATUS OF MODERN HR
IN KAZAKHSTAN ORGANIZATIONS
OF THE PRIVATE, QUASI-PUBLIC AND
PUBLIC SECTORS

The study of the role and status of modern HR in Kazakhstani organizations of the private, quasi-state and public sectors - under the scientific supervision of Raissova G.B., Nurbek K.Kh., Kazakhstan, Nur-Sultan, 2020.169 p.

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This research report is available on the Hub's website in the author's edition in three languages. In case of queries, it is advised to address the original version in Russian or contact the heads of the research team.

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Abstract

The study on the level of maturity of HR processes in Kazakhstan was conducted in accordance to a, HR management, professional HR standards of the Republic of Kazakhstan, HR challenges during the coronavirus pandemic, factors of work motivation, the effectiveness of the personnel management policy and human capital development of the Republic of Kazakhstan.

Purpose of the project: The purpose of the study is to obtain a comprehensive assessment of the maturity of HR-processes of Kazakhstani organizations: state, quasi-public and private sectors.

Method of work: Within the framework of the study, the following were carried out: international benchmarking to assess the maturity of HR processes, industry analysis of the effectiveness of HR processes: state, quasi-public and private sectors; the project team - the Association of HR-Managers of Kazakhstan conducted a longitudinal study in comparison with the data of 2013, as well as additional analysis of metadata.

To develop recommendations, 70 in-depth interviews were conducted with industry leaders, distributed by industry, with the ability to dynamically assess the development of the civil service for personnel management over 10 years. All research participants are guaranteed confidentiality and anonymity. Confidentiality in the study assumes that the personal information that identifies the respondent is not made public. All information collected during the interview is used solely for research purposes, is stored on a remote server with limited access only for members of the project team who have contractual nondisclosure obligations with the Academy of Public Administration under the President of the Republic of Kazakhstan.

Novelty: A comprehensive methodology for assessing the maturity of HR processes has been developed from the point of view of a manager, an employee and an employee of the HR service.

The analysis of HR processes was carried out according to the approved professional HR standards of the Republic of Kazakhstan. Within the framework of the MLSPP RK project "Development of labor skills and stimulation of jobs", implemented jointly with the International Bank for Reconstruction and Development, NGO "Association of HR Managers" has developed an industry qualification framework and professional standards in the direction of "Human Resource Management". You can get acquainted here https://hr-a.kz/page10139466.html

Results of work: based on the analysis of qualitative and quantitative information obtained during the project implementation, were noted the following trends in the field of human resource management in the Republic of Kazakhstan:

- High external migration sentiments in society, growth of hypothetical emigration from Kazakhstan from 13% in 2013 to 29% in 2020.
- Change of priorities when it comes to picking an employee with a purpose of obtaining development opportunities, improving qualifications and participating in innovative projects from the side of aspirants.
- The results of the study emphasize the high relevance of the questions raised on the influence of leadership styles and the formation of a digital culture on the effectiveness of personnel management; the need to develop special sectoral programs to form an attractive employer brand, as well as to retain and attract talented specialists in the public administration system.
- The identified factors of labor motivation demonstrate a change in the priorities of choice: from high wages (in y. 2013) to opportunities in improving qualification and participating in innovative projects (y. 2020)
- According to the study, the level of maturity of HR processes is identified – by organizations-respondents - as being benchmarked between operational and basic levels of development, which indicates that HR functions are not always linked to the aims of the organization and labor productivity. and their actual implementation are not directly related to labor productivity.
- For instance, weak linear dependence between business success and human labor, the effectiveness of which is theoretically formed through the prism of built HR processes. Moreover, such a situation can be an indicator of the fact that, from one side, the existing human capital is not used by an employer to its' fullest, and from the other side, - that financial well-being of the employee does not depend on the effectiveness of his/her labor. As a rule, the presence of such situations leads to the increase in dependent sentiments in society. According to the methodology, the level of maturity of HR processes is determined at the threshold between the operational and basic levels of development, which indicates that HR functions are not always linked to the goals of the organization.
- The results of assessing the effectiveness of the work of the state apparatus are somewhat contradictory, so the self-assessment of managers in relation to the development of the organization and the level of personnel management is much higher than the feelings of employees and heads of HR services. At the same time, experts have noted significant positive changes over the past 3 years.

- Low level of digital erudition, especially among managers. Mental differences in the perception of innovations and their implementation in everyday life.
- Changing priorities when choosing an employer in order to obtain development opportunities, professional development and participation in innovative projects on the part of applicants.
- Some dissatisfaction with the opportunity to participate in managerial decision making, along with the policy of justified award recognition.
- Absence of risk-management factor in personnel management.

ABBREVIATIONS

List of used abbreviations

MLSPP RK	Ministry of Labor and Social Protection of Population of the Republic of Kazakhstan
HR	Human Resources
PS	Public service
CSC	Common service center
AI	Artificial Intelligence
HRBP	HR business-partner
HRM	Human Resources Management
IPMS	Integrated Personnel Management Service
SHRM	Senior Human Resources Manager
EDS	Electronic digital signature
CIPD	Chartered Institute of Personnel Development
AON	Provider of human capital and management consulting services (Aon Hewitt)
KPI	Key Performance Indicators
KTI	Key Target Indicators
ILO	International Labour Organization
OECD	Organization for Economic Cooperation and Development
Agile	"Flexible", "adaptive" – an approach to work, a mean of team collaboration allowing to jointly create products

SUMMARY

«We are faced with the task of giving the state apparatus a new quality. They should have more flexibility and authority when making decisions, and take responsibility for achieving the desired results. Much depends on the introduction of modern digital technologies. In this issue, stagnation is unacceptable»,

K. Tokayev,

President of the Republic of Kazakhstan

(excerpt from the speech at a meeting of National Council of Public Trust, October 22, 2020)

The relevance of the research topic: today, the study of the maturity level of HR processes, the preparedness of leaders and the HR system during the crisis, the level of digital culture in domestic organizations of the private, public and quasi-public sectors, as well as the degree of their influence on the effectiveness of the entire organization is gaining a special relevance. Workers create extra costs for the company. Rightly selected and organized personnel lays a foundation for half of the business' success. Here, the success of the HR processes of the firm gain primary relevance. The better the HR processes are built and integrated, the better is the firm's ability to create conditions needed for an successful work of the employees. Creation of effective labour conditions is especially relevant in the times of crisis caused by the coronavirus pandemic and mass transition to the remote work format, where the majority of organizations, and first and foremost, the leaders had no primary experience, nor skills on managing crises of such nature. All of this requires forming new rules of interaction. Forming new competencies and behavioral models.

The problematic questions are: Is the HR service ready for the challenges of the external environment, a rapidly changing world and its agendas, can managers and the HR service support and guide their employees to work more efficiently, including during a pandemic and deep crises, and is there all the necessary technical capabilities in different organizations to address these issues? What is the attractiveness of the employer today and what criteria should an organization have in order to gently endure such crises and what competencies should a manager have in order to retain and motivate employees in new conditions?

In this regard, it is important to assess the level of maturity of HR processes in organizations in the private, public and quasi-public sectors, as well as its impact on the efficiency of their activities and the attractiveness of the organization as an employer.

A unique methodology was developed for conducting research to assess the level of maturity of HR processes in Kazakhstan, based on the international experience and recommendations of experts from the international professional HR communities such as SHRM, CIPD, Bersin Academy and Skolkovo, as well as regional developments in the framework of research conducted by the Association of HR managers of Kazakhstan over the past 10 years. The project team analyzed studies on human capital development conducted in the OECD countries. The uniqueness of the methodology is based on using an integrated approach, principles, and [] tools of assessment of HR processes for three categories of their members (1. Chief executive, 2. HR executive, 3. Employees of the organization, which guarantees a deep systematic analysis of the problem in question.)

The object of the study is organizations in the quasi-public, private and public sectors with more than 100 employees.

The research was carried out on the basis of a systematic approach. The systemic approach is based on carrying out three types of questionaires, whereby, a special quesstionare is formed for each target audience, along with in-depth interviews with HR-experts to discuss cause-effect relations.

The study was conducted in the format of online questionnaires and online interviews during the coronavirus pandemic. Despite the difficulties with access to respondents and the existing limitations of online surveys, the research project team managed to collect data by industry with the required level of representativeness in accordance with the data on the number of employed population of the Agency of the Republic of Kazakhstan on Statistics. Comparative analysis with the results of nation-wide studies for 2012, 2013 [1] and 2020 conducted by the Association of HR managers of Kazakhstan confirms the reliability of the data. Detailed approaches used to ensure the representativeness of the study, their verification and quality processing are presented in the section Methodology and Toolkit.

In accordance with the terms of reference, the initial data analysis was conducted along with the preparation of an interim Report on the results of the study. The results of the interim Report were sent to the Customer on October 9, 2020 to y.beloshnichenko@apa.kz; k.nurbek@apa.kz. This Report is compiled in accordance with the terms of reference and the Customer's recommendations on the Report structure.

As part of the terms of reference, the research project team was presented with the following **tasks**:

1. Determination of criteria and indicators for assessing the level of maturity of HR processes, as well as indicators of HR performance, determination of blocking factors in the development of HR processes, assessment of the level of maturity of HR processes in domestic organizations of the private, public and quasi-public sectors, as well as comparative analysis;

2. Identifying criteria and measuring the level of digital culture of an organization, compiling a list of the strongest and weakest HR practices used in Kazakhstani organizations, determining the degree of correlation between the level of maturity of HR processes and the effectiveness of Kazakhstani organizations;

3. Assessment of the level of dependence of the role and status of HR departments on leadership styles in the organization, analysis of the attitude of employees to the brand of the organization as an employer and the attitude of employees to the human resource management division, identifying factors that affect their attitude;

4. Conducting a comparative analysis between sectors (private, quasi-public, public) for all question clusters, the analysis of functionality of HR services of government agencies in terms of staff development, KTI (key target indicators) of HR staff, analysis of the planning process for civil servants training: whether the planning acknowledges the results of the Assessment of personal competences (APC is conducted annually for all civil servants, including one in the form of a test for applicants for civil service), identification of the toolkit used by HR services of government agencies to plan the individual trajectory of employee competence development and to determine training needs.

This Report includes a detailed analysis of the tasks assigned, divided into sections.

The section titled **International Experience. Comparative analysis** contains an analysis of the main trends and international practices in the field of personnel management in comparison with Kazakhstan.

Thus, international experience shows that HR functionality is changing significantly, undergoing transformation from development and implementation of procedures, standards, and control tools that ensure coordination and execution of assigned tasks to more flexible (agile) approaches that contribute to the growth of competencies and expertise, cross-functional cooperation, and high quality and speed of decision-making. This is reflected in the revision of existing HR processes in the organization, which are transformed towards greater flexibility and customization to the needs of employees and the business.

In Kazakhstan, a greater degree of focus is on the implementation of HR procedures and processes that describe the algorithms and standards of HR work. When conducting in-depth interviews with Kazakhstani HR experts, the majority of respondents assess the maturity of the HR function in terms of such

parameters as implemented and systematically working main HR processes (search and recruitment, evaluation, training, remuneration, working with talents, working with corporate culture), as well as their automation.

In addition to the transition to more flexible approaches, international experience shows very clearly that HR is becoming an increasingly people-oriented operation, with employee satisfaction being one of the key indicators of HR success. At the same time, an important feature of a good HR is an understanding of the business in which it operates and the speed of response to its requests.

With an overwhelming number of changes and transformation processes affecting businesses around the world (globalization, migration, demographic aspects, Internet opportunities, etc.) - finding, attracting and retaining talent is currently one of the most serious challenges that organizations around the world face at this uncertain time. Cooperation with the employer's brand, aligning processes by the perspective of employee experience, and working on employee engagement are areas of HR management that will be crucial for success in the next few years.

According to the in-depth interviews conducted, Kazakhstani HR experts identified 13 trends in their work with personnel, the main of which is digitalization and automation of HR processes, as well as HR analytics.

At the same time, the most common answers to the question "What is the driver of HR development in an organization?» among Kazakhstani HR experts were: management support (38%), HR professionalism (35%) and their willingness to develop the company and implement innovations (29%), as well as effectively built HR processes (21%). Only 9% of the HR managers surveyed said that such a driver is understanding the business, 3% - working with data and focusing on the employee themselves.

Another notable fact is that out of the 13 HR trends outlined by Kazakhstani HR experts, only 3 of them are directly related to the employee. These include "Reskilling, learning new skills", "Development of well-being programs", "Development of corporate culture", while in international practice, the top trends are "Improving employee experience", "Reviewing the practice of talent management", and "Using broader channels for attracting talent".

This section also describes the international experience of HR practices in the public sector and presents the main conclusions and recommendations for their improvement.

The section titled **Socio-demographic characteristics of respondents** confirms the high representativeness of the data.

To interpret the data and ensure its validity, as well as to determine the total values for Kazakhstan as a whole, two databases were formed with quota distribution by sector: quasi-public, private and public.

Statistical data corresponds to the recommendations of the Agency of the Republic of Kazakhstan on Statistics regulating the conduct of sociological research.

Given the relevance of the issue, a Special section has been created: **HR challenges during the pandemic.**

The section describes assessments of business and HR performance during the pandemic, reveals current issues and best practices to address them. Assessment of the level of digital culture and barriers to digitalization is included.

Managers' self-assessments of performance are slightly higher in contrast to the effectiveness of HR services. The most critical assessments are typical of the quasi-public sector.

On average, every fifth organization experiences a decline in their activities, reinforced by the coronavirus pandemic.

Table 1 Assessment of business and HR performance during the pandemic (according to organization leadership)

Sector	Business performance	HR performance
State governance	85%	83%
Quasi-public sector	60%	37%
Private sector	83%	60%

By industry, the worst performance of management and HR services was identified in the "Healthcare and social services" sector (-11%).

Five key problems caused by the coronavirus pandemic were identified:

40% - social well-being of employees (anxiety, staff involvement);

28% - performance assessment (implementation of new control systems);

28% - staff adaptation to new working conditions;

27% - compensation and benefits (remuneration review needed);

26% - preservation of health and optimization of physical condition in the current conditions.

The main barriers to digitalization were identified. A comparative analysis of the results with Russia shows differences in the perception of digital culture and values, possibly due to the Eastern mentality of positive perception of innovations, as well as the low digital literacy level of the respondents.

The Friedrich Ebert Foundation's 2019 book "Values of Kazakhstan society in the sociological dimension" shows that modern Russian mentality, expressed in particular in the perception of economic, social, political and cultural innovations, is much more conservative than the Kazakh one. The Russian mass consciousness is noticeably more confrontational and less tolerant

than the Kazakh one. This also applies to labor values, since in Kazakhstani society the priority of professional values in comparison with traditional values in labor relations is more defined than in Russia, so it is clear that Russian respondents are more concerned about the possible rejection of innovations due to mental and cultural factors. [23]

Table 2 Main barriers to digitalization

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	Russia	Kazakhstan	Kazakhstan		
			Public sector	Quasi-public sector	Private sector
Corporate culture and values	62%	6%	8%	0%	10%
Outdated IT-applications	48%	31%	34%	34%	23%
Lack of necessary digital skillset	38%	22%	23%	31%	13%
Lack of clear managerial vision	38%	18%	23%	7%	23%

The study examined the best Kazakhstani practices during the coronavirus pandemic, which allowed labor collectives to cope with external challenges. The most popular HR practices are presented below:

● **strengthening of internal communications:** emails from top managers, constant updating of information, data synchronization among all employees - unified communications;

● **trainings** aimed at mastering the skills of stress management, working in unfamiliar conditions;

● **retraining:** new IT skills, leadership programs for managing distributed teams;

● **adaptation activities:** organization of various courses, master classes on organizing the work-from-home atmosphere, life hacks and skills to improve efficiency in the new working realities, online platforms skills;

● **the use of entertainment:** application of various marathons and challenges.

The consolidating section Situational and problem analysis of HR processes in the Republic of Kazakhstan provides an analysis of determining factors that make up the maturity of HR processes. A formula for assessing the maturity of HR processes is derived, a correlation analysis of factors is

performed, and a strong dependence of most of the factors studied is determined.

HR processes maturity is a comprehensive indicator, indexed based on the opinion of corporate leadership, HR managers and employees.

Assessment of the HR processes maturity by sector is provided below:

Table 3 HR process maturity index

	Staff engagement	Effectiveness of measures	Level of HR analytics application	Level of HR processes development	**HR processes maturity index**
Public sector	62%	84%	44%	31%	**53%**
Quasi-public sector	62%	45%	41%	31%	**49%**
Private sector	76%	68%	43%	33%	**59%**
Kazakhstan in general	65%	67%	43%	34%	**54%**

As the table shows, the level of maturity of HR processes ranges from 49% to 59% and corresponds to the borderline level between the "Basic" and "Operational" levels of maturity, which indicates that the company has declared almost all the main HR processes. The work of HR is reduced to compliance with the described procedures. There may be situational difficulties in personnel management, and additional consulting is required. HR functions are often not related to the organization's strategic goals.

Statistical analysis of HR processes maturity has a slightly different final score compared to the opinions of industry experts, with the exception of the quasi-public sector, for which the estimates are identical.

Public sector

The final assessment of the degree of HR process maturity is 53% and corresponds to the lower threshold of the Operational level.

However, according to industry experts, as well as according to the results of HR managers self-assessment, the level of maturity of HR processes should be 3 points out of 10 or 31%, respectively.

A detailed analysis of the components leads to the following conclusions, which should be taken into account when interpreting the data:

1. Highly positive self-assessment of the effectiveness of measures taken and the level of development of HR services by the heads of state agencies, including first managers, Vice-Ministers, heads of akims' offices and their deputies, who participated in the study.

2. It is possible that the survey of managers was conducted through administrative instructions and coordination from the Agency of the Republic of Kazakhstan for Civil Service Affairs, which could affect the respondents' feelings, without taking into account the independence and confidentiality of data required for conducting evaluation studies.

3. It is possible that significant results of the ongoing reforms (implementation of the project approach, automation of processes) have become noticeable, which allows comparison with the previous level and then give a highly positive evaluation. It should be noted here that the level of maturity of HR processes in the quasi-public and private sectors is compared based on in-depth interviews with international practices, and in the public sector - based on self-assessment of changes in the HR service over the past 5-10 years-i.e., with itself in retrospect.

Despite the somewhat contradictory results, all experts agreed on positive changes in the management of public sector personnel.

Quasi-public sector

The final assessment of the degree of HR processes maturity is 49% and corresponds to the transition threshold between the Operational and Basic levels.

In interpreting the data, it should be noted that both senior managers and HR managers evaluate the effectiveness of HR processes, their proactivity and compliance with strategic goals at approximately the same level, 25% and 31%, respectively.

Given the available resources of quasi-public sector companies and access to the best international practices in the field of personnel management (foreign consulting, corporate governance, independent Directors), as opposed to the private and public sectors, the effectiveness of their practices and the management model in general is questionable.

Private sector

The final assessment of the degree of maturity of HR processes is 59% and corresponds to the Operational level. Statistical analysis results are slightly lower than expert estimates, explained by the heterogeneity of the organizations involved in the study.

It should be noted that the final assessment of the maturity of HR processes is influenced not so much by the self-assessment of senior management and HR managers, but by the level of employee engagement, which is a clear advantage in comparison with the investigated sectors. It is employee engagement, based on trust in management decisions and high productivity due to the competitive nature of their activities, that allows organizations to cope with the challenges of the coronavirus pandemic.

The maturity of HR processes is most clearly presented by industry and allows the creation of an industry rating of the maturity of HR processes.
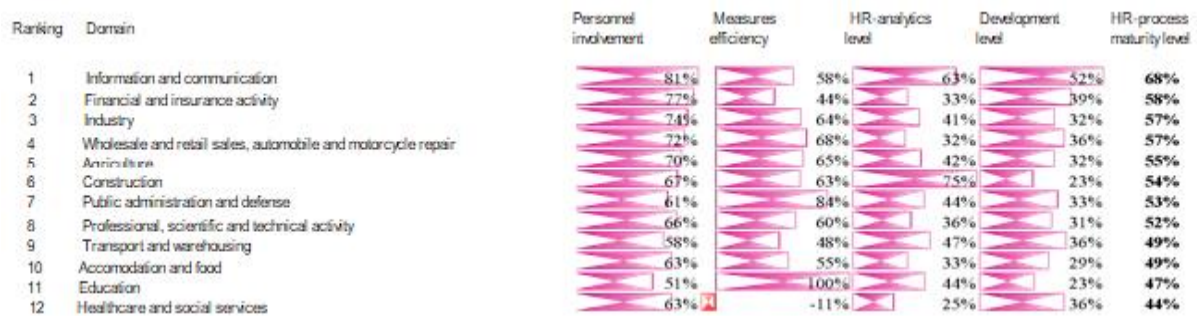
Ranking	Domain	Personnel involvement	Measures efficiency	HR-analytics level	Development level	HR-process maturity level
1	Information and communication	81%	58%	63%	52%	68%
2	Financial and insurance activity	77%	44%	33%	39%	58%
3	Industry	74%	64%	41%	32%	57%
4	Wholesale and retail sales, automobile and motorcycle repair	72%	68%	32%	36%	57%
5	Agriculture	70%	65%	42%	32%	55%
6	Construction	67%	63%	75%	23%	54%
7	Public administration and defense	61%	84%	44%	33%	53%
8	Professional, scientific and technical activity	66%	60%	36%	31%	52%
9	Transport and warehousing	58%	48%	47%	36%	49%
10	Accomodation and food	63%	55%	33%	29%	49%
11	Education	51%	100%	44%	23%	47%
12	Healthcare and social services	63%	-11%	25%	36%	44%

Figure 1 - HR processes maturity

As the analysis suggests, the lowest maturity rating of HR processes is presented in the "Healthcare and social services" industry, which confirms once again the subpar efficiency of the healthcare system during the coronavirus pandemic. Despite the relatively average rating according to the level of employee engagement, it is the efficiency of the measures implemented that defines competency of the leadership and organizational management, proactivity and flexibility of HR processes, including staff security and consulting management in line with best international practice, that has received a negative evaluation.

The lowest level of staff involvement was demonstrated by the sphere of "Education", which indicates that the existing working conditions, motivation and professional development of employees do not contribute to their full dedication and willingness to work. It should be noted that all factors of engagement, including working conditions, loyalty, and internal communications showed synchronously low values. In practice, communication and relationship factors often have more positive responses from respondents. This may be an early call for a possible outflow of highly qualified specialists from the education system. The underlying reasons for the low involvement of employees in the education sector require further study.

The use of analytical information for management decision-making is also the lowest value for the "Healthcare and social services" industry. Neglect in the use of analytical information for the field of healthcare and social services is dangerously naive and has serious consequences in terms of continuity, forecasting and development of human resources in the industry.

The highest level of HR processes maturity is recorded, as expected, in the areas of "Information and communication" and "Financial and insurance activities", which corresponds to international trends.

However, in almost all respondent organizations the assessment of the level of application of HR analytics is recorded to be at a low level. It can be stated that in most organizations, HR analytics is used to meet the needs of the HR Department or on a one-time basis at the request of management, but not for strategic personnel management on a permanent basis.

Business-integrated HR analytics is partially present only in the construction industry, as well as in organizations of "Professional and scientific activities».

A detailed analysis of the components of HR process maturity is presented in the relevant sections of the Report.

In the section titled Comparative analysis of HR service effectiveness by sector: public, quasi-public and private, the effectiveness of HR services is evaluated comparatively according to the opinion of employees and managers.

The research toolkit allows evaluation of the effectiveness of the HR at the moment, as well as the effectiveness of changes made over the past three years. It is proposed to carry out comparative analysis of efficiency of HR to employees and managers of the organization, identify the gaps in understanding the effectiveness of HR between management and workers, and to identify how HR meets the strategic goals of the organization.

Table 4 HR efficiency assessment (index)

Sectors	According to employees	According to line managers	According to top managers
Public	69%	60%	82%
Quasi-public	58%	52%	86%
Private	59%	60%	77%

Table 4 shows that the top management of all three sectors gives higher ratings on the effectiveness of the HR service in comparison with the opinions of employees and line managers, which may be evidence of compliance with strategic goals or the focus of the HR service on meeting the needs of the management. Assessments of the quasi-public sector by employees and line managers are more critical.

This picture is somewhat controversial, the application of common standards in the field of human resources management based on equity and meritocracy should have similar assessments for all categories of personnel without exceptions.

It should be noted that there are relatively high self-assessments of the strategic level of HR development, since 61% of HR managers advise senior management on all personnel management issues, 55% participate in advisory bodies on strategic management issues, and 37% participate in the development

of the organization strategy. 77% - develops and implements internal documents regulating personnel management activities.

At the same time, in every fifth organization under study, there is only one HR manager who operates within all areas of HR. 66% of HR organizations are independent structural divisions with dedicated HR functions. Dave Ulrich's model with dedicated HR business processes and the introduction of centers of expertise, SSR and HRBP and strategic HR are present in 12% of the organizations studied.

Speaking of the strategic importance of HR, we should note the extremely low level of use of HR analytics, which is an indicator of the level of strategic decision-making.

Table 5 Use of HR analytics

	Public sector	Quasi-public sector	Private sector	Kazakhstan
Real-time use of artificial intelligence-based tools. Analytics is integrated with the business	0%	0%	7%	2%
Regular meetings, use of advanced analytics tools. Analytics focus shifts to the company's business goals	6%	14%	10%	10%
Data collected systemically using software, a specialist is assigned	63%	38%	30%	45%
Data is collected on a case-by-case basis, at the request of management	31%	48%	53%	44%

Expert evaluations, as well as the opinions of HR managers, agree that it is too early to talk about the development of digital HR in Kazakhstan, as only 12% of all HR analytics are focused on the business goals of the organization and are integrated with the business. Most data is collected irregularly, situationally, or to meet the needs of the HR.

Section 4.1.1. Social and labor norms and labor mobility describes changes in norms on labor mobility in comparison with 2013.

Detailed testing during research in 2013 and 2020 indicates changes in employee preferences. Employees were asked to choose between salary and training opportunities, team atmosphere and innovation. In 2013, the importance of raising wages prevailed over other proposals. 56% of employees are in favor of higher wages against the possibility of training, 68% for higher wages against innovation, 69% for the opportunity to earn more money compared to the atmosphere in the team.

Figure 2 - Situational choice in 2013 and 2020

By 2020, the situation has changed. Only in 1 case out of 3 the tested employees by a majority vote chose a 62% salary increase against the atmosphere in the team. More than half of employees (55-56%) choose training and innovation in the company and are ready to work without a salary increase.

When considering the issue of labor mobility by industry, the number of people who want to leave the company is dominated by employees of public administration (58% will go if they are offered favorable conditions and 12% in any case), employees of the housing and food services sector (53% will go if they are offered favorable conditions and 6% in any case), financial activities (48% will go if they are offered favorable conditions and 6% in any case). Relatively stable situation is observed in the information and communication sector, where 47% of employees consider staying in the company, in construction - 48% employees plan on remaining in the company, and in trade (45% employees remain).
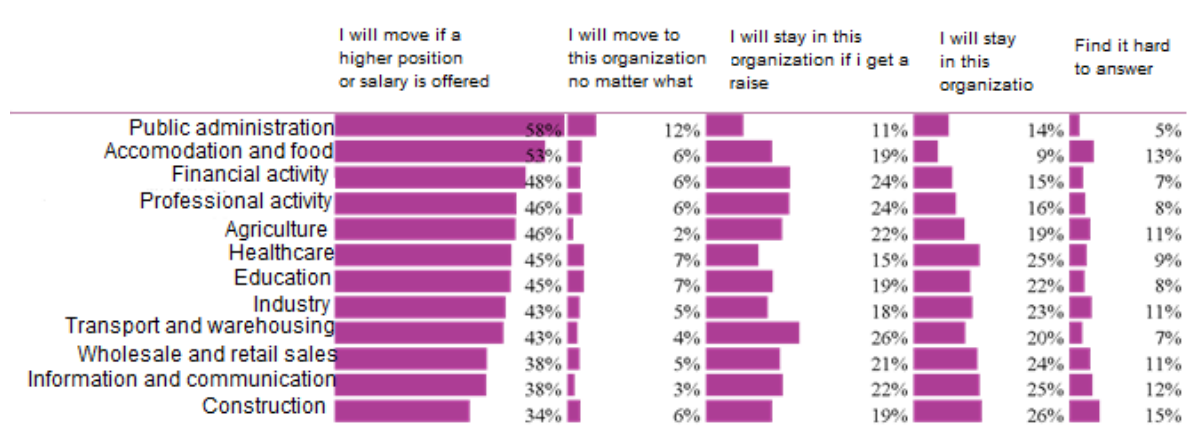

	I will move if a higher position or salary is offered	I will move to this organization no matter what	I will stay in this organization if i get a raise	I will stay in this organizatio	Find it hard to answer
Public administration	58%	12%	11%	14%	5%
Accomodation and food	53%	6%	19%	9%	13%
Financial activity	48%	6%	24%	15%	7%
Professional activity	46%	6%	24%	16%	8%
Agriculture	46%	2%	22%	19%	11%
Healthcare	45%	7%	15%	25%	9%
Education	45%	7%	19%	22%	8%
Industry	43%	5%	18%	23%	11%
Transport and warehousing	43%	4%	26%	20%	7%
Wholesale and retail sales	38%	5%	21%	24%	11%
Information and communication	38%	3%	22%	25%	12%
Construction	34%	6%	19%	26%	15%

Figure 3 - Labor mobility by industry

A 2013 study of the issue of territorial and labor mobility revealed a slight prevalence of migratory sentiments in Kazakhstan. Only about 3% of respondents planned to leave the country. Another 13% entertained the possibility of leaving for permanent residence in another country in the future.

In 2020 migratory sentiments of the working population have changed. 6% of employees said that they definitely plan to leave the country. Deferred migration increased almost 3 times in 2020 compared to 2013. So, every third respondent considers leaving the country for permanent residence abroad in the future.

Plan to leave Kazakhstan in near future

6%

3%

2013 2020

Plan to leave Kazakhstan in the future

32%

13%

2013 2020

Figure 4 - Migratory sentiments of the working population

Migratory sentiment is common among younger workers. 10% of young workers under the age of 25 plan to go abroad, and another 41% speak of deferred migration. Every second employee under 25 years of age is considering emigration from the country.

In section **4.1.2. Leadership styles and their impact on the effectiveness of HR processes**, the top managers who participated in the HR process maturity assessment evaluated the company's line managers. The highest rating was given to the ability of line managers to respond quickly to the challenges of the external environment (82% - good and very good). 79% of managers believe that their subordinates focus on the goals and mission of the organization. 78% say that line managers follow the company's values.

Line managers should focus on their ability to focus on strategic tasks rather than operational issues: 32% said that employees do not perform well nor poorly, 10% rated this indicator as poor execution of the tasks set.

Another area in need of improvement is the process of providing constructive feedback on a regular basis. 12% of managers rate this skill of line managers as "bad", 23% - as neither good nor bad.

To determine the relationship between corporate performance and the main HR processes, labor productivity was determined according to the Committee on Statistics of Ministry of National Economy of the Republic of Kazakhstan.

When assessing the correlation between the HR maturity coefficient by industry and labor productivity, a slightly positive relationship of 0.4 (Pearson correlation coefficient) was revealed, which indicates that there is no direct linear relationship between the maturity of HR processes and labor productivity, which can be influenced by additional socio-economic factors.

Section **4.1.3. Choice of employer: brand and talent management** provides methodology for evaluating the employer's brand and provides comparative characteristics of the employer's prestige.

Between 2013-2020, the importance of prestige decreased, and employees began to pay more attention to their own implementation in the company. Motivation by status and prestige prevailed by 8% in 2013. At the time of the 2013 survey, it was important for employees that the employer had a prestigious status in society. The results of 2020 allowed us to compare the data of the two groups and revealed that employees value the realization of personal potential and interesting tasks over the company's image and status in the society. Respondents' opinion on the importance or insignificance of the company's prestige when choosing a job has not changed (50%).

At the same time, 8 out of 10 respondents are confident in the prestige and good reputation of their company. 2013 and 2020 responses on this issue have not changed.

A survey of leading HR specialists showed that no systematic measures are being taken to improve the company's employer brand. 89% of specialists undergo additional training on their own to promote the company's brand. Almost 1/3 of specialists are members of professional communities and participate in HR events.

Therefore, the results of the study showed the importance and necessity of developing the company's HR brand and highlighted changes in employee preferences within the framework of longitudinal observation. 8 out of 10 employees in the country are ready to recommend their employer to their friends and acquaintances. Private sector employees are more likely to recommend their employer than government employees. Companies are not engaged in systematic development of the HR brand, and corporate promotion events are on a case-by-case basis.

In section **4.1.4. Engagement: corporate identity and current job satisfaction factors**, evaluation of engagement levels conducted within the framework of the HR maturity study indicates that staff engagement is higher in the private sector than in other sectors. The involvement of employees in companies with private ownership is 76%, while in the public and quasi-public sectors this indicator is at 62%.

