Organizational culture in the civil service of Kazakhstan: a pilot study results

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Abstract. *The article takes organizational culture of civil service of Kazakhstan as a subject of its investigation. The article discusses the current state of the civil service system in Kazakhstan. It can be argued that organizational culture affects organizational effectiveness. In an attempt to identify peculiarities of the organizational culture of the civil service, an empirical analysis in the form of surveys was chosen as an appropriate research method. Therefore, the paper discusses the findings of the anonymous survey conducted among external experts and government officials. The main finding of the study is that both - positive and destructive characteristics of organizational culture appear to persist in practice. At the same time, a significant proportion of respondents among Kazakhstani civil service staff believes that they considerably contribute to public services. The paper concludes by arguing that developing a strong organizational culture of public service is significant.*

Keywords: *organizational culture, civil service, personnel management, work behavior, values*

Reikšminiai žodžiai: *organizacinė kultūra, valstybės tarnyba, personalo valdymas, elgesys darbe, vertybės*

Introduction

Civil service in Kazakhstan is currently experiencing a gradual shift towards stronger rule of law, meritocracy, quality public services, competence and professionalism of the state apparatus, and, finally, genuinely serving the people. All this is pointing to a paradigm shift in the organizational culture of public service.

One can argue that the organizational culture of public service bodies influences the efficiency of public administration as a whole, whereas at the organization level the impact of organizational culture may be more significant compared to civil servants' motivation methods in shaping their behavior.

Therefore, one of the key functions of any organizational culture is motivation. Merely being part of an organization with a strong organizational culture might serve as a powerful motivation driving productivity growth. That is why an employee having this sense of belonging will likely serve the interests of such organization. Consequently, it is essential not only to identify organizational culture, but also to manage it effectively (Ionova, 2005; O'Riordan, 2015; Peters and Waterman, 2004). This is because organizational culture is a powerful phenomenon; the features and power of which lie in the synergetic effect, since all team members share it.

Particularly now, during the process of further development of the civil service, it might be of great importance to the senior management in state bodies to understand and acknowledge this phenomenon. As known, the Kazakhstani public service faces ambitious goals and objectives in order to advance its quality.

Thus, the Civil Service Law № 416-V of the Republic of Kazakhstan adopted in November 23, 2015 (came into force in January 1, 2016) declares the basic principles of public service. The issue of enhancing the quality of public services is becoming increasingly pronounced and widely discussed. In recent years, the principles of meritocracy and transparency have been declared in policy documents, which place a great emphasis on public servants' understanding of their ultimate mission – to serve the people (The Civil Service Law of the Republic of Kazakhstan).

Successful senior officials and organizations are those who are aware of the importance of understanding organizational culture, which is developed in organizations among staff, who are invaluable human resources key to organizational performance (Hampden-Turner, 1994; Schein, 2010; O'Riordan, 2013). Hence, the organizational culture of a state body may be the key to the motivation of staff in civil service of Kazakhstan, providing that there is effective management of organizational culture, organizational changes, and achievement of the core mission of the organization. Undoubtedly, to do so the key elements of organizational culture need to be unfolded.

In this article, the results of an empirical pilot study, which have been conducted among the number of external experts, who work in international organizations, and the number of civil servants, are presented. The latter work covered different positions in central and local state agencies. The number of participants is limited, however, the authors tried to involve civil servants from several geographical regions (rural districts) into surveys. Moreover, the chosen experts used to work closely enough with state agencies to build assumptions about the culture. Thus, the object of this research is the organizational culture of Kazakhstani civil service. It was expected that the results might show research limitations and contribute to further study of organizational culture in civil service. In this paper both civil service and public service are used interchangeably. The subject of the research is the components of organizational culture, which as a whole is a personnel management field.

The aim of the study is to examine some of the characteristics of the organizational culture of the civil service of Kazakhstan, which is achieved as a result of leadership decisions and day-to-day management and professional activities of civil servants themselves.

Research objectives: to review the theoretical foundations of organizational culture management; to analyze the current state of the civil service system in Kazakhstan; and investigate organizational culture characteristics that may have a potential impact on the performance of state bodies at central and local levels.

Research methods: a system analysis based on statistical data of state bodies; empirical data have been collected by means of expert interviews and a survey among public servants.

Literature Review

Organizational culture as a phenomenon is hardly conceptualized by researchers and practitioners similarly. Scholars such as Elsmore (2001) and Wilson (2010) claim that the reason for this is insufficiency of empirical study on this issue, which make consensus less possible to come to general theory on organizational culture as the authors would like.

