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SHERALI AIMURADOV
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ORGANIZACINĖ KULTŪRA KAIP
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SISTEMOS PLĖTROS VEIKSNYS
KAZACHSTANO ĮMONĖSE

ORGANIZATIONAL CULTURE AS A
DEVELOPMENT FACTOR OF HUMAN
RESOURCES MANAGEMENT SYSTEM
IN KAZAKHSTAN COMPANIES

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INTRODUCTION

Relevance of the topic. Reforms and policy of opening up, entry into the WTO and, as a consequence, the emergence of foreign enterprises opened the way to Kazakhstan for advanced Western theories of human resource management (Zharkeshova, et al., 2017). The advantage of foreign enterprises in both management models, as well as human resource management, are forcing Kazakhstan companies to revise and transform their own human resource management systems. However, the centuries-old national culture of Kazakhstan struggles to accept Western world experience in management, relying on its own values and traditions, and it influences the development of Kazakhstan companies (Hartley et al., 2016). National culture of Kazakhstan has a huge impact on organizational culture of Kazakhstan companies, and as a result to the organization's management system (Zharkeshova, et al., 2017).

Revealing the degree of scientific elaboration of the problem posed, it should be noted that the phenomenon of the influence of organizational culture on the HR management model has a short history of theoretical research. General concepts of organizational culture have been developed by a number of foreign and Russian authors (Maslov, 2004, Soltitskaya, 2005). Research devoted to the typology of organizational culture belongs to foreign and Russian scientists (Cameron & Quinn, 2001, Handy & Solovienko, 2002). However, this kind of research has practically not been carried out by Kazakhstan scientists.

Thus, the problems associated with the influence of organizational culture on HR management models, especially in Kazakhstan companies, are undeveloped. It should be noted that it is advisable to study the existing concepts of the influence of organizational culture on HR management models, which will provide an opportunity to determine the boundaries of their applicability in Kazakhstan and develop recommendations that allow Kazakhstan companies to be competitive in the global business environment. It is important to note that until now, in Kazakhstan science, the concept of the influence of organizational culture on HR management models as an independent object of research and the problem as a whole has not been considered. The special value of this work is given by the uniqueness of the approach to studying this phenomenon from the standpoint of HR management in Kazakhstan companies.

Practical and theoretical value of the topic. Today, Kazakhstan enterprises are faced with the task of integrating world experience in HR management into the specifics of organizational culture, since the scale of globalization and openness of the economy does not allow Kazakhstan companies to function and develop fully (Roberts, 2012). In this regard, it is necessary to determine the current system of HR management in Kazakhstan, to improve the competitiveness of Kazakhstan companies in the global market (Nezhina & Ibrayeva, 2013).

The research object of this study is the organizational culture in Kazakhstan companies, and on Human Resources Management systems as well; it is also important to outline the cultural barriers of implementation of existing western HR management systems into Kazakhstan companies.

The aim of this work is to determine the dominant model of HR management in Kazakh companies and to reveal a link between the HR model and the specifics of organizational culture.

In order to accomplish the aim above, next **steps** will be taken**:**

1. To outline and determine modern concepts in the field of HR management;
2. To analyze the organizational culture in Kazakhstan companies;
3. To reveal the link between the dominant models of HR management and the type of organizational culture in Kazakhstan companies;
4. To determine the boundaries of HR management models' applicability in the Kazakhstan companies.

Methods is based on a combination of quantitative and qualitative research methods. The basis for the application of descriptive, variance methods of statistical analysis was a survey of experts on large-scale samples of Kazakhstan companies.

Research methods the qualitative analysis is based on the answers of experts to open-ended questions of the questionnaire, as well as on the materials of expert interviews on the problems of theory and practice of the influence of organizational culture on human resources management models in Kazakhstan companies; therefore, there will be used as qualitative and quantitative methods.

Limitations and delimitations due to pandemic of COVID-19 it is quite difficult to meet in person with company's managers, employees and to take the interview face to face. At the same time, understanding that since the questionnaires sent to three cities, some of the companies may reply and to some of them difficult to reach out.

The work structure of this research consists of reference, three chapters, conclusion, bibliography and applications.

1 REVIEW OF LITERATURE OF ORGANIZATIONAL CULTURE AND ITS INFLUENCE ON HR MANAGEMENT MODELS

1.1 The concept and types of organizational culture

1.1.1 Organizational culture concept

Different researchers gave a definition to an organizational culture, the classical definition states that organizational culture are the values, moral, social and behavioral norms operating in the organization, based on the beliefs, attitudes and priorities of its members (Auernhammer, Hall, 2014). This definition emphasizes that organizational culture deals with abstractions such as values and norms that are pervasive throughout the organization (Auernhammer, Hall, 2014).

Organizational culture, as defined by Brudney and Nezhina (2005), is a system of informal rules that explain how people should behave. Dwyer, Richard, Chadwick, Gender, 2003) argue that organizational culture is a unique system of norms, values, beliefs and ways of behaving that characterizes the way people and groups of people come together in order to do something. According to Garsombke (1988), the culture of an organization is the widely held beliefs, attitudes and values that exist in an organization.

All definitions above together conclude that organizational culture is a set of values and norms that all members of the organization agree on and follow in order to achieve common goals (Gregory, et al., 2009).

To manage organizational culture, it is necessary to find out its structure, to determine what elements it consists of. According to the authors Ke and Wei (2008), the main elements of organizational culture are:

1. A - Artefacts. Artifacts and etiquette are superficial. Specific visible cultural elements such as language, form of greeting, clothing, physical location indoor or outdoor (Ke, Wie, 2008).

2. B - Behaviours. Behavior and actions at a deeper level. Stable images and stereotypes of behavior, including methods of decision-making by individuals, team organization of work and attitudes towards problems (Ke, Wie, 2008).

3. C - Core beliefs and values. Valuable judgments of the majority of employees of the organization right - wrong, fair - unethical. Organizations often develop different collective or shared views on ethical business issues (Ke, Wie, 2008).

Thus, organizational culture is a pattern, for example, sample, model, style of collective basic ideas acquired by a group when solving problems of adaptation to changes in the external environment and internal integration, the effectiveness of which turns out to be sufficient to be

considered valuable and passed on to new members of the group as a correct system of perception and consideration of the named problems (Larsen, Valentine, 2007).

<h3 style="text-align:center">1.1.2   Typology of organizational cultures</h3>

There are several classifications of types of organizational culture. Ballesteros-Rodríguez, De Saá-Pérez and Domínguez-Falcón (2012) have proposed the following types of organizational culture:

Clan culture is characterized by shared values and goals, cohesion, complicity, individuality and a sense of organization (Brudney & Nezhina, 2005). Such organizations are more like large families, than objects of economic activity and instead of the rules and procedures of hierarchy or competing profitable market centers teamwork (Tseng & McLean, 2008). Clan culture is a very friendly place to work where people have a lot in common and organizations are like large families and leaders are seen as educators and perhaps even as parents (Dwyer, et al., 2003). The organization is held together by dedication and tradition, at the same time the emphasis is placed on the long-term benefits of personal improvement, emphasis is placed on a high degree of team cohesion and moral climate (Gregory, Harris, Armenakis, Shook, 2009). Garsombke (1988) defined success in terms of treating customers well and caring for people.

A hierarchical (bureaucratic) culture is characterized as a formalized and structured place of work (Larsen, Valentine, 2007). What people do is guided by procedures and effective leaders are good coordinators and organizers as well as maintaining the smooth running of the organization is important (Lian, Oliver, 2020). The organization is united by formal rules and official policies and it is united by formal rules and policies, and for this reason the long-term goals of the organization are to ensure consistency and smooth performance in cost-effective operations (Naor, et al., 2008). Success is defined in terms of reliability of supply, low costs.

There is another typology of organizational culture and Noort, Reader, Shorrock, and Kirwan, (2016) offer 4 types of organizational culture: culture of power, culture of order (role), culture of tasks (team) and culture of personality.

Power culture is a culture with a power center from where control is carried out. The speed of decision making depends entirely on the head of the company and there are few rules or procedures, and the atmosphere is competitive, power-oriented, political (Noort, et al., 2016).

Role culture assumes that procedures and rules govern the work, and the job description or role is more important than the person performing it, power is based on positions, not people (Noort, et al., 2016).

The culture of tasks (team) is characterized by the fact that with it the main goal is to gather the right people and give them the opportunity to cope with the task (Noort, et al., 2016). Influence is largely based on experience and knowledge rather than position or personal power, this culture is adaptive, and teamwork is important to it (Noort, et al., 2016).

Personality culture differs in that the focus is on the personality and organizations exist only to serve and help their workers and such a culture can be effective for creative professionals and highly skilled professionals (Patil, Kant, 2012). In this culture, managers and staff are partners, in the 21st century, it is precisely this kind of enterprise culture that is the future (Ovidiu-Iliuta, 2014).

Thus, according to Rhodes, Walsh, Lok (2008), the main types of organizational culture are clan culture, bureaucratic culture, market culture and adhocratic culture and distinguishes 4 types of organizational culture: culture of power, culture of order (role), culture of tasks (command) and culture of personality. In the process of analyzing the national culture of Kazakhstan and the organizational cultures that exist in Kazakhstan companies, it seems interesting to determine the type of the dominant organizational culture in Kazakhstan organizations (Roberts, 2012).

1.1.3 Organizational culture in Kazakhstan companies

measuring a concept as dynamic as organizational culture is quite difficult. According to Hofstede (1980), it can be evaluated only indirectly, based on the behavior of members of the society, by brining concepts from the human sciences and adapting them to sociology study.

Geert Hofstede analyzed national differences in culture among IBM employees working over 64 countries in the 1970s and the outcome of his period of study focused on four dimensions of cultural variation being established such as power distance index (high versus low), individualism versus collectivism, masculinity versus femininity and uncertainty avoidance index (high versus low) (G. Hofstede, G.J. Hofstede, & M. Minkov, 2010). Hofstede (2010) built up yet another two dimensions: long- versus short-term orientation and indulgence versus restraint. When Hofstede studied his cultural stats report, he found consistent similarities along the four dimensions of connection and distinction and since his study concentrated exclusively on IBM workers, he was able to relate these trends to national differences and reduce the influence of the culture of the company (G. Hofstede, G.J. Hofstede, & M. Minkov, 2010). Therefore, there are might as similarities and difference in any organizational culture especially in Kazakh.

Kazakh culture is a reflection of the history of the nomadic people, for millennia, tribes of nomads walked along the Kazakh steppes, who formed their own unique worldview, created peculiar customs and traditions, and collaborated with neighboring peoples and cultures (Nowicki, 2000). In the XIX-XX centuries, many Kazakhs began to change their nomadic way of life to a sedentary one, and new cultural aspects of the Kazakh people developed. Today the culture of Kazakhstan is a huge layer of various types of art, traditions and everyday life, saturated with the spirit of the nomadic past (Nezhina & Ibrayeva, 2013).

Harmony is considered the core of Kazakhstan values and plays a significant role in customs and family is a key part of society, overcoming the individual for the benefit of the group is extremely important for maintaining harmony within the family (Zharkeshova, et al., 2017). The phenomenon of face plays an important role in harmony and in a study by Zharkeshova, Junusbekova and Abilmazhinov (2017), all Kazakhstan managers believe that face retention is very important to their work.

The peculiarity of the organizational culture of Kazakhstan enterprises is that the national culture of Kazakhstan determines the organizational culture in Kazakhstan companies (Hartley, et., 2016). However, the main question is how to integrate the values of the national culture so that it meets the rapidly changing market needs and helps to create an effective HR development system based on a human resource management model, to do this, it is necessary to find points of combination of traditional culture and modern governance (Griffith, Zeybek & O'Brien, 2001). For example, the Kazakhstan national culture emphasizes nepotism, human attitude, humanity, kindness, hard work, loyalty, honesty, etc. and the main challenge is the need to turn them into specific norms of behavior in the practice of enterprise management (Feiler, Lim, 2014).

In traditional Kazakhstan culture, the reputation and interests of the family or clan are most important, at the same time influenced by the idea that the family is the basis and the historically educated autocracy and class system, the Kazakhstan will voluntarily or involuntarily introduce these ideas and management systems into enterprise management (Brudney, Nezhina, 2005); therefore, the clan economic system dominates in Kazakhstan enterprises.

Kazakhstan is now dominated by a clan culture, mostly in private companies and there are not only private companies, but also state-owned companies, joint ventures and foreign companies, i.e., there are also other types of organizational culture, for example, in state-owned companies, the bureaucratic culture plays an equally important role, while joint and foreign companies are more dominated by the market culture (Zharkeshova, et al., 2017).

Kazakhstan is in the process of transition to a market economy, and the organizational culture of Kazakhstan companies is strongly influenced by the national culture, there may be three types of organizational culture at the same time (Zharkeshova, Junusbekova & Abilmazhinov, 2017). In other words, political and party ideology influences the formation of a bureaucratic culture and the clan culture is influenced by the national culture and the market culture is based on the values and principles of the West and dominates mainly foreign organizations operating in Kazakhstan (Roberts, 2012).

1.2 Review of literature on main HR management model

1.2.1 Evolution of HR management models.

In the history of management theory, there have been several important evolutionary changes in the management of a "person" (Schuler and Jackson, 1987): the first time - the replacement of an accounting model with a functional model; the second time - replacement of the functional model with the model of human resource management.

There are two main points of view concerning the evolution of approaches to HR, presented in the form of the concept of six stages and the concept of four stages.

The Six Stages Concept (French, 1998)

French believes that the development of HR can be divided into six stages: the development of scientific management methods; development of industrial welfare; early industrial psychology; the period of development of relationships between people; labor movement; period of behaviorism and organization theory. A detailed description of these stages is presented in Table 2.

Table 2. The Six Stages Concept

Stage	Period	Character
First	Development of scientific management methods	At this stage, more attention is paid to job design, personnel selection and reward system.
Second	Development of industrial wealth	Social Secretaries or Welfare Secretaries appeared at the enterprises), which is specifically responsible for the preparation and implementation of the personnel welfare project. Remuneration becomes the most

		important issue for the HR manager
Third	Early industrial psychology	The results of a study by Hugo Münsterberg and other psychologists, such as the relationship between psychological trait and achievement in work, predicting reliability in the personnel selection process, stimulated the scientific development of the work of personnel management.
Fourth	The period of development of relationships between people	Research in Hawthorne (Hawthorne experience) and a series of human relationships have propelled the evolution of management and also influenced the development of HR. HR begins to pay more attention to the person, rather than work. The personnel management system refers to a person and an organization as to social systems.
Fifth	Labor movement	In the 60-70s. of the last century, the promulgation of a series of labor acts and workers' rights stimulated the development of the labor movement. The main task of the HR becomes the need to take into account the interests and rights of the employee.
Sixth	The period of behaviorism and organization theory	During this period, the peculiarity of the organization's management changes, i.e., human resource management becomes the central task of the organization. The importance of the culture of the organization and the team is emphasized.

Source: French, 1998

Thus, the first concept of the evolution of approaches to personnel management is characterized by the presence of six evolutionary periods. In each period, the nature of personnel management changes. In the period of development of scientific management

methods, the main emphasis is made in work design, personnel selection and remuneration system. During the period of development of industrial welfare, the importance of developing a remuneration system was emphasized. In the third period, the emphasis was on the study of the psychological characteristics of employees and the influence of human psychology on the performance of his work. With the development of relationships between people, companies began to pay more attention to human relationships, and not just the content of work or working conditions. During the period of the "labor movement", companies focused on the interests and rights of personnel. In the last period, the prevailing attitude towards a person is not as a tool, but as an important resource, without which the development of the organization is impossible.

Four stages concept

From the point of view of Chinese scientists (Wei, et al., 2002), the development of the practice of personnel management consists of four stages. They are presented in Table 3.

Table 3. Four stages concept

Stage	Period	Character
First	Late period of the industrial revolution, 19th century - 20s. 20. century.	The beginning of a modern approach to personnel management. HR managers were given hiring and firing rights that previously belonged to line managers. The beginning of the creation of the HR department. The main job responsibilities of HR managers are salary management, personnel welfare. Functions for certification, interviews, performance evaluation appear.
Second	30s - 60s. 20th century	Enterprises are creating a labor - management relations department, expanding the functions of the personnel department as a result of the union movement in order to deal with disputes between workers and employers. The HR department is becoming an important tool for solving the problem of labor relations between management and trade unions, which has the functions of consistency and assessment of working conditions.

Third	60s -70s. 20th century	The creation of anti-discrimination law, the law of equal employment opportunities and other laws stimulates the development of the enterprise's HR. In addition, with the emergence of a performance-based remuneration system, distribution of shares and other compensation systems, the status of the HR department is further enhanced. He begins to define personnel policy and labor relations, develop a reward system and a rating system. He also contributes to the productivity and success of the organization. But the HR still plays the role of the performer. "The HR manager becomes the new hero of the company" (Meyer, 1976).
Fourth	80s - now	HR is gradually becoming human resource management. The system and theory of human resource management are constantly being improved and developed. In enterprises, human resource management plays the role of a designer and "initiator of the revolution". HRM is the foundation and center of the enterprise. "Human resource management enters a new era" (Briscoe, 1982), "The director of human resources management makes strategic decisions" (Business Week, 1985), "The director of human resources management influences the decisions of the CEO (Penezic, 1993))

Source: Wei, et al., 2002

Thus, the second concept of the evolution of approaches to personnel management is characterized by the presence of four evolutionary stages. Each stage has its own peculiarity in terms of the set of functions for personnel management and the role of the department and specialists. The first phase is characterized by the fact that the HR manager receives hiring and firing powers from line managers and expands his functions with the emergence of new

methods in the field of personnel management. At the second stage, the HR department becomes an important tool for solving labor relations problems between the administration and the trade unions. At the third stage, personnel management is strongly developed, and the status of the personnel manager is increased due to the creation of a number of laws regulating the rights of personnel and the emergence of various compensation systems. The last stage is characterized by the transition of HR to human resource management and the participation of the HR manager in making strategic decisions.

Thus, the two concepts discussed above show the process of replacing an accounting model with a functional model and replacing a functional model with a human resource management model. It should be noted that the process of transition of an organization from one personnel management model to another (for example, from an accounting model to a functional one) is an evolutionary process. Accordingly, in different models of personnel management, the personnel manager pays attention to different functions, i.e., the roles and main functions of the HR manager change in the process of evolution of approaches to human management in the organization. So, the evolution of the HR model with a change in the function of the personnel manager ensures the efficiency and success of the organization. Thus, based on the analysis of the stages of development of approaches to personnel management, we have formulated three main models of personnel management - accounting, functional models and a model of human resource management.

1.2.2   The evolution of the HRM system in Kazakhstan organizations

Based on the analysis of Kazakhstan and Western researchers of the practice of HR management in Kazakhstan Frachetti, Benecke, Mar'yashev and Doumani (2010), we can conclude that since the formation of the PRC in 1949, the evolution of the HR management system in Kazakhstan organizations went through several stages.

1. 1949 -1991 - the period of creation, development and stagnation of the traditional HR management system of the enterprise, corresponding to the principles of the planned economy, the transition to another job was strictly controlled through the registration of citizens; for most of their lives, Kazakhstan have had only one job, moreover, parents could transfer their workplace to their children (Achilov, 2012). HR management as the basic bureaucratic apparatus was created in large state-owned enterprises built in the 1950s. (Achilov, 2012).

2. 1978 - mid-1990s - the stage of a radical revision of the traditional HR management system of the enterprise; changes in the system of registration of citizens contributed to the change of workplace in the process of professional career (Sharmanov, 1978).

3. Since mid-1990s - to the present day - the stage of transition from traditional HR management to modern HR management systems (Sharmanov, 1978). The stages of development of the personnel management system in Kazakh companies are presented in the table.

Table 1. Evolution and ways of reforming the personnel equalization system of Kazakh enterprises.

Period	Years	Stage	Defining characteristic
Human Resources Management System in a Planned Economy	1949-1952	Primal stage	Centralized planning and allocation of resources, including human resources.
	1952-1957	Initial stage	One-man management in making managerial decisions, simple people executors of decisions taken in the organization.
	1957-1966	Development stage	Gradual assignment of employees to specific enterprises, regardless of their desire (introduction of registration) and a ban of moving to other organizations.
	1966-1977	Stagnation stage	Strengthening the position and salary system.
The revolution and innovative rethinking of the traditional human resources management system	1978 - early 80s	Search stage	Cancellation of mandatory registration of workers and their assignment to enterprises. Different forms of hiring; recruitment reform; reform of the management of public employment and training services
	Second half of the 80s.	Breakthrough stage	Start of implementation of the system of labor contracts; promotion of the system of independent job search and hiring; reform of the system of wages and material support
	The first half of the 90s	Deepening stage	Cancellation of the lifelong position and salary system, implementation of the labor contract system; implementation

			of the labor market reform, social security system, etc.
Transition from traditional HR management to modern HR management	Mid 1990s - Until now	The stage of comprehensive deepening of the reform of the HR management system and the transition to modern HR management	Incorporation of enterprises, government policy: Large enterprises - to the state, small enterprises - to private business; reform of the system, mechanism and structure of the enterprise; acceptance of the idea of strategic personnel management, search and development of a system, theory and method of personnel management

Source: Achilov, 2012, Sharmanov, 1978

So, the evolution and reforms of the personnel management system in Kazakhstan mainly consist of three stages: the stage of personnel management (accounting model), the transition of personnel management to personnel management and the stage of mixed personnel management, i.e., at the same time there are personnel management and personnel management (accounting and functional models). From our point of view, the evolution and reforms of Kazakhstan personnel management system coincide with the reform of Kazakhstan planned economy, with the application and creation of a market economy, and in the process of economic reform, many problems inevitably emerged with the reform of Kazakh enterprise management.

1.2.3   Accounting model of HR management

The accounting model for personnel management emerged in the United States after World War II. It represents the ideas and actions that the organization carries out in order to fulfill the function of personnel accounting in relation to personnel in the management process, since accounting is one of the main management functions of the organization.

The HR department is responsible for the implementation of the HR accounting model in the organization.

The HR accounting model has the following features (Zhao, et al., 2001):
- From a function point of view, the HR is an auxiliary or advisory function, but not a linear function;
- In terms of the nature of the work, HR is an administrative work in which there is no activity and flexibility;

- From the point of view of the attitude of the HR to the organization's strategy, the activities of the personnel department do not affect strategic decisions, the personnel department is the executor of managerial decisions;

- In terms of productivity, the HR pays more attention to the productivity of its department than to the efficiency of the organization as a whole;

- From the point of view of the position in the organization, the activity of the HR is perceived as a little meaningful, or technical function.

Thus, the accounting model focuses on accounting and administrative functions. To perform these functions, highly qualified specialists are not needed, therefore, the HR manager in the company has a very low status, and he does not participate in decision-making, not at the tactical level, not at the strategic level. The HR manager in the accounting model plays the role of the performer.

1.2.4   Functional model of HR management

Historically, the functional model arose and initially developed in the terminology of the concept of "Human resources", which was presented by the famous American specialist in management Peter F. Drucker (Drucker, 1954) in the work "Practice of Management". Drucker pointed out that a person is a resource with exceptional abilities. These exceptional abilities include the ability to coherence, the ability to judge and evaluate, and the ability to imagine. Whereas other enterprise resources do not have similar capabilities. Drucker predicted that the traditional HR (meaning, first of all, the accounting model) will become a thing of the past, that the evolution of personnel as an exclusive resource will begin. Drucker also emphasized that managers in an organization must take care of the moral and material needs of people.

Bake (1958), the Human resource function, argues that managing people as a managerial function is often ignored. For the successful operation of the enterprise, personnel management is as important as other management functions such as accounting, marketing, production, etc. Beck suggested that the HR function includes personnel records, labor relations between management and trade unions, relationships between team members, and staff development.

In the Harvard Business Review, P. E. Mills (Miles, 1965) introduced the concept of the Human resource model. He suggested that the term "human resources" be used instead of the term "personnel" in the management process.

Thus, in the 70s. In the 20th century, management theorists and practitioners considered personnel as a resource with special properties and suggested considering personnel management as one of the management functions. So later this model was named the personnel management model (HRM) or the functional model of personnel management.

In comparison with the accounting model, the functional model of personnel management has the following features:

- From the point of view of the content of the work, functional personnel management includes not only the traditional accounting activities of the personnel department, selection and recruitment of personnel, but also planning of human resources, training and development of personnel, auxiliary actions for making managerial decisions. The department or personnel service becomes the implementer of these functions in the company.

- From the point of view of the relationship between the functional management of personnel and the strategy of the organization, a bi-directional relationship can already be distinguished here. For the tasks of strategic planning, the HR department both provides the necessary information and is the implementer of strategic decisions through appropriate practical actions.

- In terms of productivity, the focus of the HR department is on achieving organizational goals, from short-term to long-term results.

- From the point of view of the role of the personnel department and the role of the personnel manager in the organization, while continuing to be an executor, it also acquires the role of a service provider (selection, training, etc.), a product developer (methods of forming a personnel reserve, etc.) and a strategic partner. The change in the role of the personnel department is presented in Table 4.

Table 4.

Changing the role of the HR department in an organization

	Now	**5-7 years ago**
Personnel data keeper and clerk	15%	22%
Controller of implementation of management decisions	12%	19%
Service provider (selection, training, etc.)	31%	35%
Product developer (methods of formation)	19%	14%
Strategic partner	22%	11%

Source: RA. Noy "Human Resource Management: Winning a Competitive Advantage", 2001, p. 5

So, in comparison with the accounting model in the functional model, the functions of the personnel department expand, i.e., the linear function is enhanced. Helping a HR manager to line managers is not only in monitoring personnel, but also in implementing strategic decisions. Accordingly, the HR manager begins to play a more important role.

1.2.5   Strategic Human Resource Management

The next step in the evolution of personnel management is the replacement of the functional HR model with a strategic human resource management model. A more accurate name for this model is the Strategic Human Resource Management (HRMS) model. The concept of strategic personnel management is based on the basic concept of its philosophy, which emphasizes the strategic nature of human resource management and the need to integrate personnel and organizational strategies. Human Resource Management is a strategic and holistic approach to managing the most valuable assets of an organization, namely the people who individually and collectively contribute to the achievement of organizational goals. According to the American experts Schuler and Walker (1990), strategic human resource management is a collection of processes and operations. According to Cook (1992), HRM strategy is a functional strategy that ensures the implementation of the company's business strategy. Comez-Mejia (1998) and others emphasize the basic idea of this model, which is that the enterprise must use human resources carefully to acquire and maintain its competitive advantage. HRM is the organization's plan to implement effective staff performance and achieve the organization's goals.

A number of authors believe that two types of strategy should be distinguished: in the narrow sense and in the broad sense of the word. Strategy in the narrow sense defines the direction of action for a certain period, for example, a survival strategy or a cost reduction strategy. In a broad sense, a strategy is a general program of actions and allocation of resources to achieve the mission of the enterprise and achieve the goals of the owners (Gitelman, 1999).

According to Maslov (2004), strategic human resource management is a programmatic way of thinking and management that ensures the coordination of the goals, capabilities of the enterprise and the interests of employees. It involves not only determining the general course of the enterprise, but also increasing motivation, the interest of all employees in its implementation.

The model of strategic human resource management appears in the literature as a result of numerous applied and theoretical studies. Walker (1978) expressed ideas about the mutual influence of company development strategy and human resource planning. The article "Human

Resource Management: A Strategic View" (Devama, Fombrum and Tichy, 1981) marked the birth of the strategic human resource management model. In this article, the authors conduct an in-depth analysis of the relationship between organizational strategy and human resource management activities. The HRM model allows organizations to be successful in a global world, that is, to respond quickly to changes in the external environment.

Thus, the human resource management model is characterized by the following principles:

1. Looking at human resources as important resources for gaining a competitive advantage;

2. Emphasizing that it is possible to achieve such a state of human resources that will provide a competitive advantage through personnel policy and a system of measures for its implementation;

3. Emphasizing that the personnel who provide the organization with a competitive advantage must be consistent with the enterprise strategy and activities within the enterprise;

4. Emphasizing that all people management activities are carried out for one task - to achieve the goal of the organization.

5. Participation of all levels of management in the implementation of human resource management functions, that is, the active involvement of line managers in the activities of managing people in the organization.

Strategic human resource management plays a significant role in the management of the organization as a whole. Picture 1.1 illustrates the place of the HR strategy in the implementation of the corporate strategy:

Place of HR strategy in the management of the organization

Changing the environment ⇨ Exploitation strategy ⇨ HR strategy ⇨

⇨ HR planning ⇨ Implementation

So, in comparison with the scientific and functional models, the human resource management model has the following features:

- By the importance of personnel: personnel is considered the most important resource for obtaining a competitive advantage of the organization;

- According to the function of the HR department: its central function is to participate in the development and implementation of the company's strategy. The Human Resources Department is transformed into the Human Resources Directorate, which includes specialists in strategic management. The Human Resources Directorate implements a

holistic approach to human resource management of an organization based on an analysis of the internal and external environment.

● In relation to strategy: in the human resource management model, personnel management is integrated into the strategic management of the organization.

● In the practice of day-to-day work, human resource management specialists are called upon to pay serious attention to the issue of the unity of the goals of the personnel and the goals of the organization.

● Evaluating the productivity of the HR department is an assessment of the productivity of the organization as a whole. The powers for personnel management are distributed between line managers and specialists in the field of personnel management.

● The powers for personnel management are distributed between line managers and specialists in the field of HR management.

So, in the HRM model, human resources are considered a strategic asset. The manager performs functions related to the implementation of the company's strategy and human development. The work of the HR department is aimed not only at achieving the short-term goal of its department, but also at achieving the long-term goal of the company. Accordingly, in the company, the HR manager already plays the role of not an executor, but a strategic partner and initiator of reforms, changes and development of the organization.

The differences between accounting, functional and HRM models are presented in Table 5.

Table 5.

Differences between accounting, functional and human resource management models

	Accounting model	**Functional model**	**Strategic of Human Resource Management Model**
Idea	A person is an instrumental resource in an organization.	The human resource is the most important resource of an organization.	The human resource is the most important resource of an organization. Strategic capital.
Strategy	Does not participate in the development of the organization's strategy. Personnel department – executor.	HRM plays a supportive, executive and strategic role.	One of the main participants and implementer of the organization's strategic decisions. The HR management is being integrated into the strategic management of the company. HRM has

			multiple roles.
Function	Board function; administrative work; passive form of work.	Linear function; assistance in making decisions; strategic execution; administrative work; flexible form of work.	Linear function; decision-making; strategic execution; little administrative work; active form of work; training of line managers.
Assessment of achievements	The achievements of the department are important; short-term achievements are important.	Both the achievements of the department and the achievements of the organization are important; long-term achievements are important.	Integration of the achievements of the department and the organization is important; long-term achievements are important. Competitive advantage is important.

Source: Shimei Yan. Change of management according to "man" // Foreign economics and foreign management, 2002, №6

The table shows that with the dominance of the accounting model, the HR department focuses on: 1. HR administration; 2. Attraction and selection of personnel; 3. Analysis of work, regulation of work and evaluation of work results; 4 creating a reward system. In the accounting model, the personnel is the tool, the HR manager plays the role of the executor. He performs administrative work related to personnel records management. With the dominance of the functional model, the HR department pays attention to the selection, assessment, training and development of personnel, the formation of incentive systems, labor relations, etc. In the functional model, personnel is seen as an important resource for achieving the goals of the organization. Human Resources managers play both supporting and performing roles. They perform HR administration work, help line managers make decisions, and help implement organizational strategy. With the dominance of the HRM model, the HR department is primarily concerned with the following areas: defining a strategy for the development of human resources; implementation of the strategy: human resource planning, work analysis, recruitment and selection of personnel, personnel training, performance assessment, remuneration and incentives for personnel; creation of organizational culture; assistance to line managers when working with personnel; development of HRM system. In the HRM model, a person is the most important resource of an organization, a kind of strategic capital. Human Resources Managers are key players in organizational decision making. They play multiple roles, both as a decision-maker, as a reform initiator and as an implementer of a strategy.

2 METHODOLOGY FOR RESEARCHING HRM AND THE LINK WITH ORGANIZATIONAL CULTURE IN KAZAKHSTAN COMPANIES

In first chapter we spoke about the concept and types of organizational culture, organizational culture in Kazakhstan companies, evolution of HR management models, accounting and functional models of HR management, strategic of HRM.

The second chapter specifically describes about the research hypotheses, research model, research approach, instrument, and questionnaire structure, research implementation, sample size as well as limitations.

This section focuses on the techniques used for the purpose of this analysis and to address the research questions, and offers information on the source data, constraint, reliability, in addition to reviewing the way the findings will be presented. This chapter is divided into five subsections.

2.1 Methodology evolution and the research design

This section focuses on the purpose of the study and the methods used to answer the questions in the study, and provides information on the source, limitations, reliability, and how the results will be presented. This section is divided into five sections. The researcher noted that organizational culture from the previous chapter differs in different countries depending on certain factors. In this study, the researcher analyzes aspects of HRM models and organizational culture in Kazakh companies.

It is interesting to note that the study focuses on the organizational culture and HRM models in Kazakhstan institutions. As a post-Soviet Union country and at the same time a country that tries to adopt Western ways or running organizations, it faces many challenges. Some of these issues and challenges are related to the failure of leaders of Kazakhstan companies to properly implement models in organizational culture. In addition, Kazakhstan is ruled by many traditions, especially old traditions and some stereotypes that exist in society.

The study was the first to address the to determine the dominant model of HR management in Kazakh companies and to establish a link between the HR model and the specifics of organizational culture

2.2 Research approach and method

For this research, we use as qualitative and quantitative method as it depends on the number of performers and practitioners. Most researchers on this topic have used interviews or

wrote their own opinions as a result of their experience, but those who use this research may reject generalizations based on previous research and personal experience. Therefore, it is most successful for them to rely on empirical research that uses as many questions as possible. This study focuses on the HR models in Kazakhstan companies, so this method is best suited to conduct these studies, as the organizational culture in Kazakhstan companies has its differences from those in other countries. Moreover, there have been no previous studies on a similar topic in Kazakhstan.

The study will examine and analyze the dominant model of HR management in Kazakh companies in the light of quantitative data in order to achieve the objectives of the study and answer the questions of this study, namely to establish a connection between the HR model and the specifics of organizational culture.

Finally, it is necessary to mention the main purpose of the study, which is to determine the dominant model of personnel management in Kazakh companies and to reveal a link between the HR model and the specifics of organizational culture. In addition, objectives: First, to determine the organizational culture in Kazakhstan companies, and following Human Resources Management as well. Second, to outline the cultural barriers of implementation of existing western HR management systems into Kazakhstan companies.

After analyzing the literature on the topic of this research, we formulated 3 **hypotheses**:

1. *The accounting model and functional models of HR management dominate in Kazakh companies today*
2. *There are differences in the prevalence of one or another model, depending on the territory in which the Kazakh companies are located.*
3. *There is a relationship between organizational culture and models of HR management. The clan culture that now dominates Kazakh companies is more characterized by an accounting and functional model of HR management*

Research objects. In June-September 2020, we conducted surveys in 3 cities of Kazakhstan (Nur-Sultan, Almaty and Shymkent) in order to determine the dominance of the HR management model and the influence of organizational culture on HR management in Kazakh organizations. These 3 cities are typical Kazakh cities. The survey questionnaire consists of 3 parts: part 1 - questions related to HR management, part 2 - questions aimed at identifying organizational culture. In the first part there are 8 questions (1-8), in the second part there are 8 questions (9-17) and in the third - 7 questions. The total number of prepared questionnaires is 400. The number of received questionnaires is 371, which is 93% of the

original. In order to determine the sample size, we calculated as margin error 5%, confidence level 95%, population size 20000, response distribution 50% and our recommended sample size would be 377. The questioning process was attended by: 33 top managers, 32 line managers, 22 HR managers and 284 rank-and-file managers. The main types of companies in Kazakhstan are public, private, foreign and joint ventures. Our respondents represent 108 state-owned companies, 198 private companies, 39 companies with 100% foreign capital and 26 joint ventures. We selected the main industries in Kazakhstan: service (132), heavy industry (78), construction (47), production of consumer goods (39), high technology (39), financial sector (36). Table 3.2 shows the characteristics of the responding companies.