Table 6 Engagement index by industry

Sector	Engagement	Work environment	Loyalty	Communications and relationships
Public sector	62%	61%	62%	62%
Quasi-public sector	62%	61%	62%	63%
Private sector	76%	74%	78%	77%
Kazakhstan	65%	64%	65%	66%

Previous research conducted by the Association of HR managers confirms the existence of such significant gaps related to industry specifics in personnel management. According to staff research experts, the level of engagement in the quasi-public sector has varied in the range of 61-65% over the past three years.

Global benchmarks for the level of AON engagement [2] are fixed at 63-66% over the past 2-3 years. According to the AON concept, engaged employees "speak, stay, and strive." In other words, employees connect their lives with the company, respond well, and strive to achieve the company's business goals.

At the same time, the world's largest IT companies and financial institutions (banks, investment funds) demonstrate engagement rates of up to 80% or higher, which is due to the presence of a corporate culture of high return on the part of the employee and receiving appropriate fair recognition and encouragement.

A similar picture is also typical for Kazakhstani organizations, where companies with fairly high digital culture, namely those operating in the field of information technologies and communication, as well as finance and insurance, demonstrate engagement levels of over 75%.

A low level of employee engagement (51%) was recorded among representatives of the education sector. Employees in the education sector show low satisfaction with working conditions, low loyalty, and low ratings on relationship and communication factors (53%). These indicators are often higher in comparison with estimates of working conditions and communications, as they are more related to the microclimate in the team, the presence of a friendly environment, and support from colleagues. These results are quite disturbing and require further in-depth study. The preliminary analysis showed dissatisfaction with the issues of remuneration, social benefits and insurance, as well as involvement in management decisions - the possibility of showing initiative, the system of recognition of merit.

The industry specifics of the construction sector show that despite the complexity of factors defining the work environment organization (63%), employees demonstrate high corporate identity and loyalty to the organization's

management (70%). This is a very interesting phenomenon to analyze, indicating a willingness to support the industry in the event of difficult changes or lower wages, due to high commitment and confidence in the actions of the management. A similar pattern of corporate loyalty is recorded in the financial sector.

Comparative analysis of results produced by the study on engagement factors with similar studies around the world demonstrates **the presence of systemic problems in Kazakhstani organizations, particularly in terms of merit recognition and employee encouragement, as well as employees' ability to participate in discussions and decision-making process**.

It is generally accepted that one of the most effective non-material motivation tools is public recognition of the employee merits, encouragement for their work. However, we see that more than a third of respondents, when answering the question about the number of incentives over the past 5 years, noted that they did not have such incentives (37.5%). At the same time, it should be noted that the results for this answer differ in the context of the occupied status – among employees, the percentage of "not encouraged" is slightly higher and is 41.5%, whereas among managers it is 30.5%. 55% of respondents noted the presence of 1 to 5 incentives over 5 years.

In section **4.1.5. Evaluating the effectiveness of public sector HR services**, study results show that the majority of applicants go to the public sector to build a career and participate in large-scale projects that are significant for the country. This is certainly a strong advantage when forming a cost offer to a potential civil service applicant. At the same time, the analysis of the current situation shows that career management as a full-fledged activity of the personnel management system is developing fragmentally, so 53% of employees are ready to leave the civil service if they receive a more favorable offer.

Analysis of the degree of HR processes development in the public sector shows that most of the processes are at the stage of design and implementation or are absent, especially in terms of career development: processes of staff retention and management of the employer's brand (more than 60% of respondents noted).

1. International experience. Comparative analysis.

This section contains an analysis of international practices in the field of personnel management. We are convinced that this analysis provides information not only about the international experience, but also about ourselves. Where are our colleagues from other countries at the moment, and where are we compared to them?

This section is intended to give HR some food for thought – how will approaches to workplace organization change? How should HR itself change? What value does HR create? What makes us, as HR, successful?

According to CIPD:

Only a third (33%) of managers believe that their HR helps their company be more flexible and adaptive;

A little over a third (36%) believe that their HR is too focused on adhering to set guidelines and regulations, and is not capable of quick response to occurring changes;

Only one out of every four managers believe that HR team demonstrates adaptive behaviour

According to HR themselves:

73% believe that they have an ability to provide additional value to the organization. At the same time, public sector HR are less prone to believing they can provide any additional value (67%), as compared to the private sector (77%).

*According to the July 2020 independent study by Oracle, almost three quarters **(74%) of surveyed organizations rely on existing HR systems and processes for employee support during the crisis [3].***

The pandemic brought HR to the forefront, providing a unique opportunity for HR staff to reevaluate their professional obligations. While previously strategic HR management models were focused on achieving economic value for the organization, the latest models recognize the presence of multiple stakeholders and set a benchmark for creating long-term value not only from a financial point of view, but also for employees, customers and society.

Achieving a balance between organizational efficiency and social responsibility is at the heart of HR's unique role.

Modern HR responsibilities include:

(1) providing the best employee experience;

(2) becoming a full-fledged business partner for managers in achieving the organization's business goals;

(3) contributing to the social responsibility of the business.

A global study conducted by Accenture found that while before the pandemic only 35% of top managers felt responsible for improving the well-being of their employees, that figure rose to 50% in just six months. The same study showed that despite weak GDP growth, companies that improve the situation of their employees expect revenue growth of 5%, while in general, in 2020, the revenue of the "average" company is expected to decrease by - 4.7%.

Furthermore, over 75% of companies with top managers including environmental sustainability indicators in their metrics report revenue growth of more than 6%. This provision reflects the new behavior of consumers who are more loyal to such companies [4].
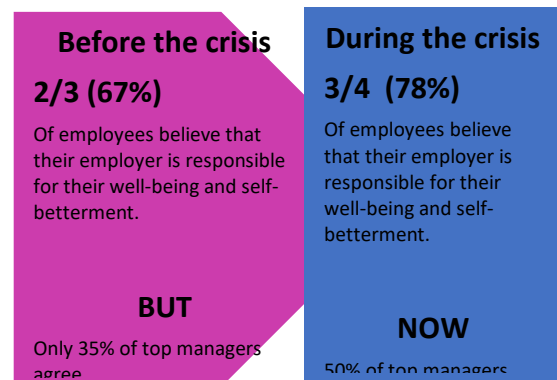
Before the crisis

2/3 (67%)

Of employees believe that their employer is responsible for their well-being and self-betterment.

BUT

Only 35% of top managers agree

During the crisis

3/4 (78%)

Of employees believe that their employer is responsible for their well-being and self-betterment.

NOW

50% of top managers

Figure 5 - Results of a global study by Accenture

The situation with the pandemic also forced public sector organizations to adapt quickly to the new realities. This unprecedented experience allowed assessment of the level of maturity of HR processes in public authorities, as well as to quickly identify areas that require improvement. The main conclusion made by the personnel services of the public sector is *to be ready for any changes.*

Agility is the ability to react quickly and adapt to changes in the environment - an important skill, given the constant changes of the modern age. More than a third of the 150 top managers who participated in a recent global survey describe their companies as agile. Analysis of international experience shows the tendency of organizations to transform their HR processes in order to build the necessary flexibility and agility.

Hence, the maturity of HR processes currently depends on whether they can meet and even anticipate the needs of the main stakeholders, how they meet such requirements as **proactivity, analytics and timeliness**, so that HR could play the role of a full-fledged business partner.

Today, expectations for HR are higher than ever. The pandemic has forced HR to focus and prioritize key areas such as employee well-being, employee retention, and employee engagement. However, it is necessary to note the global trends and driving forces that affect changes in the profession; in particular, affecting the need for more flexible ways of working and rapid response to changes.

The crucial lessons brought by the crisis showed that change management skills should be widely spread both in HR and in the organization as a whole.

Analysis of international experience shows that leading international companies such as Pepsico, L'oréal, TripAdvisor, etc. are transforming their HR-function. The undoubted catalyst for HR transformation is the automation of processes and the transition to automated systems (Oracle, SAP, Workday, ServiceNow, etc.), which allows HR to move away from routine processes, quickly receive and process personnel data, and develop the necessary solutions based on data analysis, thereby switching to solving more strategic tasks.

According to the estimates of Kazakhstani HR managers, the level of participation in solving strategic tasks remains quite low. One of the main factors that prevents HR in Kazakhstan from focusing on more strategic issues is operational workload, which indirectly indicates the low automation of HR processes. It is also noted that the level of participation in strategic issues depends to a large extent on the personality of the HR manager. However, the positive fact is that managers are beginning to understand the role and opportunities of HR, and what it can contribute to achieving business results, as well as the observed increase in HR professionalism.

Taking into account the specifics of entering the civil service, HR processes (selection, hiring, evaluation, training, relocation) require high professionalism of HR specialists, knowledge of modern technologies and legislation, and experience in the field of HR, according to respondents from the public administration sphere (results of in-depth interviews). At the same time, respondents believe that the top managers of state agencies should understand, support and promote the development of HR processes, take measures to reinforce personnel development and attract experienced professionals.

International experience shows that HR functionality is changing from control and coordination to providing support for organizations to be more flexible and fast. HR is expected not only to develop and implement standards, control tools and integrated systems to ensure coordination and execution of tasks, but also to help implement new approaches and programs that contribute to the growth of competencies and expertise, cross-functional cooperation, quality and speed of decision-making [5].
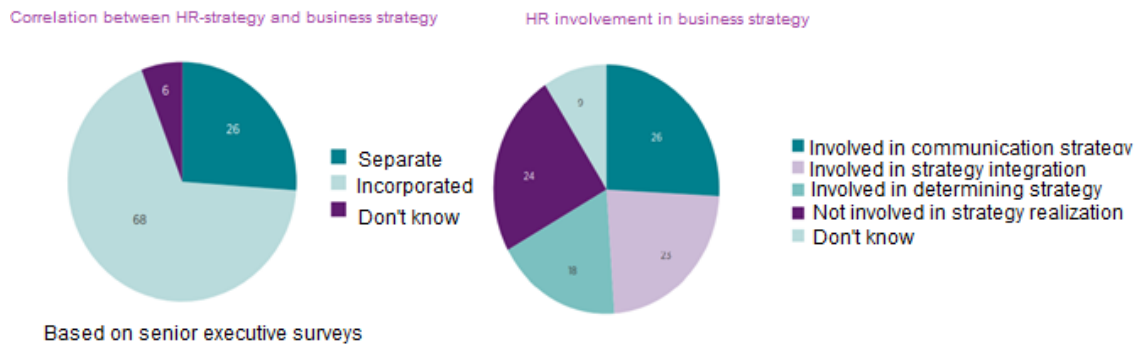
Figure 6 - HR-Strategy, business-strategy and the involvement of HR in the business-strategy

Herewith HR ceases to be the provider of ready-made solutions, rather focusing more on involving the internal clients in their development and changing the approach to a larger customization, wherein the employees choose what is important to them. As of now HR does not have better practices, design-thinking in HR and experimentation are becoming the best solution in response to the emerging challenges: determining the issue (surveys, feedback, questionnaire forms), "storming" together with the client, creating a prototype, testing and introducing the pilot, and only then upscaling.

Changes observed in HR-processes and introduction of the agile approach

Table 7 Changes observed in HR-processes and introduction of the agile approach

HR-processes

Personnel search and recruitment	Automatization of routine processes, introduction of AI in the process of candidate assessment, introduction of virtual adaptive courses, leading to a reduction of recruiters' workload, with no added value, and a reduction of time wasted for the applicants (if an applicant is deemed unsuitable at the early stages, he will no longer need to send his application and compile a resume)
Organizational design	Hierarchical structures change towards a self-organizing organization, in the agile approach these are flat structures and chains of command. In the traditional approach all innovations go through projects, whereas in the agile approach innovations come through teamwork and continuous improvement which is built in teamwork. Positional instructions change to roles, in which tasks and the contribution towards the result are inscribed. With this approach all team members participate in the decision-making process. The transition from formalized static processes to dynamic business-processes - analysis of interaction between people during the processes, quick decision-making - constant quest for increasing the efficiency of the teams' work. Communication through managers - not in a top down approach in the form of orders, but a free multilateral communication between all.

Performance assessment	Building work with cross-functional teams by using scrum approaches, kanban boards. Everyone evaluates their own efficiency, since there are short-term goals (OKR), the introduction of cycles of quick feedback (involvement of managers and employees), constant feedback from colleagues, absolute transparency of the goals. Retrospective, where right of mistake is a psychological safety trying, ability to make a mistake, but being creative and seeking innovative approaches.
Rotation and career plans	Building career plans of transferring to other projects and roles for every employee and not just for personnel reserve. This development takes place through rotation and transfer to new roles and in new projects (new challenges for the employee). Emphasis on retention and development of employees inside the company.
Corporate culture	The employees are actively involved in building and developing corporate culture, necessary changes are brought up by the employees themselves. The trend to developing teams and distributing leadership, under which everyone is at their right place – leader (team leader, expert leader, project leader) Management focus is directed to managing an environment that shapes people's behavior. Line managers help people through constant support and constructive feedback and help shape such an environment that motivates. The role of a line manager changed from control to providing a leadership service through a new paradigm of "Leadership as service"
Remuneration	Salary ceases to be the motivator; it is a hygienic factor. Remuneration for behavior. Frequent, but small regular remuneration, rather than a single one at the end of the year. Encouragement and praise happen publicly. Fairness in remuneration is one of its most important aspects.
Education and development	A scrum team decides what they want to learn by themselves, putting sprints in the learning process and prioritizing. Teams conduct reviews (what they learned, how they used it) and retrospectives (how the team can improve their learning) and changes their learning methods. The team manages their own learning process, prioritizing accordingly with their own needs and breaks the learning up into smaller live and virtual events by themselves. Constant learning and development is engraved in the company's culture.
Программы благополучия	A big trend in today's world is caring for its employees <u>and their family members</u>. 22% of companies introduced an individual approach when developing well-being programs (international benchmark). Herewith, well-being programs are not limited to healthcare programs, but include a wider range: mental and psychological health, financial literacy etc. Development of such programs bases itself on the existing demand from the personnel and the organization's abilities.
Automatization of HR-processes	Attention to digital interaction between the employees, wherein employee satisfaction is the key indicator of success. Presence of transparency and relevance of the HR information for efficient

decision-making

In new business implementations, where speed is a necessary factor for the business' success, it is important to develop and facilitate new HR-decisions with focus on the employee. To achieve this, HR needs to understand personnel's demand very well. There is no better strategy for HR, than concentration on their client with focus on professionalism and added value for the business.

HR needs to understand employees' genuine needs and know the business and the context in which it operates.

1.1. International experience of HR-practices in the public sector

Civil service is a part of the system of governance of the national economy and the social development of the country. The efficiency of the state institution depends on the efficiency of the system of personnel administration, on the quality of the personnel, on the efficiency of each public sector employee's work efficiency and professionalism, their ability to resolve difficult administrative tasks in dynamically evolving conditions.

As of today, state agencies of countries work in the framework of a specific legal field – the legislation of civil service [7]. To regulate HR-strategies and unify approaches in the field of personnel governance a central HR administrative agency is set in different countries. It conducts personnel policy with consideration to the country's civil service model, sets uniform rules. Personnel cervices of state agencies act in the framework of clearly defined formal procedures. Limitations are linked to agencies' particular public credentials, as well as to the fact that the activity of civil servants is under close attention of the society

Table 8 Comparative analysis of the functioning of central administrative agencies of various countries. Human Resources Management: Country Profiles [6]

Countries / Main responsibilities	Japan	USA	South Korea	France	Canada	Turkey	United Kingdom
HRM administration at a national level	■		■			■	
Provision of leadership and management	■	■	■	■	■	■	■
Development of HR-strategy	■		■	■			■
Coordination and supervision of personnel policy	■		■	■			
Providing consultations in the legal field	■		■				
Development and control of the remuneration system (payroll)	■		■		■	■	
Standardization of the recruitment process and skills profiles	■		■			■	
Determining levels of salary and premiums	■		■			■	
Education	■		■			■	

Diversity promotion			
Management of pension plans			
Conveying civil service values			

The task of introducing new principles and work methods, taken from the best practices, applied in business, anticipating orientation to the level of citizens' satisfaction is set in the Strategical development plan of the Republic of Kazakhstan until 2025 [8]. The system of material stimulation of civil servants is to improve in accordance to their achievement of specific results.

The overall tendencies observed in working with personnel in the public sector are:

- Introduction of various personnel technologies (progressive approaches to assessment, managing personnel), used in international practices, quasi-public sector

- Centralization of selection to civil service and its passing by the civil servants, which allows to reduce outgoings and unify personnel processes (e-kyzmet system), as well as gave the opportunity to receive full personnel information about the civil servants. This is confirmed by the majority of the surveyed respondents-representatives of the civil service, 80% (from the results of analysis of deep interviews and questionnaires)

Moreover, investigation respondents indicate that for the most part they are still occupied with control and coordination of issues of operational nature, and at times do not have a clear idea of the strategic goals and HR-services development plans. Thus, only 43% of the respondents indicated that they participate in HR-processes' advisory agencies, and only 26% participate in the development of the organization's strategy.

Selection and retention. In most cases in foreign practice two main types of admission to civil service are considered: as part of assignation and on the basis of a competition (in different variations). From year to year a bigger accent is made in the system, based on career and development. The difference in the selection system can depend on the level of the position itself. A possibility of an open competition exists for them, with the aim of attracting new experience and knowledge from different sectors.

In all OECD countries and in Kazakhstan the selection and hire are strongly regulated, regulations are set in place, a methodology of selection and assessment is developed [9]. OECD countries have very diverse approaches to personnel selection, but the processes of merit-based recruiting remain the base of professional civil service. Most OECD countries and Kazakhstan base the recruitment and selection processes on a standard skill framework.

As indicated by the study respondents, provision of a transparent and fair hire is one of the main duties of personnel service. According to the conducted investigation in the maturity of HR-processes respondents-representatives of the civil service responded that the "Personnel search and selection" process fully functions and is automatized – 23%, regulated by policies, is fully supported by the direction -29%.

Assessment of performance efficiency. Key target indications (KTI) [6]

Table 9 Comparative analysis of efficiency assessment systems of public sector employees

Countries / Description of the efficiency assessment system	Japan	USA	South Korea	France	Canada	Turkey	United Kingdom	Germany
Existence of a system	✓	✓	✓	✓	✓	✓	✓	✓
Frequency	Once in 6 months	Once a year	Once in 6 months	Once a year	Depends on category	Once a year	Once a year	Once in 2 years
Assessment results usage:								
- career-development decisions				✓			✓	
- salary reconsideration decisions	✓	✓	✓	✓	✓	✓	✓	
- premium size decisions	✓	✓	✓	✓	✓	✓	✓	✓
Assessment criteria								
- KPI, aims, plans	✓	✓	✓	✓	✓	✓	✓	✓
- Skills (soft, hard)	✓	✓		✓	✓	✓	✓	✓
- Values			✓	✓		✓		
Assessment method								
- Subjective assessment by the manager/feedback	✓	✓		✓	✓	✓	✓	✓

- Collegial assessment							
- 360 assessment							

OECD countries with a higher level of HR-process development link premium and bonus sizes with the results of performance assessment, shaping a motivational effect, which can reflect on the overall efficiency oof the organization. Furthermore, in organizations with a more developed HR-function, efficiency is assessed not only on the basis of goals and KPI completion, but also use a complex approach, with an assessment of the level of personal and leader skills development.

In Kazakhstan, an assessment of their performance is conducted to determine the efficiency and the quality of civil servants' work. According to the legislation, results of civil servants' performance assessments are the base for the decision-making in regard to the pay of premiums, encouragement, learning, rotation, demotion in their civil service position or dismissal. Performance assessment of the civil servants is conducted on yearly basis.

A performance assessment is conducted on the basis of a factor-point scale (FBS) in a pilot mode starting from 2018 in 6 state agencies (akimats of Nur-Sultan, Mangystau region, Almaty and Shymkent, the Ministry of justice and in the Civil Service Agency of the Republic of Kazakhstan).

According to the conducted investigations in the maturity of HR-processes the civil service respondents responded that the "Employee performance efficiency management" process is at the level of development and introduction - 22.9%, regulated by policies, fully supported by the by the direction – 37.1%. Employee's performance efficiency is assessed through the system of key target indicators (KTI). Setting the KTI depends on the prioritized task that the personnel service face.

In the respondents' opinion, assessment and fulfillment by skills is conducted formally, most of the managers and colleagues strive to indicate that the civil servant's skills are on a high level.

Potential assessment (personal skills). The system of skills assessment is mainly presented in the following state organizations' HR-processes: selection and hire, education and development, managing talents, planning continuity. The system of skills assessment is integrated with the system of personnel efficiency assessment (potential and efficiency assessment) only in companies with more developed HR-processes [6].

Skills model for Kazakhstan's administrative civil servants is developed in accordance with the requirements presented to a modern professional state institution, and include in itself 4 blocks: 3 blocks of values of Kazakhstan's civil service and 1 block of personal qualities of the civil servants, for a total of

11 skills. Most of the respondents (65.7%) indicate that the skills model, implanted in civil service, functions well.

Furthermore, as the respondents indicate, the system of personal skills assessment in Kazakhstan is, as of today, integrated only in the personnel selection and hire process.

The personal skills assessment results are not tied to learning programs, forming of personnel reserve - talent detection (Talent management), managing continuity – substitution to key positions (Succession planning), career planning, and are also not included in the efficiency assessment system (integral index based on efficiency and potential assessment).

Most respondents from the regional level civil service indicate that the personal skills assessment process is still at the introduction planning stage, and by the results of the assessment it will be necessary to understand what skills the civil servant needs to develop to orientate towards learning.

Talent management. Career development. The main aim of skills assessment in the framework of this process is determining the potential gap between the current and the desired level of skills development in the organization at different position levels and development of strategies to reduce this gap. [10]. Foreign experience of stimulating professional development suggests a system of accompanying the civil servant's career, starting from his recruitment until his dismissal. A universal HR-specialists mission was formulated by the Society for Human Resource Management: "Right people at the right time in the right place". According to the results of the study it can be noted, that the opportunity of professional and personal growth in the private sector (77%) is higher than that in the public sector (71%) in the quasi-public sector (64%). The opportunity of career growth in the private sector (73%) is also higher than that in the public sector (69%) and in the quasi-public sector (61%).

The study results demonstrate that most of the applicants enter the public sector to build a career and participate in large-scale projects that are of significance to the country. This is undeniably a strong advantage when forming the cost offer for a potential applicant to the civil service. Also, the analysis of the current situation shows that managing a career as a full-time activity orientation in the public sector personnel management system is developing fragmentarily

Foreign experience of stimulating professional development suggests a system of accompanying the civil servant's career, starting from his recruitment until his dismissal. This approach allows the employee to clearly see his work perspective, and thereafter gives security and aspiration towards increasing his professional level.

The task of developing personnel skills becomes a key component of any company's success and if the personnel does not correspond to the increasing needs of the company, its performance efficiency decreases. The result of developing key skills is the creation of staff with high abilities and motivation to resolve tasks of increasing the company's efficiency.

Personnel education and development is the most important element in the chain of personnel management. Education systems in OECD countries differ depending on the levels of the civil servants' positions. In some countries, civil servants' right and/or duty to increase qualification is inscribed in legislations or regulated in regulatory acts. All civil service applicants must go through mandatory education. The duration and quantity of these courses varies depending on the country. Educational programs are often coordinated by the central HRM agency. According to OECD's data results, average duration of one employee's education is 5-7 days per year [6].

Individual development plans (IDP) are developed in OECD countries based on the skills model and assessment results, which are covered by the existing educational programs. A lot of developed European countries and the USA have special programs to prepare personnel for civil service. As such, in Germany, higher professional civil administration schools are responsible to prepare civil servants who are presented in a ramified network. Apart from France's main higher school analogs exist in federal territories. The main condition for admission to a higher professional school is the application to civil service. In the United Kingdom the accent is made on education and qualification increase for employees. Each ministry is likely to have a special department, competent employees and directors to prepare and retrain, increase civil servants' qualifications, as well as are developed courses conforming to the agency's programs. There is a choice between the form of education: intramural and extramural. In the USA, the administration of personnel governance is directly responsible for organizing the educational progress and qualification increase, this agency's competences include the development of employee performance assessment methods, as well as their conduct. In Belgium, the direct management is responsible for their employees' development and an open discussion regarding its results. Preliminary preparation is used for all civil service applicants and varies depending on their length of service. For university graduates the training lasts from 10 to 20 days over the course of their first year of service, depending on the organization. Some educational institutions have special learning programs for the completion of certain functions. In average, civil servants receive education for 3-5 days a year.

Generalizing the international experience in preparation, retraining and qualification increasing of the civil servants, it can be noted that over the course of his professional activity a civil servant must on a regular basis attend various

courses of retraining or qualification increasing with the aim of increasing their professional competence and career growth.

Kazakhstan's Civil servants' education is usually done in the Academy of Public Administration and its branches. Other institutions can also conduct educational programs for civil servants, for example, Nazarbayev University in cooperation with international organizations and foreign educational institutions. Civil servants with over 2 years of work experience have the opportunity to receive education in foreign higher educational institutions as part of a special quota in the "Bolashak" scholarship program. Civil servants' preparation, retraining and qualification increase is insured through the ESUP system with consideration to their needs. Herewith, as a general rule, the priority are the civil servants, first-time admitted to civil service, who are oriented to improve their skills. The planning process, retraining, qualification increase, monitoring of learning has become a requirement in every state organization and is controlled by the personnel service.

In the respondents' opinion, one of the main tasks of a personnel officer is to orientate a civil servant to education according to plan at the right time.

The most frequently used type of education in state organizations: qualification increase – 80%, online learning – 66%, growth at the workplace and experience with professionals – 37%, external conferences – 31%, mixed learning – 9%, external trainings – 6%.

According to the conducted studies regarding the maturity of HR-processes the civil servant respondents answered that the "Education and development" process is regulated by policies, is fully supported by the direction – 45.7%, works to its fullest extent and is automatized – 28.6%.

Remuneration management. The servant's salary in the United Kingdom of Great Britain and Northern Ireland is closely interconnected with their performance assessment. The given assessment consists of a set of measures, which include a yearly colloquy and certification. Civil service employees receive a grade on a five-point scale. When receiving the highest grade, the civil servant can expect an increase in salary or other financial reward, as well as a possibility of career growth.

One significantly important principle of civil service in the UK is that the employee (civil servant) is presented with an opportunity to display the level of his abilities, skills and knowledge in various spheres of public administration and at the appropriate level of above-mentioned elements an advancement along the career ladder accordingly. A promotion in service is directly dependent on the tempo and the quality of growth labor and professional experience of the civil servant.

In Kazakhstan, civil servants' salary is set differentially depending on the nature, volume and results of the work completed by the civil servants. In order

to further increase state agencies' performance efficiency, a transition to a new civil servants' remuneration system, based on FPS, from July 1st 2021 which will allow to consider the scale, responsibility and difficulty of executed functions [11].

Corporate culture and engagement management. One of OECD's recommendations is shaping a uniform civil servants' culture and its implementation at all administration levels, including decision-making [12]. According to the results of Deloitte consulting company's study, main global tendencies in personnel administration were formulated, pointing towards the fact that the issue of investigation and corporate culture transformation are becoming relevant at a global scale [13]. As for the study of personnel involvement (socio-labor relationships administration), this practice is more developed in the public sector as well as in the private sector [14].

A personnel involvement and satisfaction assessment process is constructed in Kazakhstani state organizations. There is a developed methodology, by which a measurement of involvement is carried out, its frequency is set and the subdivisions/people responsible for the organization of the process and for the work with results are determined. According to the results of the surveys, a detailed analysis of the reasons of the decrease of certain involvement factors is produced. A plan to work with the study results is developed in separate subdivisions.

Thus, based on the results of the study public sector employees (76%) and quasi-public sector employees (74%) are less satisfied than private sector personnel, who is more satisfied by their work conditions (84%). The level of personnel involvement in the public and quasi-public sectors (62%) is lower compared to the level of involvement in the private sector (76%), which is linked to the development of culture, system of encouragement and acknowledgement of achievements.

Administrating the employer's brand. It is harder than ever for state organizations to attract and retain talented employees, possessing necessary knowledge, abilities and skills.

In the age of digital technologies, the public sector is often unable to compete with more beneficial compensational packages offered by private sector companies, especially when hiring employees of highly qualified and demanded professions. Based on this, it is important for government organizations to present such a valuable proposition, that could satisfy the personnel's expectations. Thus, these factors can be used to increase motivation and to level limitations in the compensational package. To support professional development, organizations can develop: individual career opportunities to develop specialized skills, relevant development programs covering skills in high demand.

According to the results of the conducted interview, the main problems in the domain of personnel attraction are:

−   Lack of qualified personnel in the job market;

−   Low motivation to work in the public sector;

−   Consequently, low number of candidates during a competitive selection.

Study respondents note that the personnel attraction work is being done in the public sector: participation in job fairs, cooperation with state universities, however the proposed solutions do not provide full solutions to current issues with the job market. In the respondents' opinion, higher educational institutions' graduates enter the civil service on the basis of a residual principle – just because they to be employed somewhere. In order to improve civil service's image it would be expedient to introduce special lectures about advantages, roles and significance of civil service in the last years of university education, conduct outreach, attract through organizing projects, competitions, internships.

As suggested by the study results, in the public administration sector 54% of the respondents will accept a promotion and increased salary offer. Based on this, it is necessary to develop an employer brand administration strategy, based on civil service's strong sides, also considering the market situation and an analysis of personnel needs.

HR-analytics. Governments receive more and more opportunities to hire, educate, motivate and retain their employees through a scientific and analytical method, based on objective personnel data. In the OECD council's 2019 recommendations on leadership and civil service opportunities an evoked recommendation is to develop a "long-term, strategic and systematic approach to administrating people with the use of personnel data for strategic and predictive analytics, with simultaneous adoption of all necessary measures to insure data confidentiality"[12].

Nowadays civil services collect more data on their employees, than ever before. Demographic data give an idea of the workforce and allow for a better understanding of skillset, variety of workforce and age. Administrative data shows tendencies and occupation models, which could point towards the organization's health, for example, through vacancy attractiveness, personnel administration efficiency and the level of mobility/personnel liquidity. Employee survey data could give extensive information on their interest and satisfaction of their work and work environment. Study results as well as main statistics used by different countries are presented below:
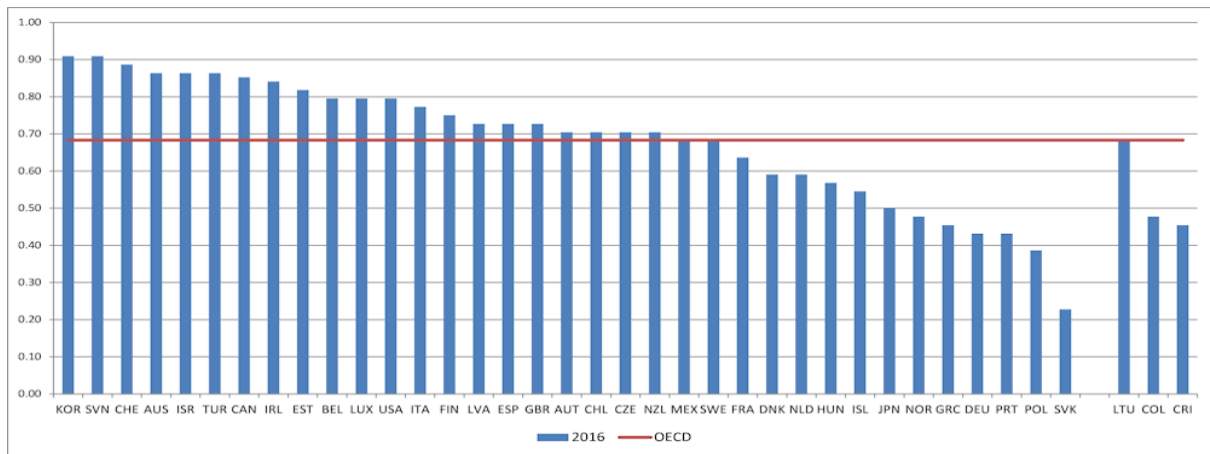
Figure 7 - Personnel resources data collection and availability

Survey results show that most OECD countries collect and centralize base personnel data, such as the number of employees, age and gender. However, a relatively smaller number of countries collect more profound and significant personnel data, linked to the work conditions or organizational culture, such as minority status, flexible timetable and union membership. Data connected with education, furlough or mobility are often not collected centrally.
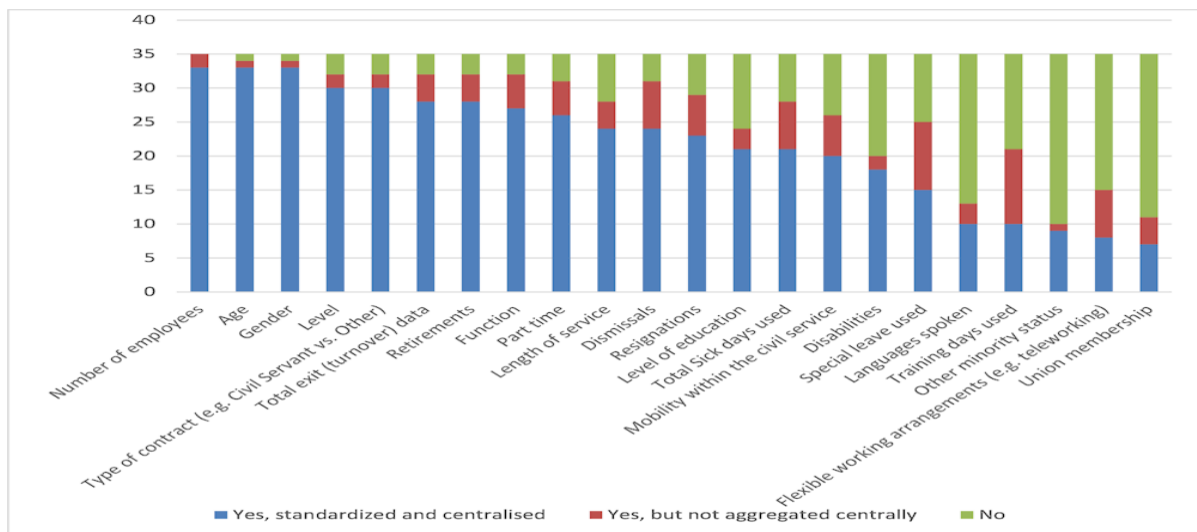
Figure 8 - Human resources data, colleceted by OECD countries, number of countries

Thus, organizations see analytics used in two main strategic aims: 1) planning and forecasting; 2) monitoring and assessment. As the survey results have shown, most respondents (80%) indicated that personnel service's performance improved over the last 3 years. 80% are also fully or partially satisfied with the higher direction support of the personnel service.