Edgar Schein, an American scholar, gives a definition for organizational culture, which is widely used and has numerous encouragements in scientific literature. Schein argues that, since a social group shares a common history, it tends to have own culture. The model, comprising a number of elements, requires considerable time to last long enough in order to consider and accept it as established culture, which is worth inculcating to team fresher as a guidance on how to live the organization life (Schein, 2010, p. 18).

Discussing Schein's theory, there are three levels of organizational culture: artefacts, espoused values and the level of basic assumptions. First, the level of artifacts is most superficial, which can be identified at the first sight. They might be ceremonies, communication style, uniforms, and symbols.   At the second level, common values and believes, shared among organization members, are worth examining. As Schein (2010) explains, shared experience, a common history to achieve the result of the organization can lay a foundation of common views and beliefs. It is these values and ideas that are realized by people and perform the regulatory function, as a consequence of adjusting the behavior of the team members.

Schein states that shared experience, a common success story of an organization may lay the groundwork for common views and beliefs. It is these values and beliefs, that employees comprehend, and they play a functional role consequently, adjusting the behavior of the team members.

The third level of culture, according to Schein, is basic assumptions. This can be understood as a deeper culture level of an organization, which lies on the subconscious level of employees. Interestingly, the researcher notes, that the third level of organizational culture is the primary source of values and personnel behavior.

Discussing a definition for organizational culture, scholars such as Kunda (2006), Wilson (2010, p. 11), Deal and Kennedy (1982), Peters and Waterman (2004) argue that organizational culture is a set of rules, recognition of the way of human behavior within an organization, values, beliefs, tenets and guidelines, which form a habitual way of organizational life. Scientific research in the field of organizational culture underscores the relationship between the regulatory and value-based nature of organizational culture with a motivational character.

Hence, the logic leads to the statement that organizational culture is a model of organizational life. It can be accepted by all members of an organization, it affects the behavior of its members and the organization itself in a natural and unconstrained way. Organizational culture increases employees' identification with a particular organization and it becomes similar to invisible guidance on how to be part of the life scenario of this organization.

On the question of the correlation of organizational culture and organizational effectiveness, there is existing skepticism of economists. In response to this, it is worth mentioning a number of scholars such as Hampden-Turner (1994), Cunliffe (2008), and Wilson (2010). The authors believe that the understanding organizational culture and the ability to control it can lead to competitive advantage. The success or failure of the organization may fairly depend on the characteristics and elements that organizational culture comprises. Therefore, the theory does not claim that the organizational culture always leads to success and competitive advantage.

More precisely, successful organizations tend to have distinctive characteristics and strong elements that make organizational culture strong (Deal and Kennedy, 1982; Ouchi, 1981; Kunda, 2006). Accordingly, a strong organizational culture, in consequence leads to the best achievements and the effectiveness of the organization as a whole.

Rosabeth Kanter in her research on the sources of motivation points out the role of the organization's mission and emotional affiliation. The people who perceive the organization mission and thereby shape the culture in an organization, generating values and customary daily life at work, tend to be committed to their organization (2005, p.72). Babnik et al (2014) share the same view. Therefore, there can be an assumption that a mission adds particular value to a strong organizational culture, while increasing personnel motivation.

Nevertheless, organizational culture can also be weak. In other words, it may have destructive elements, such as a tendency to conflicts among staff, inefficient system of personnel management, poor continuity in management expertise, experience and knowledge in an organization, or the destabilizing characteristics of culture as the adverse behavior of informal leaders, corruption, and poor ethics. Such characteristics of organizational culture can be challenging to manage, which might lead to undesirable results in the organization.

Noting the significance of understanding and managing organizational culture, Deal and Kennedy (1982), Peters and Waterman (2004) and Schein (2010) conclude that the organizational culture is of strategic importance and has an economic value,

provided that it has strong characteristics shared by all team members. A strong organizational culture - is the result of a common success story, shared values, common objectives that unite the members of a team. Therefore, management tools to manage a strong organizational culture, including elements such as norms, values, influence informal leaders, seems deserving adequate attention for organizational effectiveness.

It is worth mentioning that academic literature on organizational culture and organizational management indicates the key role of management skills while managing organizational culture. The absolute key to this - understanding customer needs, expectations that society expects from an organization. The successful organization must establish certain principles and strategy of its development, to meet the expectations, thereby forming the desired organizational culture.