2.3 Data collection and research strategy

The data for this study are collected from primary data, which are collected from questionnaires and open-ended questions.

Primary data: this data source depended on questionnaires; the investigator compiled questionnaires and sent them to the authorities in Kazakh companies. It is important to know that the size of companies in the Kazak companies vary, which is described and is shown later in the empirical findings. Therefore, when distributing the questionnaire to Kazakh companies, it was difficult to predict the number of respondents.

To achieve the aim of this study and to solve the problem, we have sent to 400 companies questionaries, the sample consists of 371 respondents: top managers, line managers, HR managers and rank-and-file managers. The main types of companies in Kazakhstan are public, private, foreign and joint ventures. Our respondents represent state-owned companies, private companies, companies with 100% foreign capital and joint ventures. We selected the main industries in Kazakhstan: service, heavy industry, construction, production of consumer goods, high technology, financial sector.

Characteristics of collected data: In June-September 2020, we conducted surveys in 3 cities of Kazakhstan (Nur-Sultan, Almaty and Shymkent) in order to determine the dominance of the HR management model and the influence of organizational culture on HR management in Kazakh organizations. These 3 cities are typical Kazakh cities. The survey questionnaire consists of 3 parts: part 1 – questions related to HR management, part 2 – questions aimed at identifying organizational culture. In the first part there are 8 questions (1-8), in the second part there are 8 questions * (9-17) and in the third – 7 questions. The total number of prepared questionnaires is 400. The number of received questionnaires is 371, which is 93% of the original. The questioning process was attended by: 33 top managers, 32 line managers, 22 HR managers and 284 rank-and-file managers. The main types of companies in Kazakhstan are

public, private, foreign and joint ventures. Our respondents represent 108 state-owned companies, 198 private companies, 39 companies with 100% foreign capital and 26 joint ventures. We selected the main industries in Kazakhstan: service (132), heavy industry (78), construction (47), production of consumer goods (39), high technology (39), financial sector (36). Table 6 shows the characteristics of the responding companies.

Table 6.

Characteristics of the companies that participated in the study

Region	Company	Personnel count	Company age	Position	Industry
Nur-Sultan	State-owned companies (67), private companies (48), foreign companies (23), joint ventures (13)	Less than 50 people (27), 50-100 people (19), 100-500 people (55), more than 500 people (50)	Less than 5 years old (21), 5-10 years old (52), 10-20 years old (34), more than 20 years old (44)	Manager (94), HR manager (14), Line manager (18), Top manager (25)	Service (46), heavy industrial sector (39). Construction (15), production of consumer goods (19), high technology (14), financial sector (18)
Almaty	State-owned companies (21), private companies (82), foreign companies (7), joint ventures (5)	Less than 50 people (24), 50-100 people (49), 100-500 people (38), more than 500 people (4)	Less than 5 years old (38), 5-10 years old (46), 10-20 years old (29), more than 20 years old (2)	Manager (96), HR manager (4), Line manager (11), Tone manager (4)	Service (35), heavy industrial sector (28), construction (20), production of consumer goods (15), high technology (8), financial sector (9)
Shymkent	State-owned companies (20), private companies (68), foreign companies	Less than 50 (24), 50-100 (47), 100-500 people (21), more than 500	Less than 5 years old (31), 5-10 years old (52), 10-20 years old	Manager (94), HR manager (4), Line manager (3), Top manager	Service (51), heavy industrial sector (I), construction (12),

	(9), joint ventures (8)	people (13)	(20), over 20 years old (2)	(4)	production of consumer goods (5), high technology (17), financial sector (9)

Table 7. Respondents" response rate for all questionnaires

Response	Respondents number	Percentage (%)
Completed	371	92.75%
Not completed	29	7.25%
Total response	400	100%

All data collected from the questionnaires are analyzed using statistical analysis methods such as SPSS and Excel, in particular calculations and analysis. Means, standard deviations, and descriptive analysis are used in this study. The subject of this research is the HR models and organizational culture of Kazakh companies. To accomplish the above tasks, we analyzed the literature on the research topic and conducted a survey, and for data processing we used modern statistical analysis tools – correlation, discriminant, factorial.

Stages for data collection.

1. The survey questionnaire consists of 3 parts: part 1 – questions related to HR management, part 2 – questions aimed at identifying organizational culture. In the first part there are 8 questions (1-8), in the second part there are 8 questions (9-17) and in the third – 7 questions.

2. The processing of data is the first step of statistical analysis. All the questionnaire data was collected in Excel file. Then it was divided into three cities: Almaty, Shymkent and Nur-Sultan.

3. Calculations the percentages of by city, age and industry. Depending on the problem and issues to be analyzed, all the information collected, and its measurement consists of three key classes and the data collected in three files to be evaluated by the SPSS program.

Data preparation

In September 2020 – December 2020 the database was prepared. The initial data were transferred from the EXCEL spreadsheet questionnaires, and then into the Statistica v.6.0 program for computer data analysis.

Questionnaires are the most widely used method and also the primary quantitative technique for data collection in organizational culture research, along with interviews and they are used to evaluate the cognitive elements of a sociate the context of objective analysis (Janicijevic, 2011). Questionnaires have their own advantages as well as disadvantages. Its main advantage are: the scope of a wide number of individuals and organizations, the designed for ease of data collection, the measurement of cultural component's, the easier establishments of relationship between an organization's culture and other components and efficiency, the better reliability of the instruments of research methods, the comparability of finding, (Janicijevic, 2011). The prevalence and intensity of behavioral beliefs, norms, attitudes, and particularly activities in an organization are most frequently assessed by standard questionnaires (Janicijevic, 2011). There are couple of reasons for that as theoretical and practical. According to Hofstede (1980) theoretical reason is that OC vary in their activities and second reason is that national cultures differ in their beliefs.

The original questionnaire contained few fixed questions; many of the questions were combined or open-ended, i.e., some of the answers were fixed, and it was proposed to add "something else". After filling out the questionnaires, an analysis of free answers was carried out, they were classified and coded. The second feature (which was effectively used in processing) was the permission to mark any number of answers (except for questions 5, 7, 9, 12, 14). The primary revision of the table boiled down to replacing the multi-alternative questions with an appropriate number of new indicators coded only with the digits 0 or 1. In addition, in these questions, one more indicator was added, which determines the number of answer options selected during the survey. In the remaining questions, the letters were replaced by numbers, since in some cases they can be interpreted as answers in ordinal scales.

2.4 Reliability

As most managers and workers in Kazakh institutions do not use the English language in their everyday lives or in their workplace, the researcher developed the questionnaires in Russian. People that felt comfortable completing in English were more than happy to fill it out. Most of them understand the English, but when reading the survey, they might lose interest and then may not answer it or maybe answer it, but not accurately. In addition, the questionnaire survey was already written in the English and then translated into the Russian version and, with

the assistance of a professional translator, the questionnaires were translated in order to achieve the true image of the questionnaires and to ensure reliability. The questionnaire survey was then sent by email to customers and employees who have been asked to return them after completing them.

2.5   Scope, limitations and difficulties

This study focuses on Kazakh companies, as it is important to emphasize that problems associated with the influence of organizational culture on HR management models, especially in Kazakhstan companies, are undeveloped. In addition, this study covers the current year 2020 in order to examine the development of this topic in one of the Central Asia countries. The researcher faced some difficulties, especially in making sure the accuracy of translated questionnaires would not affect the results. The translation had to be confirmed by 14 people, 7 English-speaking with Russian as a second language; and 6 Russian-speaking with English as a second language; and 1 professional translator. The questionnaires were distributed manually with the help of company managers by email. In addition, some employees did not help to complete the questionnaire without the permission of their managers because they felt that filling in the questionnaire would take time from work. Also, the data was being collected during quarantine which means the majority of the employees worked from home. This made it difficult to get results faster as people were taking longer time to fill out the questionnaires.

2.6   Samples, data analysis and research findings

The samples were characterized by different sectors in this analysis such as state-owned companies (108), private companies (198), foreign companies (39), joint ventures (26).

All these companies are - our clients, since we provide for them logistics solutions. All them of are coming from different sectors: service, heavy industrial sector, construction, production of consumer goods, high technology as well as financial sector.

These questionnaires were sent to managers, HR manager, line manager, top manager. We divided in two parts: part 1-HR management-related questions, part 2-organizational culture-identifying questions.

3   RESULTS OF PILOT STUDY AND STATISTICAL ANALYSIS ON EMIRICAL DATA

As mentioned in Chapter 1, based on the analysis of scientific literature, we made an assumption about the predominance of the accounting model of HR management in Kazakh companies. However, this assumption has not yet been proven by practical studies of either Kazakh, Western or Russian scientists.

3.1   Respondent's presentation

The interviews were conducted (see appendix) with experts (HR consultants from Kazakhstan consulting firms, HR managers of public and private companies) in order to identify the characteristics of the modern HR management system in Kazakh organizations. They were attended by 29 respondents: 26 HR managers and three consultants. The HR managers represent ten state-owned companies, five 100% foreign-owned companies, two joint ventures and nine private companies. Table 8 shows the characteristics of companies presented by experts - HR managers.

Table 8.

Description of companies

Company	HR count	Company age	The region	Industries
Government owned companies, 10	1000 - 8500 employees	6 - 50 years	Central (4), western (1), eastern (1), northern (1), northeastern (3)	Production of consumer goods (8), construction (1), high technology (1)
Private companies	540 - 5000 employees	6 - 13 years	Central (2), southern (1), eastern (2), northern (1), northeastern (3)	Production of consumer goods (5), high tech (4)
International companies, 5	500 - 4000 employees	8 - 13 years	Central (2), southern (2), eastern (1)	Production of consumer goods (3), construction (1), high technology (1)
Joint Ventures	1500 - 4500 employees	8 - 12 years	Eastern (2)	Production of consumer goods (1), high

				technology (1)

The respondents described the HR management system that exists in the organization, the basic principles of the HR management services and the problems that most often arise when managing people in the organization.

Based on the analysis of the respondents' answers to the questions about the stage of HR management development in modern Kazakh 68 companies, and what role HR managers play in them, we came to the following conclusions:

1. The companies included in the sample (which does not pretend to be representative but allows to study trends) are at the stage of the accounting model of HR management, which is characterized by the development of functions for monitoring and regulating HR activities. The experts did not give examples of the existence of a strategic model of human resource management in companies. It should also be noted that in terms of the level of development of the HR management systems, companies are very different from each other due to different economic and cultural backgrounds. For example, in the eastern region of Kazakhstan, in contrast to its central region, the top management of companies, according to experts, pays more attention to the tasks of HR management; it often presents already formed administrative and legal forms of people management.

2. The HR manager in Kazakh companies plays a predominantly tactical role ("performer", "newbie" according to Storey's classification (Storey, 1992).

3. The situation on the Kazakh labor market dictates the need for the emergence of new functions in HR management - attracting and retaining HR, forming a corporate culture, effective motivation systems, a system of advanced training and organizational training.

So, to get more convincing evidence of the purpose of the pilot study and to identify the influence of organizational culture on HR management in Kazakh companies, we conducted a larger study in Kazakhstan.

3.2   Empirical data on statistical analysis

The main assumptions underlying the mathematical statistical analysis are as follows:

- There is sufficient similarity between HR management systems and the characteristics of organizational culture in Kazakh companies characterized by similar external characteristics (location, type of ownership, industry, age, size, etc.). This assumption implies the possibility of extracting a representative sample that reflects the basic patterns that exist in the entire set of Kazakh companies.

- Features of the HR management system and organizational culture in each company can be seen in the process of studying the activities of this company, one of the methods of which is a questionnaire. The available technology for compiling and analyzing questionnaires allows you to get fairly complete and objective information about the objects under study.

- When formalizing each of the questionnaires and presenting it with a set of numbers, the relationship between various characteristics of companies (and, consequently, groups of companies united by external features), the similarities and differences between companies can be identified by mathematical analysis of these sets of numbers, considered as points or vectors in multidimensional space. The approaches developed in previous decades and presented in modern statistical software products are a set of interconnected methods, united by common mathematical and logical concepts, which makes it possible to carry out not only statistical processing of the material, but to implement systematic data analysis.

Statistical analysis of the data was carried out in several stages in accordance with the methodology established at the end of the 20th century.

At the first stage, the primary and exploratory statistical analysis of the constructed database was carried out. For qualitative indicators (presented in a nominal, binary scale or for questions formalized in an ordinal scale), the frequencies were assessed, and a decision was made to exclude indicators (options for answering the questionnaire questions), the frequencies of which were very low or high. For quantitative indicators, distributions of values were investigated in order to highlight erroneous or sharply distinguished values, and a decision was made to correct or exclude atypical values. For the same purpose, two-dimensional distributions of values were studied.

Since sharply distinguished values can manifest themselves not only in sharp deviations of individual values, but also in violation of certain correspondences between several indicators at once, such "outliers" were detected using multivariate statistical methods. Using factor analysis (principal component analysis), such a check of the data for homogeneity was carried

out. The check was carried out separately for answers to the first group of questions (1-8 questions), for the second group of questions (9-15 questions) and for answers to the 17th question.

At the same time, the analysis of the main components made it possible to reveal the presence and nature of internal relationships in the groups of questions, i.e., the presence and severity of the internal structure and, thus, determine the sequence of further analysis.

At the second stage, a study was conducted on the difference between groups of companies, determined by structural indicators (the difference between regions, types of companies, industries, etc.). The statistical relationship between pairs of structural indicators and the statistical difference between the frequencies of responses to the questionnaire and the distributions of the numerical values of responses to 17 questions were assessed. For pairs of qualitative indicators, contingency tables and the criterion - ^ (chi-square) were used, for answers to the 17th question. For the 17th 71 questions, containing 24 quantitative indicators, a study of correlations between indicators was also carried out by calculating matrices of Pearson's correlation coefficients and assessing their statistical significance.

We also found out the difference between different groups of companies in terms of the aggregate answers to the first and second half of the questions. For this purpose, we used a step-by-step discriminant analysis with the selection of the most informative indicators. Since this study confirmed that the most significant differences exist only between the three studied regions of Kazakhstan, and especially for the first group of questions characterizing the features of HR management, the next stage was a study for each of the regions.

In the process of statistical analysis, the visualization of the analysis results was actively used, contributing to their meaningful interpretation.

Characteristics of research objects

Figure 3.1 shows that there are more state-owned companies in the capital, Nur-Sultan, while there are more private companies in Almaty and Shymkent. However, the number of private companies in Nur-Sultan is also not large. This suggests that Kazakhstan is currently experiencing a rapid development of private enterprises. That is, in recent years, the Kazakh government has been constantly improving the conditions for the development of small businesses.

Figure 3.1 Comparison of regions by types of companies participating in the study
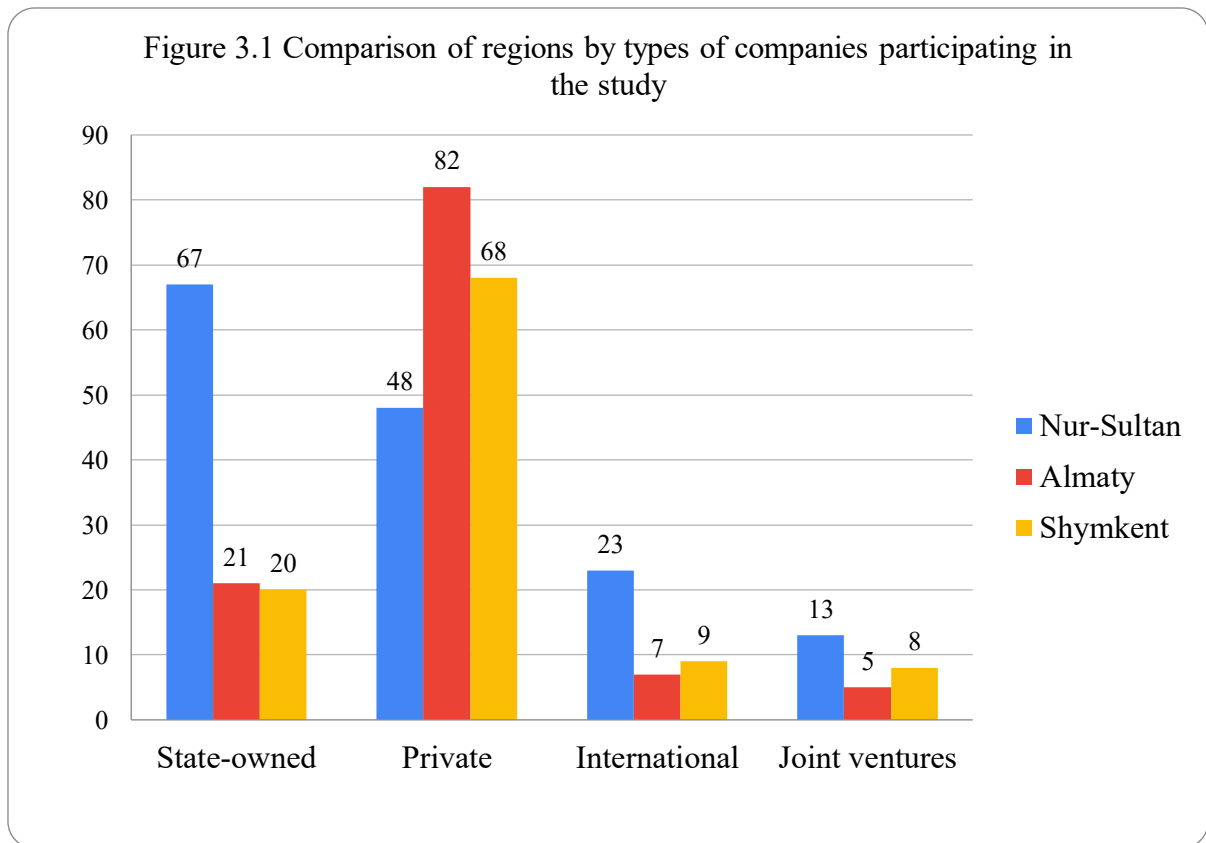
Figure 3.2 shows a comparison of the regions in terms of the number of companies participating in the study. Figure 3.2 shows that the percentage of companies with fewer than 50 employees in the three cities is almost the same. Nur-Sultan has a larger number of companies with 100-500 employees and more than 500 people, while Almaty and Shymkent have more companies with 50-100 employees. This means that small business is doing well in Almaty and Shymkent. In addition, it is noticeable that there are fewer companies with more than 500 employees in Almaty.

Figure 3.2 Comparison of regions by the number of companies participating in the study
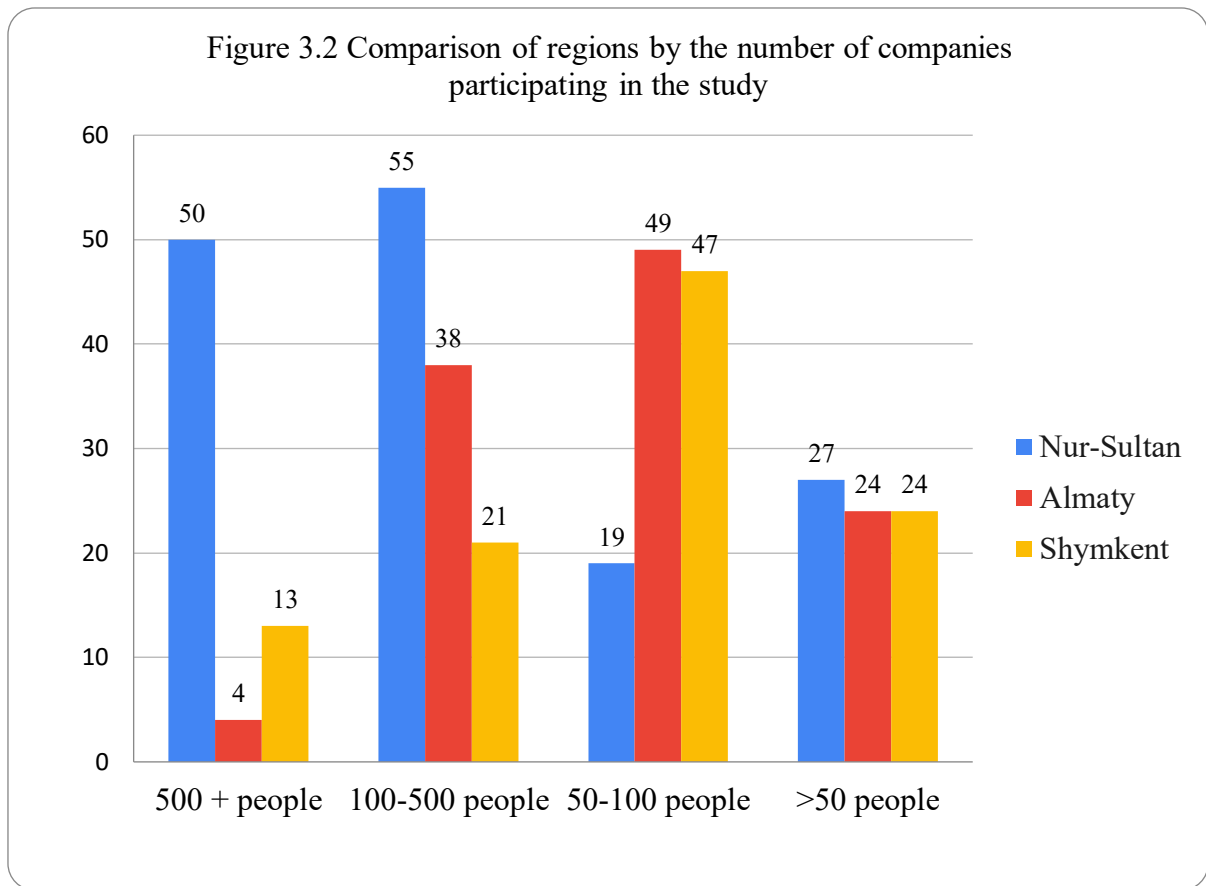
Figure 3.3 shows a comparison of the type by size of the companies that participated in the study. State-owned companies are characterized by a larger number of employees. In our study, 41.67% of state-owned companies have 100-500 employees, 35.19% of state-owned companies have more than 500 employees. Only 7.41% of state-owned companies have less than 50 employees. The opposite trend is observed in the private sector. In 31.31% of private companies the number of 77 employees is less than 50 people, in 39.39% of private companies the number of employees is 50,100. Only in 4.04% of private companies with more than 500 employees. 41.03% of companies with 100% foreign capital have more than 500 employees. 28.21% of foreign companies have 50-100 employees. In our study, there were no joint ventures with less than 50 employees.

Figure 3.3 Comparison of the type of companies participating in the study by their number
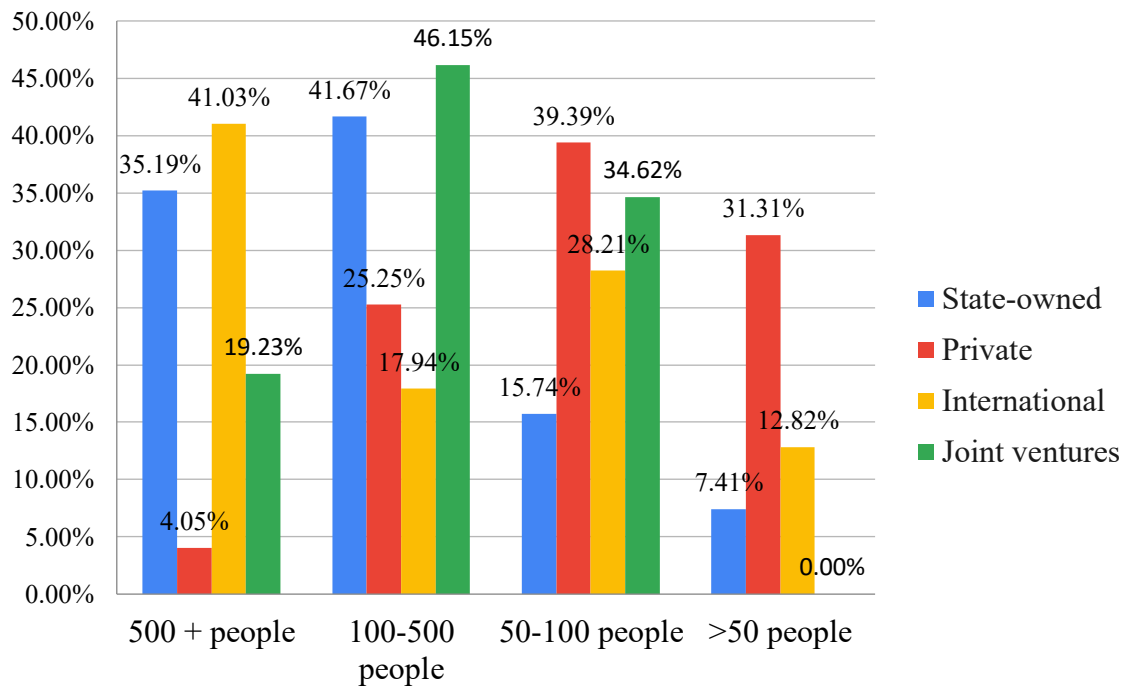
Figure 3.4 shows that the majority of state-owned companies (71.3%) are over 10 years old. In recent years, fewer state-owned companies have sprung up, so in our study, 23.15% of state-owned companies are 5-10 years old and 5.56% of state-owned companies are less than 5 years old. The majority of private companies (84.85%) are less than 10 years old. The age of foreign companies is almost evenly distributed: less than 5 years old - 25.64%, 5-10 years old - 28.21%, 10-20 years old - 23.08%, over 20 years old - 23.08%.

Figure 3.4 Comparison of the type by age of the companies that participated in research
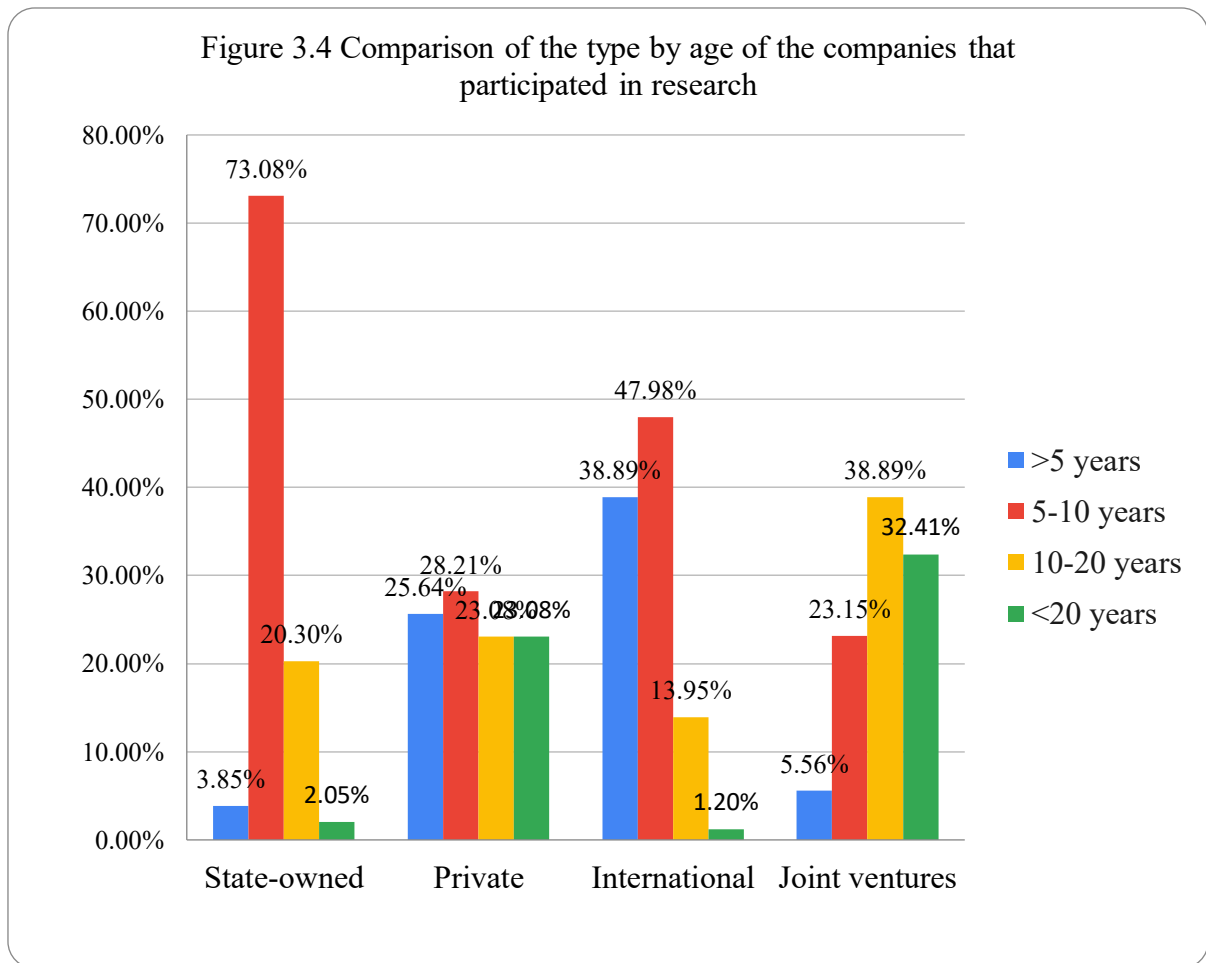

Figure 3.5 shows a comparison of the type by industry of the companies that participated in our study. Most private companies (83) operate in the service sector. In the sectors of construction, real estate and finance, the number of private companies (34, 24) is much higher than state-owned companies (7, 4). The number of public companies and private companies in industries such as manufacturing, consumer goods and high technology does not differ much.

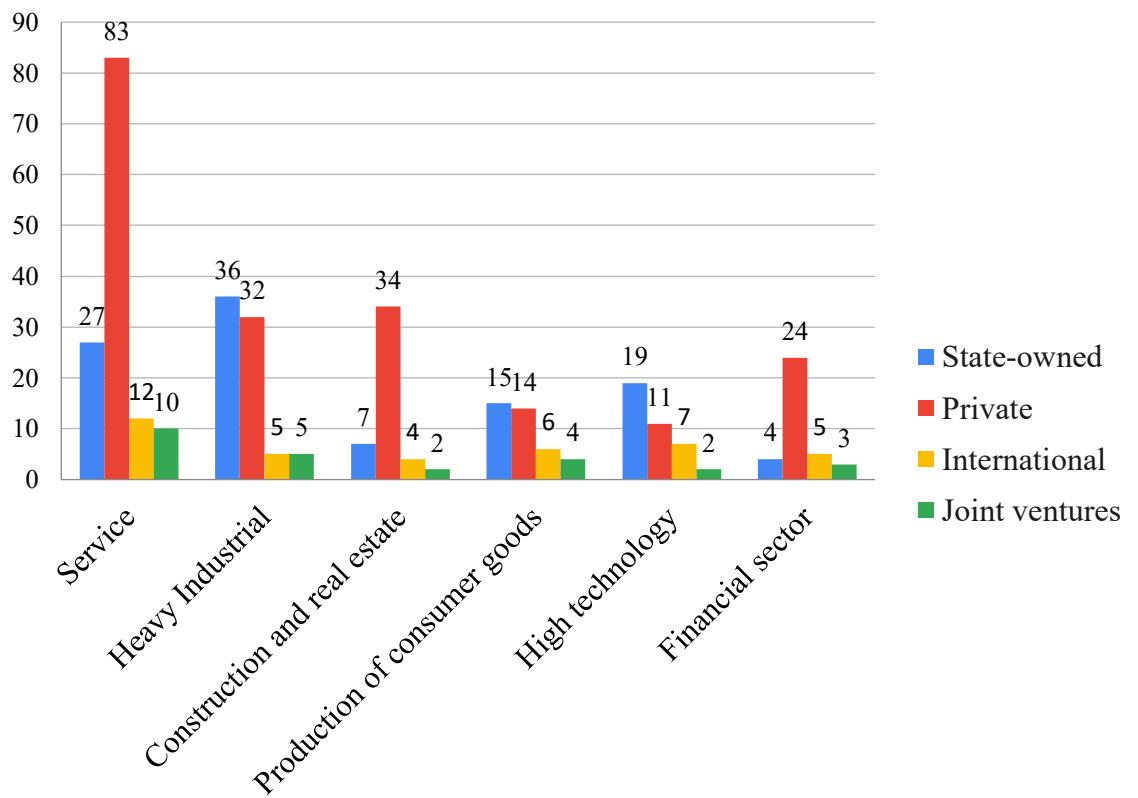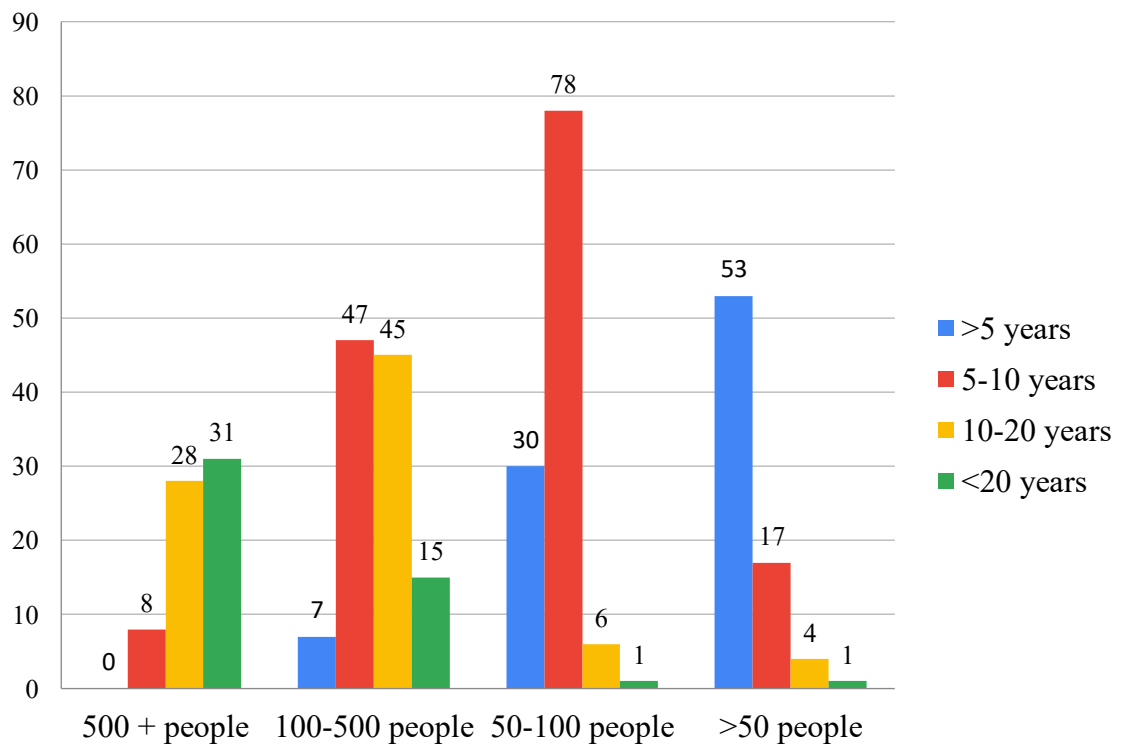Figure 3.5 Comparison of the type of companies we surveyed by industry

Figure 3.6 Comparison of the size by age of the companies participating in the study

The study involved organizations of different sizes. Figure 3.6. it can be seen that the size of the companies grows with the age of the companies. Companies with less than 50 employees often appear at the age of less than 5 years. and 50 - 100 people. At the age of 5-10, companies with 50-100 employees often appear and 100-500 people. At the age of 10-20, companies with 100-500 employees often appear and more than 500 people. Above the age of 20, companies often appear with more than 500 employees.