2. Socio-demographic characteristics of the respondents

Study of the maturity of HR-processes is determined through high representativity of data, collected throughout entire Kazakhstan.

Participants

5905 total number of study participants.

2002 selected by random number generator method to ensure overall data correctness, and to comply with the proportional quota throughout sectors.

Gender

58% Women

42% Men

In domains such as construction, industry, transport majority of the respondents are male, and contrariwise in domains of education, healthcare, and public administration 50% are female.

Age

8% under 25

20% 26 to 30 years old

21% 31 to 35 years old

16% 36 to 40 years old

12% 41 to 45 years old

8% 46 to 50 years old

8% 51 to 55 years old

6% 56 to 60 years old

2% 61 and older

In the age breakdown, nearly two thirds of the respondents are 25 to 45 years old, the youngest category of those aged under 25 made up 8%, as has the oldest category of those aged 56 and older.

Work experience

11% less than 1 year

21% 1 to 3 years

14% 3 to 5 years

21% 5 to 10 years

33% more than 10 years

In the work experience breakdown, 53% are respondents with a work experience of more than 5 years, another 35% are employees with 1 to 5 years of work experience, employees with the minimum work experience of less than 1 year made up 11%.

Distribution by sector:

20%   Public administration (ministries, akimats, healthcare and education).

39%   Quasi-public sector (industry, transport and warehousing, information and communication)

41%   Private sector (IT, information and communication, financial institutes, banks, art and entertainment, professional and scientific activity).

Number of organization's employees

37%   100 to 500 people

8%   501 to 1000 people

55%   1001 to 3000 people

Organizations' maturity (number of years)

1%   less than 1 year

4%   1 to 3 years

4%   3 to 5 years

7%   5 to 10 years

16%   10 to 20 years

68%   over 20 years

Most of the organizations that participated in the study are successful and mature organizations that have existed for more than 10 years, organizations working for less than 3 years made up about 5% of the total selection.

Distribution by industry

23,5%   Industry

30,3%   Education and healthcare and social service to the population

10,6%   Transport and warehousing and Information and communication

8,5%   Public administration and defense; mandatory social service

2,5%   Agriculture, forestry, and fisheries

6,1%   Construction

6,4%   Wholesale and retail trade; automobile and motorcycle repair

2,9%   Finances and Insurance

6,1%   Professional, scientific and technical activity, administrative activities

2,9%   Other: art, entertainment and leisure, services

The respondents' distribution is proportional to domains and corresponds to the overall data on large and medium organizations. The biggest part of the selection is made up of organizations in the domain of education and healthcare, industry as well as transport and information.

Employee status

13%   Senior executives

23%   Line managers

64%   Employees

In the status breakdown 64% of the respondents are employees with no subordinates, 23% are line managers and 13% are senior executives.

Table 10 Regional distribution

Clusters	respondent participation %	Regions	Remarks
1 cluster	High participation % - 10% to 25%	Almaty Nur-Sultan Pavlodar region Aktobe region Aqmola region	Regions with high level of culture of strategic initiatives and willingness to participate in studies
2 cluster	Medium participation % - 3% to 5%	Almaty region Zhambyl region Karaganda region Qostanay region Kyzylorda region Turkestan region Shymkent	Regions with medium level of culture of strategic initiatives and willingness to participate in studies, medium level of communications
3 cluster	Low participation % - under 2%	Manghystau region Atyrau region East-Kazakhstan region West-Kazakhstan region North-Kazakhstan region	Regions with low level of willingness to participate in studies, low level of trust and difficulties with communications

When conducting the study, we faced difficulties from regions in their willingness to participate in the study, for this we divided the organizations participating in the study into 3 clusters, first – organizations that have shown the highest percentage of participation 10% to 25% in the cities of Almaty, Nur-Sultan, and regions of Pavlodar, Aqmola and Aktobe. The lowest level of participation was observed in western regions – West-Kazakhstan, Manghystau and Atyrau regions, there need to be more profound studies conducted.

Number of subordinates

66%   No subordinates

15%   1 to 5 subordinates

6%   6 to 11 subordinates

6%   11 to 20 subordinates

4%   21 to 30 subordinates

1%   31 to 50 subordinates

1%   51 to 100 subordinates

1%   over 101 subordinates

Most respondents taking part in the survey do not have any subordinates (66%), around 30% has up to 20 subordinates.

Education

less than 1%   Incomplete secondary education (9 grades)

1%   Secondary education (11 grades)

9%   Secondary specialized education

3%   Incomplete higher education

60%   Higher education

9%   Second higher education

17%   Masters, MBA and its equivalent or academic degree: candidate, PhD.

A high level of education is observed among the respondents, most have higher education, 16,8% indicate that they have obtained a master's, academic degree, or other additional education (MBA or its equivalent). This can be explained by the organizations' internal policies, in medium and large organizations one of the requirements for vacancy candidates is the presence of higher education, and for promotion in the workplace, apart from results and work experience, it is often necessary to have a additional education or certification. It is important to note, that in public and quasi-public sector organizations this requirement is often the norm, whereas in the private sector the percentage of employees with higher education is lower. Respondents with additional higher education, for the most part, work in public (15%) and quasi-public (25%) sectors.

3. Special section: HR-challenges during the pandemic

«It is an incredible time for HR – a unique opportunity, that is given, perhaps, once in an entire HR career»,

J. Berzin (on HR's relevance during the pandemic [15])

Coronavirus pandemic's particularity is its sudden appearance and mass spread around the entire world. Unfortunately, the expected end of this crisis and the probability of its return are still unknown. Most of the population has alarming spirits in regard to the future.

Most organizations, and first of all leaders, had no prior experience and skills in managing such a crisis. All of this requires forming of new interaction rules. Forming new competences and behavior models.

Business (organization) and personnel efficiency during the coronavirus pandemic

Business efficiency assessment during the pandemic was done by the following criteria: to what extent do organizations achieve financial and productional indicators, maintain client satisfaction and employee involvement levels, and adapt to the changes and possess the necessary skills and knowledge to complete their work. How proactively do HR-services react, upbuild processes in accordance with the organization's strategic aims, prepare solutions on the basis of analytical data.

In experts' opinion, business efficiency and ability to overcome the challenges is one of the key components, demonstrating an organization's HR-processes maturity.

Table 11 Business and HR-services efficiency assessment during the coronavirus pandemic (by the evaluation of the organization's senior executives)

Sector	Business efficiency	HR-service efficiency
Public administration	85%	83%
Quasi-public sector	60%	37%
Private sector	83%	60%

As seen in the table 11, in senior executives' opinions, Kazakhstani organizations are handling the consequences of the coronavirus pandemic quite successfully, apart from quasi-public sector organizations. Thus, only 39% of quasi-public sector organizations' executives indicated that organizations are able to reach planned financial and productional indicators; 53% maintain a high client satisfaction level.

Quasi-public sector, presented by large extraction and transport enterprises, with a strong concentration on production personnel reacted worse to the challenges posed by the coronavirus pandemic. Strong economic effect linked to travel restrictions and closure of external borders, as well as requirements of ensuring safety and conserving workplaces in large productions complicate efficient organizational administration.

The quasi-public sector executives are quite critical of their HR-services and consider that only 45% possess the necessary skills and knowledge for work completion; 43% help provide the necessary personnel for the company; 25% make decisions and consults the executives on all questions within their authority by themselves; 33% upbuild processes to support strategic aims' achievement; 36% prepares solutions based on analytical data.

In the context on the global crisis and pessimistic assessments of the quasi-public sector, public sector executives' assessment look rather paradoxical – almost all interrogated indicators were at over 80% satisfaction, it is possible that this is linked to the feeling of work pay guarantee regardless of the economic situation and assurance in the conducted reforms in the public administration system. However, such high assessments of their managerial efficiency and HR-service efficiency of the public institution are not confirmed by the employees' and the domains' experts' opinions', which are reflected in the appropriate sections of the report.

Private business, which includes organizations in the fields of sales, IT and financial institutions demonstrates high flexibility and adaptability to external changes, which facilitates overcoming challenges posed to them by the external environment. Depending on the market's conjecture, using modern IT-solutions with hopes of increasing the business' efficiency requires the employees to demonstrate skills like increasing competitive ability, self-learning, and stress resistance to external challenges. Furthermore, a part of private sector organizations that took part in the study 1-2 years earlier, started to practice project management with a transition to remote work format with the aims of increasing cost efficiency and increasing personnel involvement.

Moreover, private sector executives consider that only 54% of HR-services build processes to support the achievement of strategic aims and only 44% continuously evolve or suggest international practices.

Despite the above-mentioned, some organizations made use of the opportunity to retrain and change the qualifications of different personnel groups with the possibility of transitioning parts of the work to remote working and introducing project management.

When considering the efficiency during the pandemic, as well as somewhat critical assessment of HR-services' proactivity, the issue of HR-risk management system in organizations is studied.

Unfortunately, most organizations did not have a risk management plan in emergency situations such as the coronavirus pandemic.

Kazakhstan's HR-manager Association's study [16] during the first wave of coronavirus demonstrated that organizations with foreign management hade over two reaction risk-plans, and organizations with foreign executives started preparing for the coronavirus pandemic as early as December 2019, particularly in assuring their personnel and client safety and contactless strategic governance among management.

Results of this study show that only 53% of the organizations participating in the study had an anti-crisis risk management plan during the coronavirus pandemic, 10% of them testify that the plan was not applied or that it requires corrections. The presence of HR-risk management in the public sector is the lowest in the public sector, where less than 10% of personnel service executives testified to having an action plan.

Comparative analysis of the efficiency of transitioning to remote work because of the coronavirus pandemic in a sector breakout shows that representatives of the quasi-public sector were the most prepared, practiced it earlier and transitioned with ease overall, for most organizations, particularly for those of the public administration sector need a renewal of rules, organizational policies, improvement of online services (57%), herewith 17% of public sector personnel service indicated of the unpreparedness and "manual" interaction between the executives and the colleagues.

Table 12 Efficiency of the transition to remote work

	Public administration	Quasi-public sector	Private sector
Partially prepared	57%	52%	47%
Fully prepared	23%	34%	40%
Not prepared	17%	10%	3%

It is important to note that in organizations linked to physical labor, presence of production personnel the share of employees prepared for remote work is significantly smaller.

Regarding the issue of to what extent IT-infrastructure allows Your organization to work remotely it is observed that 60% use remote desktop software, 28% have the ability to work entirely remotely. Herewith, 15% are lacking equipment, only 34% use EDS and 15% require mandatory presence at work. Overall, by preliminary forecasts, up to 30% of the respondents do not plan on returning to their former work format.

Use remote desktop software (VPN, VDI, permanent access to network files)	60%
Use Electronic Digital Signature (EDS)	34%
Have corporative servers	31%
Can be entirely autonomous	28%
Remote IT and HR services are used for support	21%
Lacking equipment to ensure remote work	15%
Require mandatory presence at work	14%
No internet access	2%
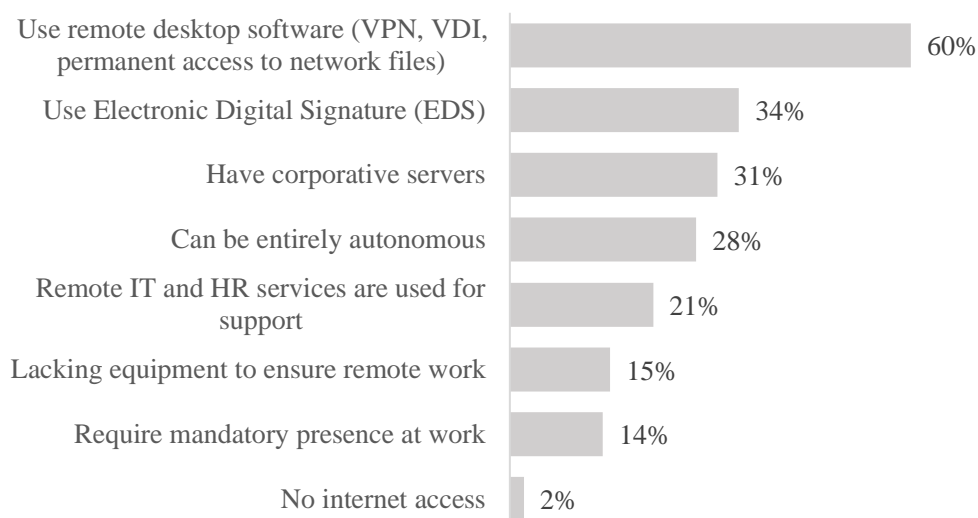
Figure 9 - IT-infrastructure preparedness

Sector analysis shows that the public sector, unlike the others, is the most limited in relation to remote access to desktop, and to internet, this is possibly linked to the confidentiality requirements of important state information. 1 in 4 specialists is lacking equipment and only 17% can work autonomously. All of this requires the development of special measures of increasing cybersecurity, as well as providing civil servants with modern IT-technologies.

Table 13 Possibilities to work remotely

	Public sector	Quasi-public sector	Private sector
Use remote desktop software (VPN, VDI, permanent access to network files)	43%	72%	67%
Have corporative servers	9%	41%	47%
Can be entirely autonomous	17%	38%	30%
Remote IT and HR services are used for support	11%	28%	27%
Use Electronic Digital Signature (EDS)	26%	41%	37%
No internet access	6%	0%	0%
Lacking equipment to ensure remote work	26%	7%	10%
Require mandatory presence at work	14%	10%	17%

To study organizations' efficiency in the framework of this investigation a Top-5 difficulties for organizations during the pandemic has been evoked. Thus, it was revealed that the most difficult task for organizations was the issue

of employees' social spirits – involvement level, concern about the future, as well as introduction of new personnel assessment systems – new control systems, adaptation to new work conditions.

All of this pushes towards the appearance of new leadership skills among the managers, based on trust and motivation, inspiration and preparedness to lead the others.

From the employees' side – flexibility and self-learning, stress resistance, responsibility and discipline

From the HR side – strategic consulting, facilitation of distributed teams, stress management and the employees' well-being.

Category	Percentage
Employee's social well-being (involvement,…	40%
Performance assessment (HR-processes…	28%
Personnel's adaptation to new work conditions	28%
Compensation and benefits (need for a…	27%
Health maintenance and optimization of the…	26%
Personnel administration (orders, transfers,…	23%
Education (introduction of new forms of…	21%
Ensuring safety at the workplace	19%
Internal communication system…	18%
Socio-labor relationships (downsizing,…	16%
Shaping new digital corporate culture	15%
Recruitment and remote hiring	12%
Interaction with top management, support…	12%
Budget. Personnel costs optimization	11%
HR-brand positioning	9%
Development of new HR-metrics	3%
Other	1%

Figure 10 - Top-5 difficulties during the pandemic
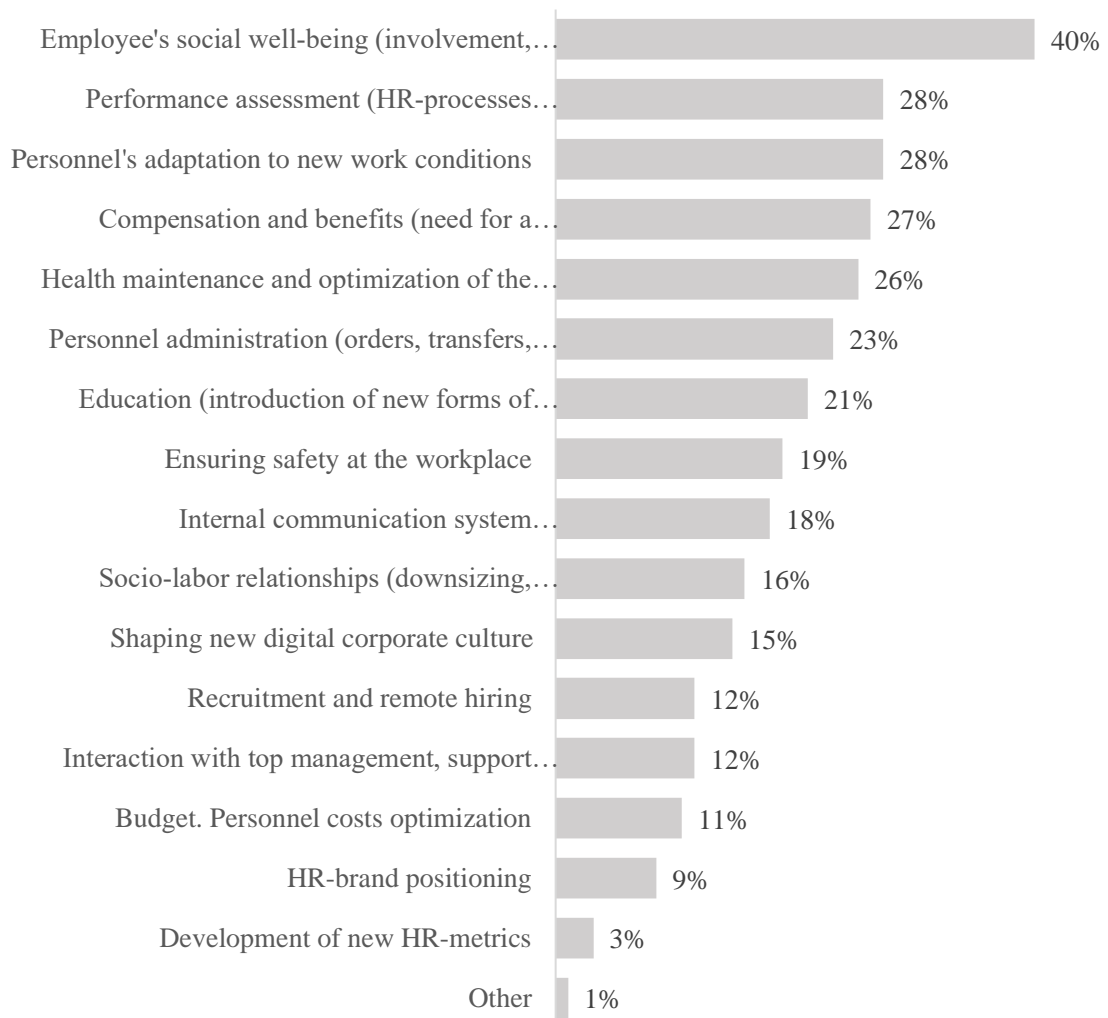
In a sector breakdown the public sector employees showed most concern and difficulties in regard to the adaptation to the new work format, which is supported by the data on IT-infrastructures insufficient development, as well as a failure in the hierarchy system, based on executional thinking. Lack of independence in decision-making, as well as a low level of participation in

executive decisions of ordinary specialists in the public sector have complicated consequences during the pandemic.

In the quasi-public sector, the biggest problem is the issue of remuneration changes in light of the decrease in financial revenue volumes about the subsequent decision making of reduction of benefits, guarantees and premiums. In this case only the policy of loyalty to the employer built up over years, and commitment to the profession can help maintain an admissible level of employee involvement, as well as to retain highly qualified specialists.

In the private sector, the biggest difficulties are also linked to the alarming sentiments about the future, introduction of new control systems, digital culture, and new interaction skills training.

Table 14 Top-5 difficulties during the pandemic in a sector breakdown

	Public sector	Quasi-public sector	Private sector
Personnel administration (orders, transfers, payments)	14%	31%	17%
Internal communication system (communication instruments, anti-crisis communications)	14%	14%	20%
Employee's social well-being (involvement, concern, preparedness for the new work format)	55%	26%	34%
Personnel's adaptation to new work conditions	34%	23%	23%
Compensation and benefits (need for a reconsideration of the remuneration system)	14%	40%	20%
Performance assessment (HR-processes efficiency, introduction of new control systems)	21%	31%	26%
Ensuring safety at the workplace	14%	26%	14%
Interaction with top management, support for strategic management decisions	17%	9%	9%
Socio-labor relationships (downsizing, dismissals, social tension)	14%	20%	11%
Education (introduction of new forms of education, strategic education of new work skills)	21%	17%	23%
Development of new HR-metrics	3%	0%	6%
Recruitment and remote hiring	17%	6%	11%
Shaping new digital corporate	10%	9%	23%

culture			
HR-brand positioning	7%	3%	14%
Budget. Personnel costs optimization	17%	0%	14%
Health maintenance and optimization of the physical state in the current period	24%	34%	14%
Other	0%	3%	0%

The issue of the risks of mass downsizing is tested in the framework of the study, almost one third of organizations noted a high (22%) and very high (4%) probability of personnel downsizing due to the coronavirus pandemic, most likely, this high probability in the public sector is linked to the announcement made by the President of the Republic of Kazakhstan K. Tokayev [17] in the same time regarding the planned 10% reduction of civil servants in Kazakhstan.

Table 15 Risks of mass downsizing due to the coronavirus pandemic

	Private sector	Quasi-public sector	Public administration
Very high	2%	0%	2%
High	4%	4%	14%
Low	14%	14%	13%
None	10%	9%	5%
Find it difficult to answer	1%	3%	3%

Digital culture

The failure of hierarchical governance culture, transition to remove working require demonstration of new competences, among the executives as well, based on trust and preparedness for self-learning of new interaction technologies.

Business digitization is becoming more than just a trend, a required condition for a company's existence on the market: this is acknowledged by most executives in developed countries. Digitization requires development of digital culture in collectives, particular behavior models and an approach from employees to digital technology usage, horizontal and vertical integration.

Global tendencies [18]

90% of executives admitted to have launched the digital transformation, 84% consider that in the next 5 years, for the organization to survive, their business will need digital transformation and only 3% have fully completed the digital transformation in the entire company

Russia – Kazakhstan

90% of surveyed Russian organization employees are techno-pessimists and consider that technologies create more problems and harm, instead of

solving them. However, 44$ organizations have a strategy in the field of digitization.

In Kazakhstan only 9% of organizations introduced digitization. Most of the organizations have partially implanted separate digital projects.

Table 16 Level of digitization in Kazakhstan.

	Kazakhstan	Public sector	Quasi-public sector	Private sector
We have conducted a digitization of all processes	9%	14%	3%	7%
Partially introduced separate digital projects	56%	69%	66%	33%
Conducting automatization, considering what can be done regarding digitization	20%	14%	14%	33%
Conducting automatization. Automatization is currently irrelevant for us (lack of budget, opportunities)	10%	3%	14%	13%
Nothing is automatized yet	5%	0%	3%	13%

70% of organizations have a digitization strategy, wherein 15% have it presented in a separate document.

Table 17 Digitization strategy

	Yes, a separate strategy is developed	Yes, it is part of the overall strategy	No
Public administration	17%	51%	14%
Quasi-public sector	24%	59%	10%
Private sector	3%	57%	32%
Total	**15%**	**55%**	**17%**

When analyzing the table, it is important to consider the low level of digital literacy of the study participants, particularly of the executives, not every IT novation carries digital transformation in itself.

Also, the lack of digital skills, as well as usage of outdated IT-applications are a common relevant problem that quasi-public and public sectors face at a higher extent as compared to the private sector.

It should be noted that the quasi-public and private sectors indicated a set of other problems, such as budget planning difficulties and scales needing change.

Table 18 Main Digitization barriers

	Kazakhstan	Public sector	Quasi-public sector	Private sector
Corporate culture and values	6%	8%	0%	10%
Outdated IT-applications	31%	34%	34%	23%
Lack of necessary skills	22%	23%	31%	13%
Lack of a clear executive vision	18%	23%	7%	23%

In the study participants' opinion, after the pandemic most organizations will pass to a completely different work format, requiring a reconsideration of all HR-processes, thus 1 in 4 specialists or 25% of the quasi-public sector and 15% of the public sector plan on working remotely

Best practices applicable during the pandemic

As it has been mentioned multiple times – the pandemic caught everyone by surprise and left no choice but to accelerate previously stuck processes. Moreover, coronavirus created a number of challenges, which had to be overcome independently. From the results of work during the coronavirus outbreak the following practices, which had the most positive influence on the success of overcoming the crisis, have been determined:

- **strengthening internal communications:** mailing from executives, constant information updates, data synchronization among all employees – uniform communication;
- **trainings**, aimed at mastering stress management skills, working in conditions of uncertainty;
- **retraining and relearning:** new IT-skills, leadership programs on managing distributed teams;
- **adaptational activities**: organization of various courses, masterclasses on organizing a working atmosphere at home, lifehacks and skills on increasing efficiency in new work realities, online-platform using skills;
- **using entertainment content**: application of various marathons and challenges.

Firstly, most representatives noted the critical importance of communication during the self-isolation period. The suddenness of the pandemic and the speed of social distancing created a lot of problems.

Informational vacuums appeared, that were filled with concern and alarm, a feeling of loss of certainty and obscurity about the future. Because of this, organizations' HR managers, especially those of large quasi-public and private companies, introduced a daily practice of maintaining active communication activities. In their opinion, one of the main factors of successfulness is an open dialogue and setting the entire personnel on the same wave, which can also be achieved by internal communications. As such, companies tried to maintain permanent connection with their employees. Among them, a periodical mailing from the senior executive to all employees was carried out, newsbreaks were created and updates of the current status and the organizations movement trajectory. This instilled a sense of unity in the employees and let them know that the company is in a constant connection with them.

Secondly, a priority issue for field experts turned out to be adapting the personnel to new work conditions. The change of setting, as experts say, blinded the vision of checkpoints and impeded the upbuilding of a well-functioning work system in new realities. The final goal target with just as efficient employees, working from home, seemed unattainable and caused skepticism among a lot of the interviewees. In the framework of this series of interviews, the gradual employee adaptation practice through organizing and carrying various activities out, can be highlighted. Periodical mailing with useful and motivating information, marathons and challenges, stress management trainings and informal meetings on online platforms were all used. Gradual adaptation of the employees to a new work style with partial attendance or in "online" mode was successfully achieved thanks to the before-mentioned measures aimed to maintain and support team spirit and unity.

In a deeper investigation of these practices it is necessary to highlight the successfulness of conducting various trainings for the employees. In particular, quasi-public field experts mentioned the practice of conducting stress management trainings. In this training, groups of both medium link managers and ordinary employees were selected. The goal of such trainings is developing and increasing stress resistance. Organizers in the form of company's HR-services tried to help employees in mastering such skills and recognizing and eliminating possible causes of stress, techniques of overcoming stress situations, and skills of stress prevention in real life and at work under quarantine measures. Specialists' expert assessment suggests an improvement of employees' emotional condition and an intra-collective ecosystem overall.

As it has been said above, experts agree on the essential significance of strengthening internal communication. Thus, during quarantine, one of the main tasks according to experts is supporting team spirit and personnel unity. A lot of work has been done to support constant contact with employees to achieve the set task. A weekly mailing from the senior executive with information regarding company's current state and future plans has been introduced in a number of

companies. In between these mailings from senior executives there have also been different articles with new rubrics for the pandemic period that were sent out. The content in these rubrics was informative-explanatory as well as entertaining. It is noted that some companies made a picture-collage with the "#iamatwork" hashtag, where they were sitting at home in a business outfit on top and home clothing on the bottom. This approach with internal communication activities allowed to unite the collective and successfully pass through the crisis caused by the pandemic.

Along with this, experts also practiced an individual approach to the company's key employees. Having a lot of experience and people skills, some HR experts performed coaching roles, which helped people overcome their fears and doubts, find a way out of the situation that built up. Support with adaptation to new realities ranging from recommendations on organizing your working space to basic skills of using online platforms such as zoom, Microsoft teams, planner, miro etc. was done in parallel. The abundance of applications and need to master new skills instilled fear on a lot of people, but by using adaptational courses a solution to this problem has appeared.

The series of profound interviews has also allowed to evoke practices that played a negative role in overcoming the crisis. According to the analysis of experts' opinions, the weakest HR practices can be evoked on two opposite directions: absolute control and complete disregard of the personnel.

In the first case, distrust from the direction to the employees, who transitioned to remote working, was observed. In some organizations a constant monitoring of the employee's activity, where he would not only need to turn the computer on but also actively make use of it, was conducted. Interviewees stated that this approach was not well taken by the employees and caused irritation to some extent.

In the second case, a wrongful arrangement of priorities and/or resource allocation is observed. HR experts note that in some companies the issues of supporting employees during the crisis were not even considered, and personnel services were occupied with issues of reducing company's costs – organization of furlough, furlough with no pay, reducing work hours/salary etc.

4. Problem analysis of HR processes in the Republic of Kazakhstan

In order to analyze the level of maturity of HR processes, the criteria and indicators for assessing the level of maturity of HR processes, as well as indicators of the efficiency of HR work, have been determined. On the basis of which the maturity level of HR processes in domestic organizations of private, public and quasi-public sectors was assessed.

In order to form a conceptual apparatus for studying the key issue of the investigation, namely assessing the maturity of HR processes, industry experts proposed several formulations, including derivatives that define the concept of maturity of HR processes:

"...The maturity of HR processes is when all 24 HR standards work effectively at 100%...";

"...The maturity of HR processes is when an HR in a company helps business to make better decisions...";

"... The maturity of HR processes is when responsibility for performance is shared with the business...";

"... The maturity of HR processes is the ability to respond to challenges, find solutions, increase the value and value of human capital...";

"... The maturity of HR processes is the ability of staff to work effectively, attract the best and retain the best...";

"...The maturity of HR processes is the level of transparency, availability of information, automation and orientation towards international standards...";

"...The maturity of HR processes means happy employees and satisfied managers...";

"...The maturity of HR processes is an ecosystem where each area complements the other and serves the business and employees...".

As can be seen from the answers, most experts synchronise (unite) on the idea of the presence of certain processes, their advancement and automation with the achievement of organizational goals, readiness for external challenges, and also link them to the social wellbeing of employees.

At the same time, there are some differences in terms of industries. For example, while for the private and quasi-governmental sectors, the maturity of HR processes contributes to the achievement of the organization's business goals and to the formation of an ecosystem of mutual satisfaction, for the public sector, the maturity of the HR service is more related to ensuring uninterrupted HR administration.

In general, a difference in terminology should be noted, while for the private and quasi-government sectors the international terms "HR Department" or "HR Manager" are more commonly used in HR management - Human

Resources Management - human resources management, including not only administration, but also the process of development, strategic planning aimed at achieving business results, the public sector is more frequently used - Human Resources Service - more associated with operational activities or HR administration, etc.

Public governance

Human resource management in the public sector has its roots back in the Soviet times. Compared to other sector which were presented in this study, this sector had a rich history and developed traditions on work with personal in the public service This opinion was expressed by almost all participants in the in-depth interview. It is important to note that eminent specialists with many years of experience, whose activity begins from the first days of independence of our country, took part in the discussion about the personnel service. This allowed them to perform a deeper analysis of the object of the studies from its origins to the present day.

As the analysis of discussions conducted with the interviewees shows, today we can observe significant changes in the personnel policy of the civil service, especially on accounts of personnel management and the consolidation of innovations in this area at the legislative level. A significant part of the research participants talks about the advantages of introducing the E-Kyzmet system, the implementation of various platforms for online document selection in their departments and agencies. It is also noteworthy that cardinal changes can be seen in the field of meritocracy, the structuring of the personnel service and the assessment of the activities of the civil servant in general. The gradual transition of the public personnel service into the HR form of governing workers in Kazakhstan also should not be overlooked.