Hence, analysis of the literature leads to the main argument: organizational culture and core values of an organization are important. The ability to manage and develop an organizational culture under a more favorable scenario in accordance with the mission, purpose and objectives of the organization is significant.

The current state of the civil service system in Kazakhstan

The concept of core values in the public service is becoming increasingly relevant particularly in the period of dynamic reforms of the public administration system of a number of countries. Over the last two decades the chosen development trajectory of the public service of Kazakhstan has yielded considerable results (Verheijen, 2012, p. 9). For example, reduction in the number of positions of political civil servants, along with the transition to the principle of career development based on the competence and the merits of the civil servants, seems positive.

The given data on the qualitative composition of the staff provide a general idea of civil service of Kazakhstan.

Table 1. **Data on the civil service personnel on January 11, 2017**
(Figures given in numbers and years)

The total number of staff of civil servants
Among them:
    - political civil servants
    - corps "A" administrative civil servants
    - corps "B" administrative civil servants
	98886
	
	422
	493
	97971

A number of civil servants in central state bodies	52798
A number of civil servants in local executive bodies	46088
Average age of civil servants	38.9
Average years of experience in civil service	10.7
A number of civil servants with a higher education degree	82463

Note. Based on data from the Official website of the Agency of the Republic of Kazakhstan for public service and anticorruption.

According to the data of a meeting of the Board the Agency of the Republic of Kazakhstan, held at the end of 2016, on public service and anticorruption, a situation with vacancies in the public service and the number of applicants for one position has showed interesting dynamics for last few years. There has been a growth in the number of vacancies from 3.7% in 2010 to 7.6% in 2016. Notably, at the same time in 2010, Kazakhstani public service faces a reduction in the number of applicants for vacant positions from 4 to 1. Such gap between the numbers of positions and the positions filled might be explained by more sophisticated requirements for candidates, and further development of recruitment system of civil service.

However, there is a number of recommendations of international organizations on the further progress of the institute of civil service in Kazakhstan. Despite the effective results of the civil service reform in Kazakhstan, "insufficient level of accountability to citizens" remains a challenge (Verheijen, 2012, p. 599).

As a result, clear objectives for the improvement of the public service system are indicated in a number of strategic and program documents such as the "Concept on the new model of public service of the Republic of Kazakhstan", "100 concrete steps - nation plan", adopted in May 2015. The Civil Service Law with new principles of public service, adopted by the end of 2015, the Code of Ethics of Civil Servants of the Republic of Kazakhstan (Rules of ethics of civil servants) give general guidance on further public service development and on application of new tools on public service personnel management.

Remarkably, among topics indicated in the 2014-2018 Strategic Plan of the Agency of the Republic of Kazakhstan for public service and anticorruption, most issues related to the system of civil service personnel management.

For instance, there is a need to develop the target based performance appraisal system in civil service. However, according to the 2014-2018 Strategic Plan of the Agency of the Republic of Kazakhstan for public service and anticorruption, the situation becomes complicated due to the lack of a link between performance results and the material incentives system (The official website of the Agency, p. 5). As known, despite the attempts to develop a performance-based pay, the wages of employees of public service currently remain disproportionate to the wages in quasi-public and private sectors in Kazakhstan. This may indicate that, apart from their wages, other intangible motives might stimulate public servants at work. Therefore, this finding is of particular interest to this study.

It is a generally accepted fact that intangible factors play a significant role in employees' motivation. They are the sense of social importance, a sense of ownership for a common cause and responsibility for the results obtained.

In order to provide civil servants with such motivational messages an established organizational culture system can enable appropriate environment. Accordingly, it is important to note that the elements of the organizational culture can be simultaneously motivational factors.

Thus, in order to achieve a strong and effective organizational culture in the public service, understanding the organizational culture and the ability to manage

organizational culture may be one of the key objectives of the leaders of state agencies, along with experts in human resources management in public service bodies of Kazakhstan.

Each state, choosing its own development way and developing own model of public service, can enhance the priority value-based organizational culture of public service.

Practical aspects in the study of organizational culture of the civil service of Kazakhstan

This part of the article describes the work carried out in an attempt to characterize the organizational culture of state bodies of Kazakhstan and attempts to reveal some peculiarities of the inner world of the Kazakhstani civil service.

For the pilot study, the online Survey Monkey program had been used. The objective of the questionnaire was to explore the characteristics of the organizational culture of the public service of Kazakhstan from the perspective of external experts and civil servants. Consequently, two anonymous surveys had been taken in an electronic form.

