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drive sustainable growth, and remain at the forefront of their industries. As we look to the future, let us continue to prioritize the cultivation of a culture of innovation, paving the way for success and prosperity in the years to come.

As it became obvious from this article, corporate culture serves as a powerful tool for driving innovative development within organizations. By fostering a culture of learning, experimentation, and empowerment, organizations can unleash the creative potential of their employees and adapt more effectively to changing market conditions. As highlighted by Schein, Senge, Handy, and other scholars, cultivating a culture that values innovation requires leadership commitment, continuous reinforcement, and alignment with the organization's strategic objectives. Ultimately, organizations that prioritize and invest in building a strong innovative culture are better positioned to thrive in today's dynamic and competitive business environment.

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### **WORLD PRACTICE OF THE DEVELOPMENT OF CORPORATE CULTURE IN ORGANIZATIONS**

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The formation and development of corporate culture in organizations is determined by many factors: national and cultural aspects, mentality, legislation and ideology of the state, competitive environment, work style, and so on. Researchers note that corporate culture in various countries is formed under the influence of a number of social factors that reflect national and mental differences in the cultures of these countries:

- norms of social interaction between economic entities;
- preferred organizational forms of economic activity;
- motivation and attitude to work;
- attitude towards property and wealth;
- norms and public attitude towards entrepreneurial activity;
- degree of receptivity to foreign economic experience;
- preferences for individual or group activities [1].

Attention to the national characteristics of the socio-economic mentality in practical terms is manifested in the increasing consideration of cultural factors in the practice of enterprise management. In many developed countries, the special role of national culture in the formation of sustainable behavioral models of employees and the development of human capital, especially its innovative component, is recognized. According to experts, an effective corporate culture cannot significantly contradict the existing economic culture in the country, which explains the popularity of applied sociological and anthropological studies of the ethnic characteristics of human resources in modern scientific practice [1].

Modern researchers identify three main formed models of national corporate culture (Table

1).

Table 1 – Modern models of corporate culture

Corporate culture model	Characteristic features and principles of the model under consideration
Continental (Western countries Europe)	<ul style="list-style-type: none"> <li>- pedantry, punctuality and accuracy;</li> <li>- orientation towards regularity and quality of work;</li> <li>- it is not the method of solving a problem that is valued, but the effectiveness;</li> <li>- rigor and responsibility above competition;</li> <li>- strict formal framework of business communication;</li> <li>- great importance of subordination;</li> <li>- strict separation between business and personal life;</li> <li>- rigid hierarchy; decision making at upper levels management;</li> <li>- presence of own individuality and constant work on yourself within the organization.</li> </ul>
Anglo-American (UK, USA, Canada, New Zealand, Australia)	<ul style="list-style-type: none"> <li>- focus on high-quality satisfaction of consumer needs;</li> <li>- healthy internal competition;</li> <li>- organizational mobility; freedom of informal communication in business contacts;</li> <li>- encouragement of a creative and entrepreneurial approach;</li> <li>- long-term relationships between employees and the company;</li> <li>- motivation for success through the formation of an internal system of values shared by the majority of employees;</li> <li>- the value of training, development and self-control of the individual;</li> <li>- balance of the strict strategic direction of the highest leadership and maximum autonomy of departments in choosing ways to implement it</li> </ul>
Japanese	<ul style="list-style-type: none"> <li>- lifelong employment system as a guarantee of stability;</li> <li>- priority to quality control of goods and services for consumers;</li> <li>- cooperation and interaction of all departments; development of external contacts;</li> <li>- systematic collection and use of data to continuously improve economic efficiency;</li> <li>- presence of management in production for quick and innovative resolution of issues;</li> <li>- promoting innovative proposals and communities quality.</li> </ul>
Chinese	<ul style="list-style-type: none"> <li>- collectivism and priority to close relationships in the team;</li> <li>- restraint and authoritarian management style;</li> <li>- the presence of a large number of hierarchical levels between the manager and employees;</li> <li>- norms and values based on hierarchical ideas;</li> <li>- managers are engaged in solving strategic problems, often associated with a high degree of risk;</li> <li>- the corporate spirit of the organization stimulates achievement goals and success;</li> <li>- dominance of the values of recognition, success, career growth, material well-being, realization of ambitions</li> </ul>

From the presented data it follows that in the Anglo-American model of corporate culture the

main emphasis is on the development of the personality of employees. Most American corporations provide their employees with opportunities to exercise autonomy, encourage leadership, and promote diversity in the workforce. As a rule, American corporations promote the continuous personal growth of employees by providing financial training and using “pay for knowledge” - rewards not only for the work performed, but also for the potential knowledge of the employee. In order to increase the meaningfulness of work, American companies often undergo reorganization, which helps eliminate monotony and expand functions, responsibilities and creativity of employees. Also an important component of the corporate culture of American companies are programs for humanization and labor enrichment. The purpose of these programs is to free yourself from the monotony and emptiness of work and transition to work that meets the requirements of a highly developed personality. The transition from rigid authoritarian forms of management to flexible methods of labor management contributes to the development of industrial democracy and the expansion of the rights of each employee to express their individuality. In general, the American approach is based on the belief that the effectiveness of an organization depends not so much on focusing on financial indicators, but on the involvement of the organization’s employees in its strategic goals [2].