Figure 3.7 compares the size of the surveyed companies by industry. 52% of companies with less than 50 employees and 41% of companies with 50-100 employees. work in the service sector. Industrial production is dominated by organizations with a staff of 100-500 people. and more than 500 people. In the construction and real estate industry, the headcount varies. In the industry of production of consumer goods, as a rule, there are organizations with a staff of 100-500 people and more than 500 people. The high-tech industry employs 50 people and 50-100 people. The financial sector is dominated by companies with 50 employees and 50-100 people.

Figure 3.7 Comparison of the number of companies participating in the study by industry
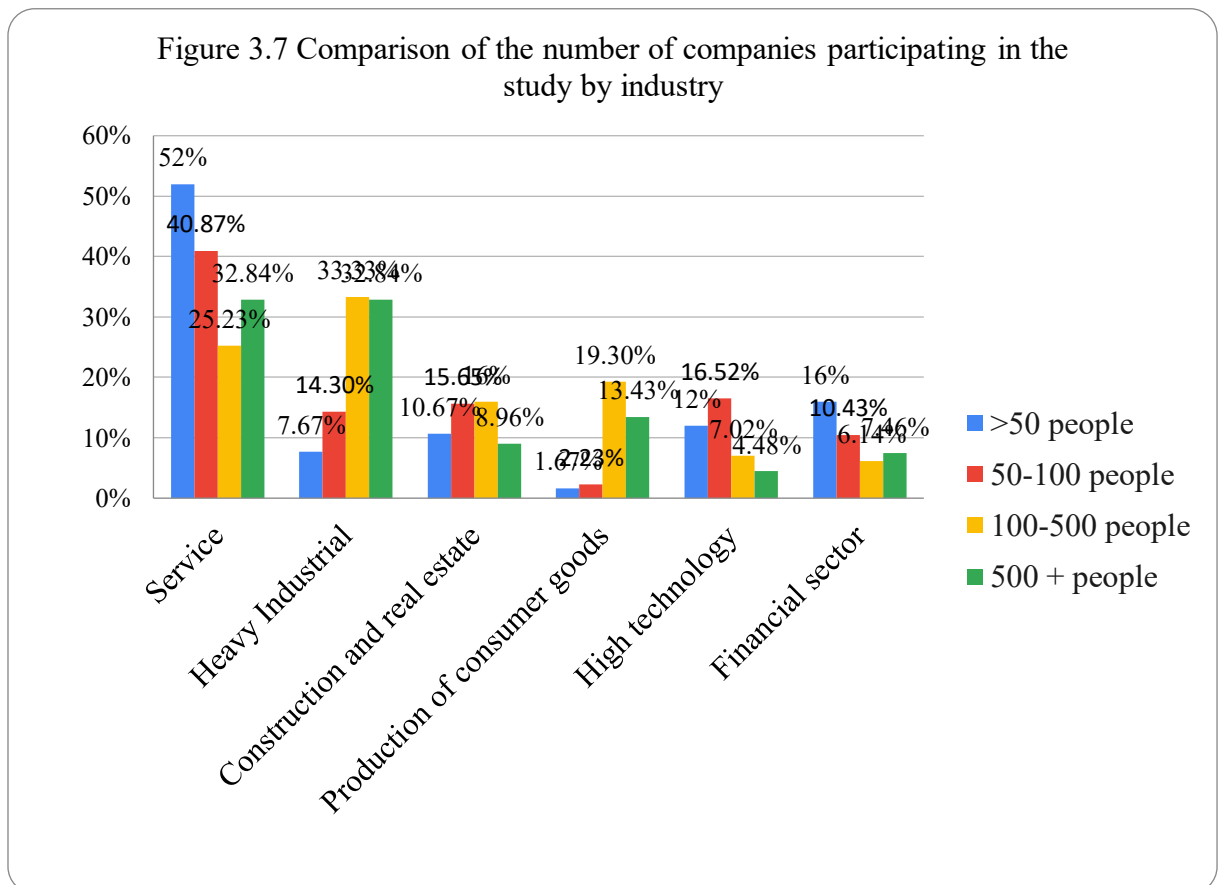
Research results

Hypothesis 1. The accounting model and functional models of HR *management dominate in Kazakh companies today.*

To confirm hypothesis 1, we used factor analysis. *Factor analysis* (Nasledov, 2004) is aimed at identifying the structure of variables as a set of factors, each of which is a latent, generalizing reason for the relationship of a group of variables.

We assume that the functional model and accounting model are described by the following characteristics:
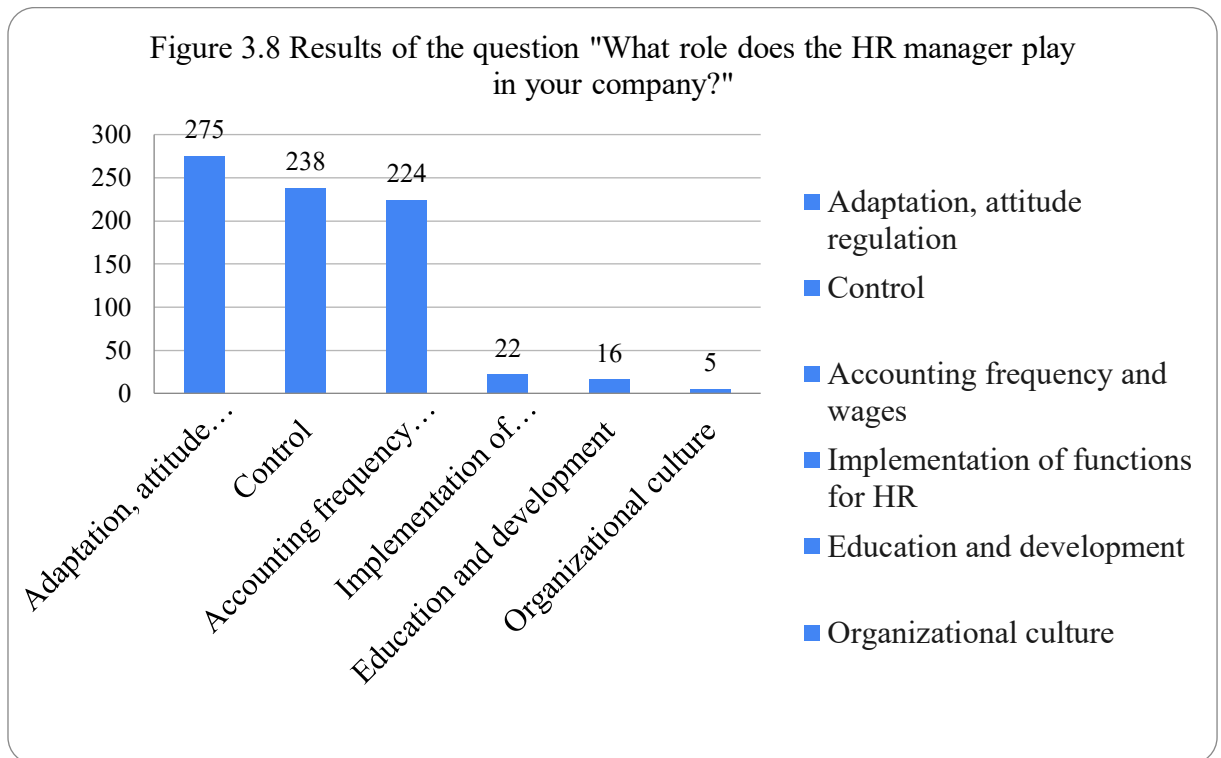
1. Not a significant role of the HR manager in the company, which means that the HR manager does not participate in making strategic 82 decisions of the company and concentrates his functions on HR records and the implementation of functional tools for managing people.

2. Lack of distribution of competencies between line managers and specialists in the field of HR management, that is, providing little attention and assistance to line managers in implementing the HR management policy.

3. The work of the HR department for the organization as a whole in Kazakhstan is considered useful.

4. Dominance of control and accounting functions performed by HR manager.

In the process of analysis based on eigenvalues, 3 main factors were identified that characterize the HR management model in Kazakh companies - accounting and functional models.

These highlighted factors are significantly associated with the following survey responses of the study: 1a (helps employees to adapt in the company, helps to negotiate representatives of various departments, helps to resolve conflicts), 1b (monitors HR, controls work, monitors work compliance with the plan, helps managers manage subordinates) , 1c (takes into account the number of hours of work and calculates salaries), 2a (Accounting function (keeps records of hours of work, resources, wages, job changes, etc.)), 2b (Function of HR control), 2e (Function of forming systems motivation (including salary)), 2h (Remuneration and Social package), 2i (Safety and health), 2j (Labor relations). For (The interests of the employer, the owner of the company), 4a (They teach how to work with people in the organization), 4e (They help to control the work of the staff). 6b (Implementation of functions for HR management (motivation, incentives, assessment, adaptation, certification)), 6f (no), 8b (improvement of functions for HR management), 8f (no). In accordance with the three models of HR management, given in the theoretical part of this research, these factors can be identified 83 as a factor in the accounting model and the functional model.

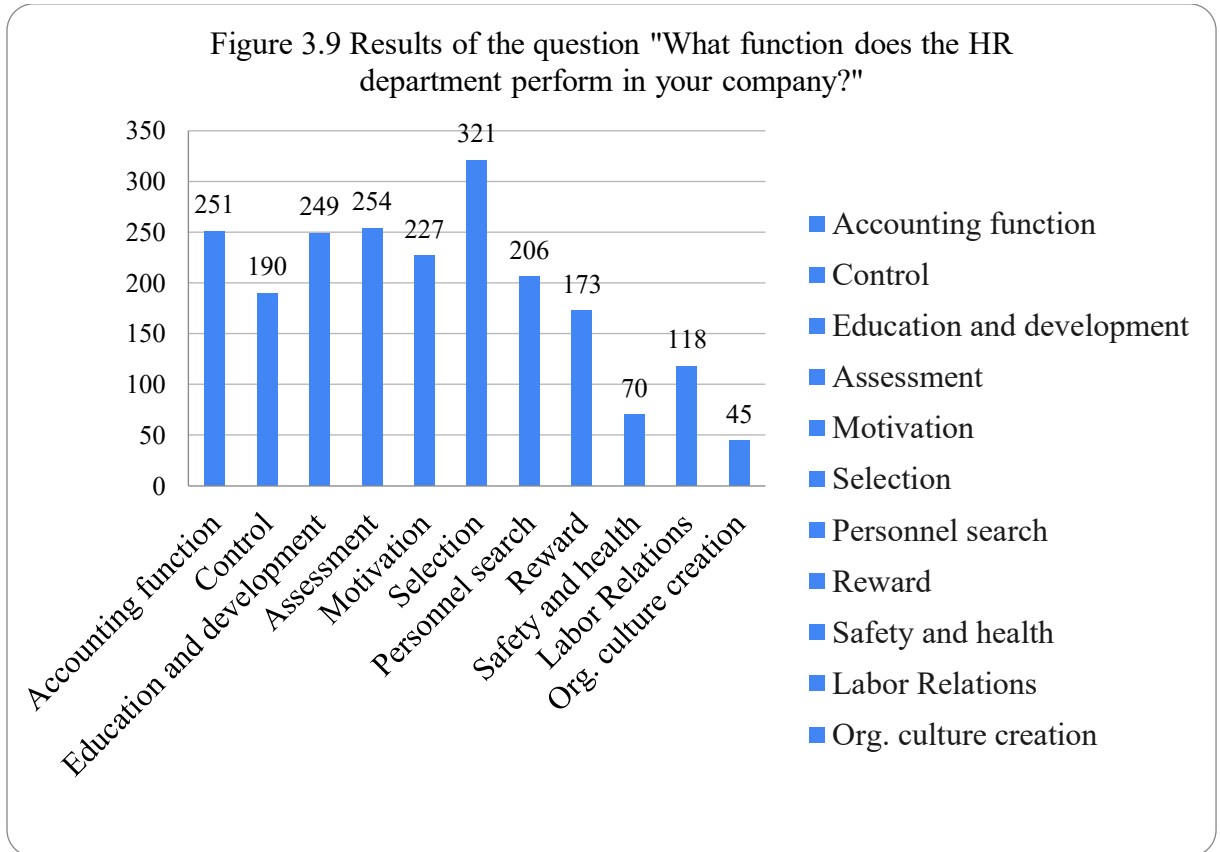So, the characteristics of the accounting and functional models are:

1. Not a significant role of the HR manager in the company, i.e., the HR manager does not participate in making strategic decisions of the company and performs the functions of HR records and the implementation of functional tools for managing people.

Figure 3.8 Results of the question "What role does the HR manager play in your company?"

Legend:
- Adaptation, attitude regulation
- Control
- Accounting frequency and wages
- Implementation of functions for HR
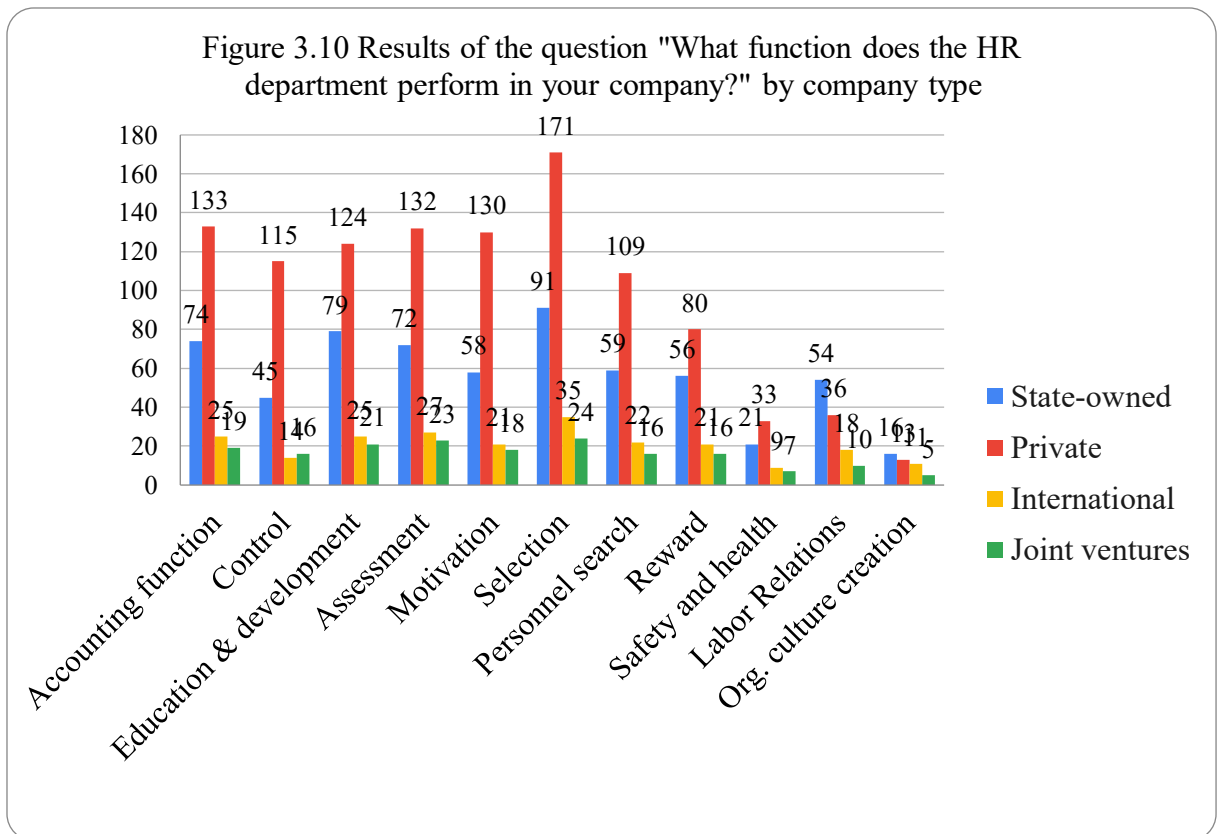- Education and development
- Organizational culture

The results of our research show that the position of the HR manager in Kazakh companies (including joint ventures and foreign companies) is rather low. Line managers and HR managers have a dominance of accounting and control functions. Figure 3.8 shows that 275 out of 371 interviewed respondents said that the HR manager mainly helps the employee to adapt in his company, helps to negotiate representatives of various departments, helps to resolve conflicts. 238 out of 371 interviewed respondents believe that the HR manager in his company mainly monitors HR, controls work, monitors the compliance of work with the plan, and helps managers manage subordinates. According to 224 out of 371 respondents interviewed, the HR manager in their company, as usual, takes into account the number of hours of work and calculates the salary.

This is confirmed by the analysis of respondents' answers to question 2. Figure 3.9 shows that the HR manager in Kazakh companies mainly performs accounting functions, the function of monitoring HR performance, the function of HR training and development, the function of HR assessment, the function of forming a motivation system (including wages), the function of selecting employees for work, the function of communication with recruiting companies and HR search, the function of remuneration, social package and labor relations. According to the majority of respondents, the most important function of HR manager is to

select employees for work. However, very few of the respondents believe that the HR manager in their company performs the functions of ensuring safety and health and creating an organizational culture. This suggests that Kazakh companies still care little about their employees, both "physically" and "spiritually".

Figure 3.9 Results of the question "What function does the HR department perform in your company?"

Figure 3.10 Results of the question "What function does the HR department perform in your company?" by company type


In comparison with state-owned companies and foreign companies, in private companies and joint ventures, the role of the function of control over HR is significantly emphasized. Private companies pay little attention to labor relations compared to other types of companies. This is confirmed by the fact that there are now conflicts between workers and owners of private companies in Kazakhstan, especially in the south of Kazakhstan, where there is a large shortage of labor, despite the fact that it was easy to hire workers for a salary of $ 40 per month in the past.

Figure 3.11 shows that in comparison with other companies, only 50.67% of companies with less than 50 employees the HR department performs the function of HR training and development. This suggests that in small companies with less than 50 employees. little attention is paid to HR training and development, i.e., companies have no desire to show the potential of their staff.

In companies with more than 100 employees. the HR department performs the function "Creation of organizational culture" better than companies with less than 100 employees. This means that the HR department begins to pay attention to the creation of organizational culture when the number of the company is more than 100 people.

Figure 3.11 Results of the question "What function does the HR department perform in your company?" by number of companies
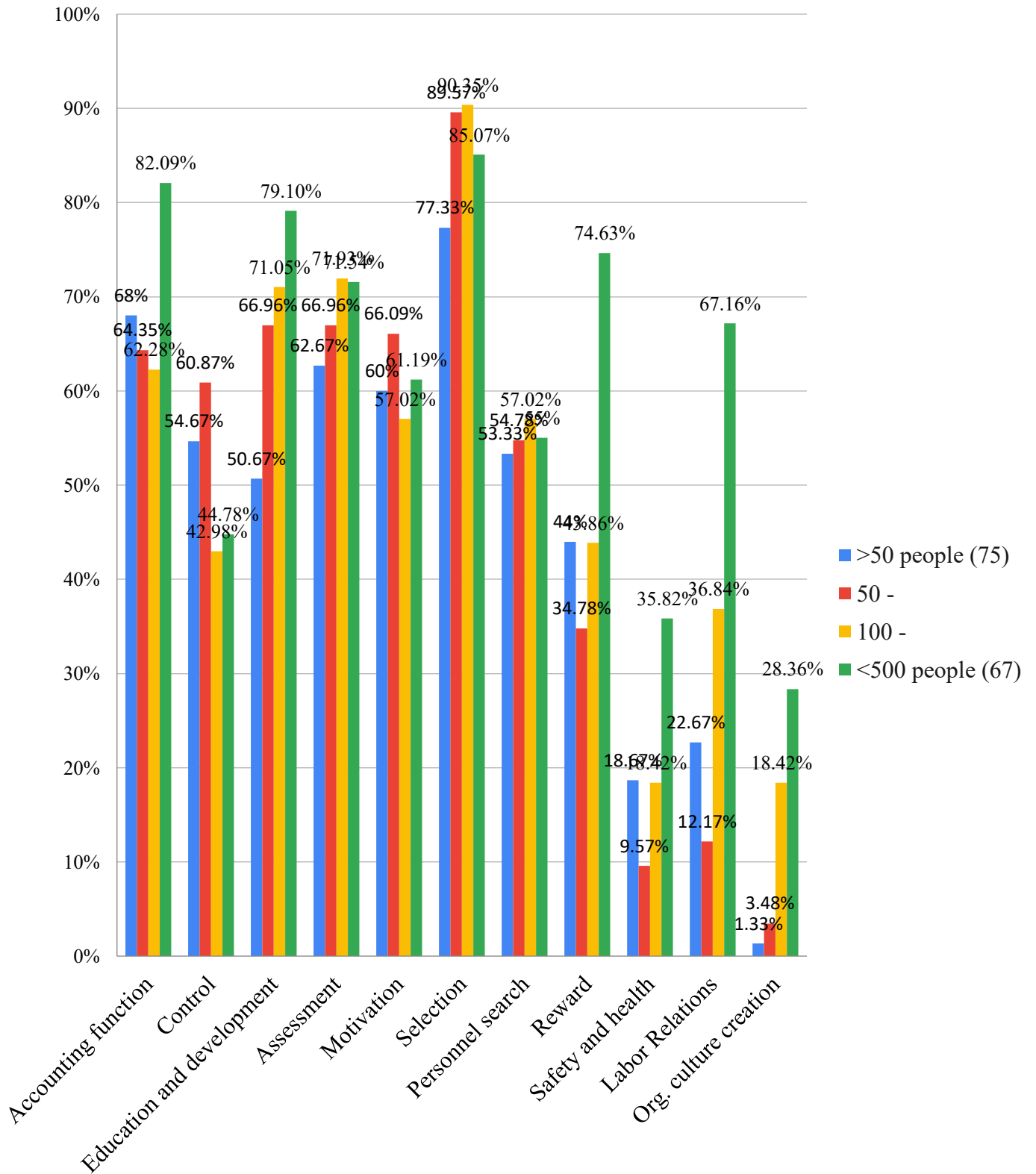
2. Lack of distribution of competencies between line managers and specialists in the field of HR management, that is, the HR manager provides little attention and assistance to line managers in the implementation of HR management policies.

Figure 3.12 clearly shows that in Kazakh companies there is no human resources assistance to line managers. And in Kazakh companies, HR department assistance to functional managers and middle managers primarily consists in HR selection (273 out of 371 people), HR assessment (291 out of 371 people) and control of HR movement in the organization (255 out of 371 people).

Figure 3.12 Results of the question "What is the help of the HR department to functional managers and middle managers?"
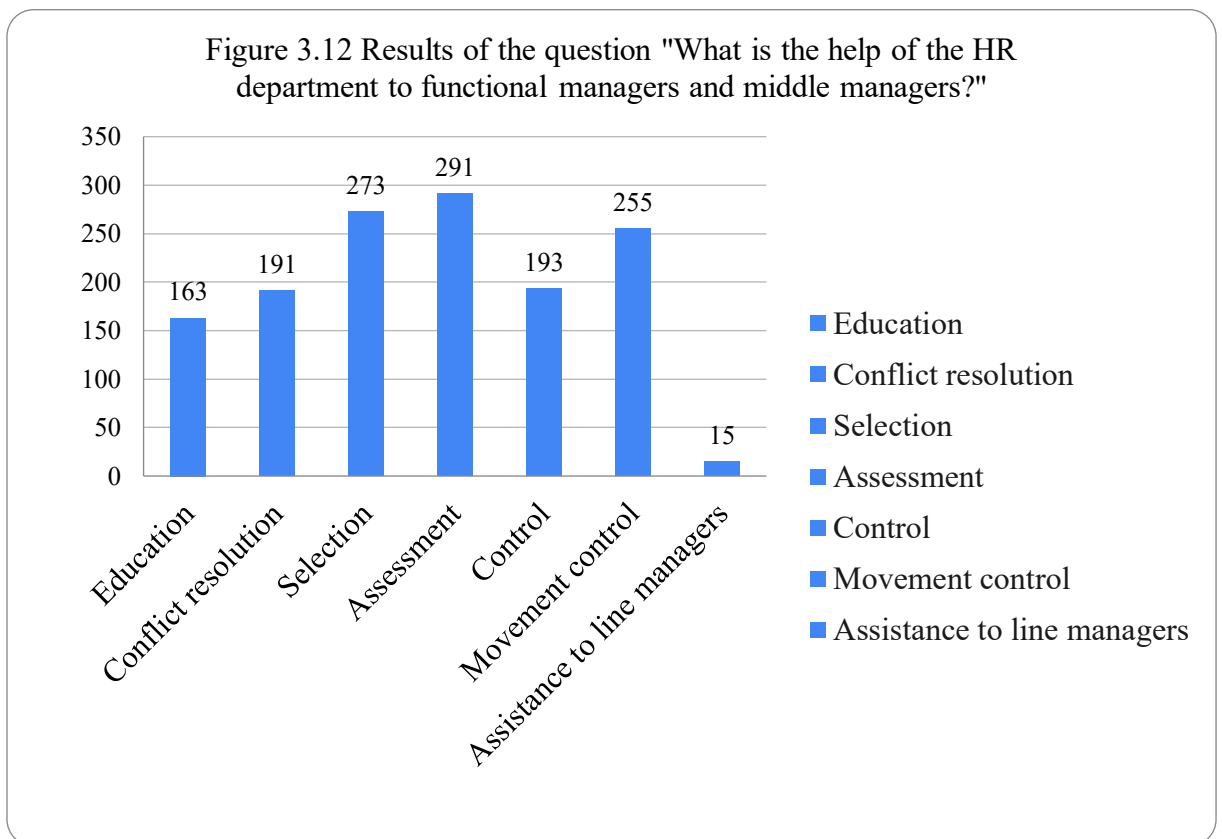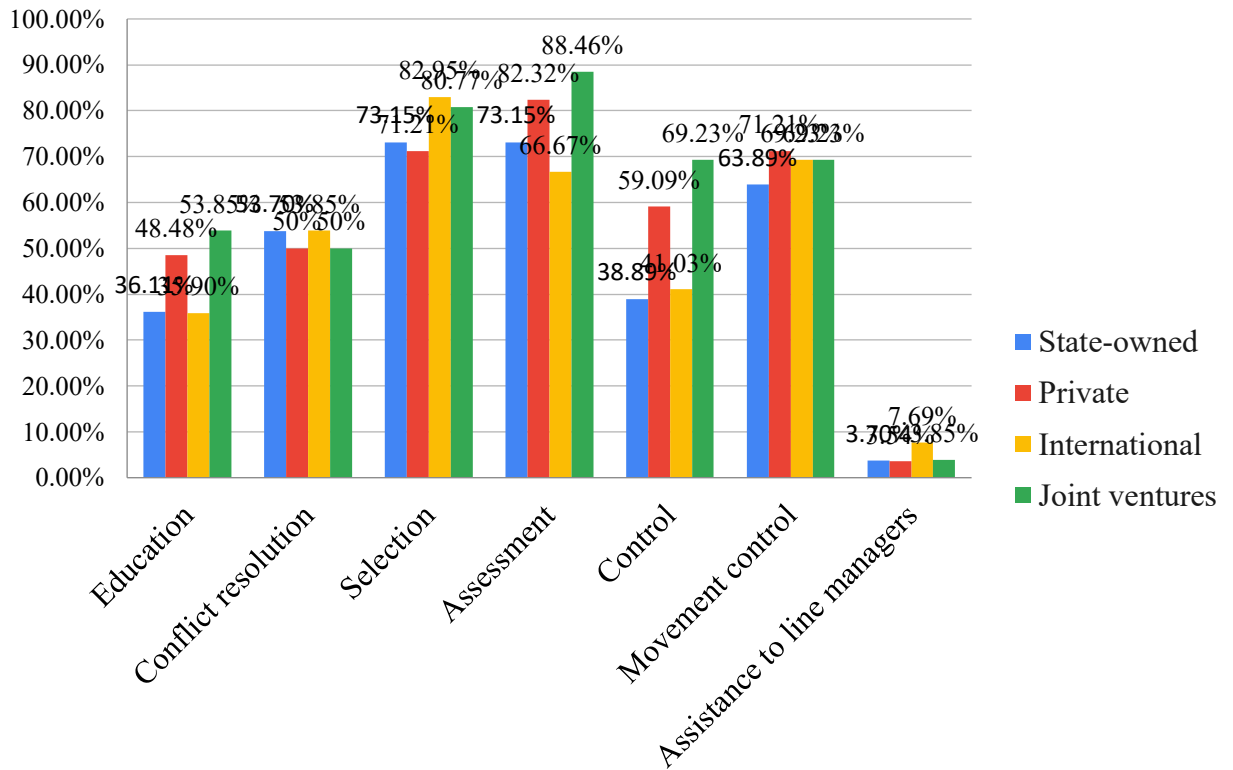
Figure 3.13 Results of the question "What is the help of the HR department to functional managers and middle managers?" by company type

Comparison results by type of company show that 69.23% of joint venture respondents and 59.09% of private company respondents believe that the HR department helps functional and middle managers to help control staff performance. An interesting fact is that only 38.89% of respondents from state-owned companies and 41.03% of respondents from foreign companies think so. This means that in private Kazakh companies and joint ventures, the role of the HR control function is more emphasized. That is, we can conclude that there is practically no distribution of competencies or powers between line managers and HR management specialists for the implementation of other functions.

Figure 3.14 Results of the question "What is the help of the HR department to functional managers and middle managers?" by number of companies
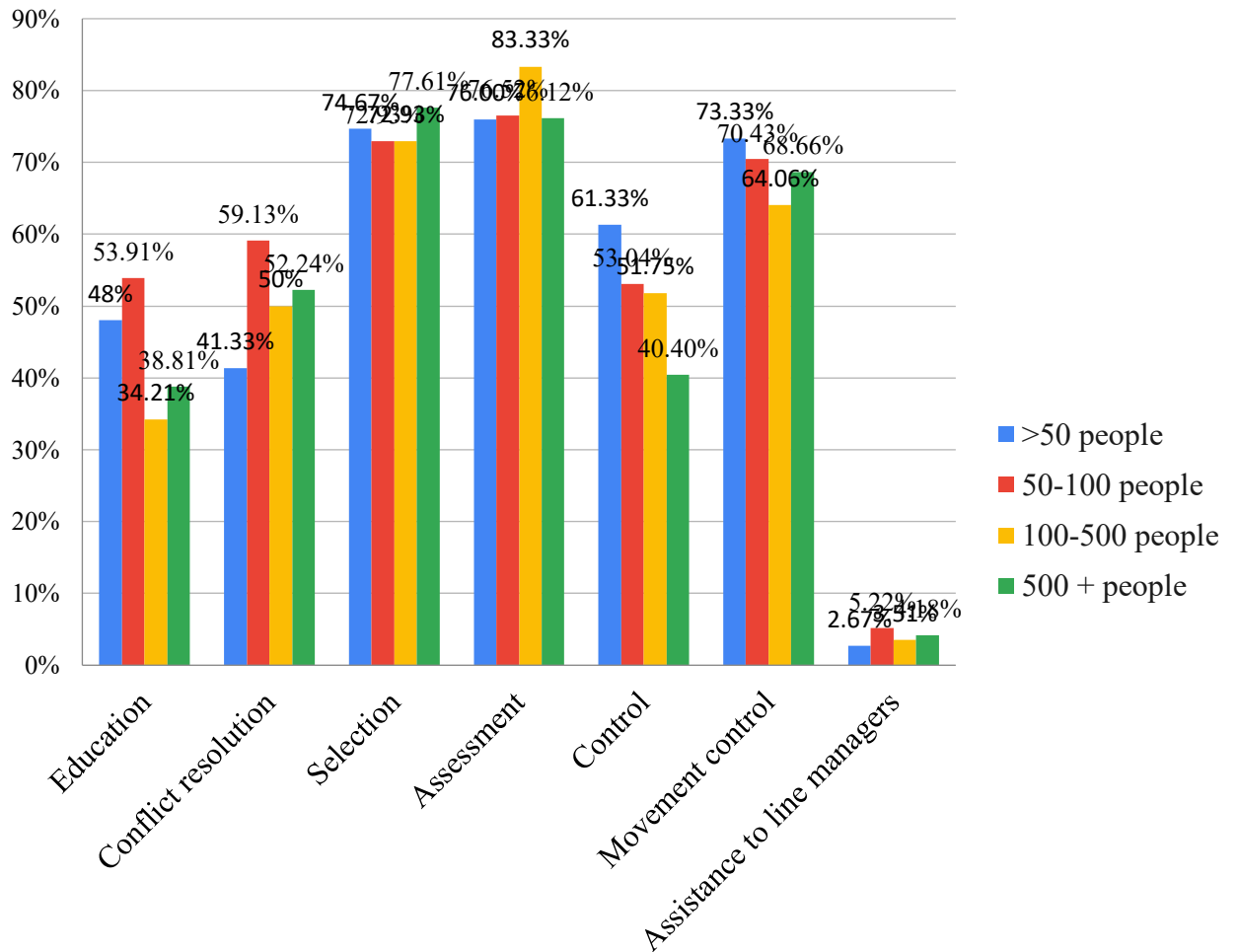

Figure 3.14 shows that in all companies, the help function line managers are quite low compared to other functions. This suggests that there is no distribution of authority between HR managers and line managers.

3. The work of the HR department for the organization as a whole in Kazakhstan is considered useful.

Figure 3.15 Results of the question "Is the work of the HR department useful for the organization as a whole?"
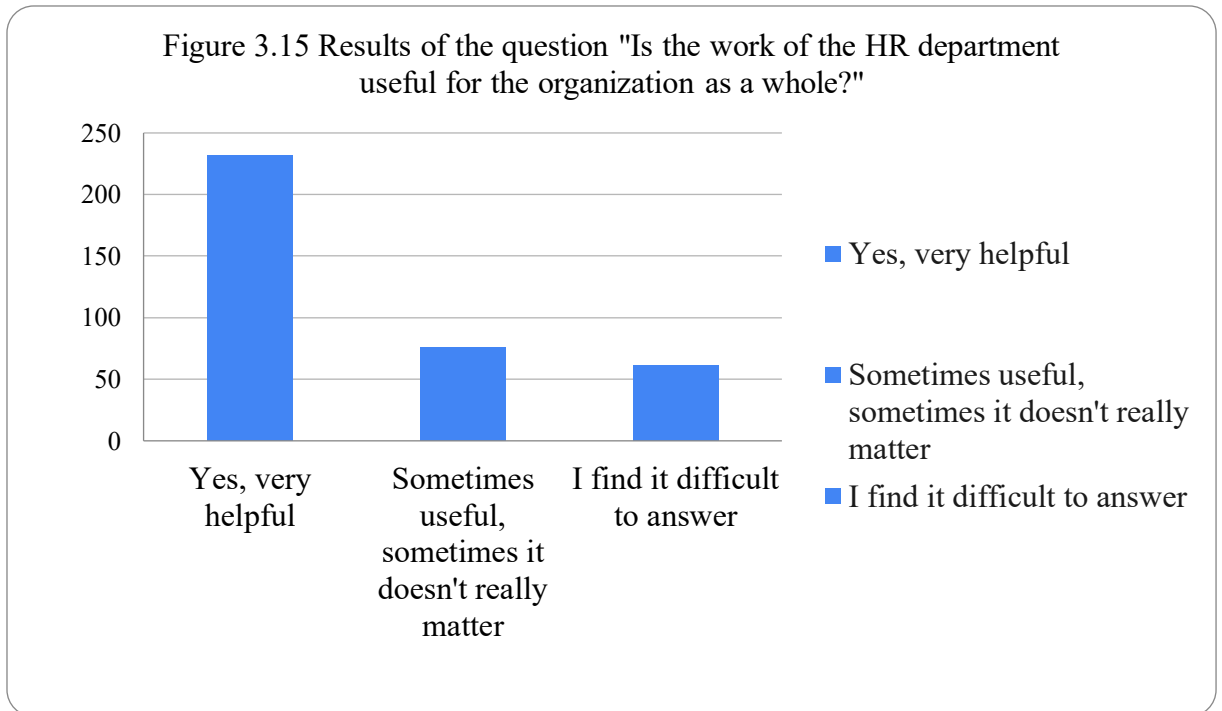
Figure 3.15 presents the results of the question "are the activities of the HR department useful for the organization as a whole?" The results show that, in general, managers in Kazakh companies feel that the HR activities are very beneficial for the organization as a whole. In our opinion, this suggests that there is a tendency in Kazakh companies to perceive the role of the HR department, i.e., the work of the HR department is considered necessary for the company. However, the problem lies in the fact that usefulness is manifested only in the function of control over HR, i.e., in the implementation of the administrative and accounting model of HR management.