Results of the qualitative analysis allowed to identify positive, as well as negative trends in the current development of the personnel service in the public sector. We suggest, first of all, list positive transitions in this area. According to the participants of the study, the introduction of the "E-Kyzmet" system in the public service had made the job of the personnel officers much easier, i.e it allowed to reduce the levels of bureaucracy and copying the work of the colleagues, also shortening the time taken to perform certain tasks in the workplace.

"We have worked in the E-Kyzmet system for a long time, it's automated, a bit raw, but a lot of processes made our work much easier."

It should be noted that an introduction of the new meritocratic policy, where two ways of applying for the public service and establishing a career growth were suggested. The first way means the inner-growth of the worker, while positioning means someone external taking the role which has freed up.

"... Over the past 3-5 years, change has been taking place in the civil service. We have now moved onto a career model. In general, the civil service is divided into a career one and a positional one ... "

The most important transformation of recent years in the field of public service is the centralization of the structure of the personnel service at all levels. According to the experts, this step was made in order to combat corruption in the public sector of human resources management. Changes of this kind have taken place not only at the highest echelons, but also at the local level.

As many experts have noted, the key target indicators for the current year the aspects such as: increasing the efficiency public officials' efficiency, ensuring the well-functioning of state bodies, following the principles of meritocracy when appointing executive positions, and maintaining a low turnover percentage and staff liquidity in the field. "…

Despite the positive feedback, the interviewees also noted the shortcomings of the ongoing changes in the personnel sector. First of all, experts still insisted on the definition of the term: personnel officer or HR.

"... HR is more independent, and the concept of personnel service remains in the public sector, because the personnel service does not make decisions, it only executes the decisions of the management, formalizes decisions…"

According to some of the interviewees, even though fundamental changes are taking place in the public sector, "the personnel service remains being an echo of the Soviet times. Today specialists are perceived by managers as a personnel clerk, who draw up vacation pay and print orders. There is no opportunity to provide recommendations, discuss strategic plans in the field of human resources, defend HR plans and consider other important issues with the leadership of the state apparatus ... "

"... Today we are now" a reader, and a reaper and a gamer on a pipe ... "

Secondly, the participants' complaints concern a new trend in the field of personnel services - centralization, which led to a complete loss of autonomy. As noted by experts, this "coin" has two sides and today the preponderance is in the direction of deterioration of the activities of personnel in the field. Thus, the centralization of existing business processes affected all aspects, from selection and appointments to managerial positions, to sending an ordinary employee on a business trip or vacation. This process reaches extreme levels of absurdity when minor administrative issues need to be coordinated with the higher echelon, which is time-consuming and leads to inefficiency of all activities. The survey participants believe that centralization is important in the fight against corruption, but some functions could be left to local specialists and more autonomy can also be granted.

"... Even to send a person on vacation must be coordinated with a higher center. There are situations in which a person needs a vacation now, in a current period, it's a problem, it needs to be coordinated. It goes through the echelons... "

Thirdly, the issue concerns the assessment and certification of public officials. In recent years, a system of key indicators for employees has been introduced, according to which the work of personnel is assessed, and about his/her effectiveness in general is made. According to the participants of the discussions, formalism and subjectivity prevail in this process. The certification of the workers, where contradictions are observed is a matter of its own, and it should not be overlooked. As an example, the expert cited the following case: those who, over the past 3 years, received an unsatisfactory assessment in their activities, pass certification. That is, a certain specialist can infinitely pass assessment with a mark of "good" and not obtain certification for being suited for his/her position, obviously, there can be no talk of motivation for further growth or retraining; or a personnel officer may receive a low grade due to the head moving to another department or another field of activity, in other words, the specialist is punished for the career growth of his superiors. Last but not least are the factors that create favorable conditions for patronage and bribery when it comes to both assessment and certification.

"... They come to sit out the next chair. He was the head of the department, he comes to us as a deputy and then goes further, some rich kid, especially the young ... "

The fourth problem also lies within the public service specialists themselves. As noted, most workers do not seek development and lead a rather inert lifestyle. At times, personnel officers have to force a specialist to take part in training programs and refresher courses.

Fifth, the participants said that in their organizations, various surveys and questionnaires were conducted among the personnel and, as usual, they relate to the issues of employee satisfaction with relations with managers and working conditions in general. However, there are complaints about the quality of the questionnaires, the survey processes, and the lack of any feedback on completion of the study. In most cases, reports of this nature continue to gather dust on the manager's shelves. And in rare cases of involvement of management in the consideration of the results of the study, they forever maintain a status of simply being "of interest."

Despite significant positive changes in the public administration system, according to experts, the assessment of the maturity of HR processes in the public sector scores 3 out of 10 points.

A quantitative analysis of the assessment of the maturity of HR processes will be presented below.

Quasi-public sector

HR direction in the Quasi-public sector, first and foremost, distinguishes from comparable sectors in its' size. Notable strengths include high degrees of professionalism, significant experience in the area of managing human resources and strong networking among specialists if the given area. In general, our participants put the questions of systematism and automatization of all processes into the term of maturity. It's important to note, that according to experts, when compared to the experience of neighbouring countries (Russia, Ukraine, and etc), our companies are far behind their neighbours and there still exists a large frontier of work in this area.

"I think that in the past three years, HR has made great progress, and I really like it when the youth says "I want to be in HR" – i.e not personnel officers, not payment economists, as they would say before, but HR."

As results of qualitative studies have shown, a significant part of interviewed were united in their opinion that in the recent years in Kazakhstan, positive trends in the HR area in all sectors of the economy and public service can be observed."

First of all, until now, there was a complete absence of a mutual understanding between HR and management of the importance of the first in the uninterrupted functioning of the organization. With the appearance of the coronavirus pandemic, some companies began to develop a distinguishable significance of the HR department for the firm, as a result of which they were finally noted by the top-executives. However, for most firms this issue is still persistent.

Secondly, experts talk of the growth of competencies and professionalism in the representatives of the personnel service, but they also talk of the key need of deepening this direction. The matter of the problem is that the lack of certain skills and an insufficient proactiveness block the development of full trust of top managers when it comes to matters of strategic leading.

As a result, from the problem of insufficient competence and activity of HR, comes a problem of low interest and involvement of the management in taking part in "correct" personnel management.

According to the experts, the assessment of **the maturity of HR processes in the quasi-public sector scores 5 out of 10 points**

Private sector

HR representatives from the private sector were also one of the objects of this survey, who willingly shared their experience and actively participated in the qualitative part of our survey. It is important to note the heterogeneity of the private sector; SMEs (small and medium-sized businesses) as well as large private sector organizations with a large branch office part took part in the study. The level of development of such organizations differs significantly. In

small private organizations, HR functions are often assigned to the first manager and the conclusion of HR administration, while large private organizations, especially those in the financial and IT sectors, have separate HR services with dedicated staff units by area.

In general, the formation and development of HR in the private sector can be described as a process of HR specialists' continuous and continuous mastery of new methods of effective human resources management due to changes taking place both in the internal and external environment of their organizations. It should be noted that today private companies employ specialists who once started their careers in various sectors of our economy and have managed to accumulate a wealth of knowledge, skills and experience in HR management. Today, these HR professionals bring new trends and changes in the development of HR in Kazakhstan through their daily work and new field practices.

Many participants in the in-depth interview noted that at present the level of maturity of HR processes in Kazakhstan can be assessed as "average", emphasizing that it is necessary to take into account the diversity of HR functionality levels in different industries and companies in the country.

"...There is certainly development, we are moving forward, it is very much facilitated by the opportunity to meet at the sites, discuss, look at the achievements of the world companies...".

It should be said that the majority of interviewees agreed that the maturity of HR-processes can be understood as systematized work and process automation, as well as personnel management, taking into account the best practices in the world. Organizational aspects are also important, i.e. how introduced, prescribed and implemented the processes at the workplace. At the same time, there was a comment about the importance of understanding HR processes by all participants and stakeholders in the company. It is important to note that many private companies have been implementing a project for automation and robotization of HR administration for several years, as well as plans to further digitalize HR functions. At the same time, HR experts from the private sector also noted the problems that hinder the development of HR processes.

Firstly, interviewees spoke about the great bureaucracy and pure formalism of procedures. In the private sector, HR representatives are not expected to be active except for HR work. The problem of restricting the function at the mental level and management's unpreparedness leads to a real limitation and zero additional efforts on the part of experts.

Secondly, according to experts, in recent years they often hear complaints about the lack of an appropriate system of recognition and praise, feedback, transparency of meritocracy processes, as well as a sense of involvement in the

common cause. Returning to the trend of changing generations and values, we can conclude that in the near future HR services in the private sector will need to be reformatted to meet new requirements.

Thirdly, it was repeatedly noted that there is a shortage of professional, including certified specialists. For example, this problem is clearly expressed in the moments of work with the results of sociological surveys and studies. Separate specialists in change management, internal communications and corporate culture should be envisaged for these purposes. And with the current situation with human resources loaded with operational work, the development of HR processes is out of the question. Since, individual role units cannot influence the whole process on a large scale; they can solve something point by point, but not in a complex way.

According to experts, the assessment of maturity of **HR processes in the private sector is - from 4 to 7 of 10 points** depending on the level of development of the organization.

According to the Methodology under testing, it is proposed to use the following formula for quantitative analysis of the maturity of HR-processes. The methodology is based on the possibility of a comprehensive assessment of indicators of maturity of HR processes, taking into account the views of three parties (head of the organization, employee, HR-head). Such a Methodology will identify gaps in expectations of HR practices.
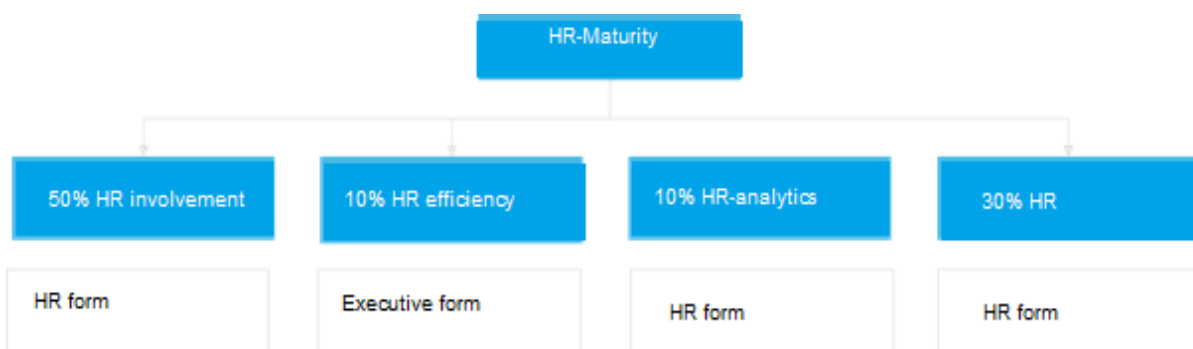
Figure 11 - How to calculate the HR Maturity Level index

Personnel Involvement Index

As can be seen from the formula, the key component of the maturity of HR processes is the personnel engagement rate. In the modern theory of human resources management, involvement is said to be the point of assembly of the entire HR system, which includes working conditions, remuneration and motivation, career opportunities, performance evaluation and much more. A detailed description of approaches to assessing personnel engagement is

provided in the relevant section of this Report. This indicator is assessed by the organization's employees.

Efficiency index of measures taken

The second component of determining the maturity of HR processes on the recommendations of experts suggests the use of the "Readiness of organizations to the challenges of the external environment," that is, to determine how effective and resilient organizations are to external crises, such as the coronavirus pandemic, as far as HR services are proactive and consistent with the strategic development of the organization. This indicator is assessed by the first head of the organization.

Level of application (automation) of HR-analysis

The third component, taking into account the recommendations of international experts (from the recommendations of the Academy of Jh. Berzin) is to assess the extent to which Kazakh organizations use HR-analysis for management decision-making. The assessment on this indicator is made by heads of HR-services.

Level of development of HR-processes in the organization

The fourth factor that determines the level of maturity of HR processes, it is proposed to introduce a self-assessment of the development of HR processes, according to the heads of HR services.

The final index of HR-processes maturity should be interpreted on the following scale.

Figure 1 - Scale for assessing the maturity of HR processes
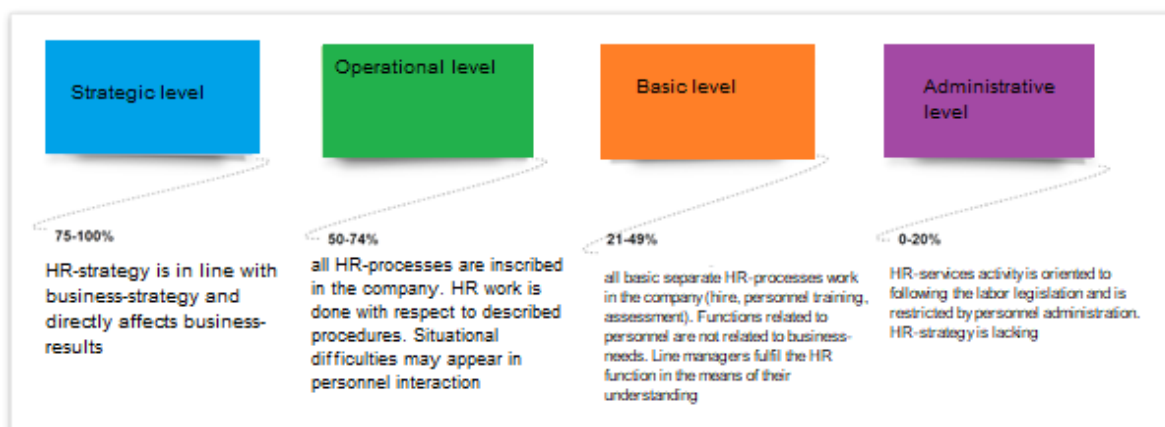
Assessment of HR processes maturity by sector demonstrates the following picture.

Table 19 Evaluation of the maturity of HR processes

Sector	Personnel involvement	Effectiveness of measures	Level of the use of HR analytics	Level of development of HR processes	Index of the maturity of the HR processes
Public governance	62%	84%	44%	31%	53%
Quarterly public sectors	62%	45%	41%	31%	49%
Private sector	76%	68%	43%	33%	59%
In the Republic of Kazakhstan as a whole	**65%**	**67%**	**43%**	**34%**	**54%**

As can be seen from the table, the level of maturity of HR processes ranges from 49% to 59% and corresponds to the boundary level between the "Basic" and "Operational" levels of maturity, which indicates that the company has declared almost all major HR processes. HR work is reduced to compliance with the described procedures. There can be situational difficulties in personnel management, additional consulting is required. HR functions are often not related to the strategic goals of the organization.

Statistical analysis of HR processes maturity has a slightly different final assessment in comparison with the opinions of experts in the industries, except for the quasi-state sector, for which the assessments coincide.

Public governance

The final assessment of the maturity of HR processes is 53% and corresponds to the lower threshold of the operating level.

At the same time, according to industry experts, as well as self-assessment of HR managers, the level of maturity of HR processes should be 3 points out of 10 or 31% respectively.

A detailed analysis of the components leads to the following conclusions, which should be taken into account when interpreting the data:

A high level of self-assessment of the effectiveness of measures taken and the level of development of HR services on the part of heads of government agencies, including first heads, vice-ministers, akims and their deputies who participated in the study.

3.   Probably, it is connected with the fact that the survey of managers was conducted by administrative assignment and coordination on the part of the Agency for Civil Service Affairs of the RK, which could influence feelings of respondents, without taking into account independence and confidentiality of data required for evaluation studies.

4.   Possibly, because significant results of the ongoing reforms (implementation of the project approach, automation of processes) became

visible, which allows comparison with the previous level and subsequent high positive assessment. It should be noted here that according to the in-depth interviews, the quasi-state and private sectors, when determining their level of maturity of HR processes, compare it with international practices, and the public sector with how the HR service has changed over the past 5-10 years, i.e. with itself in retrospect.

Despite somewhat contradictory results, all experts agreed on positive changes in the public sector's HR management.

Quasi-public sector

The final assessment of the maturity of HR processes is 49% and corresponds to the transition threshold between the Operating and Basic levels.

In interpreting the data, it should be noted that both top managers and HR managers assess the efficiency of HR processes, their proactive nature and compliance with strategic goals at approximately the same level, 25% and 31% respectively.

Compared to the private and public sectors, given the available resources and access to international best practices in the area of human resources management (foreign consulting, corporate governance, availability of independent directors), the question arises about the effectiveness of the practices applied and the effectiveness of the management model in general.

Private sector

The final assessment of the maturity of HR processes is 59% and corresponds to the Operating level. Statistical analysis is somewhat lower than expert estimates, which is due to the heterogeneity organizations participating in the survey.

It is noteworthy that the final assessment of the maturity of HR processes is influenced by neither the self-assessments of top management and HR managers, nor the level of employee involvement, which is a clear advantage in comparison with the surveyed sectors. Exactly, employee involvement based on trust in management decisions and high productivity due to competitively oriented activities allow organizations to cope with the challenges of the coronavirus pandemic.

The maturity of HR processes is most clearly presented by industry and enables the Rating of HR Processes Maturity.

As can be seen from the analysis, the lowest HR Processes Maturity Rating is presented in Healthcare and Social Services, which may be additional evidence of the low efficiency of the health care system during the Coronavirus Pandemic. Despite comparatively average assessments of the level of employee involvement, it is the effectiveness of measures taken that determines the leadership, organizational competencies of management, the proactivity and

flexibility of HR processes, which include both ensuring the safety of employees and providing consulting support to management based on international best practice, that received negative assessments.

Table 20 Evaluation of the maturity of HR processes by sectors

Ranking	Domain	Personnel involvement	Measures efficiency	HR-analytics level	Development level	HR-process maturity level
1	Information and communication	81%	58%	63%	52%	68%
2	Financial and insurance activity	77%	44%	33%	39%	58%
3	Industry	74%	64%	41%	32%	57%
4	Wholesale and retail sales, automobile and motorcycle repair	72%	68%	32%	36%	57%
5	Agriculture	70%	65%	42%	32%	55%
6	Construction	67%	63%	75%	23%	54%
7	Public administration and defense	61%	84%	44%	33%	53%
8	Professional, scientific and technical activity	66%	60%	36%	31%	52%
9	Transport and warehousing	58%	48%	47%	36%	49%
10	Accomodation and food	63%	55%	33%	29%	49%
11	Education	51%	100%	44%	23%	47%
12	Healthcare and social services	63%	-11%	25%	36%	44%

The lowest level of employee involvement was demonstrated by the Education sector, which indicates that the working conditions, motivation and development of employees do not contribute to the full commitment and willingness of employees to demonstrate themselves in their work. It is noteworthy that all factors of involvement, including working conditions, loyalty and internal communications, have shown simultaneously low values. In practice, communication and relationship factors often have more positive feedback from respondents. This may be an early call for a possible outflow of strong specialists from the education system. The deep reasons for the low involvement of employees in the education system require further research.

The use of analytical information for management decision-making is also the lowest in the health and social services sector. Negligence in the use of analytical information for health and social services is extremely utopian and has serious consequences in terms of continuity, forecasting and development of human resources in the industry.

The highest level of assessment of the maturity of HR processes is expected to be recorded in the areas of "Information and Communication" and "Financial and Insurance", which corresponds to international trends.

Nevertheless, in almost all organizations the level of application of HR analytics is recorded at a low level. It can be stated that in most organizations HR analytics is used to meet the needs of the HR department or on a one-off basis at the request of the management, but not for strategic HR management on a permanent basis.

HR-analysis integrated with business is partially present only in the field of "Construction", as well as in organizations "Professional, scientific and technical activities".

In order to consolidate methodological approaches in determining the maturity of HR processes, a correlation analysis of factors influencing the maturity of HR processes was carried out, and a strong correlation degree was determined in 7 out of 9 indicators under study. Thus, the higher the level of maturity of HR processes, the higher the level of trust and involvement of employees in management, as well as their satisfaction with the development of the organization.

Table 21 Correlation of factors of maturity of HR-processes

		Correlation coefficient	Interpretation
1.	Involvement of VS management confidence	0,88	strong
2.	HR maturity VS loyalty	0,87	strong
3.	HR maturity VS satisfaction with the development of the organization	0,87	strong
4.	HR maturity VS satisfaction with working conditions	0,82	strong
5.	HR maturity credibility with management	0,79	strong
6.	HR maturity of VS communication	0,79	strong
7.	HR maturity VS reward management	0,67	average
8.	HR maturity VS effectiveness of measures	0,30	weak
9.	HR maturity VS HR analytics	0,27	weak

Detailed analysis of the components of the maturity of HR-processes is presented in the respective parts of the Report.

4.1. Comparative analysis of HR service performance by sectors: public, quasi-governmental and private

Since HR activities include both service and strategic functions, this section proposes to evaluate the effectiveness of the HR service as a whole.

As part of the survey, employees were asked to select several statement options suitable for characterising HR work in their organization. The most frequently chosen answer was "I understand who to contact about HR issues" - 38%. 34% of respondents chose the answer about their satisfaction with the speed of HR service decisions. The relatively least popular answer was the statement "I am satisfied with the level of understanding of staff needs" - 25% of respondents.
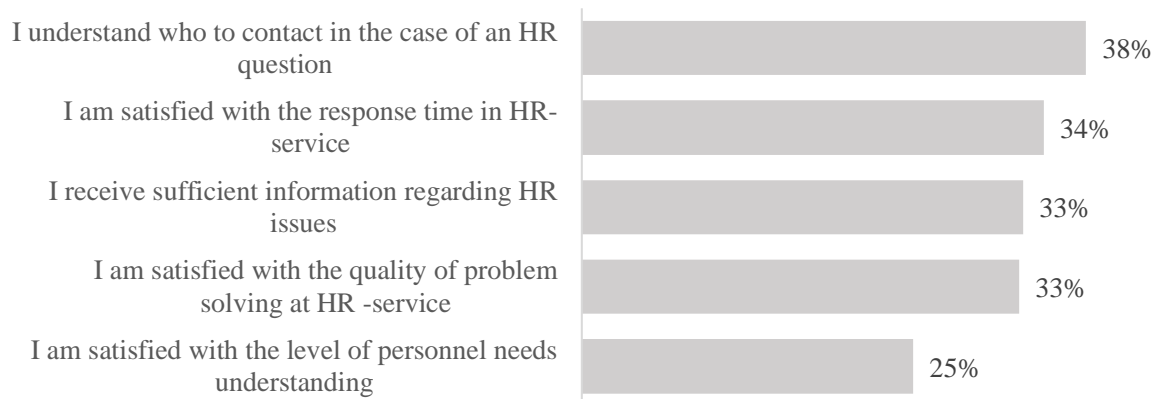
Figure 13 - Partial analysis of HR-service's work evaluation

The survey toolkit allows us to assess the effectiveness of the HR service at the moment, as well as the effectiveness of changes over the past three years. At the same time, it is proposed to perform a comparative analysis of HR service efficiency in the opinion of employees and managers of the organization, which will make it possible to identify gaps in the understanding of HR service efficiency between management and employees, as well as to determine whether HR corresponds to the strategic goals of the organization.

Table 22 Evaluation of the effectiveness of the HR-Service (index)

Sectors	According to the employees	According to linear managers	According to the opinions of top-executives
Public	69%	60%	82%
Quasi-public	58%	52%	86%
Private	59%	60%	77%

The table above shows that senior management in all three sectors gives higher scores on the performance of the HR function compared to the opinions

of employees and line managers, which can be used as evidence that the HR function is in line with strategic goals or that it is focused on meeting the needs of managers. The quasi-public sector's assessments of employees and line managers looks more critical.

This picture is somewhat controversial, and the application of common standards in human resources management is based on fairness and meritocracy should have similar assessments for all categories of personnel without exception.

In order to investigate the effectiveness of the HR service in more depth, the matter of satisfaction with the development of the organization as a whole has been tested.

At a time of the crisis, the attitude of top and middle management look a little worrisome, with an average of one in five people not satisfied with the development of the organization.

Table 1 Satisfaction with the current development of the organization

	In the opinion of employees	In the opinion of linear executives	In the opinion of top executives
Completely satisifed	56%	29%	31%
Rather satisfied	29%	43%	42%
Rather unsatisfied	7%	18%	14%
Completely unsatisfied	3%	5%	6%
I find it difficult to answer	5%	6%	8%

The verification question about the activitiy of the organization in the past three years, according th employees and employers, confirms the general sense of the occurring econmic downhill, as up to 21% of employers and up to 24% of employees indicate the decline in the activity of the organization along with the sudden worsening in the period of the pandemic.

In the meantime, it's noteworthy, that positive evaluations of an growth and development of the organization in the past three years are predominatly made by employers, being more than doubling positive evaluations of employees.

Table 24 Satisfaction with the development of the organization in the last three years in the Republic of Kazakhstan

	According to managers	According to employees
Organization is going through the period of increased productivity	39%	19%

Organization works in a stable and steady manner	34%	51%
Organization goes through some downhill in its activity	16%	19%
Organization is in a canned state	0	3%
Organization has existed for less than 3 years	6%	2%
Sudden worsening related to the pandemic and undertaken regulations	5%	5%
Other	0	3%

In terms of sectors, more positive responses are found among first managers of the private sector and public sector.

Assessments of the stable development of the organization are almost equal in all categories of personnel, regardless of the sector, on average being 50%. There are no sectoral differences in the question of a certain decline in performance; first managers and employees in the public sector have comparatively lower scores compared to colleagues in the private and quasi-public sectors.

The sharp deterioration in the organization's performance due to the coronavirus pandemic was felt most strongly by line managers in the quasi-government sector.

Table 25 Satisfaction with the development of the organization in the last 3 years by sectors

	Public sector			Quasi-public sector			Private sector		
	Top tier manager	Linear manager	Employee	Top tier manager	Linear manager	Employee	Top tier manager	Linear manager	Employee
Organization is going through the period of increased productivity	28%	23%	19%	27%	16%	17%	34%	22%	16%
Organization works in a stable and steady manner	55%	41%	50%	53%	47%	49%	50%	47%	55%
Organization goes through some downhill in its activity	9%	21%	16%	11%	21%	21%	10%	21%	21%
Organization is in a canned state	1%	3%	2%	3%	5%	4%	1%	1%	1%

Organization has existed for less than 3 years	3%	8%	6%	0%	1%	1%	1%	1%	1%
Sudden worsening related to the pandemic and undertaken regulations	3%	3%	4%	3%	9%	5%	4%	5%	3%
Other	1%	1%	3%	3%	2%	3%	0%	3%	3%

On the whole, the assessment of the improvement of the HR department/compliance unit and the stable development of the organization over the last three years is synchronously consistent.

For example, 78% of HR managers surveyed believe that their performance has improved over the last three years, and 17% believe it has not changed. No significant sectoral differences are observed.

Table 26 Self-evaluations of HR managers on their performance over the last three years

According to HR managers	Sectors		
	Public	Quasi-public	Private
Improved	80%	79%	77%
Declined	0%	0%	7%
Didn't change	17%	17%	17%
It's hard to tell	3%	3%	0%

It should be noted that the strategic level of HR development is relatively high. 61% of HR managers advise senior management on all HR issues, 55% participate in strategic management advisory bodies, and 37% participate in the development of the organization's strategy. 77% are involved in the development and implementation of internal documents regulating HR management activities.

At the same time, there is only one HR manager in each of the 5 organizations surveyed, who combines all areas of the work of HR. 66% of HR organizations are independent structural units with dedicated HR functions. D. Ulrich's model with dedicated HR business processes and the introduction of Centres of Expertise, HQS and HRBP and Strategic HR is represented in the 12% of the organizations surveyed.

When it comes to the strategic level of HR, the use of HR analytics, which is a key indicator of the level of strategic decision making, is extremely low.

Table 27 The use of HR analytics

	Public governance	Quasi-public sector	Private sector	Kazakhstan
Tools based on artificial intelligence are used in real time. Analytics is integrated with business.	0%	0%	7%	2%
It is collected regularly and advanced analytical tools are used. The focus of analytics shifts to the company's business objectives	6%	14%	10%	10%
Data is collected on a systematic basis by means of software, a specialist is assigned to it	63%	38%	30%	45%
Data is collected on an ad hoc basis, upon request of management	31%	48%	53%	44%

Experts' assessments as well as opinions of HR managers are unanimous on the fact that it is too early to talk about HR development in Kazakhstan, only 12% of all HR-analysis is focused on the business goals of the organization and integrated with business. Most data is collected irregularly, ad hoc or to meet the needs of the HR department.

Looking at the sectors, a little more development in the management of HR analytics is observed in the private sector, namely, in financial institutions and telecommunications.

HR managers' self-assessments of the level of maturity of HR processes in organizations coincide with the main conclusions about the level of maturity of HR processes in general, when most processes are defined at the basic and operational level.

In this regard, rather high values in terms of the degree and time of participation in strategic management cause a contradictory vision, and it may be necessary to reconsider the criteria for defining strategic HR, which goes beyond HR management consulting and participation in meetings on the organization's strategy.

Table 28 Distribution of answers concerning the level of maturity of processes which HR processes exist in your organization and determine their level of development (maturity), %

	0	0,1	0,2	0,4	0,6	0,8	1
Staff search and recruitment (recruitment, recruitment)	20	17	0	6	29	6	23
Staff retention	29	9	9	9	34	6	6
Managing the employer's brand	40	14	6	3	26	3	9
Corporate culture management	23	17	3	6	40	3	9
Human resource planning	9	26	11	6	31	6	11
Employee welfare management	17	14	6	3	46	3	11
Employee performance management	9	23	3	9	37	6	14
Total remuneration management	17	26	6	3	37	6	6
Adaptation of personnel	6	9	3	11	43	9	20
Training and development	0	9	0	6	46	11	29
Talent management	20	20	3	0	40	11	6
Organizational design	29	17	3	6	26	11	9
Communications management	29	11	3	6	31	3	17
Management of social and labour relations	9	17	3	6	46	9	11
Change management	17	20	0	9	37	9	9
Data management - HR analytics	20	14	6	3	31	6	20

Note:

Absent within the organization	0
At the level of development and implementation	0,1
Regulated by policies, but not always supported by management.	0,2

Established at policy level, but not fully operational (formal)	0,4
Regulated by policies, fully supported by management	0,6
It is working and planned to be automated	0,8
Fully functional, automated	1

The study additionally tested the level of how well HR processes are implemented in the organizations. For example, values and code of ethics in the organization are the most well implemented and usually work-best, while the least advanced are grading and personnel reserve issues.

Table 29 Level of implementation of HR-processes

	Very good, good	Neither good or bad	Very bad, bad	Not implement ed
Established HR Strategy	70%	18%	3%	9%
Code of Ethics	79%	14%	1%	6%
Established values within the organization	82%	13%	1%	4%
Competency Model	68%	22%	0%	10%
Management training programmes	67%	19%	3%	11%
Evaluation of the efficiency of the personnel work, the personnel service	66%	17%	4%	13%
Graduation within the organization	51%	26%	3%	20%
Personnel reserve	55%	26%	7%	12%
Surveys of involvement, satisfaction of personnel	70%	19%	2%	9%
Adaptation programmes for new employees	79%	16%	1%	4%
Are there programmes of work with young professionals or graduates of educational institutions?	65%	20%	4%	11%

It is noteworthy that the public and quasi-public sectors are strongly distinguished by the degree of the implementation of HR processes, which contradicts assessments of the maturity of HR processes in general, and is more indicative of formal declaration, mandatory paper regulation of processes as a step in the process of implementation.

The questions on grading personnel and forming personeel reserves are at the initial stages of implementation for all organizations.

Table 30 The level of implementation of HR processes

	Sectors		
	Public	Quasi-public	Private

	Good, very good	Good, Very good	Good, very good
Established HR Strategy	83%	79%	57%
Code of Ethics	94%	86%	53%
Established values within the organization	91%	86%	67%
Competency Model	80%	79%	43%
Management training programmes	80%	72%	47%
Evaluation of the efficiency of the personnel work, the personnel service	86%	66%	43%
Graduation within the organization	57%	59%	37%
Personnel reserve	51%	66%	50%
Surveys of involvement, satisfaction of personnel	69%	72%	70%
Adaptation programmes for new employees	83%	76%	77%
Are there programmes of work with young professionals or graduates of educational institutions?	71%	76%	50%

4.1.1. Social and labour attitudes and labour mobility

Labour motivation is a complex set of principles and attitudes of employees. It is significantly affected by socio-demographic and socio-psychological factors.

The survey sample included respondents with different length of employment: 32% - over 10 years, 21% - 5-10 years, 36% - 1-5 years, 11% - less than 1 year. Most of the personnel surveyed, according to the sample, are ordinary employees - 62%, 13% are senior managers and 23% are line managers.

34% of managers are women, and there are no clear differences between male and female managers in terms of education, seniority or work mobility.

The salary level for women is significantly less important than that for men. But good working conditions are somewhat more important for them.

Women practically keep up with men in their quest for career and self-esteem. Overall, there are no significant differences between the sexes.