Survey 1 – expert analysis

In order to obtain the characteristics of the organizational culture of the public service of Kazakhstan the first expert survey had been conducted among external experts. They are employees of organizations that share a history of collaboration with the state bodies of Kazakhstan. It was expected that their experience helped to form certain understanding of the organizational culture of state bodies of Kazakhstan.

The group of respondents in the survey of external experts made up 15 people, which are the representatives of such organizations as UNDP, the World Bank in Kazakhstan, Ernst and Young, Nazarbayev University. It is worth noting that these external experts had accomplished projects with state agencies in Astana, East-Kazakhstan region and South-Kazakhstan region. The area of their cooperation was, for instance, energy and environmental sustainability, legislation development, and research. For example, experts from Ernst and Young carried out a project in the Ministry of Labor and Social Welfare of the Republic of Kazakhstan in 2014-2015. Therefore, taking into account such close collaboration of external experts with civil service organizations, authors aimed to acquire perception of public service and employees as international experts believe. The survey consisted of 10 open and closed questions. To get a free opinion of the respondents the opportunity to express comments had been given.

In general, experts believe that in many developed countries, as well as in Kazakhstan, bureaucracy is prevalent in the state (public) service. They note the influence of behavioral stereotypes. According to experts, the quality of public services increased and the selection process of employees for public service in Kazakhstan improved over the past two years.

When commenting on a number of possible positive and negative elements of the organizational culture of the public service of Kazakhstan, 86.67% (13 experts) of respondents noted that the organizational culture of public service in Kazakhstan is characterized by "deterrent elements in work style". In particular, they are process-oriented but not result-oriented; there is subjectivity in the selection of employees and promotion of staff; the tendency of public officials to avoid responsibility; excessive bureaucracy.

Undoubtedly, this figure is disproportionate – 13% of respondents (2 experts) believe that the state bodies of Kazakhstan are characterized by "meaningful elements" of organizational culture as patriotism, professionalism, meritocracy principle. Meanwhile, it is worth bearing in mind those significant elements of patriotism, reinforced by civil servant self-esteem based on the degree of satisfaction with achievements in the professional field. This, in turn, may well lead to a growth in motivation.

Regarding the personnel management system of public service, 73% (11 experts) noted the need to develop a system of evaluation and remuneration, and personnel development programs. Notably, the question on the dominant behavior of public service personnel had generated 100% answers pointing "traditional behavior" expressed in "compliance to solutions hierarchy", "focus on bureaucratic procedures" as prevailing behavior.

External experts also argue that the organizational culture of the public service in Kazakhstan may affect the level of corruption. For instance, the strongest commentary on this is as follows: "the lower and weaker organizational culture, the higher (level of) corruption".

In order to identify the problems in cooperation with government agencies, and to understand the reason for such less enthusiastic view of experts, respondents had been provided with optional answers to point these reasons. Thus, 73% of the experts underlined a long approval procedure as a specific feature of the current organizational culture of the public service in Kazakhstan. They state that such a style of work complicates interaction and cooperation between two parts.

Nevertheless, to the request to express their opinion on the Code of Ethics of civil servants of the Republic of Kazakhstan, all the experts had demonstrated a definitely positive reaction. In addition, experts suggest that development and application of appropriate tools to implement the norms prescribed in the Code will have a positive impact on the development of organizational culture of the public service of Kazakhstan.

Survey 2 – organizational culture from the perspective of civil servants

The second survey aimed at receiving description of organizational culture from corps "B" civil servants' point of view. For this purpose a questionnaire had been designed to reveal the understanding of values among civil servants; mis-

sion, aims and objectives pointed in strategic plans of a number of state bodies of Kazakhstan had been examined.

In particular, there had been questions on understanding a strategic area and plans of organizations, work style, interpersonal relations between colleagues, and employees' attitude to a management style they experience. The questions in the survey had been designed to reveal the inner world of civil service by means of studying the key values in state agencies, needs and expectations of civil servants from their teams, whether employees associate themselves with state bodies they had been working at.

The survey involved 55 civil servants working in different central and local state bodies of Kazakhstan.

In fact, the pilot anonymous survey was sent to about 100 active email addresses of civil servants. However, only 55 responded. The respondent's pool was built up with those civil servants who work in both central and local governments in different regions of Kazakhstan.

Among them 37% were of managerial positions, 63% of respondents were in lower positions. It is noteworthy that the understanding of a strategic area and plan translated into a mission, aims and objectives, and the vision of a governmental body seems of great importance in daily activity of members of state bodies.