4. Dominance of control and accounting functions performed by HR manager.

Figure 3.16 Results of the question "If you were the head of the company, what would you change in the work of the department or HR manager?"
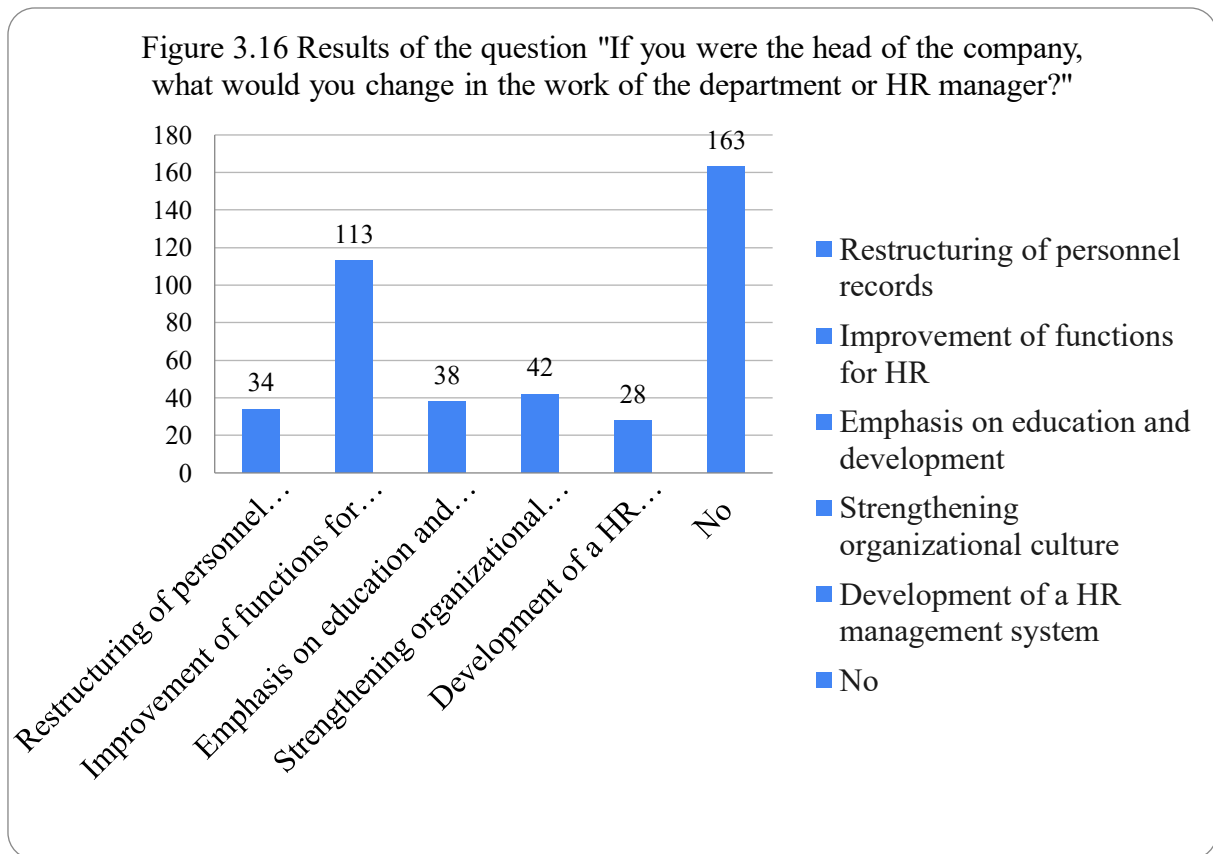
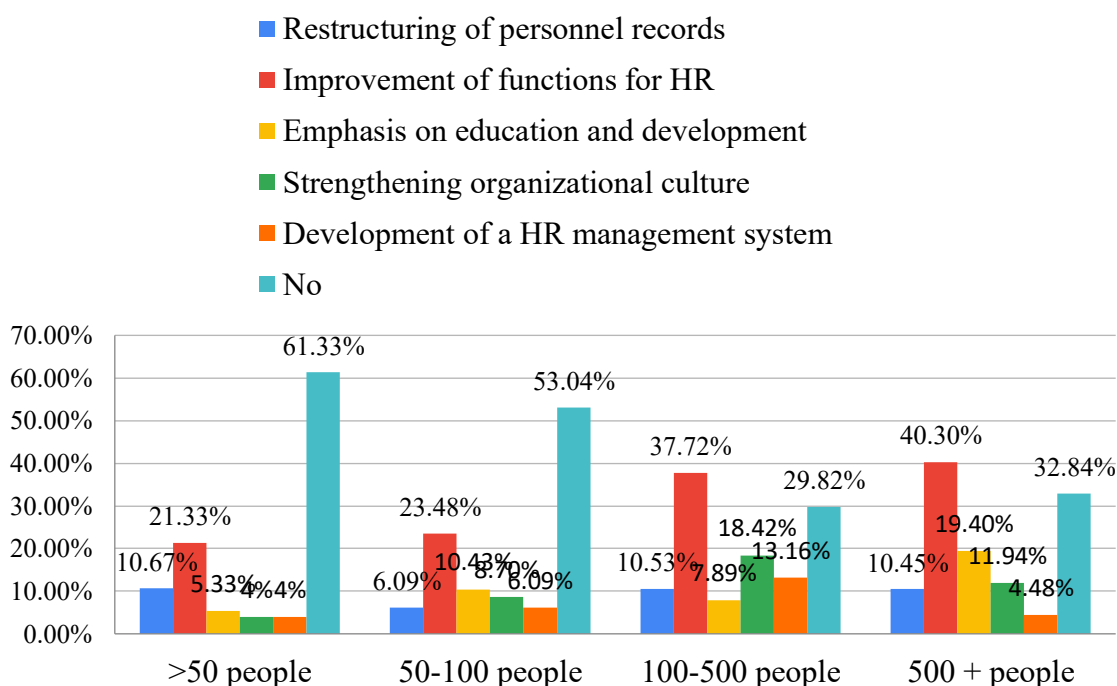According to the research results, the most urgent problem in the work of a department or HR manager is the improvement of HR functions. 113 respondents believe that it is necessary to improve the functions of HR management and only 34 out of 371 respondents believe that the function of HR accounting needs to be restructured. In addition, 38 out of 371 respondents want to focus on staff training and development. This indicates that managers of Kazakh companies consider it necessary to implement the function of training and development and career planning. 42 out of 371 respondents believe that it is necessary to strengthen the organizational culture and 28 respondents believe that it is necessary to develop a human resource management system. All this means that the accounting function dominates in Kazakh companies.

When considering the differences between companies with different headcounts (Fig. 3.17), we see that the majority of respondents from companies with 100-500 employees. and more than 500 people consider it necessary to improve the function of HR management, strengthen the organizational culture and develop a human resource management system "in comparison with companies with less than 50 people and 50-100 people. This fact allows us to conclude that some respondents see the need for a human resource management model, although so far in all companies with different numbers, the control and scientific function dominates. This is due to the fact that the importance of the human resource management model increases when the number of employees in the company increases.

Figure 3.17 Results of the question "If you were the head of the company, what would you change in the work of the department or HR manager?" by number of companies

- Restructuring of personnel records
- Improvement of functions for HR
- Emphasis on education and development
- Strengthening organizational culture
- Development of a HR management system
- No

Thus, today in Kazakhstan, the activities of the HR department are considered useful for the organization as a whole. But the HR manager does not have a significant role in the company. The HR manager is not involved in making strategic decisions of the company, and his function will focus on HR records and the implementation of functional tools for people management. There is no distribution of authority between line managers and HR management specialists, and the HR manager's assistance to line managers consists only in the implementation of the control function, i.e., the HR manager provides little attention and assistance to line managers in the implementation of HR policy.

In addition, according to the results of our research, it is clear that today in Kazakh companies, even in foreign and joint ventures, the accounting and functional model of HR management dominate. However, we believe that this state of the HR management system is dangerous for Kazakhstan, because the price of labor is changing. If earlier cheap labor was seen as an advantage of Kazakhstan, now India and Vietnam are characterized as countries with the cheapest labor, i.e., Kazakhstan no longer has an advantage over these countries. In order to continue the "Kazakh economic miracle", first of all, Kazakhstan must find new advantages that will allow Kazakh companies to develop and be competitive. We believe that the

development of a human resource management model can be a new challenge for Kazakh companies.

Thus, *Hypothesis 1* is proved, i.e., Kazakh companies lack a human resource management model, and accounting and functional models dominate.

Hypothesis 2. There are differences in the prevalence of one or another model, depending on the territory in which the Kazakh companies are located.

To confirm this hypothesis, we used discriminant analysis. Discriminant analysis (Nasledov, 2004) allows us to identify differences in HR management in three regions. The differences are described by the following characteristics (see appendix):

1. In Nur-Sultan, the HR manager plays a more significant role than other regions, and there is a tendency to develop a human resource management model, despite the dominance of accounting and functional models in the three regions.
2. Organizational culture develops better in Nur-Sultan than in other regions.
3. The dominant models of organizational culture in the three regions differ slightly, i.e., clan culture dominates in three regions.

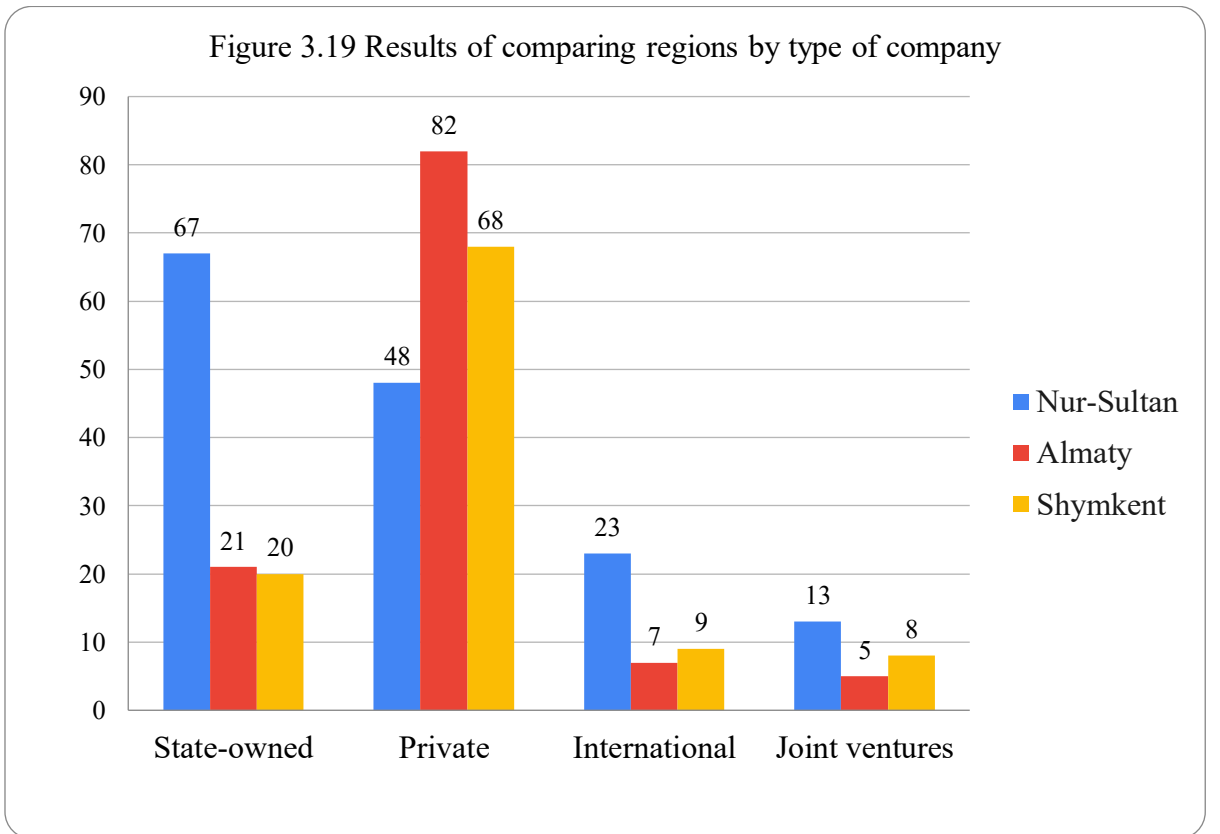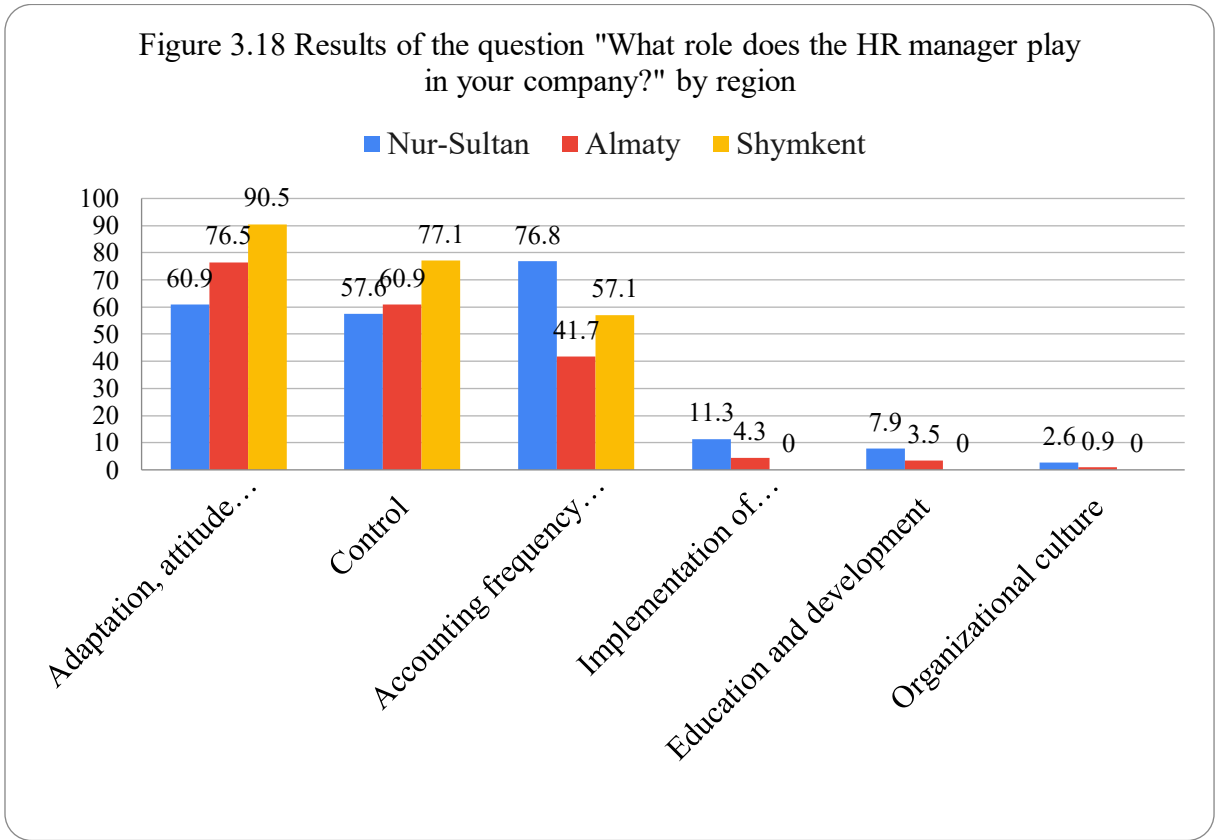Let's take a closer look at the differences between regions.

1. In Nur-Sultan, the HR manager plays a more significant role than other regions, and there is a tendency to develop a human resource management model, despite the dominance of accounting and functional models in the three regions.

Figure 3.18 shows that in Nur-Sultan (76.8%), the HR manager mainly accounts for the number of hours worked and calculates the salary, while in Almaty (76.5%) and Shymkent (90.5%), the HR manager mainly helps employees to adapt in the company, helps to negotiate representatives of various departments, helps to resolve conflicts.

In addition, in Nur-Sultan, the position of the HR manager is higher than in Almaty and Shymkent, i.e., in addition to accounting robots, he also implements the functions of HR management and HR training. In our study, 11.3% of respondents from Nur-Sultan believe that a HR manager also implements HR management functions (motivation, incentives, assessment, adaptation, certification) and conducts HR training and development, while only 4% of respondents from Almaty and Oh of Shymkent respondents perform these functions.

Thus, we conclude that in companies operating in Nur-Sultan, there are characteristics inherent in the model of human resource management. This fact is also explained by the fact that in Nur-Sultan, in comparison with other regions, there are more foreign joint companies operating. In our study, 23 out of 39 foreign companies and 13 out of 26 joint ventures are

located in Nur-Sultan. Consequently, there is a tendency in Nur-Sultan to develop a model of human resource management to a much greater extent than in other regions.

Figure 3.18 Results of the question "What role does the HR manager play in your company?" by region

■ Nur-Sultan ■ Almaty ■ Shymkent

Figure 3.19 Results of comparing regions by type of company

The results of the study show (Fig. 20) that the respondents from Almaty generally attribute the functions of calculating remuneration and social package, safety and health, and regulation of labor relations to the functions of the HR department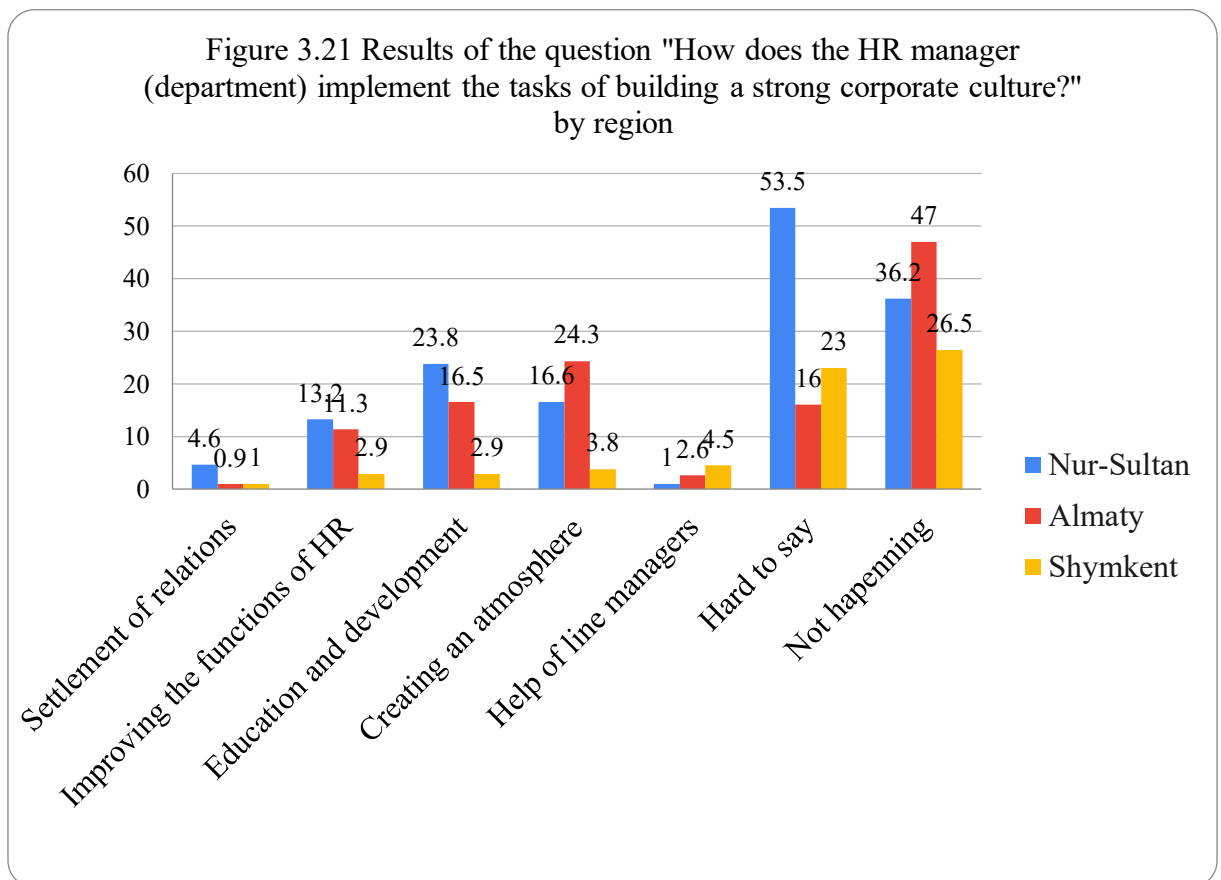. The same trend is observed in Shymkent. Compared to other regions in Nur-Sultan, the HR manager pays more attention to labor relations. From this we can conclude that in Almaty and Shymkent, companies take very little care of the interests of HR. This is most likely due to the fact that in Almaty and in Shymkent, companies are pursuing a costly HR management policy and reduce production costs by reducing the welfare of workers. Respondents from Almaty (10 out of 115) and from Shymkent (9 out of 105) than those from Nur-Sultan (26 out of 151) relate the creation of organizational culture to a lesser extent to the functions of a HR manager. This means that the HR manager in Nur-Sultan places more emphasis on organizational culture than in Almaty and Shymkent.

Thus, in the three regions, the HR manager mainly plays a supporting and executive role, but in Nur-Sultan, the HR manager has a higher position in the company. Despite the identified trends, the accounting and functional model of HR management dominates in Kazakhstan, although the higher importance of the role of the HR manager in Nur-Sultan allows us to conclude about the adoption of the settings of the human resource management model in the practice of people management.

Figure 3.20 Results of the question "What is the function of the HR department in your company?" by region
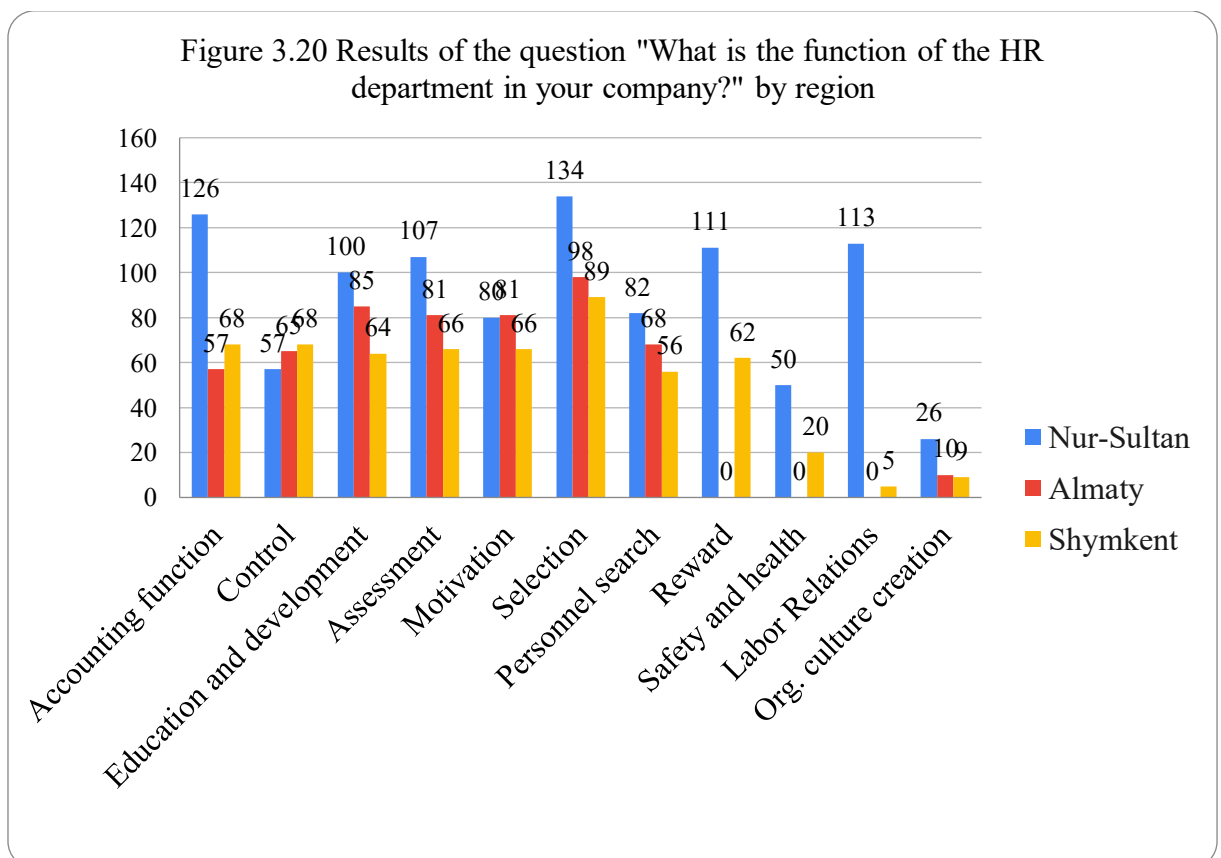
2. The organizational culture is developing better in Nur-Sultan than in other regions.

If we consider the organizations operating in all the studied regions of Kazakhstan, then the HR manager (department) almost does not fulfill the task of forming a strong organizational culture. However, when looking at individual regions, we noticed that in Nur-Sultan, compared to other regions, the HR manager partially realizes the tasks of creating a strong organizational culture. This is shown in Figure 3.21. In Nur-Sultan and Almaty, the HR manager implements these tasks mainly through improving HR functions, training and developing HR, and creating a work atmosphere. In Shymkent, the HR manager barely fulfills these tasks.

Figure 3.21 Results of the question "How does the HR manager (department) implement the tasks of building a strong corporate culture?" by region

From the results of the survey presented in Figure 3.22, it can be seen that only 25.34% of respondents believe that the organization is engaged in systematic work to develop organizational culture. This means that Kazakh companies still have little understanding of the importance of organizational culture in company management. Cheap labor will not be the eternal advantage of Kazakh companies. In the future, global competition becomes the competition of organizational culture.

Figure 3.22 Results of the question "Is your organization engaged in systematic work to develop organizational culture?"
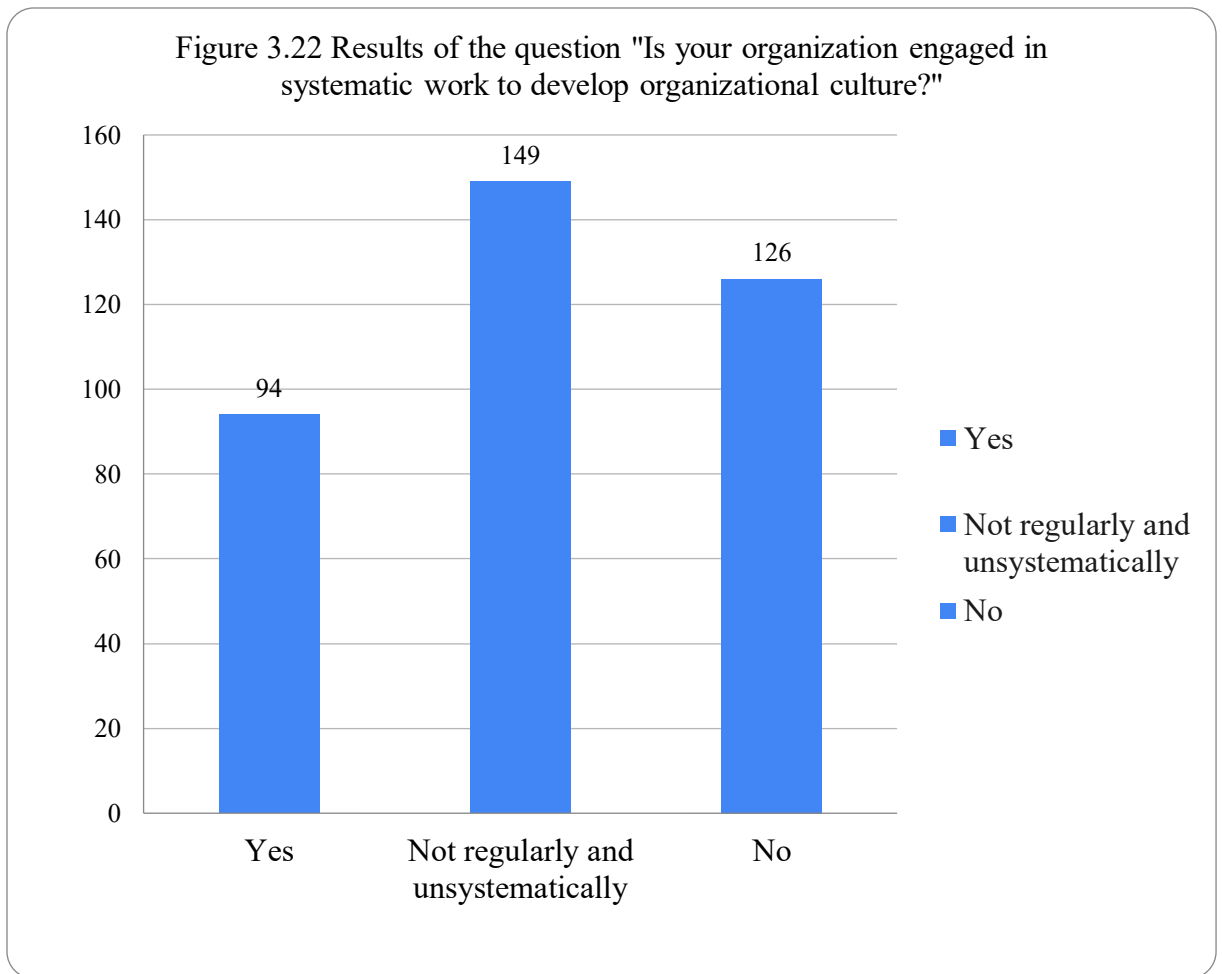
Figure 3.23 shows that there are more companies in Nur-Sultan (34.9%) are engaged in systemic work on the development of organizational culture than in Almaty (20.87%) and Shymkent (7.14%). In Shymkent, 63% of respondents believe that the company is not engaged in systematic work to develop organizational culture compared to Nur-Sultan (17.45%) and Almaty (30%). It also confirms the conclusion that Kazakh companies place more emphasis on developing organizational culture in Nur-Sultan than in other cities. This conclusion is also substantiated by the fact that more foreign and joint companies operate in Nur-Sultan, where they use more Western methods in both HR management and organizational culture.