Detailed testing during studies in 2013 and 2020 shows changes in employee preferences. Employees were asked to make a choice between salary and training opportunities, team climate and innovation. In 2013, the importance of salary increases took priority over other proposals. 56% for salary increases against training opportunities, 68% for salary increases against innovations and 69% for the opportunity to earn more than the team climate.
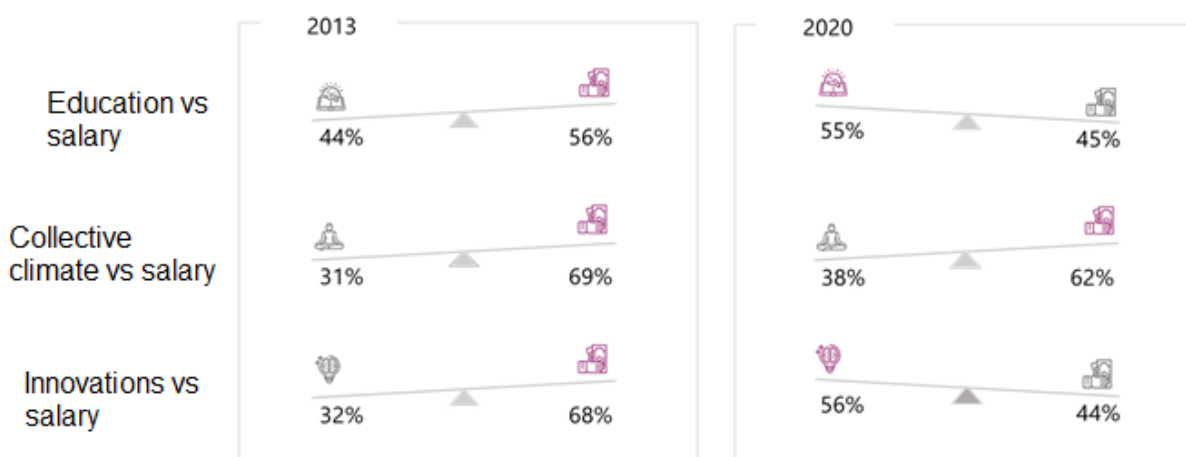

Figure 14 - Situational choice in 2013 and 2020

The situation has changed in 2020. In only 1 out of 3 test cases did the majority of employees choose a 62% wage increase against the climate in the team. More than half of the employees (55-56%) choose training and innovation in the company and are ready to wait without a salary increase.

Salary increase VS qualification

By sector, the choice between remuneration of labour and further training is different. Employees in the public sector tend to choose salary increases before the possibility of training. For example, if representatives of the private and quasi-public sectors choose training as a choice between salary and professional development opportunities, public sector employees will give preference to salary increases.
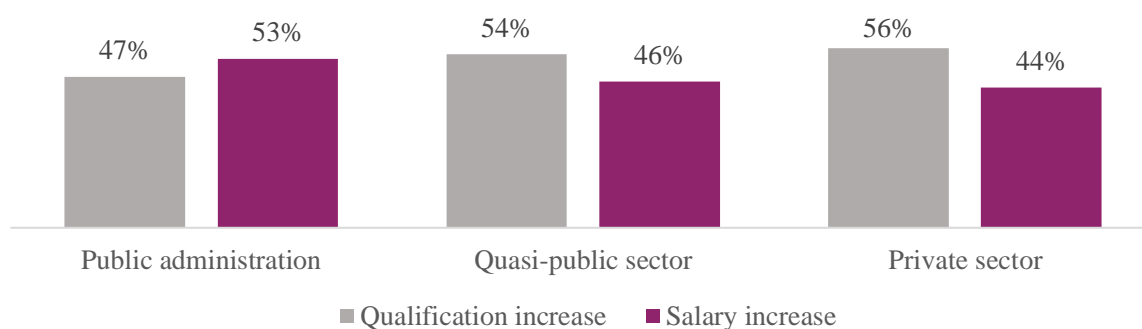

Figure 15 - Choice between the increase in the salary and qualification for groups in year 2020, given by sectors

The younger the respondent, the more inclined he or she is to choose training compared to salary increases. According to the results of the survey, 65% of young employees under 25 years of age choose further training overpay rises. At the age of 25-30, this figure is 59%.

The closer the age of employees is to retirement; the more employees are interested in salary increases. Further pensions will depend on the level of earnings before retirement age. This is a 56-60-year-old group, which in 59% of cases would prefer a salary increase over training. In this age group, only 71% of civil servants would be interested in salary increases rather than training. The results of the survey look consistent.

Table 31 The choice between salary and qualification increases by age groups in 2020

Groups	Qualification improvement	Salary increase
Until the age of 25	65%	35%
26 to 30 years old	59%	41%
31 to 35 years old	55%	45%
36 to 40 years old	53%	47%

41 to 45 years old	53%	47%
46 to 50 years old	56%	44%
51 to 55 years old	56%	44%
56 to 60 years old	41%	59%
61 and older	49%	51%

In terms of industries, construction workers (70%), trade (62%) and agriculture (64%) workers are more likely than others to consider advanced training as a priority than their salaries. Wage increases will be chosen by public service employees (54%) and by employees in the transport and logistics sector (52%).
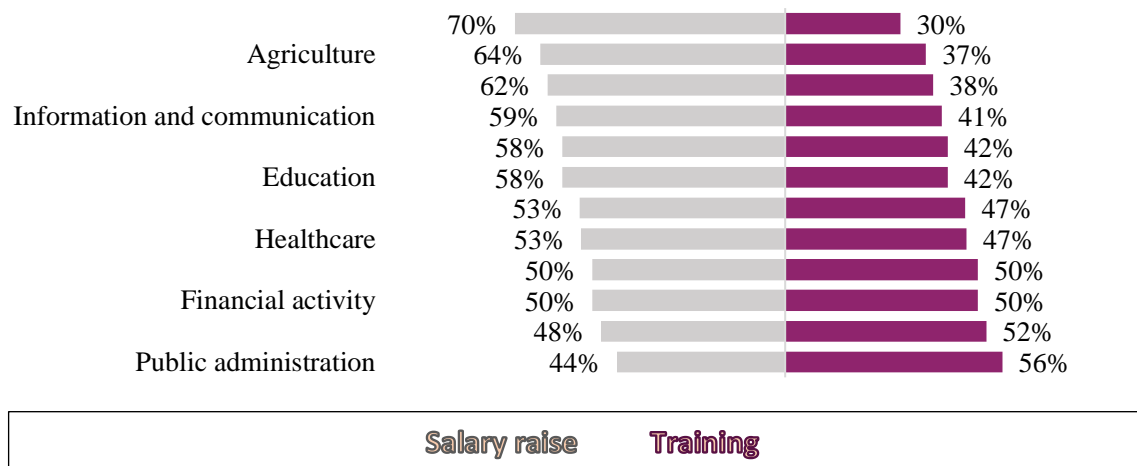
Figure 16 - Choice between salary and qualification increases by industry in 2020

Managers are more inclined to choose training over pay rises than ordinary employees. The proportion of the choice between professional development and salary increases is equal: 59%:41% for managers and 53%:47% for ordinary employees.

Increase in salary VS increase in qualification

There is no significant difference between the sectoral and socio-demographic sections in the dyad of "improving the environment in the team and increasing wages".

Figure 17 - Choice between the salary increase and improving mental health climate in year 2020

There are also differences of 2-3% by sector. In general, employees in all of the sectors favored wage increases over improvements in the psychological climate.
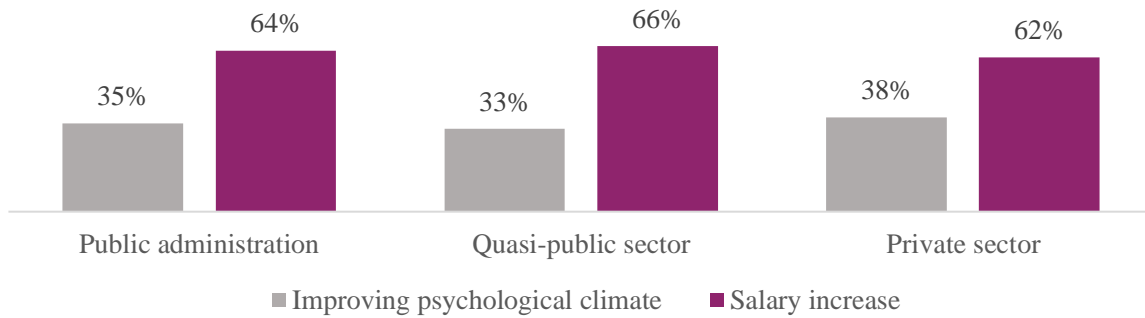
The only thing is that ordinary employees are more in favor of salary increases (66%) than of improving the psychological climate (33%). And managers are more in favor of improving the psychological climate (43%).

Salary increase VS innovations

A more detailed review showed that representatives of the private sector are more likely to choose to introduce innovations (57%) than to increase wages (43%). For comparison, 55% of employees in the public administration sector were in favour of innovations, and 53% in the quasi-governmental sector.
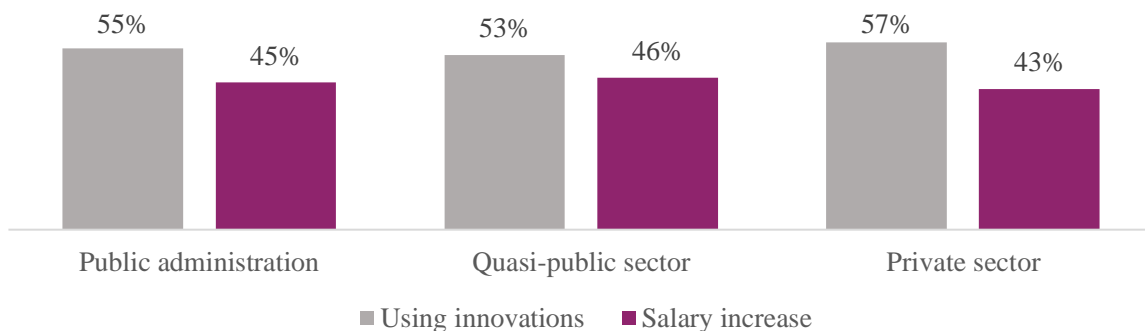

Figure 18 - Choice between the salary increase and implementing innovation in year 2020, by sectors

Employees in the following sectors support innovation more than wage increases: construction (64%), education (61%), information and communication (61%). Employees in the professional and research sector are more likely to choose to receive wage increases.
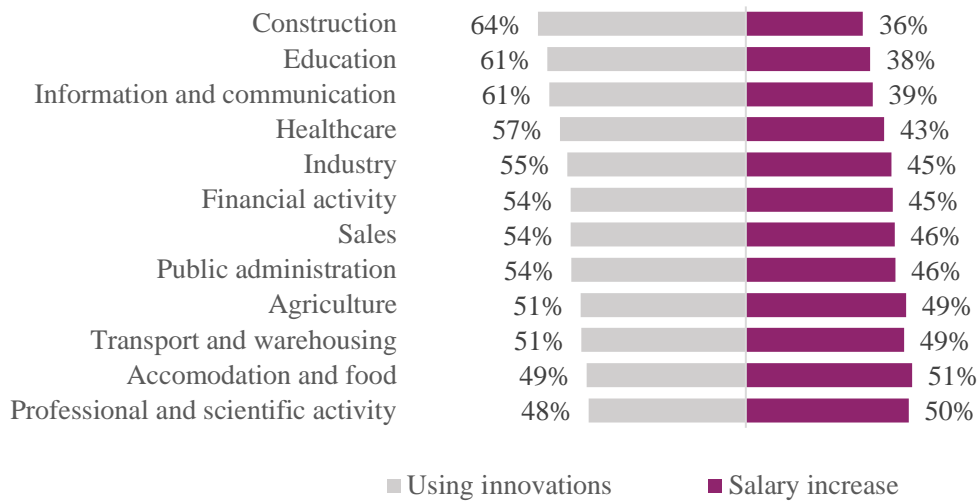
Construction	64%	36%
Education	61%	38%
Information and communication	61%	39%
Healthcare	57%	43%
Industry	55%	45%
Financial activity	54%	45%
Sales	54%	46%
Public administration	54%	46%
Agriculture	51%	49%
Transport and warehousing	51%	49%
Accomodation and food	49%	51%
Professional and scientific activity	48%	50%

■ Using innovations   ■ Salary increase

Figure 19 - Choice between salary increase and introduction of innovations in 2020 by sector

The role of all intangible factors increases as education grows. Another characteristic of employee commitment is labour mobility. In the course of the survey, employees were asked to choose their options if they would get a good job offer. 45% of employees confirmed that they would move to another company if they received a higher salary or higher position. However, 40% are willing to stay: 21% will stay anyway and 19% if the employer also tries to retain the specialist.

6% of employees said they will leave the company anyway. This is an imminent level of staff turnover in companies.

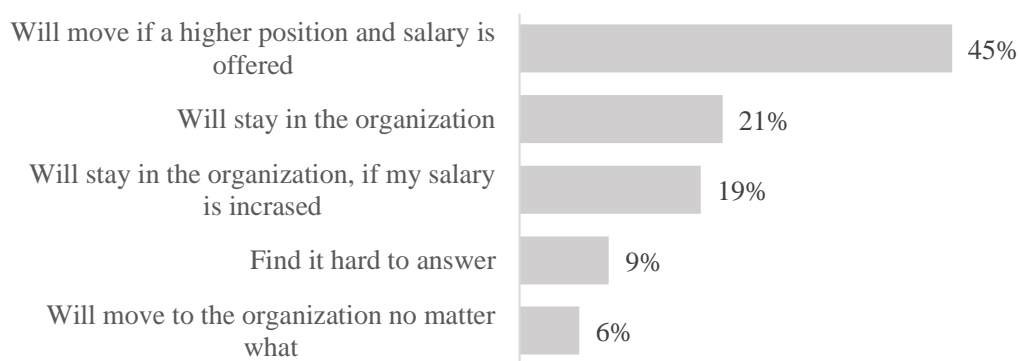*Figure 20 - Issue of labour mobility*

When considering labour mobility by sector, it was found that public sector employees were the most willing to leave the company in any case (11%). In the quasi public and private sectors, this figure is 5%.

The highest percentage of company supporters in the private sector - 44% will stay in the company with or without any conditions being imposed on the employer.

Table 32 Labour mobility by sector of economy

	It's hard to tell	I would stay in the organization	I would continue working in the organization only if I get a salary increase	I will switch to this organization either way	I will switch if I get offered a better position and salary
Public governance	6%	19%	12%	11%	53%
Quasi-public sector	8%	18%	22%	5%	46%
Private sector	11%	22%	22%	5%	41%

When considering labor mobility by industry, government employees come to the forefront in terms of the number of people who want to leave the company (58% will go over when offering favorable conditions and 12% anyway), accommodation and catering services (53% will go over when offering favorable conditions and 6% anyway), financial activities (48% will go over when offering favorable conditions and 6% anyway). The situation is relatively stable in the information and communications sector: 47% consider staying in the company, 48% remain in the company in construction, and in trade (45% remain).

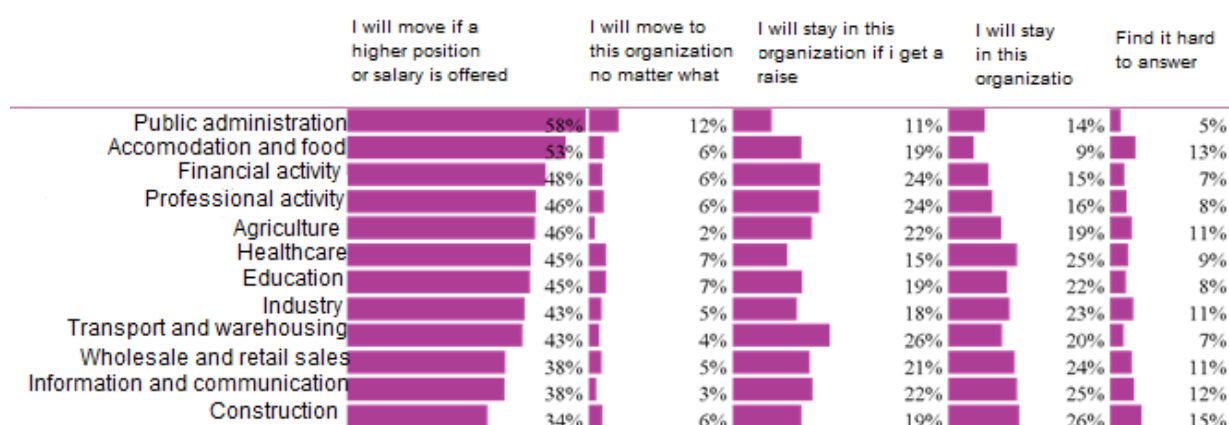*Figure 21 - Labor mobility in the context of industries*

The young generation is the most flexible when it comes to change of the workplace: 56% of employees under 30, 54% of employees aged 30-40, 45% of employees in the 40-50 group, and 30% of employees over 50. The lowest mobility is among employees of pre-retirement age. When considering job types, switching to another company is most often considered by employees

(52%) and line managers (49%). Among managers, this figure is 41%. Here you can see the proportions of switching in any case and under certain conditions.

A weak prevalence of migration sentiments in Kazakhstan was revealed when studying the issue of territorial-labor mobility in 2013. Only about 3% of respondents considered leaving the country. Another 13% considered the possibility of leaving to another country for permanent residence in the future.

In 2020 the migration sentiment among workers has changed. 6% of employees said that they definitely plan to leave the country. Deferred migration increased almost 3 times in 2020 compared to 2013. Thus, every third employee considers leaving the country for permanent residence abroad in the future.

Plan on leaving Kazakhstan in the nearest future

	3%	6%
	2013	2020

Plan on leaving Kazakhstan in the future

	13%	32%
	2013	2020

Figure 22 - Migration sentiments of employees

Migration sentiment is common among younger workers. 10% of young workers under 25 plans to go abroad, and another 41% speak of deferred migration. Every second employee under 25 is considering emigration from the country.

Similar sentiments are slightly less common among employees aged 26-35. 6% are planning to move, 35-36% are thinking about moving in the future.

Low migration sentiments are intrinsic to workers of pre-retirement and retirement age. Almost 8 out of 10 noted that they are not going to leave the country for permanent residence.

At the age of 30, only half of the employees are willing to stay in the country and continue working in Kazakhstan.

Table 33 Migration sentiments of employees by age group

	Yes, I plan to leave	**I find it difficult to answer**	**No, I don't want to leave**	**I don't have such plans yet, but I might leave in the future**
Until the age of 25	10%	3%	45%	41%
26 to 30 years old	6%	6%	51%	36%
31 to 35 years old	6%	6%	54%	35%
36 to 40 years old	6%	8%	58%	29%
41 to 45 years old	4%	7%	65%	24%
46 to 50 years old	2%	7%	72%	19%
51 to 55 years old	2%	8%	72%	19%
56 to 60 years old	3%	4%	79%	14%
Older than 61 years	3%	8%	72%	18%

By regions, migration sentiment is strongly noticeable in North Kazakhstan (45%), Akmola (39%), Almaty (42%) and Nur-Sultan (39%).

By industry, large migration is possible in the construction sector: 46% deferred migration, 11% current migration. Trade workers also noted that they are considering moving soon (11%) and in the future (34%).

Comparatively, the lowest migration sentiments are recorded among employees in the financial sector (66% do not plan to move), public administration (65% do not plan to move), and professional and scientific activities (64% do not plan to move).

Table 34 Migration sentiments of employees by industry

	Yes, I plan to leave	**I find it difficult to answer**	**No, I don't want to leave**	**I don't have such plans yet, but I might leave in the future**
Healthcare .	3%	7%	60%	30%
Information and communication	7%	7%	54%	33%
Education .	8%	5%	56%	32%
Trade .	11%	4%	50%	34%

Professional activities	3%	7%	64%	27%
Construction .	11%	6%	37%	46%
Transport and warehousing	3%	5%	62%	29%
Accommodation and catering services	9%	3%	53%	34%
Financial and insurance activities	4%	5%	66%	26%
Public administration	6%	5%	65%	24%
Industry	5%	9%	55%	31%
Agriculture	5%	4%	63%	29%

4.1.2. Leadership styles and their impact on the effectiveness of HR-processes

According to the analysis of in-depth interviews, experts of all three industries agreed that the leadership style of the first Manager directly affects the effectiveness of HR activities. Interviewees often used the phrase "role model" in their comments. According to the accepted opinion, the first Manager sets the tone of the entire company, openly or tacitly forms the corporate culture.

However, some public service representatives noted the high importance of the rules and legislation established by the system that regulate the activities of state bodies, along with the personal authority of the first head. In certain aspects, according to experts, external factors may prevail over the personal qualities of the first Manager.

In the meantime, representatives of the private sector focused on the established corporate culture of the organization and the authority of the HR service. According to the interview participants, a lot of things may depend on HR specialists: how competent they are and how ready they are to take on the assigned responsibility. In this regard, according to experts, the key factors for the successful development of the HR sphere can be attributed to proactivity, education, competence, professionalism, self-development, first of all, of the specialist himself. These and many other qualities can lead management to a clear understanding of the need for HR functions in the company. It was also noted that HR has the necessary resources to implement the plans.

Generally, experts from the quasi-public sector are in solidarity with their colleagues. In their opinion, the personality of the Manager greatly affects the entire company and the corporate culture. Naturally, we can assume that the management style of the company also has an impact on HR, since HR is very much dependent on the Manager. In fact, "the most important HR of the company is the director" — experts say. At the same time, the role and influence of the HR Manager in many issues was highlighted, especially if the company has tighter control mode. In this regard, the main factors for the successful development of HR processes pointed by the research participants were the following points:

1) having a mutual understanding between HR and the company manager

is essential. Top management must consciously understand the importance of the HR Department in the development of the whole company;

2) education, literacy and competence of the HR manager are required.

Such a specialist will be trusted, and everyone has willing to work with them;

3) it is necessary to have HR specialist characteristics as proactivity, perseverance and readiness to take responsibility for the proposed strategic initiative;

4) the presence of a favorable environment where there is a symbiosis of the activities of such structural divisions as the HR Department, the Information Technology Department, and the Administrative Department of the organization. This approach has already begun to gain relevance during the beginning of the state of emergency and the transition to remote work;

5) involvement and interest of the director of the company in the work of HR management specialists. It is important to top management of the organization to have a clear and complete understanding of HR activities, otherwise all efforts will be directed at persuading and arguing about the need to implement a particular policy in the field of personnel management.

According to the results of the research "Study of the value-cultural behavior model of managers and leadership style and their impact on the culture of the organization" [19] in Kazakhstani organizations there are several types of leadership, and most usually managers use different range of styles to perform tasks and achieve the goals of the organization.

It is necessary to highlight the strengths of Kazakhstan management - promotion of cohesion, support of personal growth opportunities, support of employees, but the area that should be developed is providing feedback to employees and internal communication system. It is also worth noting that directors of most organizations work through task placement, control and reporting. There is more emphasis placed on operational tasks and activities, a clear vision and broadcasting of strategic directions, building a system of career movements are somewhat lower.

Many managers show a high level of result-oriented approach, stimulating all the opportunities of employees to achieve ambitious goals. Most often, it is used by leaders in private organizations to increase the value and expansion of the organization, increase sales, and increase market share.

According to the obtained data, the hierarchical-market type of culture prevails in the public and quasi – public sectors, and the market-family type prevails in the private sector, which affects the leadership style and requires appropriate behavior from managers – a clear hierarchy, reporting, a list of tasks for each employee, focus on indicators and results, and control over execution. In less extent, managers are focused on developing subordinates through providing feedback and continuous development.

Considering the obtained results, it can be concluded that the leadership style may differ in Kazakhstani organizations depending on the sector of the economy. If the public sector is still subject to a strict hierarchy, rules, clear implementation of policies and prescribed norms, the private sector is more

flexible, and is primarily aimed at improving the competitiveness of the organization.

It is worth to note that recent leadership changes led to the change of leadership styles, leaders are increasingly starting to use the democratic leadership style to create more favorable team climate and productivity.

Table 35 Characteristics of management style and leadership

Factor	Governmental organizations	Quasi-governmental organizations	Private sector
Priorities and objectives	There is a method for cascading tasks and KPIs. Strict execution control system, which affects the execution of tasks on their own initiative. There is a percentage of inefficient employees who perform tasks only under the instruction, without going beyond.	There is a method for cascading tasks and KPIs. There is no strict control system, employees are free to plan their daily tasks.	Getting bonuses most often depends on the result obtained, flexible motivation system.
Strategy	Most employees are not familiar with the organization's long-term strategic plans. They work within the framework of annual planning. They don't always know about important projects and their significance at the governmental level. Managers deliver the strategy in fragments, in the part that covers the implementation of tasks.	There is a similar trend, not all employees are familiar with the company's strategic goals. The depth of immersion in strategic tasks depends on the level of the position held.	In today's reality, the business must be dynamic and adaptive (agile), therefore short-term planning for up to 2-3 years will be more effective. In small organizations - manual management, closed on the turnover and operating system, little attention to strategic things.

Providing feedback	The concept of feedback has several meanings: Providing feedback to citizens is a strictly regulated process that must be performed. In addition, there are practices of monthly meetings to discuss problematic issues, as well as conducting anonymous surveys to measure the organizational climate. Feedback is rarely individual.	There is a practice of conducting surveys to collect feedback and identify problem areas. At the same time, companies note the importance of providing personal feedback on the employee's performance. In addition, the OS provisioning processes should be faster. It is important to provide the OS at the moment, then it will bring a greater effect. The provision of the asset must become a habit for all leaders.	Providing feedback is mainly carried out immediately after solving any problems by the direct manager in an oral form.
Delegation	Some managers do not risk delegating decision-making to their subordinates, since they are responsible for the final result. Delegation is more often seen as the assignment of tasks, rather than as a tool of empowerment that promotes the development of subordinates. Can delegate to competent employees only.	In some organizations, delegation is seen as a tool for interchangeability, rather than a developmental activity.	As in the quasi-governmental sector, in some organizations delegation is seen as a tool for interchangeability during the absence of a manager, rather than a developmental event.

Source: "Study of the value-cultural behavior model of managers and leadership style and their impact on the culture in the organization" [19]

To determine the main differences in the management style based on the results of an in-depth interview, a comparative analysis of organizations in the context of the main factors was conducted. The table above shows the main characteristics of the management style and leadership in governmental and quasi-governmental organizations.

The first managers who participated in the HR process maturity assessment research evaluated the company's line managers. The highest rating was given to the ability of line managers to respond quickly to the challenges of the external environment (82% - good and very good). 79% of managers believe

that their subordinates focus on the goals and mission of the organization. 78% say that line managers follow the company's stated values.

Areas of growth for line managers are the ability to focus on strategic tasks rather than operational issues: 32% said that employees do not cope well or poorly, 10% rated as poor implementation of tasks.

The process of providing constructive feedback on a regular basis also requires improvements. 12% of managers rate the skill of line managers as "bad", 23% not good and not bad. Areas of growth for line managers are the ability to focus on strategic tasks rather than operational issues: 32% said that employees do not cope well, 10% rated poor implementation of tasks.

The process of providing constructive feedback on a regular basis also requires improvements. 12% of managers rate the skill of line managers as "bad", 23% not good and not bad.

Table 36 Evaluation of line managers

№		Very good	Good	Bad	Very bad	Rather not answer	Neither good nor bad
1	Focus on the organization's goals and mission	29%	50%	5%	0%	2%	14%
2	Follow the stated values	26%	52%	6%	1%	2%	13%
3	Operatively respond to environmental challenges	33%	50%	4%	0%	1%	13%
4	Meet the expectations of senior management	27%	46%	3%	0%	4%	20%
5	Perform open and honest communications	29%	44%	4%	2%	2%	20%
6	Change their work style depending on the situation	29%	41%	6%	0%	2%	22%
7	Learn new things, not afraid of experiments, take risks	27%	43%	7%	2%	3%	18%
8	Provide constructive feedback regularly	23%	43%	10%	2%	2%	21%

9	Create an atmosphere of cooperation, mutual assistance and support, if the employee is satisfied, then the quality of work will be higher	25%	46%	6%	2%	2%	18%
10	Put more emphasis on strategic vision, rather than on operational tasks	19%	38%	8%	2%	4%	28%

Considering the issues of evaluation by sector, some features were identified. The most critical approach to line managers was taken by the directors of quasi-governmental structures. 24% of line managers do not focus on strategic vision, but rather on operational tasks. 18% noted the fact that line managers did not follow the stated values. 16% consider it poorly implemented to create an atmosphere of cooperation and mutual assistance, to learn new things and not to be afraid of experiments.

Figure 23 - Assessment of line managers across sectors

The private sector noted dissatisfaction with providing constructive and regular feedback (18%). 11% have poor assessment of line managers' communication skills.

Public sector managers were the least critical. On all parameters, 8 out of 10 managers rate their subordinates "good and very good".

The survey identified leadership styles. Leadership styles are found in a combined form. In the public sector, the dominant types of leadership styles are family, hierarchical, market, and project based. In the quasi-governmental

sector, there are project-based and market-based management styles. In the private sector, the market type of leadership dominates.

Table 37 Leadership styles based on the results of a survey of managers and HR

	Style	Governmental sector	Quasi-governmental sector	Private
Know and apply modern digital technologies (cloud services, advanced algorithms)	project based	69%	**86%**	70%
Learn new things, not afraid of experiments, take risks	project based	**84%**	55%	70%
Always rely on proven methods in their work regardless of the situation	hierarchical	**83%**	79%	67%
Always achieve their goals by activating available resources	market based	**86%**	**86%**	**80%**
Create an atmosphere of competition in which everyone tries to prove themselves as much as possible	market based	74%	66%	60%
Create an atmosphere of cooperation, mutual assistance and support, if employee is satisfied, then the quality of work will be high	family	**86%**	66%	61%

Leadership styles are reflected in loyalty of the employees in the company. According to experts, specialists often leave the organization because of the failed relationships with the director. In companies where there are harmonious relationships built in the team, employees stay at the company and recommend their employer to their surroundings.

The proportion of employees who recommend their employer is significantly higher in the private sector. 89% of employees are ready to recommend their employer to friends and acquaintances. Among governmental sector employees, it is equal to 74%. At the same time, 18% of governmental sector employees said they would not recommend their company.

Table 38 Do you recommend your employer?

	Governmental sector	Quasi-governmental sector	Private sector
Yes	74%	76%	89%
No	18%	14%	7%
Rather not answer	8%	9%	4%

Employee feedback is an indicator of management style. In market based, project based, and family style types, more emphasis is placed on providing feedback.

86% of employees report that their direct manager talks to them on a regular basis. No significant differences were found by sectors.

The private sector leads the way on the continuous feedback. 85% of private sector employees receive constant feedback on the results of their work. While in the governmental and quasi-governmental sector, the figure is 76%.
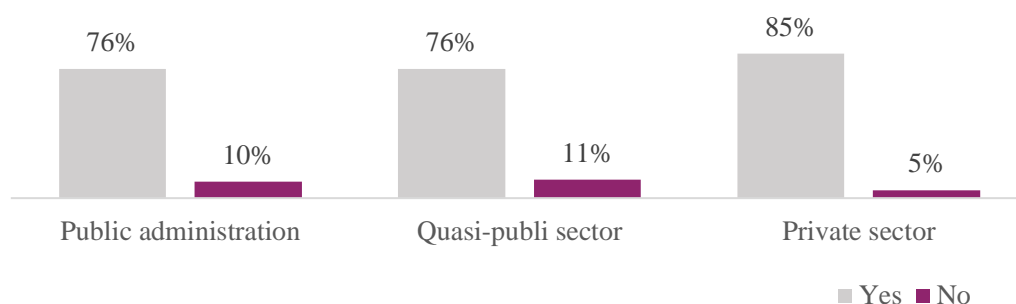
Figure 24 - Are you satisfied with the constant feedback on the results of your work?

The majority of employees was satisfied with feedback from their direct manager, also significant proportion of employees are satisfied with feedback from the company administration: 89% of private sector workers, 82% of the governmental sector and 81% of quasi-governmental sector.

Table 39 I periodically receive feedback from managers

	Governmental sector	Quasi-governmental sector	Private sector
Yes	82%	81%	89%
No	11%	14%	9%
Rather not answer	7%	5%	3%

To determine the relationship between the efficiency of companies and the main HR processes, labor productivity was determined according to the statistics Committee of the Republic of Kazakhstan.