Most companies in Western Europe have a more conservative corporate culture compared to American organizations. The desire for individual responsibility and personal career, punctuality and pedantry, ideal order, clear boundaries of responsibility and respect for subordination distinguish the interpersonal and labor relations of employees of companies with a continental corporate model. Despite the fact that Western European companies welcome formal and informal communications, friendliness and individuality, in communication between colleagues it is customary to maintain an emotional distance, in contrast to American companies, where the practice of direct contacts of senior managers with all employees is recognized [3].

The formation of the Japanese model of corporate culture was particularly influenced by the national traditions of the state, as well as geopolitical features. The basic principle inherent in the Japanese model is “We are one family.” This philosophy is enshrined in the strategic goals of corporations - improving the standard of living of workers by ensuring lifelong employment, stability and equalization of wages for workers are the leading values for Japanese companies. In Japan, there is the concept of “giri” - “duty of honor”, which forms certain rules of behavior determined by the employee’s role in the company. Hence the Japanese realize the high importance of the group, its own contribution and commitment to its enterprise. The system of relationships in Japanese organizations combines official and interpersonal ties. Because Japan's largest businesses have been run by families since pre-war times, corporate culture has been shaped by family patterns, where the boss is seen as a father figure and mentor. The concept of family is reflected in the fact that each employee tries to adapt his actions for the benefit of the organization; decision making always comes from a group of stakeholders, and responsibility for the actions taken are also the responsibility of the group. Japanese organizations are characterized by placing management directly in production, which is aimed at promptly facilitating the solution of all problems and the constant introduction of innovations. In general, interaction at all levels in the organization is based on respect for the individual and mutual assistance. Thus, the Japanese corporate model is built on employee loyalty to the company, a sense of belonging to a large family, which in turn is divided into smaller groups [1; 3].

Chinese corporate culture, like Japanese, is more collectivist than individualistic and does not allow personal interests to come first. The culture of negotiations with partners or working with clients implies adherence to the principle of harmony in human relations, according to which you cannot offend another person, you should keep your opinion to yourself and not show dissatisfaction or resentment for the sake of harmony in the team. According to Chinese traditions, what is not said is often more important than what is said, and people deliberately speak allegorically and indirectly. The rigor and patriotism of the Chinese nation determines a fairly strong and structured corporate culture. In Chinese business environment, an open exchange of opinions, and even more so a dispute with the opinion of the boss, is absolutely unacceptable; in addition, the corporate traditions of China do not provide for any initiative from below. The manager is perceived as a strong personality with a certain

set of outstanding characteristics; it is he who has complete information about the state of affairs at the enterprise and single-handedly makes almost all decisions, maintaining a significant distance from employees. At the same time, the principle of labor and fairness occupies an important place, according to which high-quality work is highly valued and rewarded for career growth. A distinctive feature of the corporate culture of Chinese companies is the principle of the “changeability of the world”, according to which new circumstances are considered more important than previous agreements, therefore any preliminary agreements can change at any moment be revised. In general, the Chinese art of managing people lies in the ability to put them in a position in which they try to please [4; 5].

An analysis of global practice in the development of corporate cultures clearly reflects the dominance of national characteristics in the business relations of their representatives. When studying the characteristics of Kazakhstani corporate culture, it is important to understand that, due to historical, geographical and political circumstances, it is characterized by the features of a wide variety of national elements. Researchers note that Kazakh corporate culture combines elements of the Soviet heritage, modern realities, as well as features of the considered models - American and continental corporate culture. The presence of these models of corporate culture in Kazakh organizations is due to the actively implementing Western education system, as well as the presence of a large number of representative offices of international corporations on the territory of Kazakhstan.

In contrast to the Japanese traditional perception of a group as a family, Kazakhstanis view the company as a temporary phenomenon that provides the opportunity to implement individual tasks and protection. The management system in Kazakhstan is built in two directions: firstly, from top to bottom, and secondly, in clusters - closed groups. Kazakhstani corporate culture is represented by the following features:

- the determining role of top management, its preferences, desires and ambitions in the allocation of resources;
- concentration of management in the hands of large shareholders;
- ensuring profit growth due to changes in the market structure - redistributions and acquisitions;
- the desire to maintain consistency in the dynamics of company development;
- the high role of state banks and state participation.