Figure 3.23 Results of the question "Is your organization engaged in systematic work to develop organizational culture?" by region
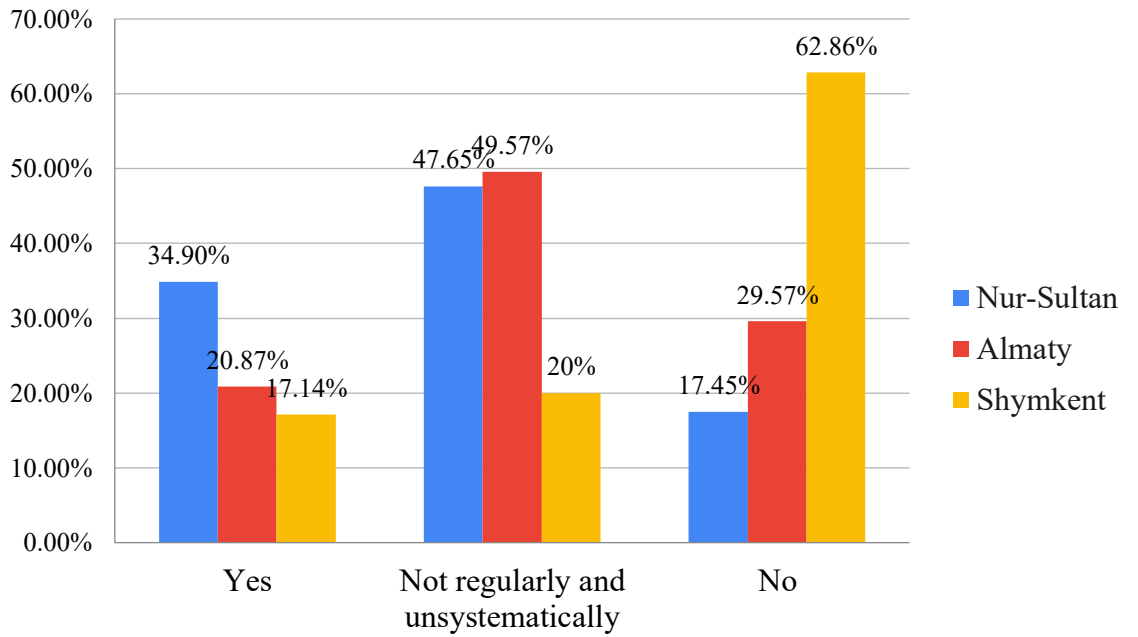

Figure 3.24 Results of the question "Is your organization engaged in systemic work to develop organizational culture?" by company type
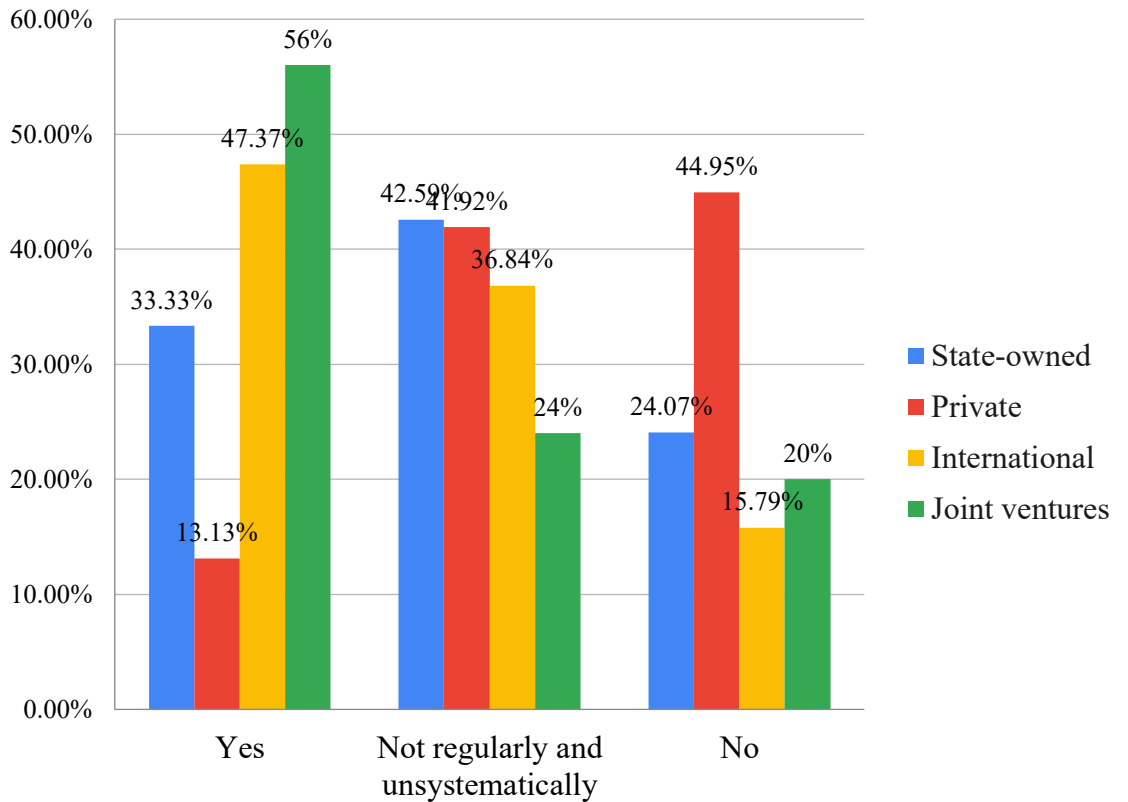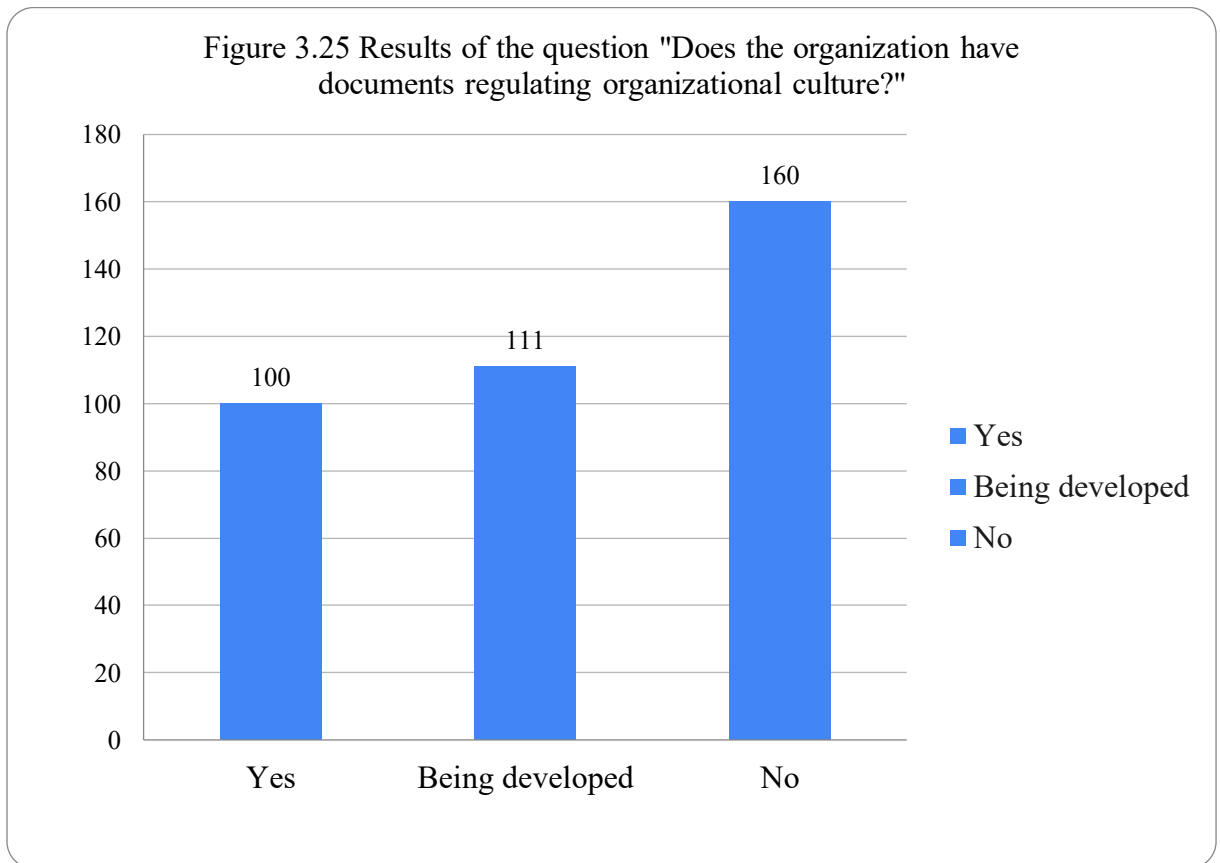
Figure 3.24 shows that 56% of respondents from joint ventures and 47.47% of respondents from foreign companies believe that their organization is engaged in systematic work to develop organizational culture, while only 13.13% and 33.33% of respondents from private Kazakh companies and state-owned companies are of this opinion. 44.95% of respondents from private companies believe that the company is not engaged in systematic work to develop organizational culture. Such research results show that in foreign and joint companies, the system of organizational culture is better developed than in public and private Kazakh companies. The figure shows that 160 out of 371 respondents reported that their organizations do not have documents regulating organizational culture. Only 100 out of 371 respondents believe that their companies have documents that regulate organizational culture. It also confirms the finding that Kazakh companies pay little attention to building organizational culture. Let's consider in more detail the results of the study by region.

Figure 3.25 Results of the question "Does the organization have documents regulating organizational culture?"

Figure 3.26 Results of the question "Does the organization have documents regulating organizational culture?" by region
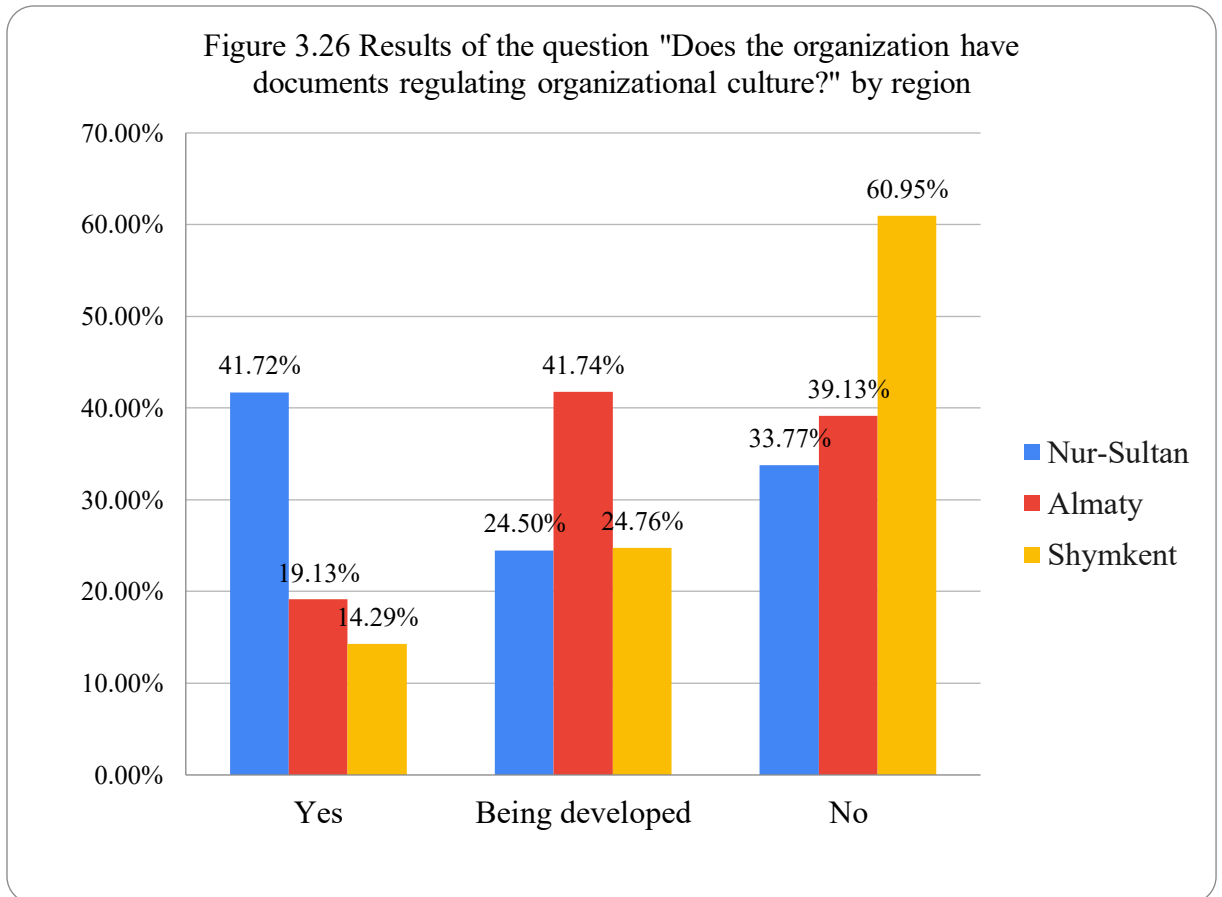

Figure 3.26 shows that 42% of respondents from Nur-Sultan believe that their companies have documents regulating organizational culture, compared to Almaty (9%) and Shymkent (14%). 42% of respondents from Almaty reported that their organizations are developing documents regulating organizational culture. 60.95% of respondents from Shymkent noted that their companies do not have documents regulating organizational culture. This result is also justified by the fact that there are more foreign and joint companies in Nur-Sultan. In this regard, it seems interesting to consider the difference for different types of companies.

Figure 3.27 shows that 42.31% and 53.85% of respondents from joint ventures and foreign companies believe that their companies have documents that regulate organizational culture. However, only 33.33% and 16.16% of respondents from state-owned companies and private companies think so compared to foreign and joint ventures.

Figure 3.27 Results of the question "Does the organization have documents regulating organizational culture?" by company type
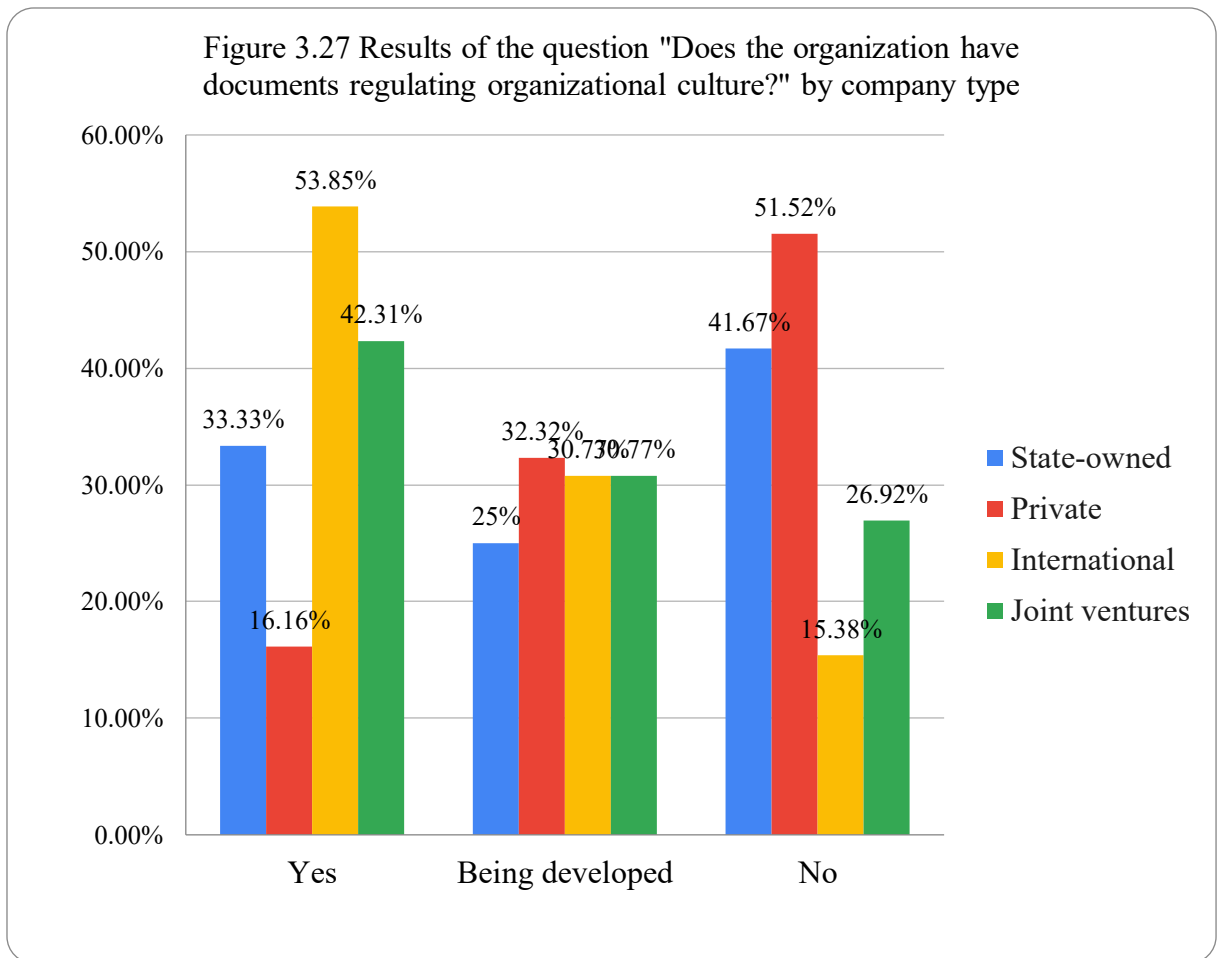
Thus, we can conclude that there is a tendency in Nur-Sultan to develop a model of human resource management, which is also manifested in the systematic work to create and develop organizational culture. This trend is partly explained by the fact that in Nur-Sultan, in comparison with other regions of Kazakhstan, there are more foreign and mixed companies operating in which the management system is based on Western management models, including in the field of human resource management. Companies from those regions of Kazakhstan, where private and state organizations predominate, are not engaged in the development of organizational culture; management models are based on the principles of clan organizational culture.

3. The dominant models of organizational culture in the three regions differ slightly, i.e., clan culture dominates in three regions.

Figure 3.28 shows that 40.2% of respondents believe that a strong organizational culture is characterized by the creation of team spirit, human relationships, loyalty, stability and hard work. This corresponds to the definition of K. Cameron and R. Quinn about clan culture. 21.8% of respondents characterize a strong organizational culture by aggressiveness, result orientation, training, remuneration, efficiency, quality of services, initiative. Only 4.6% of respondents noted that a strong organizational culture also has characteristics such as bureaucratization,

focus on rules, procedures and order. This means that there are 3 types of organizational culture in Kazakh companies - bureaucratic, clan and market culture, but clan culture dominates.

Figure 3.28 Results of the question "Please list the characteristics of a strong organizational culture"
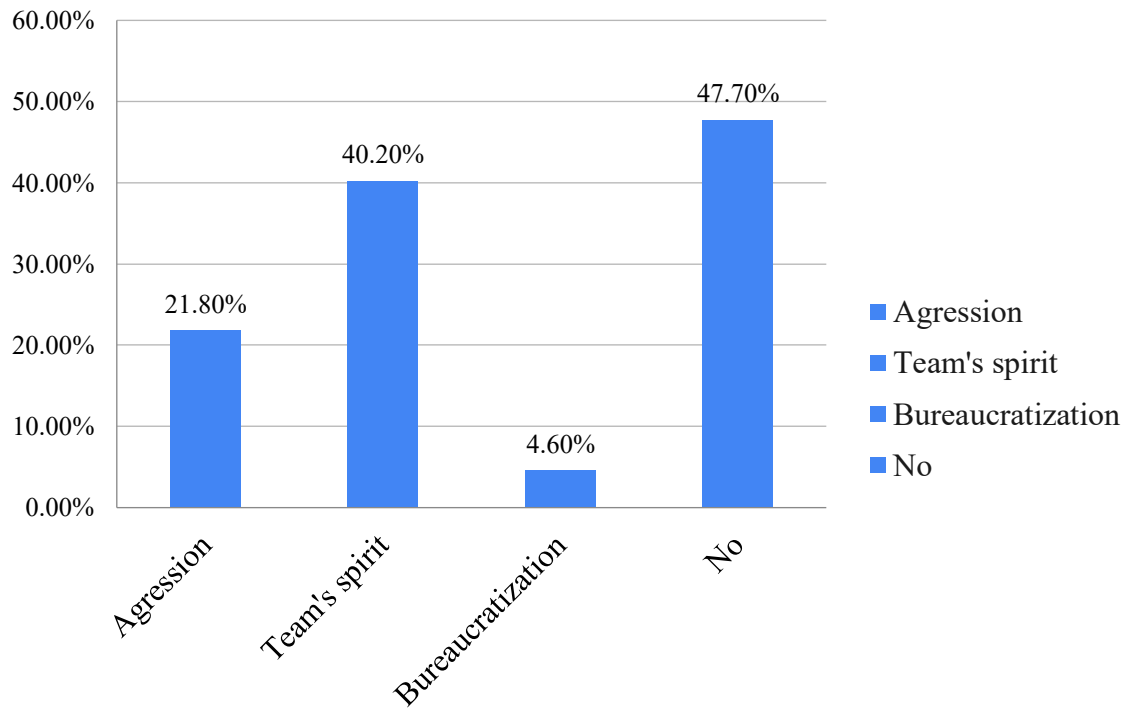
Figure 3.29 Results of the question "What cultural features of your organization, in your opinion, immediately catch the eye of an outsider or newcomer?"
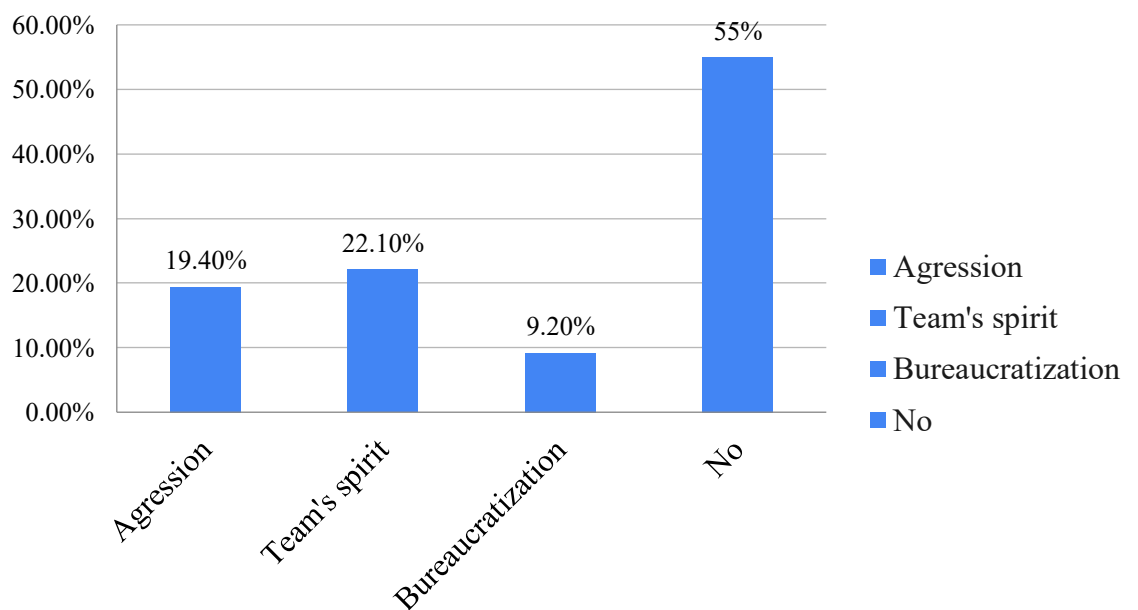
Figure 3.29 shows that most Kazakh companies do not have a strong organizational culture. 55% of respondents believe that there are no special cultural characteristics in their company that immediately catch the eye of a stranger or a newbie. 22.1% of respondents believe that organizational culture is aimed at creating a team spirit, human relations, loyalty, stability, and hard work. This means that the Kazakh national culture strongly influences the organizational culture of companies. 19.4% of respondents believe that the characteristics of the culture of their companies are aggressiveness, focus on results, training, remuneration, efficiency, quality of services, energy. This means that Western cultures and management concepts also influence the organizational culture of Kazakh companies. However, this result also confirms the conclusion that clan culture dominates in Kazakh companies, with organizations with market and bureaucratic organizational cultures.

Thus, *hypothesis 2* is proven: when different types of organizational culture coexist in Kazakh companies, the dominant type of organizational culture is clan culture.

Hypothesis 3. There is a relationship between the influence of organizational culture and models of HR management. The clan culture that now dominates Kazakh companies is more characterized by an accounting and functional model of HR management.

In order to prove this hypothesis, factorial analyzes were carried out.

Factor analysis (Nasledov, 2004) is aimed at identifying the structure of variables as a set of factors, each of which is a latent, generalizing reason for the relationship of a group of variables. In appendix presents the results of factor analysis.

The factor analysis was carried out in two parts: HR management and organizational culture (see appendix). In the course of the analysis, based on eigenvalues, from each part, 3 main factors were identified that characterize the HR management models in Kazakh companies - accounting and functional models and the type of organizational culture - clan culture.

These highlighted factors can be described by the following characteristics for Kazakh companies:

1. The HR department mainly helps employees to adapt, helps to negotiate between representatives of various departments, helps to resolve conflicts, monitors HR, monitors work, monitors the compliance of work with the plan, takes into account the number of hours of work and calculates salaries, that is, it performs an administrative and HR function.

2. The main functions of the HR department are keeping records of hours of work, resources, wages, change of position, control of HR work, formation of incentive

systems, remuneration and development of a social package, labor protection and regulation of labor relations.

3. The HR department implements and maintains the basic values of HR management through the implementation and improvement of HR management functions (motivation, incentives, assessment, adaptation, certification).

4. According to the respondents of our study, the implementation of the task of forming a strong organizational culture is not included in the function of the HR manager or is included, but they are poorly performed by HR managers. The HR of Kazakh companies have a strong organizational culture with the following characteristics: orientation towards human relations, loyalty and dedication to the leader, stability and hard work.

5. Clan culture dominates in Kazakhstan. It is characterized by cohesion, a sense of organization as "we". Such organizations are more like large families than objects of economic activity. Instead of the rules and procedures of the hierarchy, there is an interpersonal relationship. Organizations are like large families. Leaders are seen as educators and perhaps even as parents. The organization is held together by dedication and tradition. High importance is attached to team cohesion and morale. These companies have a very high concentration of powers, i.e., senior positions are held mainly by the relatives of the head of the company. In addition, moral rules and ethical norms are emphasized in this culture.

Thus, based on the results of factor analysis, we can conclude that today the accounting and functional models of HR management and clan organizational culture dominate in Kazakh companies.

CONCLUSIONS AND FUTURE RESEARCH

As a result of this study, we have reached a conclusion that have theoretical and practical significance both for researches on the effect of organizational culture on HR management models and for business operating in modern economic conditions in Kazakhstan.

1. The study revealed that Kazakh companies most often pay insufficient attention to personnel training and development and the development of organizational culture. Kazakh companies today operate in an accounting model and a functional model of HR management. At the same time, it is shown that there are differences in the prevalence of a particular model, depending on the territory in which Kazakh companies are located. Also, there are links between the influence of organizational culture and models of HR management. The clan culture that now dominates in Kazakh companies is more characterized by an accounting and functional model of personnel management.

2. The accounting and functional models of HR management in Kazakh companies are characterized by the fact that the HR manager plays an insignificant role in the company, there is no distribution of competencies between line managers and HR management specialists and the control and accounting function dominates. In our opinion, the predominance of the main characteristics of accounting and functional models in Kazakh companies is associated with the strong influence of national culture and the undeveloped theory of personnel management.

3. In addition, there are major differences in the HR management system, mainly by region. The territorial differences are manifested in the fact that in Nur-Sultan the HR manager plays a more significant role in comparison with other regions and there are more trends in the development of the HR model. However, today's strong national culture still does not allow Kazakh companies to fully adopt Western HR principles.

4. There are factors of clan culture, such as a high concentration of decision-making powers and family relations, which hinder the development of a human resource management model. This does not allow Kazakh companies to develop the competencies and management approaches that are now necessary in the context of globalization and openness of business, which, in turn, can be a serious factor that will hinder the development of Kazakh companies. In Kazakhstan, the features of the HRM model are manifested mainly in foreign and joint companies, since the clan culture has less influence on the HRM model in these companies compared to private and state-owned companies.

5. The main hypotheses put forward in this research have been confirmed in practice. Firstly, the accounting model and the functional model of HR management are currently dominant

in Kazakhstan companies; secondly, there are differences in the prevalence of one model or another, depending on the territory in which the Kazakhstan companies are located; third, there are links between the influence of organizational culture and models of HR management. The clan culture that now dominates Kazakhstan companies is more characterized by an accounting and functional model of HR management.

6. The accounting and functional models of HR management in Kazakhstan companies are characterized by the following:

   1) HR manager plays a minor role in the company; therefore, he is not involved in the strategic decisions of the company and his activity is dominated by administrative and HR functions;

   2) There are no distributions of duties between line managers and HR specialists, i.e., the HR manager provides little assistance to line managers in the process of implementing HR policy. This is largely due to the feature of Kazakhstan's national culture;

   3) In Kazakhstan companies, the control and accounting function dominates. We believe that the predominance of the main characteristics of accounting and functional models in Kazakhstan companies is due to the strong influence of national culture and the underdevelopment of theories of HR management.

7. The main differences are in the HR management regional aspect. Territorial differences are manifested in the fact that for example in Nur-Sultan, HR managers are vested with more powers than in other regions, in the capital there is a tendency for the development of a human resource management model, despite the dominance of accounting and functional models in three regions, that is, in Nur-Sultan, companies pay more attention to the function of HR training and development, the development of organizational culture. This is due to the fact that there are more foreign and joint companies, obviously, these companies use Western methods of HR management. However, the strong influence of the national culture still prevents Kazakhstan companies from fully adopting the global principles of HR management. This is expressed in the fact that in the three regions of the country the types of organizational culture do not differ from each other, there is a dominance of clan organizational culture. Thus, we can conclude that the accounting and functional models of HR management prevailing in Kazakhstan companies are determined by the type of clan culture.

8. There are factors of clan culture, such as a high concentration of decision-making powers and family relations, which hinder the development of HR competencies necessary to

operate in a market environment characteristic of a market culture, and as a result, these factors hinder the development of Kazakhstan companies. Clan culture acts as a constraining factor in the development of a human resource management model, preventing Kazakhstan companies from developing the competencies and approaches to management that are necessary in the context of globalization and openness of business, which can be a serious obstacle to the development of Kazakhstan companies in the future development of human resource management in Kazakhstan companies may be adversely affected by the following factors.

Today, the level of personnel management in Kazakhstan does not keep pace with the rapid dynamic development of the economy. Undoubtedly, this fact will weaken the competitive position of Kazakh enterprises in the global business arena. Thus, in our opinion, the results obtained can be considered as the first step towards building a model of the relationship between models of HR management and types of organizational culture for Kazakh companies. Summing up, we can say that the main provisions, theoretical conclusions and practical proposals presented in the dissertation research are aimed at improving the theoretical understanding of the phenomenon of the influence of organizational culture on the model of HR management in Kazakhstan. This is the contribution of this study to improving the competitiveness of Kazakh companies and the efficiency of their functioning in the modern world economy.

Future Research:

The identified distinctive features of organizational culture do not allow Kazakhstan companies to develop competencies and approaches to management, which are now necessary in the context of globalization and openness of business, which in turn can be a serious factor that will hinder the development of Kazakhstan companies. In Kazakhstan, the features of the HRM model are manifested mainly in foreign and joint companies, since the clan culture has less influence on the HRM model in these companies compared to private and state-owned companies. Today, the level of HR management in Kazakhstan does not keep up with fast dynamic development of the economy. Undoubtedly, this fact will weaken the competitive position of Kazakhstan enterprises in the global business arena. Thus, in our opinion, the results obtained can be considered as the first step towards building a model of the relationship between models of HR management and types of organizational culture for Kazakhstan companies. The main provisions, theoretical conclusions and practical proposals presented in this research are aimed at improving the theoretical understanding of the phenomenon of the influence of

organizational culture on the models of HR management in Kazakhstan. This is the contribution of this study to improving the competitiveness of Kazakhstan companies and the efficiency of their functioning in the modern world economy.

SUMMARY

Sherali Aimuradov

ORGANIZATIONAL CULTURE AS A DEVELOPMENT FACTOR OF HUMAN RESOURCES MANAGEMENT SYSTEM IN KAZAKHSTAN COMPANIES

Final Master Thesis

Academic supervisor: Prof. Dr. Danuta Diskienė

Vilnius University, Faculty of Economics

Global Business and Economics

Vilnius, 2021

Size: 113 pages, 31 figures, 8 tables, appendix.

Aims and objectives of the work: The aim of this study is to determine the dominant model of HR management in Kazakh companies and to establish a connection between the HR model and the specifics of organizational culture. The tasks were to: 1. To outline and determine modern concepts in the field of HR management; 2. To define and analyze the organizational culture in Kazakhstan companies; 3. To establish the existence of a connection between the dominant models of HR management and the type of organizational culture in Kazakhstan companies; 4. To determine the boundaries of HR management models' applicability in the Kazakhstan companies.

Research Methodology: Data from this study were obtained from questionnaires that were created to accomplish the aim of the study; Questionnaires were distributed to employees of Kazakhstan companies.

Key Findings: First, the accounting model and the functional model of HR management are currently dominant in Kazakhstan companies; secondly, there are differences in the prevalence of one model or another, depending on the territory in which the Kazakhstan companies are located; third, there are links between the influence of organizational culture and models of HR management.

SANTRAUKA

Sherali Aimuradov

ORGANIZACINĖ KULTŪRA KAIP ŽMOGŠKŲJŲ IŠTEKLIŲ VALDYMO SISTEMOS PLĖTROS VEIKSNYS KAZACHSTANO ĮMONĖSE

Baigiamasis magistro darbas

Vadovas: Prof. Dr. Danuta Diskienė

Vilniaus universitetas, Ekonomikos ir verslo administravimo fakultetas

Vilnius, 2021

Apimtis: 113 puslapiai, 31 paveikslai, 8 lentelė, priedėlis.

Darbo tikslai ir uždaviniai: Šio tyrimo tikslas yra nustatyti dominuojantį žmogiškųjų išteklių valdymo modelį Kazachstano įmonėse ir nustatyti ryšį tarp žmogiškųjų išteklių modelio ir organizacinės kultūros specifikos. Uždaviniai buvo šie: 1. Apibūdinti ir nustatyti šiuolaikines sąvokas žmogiškųjų išteklių valdymo srityje; 2. Apibrėžti ir išanalizuoti organizacijos kultūrą Kazachstano įmonėse; 3. Nustatyti ryšį tarp vyraujančių žmogiškųjų išteklių valdymo modelių ir organizacinės kultūros tipo Kazachstano įmonėse; 4. Nustatyti žmogiškųjų išteklių valdymo modelių taikymo Kazachstano įmonėse ribas.

Tyrimo metodika: Šio tyrimo duomenys buvo gauti iš klausimynų, kurie buvo sukurti siekiant tyrimo tikslo; Klausimynai buvo išdalinti Kazachstano įmonių darbuotojams.

Pagrindinės išvados: Pirma, Kazachstano įmonėse šiuo metu vyrauja apskaitos modelis ir funkcinis personalo valdymo modelis; antra, skiriasi vieno ar kito modelio paplitimas, atsižvelgiant į teritoriją, kurioje yra Kazachstano įmonės; trečia, yra ryšiai tarp organizacijos kultūros įtakos ir personalo valdymo modelių.

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APPENDIX

Interview questions

How would you characterize the company's overall managements style?
What is your approach to team building and career development?
How does your company respond to and overcome failures?
How are employees recognized for their efforts?
What is the work-balance like here?
How would you describe organizational culture in five words at your company?
Is the company's different departments even collaborate with one another?
How the status or rank of individual can be good/bad?
What is role plays the status of person in company?

Research questionnaire

Dear colleagues, we are conducting a survey on the role of HR managers and HR services in the activities of companies. When answering the question, choose the answer option that most accurately describes the state of affairs in your company, and circle its number. If the required answer is missing, please add it in the space specially designated for this.

1. What role does the HR manager play in your company?
a) helps employees to adapt in the company, helps to negotiate representatives of various departments, helps to resolve conflicts
b) oversees HR, controls work, monitors compliance of work with the plan, helps managers manage subordinates
c) takes into account the number of hours of work and calculates the salary
d) _____(other)

2. What is the function of the HR department in your company?
(several points can be noted)
a) Accounting function (keeps track of hours of work, resources, wages, job changes, etc.)
b) HR monitoring function
c) HR training and development function
d) HR assessment function
e) The function of forming motivation systems (including salary)
f) Employee selection function
g) Function of liaison with recruiting companies and HR search
h) Reward and social package
i) Safety and health
j) Labor relations
k) _____(other)

3. Whose interests are primarily pursued by the HR department?

(several points can be noted)
a) Interests of the employer, the owner of the company
b) Interests of state and local authorities
c) Interests of top managers of the company
d) Employee interests
e) Interests of middle managers
f) HR interests
g) _____(other)

4. How does the HR department help functional managers and middle managers?
a) Teaches how to work with people in the organization
b) Helps resolve conflicts with employees
c) Select HR for work
d) Help assess staff
e) Help supervise staff performance
f) Help control the movement of HR in the organization from one position to another, etc.
g) _____(other)

5. Is the work of the HR department useful for the organization as a whole?
a) Yes, very useful
b) Sometimes useful, sometimes it doesn't really matter
c) Difficult to answer
d) Rather useless
e) Completely useless

6. What are the main values of HR management in the company. How are they implemented and supported by the HR department?
_____
_____

7. Does the work of the HR department meet today's business needs?
a) Yes
b) It's hard to say
c) No
Comments
_____
_____

8. If you were the head of the company, what would you change in the work of the department or HR manager?
_____
_____

9. Is it the responsibility of the HR manager (department) to create a strong corporate culture?
a) Yes

b) It's hard to say

c) No

10. If yes, how does he accomplish these tasks?

_____

_____

11. Please list the characteristics of a strong organizational (corporate) culture, in your opinion:

_____

_____

12. Is your organization engaged in systematic work to develop organizational culture?

a) Yes

b) Yes, but not regularly

c) No

13. Which unit or section in your organization is involved in the development of organizational culture?

_____

_____

14. Does the organization have documents that regulate organizational culture?

a) Yes

b) Developing

c) No

15. What cultural features of your organization, but in your opinion, immediately catch the eye of a stranger or a newcomer?