Labor productivity is calculated on the basis of net profit by economic sector per employee. According to statistics, the most productive industry is real estate transactions – 34.1 million KZT per year for 1 employee. 10.5 million KZT per year per employee is accounted for in the industrial sector. The least productive sectors are education and public administration.
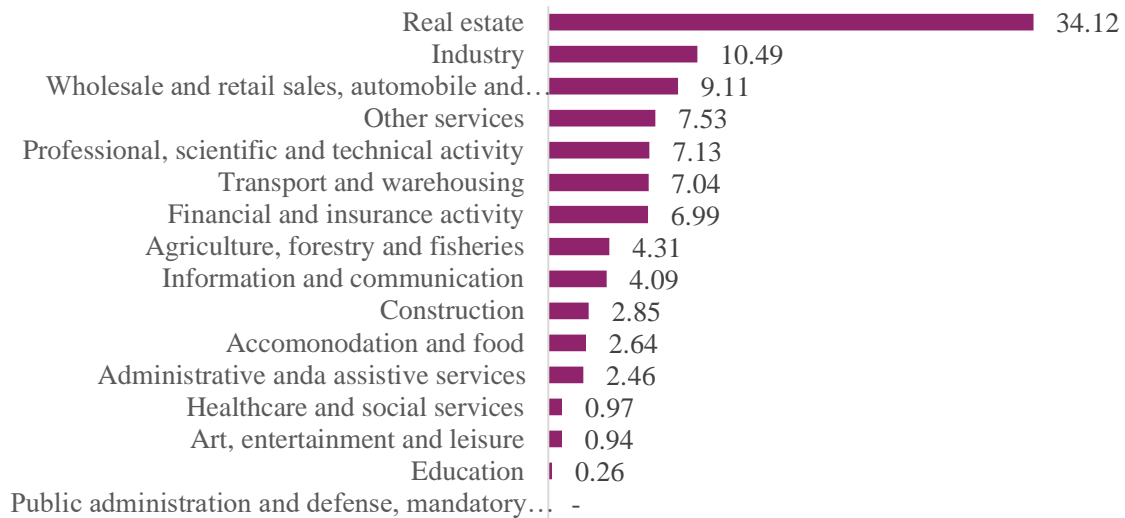
Sector	Value
Real estate	34.12
Industry	10.49
Wholesale and retail sales, automobile and…	9.11
Other services	7.53
Professional, scientific and technical activity	7.13
Transport and warehousing	7.04
Financial and insurance activity	6.99
Agriculture, forestry and fisheries	4.31
Information and communication	4.09
Construction	2.85
Accomonodation and food	2.64
Administrative anda assistive services	2.46
Healthcare and social services	0.97
Art, entertainment and leisure	0.94
Education	0.26
Public administration and defense, mandatory…	-

Figure 25 - Labor productivity, million KZT per person per year

During the correlation assessment between the HR maturity coefficient by industry and labor productivity, a weak positive relationship of 0.4 (Pearson correlation coefficient) was revealed.

Labor productivity is influenced by a very complex set of determinants. There is a weak correlation (0.4) between labor productivity and the maturity of HR processes. To improve business efficiency through human labor additional research and development of special measures are required. At the moment, there is no linear dependence between business success and human labor, the effectiveness of which is formed through the prism of structured HR processes. This situation can be alarming both for the employer - when the available human capital is not fully used, and for the employee - when the lack of communication of the employee's financial well-being through labor efficiency subsequently leads to an increase in dependent sentiments in society.
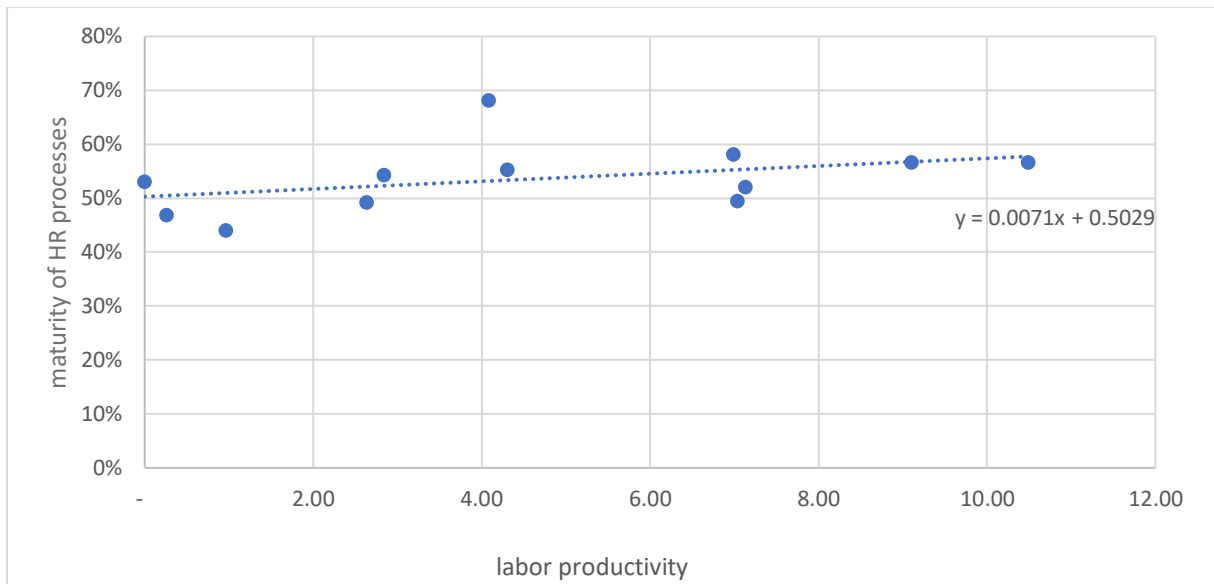
Figure 26 - The relationship between labor productivity and the maturity of HR processes

4.1.3. The employer choice: brand and talent management

The methodology of determining an employer's brand includes a set of communication, marketing, and HR technologies that help attract the best candidates, retain talent in the organization, and maintain continuity and partnerships with employees who have left the organization. The employer's brand must be evaluated from two sides. One side is representatives of internal stakeholders - employees of the organization, the other side is external stakeholders - potential applicants and former employees.

Building a strong employer brand is one of the most demanded modern HR practices. In accordance with the SHRM recommendations, the basis of forming an employer's brand is a unique value proposition to the employee. When forming a value proposition, it is necessary to take into account the existing generational differences. The younger generation places a priority on interesting work than high wages. According to PWC research, Millennials are interested in opportunities to participate in ambitious projects, experience working under a strong leader, as well as working in organizations with an impeccable reputation, adhering to the policy of sustainable development and activities in the field of environmental protection [20]. Middle-aged family job seekers will prefer high wages to interesting job content. Applicants and employees over 40 are interested in stable pay, a comfortable office location, and social benefits.

This section presents the analysis based on the results of a survey of the Kazakh audience, which value proposition is the most attractive at the moment and how these preferences have changed (whether they have changed) compared to the same survey in 2013.

During 2013-2020, the importance of job image decreased, and employees began to pay more attention to the realization of their own potential in the company. The importance of employer status and prestige decreased by 8% in the 2020 survey compared to the 2013 survey. In 2013 survey, it was important for employees that the employer had a prestigious status in society. The results of 2020 show that it is not so much of an opinion of society about the company that matters to employees, but rather the realization of their potential and the fulfillment of interesting tasks. Respondents' votes on the importance or insignificance of the company's prestige when choosing a job are the same (50%).

At the same time, 8 out of 10 survey participants are confident in the prestige and good reputation of their company. The results of 2013 and 2020 on this behalf have not changed.
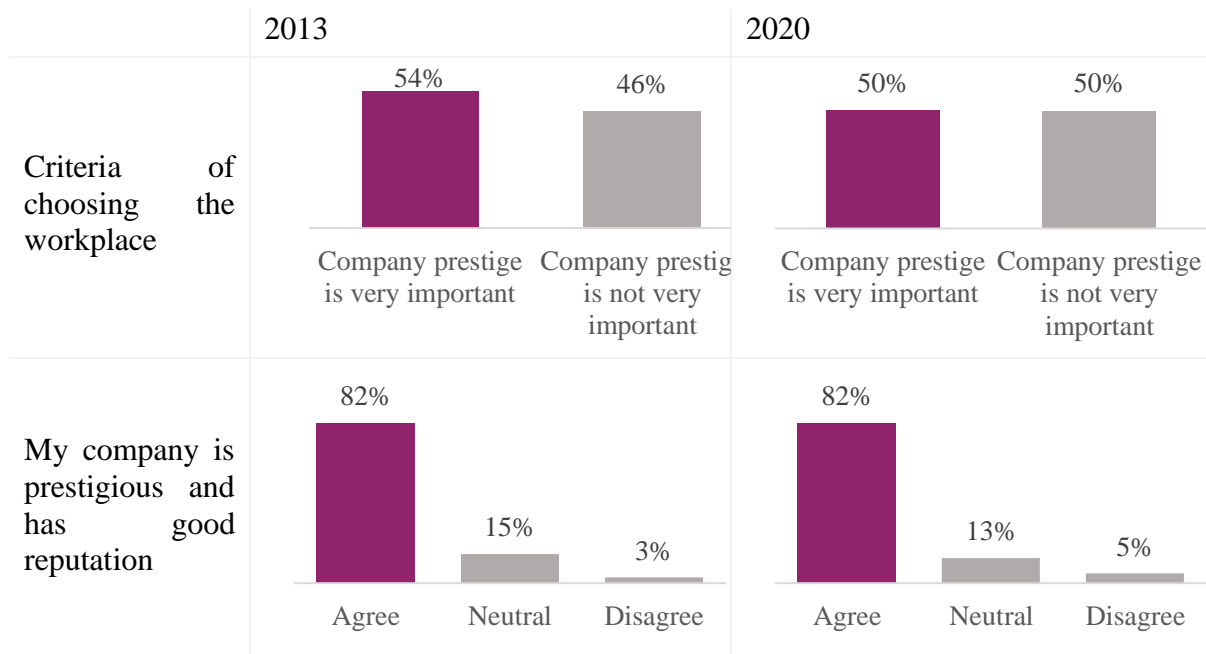
	2013		2020	
Criteria of choosing the workplace	54% Company prestige is very important	46% Company prestige is not very important	50% Company prestige is very important	50% Company prestige is not very important
My company is prestigious and has good reputation	82% Agree	15% Neutral / 3% Disagree	82% Agree	13% Neutral / 5% Disagree

Figure 27 - Questions on the prestige of the employer in 2013 and 2020

The significance of the prestige factor has differences in the age groups of employees. Employees ' own implementation within the company's projects is a higher priority than the company's prestige, especially for employees under the age of 25 (57%) and between 40 and 50 years (55%). A high indicator of the importance of the employer's prestige (55%) is observed in employees aged 51-55 years. This aspect is also quite important for employees aged 25-40 years, who chose the prestige of the company more than the importance of project implementation (53%). This may coincide with a midlife crisis and competition between young people who were once classmates or classmates.

Table 40 Questions of prestige priority by age group

Age categories	Opportunity to work in a prestigious, reputable company	The company does not have a high prestige, but I will be able to realize my potential
Up to 25 years old	43%	57%
From 26 to 30 years old	**54%**	46%
From 31 to 35 years old	52%	48%
From 36 to 40 years old	53%	48%
From 41 to 45 years old	44%	56%
From 46 to 50 years old	45%	55%
From 51 to 55 years old	**55%**	45%
From 56 to 60 years old	50%	50%
61 years and older	49%	51%

Intersectoral differences in the preference for the prestige of the employer are visible. Employees of companies that provide food and accommodation services pay the most attention to the employer's prestige (59%). The main category among the surveyed employees in this industry are students who want to earn more. In this sector, the greater the prestige of the company, the greater the earnings

Employees of the financial sector also pay more attention to the prestige and status of the company (58%). Here, the reliability of such a company comes to the fore, the more authoritative the institution, the more reliable its presence in   the   market.

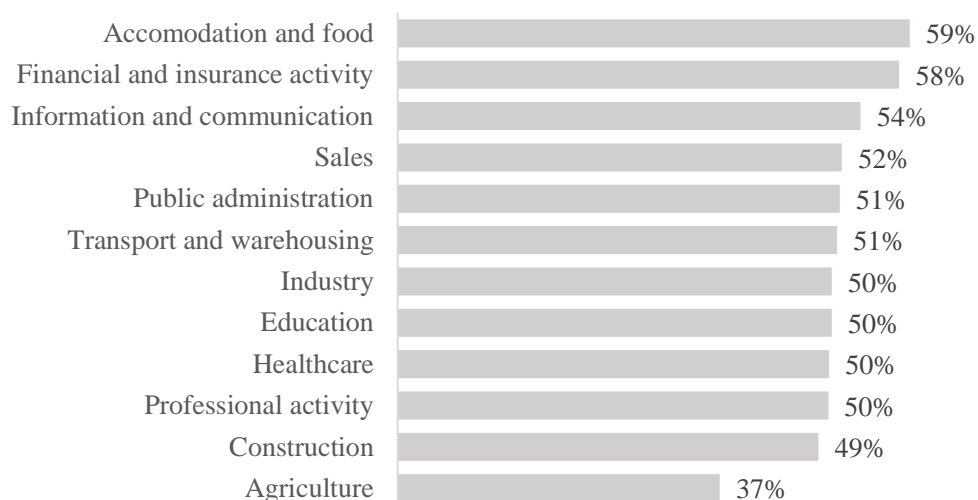|	
Accomodation and food	59%
Financial and insurance activity	58%
Information and communication	54%
Sales	52%
Public administration	51%
Transport and warehousing	51%
Industry	50%
Education	50%
Healthcare	50%
Professional activity	50%
Construction	49%
Agriculture	37%

Figure 28 - Proportion of employees who prefer the prestige of the company than the realization of their potential when choosing an employer by industry, 2020

The least attention is paid to this by employees of the agricultural sector. Only 37% considered the company's prestige before its own implementation important when choosing an employer. This can be very important in the formation of personnel policy for the agricultural sector, which requires the development of special approaches related to the specifics of the industry (seasonality of work, external natural factors, etc.)

The choice of employer prestige by sector is more important in the private sector. 54% of employees of private companies will prefer a well-known company with a good reputation. In the public and quasi-public sectors, issues of prestige and self-fulfillment in the workplace are equally important for employees.

Table 41 Questions of prestige sectors of the economy

Sector	Opportunity to work in a prestigious, reputable company	The company does not have a high prestige, but I will be able to realize my potential
Public administration		
	51%	49%
Quasi-public sector		
	50%	50%
Private sector		
	54%	46%

A survey of HR specialists showed that there are no systematic measures to improve the employer's brand in companies. 89% of specialists receive additional training on their own to promote the company's brand. Almost 1/3 of specialists are members of professional communities and participate in HR events.

Я самостоятельно прохожу дополнительное… 89%
Я состою в профессиональных сообществах… 30%
Я участвую в HR форумах, конференциях и… 28%
Я являюсь бизнес тренером/преподавателем… 14%
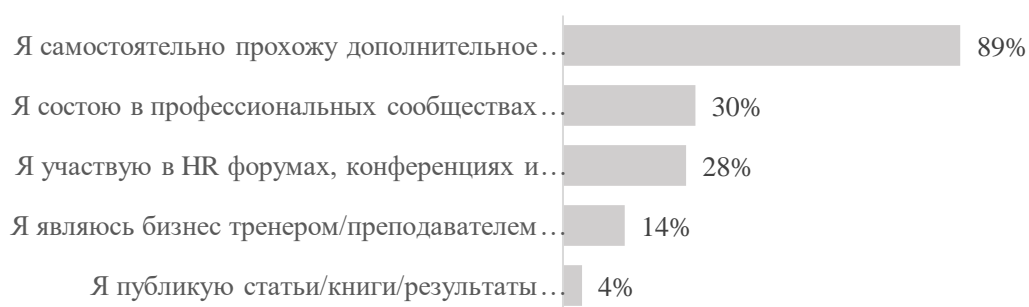Я публикую статьи/книги/результаты… 4%

Figure 29 - actions of the HR Manager to promote the organization's HR brand

Thus, the results of the study showed the importance and necessity of developing the company's HR brand, as well as the existing changes in employee preferences within the framework of longitudinal observation [22]. During the period 2013-2020, the importance of prestige decreased, and

employees began to pay more attention to their own implementation in the company. The salary factor remains important when choosing an employer, but nevertheless the factors of self-realization and interesting projects are gradually becoming more important for employees. 8 out of 10 employees in the whole country are ready to recommend their employer to their friends and acquaintances. Private sector employees are more likely to recommend an employer to their friends and acquaintances than government employees. Labor mobility is typical for companies in all the sectors under consideration, but is more pronounced in the public sector. Companies are not engaged in systematic development of the HR brand, and company positioning events are event-based.

4.1.4 Involvement: corporate identity and factors of current job satisfaction

The methodology for determining the level of staff involvement includes an assessment of satisfaction with working conditions, salaries, career development and training opportunities, staff loyalty, evaluation of relationships and internal communications.

In accordance with the recommendations of the Association of HR-Managers of Kazakhstan, to conduct a comparative analysis in Kazakhstan, the study used the methodology which allows to identify problematic areas and zones where further development would be applicable.

Involvement is a multi-factor indicator and consists of three blocks:

1. **Satisfaction with working conditions**. Factors measuring the material aspects and content of work.

2. **Loyalty to the organization and management decisions.** The most important indicator for reforms and changes to assess whether employees are willing to support management initiatives. Demonstrates the level of corporate identity and commitment to the employer.

3. **Internal communications and relationships.** Assesses the level of internal atmosphere in the team, the moral and psychological climate and the availability of systematic communication channels.

Taken together, engagement is assessed on the basis of 29 factors that characterise the company and its employees.

Involvement studies are recommended to be conducted at least 1-2 times with the involvement of independent sociologists to ensure independence, anonymity and data confidentiality.
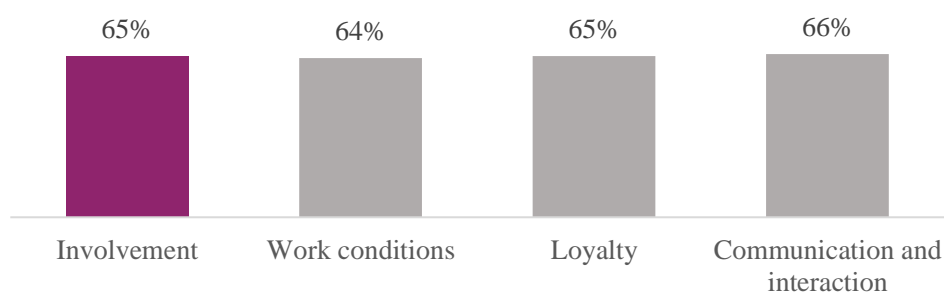

Figure 30 - Involvement of the Republic of Kazakhstan's personnel in year 2020

Based on the results of the personnel survey, the involvement rate was 65%. All components are at approximately the same level.

The results of the engagement level in the HR maturity survey show that the private sector is more involved than other sectors. Involvement of personnel

in privately owned companies is 76%, while in the public and quasi-governmental sectors it is 62%.

Table 42 Index of involvement by sectors of the economy

Sector	Involvement	Working conditions	Loyalty	Communications and interactions
Public governance	62%	61%	62%	62%
Quasi-public sector	62%	61%	62%	63%
Private sector	76%	74%	78%	77%
In Kazakhstan as a whole	65%	64%	65%	66%

Previous studies by the HR Managers Association have confirmed the existence of such significant industry-specific gaps in personnel management. According to HR research experts, the level of involvement in the quasi-government sector has varied between 61-65% over the last three years.

AON's global benchmark for engagement [21] has been fixed at 63-66% over the last 2-3 years. According to the AON concept, involved workers "say, stay and strive". In other words, employees connect their lives with the company, respond well and strive to achieve the company's business goals.

At the same time, the world's largest IT companies and financial institutions (banks, investment funds) demonstrate an engagement rate of up to 80% or more, which is due to the existence of a corporate culture of high employee return and obtaining appropriate fair recognition and rewards.

A similar picture is also typical of Kazakhstani organizations, where information and communication, financial and insurance organizations with a sufficiently high digital culture demonstrate an engagement rate of over 75%.

Table 43 Sector specific characteristics of personnel involvement

Sector	Involvement	Working conditiond	Loyalty	Communications and interactions
Information and communication	**81%**	78%	84%	80%
Financial activities	**77%**	73%	80%	79%
Industry	**74%**	74%	73%	73%
Wholesale and retail trade	**72%**	71%	73%	71%
Agriculture	**70%**	72%	70%	67%
Construction .	**67%**	63%	70%	69%

Professional, scientific activities	**66%**	63%	64%	72%
Healthcare .	**63%**	64%	62%	65%
Accommodation and catering services	**63%**	63%	69%	58%
Public administration	**61%**	59%	62%	61%
Transport and storage	**58%**	57%	59%	57%
Education	**51%**	50%	50%	53%

Low level of employee involvement (51%) among education sector representatives. Employees in the education sector demonstrate low satisfaction with working conditions, low loyalty and have low scores on relationship and communication factors (53%), which are often higher compared to scores on working conditions and communication, as they are more connected with the microclimate in the team, friendly environment and support from colleagues. These results are rather alarming and require further in-depth study. Preliminary analysis has recorded discontent with regard to remuneration, social benefits and guarantees, as well as involvement in management decisions - the possibility of initiative and the system of recognition.

The industry-specific nature of the construction industry shows that despite the complexity of the organization of working conditions (63%), there exists a high corporate identity and loyalty of employees to the organization's management (70%). This is a very interesting phenomenon to analyse, indicating a willingness to support the industry in the event of complex changes, despite difficulties with working conditions or salary reductions, due to the high level of commitment and trust in management actions. A similar picture of corporate loyalty has been recorded in the financial sector.

Modern international trends in human resources management highlight the role of inspiring and motivating leadership as a factor in increasing employee engagement and talent management.

According to SHRM recommendations, four drivers of employee engagement are identified based on regression analysis:

1. Career Development (Fair Appointments)
2. Staff training and development
3. Performance assessment
4. Fair system of remuneration and compensation

Table 44 Drivers of involvement by sectors in Kazakhstan, part of positive answers

Sector	Career development	Training and development	Assessment of the activity's effectiveness	Fairness of work pay
Public governance	69%	71%	73%	65%
Quasi-public sector	63%	78%	70%	73%
Private sector	74%	78%	78%	73%
In Kazakhstan as a whole	68%	67%	71%	62%

As can be seen from Table 44, despite equal pay equity scores commensurate with personal contributions and the provision of professional and personal growth opportunities in the private and quasi-governmental sector, career opportunities in the quasi-governmental sector are significantly lower, as confirmed by previous studies which have noted dissatisfaction with appointments to management positions in the quasi-governmental sector. It should be noted that there is relatively low satisfaction with the remuneration of civil servants, in contrast to other sectors, and with professional development.

Level of involvement by region

The level of regional involvement varies within the regions of 63-84%.

Employees of the Mangistau Region demonstrate the greatest involvement of staff - 84%. The staff of companies in the Mangistau region highly appreciates the level of communications and relationships in the region (86%). It should be noted that such a high level of involvement is due neither to regional differences, but to the industry mentality of the high level of involvement of the organizations surveyed.

Also, a high level of involvement among company employees in Shymkent and the North-Kazakhstan region (80%).

The lowest level of involvement was recorded in Almaty and North Kazakhstan Oblast (80%). Nur-Sultan 64% and 63%, respectively. This can be explained by the fact that company employees in these cities have less demanding working conditions than large national and international companies.

Nur-Sultan has the lowest rates of employee engagement among the factors: 20% are not satisfied with the variable part of wages, 19% are dissatisfied with the recognition and praise of their manager, 18% are dissatisfied with corporate events, and 16% are dissatisfied with the social package and benefits.

Table 45 Involvement of personnel by regions in Kazakhstan

Regions	Involvement of personnel	Working conditions	Personnel's loyalty	Communications and interactions
Mangystay region	84%	82%	84%	86%

Shymkent city	80%	77%	82%	81%
NKR	80%	77%	82%	80%
Aktobe region	79%	78%	80%	79%
Atyrau region	78%	78%	79%	76%
Zhambyl region	75%	72%	78%	74%
WKR	74%	70%	77%	75%
Karaganda region	73%	69%	76%	74%
EKR	72%	70%	75%	73%
Almaty region	72%	69%	74%	73%
Akmola region	72%	71%	73%	71%
Kyzylorda region	71%	70%	71%	73%
Pavlodar region	67%	67%	66%	69%
Kostanay region	66%	69%	68%	62%
Turkistan region	66%	63%	67%	69%
Almaty	64%	62%	64%	64%
Nur-Sultan	63%	62%	64%	64%

The ability to compare engagement factors with similar studies around the world **demonstrates the existence of systematic issues related to recognition and rewards, as well as to opportunities to participate in discussions and management decisions.** Low scores on these factors indicate a lack of a culture of appreciation and respect for the achievements of colleagues. This requires a review of the existing system for the rewards and distribution of state and corporate awards, as well as greater opportunities for initiative and communication of the opinion of the ordinary employee in management decision-making.

Nevertheless, 75% of employees are satisfied with their working conditions in general. By sector, employees in private companies are more satisfied with working conditions (84%) than employees in the quasi-governmental (74%) and public (76%) sectors.
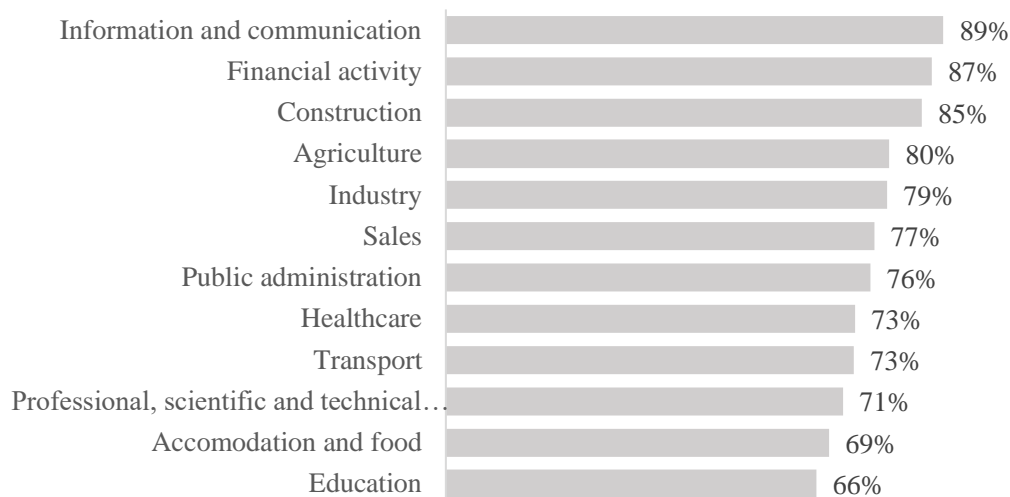
Information and communication	89%
Financial activity	87%
Construction	85%
Agriculture	80%
Industry	79%
Sales	77%
Public administration	76%
Healthcare	73%
Transport	73%
Professional, scientific and technical…	71%
Accomodation and food	69%
Education	66%

Figure 31 - Share of employees satisfied with the working conditions as a whole

By industry, information and communication (89%) and finance (87%) are the most satisfied with their working conditions. Employees in the education sector are the least satisfied with working conditions (66% satisfied and 9% dissatisfied).

In conclusion, experts from all three sectors unanimously spoke of the importance of conducting studies to determine staff involvement, satisfaction with working conditions and other studies in general. However, the extent to which the industry itself is developing to properly organise these studies is at different stages.

According to the analysis of in-depth interviews, government industry experts refer to the reluctance of managers to work with the results. In most cases, in addition to the lack of flexibility in management, the first managers themselves are reluctant to pay attention to working with results. As a result, the research reports are dusty on the shelves.

As it turned out, being willing to work is not the only problem. Some private-sector experts noted a lack of the necessary skills to work with sociological research results. In this respect, according to the experts themselves, it is necessary to adopt international experience and learn from their mistakes during practice.

Representatives of the quasi-governmental sector are optimistic. The participants in the in-depth interviews emphasised the existence of a number of annual surveys that are conducted both on the company's own initiative and in accordance with instructions and/or requests from holding managers. It was noted that in the past the situation had been similar to that of the civil service, where there had not been sufficient work with the research results. However, in the last few years the situation has started to change in a positive direction. Top management is gradually beginning to understand the importance of research

and is giving more and more space and resources to the HR unit to fully perform its functional responsibilities.

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4.1.5 Assessment of the effectiveness of the HR-service in the public sector

Kazakhstan's public administration sector applies common approaches to human resources management, which are typical of the quasi-governmental and private sectors. The Agency of the Republic of Kazakhstan for Civil Service Affairs (hereinafter - the Agency) centrally develops, coordinates and monitors the implementation of personnel policy, standardises selection and recruitment, training and development, and defines performance management indicators in civil service. Based on international experience (USA, UK, France, Japan and other countries), Kazakhstan has modernised its civil service system. The key area of modernization is the introduction of the meritocracy principle and the transition to a career model of civil service (Long-Term Development Strategy "Kazakhstan-2050" in HR management).

At present, governments are paying great attention to HR issues, improving the level of development of HR processes and talent management, which affects the overall efficiency of the civil service. The strategic development and planning of HR is controlled at the state level in various countries, but there are differences in the degree of centralisation, depth of involvement and functions: some bodies are directly responsible for the development of HR strategies and policies and their implementation, while others are only responsible for coordination and control.

Despite the status and role of the Human Resources Management Service (HR Service), which is defined by law, the majority of respondents to the survey point out that in order to fulfil the strategic tasks of the civil service, it is necessary to first staff the HR Service with more experienced HR professionals and to ensure systematic professional development of existing HR specialists.

The functioning of the "E-kyzmet"/"E-kyzmet" system has increased the productivity of the Human Resources Management Service, reduced the time and labour costs for obtaining and updating information, and made it possible to obtain full personnel information about civil servants.

According to the survey results, the most positive process is personnel administration (81% of satisfied employees). 8 out of 10 employees are satisfied with this process. 71% of employees are satisfied with the performance evaluation process. This shows that the KPI process, the bonus system and the management of the variable part of wages are well established.

Employees estimate that the reward management process requires improvement: 29% are dissatisfied and 10% find it difficult to answer.

The process of developing and appointing to managing positions got a relatively lower assessment: 23% of workers are dissatisfied and 14% find it difficult to answer.

Table 46 Assessment of processes administered by the HR service by employees

	Satisifed	**Not satisified**	**It's hard to tell**
Personnel administration process	81%	12%	7%
Performance evaluation process	71%	20%	9%
Successional process	68%	17%	15%
Training and development process	68%	24%	8%
Search and selection of qualified specialists	67%	20%	13%
The process of promotion and appointments to management positions	64%	23%	14%
Reward management process	60%	29%	10%

Employees in the three sectors concerned agree that the HR administration process is well organised. The best rating was recorded for employees in the private sector (86%).

In general, HR services in the private sector were given the highest scores in the process assessment.

The most critical assessments were given to HR processes in the quasi-governmental sector. One in three employees in the quasi-government sector shows dissatisfaction with the reward management process, and one in four shows dissatisfaction with the appointment process to management positions.

Table 47 Assessment of the processes administered by the HR service by industries

	Public sector		Private sector		Quasi-governmental sector	
	Yes	No	Yes	No	Yes	No
Personnel administration process	81%	11%	86%	9%	82%	11%
Performance evaluation process	73%	17%	78%	15%	70%	20%
Successional process	70%	17%	76%	12%	65%	18%
Training and development process	70%	15%	74%	17%	65%	20%
Search and selection of qualified specialists	69%	21%	75%	20%	68%	24%

The process of promotion and appointments to management positions	67%	19%	71%	17%	58%	26%
Reward management process	67%	23%	67%	25%	57%	31%

In the process of analysis, sectors with the highest level of dissatisfaction with the management of the reward system were determined. 32% of workers in the sphere of education say that HR sector needs to improve this process. Same opinion is held by 30% of workers in construction and 29% of workers in the transportation sector.
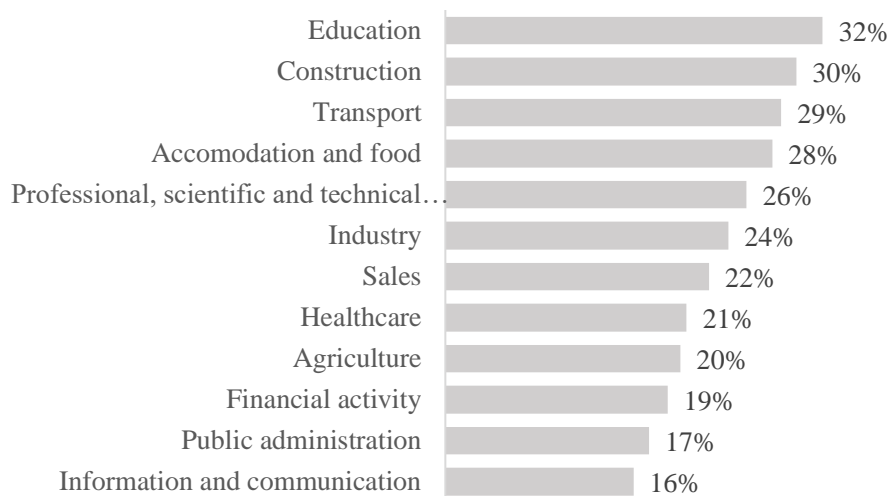

Figure 32 - The proportion of employees dissatisfied with the reward management process

The process of management of rewards is relatively well-structured in the sector of information and telecommunication, along with the sector of public governance.

According the assessments of employers, majority of HR possesses skills necessary for performing their direct duties, 76% are confident in it. 74% believe that HR services react quickly and act proactively.