Most Kazakh organizations have a high degree of centralization and the leading role of the directors. Directive leadership, planning and tight control are the legacy of the Soviet system. This contributed to the emergence of two states of functioning of the management system of large organizations. Stable management, leading to inefficiency, complex bureaucracy, the need for constant coordination and inflated costs, leads to complex interactions between different groups. The institution of management ceases to justify itself and competition ensues between people for the right to own and manage resources and places in the management system. After changes in the structure, new managers achieve high results by using all previously accumulated resources, but this model does not ensure long-term stable development. Therefore, it can be noted that the Kazakh corporate model is prone to various extremes and is in constant development [6].

A critical analysis of neighboring Russian corporate culture conducted by A.A. Vyazankina, allows us to highlight the following contradictions in it:

- authoritarian management style while declaring democracy;
- proclaimed formalism and dominance of informal relations;
- bureaucracy, individualism with high dependence of the individual on the group.

The author also highlights a number of features inherent in Russian corporate culture:

- orientation towards power and the high role of personal connections; –voluntary self-restraint in comfort;
- desire for group work and sharing of responsibilities;
- promotion and encouragement of employees based on their personal loyalty to management and the organization;
- achieving one's own well-being at the expense of others; –lack of transparency of decisions made;

–the presence of barriers between divisions of the same organization [7].

The collective principle characteristic of Kazakhstan's corporate culture, partly due to the history of the state's development, currently comes into conflict with the growing values of individualism, financial well-being, personal success, education and the priority of youth.

The analysis of the approaches of modern researchers showed the need to take into account national and cultural aspects, mentality, as well as legislation and ideology of the state when forming and assessing corporate culture in Kazakh organizations. Like culture in the general sense of the word, corporate culture is formed in the process of joint activities of people, but in organizations it is designed and created by people consciously with the subsequent management of its development. The growth of the general well-being of the country, the development of the spiritual component in the motivation of employees in combination with sufficient material incentives, a focus on the personal potential and development of employees instead of the predominance of a hierarchy based on personal connections, can become significant factors in the formation of an effective corporate culture aimed at long-term development and increased efficiency enterprise management. The relationship between the corporate culture of individual organizations (micro level) and states (macro level) is presented in Figure 1.



Figure 1. The relationship of corporate culture at the level of the global community, state and individual organization.

Thus, at the level of the world community, global trends in the development of corporate culture emerge, which determine the direction of cultural development at the level of individual states. In each state, the general trends in the development of corporate culture are transformed taking into account national characteristics, history, religion and the specifics of development. This, in turn, influences the corporate cultures of individual firms, organizations, and enterprises in the country. At the micro level within the state, a significant role is played by the type of activity of the company, the characteristics of the industry of operation, the characteristics of the organization - size, number and structure of personnel, stage of the life cycle and others.

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## **МЕМЛЕКЕТТІК ҰЙЫМДАРДА КАДРЛАРДЫ СТРАТЕГИЯЛЫҚ БАСҚАРУ**

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Соңғы жылдары жаңғыртылатын әлеуметтік-экономикалық, саяси-құқықтық жүйе жағдайында мемлекеттік органдардың мемлекеттік қызметтің кадрлық құрамын жетілдіру мәселелеріндегі қызмет саласы мемлекеттік саясаттың басым бағыттарының біріне айналды, бұл елдің стратегиялық құжаттарында көрініс тапты. Мемлекет басшысы Қасым-Жомарт Кемелұлы Тоқаев 2022 жылғы қаңтарда Парламент Мәжілісінің отырысында, сыбайлас жемқорлыққа қарсы іс-қимыл мәселелері жөніндегі кеңесте сөйлеген сөзінде «... іс жүзінде сервистік және клиентке бағдарланған болуы үшін мемлекеттік қызмет жүйесін жаңғырту керек» деп айтып өтті[1]. Сонымен қатар, мемлекет басшысының жолдауларында заманауи HR құралдарын енгізу мәселелері қозғалды[2]. Осы жерден мемлекеттік аппаратты жетілдіру міндеті тұрған мемлекеттік органдардың кадр қызметтерінің рөлі артып келеді.

Кадрлармен жұмыстың болмауы сапалы іске асырылмаған мемлекеттік кадр саясатын көрсетеді. Агенттіктің ведомостындағы «Мемлекеттік қызметтің персоналды басқару жөніндегі ұлттық орталығы» Акционерлік қоғамы 9 блоктан және 31 функционалдық кіші жүйеден тұратын «Е-қызмет» персоналды басқарудың интеграцияланған ақпараттық жүйесі арқылы мемлекеттік органның персоналды басқару қызметтерінің жұмысын автоматтандыруды қамтамасыз ету арқылы басқарудың тұтас жүйесі құрылады [3].