_____

_____

16. What attitudes, values and norms of behavior characterize the work and attitude of the HR in your organization?

a) Contributing to the effective work of the organization

b) Interfering with the effective work of the organization

17. Please distribute 100% between cells A, B, C and D (The largest share in the cell, the approval of which most corresponds to the state in your department and, accordingly, opposite). Such an assessment must be carried out for the current state (column "Now") and for what you would like to see in the company (column "Preferably")

1	The most important characteristics	Now	Preferably
A	The organization is unique in its characteristics.		

	She is like a big family. People seem to have a lot in common.		
B	The organization is very dynamic and entrepreneurial. People are willing to sacrifice themselves and take risks.		
C	The organization is result-oriented, task-oriented. People are competitive and goal oriented.		
D	The organization is highly structured and strictly controlled. The actions of people are determined by rules, instructions, procedures.		
	Total	100%	100%
2	**Employee management**	**Now**	**Preferably**
A	Encouraging teamwork, coordination and participation in decision making		
B	Encouraging individual risk-taking, innovation, freedom and identity		
C	High exactingness, tough pursuit of competitiveness and rewarding achievements		
D	Job security, subordination requirements, predictability and stability in relationships		
	Total	100%	100%
3	**Binding nature of the organization**	**Now**	**Preferably**
A	The organization is bound together by dedication and mutual trust. The commitment of the organization is high		
B	The organization is linked by a commitment to innovation and improvement. You need to be at the forefront.		
C	An organization is linked by an emphasis on achieving goals and fulfilling tasks. Common themes are aggressiveness and victory		
D	The link between formal rules and official policies. The planned course of the organization's activities is required		
	Total	100%	100%

Companies	State	Private	Foreign	Joint
Number of staff	Less than 50 people	50-100	100-500	Above 500
Company age	Less than 5 years	5-10 years	10-20 years	Above 20

Department and position	
Region	
Industry	

Appendix 1. Comparison of the positions of the respondents who took part in the study.
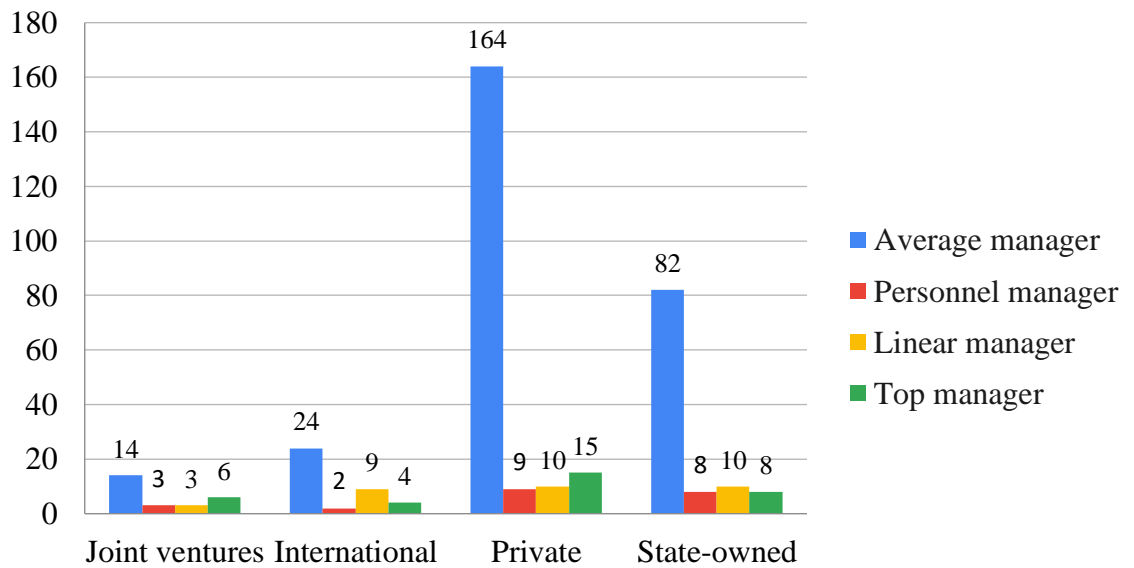
Appendix 2. Statistical Results

1. What role does the HR manager play in your company?

Table 1

Response	Quantity	Percent age, %	Rating
a. helps employees to adapt in the company, helps to negotiate representatives of various departments, helps to resolve conflicts	275	74.12	1
b. monitors personnel, controls work, monitors the compliance of work with the plan, helps managers manage subordinates	238	64.15	2
c. takes into account the number of hours of work and calculates the salary	224	60.38	3
d. Implementation of functions for personnel management (motivation, stimulation, assessment, adaptation, certification)	22	5.39	
e. staff training and development	16	4.31	
f. socio-psychological climate and organizational culture	5	1.35	
Total	780		
Number of respondents	371		

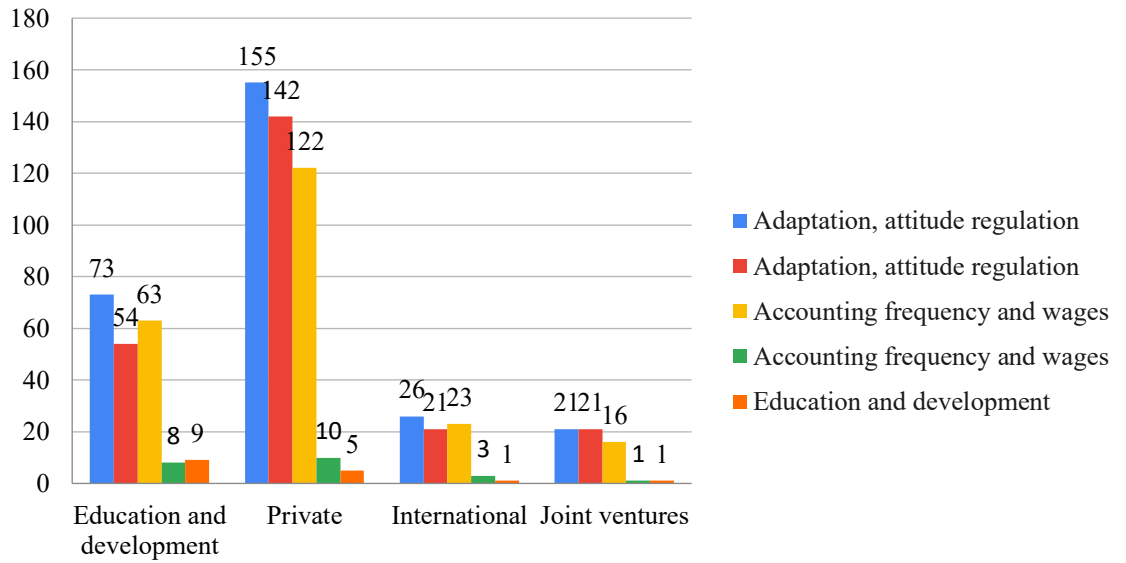Fig. 2 Results of the question "What role does the HR manager play in your company?" by company type

Adaptation, attitude regulation
Adaptation, attitude regulation
Accounting frequency and wages
Accounting frequency and wages
Education and development

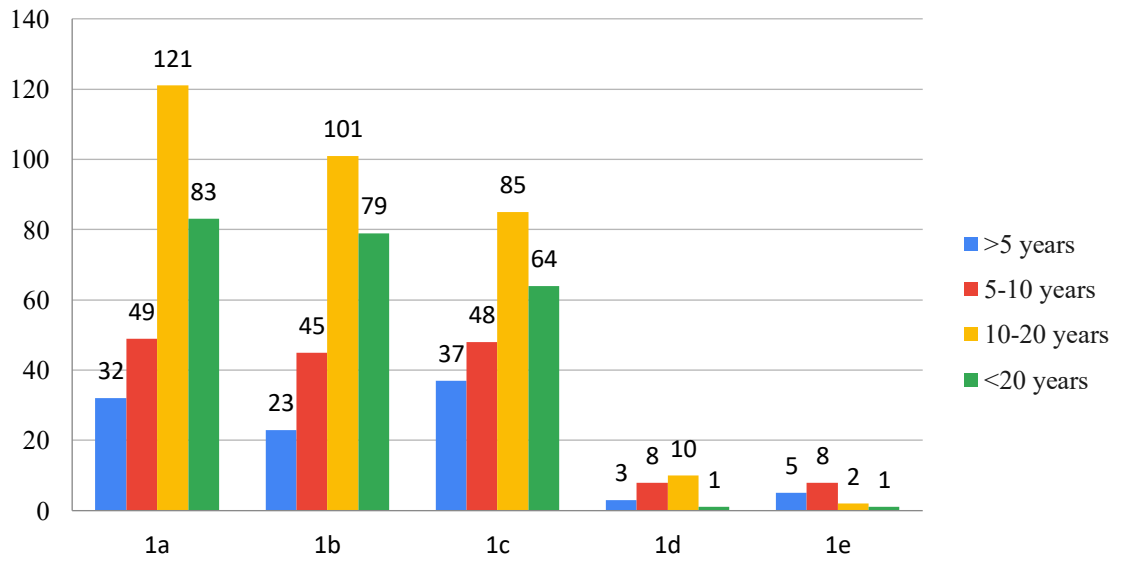Fig. 4 Results of the question "What role does the HR manager play in your company?" by age of companies

>5 years
5-10 years
10-20 years
<20 years

Fig. 5 Results of the question "What role does the HR manager play in your company?" by the number of respondents taking part in the study
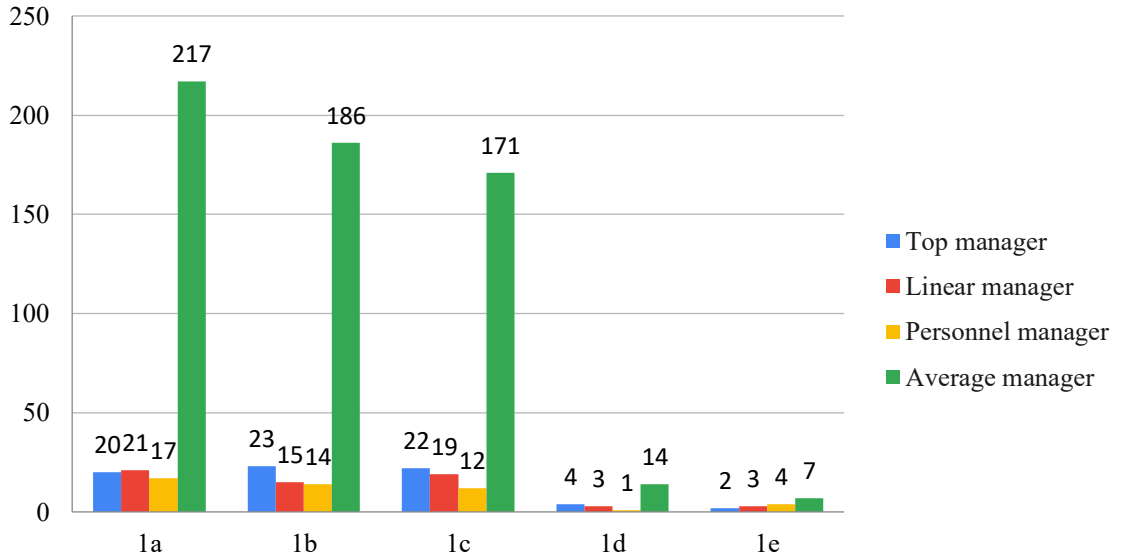
Fig. 6 Results of the question "What role does the HR manager play in your company?" by industry where companies operate
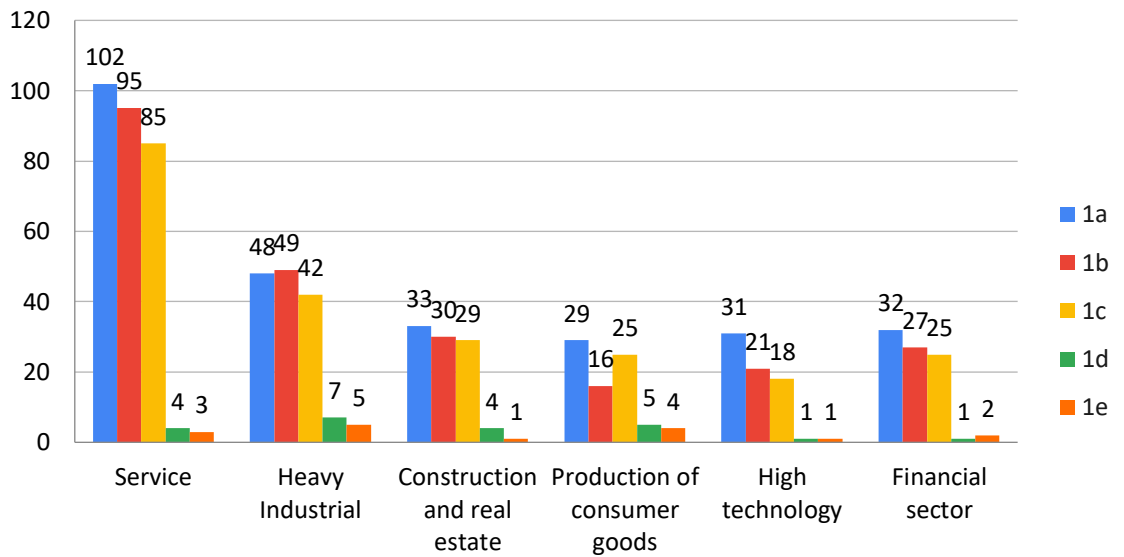
2. What is the function of the HR department in your company?

Table 2

Response	Quantity	Percentage, %	Rating
a. Accounting function (keeps track of hours of work, resources, wages, job changes, etc.)	251	67.65	3

b. Personnel control function	190	51.21	7
c. Personnel training and development function	249	67.12	4
d. Personnel assessment function	254	68.46	2
e. The function of forming motivation systems (including wages)	227	61.19	5
f. The function of selecting employees for work	321	86.52	1
g. Function of communication with recruiting companies and personnel search	206	55.53	6
h. Remuneration and social package	173	46.63	8
i. Safety and health	70	18.87	10
j. Labor Relations	118	31.81	9
k. Building an organizational culture	45	12.13	11
Total	1874		
Number of respondents	371		

3. Whose interests are primarily pursued by the HR department?

Table 3

Response	Quantity	Percent age, %	Rating
a. Interests of the employer, the owner of the company	292	78.71	1
b. Interests of state and local authorities	75	20.22	5
c. Interests of the company's top managers	113	30.46	3
d. Employee interests	201	54.18	2
e. Interests of middle managers	71	19.14	6
f. HR interests	95	25.16	4
Total	847		
Number of respondents	371		

Fig. 7 Results of the question "Whose interests are primarily pursued by the HR department? "
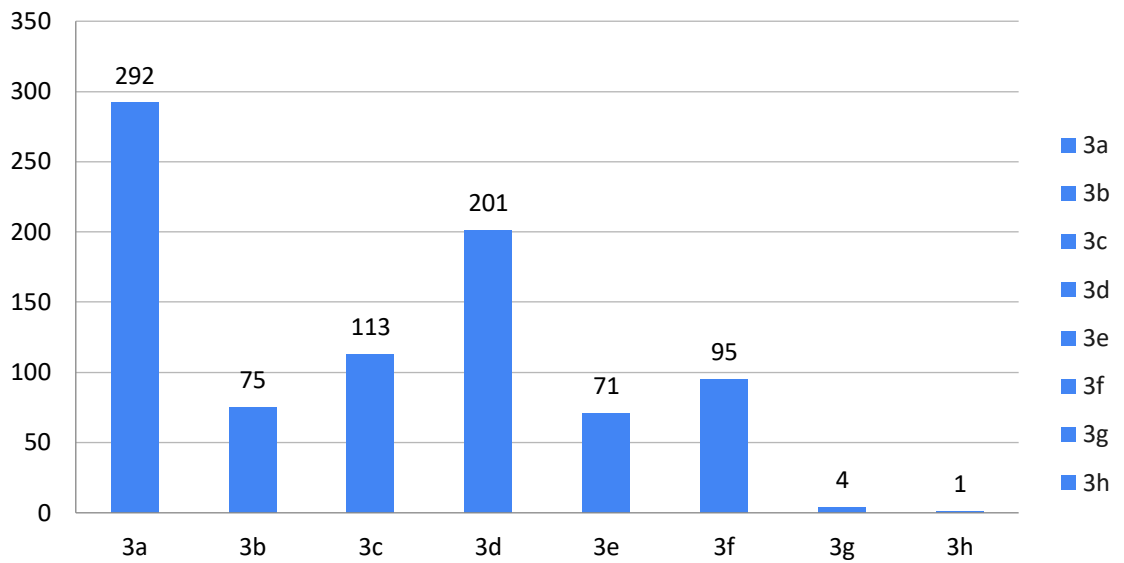

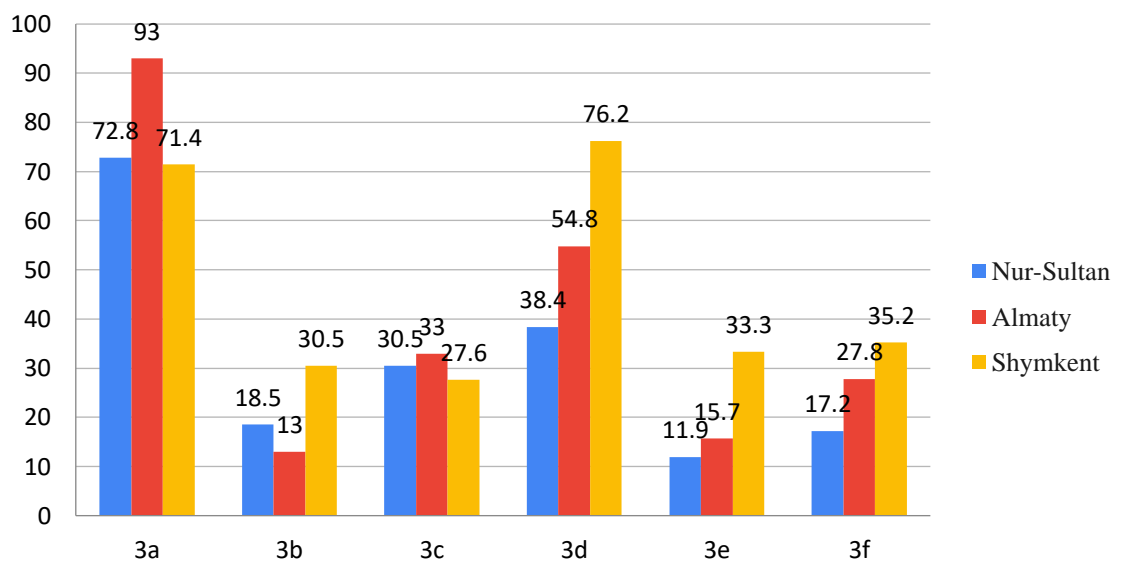Fig. 8 Results of the question "Whose interests are primarily pursued by the HR department?" by region

Fig. 9 Results of the question "Whose interests are primarily pursued by the HR department?" by company type
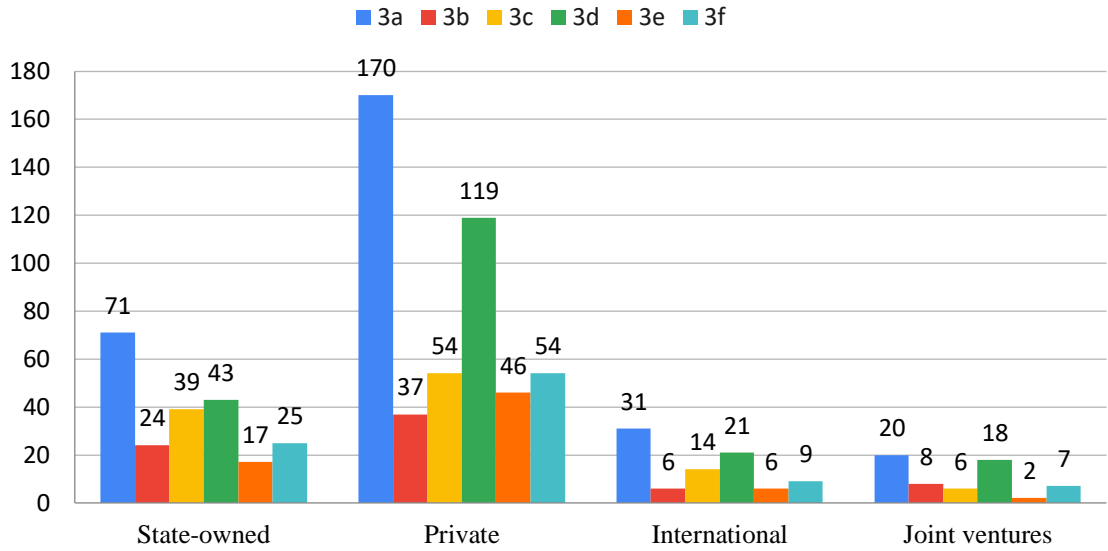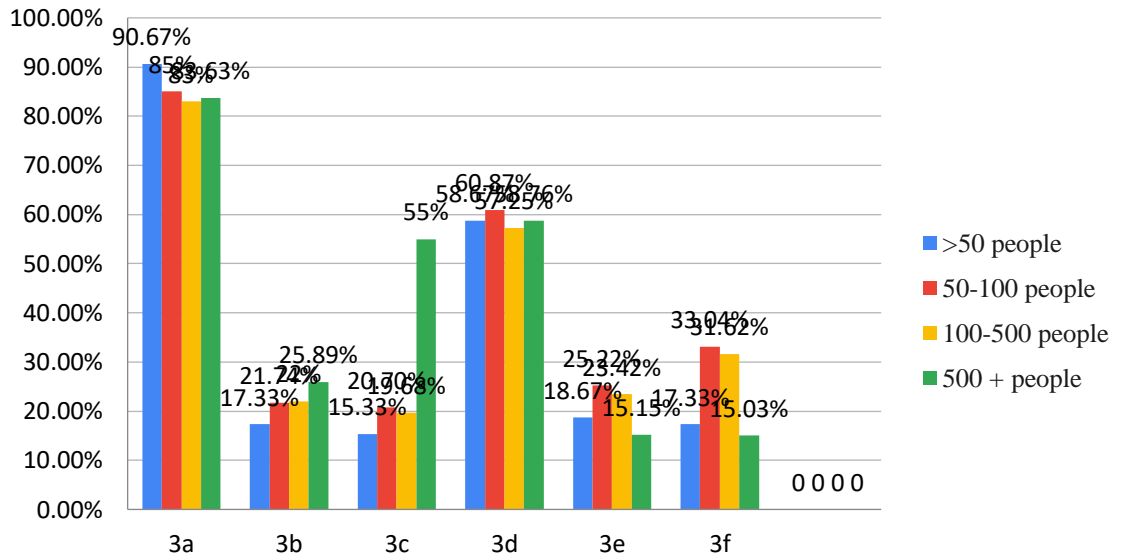
Fig. 10 Results of the question "Whose interests are primarily pursued by the HR department?" by number of companies

4. How does the HR department help functional managers and middle managers?

Table 4

Response	Quantity	Percentage, %	Rating
a. Teaches how to work with people in an organization	163	43.94	6
b. Help to resolve conflicts with employees	191	51.48	5

c. Select personnel for work	273	73.58	2
d. Help assess staff	291	78.44	1
e. Help control staff performance	193	52.02	4
f. They help to control the movement of personnel in the organization (from one position to another, etc.)	255	68.73	3
g. assistance to line managers	15	4.04	
Total	1381		
Number of respondents	371		

Fig. 11 Results of the question "What is the help of the HR department to functional managers and middle managers?" by region
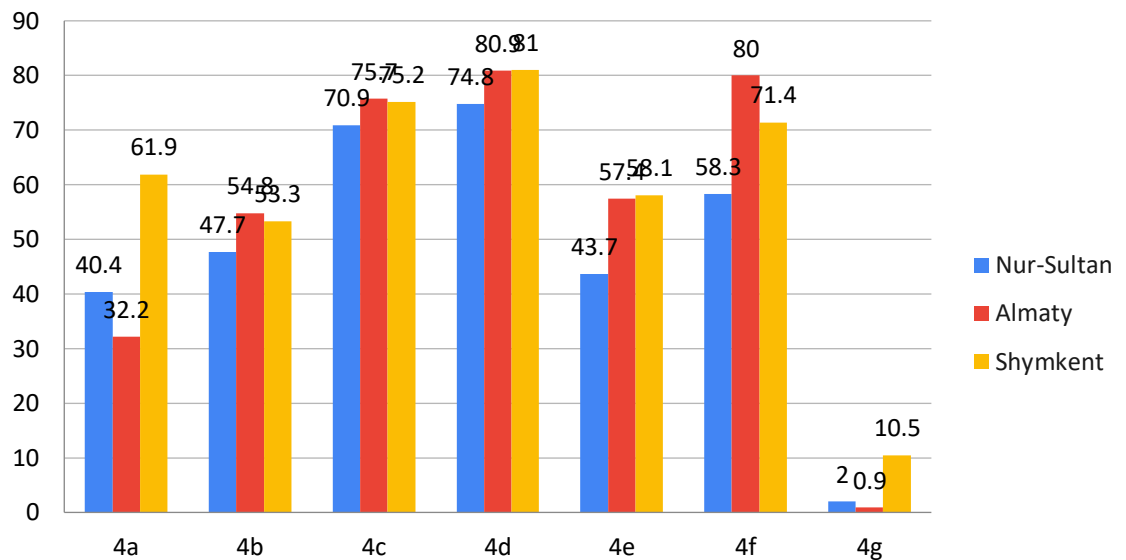
5. Is the work of the HR department useful for the organization as a whole?

Table 5

Response	Quantity	Percentage, %
a. Yes, very helpful	232	62.53
b. Sometimes useful, sometimes it doesn't really matter	76	20.49
c. I find it difficult to answer	63	16.98
Total	371	100

Fig. 12 Results of the question "Is the work of the HR department useful for the organization as a whole?" by region
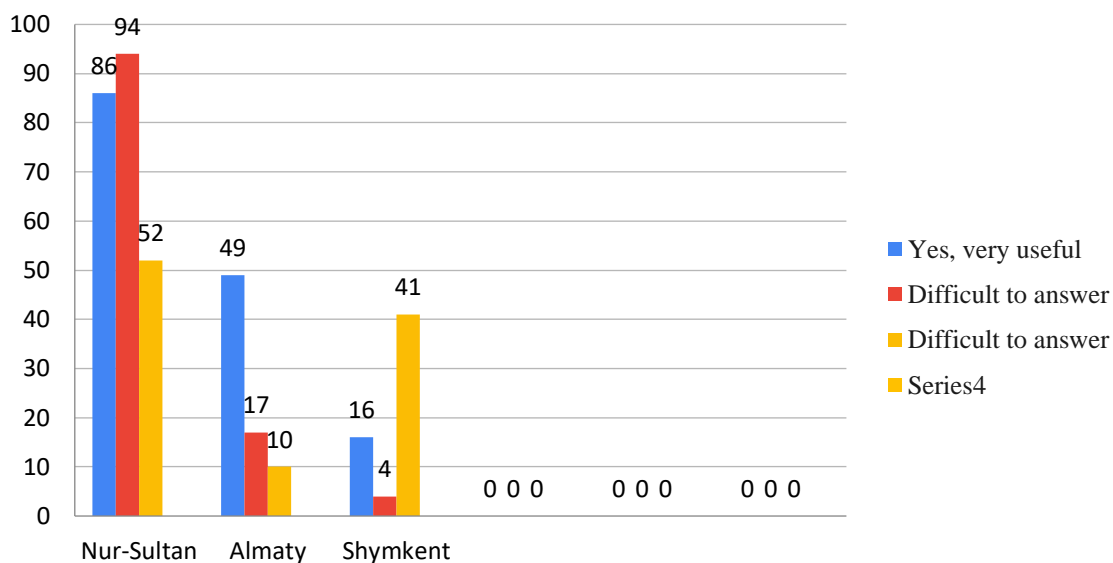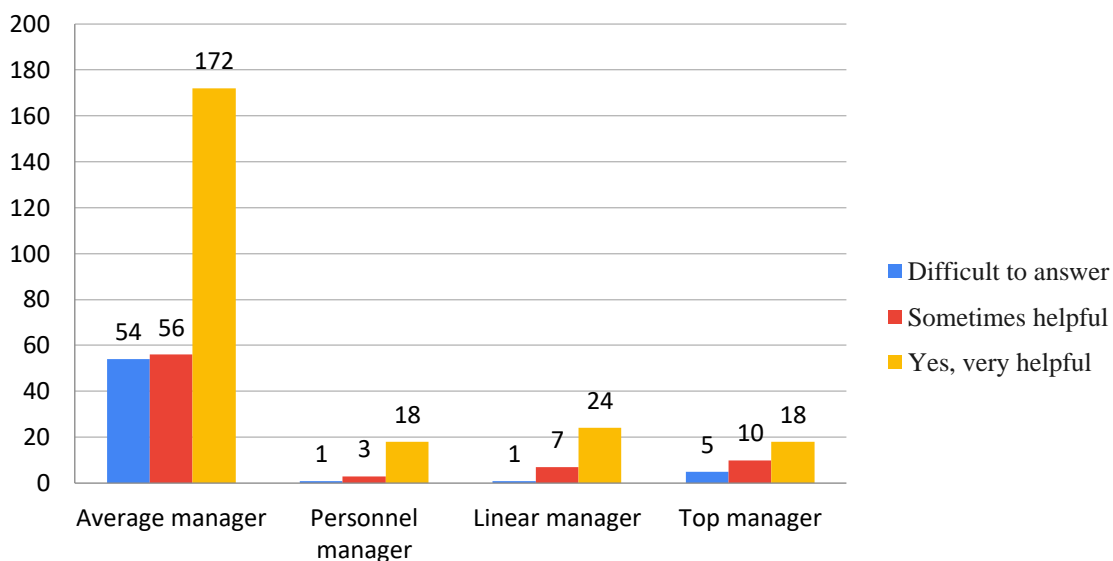
Fig. 13 Results of the question "Is the activity of the personnel department useful for the organization as a whole?" by position

6. What are the main values of personnel management in the company. How does the HR department implement and support them?

Table 6

Response	Quantity	Percentag	Rating

		e, %	
a. settlement of relations (regulation) and keeping a file	64	17.25	3
b. Implementation of personnel management functions (motivation, incentives, assessment, adaptation, certification)	140	37.74	2
c. staff training and development	50	13.48	4
d. socio-psychological climate and organizational culture	35	9.43	5
e. assistance to line managers	10	2.70	6
f. no	144	38.81	1
Total	443		
Number of respondents	371		

Fig. 14 Results of the survey "What are the main values of personnel management in the company. How does the HR department implement and support them? "
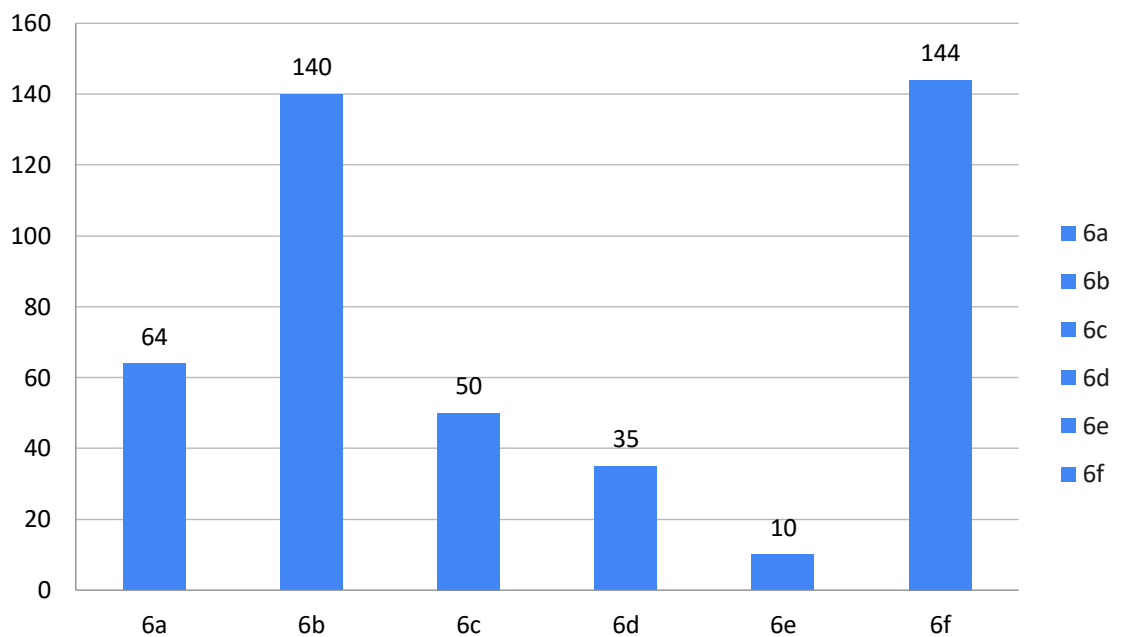
Fig. 15 Results of the question "What are the main values of personnel management in the company. How does the HR department implement and support them? " by company type
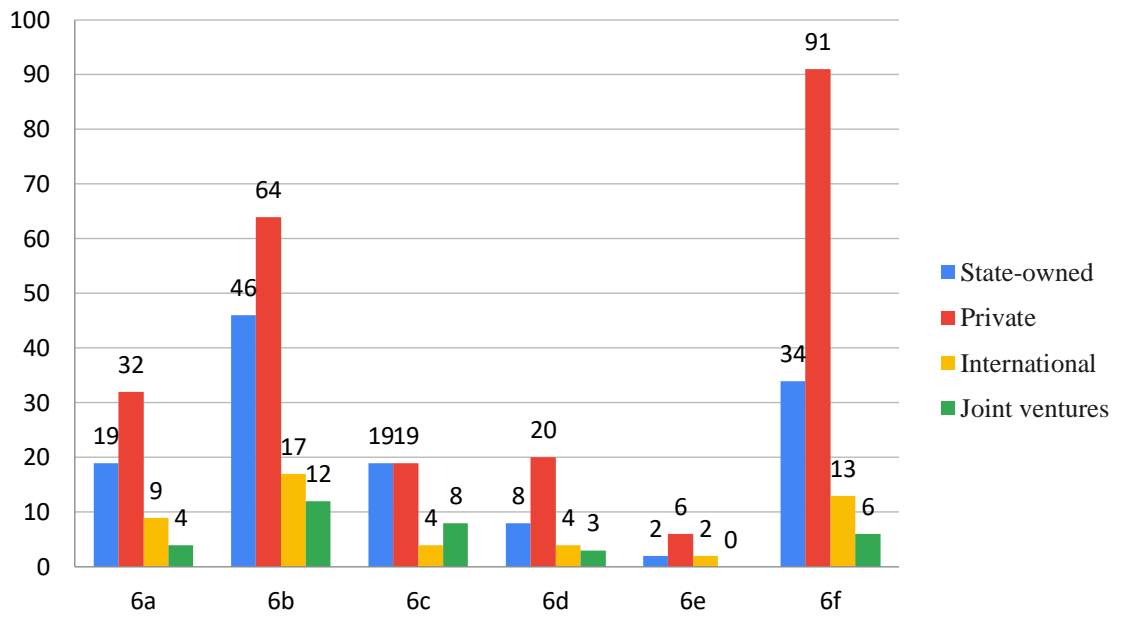