Table 48 Manager's assessment of the skills of HR specialists

	Good	Bad	It's hard to tell
Possesses the necessary skills and knowledge to perform the work	76%	10%	22%
Reacts quickly and proactively	74%	10%	14%
Makes his/her own decisions and advises management on all matters within its authority	69%	14%	17%
Helps to ensure that the organization has the necessary personnel.	67%	10%	20%

Builds processes to support the achievement of strategic goals	65%	15%	17%
Prepares solutions based on analytical data	59%	16%	26%
Constantly evolving, offering international best practice	57%	18%	25%

Managers believe that the following skills need to be improved: preparation of solutions based on analytical data (16% rated it bad, 26% found it difficult to answer), continuous development, implementation of international best practices (18% rated bad, 25% found difficulty in replying).

In terms of sectors, evaluations differ significantly. Public sector managers have a very high assessment of HR management skills. 9 out of 10 employees rated the skills offered as "good". Private sector managers give various types of evaluation of HR service skills. The skills of the HR department of private companies in the use of analytical data and the continuous development and implementation of international practice require improvement. Only half of managers need these skills.

The most critical assessment is given by managers of quasi-governmental structures. Only 50% of managers of quasi-governmental agencies positively evaluate the skills of providing the required personnel, use of analytics and continuous development of HR specialists.

Table 49 Assessment of the personnel management specialists' skill by the manager, by sectors

	Public sector			Private sector			Quasi-governmental sector		
	Good	Bad	H/T	Good	Bad	H/T	Good	Bad	H/T
Helps providing the organization with necessary personnel	86%	0%	14%	64%	14%	23%	**50%**	18%	32%
Possesses necessary skills and knowledge to perform the job functions	88%	0%	12%	75%	11%	14%	75%	18%	18%
Makes independent decisions and consults management in all questions under his/her	91%	5%	5%	70%	16%	14%	70%	24%	34%

Builds processes to support the achievement of strategic goals	84%	7%	9%	**59%**	16%	25%	**59%**	24%	26%
Reacts quickly and proactively	95%	2%	2%	64%	9%	27%	64%	18%	21%
Always evolves, suggests best international practices	74%	7%	19%	**52%**	18%	30%	**52%**	29%	29%
Prepares solutions on the basis of analytical data	79%	5%	16%	**52%**	18%	30%	**52%**	26%	29%

Respondents - representatives of regional subdivisions and government agencies - indicate that they are still more involved in the control and coordination of operational issues, and sometimes do not have a clear understanding of the strategic goals and development plans of the HR Management Service.

However, a few contradictory results were revealed from a survey of HR managers, since when asked how much time do you, as an HR manager, spend on developing the organization's strategy, on advising senior management on all HR issues (out of 100% of working time), most public sector specialists said that they spend more than the private and quasi-governmental sectors. The question of effectiveness of such consultation meetings is raised in this regard.

Table 50 Involvement in strategic management

	Private sector	Quasi-governmental sector	Public governance
Is not a part of my job	13%	24%	9%
Below 10%	13%	7%	9%
10% to 20%	23%	21%	26%
21% to 40%	33%	21%	17%
41% to 60%	7%	17%	29%
61% to 80%	7%	7%	9%
81% and above	3%	3%	3%

In addition, although information technologies and HR practices were introduced, respondents noted that the "paper flow" of the information requested from the top does not decrease. Therefore, it is necessary to systematise the reporting of the HR department, as well as to develop a system of interaction between the Unified HR Management Service and government agencies,

defining clear authorities of the parties in the processes of accounting, personnel management and control.

Table 51 Strategic use of HR-Analytics

Methods of collection and application of HR analytics	Public governance
In real time, AI based tools are being used. Analytics is integrated with the goals of the organization	0%
Collected regularly, advanced analytical tools are used. Focus of analytics is moved to business-goals of the organization	6%
Data is collected on a systematic basis with the help of software, a specialist is assigned to it.	63%
Data is collected from one occasion to another, based on management's request.	31%

As can be seen from Table 51, only 6% of HR analytics are collected regularly, on an ongoing basis, in line with the strategic goals of the organization; in other cases, data is collected either at the request of management or to meet the needs of the HR department, internal statistical reporting.

The current organization of administrative processes in government bodies leads to overburdening of employees, low motivation and bureaucracy, which in turn creates a negative public attitude towards government structures, including as an employer.

As in most OECD countries, Kazakhstan's civil service employs a competent approach. The competency model developed for administrative civil service positions is used in staff selection and career progression. The process of selecting and recruiting people to the civil service who have the skills and competencies needed to improve the capacity and effectiveness of the public sector is the basis for professionalising the civil service. The results of this study identified the need to attract experienced HR specialists from the quasi-governmental and private sectors to the HR services of government agencies on contractual terms of external recruitment (without the mandatory requirement of experience in public service positions). To make the civil service more attractive, it is necessary to develop methods for developing programmes to raise the employer's brand, given the present high readiness to leave the organization when receiving a better offer and the relatively low readiness to recommend the organization as a good employer on the part of employees.

Training and development

Based on the assessment results, individual professional development plans are designed in accordance with the competency model and implemented through training programmes of the Academy of Public Administration under the President of the Republic of Kazakhstan and its regional branches.

In the quasi-public and private sectors, different approaches to training are used, for example, the principle of 70:20:10 training (70% - in the workplace through solving complex tasks, participation in projects, rotation, 20% - through feedback from the manager and colleagues, coaching, mentoring, 10% - through e-learning, seminars, trainings, conferences), determine training needs based on priority goals and objectives in accordance with development strategies and performance evaluation of employees. An analysis of international experience in the training and professional development of government officials shows that government officials, in the course of their professional activities, should regularly attend a variety of courses to improve their professional competence and career development. In Kazakhstan, the process of planning, retraining, improving professional development of government officials, and monitoring of training has become mandatory and is supervised by the HR Department. The development of leadership potential, key skills and competencies are among the main areas of training. At the same time, survey respondents pointed to a number of individual limitations of the current formal training system for civil servants:

- the frequency and scope of training may vary depending on the budget of the region;
- the absence of a system of mandatory processing of the budget funds spent by the organization on their training, by government officials;
- difficulties in the selection of coaches and the development of internal coaches;
- insufficiency of offered forms of training and application of modern training methods;
- lack of opportunities to improve the qualifications of employees in accordance with the sectoral focus of their activities
- difficulties in finding interesting and experienced HR coaches. Governmental service respondents note the relevance and practical importance of HR training conducted by the HR Managers Association with the Agency's initiative and support.

Respondents believe that better training opportunities for government officials for professional and career growth should be provided.

It is no secret that managers in the overwhelming majority of cases want to see highly qualified employees who are ready to develop their own competencies taking into account the strategic goals of the organization in their team. Obviously, the motivation for such employees, taking into account the constant changes in the external environment within the existing budget opportunities, can be the provision of opportunities for self-development through tools: various online platforms and portals for skills and competence assessment, internal training through online modules to improve the efficiency of government officials at their convenience, providing practical advice on

drafting an individual development plan, mentoring, communicating with senior colleagues, explaining the corporate responsibility, and the corporate identity of the employees.

Compared to the private and quasi-government sectors, there are different approaches to the criteria for the promotion of employees with potential, which may vary depending on the level of the position. To improve the efficiency and transparency of the promotion system in the public administration sector, promotion is carried out on a competitive basis between internal candidates who have priority over external candidates. The candidate must have specialist knowledge, experience in lower positions and continuous training. This facilitates the promotion of existing government officials. Government officials are rotated in order to make better use of their professional potential in the public service. For competitive selection, companies publish open positions that are accessible to all citizens and evaluate candidates.

Unfortunately, the low level of wages of government officials and the bureaucracy in the activities lead to the fact that when a vacancy is opened, there is no possibility of employing highly qualified specialists.

The results of previous studies show that the labour motivator in selecting an employer in the public sector is the possibility of career development and participation in large-scale country ambitious projects; in the private sector - participation in innovative projects and high pay; in the quasi-government sector - access to best international practices and high pay.

Assessment of personnel

Personnel assessment not only allows us to see the strengths and weaknesses of our employees, but also provides an opportunity to outline an individual development plan (IDP) and identify its potential. The quasi-government sector assesses staff performance through setting key performance indicators (KPIs), based on the strategic goals and objectives of the organization, providing feedback to employees.

Job evaluation (grading) is gaining popularity in Kazakhstan, and managers understand the importance of modern human resource management methods to ensure the effective and efficient functioning of organizations.

In order to determine the efficiency and quality of work of government officials, their performance is assessed. The results of the performance evaluation of government officials are the basis for decisions on bonuses, incentives, training, rotation, demotion or dismissal. The introduction of the Factor Scale/FBS (pilot risk minimisation regime) represents significant progress in the civil service system. As a result, the government officials' pay will be affected by their contribution to the achievement of the organization's

goals, the complexity of the work performed and the specific knowledge and skills required for the position.

Key target indicators (KTIs) are defined by the authorised person and are derived from strategic documents of the public administration system as well as from a memorandum of the relevant state body. Proceeding from the priorities, the HR Service as the KCI indicates: to comply with the principles of meritocracy, to keep a low percentage of turnover and fluctuation of personnel in the field, to increase the share of vacant positions as a result of internal tenders, to increase the share of training of government officials from among those subject to retraining and professional development, to improve the quality of personnel records management through the information system E-kyzmet, the number of overdue letters and applications 0%, transfer to the Electronic Archive - 100%. As indicated by respondents representing regional services of state structures, in relation to novelties, government officials have questions about the procedure of performance evaluation, on writing and implementation of the plan, sometimes the CCI is prepared by the personnel service itself, and their manager approves them.

The assessment and filling in of competencies is carried out formally, and many managers and colleagues try to indicate that government officials' personal competencies are at a high level.

The results of the assessment of personal competencies are not linked to training programmes, personnel reserve formation, succession management and career planning. At the same time, the majority of respondents - representatives of regional services and government agencies - note that the process of assessing personal competencies is only planned to be implemented, and based on the assessment results, they will need to understand what achievements, skills and competencies the government officials already possesses and determine what competencies need to be developed in order to determine the need for growth and provide targeted training coverage. It is important for HR to see both the strengths, as well as areas for government officials' development areas, in the context of the work environment.

Individual career tools - Career development.

The survey results show that the majority of applicants go to the public sector to build their careers and participate in large-scale projects of importance to the country. This is certainly a strong advantage when it comes to forming a value proposition for a potential public sector job seeker. At the same time, analysis of the current situation shows that career management as a full-fledged area of activity of the HR management system is developing in a fragmented manner, and 53% of employees are ready to leave the civil service if they receive a more favourable offer.

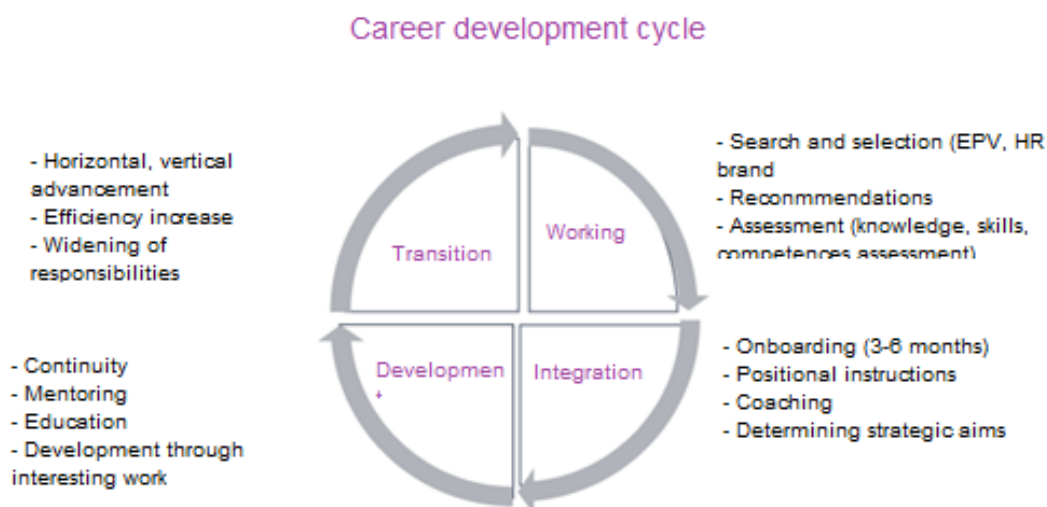As recommended by SHRM, the Career Development Cycle is presented below.

Figure 33 - Career development cycle

An analysis of the degree of development of HR processes in the public sector shows that the majority of processes are either under development and implementation or are missing, especially in terms of career development: staff retention and employer brand management - more than 60% of respondents.

Table 52 Development of HR processes in the civil service

Please select which of the HR processes exist in your organization and determine the level of their development (maturity)	Lacks in yiur organization	On the level of development and implementation	Established at policy level, but not fully operational (formal)	Regulated by policies, but not always supported by management	Regulated by policies, fully supported by management	Works and is planned to be automated	Fully functional and automated
Staff search and recruitment (recruitment, recruitment)	7	10	2	6	0	2	8
Staff retention	10	12	2	3	3	3	2
Managing the employer's brand	14	9	1	5	2	1	3
Corporate culture management	8	14	1	6	1	2	3
Human resource planning	3	11	2	9	4	2	4

Employee welfare management	6	16	1	5	2	1	4
Employee performance management	3	13	2	8	1	3	5
Total remuneration management	6	13	2	9	2	1	2
Adaptation of personnel	2	15	3	3	1	4	7
Training and development	0	16	4	3	0	2	10
Talent management	7	14	4	7	1	0	2
Organizational design	10	9	4	6	1	2	3
Communications management	10	11	1	4	1	2	6
Management of social and labour relations	3	16	3	6	1	2	4
Change management	6	13	3	7	0	3	3
Data management - HR analytics	7	11	2	5	2	1	7

5. Conclusion: key takeaways and recommendations

- High sentiment for external migration in the society, growth of hypothetical emigration from Kazakhstan from 13% in 2013 to 29% in 2020.

- Weak correlation (0.4) of labour productivity and maturity of HR processes requires additional study and development of special measures to improve business efficiency through human labour. At present, there is no linear correlation between business' success and human labour, the efficiency of which is formed through the prism of established HR processes. This situation may be worrisome both for the employer - when the available human capital is not used to the fullest extent, and for the employee - when the absence of a link between the financial well-being of the employee and work efficiency subsequently leads to an increase in dependency sentiment in the society Low level of digital erudition, especially among managers. Mental differences in perception of novelties and their integration into everyday life.

- Changing priorities in employer selection in order to obtain opportunities for development, improvement of qualifications and participation in innovative projects from job seekers.

- Some dissatisfaction with the opportunity to participate in management decision making.

- HR currently performs a service function. It is necessary to increase the role of HR by involving it in the strategic decision-making process.

- Despite the fact that most HR processes are implemented and regulated, there is a lack of an overall holistic structure and a systematic strategic approach to HR management.

- HR focuses on the implementation of standards and processes, often blindly copying market practices without analysing the real demands of business.

- Changing priorities in employer selection in order to obtain opportunities for development, professional development and participation in innovative projects from job seekers.

- Some dissatisfaction with the opportunity to participate in management decision making.

- HR currently performs a service function. It is necessary to increase the role of HR by involving it in the strategic decision-making process.

- Despite the fact that most HR processes are implemented and regulated, there is a lack of an overall holistic structure and a systematic strategic approach to HR management.

- HR focuses on the implementation of standards and processes, often blindly copying market practices without analysing the real business demand.

- Weak emphasis on the employee, processes are built without involving the employees themselves and their requests - we need surveys, we need to apply the results of these surveys in the development of solutions - we only now gain an understanding of employee experience and what it is. By collecting information and data on all aspects of employee life cycles, organizations can collect feedback to improve employee experience in these processes and make evidence-based improvements.

- Weak analytics, complete absence of external environment or labour market analysis.

- There is no understanding of the digital culture, of what skills employees lack when transitioning to Digital Kazakhstan, absence of a strategy to "digitalise personnel".

- There is a need to develop leadership among line managers. A strong corporate culture and leadership will play a crucial role in the success of an organization where one of the most important skills for the Leader is the ability to create teams and motivate them to achieve common goals.

General guidelines by sectors: public, quasi-governmental, private

- Conducting special in-depth research on a matter of assessing the culture of leadership and the use of analytical information in the public sector, the HR service's involvement at the strategic management level.

- Granting more autonomy to regional state bodies in the implementation of modern HR practices and analytical work.

- Undertaking special in-depth research in the sectors of "Agriculture" and "Healthcare" in order to develop special personnel management programmes, taking into account the specifics of the industry (seasonality of work, maintaining continuity, increasing motivation, etc.).

- Development of special measures to increase the level of involvement of employees in the sector of "Education".

- Increasing the fairness of the payment system for government employees in comparison to the market.

- Improvement of the recognition and reward programme at the state level with an emphasis on fairness and prestige.

General recommendations on HR processes

- Develop a competitive policy to retain highly qualified specialists, improve the attractive employer brand with an emphasis on opportunities for employee development and professional growth, part take in ambitious innovative projects, especially in the public sector.

- Increasing the level of automation in the HR management system and management decision making based on reliable analytical information

- Implementation of HR risk management policy with assessment of social, economic and other risks in regulating social and labour relations.

- Measure staff involvement by engaging independent sociologists, followed by the acting on point recommendations

Recommendations on increasing HR's effectiveness in the public sector

Today the public sector is striving to increase the role of HR at the strategic level and is also focused on applying best practices and HR technologies in the area of human resources management. Thus, on the basis of the research conducted and the results obtained, the following recommendations are offered for improving the HR management system:

- Development/updating of the HR strategy at the state/regional level, holding strategic sessions with managers and other stakeholders in order to define the general direction of development, as well as setting specific goals for the strategy implementation.

- Based on the strategy, develop a roadmap for the short, medium and long term ("quick wins", strategic changes) perspectives. The road map should also include planned resources and timelines, interim and final control points.

Recommendations on organizing the work of HR-services. Normative base.

1) to structure the processes of interaction between public authorities and the Unified Human Resources Management Service, to clearly allocate powers and areas of responsibility between them, while maintaining a balance for mobility in matters of personnel management (central/regional level);

2) to develop a strategy for the gradual transition of the state HR service, which deals with HR administration, into a modern structure of human resources management - the HR service with a long-term, strategic and systematic approach to human resources management (transformation: HR personnel officer);

3) to give more authority/autonomy to the regional structures of state bodies in the implementation of modern HR management practices, expert and analytical work;

4) implement the practice of developing regional HR strategies (taking into account the specifics of the regions) (HR plan);

5) to determine the relationship between management and executive employees;

6) to systematise personnel reports (to reduce the bureaucracy and formalism of procedures);

7) timely updating of by-laws (it is important to involve regional representatives when drafting amendments to the law or developing by-laws in order to take into account the practice and peculiarities of the regions) and methodological recommendations;

8) to implement HR risk management policy in regulating social-labour relations and ensuring personnel safety;

9) ensure the exchange of experience between HR specialists involving the strongest HR in quasi-governmental and private sectors, taking into account the existing differences in the experience of the application of modern HR technologies in various sectors and industries;

10) to envisage differentiation in salaries of HR specialists depending on the implemented functions (HR records management, expertise and development of HR strategies, etc.)

11) Provide professional training for Kazakhstan's higher education institutions

Recommendations for staff selection and recruitment

1) In order to professionalise and strengthen the role of the HR service, allow government agencies to engage and employ HR specialists with HRM experience in the quasi-public/private sector on a contractual basis (special contractual terms), respectively, to amend the legislation of the Republic of Kazakhstan if necessary;

2) Revise qualification requirements for HR specialists (taking into account professional standards);

3) Revise qualification requirements for candidates for public service positions in terms of information and communication skills and knowledge, highlighting new requirements for the knowledge and skills of employees necessary for their activities in the digital environment;

4) In order to attract and retain public official employees, to form an employer's value proposition based on the analysis of the market and the needs of employees in terms of different groups of employees, generation characteristics, position levels, etc.

Recommendations for performance evaluation

1) Finalise/implement the performance evaluation system. Formation of an integral performance assessment index on the basis of performance

assessment (implementation of the CPC), as well as on the basis of potential assessment (personal, organizational and managerial competencies) (assessment at the regional level is done formally);

2) Develop the CPC, taking into account the priorities of the HR service (to date, formalism and subjectivism prevail in the process);

3) Ensure the development of a culture of providing regular feedback on the results of work performed at all levels of management, and create conditions for professional communication;

4) Introduce a system for assessing personal/organizational/management competencies in the talent management system (formation of a talent pool) and succession management (key positions): development of the system and process, definition of frequency, development of evaluation methodology and tools, staff training;

Recommendations on reward management

1) To ensure that the system of a fair pay for government officials in comparison to the market;

2) Conduct informational and explanatory work, methodological support in implementing the new remuneration system.

Recommendations on employee training and development

1) Introduce a system for assessing personal/organizational/managerial competencies into the personnel training and development system. In order to ensure transparent career opportunities, ensure that individual development plans for professional and personal/organizational/management competencies are prepared on the basis of the evaluation. Ensure that the training programme is linked to individual employee development plans.

2) Develop training programmes tailored to the needs: distance learning in the upside-down format, orientation towards practical experience: solving practical tasks and cases, project implementation;

3) To improve the qualifications of personnel at all levels through training in HR professional standards, the latest HR methods and tools, management, practical skills, and to spread positive experience in HR management (the majority of employees do not want to develop and lead inactive lives);

4) Provide more methodological and informative-explanatory assistance from the authorized body (assistance in implementing and improving HR processes);

5) Ensure the necessary working off the spent budget funds by government employees for their training, for example, working off in 1.5 years at the organization from which they were sent for training - on the Bolashak principle;

6) Attract interesting and experienced trainers/lecturers. Public service respondents note the relevance and practical importance of HR training conducted by the HR Managers Association with the initiative and support of the Agency and the Academy;

7) Adhere to the training schedule agreed upon at all levels of management;

8) Develop the possibility of HR specialists' internships in the private and quasi-government sectors (in terms of implementation of separate HR tools, processes), use of remote technologies, consultations.

Recommendations on the development of corporate culture

1) To run a diagnostic of corporate culture and update the values of the public official in relation to the overall development strategy of the public service. Create a road map for the implementation of the developed values.

2) Organise work in the area of employee engagement management. Develop action plans to increase the level of involvement.

3) Introduce project management and change management in order to realize the developed plans, strategies and implement the proposed changes.

4) To develop HR-analysis. Ensure the systematisation and collection of data taking automation into account. Develop predictive analytics. Apply the results of the analysis to decision-making and the development of strategies and policies.

5) Promote compliance with the Code of Ethics and (for practical application, there were no comments, methodological guidelines to the Code);

6) Conduct team-building activities on a systematic basis.

Recommendations on the automation of HR processes.

1) Continue to further improve the E-kyzmet system, interfaces and the ability to perform procedures directly in the system;

2) To increase the level of automation of HR processes, develop the Call Centre, self-service. *For example, the procedures for competitive selection (registration of receipt of documents, admission, registration of candidates, minutes and files of commission audio recordings, announcements, etc.). At present, this is done on paper, then everything* is scanned and sent to the regional department - for control and monitoring).

Recommendations for HR personnel

1) Staff HRM specialists with experience in the quasi public/private sector;

2) Attract experienced HR specialists from the quasi public and private sector to the HR services of government agencies on contractual terms of

external employment (without the mandatory requirement of experience in public service positions).

3) In order to strengthen the role of HR, improve the level of qualification, acquisition of new knowledge and expanding practical skills, it is necessary to conduct training of HR-functions' employees - a full course throughout the HR cycle;

4) Implement a system of internal coaching and mentoring. Conduct training, prepare internal coaches to further transfer knowledge to other employees.

5) Organise sites for exchange of experience between HR specialists from different departments and regions. Detailed analysis of victories and defeats. Joint introduction and implementation of new projects.

6) Consulting, methodological support, HR expertise from the HR Managers Association.

Methodology

Research of the role and status of modern HR in Kazakh organizations of private, quasi-governmental and private sectors
1. General provisions

This Methodology for conducting research on the role and status of HR in Kazakhstani organizations (hereinafter referred to as the Methodology) defines unified approaches to conducting research in accordance with international best practice and HR standards.

1. Principles of the survey:

- anonymity/confidentiality of the survey;

- representativeness of data.

2. The result of the survey is a consolidated analytical report that includes a situational analysis, a comparative analysis, and conclusions, recommendations and trends identified.

3. The results of the survey allow for annual comparison of results between organizations (benchmarking) as well comparing the dynamics of the situation.

4. The results of the survey are of a recommendatory nature and can be used to adjust management, strategic and HR activities.

5. The research methodology is subject to copyright and may not be distributed.

The purpose of the study is to assess the level of maturity of HR processes in organizations in the private, public and quasi-governmental sectors, as well as to assess its impact on the efficiency of the organizations' operations and the attractiveness of the it as an employer.

Objectives of the study:

1. To develop criteria and indicators for assessing the level of maturity of HR processes, as well as indicators of the effectiveness of human resources work;

2. To identify the factors blocking the HR processes development;

3. To assess the level of maturity of HR processes in domestic organizations in the private, public and quasi-governmental sectors, and compile a comparative analysis;

4. Identify criteria and measure the level of digital culture in the organization;

5.   To make a list of the strongest and weakest HR practices used in Kazakhstani organizations;

6.   Determine the degree of correlation between the level of maturity of HR processes and the efficiency of Kazakhstan's organizations.

7.   Assess the level of dependence of the role and status of HR units on management leadership styles in the organization;

8.   Analyse employees' attitude towards the organization's brand as an employer;

9.   Analyse the attitude of employees to the human resources management unit, identify factors that affect their relationship;

10.   Perform a comparative analysis between sectors (private, quasi-state and public) for all question blocks;

11. an analysis of the HR/HR functions of government agencies in terms of personnel development, and the KCI (key target indicators) of HR employees;

12. analysis of the training planning process for civil servants: - Whether the results of the Personal Competence Assessment are used in planning (PLC, this test is conducted annually for all civil servants, as well as for applicants for civil service);

13.   Identification of effective tools for developing the competencies of co-workers, as well as identifying training needs of public officials.

The object of the study is organizations in the private, public and quasi-governmental sectors with more than 100 employees (average (100 to 250) and large (251 to 999,999).

In this study, public sector organizations are defined as central and local public bodies.

Private sector organizations are organizations (enterprises) established on the basis of private ownership, i.e. owned by individuals or legal entities.

Quasi-sector organizations - state enterprises, limited liability partnerships, joint stock companies, including national management holdings, national holdings, national companies in which the state is a participant or shareholder, as well as subsidiaries, associates and other legal entities which are affiliated with them in accordance with the laws of the Republic of Kazakhstan.

2. Research toolkit

Quantitative and qualitative methods of analysis are used to collect data.

The first block: a survey of three target audiences.

1.   Managers of the organization

2.   Managers of the human resources/HR department or other entity responsible for human resources management.

3.   Employees of the organization

The study will use quantitative and qualitative methods of analysis.

The first block: quantitative method - conducting a sociological survey:

1) Questionnaire for the heads of organizations, HR department and employees

The second block:

2) conducting in-depth interviews with experts in the field. Key Espert requirements: at least 10 years of experience, exceptional knowledge of HR management.

Third block: data analysis:

1) analysis of secondary data (other sociological studies conducted earlier in the Republic of Kazakhstan).

2) analysis of the international experience of conducted research on the role of HR in various economic sectors (ILO, World Bank, OECD studies).

Structuring sampling

The sampling was based on geographical distribution. The data were taken from open sources of the Committee on Statistics of the Republic of Kazakhstan, table: Availability and movement of labour force at large and medium-sized enterprises of the Republic of Kazakhstan, I quarter 2020. The sample was distributed to industries in proportion to the number of employees in line with the institutional and sectoral employment structure in Kazakhstan and the regions.

	Strengthening of the industry	Listed number of workers at the beginning of 2020
1	Agriculture, forestry and fisheries	2%
2	Industry	23%
3	Construction .	6%
4	Wholesale and retail trade; repair of cars and motorbikes	6%
5	Transport and Storage and Information and Communication	10%
6	Financial and insurance activities	3%
7	Professional, scientific and technical activities, activities in the field of administrative and support services	6%

8	Public administration and defence; compulsory social security	8%
9	Education and Health Care and Social Services	31%
10	Other:	4%

Given the current economic situation - the strict quarantine of most leisure organizations, as well as the lack of presence of systemically important institutional units during the time of the survey, it was difficult to fill in and communicate with organizations in general.

In each organization, it is necessary to interview one senior manager, one HR manager/head of human resources management unit and employees, based on 10% of the organization's size.

3. Description of tools and methodology for calculating the level of maturity of HR

1. one of the survey tools is to use a questionnaire which may contain open and closed questions to collect the necessary data for analysis.

2. the questionnaire for employees of organizations includes questions on the following blocks:

1	Satisfaction with working conditions
2	Labour mobility and HR brand
3	Assessment of the HR-services and readiness to change
4	Assessment of the managers

A link to the employee questionnaire is in Kazakh and Russian.

3. The senior management's questionnaire includes the following blocks of questions:

1	General questions
2	Assessment of the maturity and development level of the HR unit/human resources service
3	Digital culture
4	Leadership
5	Efficiency of business and personnel during the pandemics

4. The questionnaire given to the head of the HR department includes the following block of questions

1	Assessment of maturity (development) of HR processes
2	HR priorities in the period of the coronavirus pandemic and readiness for digital transformation
3	Executives' evaluation

A link to the questionnaire for the heads of HR departments of organizations in Kazakh and Russian languages.

5.   The final level of maturity is calculated as follows:
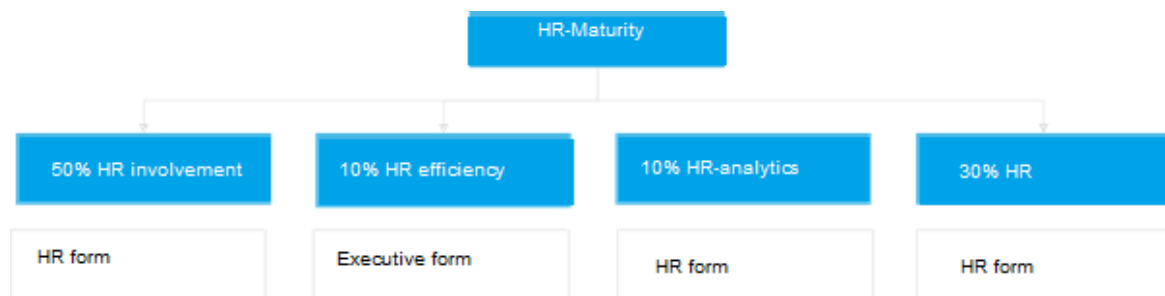
Personnel engagement index

As can be seen from the formula, a key component of the HR processes' maturity is the employee engagement rate. In modern theory of human resources management, involvement is referred to as the point of assembly of the entire HR system, which includes working conditions, pay and motivation, career development opportunities, performance evaluation and much more. A detailed description of approaches to assessing staff involvement is provided in the relevant section of this Report. This indicator is assessed by the organization's employees.

Index of the effectiveness of measures taken

The second component of determining the maturity of HR processes on the basis of expert recommendations is using the "Readiness of organizations to external challenges", i.e. to determine how effective and resilient organizations are to external crises such as the coronavirus pandemic, how proactive HR services are in line with the organization's strategic development. This indicator is assessed by the top manager of the organization.

Level of application (automation) of HR analytics

The third component, taking into account the recommendations of international experts (from the recommendations of the Berzin Academy), is assessing to which extent Kazakh organizations use HR analytics in making management decisions. This indicator is assessed by HR managers.

№	Index	Level	Level's characteristic
1	75% - 100%	Strategic level	HR-strategy is aligned with the business-stratgegy and has a direct impact business results
2	50% - 74%	Operational level	All major HR-processes are prescribed in the company. The work of HR is confined to conforming to the described procedures. Situational difficulties may arise while interacting with the personnel, consultations on certain HR-processes are recommended.
3	21% - 49%	Basic level	Certain basic HR-processes are functioning in the firm (recruitment, training of the personnel, grading). Functions related to the personnel are not connected to business-needs. Linear managers perform HR-functions up to the best of their understanding.
4	0 - 20%	Administrative level	The activity of the HR-service is aimed at complying with legislations and is limited to personnel administration. The HR-strategy is absent.

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4. Organization of the survey

The study consists of three main stages:

1) preparation of the study;
2) the implementation stage;
3) the final stage.

The survey is conducted using the online survey method.

The organization determines the coordinator responsible for the preparatory work and the coordination of the survey.

The duration of the survey for each stage is determined when a schedule plan is agreed upon.

Stage 1. Preparation of the survey:

- Development of the survey methodology and tools;
- Study of international experience;

- Calculation of the sample;
- Piloting the survey;
- Development of communication channels with the study participants through social networks and other electronic means of communication
- 2-3 weeks before the survey, an information session is held to inform employees about the upcoming survey and to invite them to take part in it;
- Necessary conditions for filling in the questionnaires are created.