The mission of the organization is one of the prominent characteristics of organizational culture. As noted by Denison and Neal (2000), the mission - is the aim and raison d'être of the organization, which emphasizes the social and economic role in the public administration system. When staff is aware of and understands a mission, this allows the organization to shape a behavior appropriate to the desired state of the organization in the future.

Management practice shows that success is possible when goals and objectives become a guide for members of the organization, whose activity is ultimately focused on an organization mission. Thus, the degree of understanding and acceptance of the mission, goals, tasks, and the organization vision of a state body may affect the ability of employees to associate themselves and duties with the mission. This in turn leads to employee commitment to an organization and better performance.

The survey among corps "B" civil servants produced the following results.

Table 2. **Civil service personnel survey results**

Strategic area and plan understanding	Agree	Do not know	Do not agree
A state body has a clear mission that gives meaning and value to my work	86.8%	-	13.2%
I clearly understand a strategic direction of my organization	100%	-	-
A state body has a clear strategy for the future	73.8%	13.2%	13.2%

Aims and objectives	Agree	Do not know	Do not agree
Managers set up ambitious goals, which are realistic	72.5%	15%	12.5%
Heads of the state bodies openly discuss goals that we try to achieve	74.3%	7.7%	18%
Civil servants in our organization understand what must be done to succeed in the attainment of goals in the long term	69.2%	7.7%	23.1%
Vision understanding	Agree	Do not know	Do not agree
There is a shared future vision for the organization	71.8%	12.8%	15.4%
Short-term targets are rarely inconsistent with long-term orientations of our state body	77%	7.6%	15.4%
The vision of the future motivates the personnel of our governmental body	57.5%	25%	17.5%

Responses of public servants had shown a rather positive view. It was altogether 75% of respondents indicating understanding and consistency of civil servants' daily duties with a strategic direction, mission, aims and objectives of the governmental body they work at.

The survey conducted among public servants also contained few questions similar to those addressed to external experts (first survey). Compared to the characteristics of the organizational culture of the Kazakhstani public service, given by external experts, the opinion of the public servants appeared surprisingly twofold. Among possible positive and destructive indicators of organizational culture, Kazakhstani civil servants, just as external experts, note alternate both positive and less encouraging characteristics of culture.

Table 3. **Possible features of organizational culture of Kazakhstani public service. Survey results**

Positive characteristics	respondents
Effective management style (result-oriented, not process-oriented; flexibility, openness to innovations)	36.8%
Positive image of public servants (understanding the mission of a state body and own functions; acceptance and compliance with the restrictions associated with the civil service, which indicates patriotism; public servants are people of high morals; informal leaders lead to better team performance)	34.2%
Meaningful elements of organizational culture (patriotism; professionalism of public servants; meritocracy principle)	31.5%
Efficient personnel management system (personnel development opportunities; initiative encouragement; social security; decent wage)	26.3%
Clarity (everybody knows what is expected; transparency; openness; clarity and data availability)	26.3%

Less positive characteristics	respondents
Deterrent elements in work style (process-oriented, not result-oriented; subjectivity in recruitment and staff promotion; tendency to avoid responsibility; excessive bureaucracy)	47.3%
Destructive management style (patronage - recruitment and public service staff promotion based on the principle of personal loyalty, friendship and family ties; initiative is punishable; chief is always right)	23.6%
Poor personnel management system (need for improvement in remuneration and employee development systems; need for regular disciplinary control)	18.4%
Disruptive image of civil servants (lack of understanding of own functions, the incompetence affecting the result of a state organization; lack of patriotism; disruptive behavior of informal leaders; tensions in a team)	18.4%
Disruptive elements of culture (tendency to corruption; incompetence of public service; the lack of professional ethics)	13.1%

As a result, among responses, a considerable percentage of survey participants point to "Deterrent elements in work style" and "Destructive management style" as negative features of organizational culture, about 47% and 23% accordingly.

Undoubtedly, the answers indicate a need for further development of the following areas:

– personnel selection system of the civil service and transparency in personnel promotion;
– rational labor and task distribution focused on achieving results and reducing extra paperwork;
– civil servants' competency and professionalism increase;
– civil servants' initiatives encouragement.

In addition, it is worth noting that the answers of respondents (18.4%, 18.4% and 13.1%), show that less positive characteristics of the organizational culture of the Kazakhstani public service are prevalent. The answers indicate a need to develop the human resources management system, promote the image of civil servants.