Fig. 16 Results of the survey "What are the main values of personnel management in the company. How does the HR department implement and support them? " by share
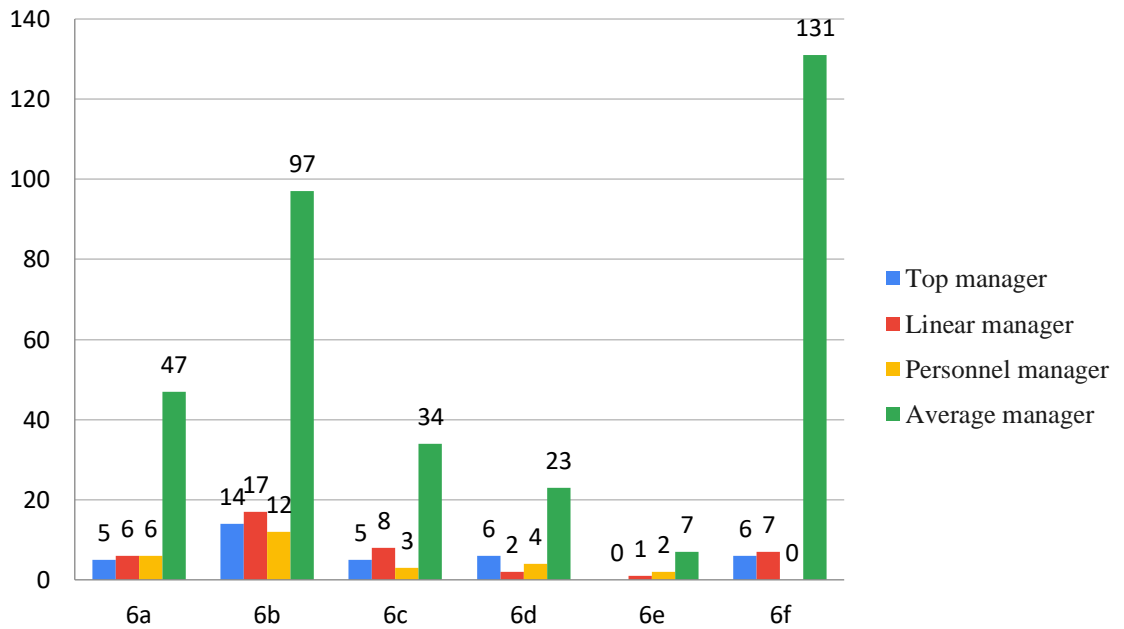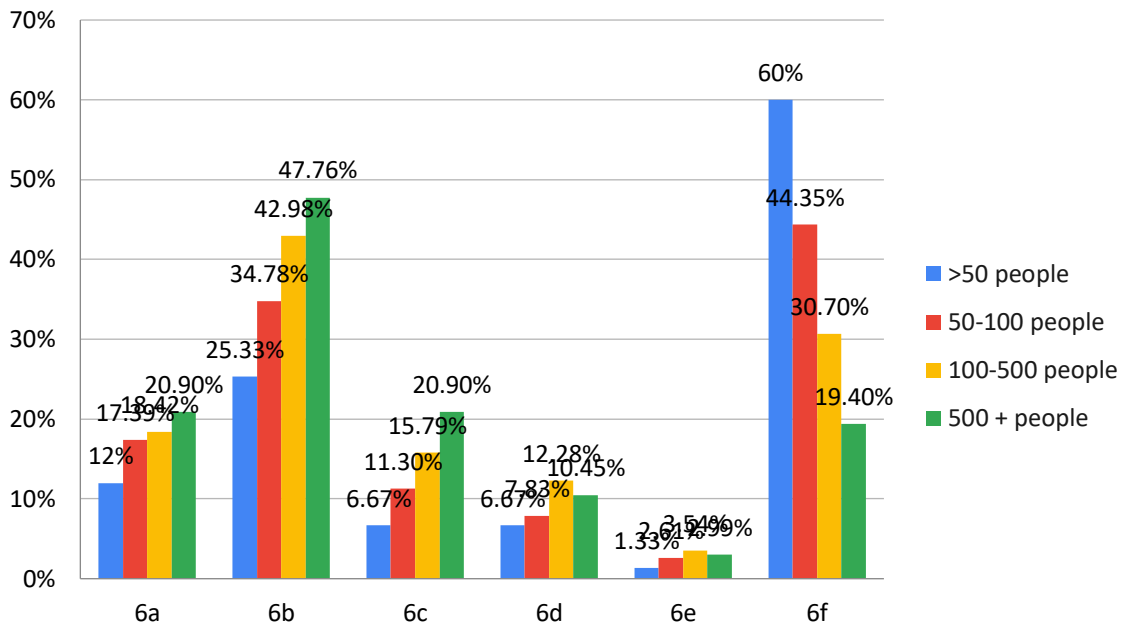
Fig. 17 Results of the question "What are the main values of personnel management in the company. How does the HR department implement and support them? " by number

	6a	6b	6c	6d	6e	6f
>50 people	12%	25.33%	6.67%	6.67%	1.33%	60%
50-100 people	17.39%	34.78%	11.30%	7.83%	2.61%	44.35%
100-500 people	18.42%	42.98%	15.79%	12.28%	3.51%	30.70%
500 + people	20.90%	47.76%	20.90%	10.45%	2.99%	19.40%

7. Does the work of the HR department meet today's business needs?

Table 7

Response	Quantity	Percentage, %
a. Yes	209	56.33
b. Difficult to say	126	33.96
c. No	36	9.70
Total	371	100

Fig. 18 Results of the survey "Does the work of the HR department meet today's business needs?"
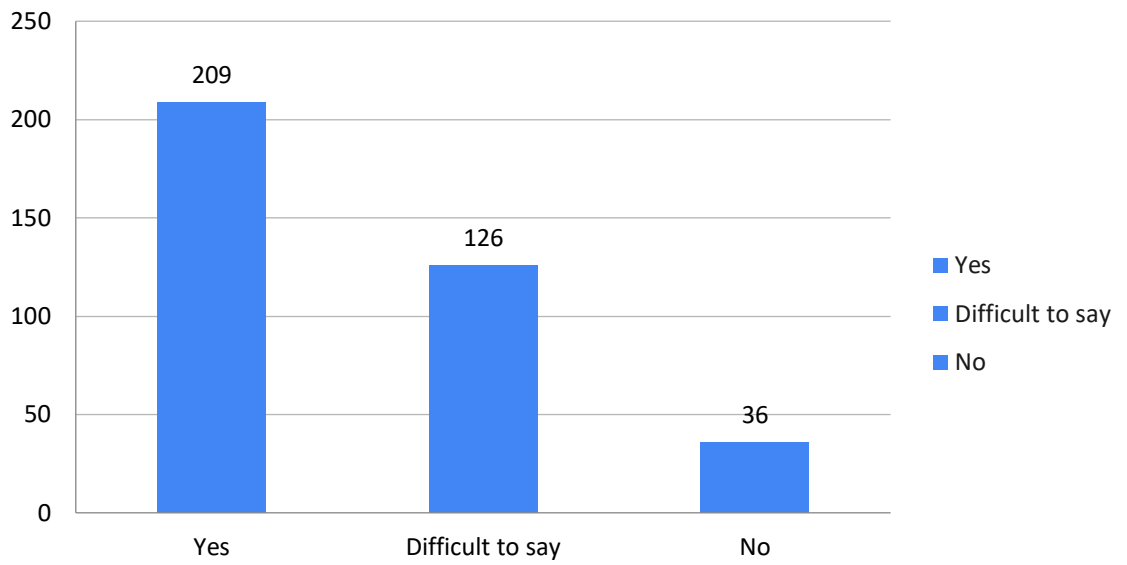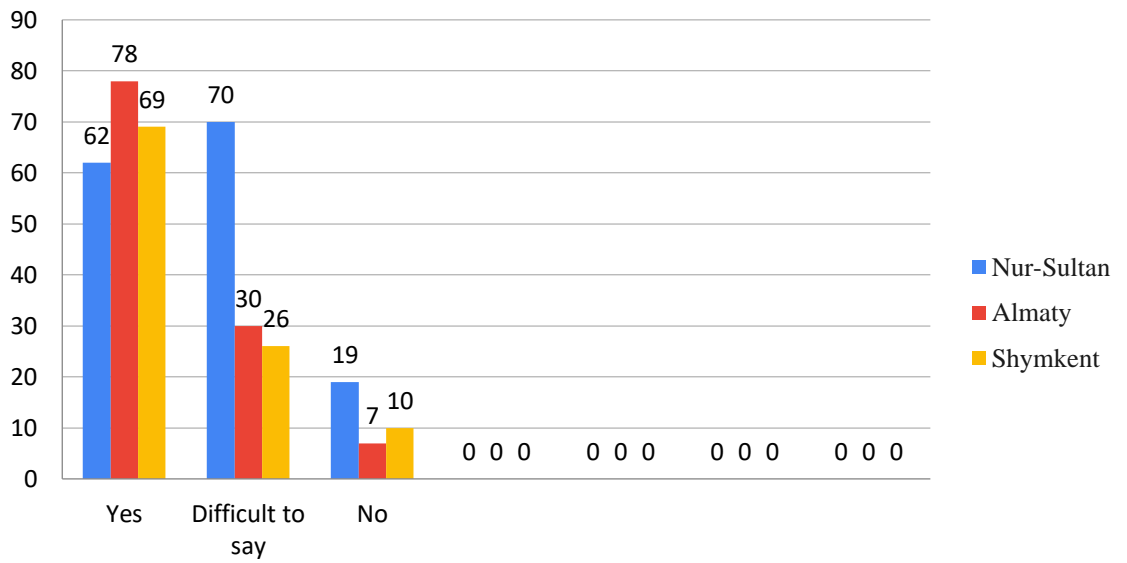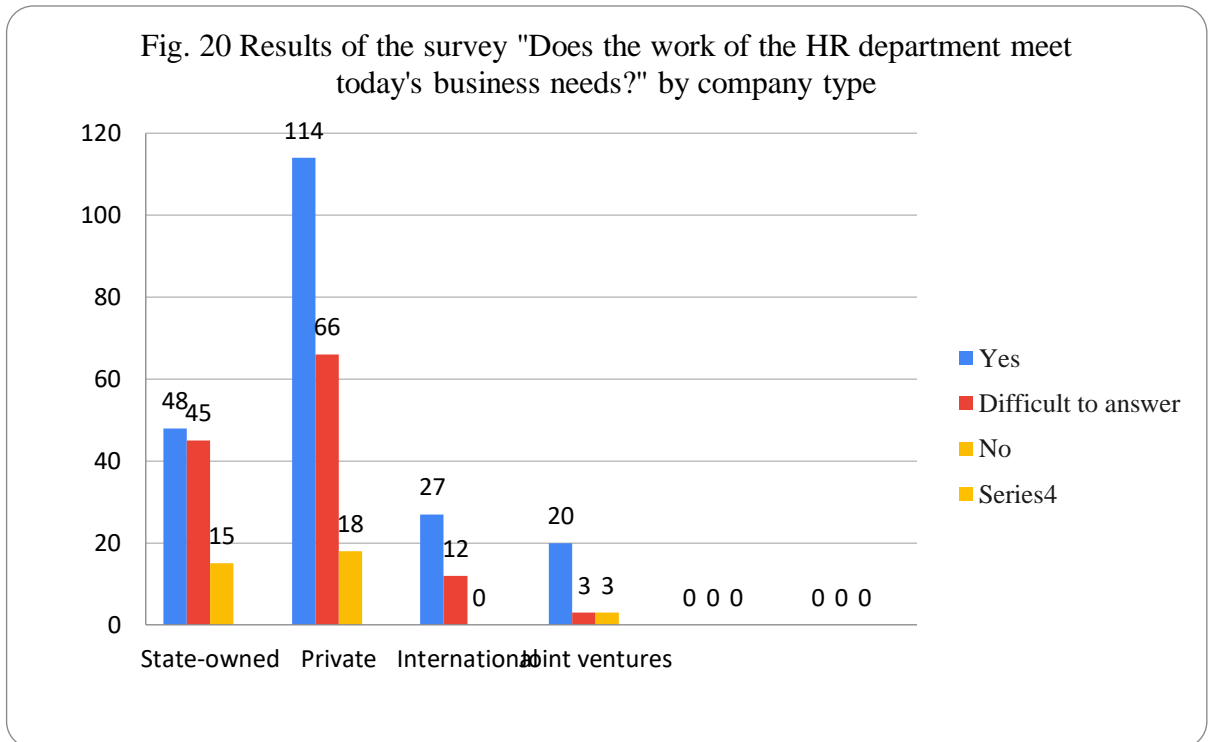

Fig. 19 Results of the survey "Does HR work meet today's business needs?" by region

Fig. 20 Results of the survey "Does the work of the HR department meet today's business needs?" by company type

8. If you were the head of a company, what would you change in the work of the department or HR manager?

Table 8

Response	Quantity	Percentage, %	Rating
a. restructuring of personnel records	34	9.16	5
b. improving the functions of personnel management	113	30.46	2
c. emphasis on learning and development	38	10.24	4
d. strengthening organizational culture	42	11.32	3
e. development of a human resource management system	28	7.55	6
f. no	162	43.94	1
Total	418		
Number of respondents	371		

Fig. 21 Results of the survey "If you were a manager of a company, what would you change in the work of a department or HR manager?" by region
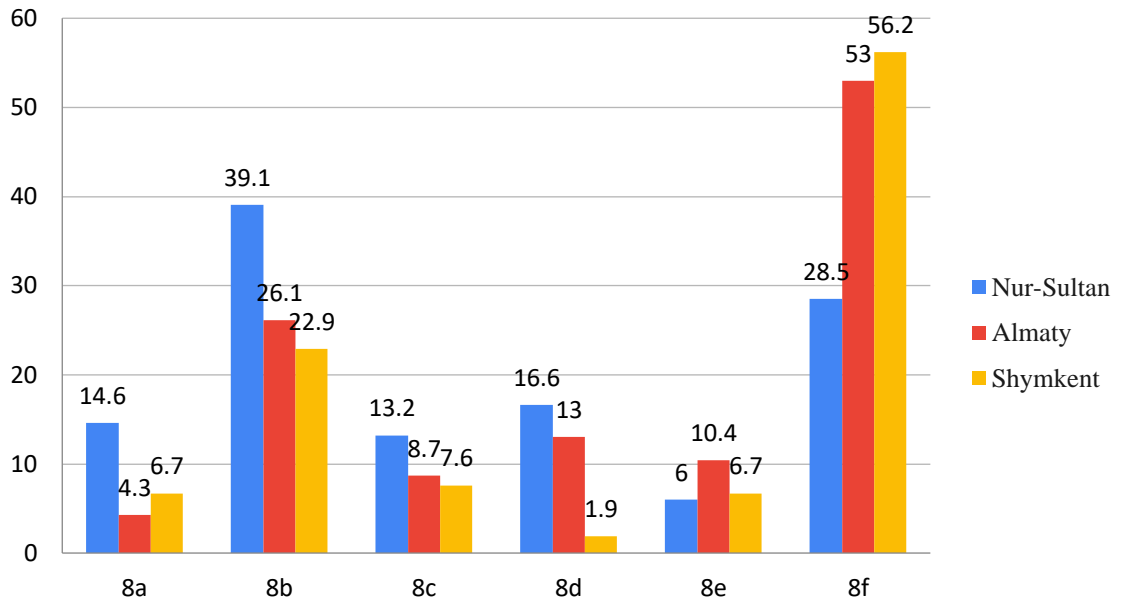
9-10. How does the HR manager (department) implement the tasks of building a strong corporate culture?

a. by regulating the relationship between staff and the organization.

b. through improving the functions of personnel management.

*c. through training and personal development.*

d. through creating an atmosphere.

e. the help of line managers.

f. Hard to say.

g. it is not part of their task (or is part of their task, but is not performed)

Fig. 22 Results of the question "How does the HR manager (department) implement the tasks of building a strong corporate culture?"

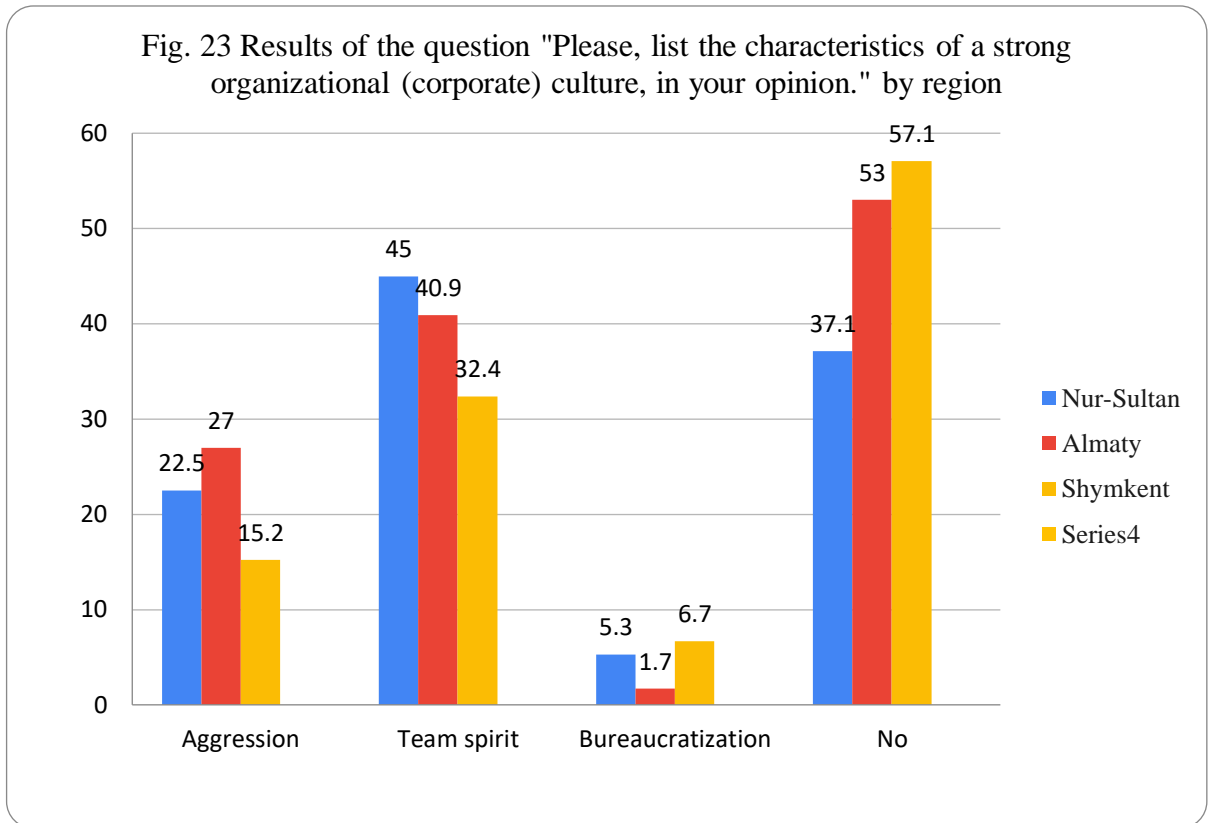| Category	Value
10a	2.4
10b	9.7
10c	15.6
10d	15.4
10e	3
10f	28.8
10g	35.6
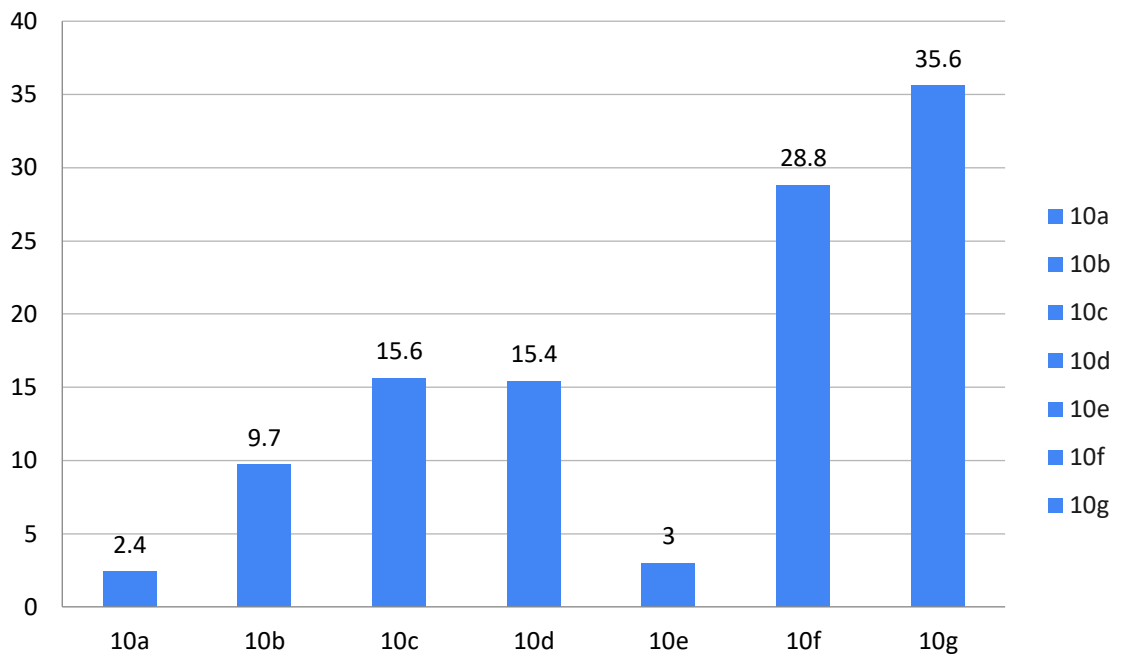
11. Please list the characteristics of a strong organizational (corporate) culture, in your opinion.

a. aggressiveness, result orientation, learning, reward, efficiency, quality of service, energy.

b. creation of team spirit, human relations, loyalty, stability, hard work.

c. bureaucratization, focus on rules, order, order,

d. no

Fig. 23 Results of the question "Please, list the characteristics of a strong organizational (corporate) culture, in your opinion." by region

12. Is your organization engaged in systematic work to develop organizational culture?

Table 9

Response	Quantity	Percentage, %
a. Yes	94	25.34
b. Not regularly and unsystematically	149	40.16
c. No	126	33.96
No response	2	0.54
Total	371	100

13. Which department in your organization is involved in the development of the organizational culture?

Table 10

Response	Quantity	Percentage, %
a. Administration, administrative office, trade union	47	12.67%
b. director, director's office	43	11.59%
c. HR department	81	21.83%
d. organizational culture department	10	2.70%
e. human resources department	144	38.81%
f. none	46	12.40%

Fig. 24 Results of the question "Which department in your organization is engaged in the development of organizational culture?" by region

Fig. 25 Results of the question "Which department in your organization is engaged in the development of organizational culture?" type
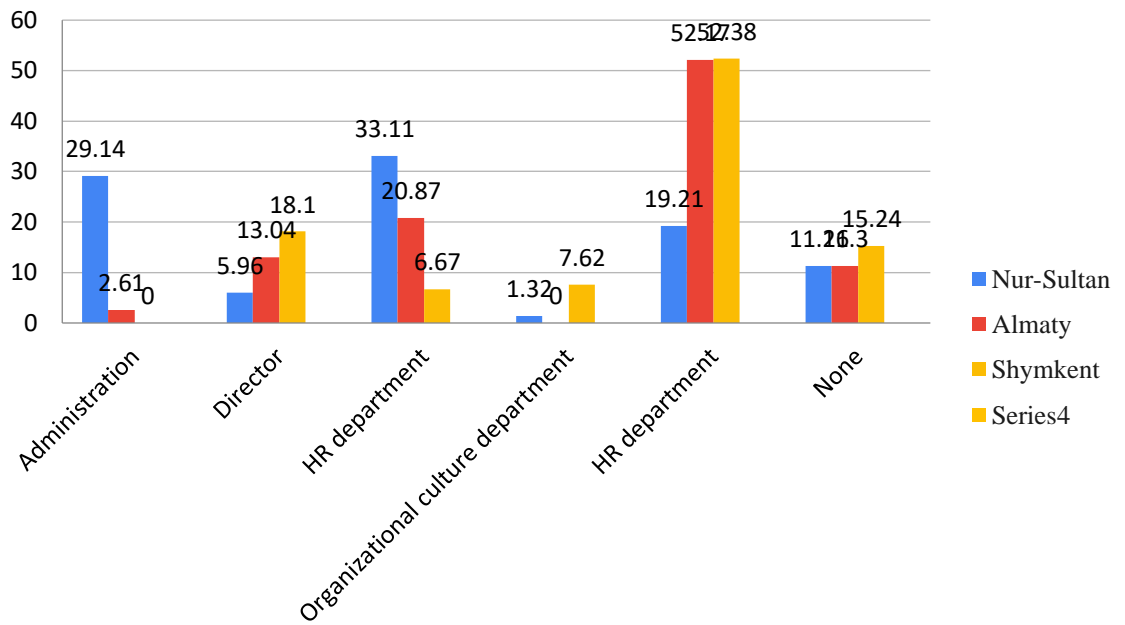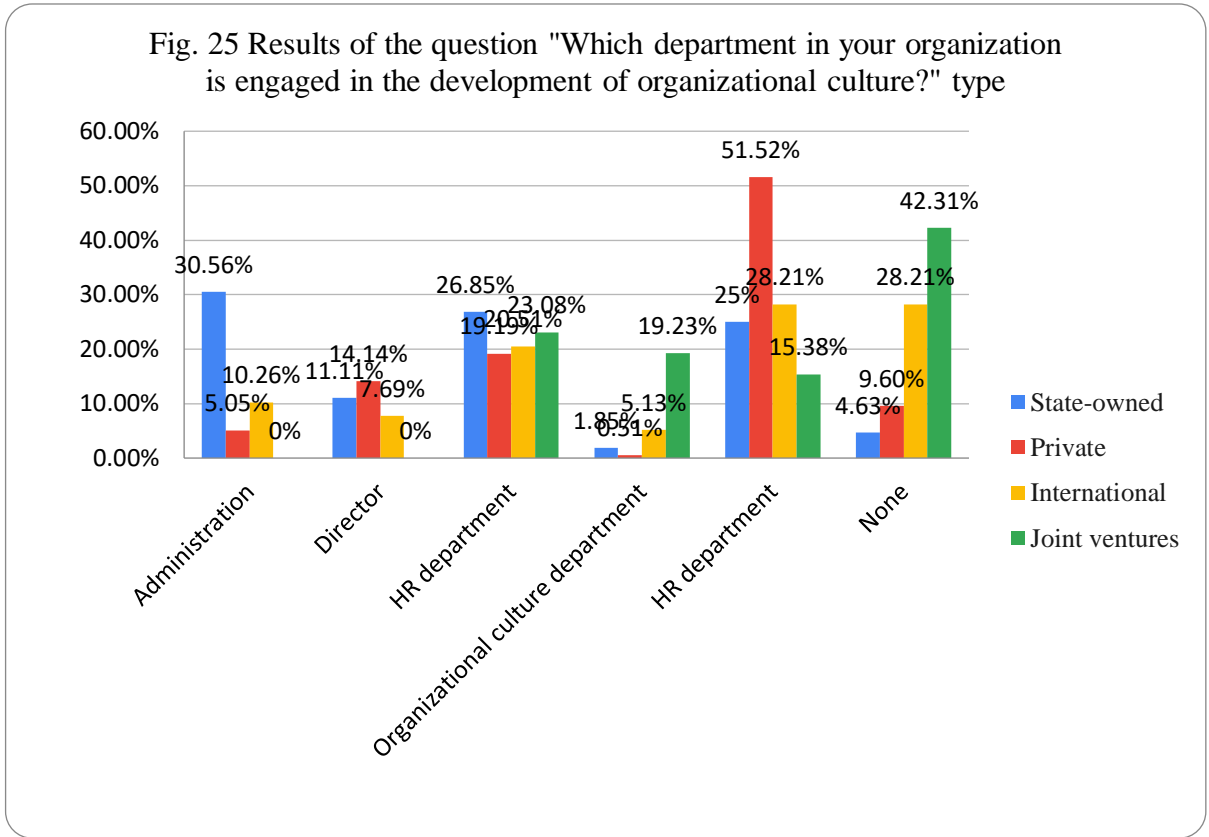
14. Does the organization have documents that regulate organizational culture?

Table 11

Response	Quantity	Percentage, %
a. Yes	100	26.95
b. Being developed	111	29.92
c. No	160	43.13
Total	371	100

15. What cultural features of your organization, in your opinion, immediately catch the eye of an outsider or newcomer?

Table 12

Response	Quantity	Percentage, %	Rating
a. aggressiveness, result orientation, learning, reward, efficiency, quality of service, energy	72	19.41	3
b. creation of team spirit, human relations,	82	22.10	2

loyalty, stability, hard work.			
c. bureaucratization, focus on rules, procedures, order.	34	9.16	4
d. no	204	54.99	1
Total	392		
	371		

Fig. 26 Results of the survey "What cultural features of your organization do you think are immediately visible to an outsider or newcomer?" by region
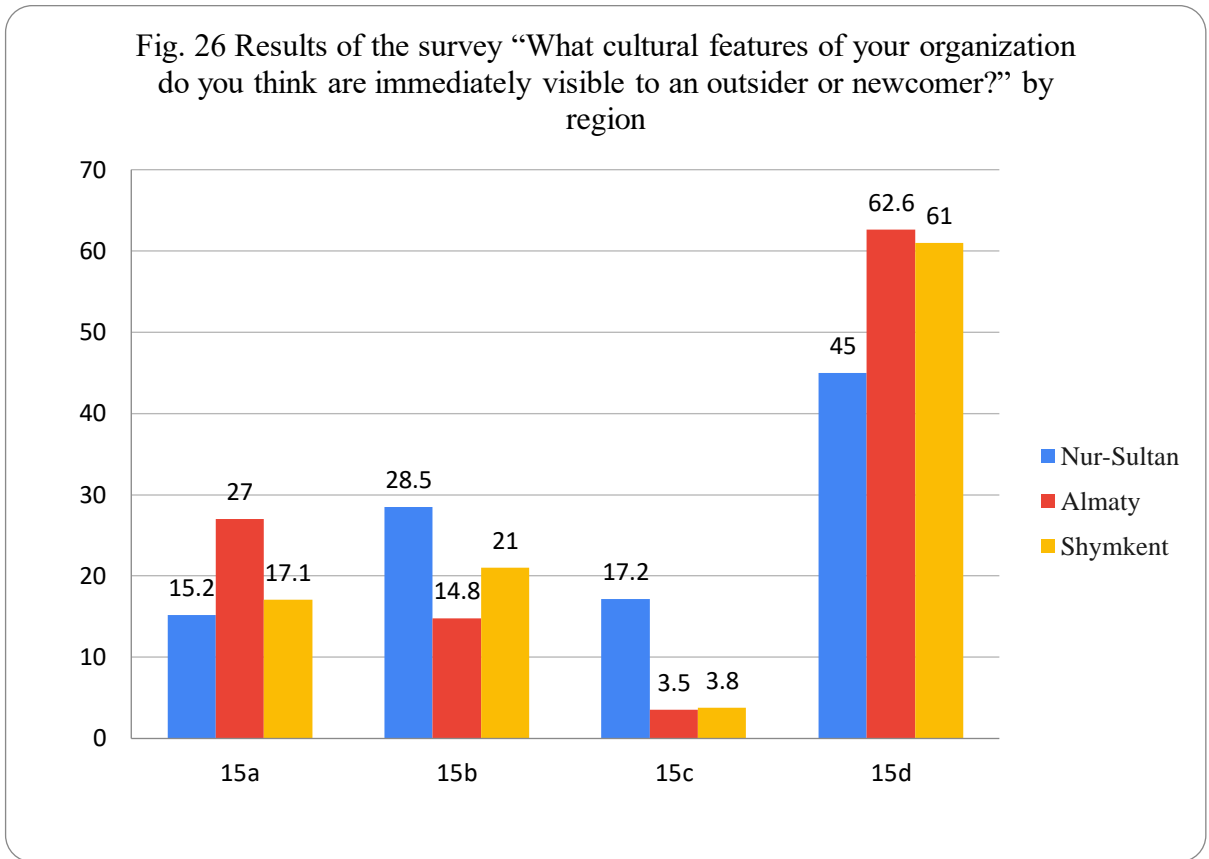
17. Distribute, please, 100% between cells. A, B, C and D (The largest share in the cell, the approval of which corresponds to the state in your unit and, accordingly, the turnover). Such an assessment must be carried out for the current state (column "Questions") and for what you would like to see in the company (column "Preferred")

Table 13

The most important characteristics	Now, average	Preferable, average
The organization is unique in its characteristics. She is like a big family. People seem to have a lot in common.	24.57	32.83

		Now	Preferable
	The organization is very dynamic and entrepreneurial. People are willing to sacrifice themselves and take risks.	18.94	30.31
	The organization is result-oriented, task-oriented. People are competitive and goal oriented.	30.70	16.87
	The organization is highly structured and strictly controlled. The actions of people are determined by rules, instructions, procedures.	25.79	19.99
	Total	100%	100%
	HR	**Now**	**Preferable**
	Encourage teamwork, alignment and participation in decision making	28.56	36.02
	Encouraging individual risk-taking, innovation, freedom and identity	18.56	23.48
	High exactingness, tough pursuit of competitiveness and rewarding achievements	26.98	17.91
	Job security, subordination requirements, predictability and stability in relationships	25.90	22.59
	Total	100%	100%
	The connecting entity of the organization	**Now**	**Preferable**
	The organization is bound together by dedication and mutual trust. The commitment of the organization is high	25.44	35.71
	The organization is linked by a commitment to innovation and improvement. You need to be at the forefront.	19.41	25.84
	An organization is linked by an emphasis on achieving goals and fulfilling tasks. Common themes are aggressiveness and victory	26.46	17.09
	The link between formal rules and official policies. The planned course of the organization's activities is required	28.69	21.36
	Total	100%	100%

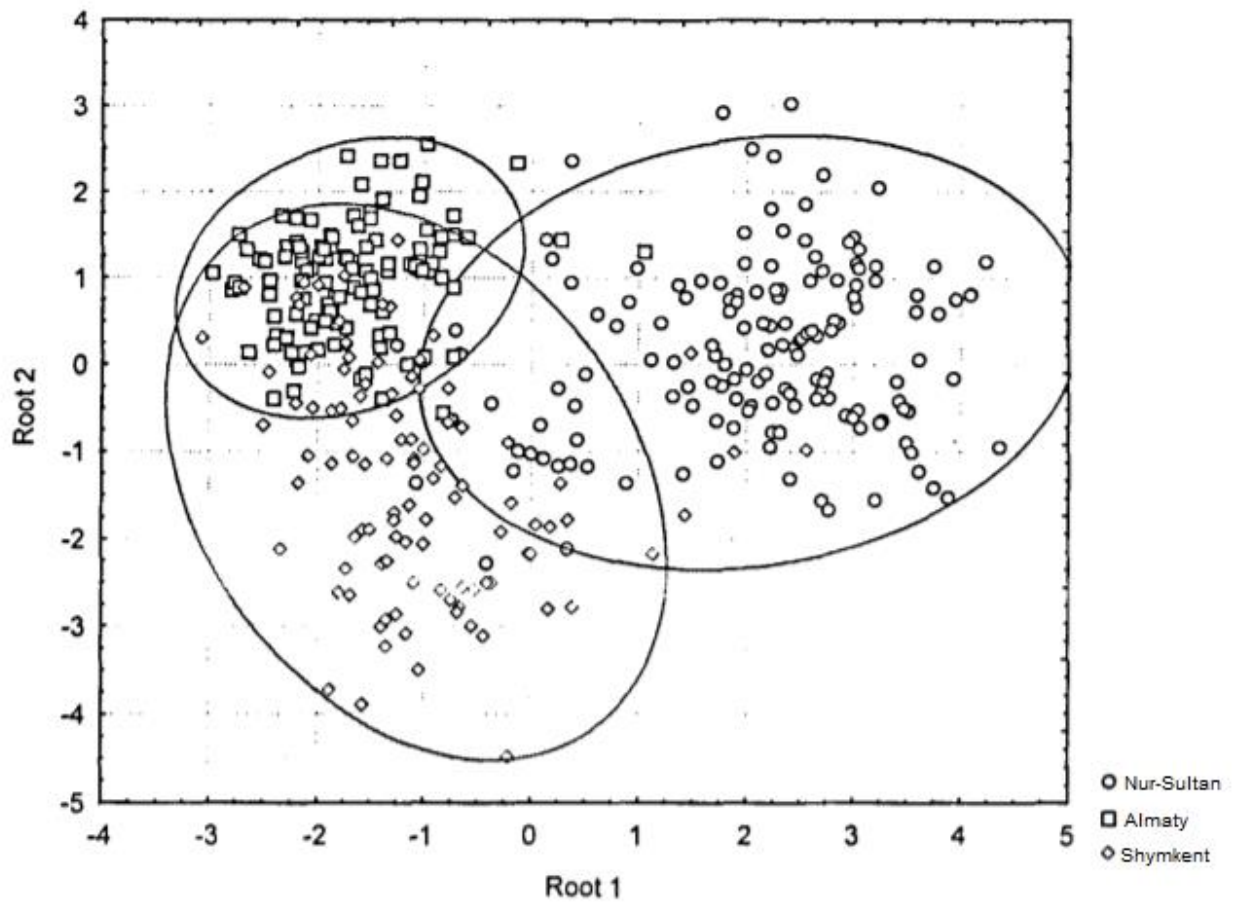Fig. 27 Results for question 17
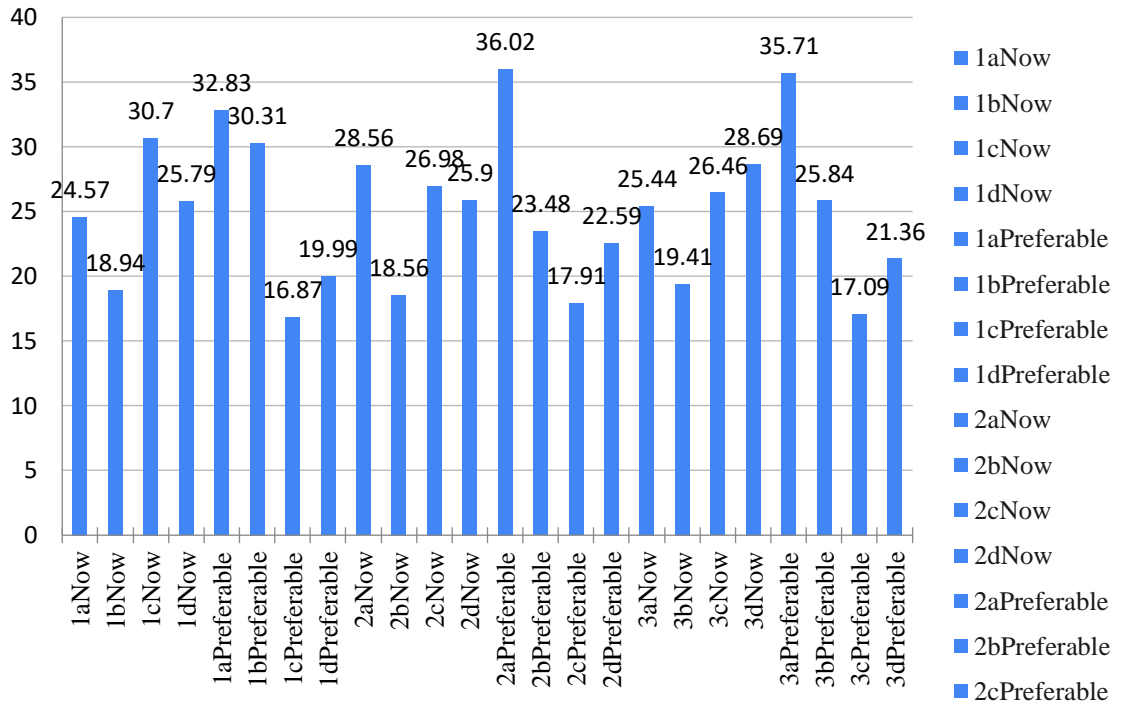
Discriminant analysis by region.