Stage 2. Stage of implementation (fieldwork).

When conducting a web survey:

- electronic links are sent out to an agreed on list of respondents;
- the monitoring is carried out to ensure questionnaire completion;
- reminders are sent out;
- Consultations on completing the questionnaires are being conducted
- if necessary, calls are made to remind respondents, inviting them to complete the web survey;
- collection/downloading of completed questionnaires is carried out.

Stage 3. The Final phase.

- Received data are checked for determining whether it was filled in correctly. Questionnaires filled in by less than 50% are not taken into account.
- The questionnaires are entered into the SPSS database and frequency distributions, cross tabulation, factor, correlation and other types of data analysis are calculated.
- Based on the data obtained, scores on the level of maturity of HR processes are calculated according to the methodology.
- Reports on the results of the personnel engagement survey are prepared in an electronic format:
- an analytical report is prepared in Microsoft Word, PDF format, containing the survey results, charts and tables based on the survey results, as well as the main findings and recommendations obtained during the survey. A statistical report on the results of the questionnaire survey is also attached.
- Primary survey materials - a set of documentary sources created and collected in the course of the survey (including methodological documents - survey tools, organizational and methodical report on surveys, etc.); primary data sets in Excel programmes.

The report may be prepared in Russian, Kazakh or English. The language of the report is chosen by the organization before the survey.

Toolkit

A questionnaire for employees

Dear colleagues, the HR Managers Association of Kazakhstan is conducting an independent national survey on the level of maturity of HR processes.

Our organization takes part in this research. This is a great opportunity for us to compare with more than 100 companies in Kazakhstan, to get acquainted with the best practices, to increase our effectiveness of interaction in the conditions of pandemic.

Please support this initiative and take part in the survey!

The survey is conducted on a remote server and all responses will be analysed with the opinions of your colleagues. Independent sociological experts guarantee anonymity and confidentiality.

Filling in the questionnaire will take no more than 10 minutes.

1. Can you specify whether you are satisfied with the organization's development today?

1) Fully satisfied

2) Rather satisfied

3) Not quite satisfied

4) Fully dissatisfied

5) I find it difficult to answer

2) Select the answer which best evaluates your organization's performance over the last three years:

1) The organization is going through a period of growth in its activities

2) The organization operates smoothly and sustainably

3) The organization is experiencing some decline in its activity

4) The organization is in a state of reserve.

5) The organization has been operating for less than 3 years

6) Other

3. **To what extent are you generally satisfied with your work?**

Completely dissatisfied				Completely satisfied
1	2	3	4	5

4. **Would you recommend your organization/company to your friends and acquaintances as a worthy employer?**

1) Yes

2) Rather yes

3) Rather no

4) No

5) I find it difficult to answer

5. **Tell us, how would you behave if you received a better job offer from another organization? ONE ANSWER**

1. I will change to this organization in any case

2. I will move if a higher position and salary is offered

3) I will stay with the Company

4) I will stay in the Company if my salary is raised.

5. I find it difficult to answer

6. **Do you plan to leave Kazakhstan in the next year or two to move permanently to another country?**

1. Yes, I am planning to leave

2. No such plans at the moment, but I may leave in the future.

3. No, I'm not going anywhere.

4. I find it difficult to answer

7. And how satisfied or dissatisfied are you with the following working conditions in your organization. Can you please score on a 5-point scale, where 1 means absolutely unsatisfied and 5 means absolutely satisfied?
PLEASE ASK ON EACH ITEM. IN EACH LINE THERE IS 1 ANSWER.

		Completely satisfied		Neither		Completely dissatisfied
1	Presence of a constant part of a salary	5	4	3	2	1
2	Presence of benefits and social package	5	4	3	2	1
3	Favourable psychological climate in the team	5	4	3	2	1
4	Management style of executives.	5	4	3	2	1
5	Work and rest periods (work schedule, weekends, holiday)	5	4	3	2	1
6	Corporate events, holidays, traditions, joint recreation, sports	5	4	3	2	1
7	Complete and timely communication (about the situation at the enterprise, management plans and development prospects)	5	4	3	2	1
8	Prestige of the company, its image and reputation	5	4	3	2	1
9	Leadership policy, management methods and techniques, general organization of work at the enterprise	5	4	3	2	1
10	Stability and reliability of the workplace	5	4	3	2	1
11	Physical conditions of work, equipment at the workplace	5	4	3	2	1
12	Self-sufficiency and independence in work, presence of competences.	5	4	3	2	1
13	Participation in discussing and making management decisions	5	4	3	2	1
14	Corporate culture, generally accepted values, rules and norms of conduct in the organization	5	4	3	2	1

15	Opportunities for professional and personal growth	5	4	3	2	1
16	The content of the work itself, its diversity, its interest, its ability to express itself	5	4	3	2	1
17	Variable part of the salary depending on the results of work; possibility to earn rather than receive it	5	4	3	2	1
18	Acknowledgement from managers and colleagues (moral rewards, valuable gifts, prizes, honorary titles, etc.)	5	4	3	2	1
19	Personal responsibility for job results	5	4	3	2	1
20	Teamwork, communication and interaction with people	5	4	3	2	1
21	Position held, your status in the organization	5	4	3	2	1
22	Opportunities for promotion, career development	5	4	3	2	1
23	Atmosphere of healthy competition in the team	5	4	3	2	1
24	Compliance of payment level with personal deposit	5	4	3	2	1
25	Continuous feedback from the immediate supervisor on the results of one's work	5	4	3	2	1

9. Imagine that you are given a choice between raising your salary and the opportunity to improve your skills, improve working conditions, improve the psychological environment in your team and the opportunity to use innovative methods and technologies in your work. What choice would you make? ONE ANSWER PER ICON

1	Improving qualification	1
	Salary raise	2

3	Improving the psychological environment in the team	1
	Salary raise	2

| 4 | The use innovative methods and technologies in your work. | 1 |
| | Salary raise | 2 |

10. Which of the following options would you prefer?

| An opportunity to work in a prestige, authoritative company | 1 |
| The Company is not widely known, neither is it really prestigious, but in this company I will be able to perform my functions in the best possible way and realize my potential. | 2 |

Evaluation of the HR department's service (HR department/ HR management unit)

10. Assess the work of the HR department. To what extent do you agree with the statements below (several options can be noted)?

1) I am satisfied with the how quickly HR service is able to resolve complaints

2) I am satisfied with the quality of the resolution of complaints to the HR department

3) I am satisfied with the level of understanding of staff needs.

4) I get enough information on HR issues

5) I understand who to contact when an HR issue arises

6) I do not know

11. How satisfied are you with the following HR services in our organization?

№	Direction	Fully satisfied	More satisfied than not	Rather unsatisfied	Fully unsatisfied	I find it difficult to answer
1	Search and selection of qualified specialists					
2	Learning and development process					
3	Performance evaluation					

	process					
4	Remuneration management process					
5	Personnel administration process (orders, references)					
6	Successional process					
7	Promotion and appointment process for management positions					

12. Do you trust the strategic decisions of the organization's management?

1) Fully trust

2) Rather yes than no

3) Rather no than yes

4) Totally distrust

5) I find it difficult to answer

13. My line manager has conversations with me (discussing goals and objectives).

1) Fully agree

2) I rather agree

3) Rather disagree

4) I completely disagree

5) I find it difficult to answer

14. I periodically receive feedback from management

1) Fully agrees

2) I rather agree

3) Rather disagree

4) I completely disagree

5) I find it difficult to answer

Socio-demographic characteristics

****

15.   Position within the organization

1.   Chief Executive Officer (CEO, CEO-1: Head of the organization, Deputy First Head, Head of Functional Area, Managing Director, etc.)

2.   Line manager (head of the structural unit, management, etc.)

3.   Employee

4.   Other_____

16.   Sex

1.   Female

2.   Male

17.   Age

1.   Below 25 years old

2.   26 to 30 years old

3.   31 to 35 years old

4.   36 to 40 years old

5.   41 to 45 years old

6.   46 to 50 years old

7.   51 to 55 years old

8.   56 to 60 years old

9.   61 years and over

18. Sector

1.   Public administration

2.   Quasi-state sector

3.   Private sector

4.   Other_____

19 For how long have you worked for the Company?

1. Less than 1 year
2. 1 to 3 years
3. 3 to 5 years
4. 5 to 10 years
5. More than 10 years

20. For how long has the company existed?

1. Less than 1 year
2. 1 to 3 years
3. From 3 to 5 years
4. 5 to 10 years
5. From 10 to 20 years
6. More than 20 years

21. Please specify your education:

1. Incomplete secondary education (9 grades)
2. Secondary education (11 grades)
3. Secondary vocational education
4. Unfinished higher education
5. Higher education
6. Second higher education
7. Master's degree (MBA and equivalent) or academic degree (Candidate, Doctor of Sciences)

22. Total number of employees in your company?

1. Up to 50 people
2. 51 to 100 people
3. Up to 101 to 500 people
4. 501 to 1000 people
5. From 1001 to 3000 people
6. From 3001 to 5000 people
7. From 5001 to 10,000 people
8. From 10001 people and more

23. Number of direct subordinates.
1.   No subordinates
2.   1-5
3.   6-10
4.   11-20
5.   21-30
6.   31-50
7.   51-100
8.   Over 101

24. Number of rewards (bonuses, awards, etc.) received over the last five years
1.   0
2.   1
3.   2
4.   3
5.   4
6.   5
7.   6
8.   7
9.   8 or more

25. Select your region:
1) Akmola region
2) Aktobe region
3) Almaty region
4) Almaty City.
5) Atyrau region
6) East Kazakhstan region
7) Zhambyl Oblast
8) West-Kazakhstan region
9) Karaganda Region
10) Kostanay region
11) Kyzylorda region

12) Mangistau region

13) Nur-Sultan City

14) Pavlodar region

15) North-Kazakhstan region

16) Turkestan region

17) Shymkent City

Questionnaire for managers

The Association of HR Managers of Kazakhstan invites you to take part in a comprehensive study. More than 100 organizations from various industries will take part in the research.

Research partners: Academy of Public Administration, NPP Atameken.

Advantages of participation:

- Audit of HR-processes

- Benchmarking by industry and through Kazakhstan

- Assessing employee satisfaction

- Assessment of readiness for environmental challenges

Principles of research:

- data representativeness

- objectivity

- The rule of standards

The data will only be used to reflect general trends in the industry and make appropriate recommendations.

Please complete the survey before _____.

1) Assess the growth dynamics of your organization over the last 3 years:

    1) the organization is going through a period of growth in its activities

    2) the organization operates smoothly and consistently.

    3) the organization is experiencing some decline in its activity

    4) the organization is in a state of stagnation

    5) the organization has been operating for less than 3 years

    6) another (specify) _____

2. Are you satisfied with the development of your organization's HR department/compliance unit?

   1) Yes

   2) Rather yes

   3) Rather no

   4) No

   5) I find it difficult to answer

3. Activities of the HR department/human resources management unit for the last 3 years have:

   1) Improved

   2) Deteriorated

   3) Have not changed

   4) I find it difficult to answer

Assessment of HR maturity level and development in the organization

4. How good is the HR department of your organization?

№	Direction	Very good	Good	Neither	Bad	Very bad	I find it difficult to answer
1	Helps to provide the necessary staff for the organization						
2	Possesses required skills and knowledge to perform the job functions						
3	Makes independent decisions and consults management on all questions within its authority						
4	Builds processes to						

№	Direction					
	support strategic goals					
5	Proactively reacts to calls and challenges					
6	Constantly evolves, suggests best international practices					
7	Prepares analytical data based decisions					

LEADERSHIP

4. How good are linear managers (heads of departments) of your organization?

№	Direction	Very good	Good	Neither	Bad	Very bad	I find it difficult to answer
1	Focus on the goals and the mission of the organization						
2	Act in line with the declared values						
3	Respond promptly to environmental challenges						
4	Meet the expectations of senior management						
5	Carry out open and honest communications						
6	Change the style of work depending on the situation						
7	Learn new things, are not afraid to						

	experiment, take risks						
8	Regularly provide constructive feedback						
9	They create an atmosphere of cooperation, mutual assistance and support, satisfied employee means higher quality of work						
1 0	Place more emphasis on strategic vision rather than operational objectives						

DIGITAL CULTURE

6. Does your organization have a Digitalization Strategy?

    1) Yes, a separate Strategy has been developed

    2) Yes, it is part of the overall Strategy

    3) No

    4) No, this is not necessary

    5) I find it difficult to answer

7. The main obstacles to the implementation of digitalization of processes:

    1) Outdated IT systems and applications

    2) Lack of essential digital skills

    3) Lack of clear vision

    4) Corporate culture and values

    5) Other

8. At what stage is the level of Digitalization in your organization?

    1) We carried out a complete digitalization of processes

2) Partially implemented individual digital projects

3) We are engaged in automation, thinking about what can be done in terms of Digitalization

4) We are engaged in automation. Digitalization is not yet relevant for us (no budget, no opportunities)

5) We have not automated anything yet

9. How good are managers of your organization

№	Direction	Very good	Good	Neither	Bad	Very bad	I find it difficult to answer
1	Use advanced IT decisions in work						
2	Participate in IT and digital project						
3	Connect general development of the company to digital technologies						
4	Strive to personally participate in the process of digitalization						

EFFECTIVENESS OF BUSINESS AND PERSONNEL

4. How good was your organization since the pandemic has started?
….

№	Direction	Very good	Good	Neither	Bad	Very bad	I find it difficult to answer
1	Reaches financial and production indicators						
2	Maintains high levels of satisfaction among						

	clients						
3	Adapts to change						
4	Retains high levels of personnel involvement						

Socio-demographic characteristics

*** *********

11. The level of position in the organization

1) CEO - the first head of the organization / head of the executive body of the organization

2) CEO-1 (member of the executive body / deputy head of the organization, etc.)

3) CEO-2 (head of the functional area / managing director, etc.

4) Other

12. Select your gender

1) Female

2) Male

13. Note your age

1) Under 25

2) 26 to 30 years old

3) From 31 to 35 years old

4) 36 to 40 years old

5) 41 to 45 years old

6) From 46 to 50 years old

7) 51 to 55 years old

8) From 56 to 60 years old

9) From 61 years old and older

14. Pick the sector of the economy to which your organization belongs

1) Public administration

2) Quasi-public sector

3) Private sector

4) Transnational companies

5) Other

15. For how long have you been with the company?

1) Less than 1 year

2) From 1 to 3 years

3) 3 years old to 5 years old

4) 5-10 years old

5) 10 to 20 years old

6) Over 20 years

16. For how long has the organization you have been working for existed?

1) Less than 1 year

2) 1 to 3 years

3) 3 to 5 years

4) 5 to 10 years

5) 10 to 20 years

6) Over 20 years

17. Please indicate your education

1) Secondary specialized

2) Higher education

3) Second higher education

4) Master's degree (MBA and equivalent), or academic degree (candidate, doctor of science)

18. The total number of employees in your organization?

1) Below 100 people

2) From 101 to 500 people

3) From 501 to 1000 people

4) From 1001 to 3000 people

5) From 3001 to 5000 people

6) From 5001 to 10000 people

7) From 10001 people and more

19. Number of direct subordinates

1) 1-5

2) 6-10

3) 11-20

4) 21-30

5) 31-50

6) 51-100

7) Over 101

20. Please select your region

1) Akmola region

2) Aktobe region

3) Almaty region

4) Almaty

5) Atyrau region

6) East Kazakhstan region

7) Zhambyl region

8) West Kazakhstan region

9) Karaganda region

10) Kostanay region

11) Kyzylorda region

12) Mangystau region

13) Nur-Sultan city

14) Pavlodar region

15) North Kazakhstan region

16) Turkestan region

17) Shymkent

Thank you for participation!

Questionnaire for HR managers

Hello!

At present, the COVID-19 pandemic poses one of the biggest challenges of our time and has become a stress test for the quality of management around the

world and at all levels. Unfortunately, we still do not know when will it end, neither do we know of the likelihood of its return.

Do you want to know how the best HR services help their organizations to cope with crises, including during a pandemic?

Take part in a large-scale Kazakhstan study, the main task of which is to determine the level of maturity of HR processes, the level of digital culture of the organization and their impact on its efficiency and readiness for external environment challenges.

Questions of the questionnaire are presented by blocks:
- General questions
- Assessment of the maturity level and development of the human resources management/human resources department
- Digital culture
- Leadership
- Efficiency of business and personnel during the pandemics

Participation in the study will take no more than 10 minutes of your time. More than 100 organizations across Kazakhstan from various sectors take part in the survey. Each organization that took part in our study will receive a summary report on its results and recommendations for improvement based on existing international practices in this area. In addition, the best HR practices identified in the survey will be awarded the "Senim" HR Prize.

The survey is conducted on a remote server and we guarantee anonymity and confidentiality, all responses will be analysed with the opinions of your colleagues. The data can only be used to show general trends in the industry and make recommendations accordingly.

Assessment of the HR processes' maturity (development)
****

1) Describe the current HR model in your organization:

    1) Independent structural unit with dedicated HR functions

    2) There is one HR manager in the company, who combines all areas of HR work

3) The company has an HR business partner, a common service centre and an HR Centre of Expertise.

4) HR functions have been outsourced.

5) Some HR functions have been outsourced, specify which ones_____.

2. Which of the following functions does the HR manager perform?

1) Participates in the development of the organization's strategy

2) Participates in advisory bodies on strategic management issues

3) Advises senior management on all personnel management issues

4) Develops and implements internal documents regulating HR management activities

5) Personally organises and participates in project teams

6) Other

3. How much time do you, as an HR manager, spend on developing the organization's strategy and advising senior management on all HR issues (out of 100% of your time)?

1) Up to 10%

2) From 10% to 20%

3) From 21% to 40%

4) From 41% to 60%

5) From 61% to 80%

6) From 81% and more

7) Not a part of my work

4. Do you have a certificate (e.g. SHRM) or higher education (Bachelor or Master) in human resources management (HR)?

1) Yes

2) No (moving on to Question 6)

5. Enter the name of the certification

1) CIPD

2) SHRM

3) HRCI

4) GRP

5) Foreign Master's degree in Personnel Management

6) Other

6. Do you want to obtain a Kazakhstan Certification that meets the professional standards approved in Kazakhstan?

1) Yes

2) No

7. To promote an organization's HR brand, you, as the head of the HR department... (several answer choices can be noted):

1) participate in HR forums, conferences and other events as a speaker/moderator/reporter

2) publish articles/books/research results, HR projects

3) you are a member of the professional communities of HR experts

4) take additional training to develop your competencies and skills independently

5) you are a business trainer/teacher in human resources management

8. Are you satisfied with the development of your organization's human resources service/management unit?

1) Yes

2) Quickly yes

3) Rather no

4) No

5) I find it difficult to answer

9. Activities of the HR Service/Compliance Unit in the last 3 years have:

1) Improved

2) Deteriorated

3) Have not changed

4) I find it difficult to answer

10. What are the main goals of the HR department/human resources management unit in 2020? (tick no more than 3 answer options)

1) Optimisation of staff costs

2) Increased staff performance

3) Decrease in staff turnover

4) Reduction of labour disputes and conflicts

5) Increase in staff satisfaction (involvement in work)

6) Increase the effectiveness of personnel training and development costs

7) Adoption of international practices and new tools for human resources management.

8) Digitalisation of HR processes

9) Health and well-being of personnel

10) Other

11. Are you satisfied with the support of the top management of the organization provides to the HR department/human resources management unit?

1) Fully satisfied

2) Rather satisfied

3) More likely not satisfied

4) Completely dissatisfied

5) I find it difficult to answer

12. Select three most applicable forms of training and development that you use in your organization?

1) Online training

2) Communication with professionals

3) External conferences and events

4) Workplace development

5) Internal development programmes

6) Continuing education

7) External Training

8) Coaching

9) Mixed learning

10) Rotation

11) Microtraining / marathons

12) Mentoring

13) None of the above

14) Other

13. What HR analytics does your organization use?

    1) Data is collected on an ad hoc basis, at the request of management

    2) Data is collected on a systematic basis using software, a specialist is assigned to it

    3) Meetings are held regularly and advanced analytical tools are used. The focus of analytics shifts to the company's business objectives.

    4) In real time, tools based on artificial intelligence are used. The analytics are integrated with the business

14. Please indicate which HR processes exist in your organization and determine their level of development (maturity)

Processes	Absent in the organization	On the level of development and implementation	Established on the policy level, however, does not function	Regulated by the policies, not always supported by the administration	Regulated by policies, fully supported by administration	Functional and is planned to be automated	Fully functional and automated
Staff search and recruitment (recruitment, recruitment)							
Staff retention							
Managing the employer's brand							
Corporate culture management							
Human resource planning							
Employee welfare management							
Performance management							
Total							

compensation management							
Adaptation of personnel							
Training and development							
Talent management							
Organizational design							
Communications management							
Production relationship management							
Change management							
Data management - HR analytics							

15. How well are the following implemented in your organization?

	Very well	Well	Neither good, nor baf	Bad	Very bad	Not implem ented
Approved human resources strategy						
Code of Ethics						
Established values within the organization						
Competency Model						
Management training programmes						
Evaluation of the efficiency of the personnel work, the personnel service						
Grading within the organization						
Personnel reserve						
Surveys of involvement, satisfaction of personnel						
Adaptation programmes for new employees						

Are there programmes of work with young professionals or graduates of educational institutions?						

HR priorities during the coronavirus pandemic and readiness for digital transformation

****

16. Does your organization have a Digitalization Strategy?

    1) Yes, a separate strategy has been developed

    2) Yes, it is part of the overall strategy

    3) No

    4) No, this is not necessary

    5) I find it difficult to answer

17.   The main obstacles to implementing the Digitalization of processes:

    1) Outdated IT systems and applications

    2) Lack of necessary digital skills

    3) Lack of clear vision

    4) Corporate culture and values

    5) Other

18.   What is the stage of the level of digitalization in your organization?

    1) We have carried out a complete Digitalization of the processes

    2) Partially implemented individual digital projects

    3) We are engaged in automation, thinking about what can be done in terms of digitalization.

    4) We are engaged in automation. Digitalization is not relevant for us yet (no budget, no possibilities)

    5) We have nothing automated yet

19.   What action has your organization taken in response to the coronavirus pandemic? (You can choose between several options)

    1) Transfer of employees to remote (remote) work

2) Firing, reduction of all employees

3) Dismissals, redundancies of employees involved in physical labour

4) Registration of downtime for all employees

5) Registration of downtime of employees engaged in physical labour

6) Leave without pay

7) Paid leave for the future period

8) No changes

9) Other

20.   Does your organization have a Coronavirus Pandemic Risk Management Plan in place?

1) Yes, we are acting according to the plan at the moment

2) Yes, but requires corrective changes

3) Yes, but not used

4) No

5) I find it difficult to answer

6) Other

21.   How ready are you and your organization to work remotely?

1) Fully ready (has been practicing for a long time; easily switched to a new work format)

2) Partially ready (requires updating the rules, policies of the organization, improving online services)

3) Not ready ("manual" interaction with management and colleagues).

4) Absolutely not ready (complete misunderstanding, high probability of closure)

5) Other

22.   To what extent does your organization's IT infrastructure allow you to work remotely? (You can choose several options)

1) Remote desktop is used (VPN, VDI, permanent access to network folders).

2) There are corporate servers

3) There are opportunities to work completely independently

4) Remote IT and HR support services are used

5) EDS is used

6) There is no access to the Internet

7) There is a lack of office equipment to ensure remote work

8) Requires mandatory presence at work

9) Other

23. How well are your organization's leaders doing?:

№	Direction	Very well	Well	Neither good, nor bad	Bad	Very bad	I find it difficult to answer
1	Use advanced IT solutions in their work						
2	Participate in IT and digital projects						
3	Connect the company's development to digital technologies						
4	Aspire to personally participate in the Digitalization process						

24. Which of these questions creates most challenges for you and your organization at the moment during the pandemic? (You can choose no more than 5 answer options)

1) Personnel administration (orders, transfers, payments)

2) Internal communications system (communication tools, crisis communications)

3) Social well-being of employees (involvement, anxiety, readiness for a new work format)

4) Adaptation of personnel to new working conditions

5) Compensation and benefits (need to review remuneration system)

6) Performance evaluation (HR processes efficiency, implementation of new control systems)

7) Ensuring safety at work

8) Interaction with top management, support of strategic decisions of management

9) Social and labour relations (redundancies, dismissals, social tension)

10) Training (introduction of new forms of training, strategic training in new work skills)

11) Development of new HR metrics

12) Recruitment and remote hiring

13) Formation of digital corporate culture

14) Positioning the HR brand

15) Budget. Optimization of staff costs

16) Preservation of health and optimization of physical condition in the current period

17) Other

25. What is the most important HR problem for your organization at the moment? (write down the answer)

_____

26. What, in your opinion, are the risks of mass downsizing in your organization?

1) Very high

2) High

3) Low

4) None

5) I find it difficult to answer

6) Other

27. Do you think that HR processes in your organization will change after the pandemic?

1) No, our organization is resilient to any changes. HR processes have proven to be highly effective.

2) Yes, completely. Our organization will switch to a completely new format of work, which will require a review of all processes.

3) Yes, partially. Many will stay to work remotely

4) No. Everything will remain the same. Employees will return to the same format of work.

5) The organization is on the verge of bankruptcy. Things will get worse, temporary personnel administration will remain.

6) I find it difficult to answer

7) Other

28. Do you trust the strategic decisions of the organization's management?

1) Fully trust

2) More likely yes than no

3) More likely no than yes

4) Totally distrust

5) I find it difficult to answer

29. My line manager converses with me (discussing goals and objectives) on a regular basis (daily, once a week, etc.).

1) Fully agrees

2) More likely yes than no

3) More likely no than yes

4) I completely disagree

5) I find it difficult to answer

30. I periodically receive constructive feedback from management (evaluation of my work).

1) Fully agree

2) More likely yes than no

3) More likely no than yes

4) I completely disagree

5) I find it difficult to answer

31. Rate how well do the managers in your organization perform the following tasks?

№	Direction	Very well	Well	Neither good, nor bad	Bad	Very bad	I find it difficult to answer
	Focus on the goals and mission of the organization						
	Act in line with the declared values						

	Respond quickly to environmental challenges						
	Meet the expectations of employees						
	Carry out open and honest communications						
	Know and apply modern digital technologies (cloud services, advanced algorithms).						
	Delegate tasks and give authority without going into details						
	Give more emphasis to daily operational work						
	Changes in work style depending on the situation						
	Create a competitive environment in which everyone tries to prove themselves to the maximum extent possible.						
	Studying new things, not afraid of experiments, taking risks						
	Share responsibility for results with their subordinates						
	Provide constructive feedback on a regular basis						
	Always rely on proven methods of work, regardless of the situation.						
	Always achieve the goal by activating available resources						
	Create an atmosphere of cooperation, mutual						

	help and support, and if the employee is satisfied, it means that the quality of work will be higher.						
	They believe that the best feedback is on awards (prizes, bonuses, awards, certificates, etc.).						
	Give more emphasis to strategic vision rather than control of daily tasks						
	Broadcast the vision of the organization's development						
	Personally participate in the adaptation programme for new employees (e.g. meetings and information sessions for hired employees).						

32.   The HR profession provides good prospects for professional development
   1) Fully agree
   2) I rather agree
   3) Rather disagree
   4) I completely disagree
   5) I find it difficult to answer

33.   The HR profession provides opportunities for good earnings
   1) Fully agree
   2) I rather agree
   3) Rather disagree
   4) I completely disagree

34. Select an answer which you relate to the most:

	1	2	3	4	5	

In my work, I follow the business goals, even when they go against my values					In resolving difficult situations or making unpopular decisions I always follow my principles even when I feel the pressure from direct management

Socio-demographic characteristics
****

35.   Position level within the organization

1) Senior manager (member of the executive body of the organization/ deputy first manager of the organization).

2) Head of the functional area (managing director, etc.)

3) Line manager (head of structural unit/head of service)

4) Employee

5) Other

36.   Select your gender

1) Female

2) Male

37.   Select your age

1) Up to 25 years

2) From 26 to 30 years old

3) From 31 to 35 years

4) From 36 to 40 years old

5) From 41 to 45 years

6) Between 46 and 50 years

7) 51 to 55 years old

8) Between 56 and 60 years old

9) From 61 years and over

38.   Select the economic sector to which your organization belongs.

1) Public administration

2) Quasi-public sector

3) Private sector

4) Multinational companies

5) Other

39.   For how long have you worked for the Company?

1) Less than 1 year

2) From 1 to 3 years

3) From 3 to 5 years

4) From 5 to 10 years

5) From 10 to 20 years

6) Over 20 years

40.   For how long has the organization in which you work existed?

1) Less than 1 year

2) From 1 to 3 years

3) From 3 to 5 years

4) From 5 to 10 years

5) From 10 to 20 years

6) Over 20 years

41.   Please indicate your education

1) Incomplete secondary education (9 grades)

2) Secondary education (11 grades)

3) Secondary vocational education

4) Unfinished higher education

5) Higher education

6) Second higher education

7) Master's degree (MBA and equivalent) or academic degree (PhD)

42.   Total number of employees in your organization?

1) Up to 50 people

2) From 51 to 100 people

3) From 101 to 500 people

4) From 501 to 1000 people

5) From 1001 to 3000 people

6) From 3001 to 5000 people

7) From 5001 to 10,000 people

8) From 10001 people and more

43.   Number of direct subordinates

1) No subordinates

2) 1-5

3) 6-10

4) 11-20

5) 21-30

6) 31-50

7) 51-100

8) Over 101

44.   Please select your region

1) Akmola Oblast

2) Aktobe region

3) Almaty region

4) Almaty

5) Atyrau region

6) East Kazakhstan region

7) Zhambyl Oblast

8) West-Kazakhstan region

9) Karaganda Region

10) Kostanay region

11) Kyzylorda region

12) Mangistau region

13) Nur-Sultan city

14) Pavlodar region

15) North-Kazakhstan region

16) Turkestan region

17) Shymkent

Guide for an in-depth interviewing to conduct interviews with experts by industry

Date:	
Full Name:	
Position:	
Experience:	
Industry:	

Guide
Good afternoon, my name is ..... . I represent the HR Managers Association. Our Association is conducting a large-scale Kazakhstan study on the maturity of HR processes in Kazakhstan. All major Kazakh organizations in the quasi-governmental, public and private sectors take part in the study. In addition to the survey methodology, we conduct a series of in-depth interviews with industry leaders. Your opinion on the development of HR processes in Kazakhstan is very important to us. Please be open to dialogue, your opinion will be analyzed together with the opinion of your colleagues.   All opinions and wishes expressed herein will be used only in summary form and only for research purposes. Your names will not be mentioned anywhere. All the materials from our conversation will remain with us, and for those interested in this research, we will only give recommendations based on your evaluations and wishes. We guarantee anonymity and confidentiality. **The recording will be used for research purposes only and will be kept with all cyber security measures in place.**

I. General evaluation of HR:

1. How do you assess the level of maturity of HR processes in Kazakhstan? By industry, in your company?
2. How do you evaluate the development of the HR profession in Kazakhstan over the last three years, can you tell us about the trends in Kazakhstan's HR?

II. HR processes and managing the personnel:
III.

1. What is the most important thing for employees now, in your opinion?

2. Do you take part in the strategic management of the organization, if so, how much time does this process take?

3. Do you carry out activities on research of personnel (involvement, satisfaction with working conditions, loyalty, etc.)?
If yes, do you use these results and are they useful?
 If not, do you consider it necessary to implement this practice in the future? Why yes/no?

IV. Change management and challenges for HR:

3. How well do you think Kazakhstan's HR is coping with the challenges of the pandemic?
4. Have you had to introduce changes in your processes? What was the most difficult thing for you, as for HR, during the pandemic?

IV. Leadership

1. Do leadership styles affect development of HR processes?

2. What, in your opinion,what is the key factor in successful development of HR processes?

V. General projective block:

1. If you were the chief public services's HR officer, what initiatives for talent management in the public service would you consider to be of the highest priority?

2. Your recommendations for the development of HR processes in Kazakhstan.

3. What kind of assistance would you like to receive from the Kazakhstan's HR Association?

Bonus:

1. What practices in Kazakhstan, or companies are good examples for you?

2.Please name three strong HR companies in Kazakhstan.

Responding questions and examples

A direct researcher - "Why is this important?", "What kind of action is the professional community required to take?" "Have we discussed this topic enough?".

An indirect researcher - "The reason why it's important is that ...?", "The topic is not discussed enough, let's discuss it again...".

Redirector - "This is an interesting remark, can we put it on the list of problems?"

Repeater - "As far as I understand it, you're saying that ... - right?

Extractor - "Are there any solutions in the area of ....?

Continuing - "What else?

Note - "This is important, isn't it?"

Throw in an idea - "How about...?", "What are the advantages...?", "How do you write this down correctly?

Clear sentence formation, it is better to start with the action verb and continue by the SMART principle

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