In general, the case is apparent for the need for supplementary work on the eradication of destructive elements of the organizational culture, which may be expressed in corruption bias; incompetence of civil servants; the lack of professional ethics.

Conclusions

In recent years, the system of the public service of Kazakhstan has transformed resulting in the revision of principles and approaches to the management of civil service personnel in an attempt to form a professional and autonomous state apparatus. Therefore, achieving effective public administration means developing a strong organizational culture of the modern public service in Kazakhstan.

The purpose of this pilot study was to explore some of the characteristics of the organizational culture of the public service of Kazakhstan taking into account the new norms, public service principles enshrined in the new Civil Service Law, the rules of

the Code of Ethics of Civil Servants, and the mission of state bodies of Kazakhstan. In addition, this pilot study tested the questionnaire aimed at exploring culture in terms of other possible questions and from the perspective of future research.

The research using sociological and comparative analysis methods gives an opportunity to examine the systemic nature of the socio-cultural dimensions of the civil service of Kazakhstan. However, the research has faced limitations, such as a small number of respondents among external experts to carry out an expert analysis, along with the number of public servants participated. Probably, the conducted pilot study barely provides a comprehensive description of the organizational culture of Kazakhstani public bodies. The results can show that designing a rather detailed questionnaire would be contributive to further research, and this in turn might enable to involve an appropriate number of respondents to make inclusive conclusions about the organizational culture of state bodies of Kazakhstan.

Nevertheless, this pilot study results allowed seeing the picture in terms of general understanding of the object of the study and distinguish significant elements of culture. The traditional purpose of our study of the organizational culture of state bodies, as well as the study of various forms of organizational behavior, is to increase the efficiency of public servants, which can be also achieved due to their job satisfaction.

Here, the arguments of scientists and experts of developed countries that the quality of organizations may greatly depend on the type of existing organizational culture and leadership skills to manage it wisely. One should bear in mind that the main resource, which forms the basis of any organization, is personnel. Employees can adopt their own rules and shape organizational culture, consequently affecting the quality of organizational performance.

Based on our study, depending on the nature and the content of dominant hierarchies in a governmental body and, accordingly, the prevailing ways of things being done - it seems possible to discuss about "positive" ("constructive") and "negative" (disruptive") cultures, in terms of the culture ability to affect the overall functioning of a governmental agency as well as its overall effectiveness.

In the first case, organizational culture, being the source of competent decision-making, contributes to the stability of the structure, while providing and promoting its efficiency. In the second case, culture becomes the cause of chaos, while interfering with the process of the development of effective management strategies and the overall functioning of an organization. Consequently, a stable organizational culture is characterized by clearly defined rules of conduct and traditions, when for an unstable culture, the lack of a clear understanding of optimal, acceptable and unacceptable behavior appear to be typical.

The previously mentioned theory attaches great importance to the role of the manager, to his/her willingness and ability to manage not only the process but also the values. In the light of this, so-called functioning law turns out to be principal, which, in the organizational theory, means that state bodies may have common features, either individual peculiarities, which make an organization dissimilar to other governmental bodies. Thus, organizational culture in governmental bodies is a set of values and norms of behavior, which are accepted and shared among civil servants in a certain state body. It is the product of their joint work. At the same time, the results of the expert survey point to the need to develop a strong organizational culture of public service and also continue research in this field.

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**Organizacinė kultūra Kazachstano valstybės tarnyboje:
bandomojo tyrimo rezultatai**

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Anotacija

Straipsnyje analizuojama organizacinė kultūra Kazachstano valstybės tarnyboje – aptariama esama valstybės tarnybos sistema Kazachstane. Galima teigti, kad organizacinė kultūra paveikia organizacinį efektyvumą. Bandant nustatyti organizacinės kultūros valstybės tarnyboje ypatumus, empiriniam tyrimui atlikti buvo pasirinktas apklausos metodas. Straipsnyje aptariamos anoniminės išorės ekspertų ir vyriausybės pareigūnų apklausos išvados. Pagrindinė tyrimo išvada – teigiamos ir neigiamos organizacinės kultūros savybės praktikoje išlieka. Taip pat didelė dalis respondentų tarp Kazachstano valstybės tarnautojų mano, kad jie labai prisideda prie viešųjų paslaugų. Darbe daroma išvada, kad kuriant stiprią organizacinę kultūrą viešosios paslaugos yra reikšmingos.

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