Figure: 30 Discriminant analysis based on the personnel management model in three regions.
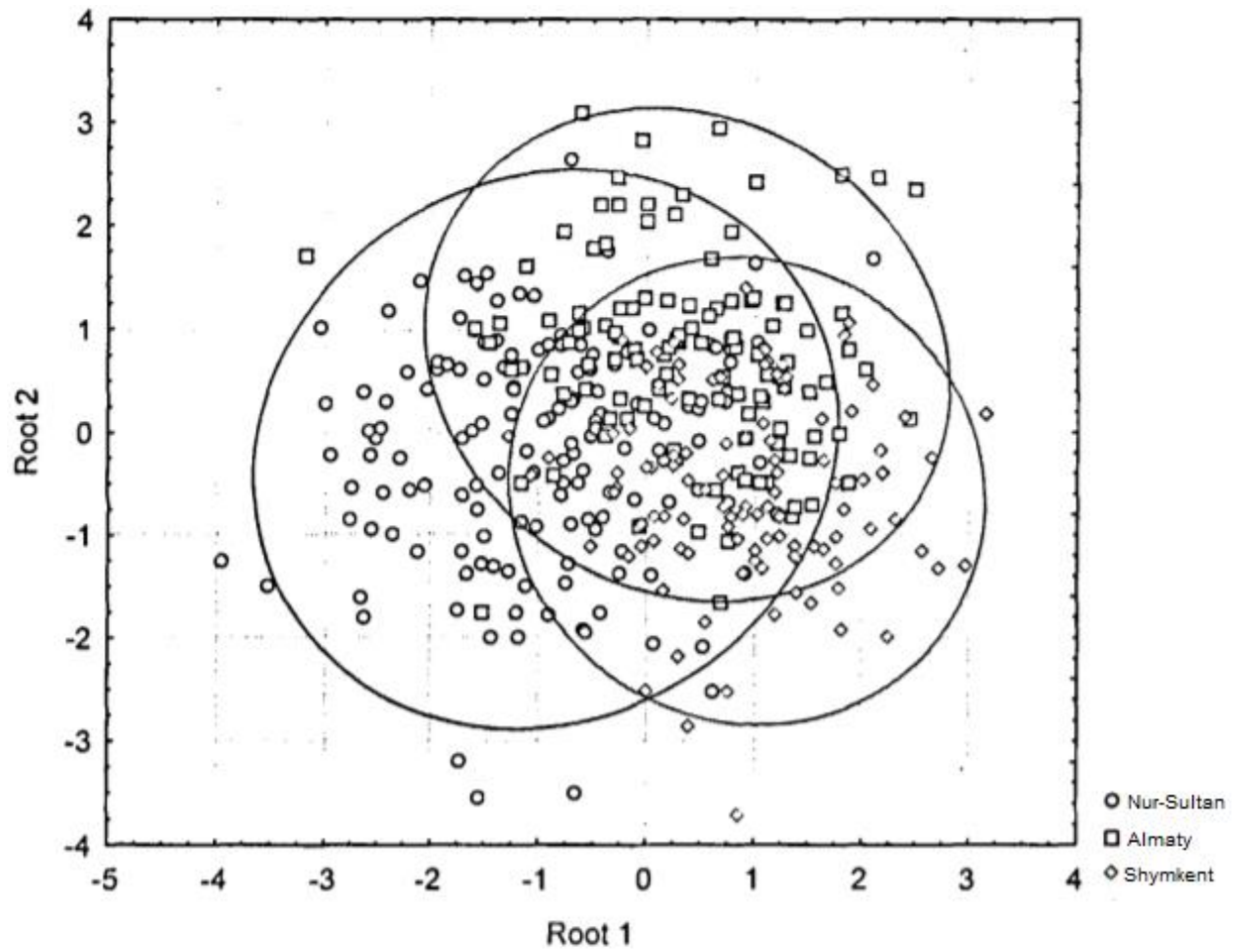
Figure: 31 Discriminant analysis by type of organizational culture in three regions

Factor analysis for Kazakhstan and regions
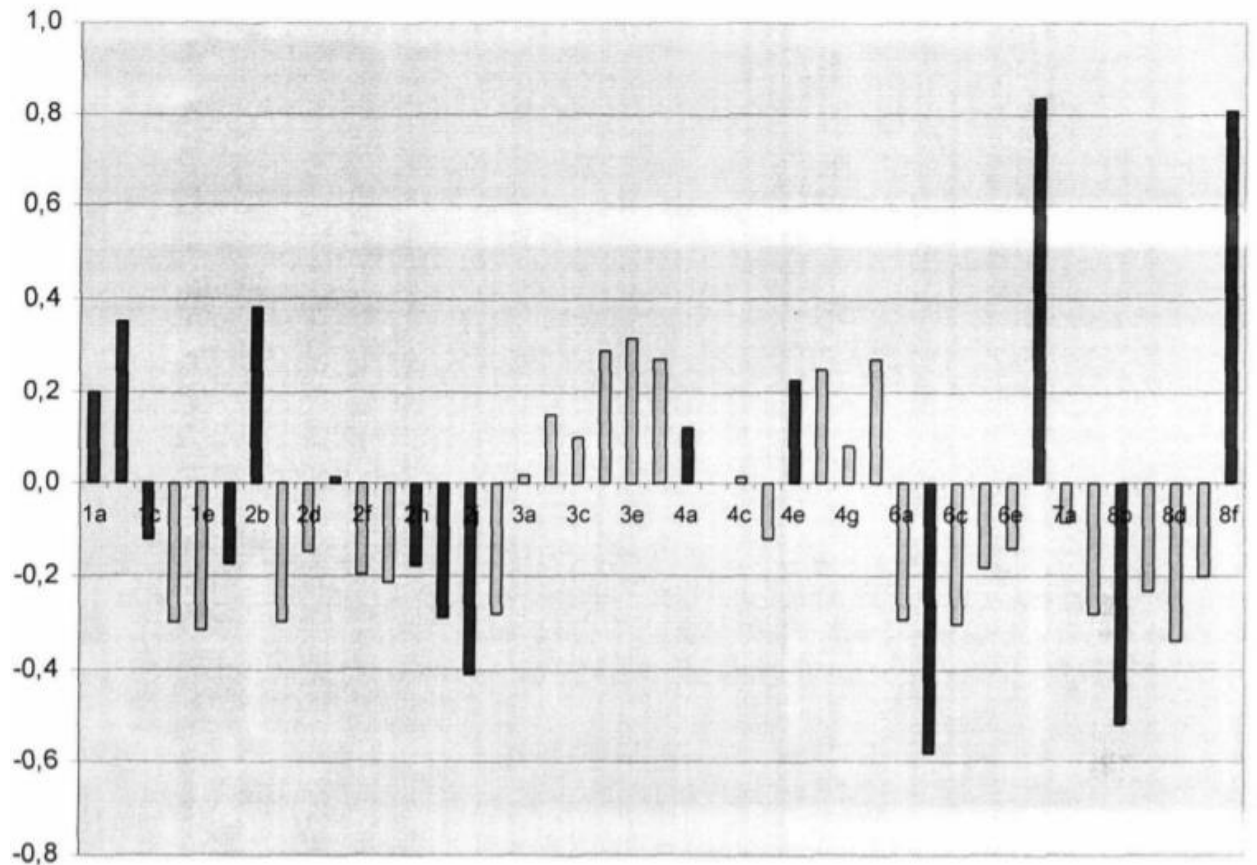**1. Kazakhstan**

Figure 32 Main Factors in Determining the Dominance of the HR Management Model in Kazakhstan

Factor 1 of the first group of questions. The largest positive factorial weights had the answers 2b (Function of personnel performance control), 6f (no), 8f (no) and negative factorial weights of the answers: 2j (Labor relations), 6b (Implementation of personnel management functions (motivation, stimulation, assessment, adaptation, certification)), 8b (improvement of personnel management functions). In accordance with the three models of personnel management, this factor can be identified as a factor in the accounting model and the functional model.

Factor 2 of the first group of questions. Answers 1a (helps employees to adapt in the company, helps to negotiate between representatives of various departments, helps to resolve conflicts), 1b (monitors personnel, controls work, monitors work compliance with the plan, helps managers manage subordinates), 1c (takes into account the number of hours of work and calculates wages), 2a (Accounting function (keeps records of hours of work, resources, wages, job changes, etc.)), 2b (Function of personnel performance control), 2f (Function of formation of incentive systems (including , salary)), 2h (Remuneration and social package), 2i (Safety and

health), 4a (They teach how to work with people in the organization), 4e (Help control the work of staff). In accordance with the three models of personnel management, this factor can be identified as a factor in the accounting model and the functional model.

Factor 3 of the first group of questions. The largest positive factorial weights were found for responses 2e (Function of formation of motivation systems (including wages)). For (Interests of the employer, company owner) and negative factor weights for the answers: 1c (takes into account the number of hours of work and calculates wages), 2a (Accounting function (keeps track of hours of work, resources, wages, job changes, etc.)), 2h (Reward and social package), 2j (Safety and health). In accordance with three models of personnel management, this factor can be identified as a factor in the accounting model.
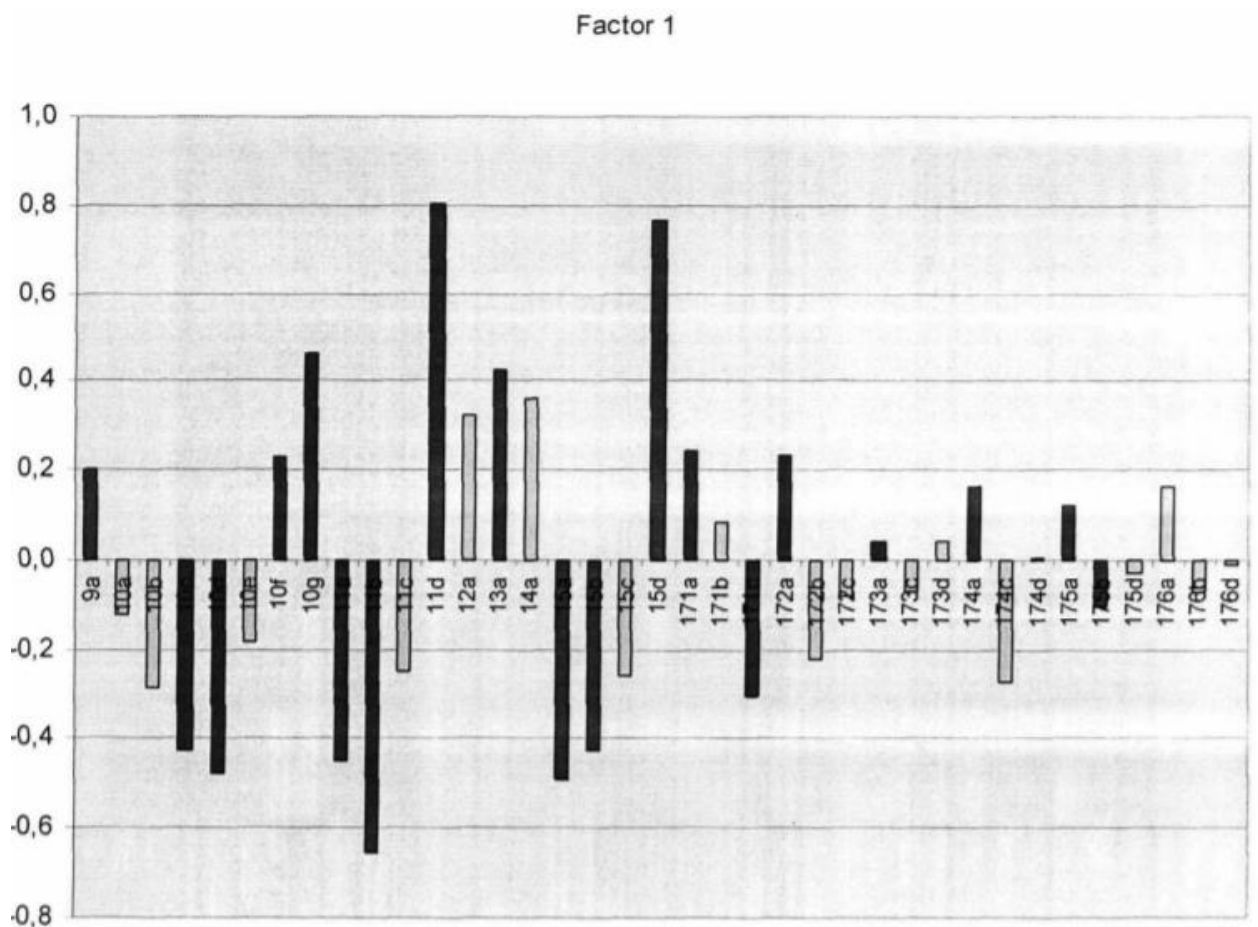
Figure 33

Factor 1 of the second group of questions. The answers l0g (this is not part of their tasks), lid (no), 13a (Administration, administrative office, trade union), 15d (no) had the largest positive factor weights and negative factor weights for the answers: 10c (through personnel training and development), l0d (through atmosphere creation). On (aggressiveness, result-oriented, training, reward, efficiency, quality of service, energy), lib (creation of team spirit,

human relations, loyalty, stability, hard work), 15a (aggressiveness, result-oriented, training, reward, efficiency, quality of service, vigor), 15b (creating team spirit, human relations, loyalty, stability, hard work). According to the three types of organizational culture, this factor can be identified as a clan type and an aggressive type.

Factor 2 of the second group of questions. The largest positive factorial weights had the answers 171c (Organization is focused on the result, on completing a task. People are focused on rivalry and goal achievement.), 173c (High exactingness, a strong desire for competitiveness and rewarding achievements) and negative factor weights for answers: 171a (Organization is unique in its characteristics. It is like a large family. People seem to have a lot in common.), 172a (The organization is unique in its characteristics. It is like a large family. decisions), 174a (Encouragement of teamwork, coordination and participation in decision-making), 175a (The organization is bound together by dedication and mutual trust. The commitment of the organization is at a high level). In accordance with the three types of organizational culture, this factor can be identified as a clan type and an aggressive type.

Factor 3 of the second group of questions. The largest positive factor weights were 9a (by regulating the relationship between staff and the organization.), 10f (Difficult to say), 175b (The organization is linked by a commitment to innovation and improvement). According to the three types of organizational culture, this factor can be identified as an aggressive type.
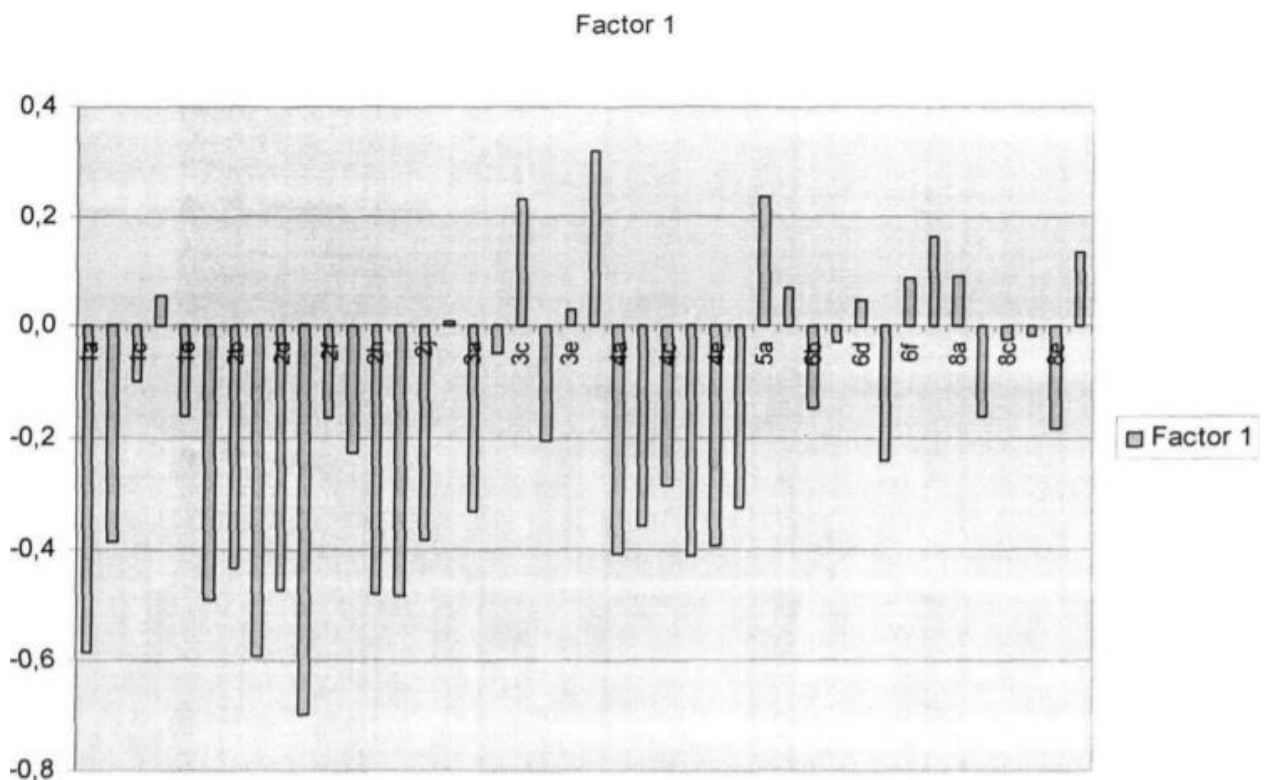
2. For the first region (Nur-Sultan)

Factor 1

Figure 34

Factor 1 of the first group of questions. The largest positive factor weights had answers 1a (helps employees to adapt in the company, helps to negotiate representatives of various departments, helps to resolve conflicts), 1b (monitors personnel, controls work, monitors work compliance with the plan, helps managers manage subordinates), 2a (Accounting function (keeps records of hours of work, resources, wages, job changes, etc.)), 2b (Function of personnel control), 2c (Function of training and development of personnel), 2d (Function of personnel assessment), 2e (Function of forming systems motivation (including salary)), 2h (Remuneration and social package), 2i (Safety and health), 2j (Labor relations), 4a (Teaches how to work with people in the organization), 4d (Helps to assess personnel), 4e (help to control the work of personnel). In accordance with the three models of personnel management, this factor can be identified as a factor in the accounting model and the functional model.

Factor 2 of the first group of questions. The largest positive factor weights had answers 6a (regulation of relations (regulation) and keeping a card index), 8b (improvement of personnel management functions.) And negative factor weights for answers: Ze (interests of middle managers), 6f (no), 8f (no) ... In accordance with the three medals of personnel management, this factor can be identified as a factor in the accounting model and the functional model.

Factor 3 of the first group of questions. Negative factor weights for the answers: 1b (monitors personnel, controls work, monitors the compliance of work with the plan, helps managers manage subordinates), 2b (Function of personnel performance control), 4e (helps to control personnel performance), 8c (emphasis on training and development). In accordance with three models of personnel management, this factor can be identified as a factor in the accounting model.
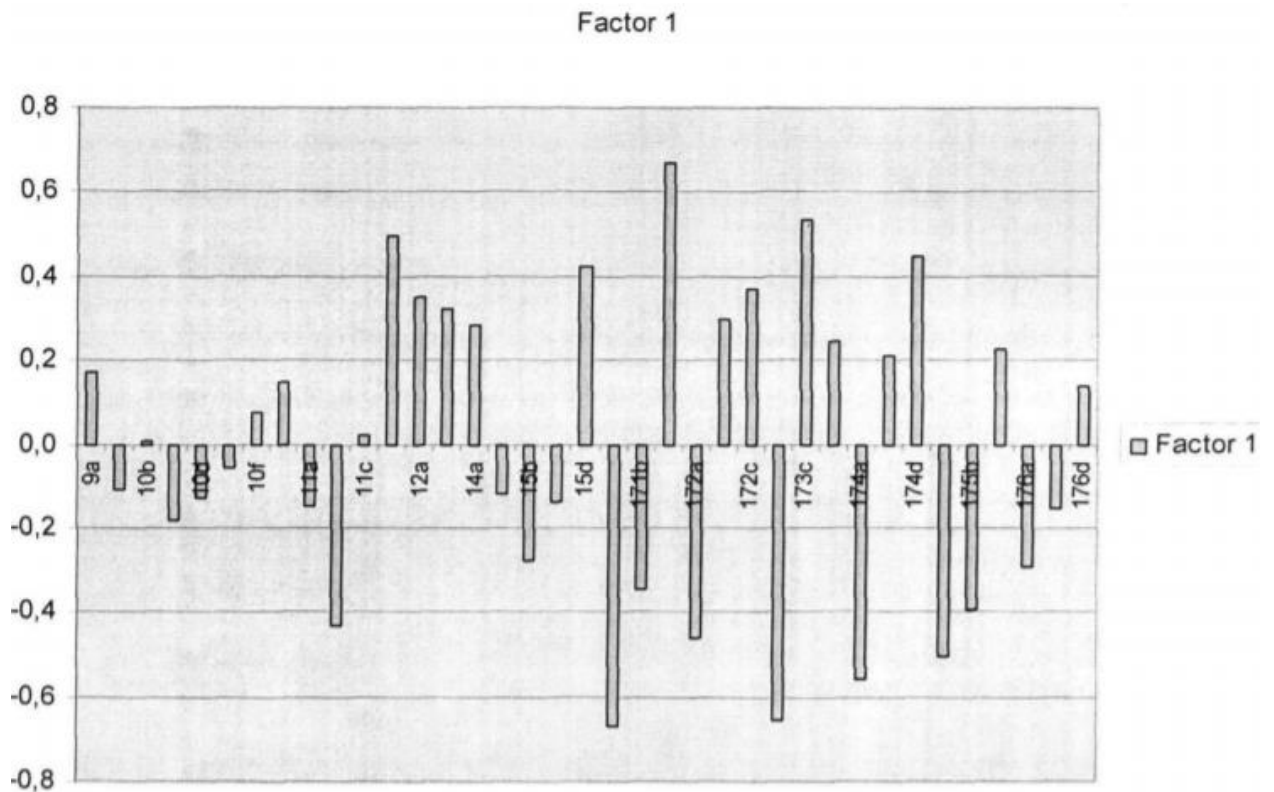
Factor 1

Figure 35

Factor 1 of the second group of questions. The largest positive factor weights had the answers lid (no), 15d (no), 171c (The organization is focused on results, on completing a task. People are focused on rivalry and goal achievement), 173s (High exactingness, a strong desire for competitiveness and encouragement of achievement), 174d (Job security, subordination requirements, predictability and stability in relationships) and factor weights for answers: lib (creation of team spirit, human relationships, loyalty, stability, hard work), 171a (Organization is unique in its characteristics. It is like a big family. seem to have a lot in common), 173a (Encouraging teamwork, agreeing and participating in decision-making), 174a (Encouraging teamwork, agreeing and participating in decision-making), 175a (The organization is tied together by dedication and mutual trust. level), 175b (The organization is linked by a commitment to innovation and improvement). According to the three types of organizational culture, this factor can be identified as a clan type and a market type.

Factor 2 of the second group of questions. The largest positive factor weights were lid (no), 15d (no), 174a (Encouraging teamwork, coordination and participation in decision-making), 176a (The organization is linked together by dedication and mutual trust. The commitment of the organization is at a high level) and negative factorial weights for answers: lib (creating a team spirit, human relations, loyalty, stability, hard work,), 15b (creating a team spirit, human relations, loyalty, stability, hard work.), 174c (high exactingness, a strong desire

for competitiveness and encouragement achievements). According to the three types of organizational culture, this factor can be identified as a clan type and a progressive type.

Factor 3 of the second group of questions. The most positive factor weights had the answers 173d (Job security, subordination requirements, predictability and stability in relationships), 175d (Connects formal rules and official policy. The planned course of the organization's activities is necessary), 176d (The formal rules and official policy are connected. organizations) and negative factor weights for the answers: 171b (The organization is very dynamic and permeated with entrepreneurship. People are willing to sacrifice themselves and take risks), 172b (The organization is very dynamic and imbued with entrepreneurship. People are ready to sacrifice themselves and take risks), 175b (Organization are linked by a commitment to innovation and improvement. Need to be at the forefront.), 176b (The organization is bound by a commitment to innovation and improvement. Must be at the forefront). According to the three types of organizational culture, this factor can be identified as a bureaucratic and aggressive factor.
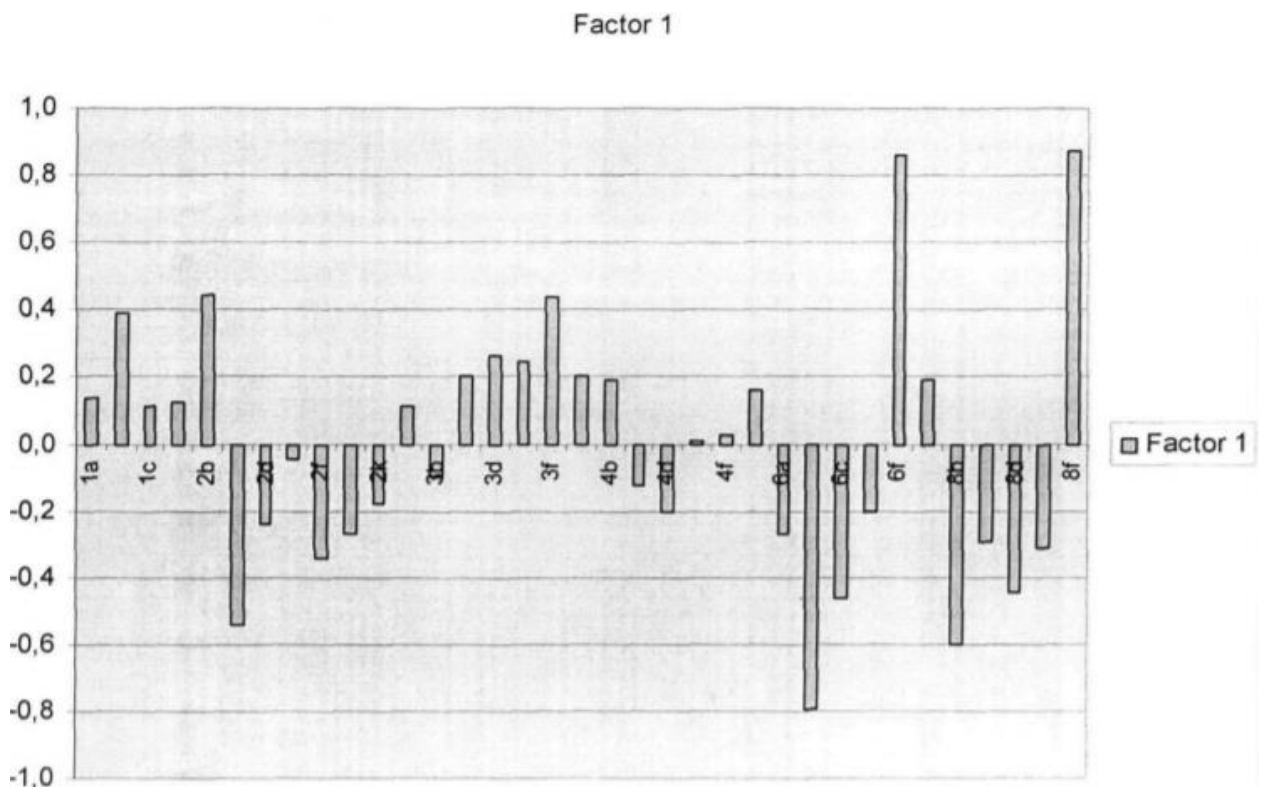
3. For the second region (Almaty)

Figure 36

Factor 1 of the first questions. The largest positive factorial weights had answers 1 b (monitors personnel, controls work, monitors compliance with the plan, helps managers manage subordinates), 2b (Function of personnel control). For (The interests of the employer,

the owner of the company), 6f (no), 8f (no) and factor weights for the answers: 2c (Function of training and development of personnel), 6b (Implementation of functions for personnel management (motivation, incentives, assessment, adaptation, certification)), 6c (training and development of personnel), 8b (improvement of personnel management functions), 8d (strengthening of organizational culture), In accordance with the three medals of personnel management, this factor can be identified as a factor in the accounting model and functional model.

Factor 2 of the first group of questions. Negative factor weights for the answers: 1b (monitors personnel, controls work, monitors the compliance of work with the plan, helps managers manage subordinates), 2b (function of personnel performance control), 2d (function of personnel assessment), 2e (function of formation of motivation systems (in including salary)), 2g (Function of communication with recruiting companies and personnel search). For (The interests of the employer, the owner of the company), 4e (Help control the work of personnel), 4f (Help control the movement of personnel in the organization (from one position to another, etc.)). In accordance with the three medals of personnel management, this factor can be identified as a factor in the accounting model.

Factor 3 of the first group of questions. Answers 1a (helps employees to adapt in the company, helps to negotiate representatives of various departments, helps to resolve conflicts), 2f (The function of forming motivation systems (including wages)) had the largest positive factor weights. In accordance with the three medals of personnel management, this factor can be identified as a factor in the accounting model.
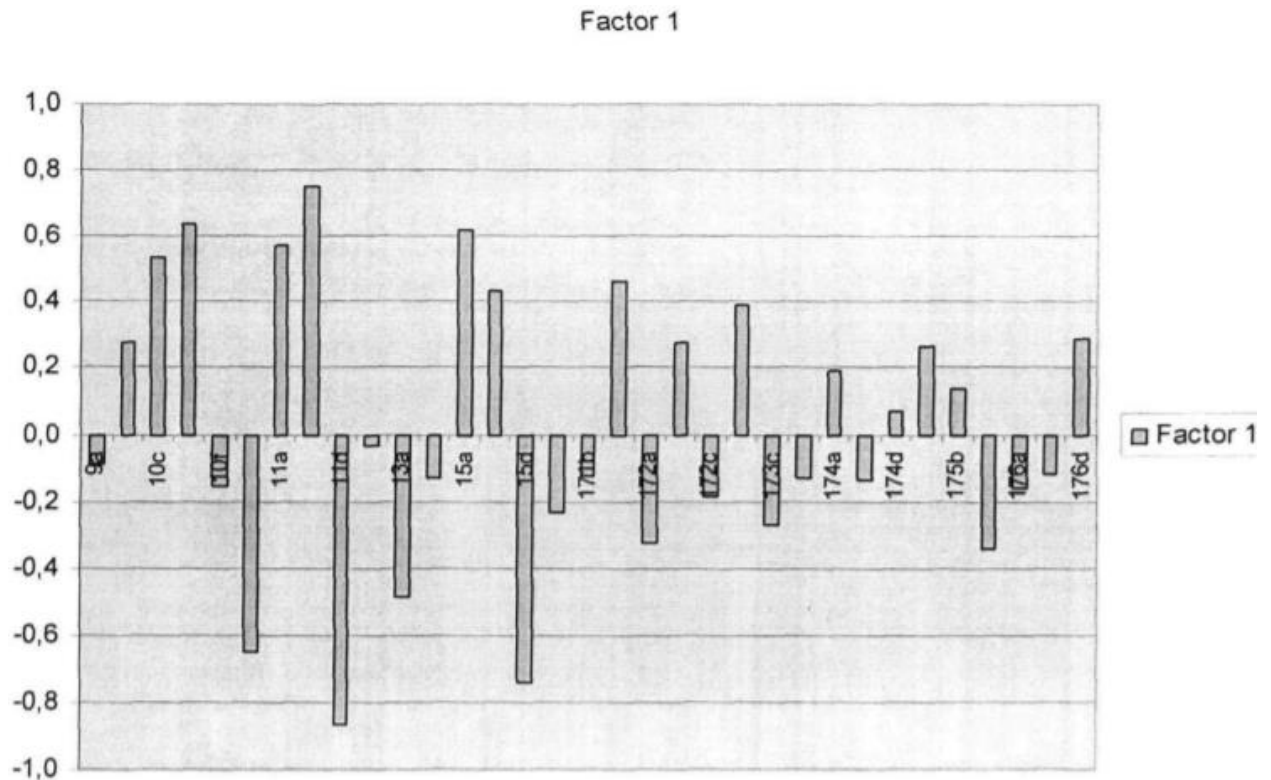
Factor 1

Figure 37

Factor 1 of the second group of questions. The largest positive factor weights were found for answers 10c (through staff training and development), l0d (through creating an atmosphere), 11 a (aggressiveness, focus on results, training, reward, efficiency, quality of service, energy), 11 b (creating team spirit, human relations, loyalty, stability, hard work), 15a (aggressiveness, result-oriented, training, reward, efficiency, quality of service, energy), 15b (creating team spirit, human relations, loyalty, stability, hard work), 171c (Organization is oriented people are focused on competition and goal achievement), 173a (Encouragement of teamwork, coordination and participation in decision making), 174d (Job security, subordination requirements, predictability and stability in relationships). According to the three types of organizational culture, this factor can be identified as a factor of clan type and market type.

Factor 2 of the second group of questions. The largest positive factor weights had answers 171c (Organization is result-oriented, Ha task completion. People are focused on competition and goal achievement.), 173a (Encouraging teamwork, coordination and participation in decision-making), 174a (Encouraging teamwork, coordination and participation in decision-making) and negative factor weights in the answers: 171a (An organization is unique in its characteristics. It is like a large family. People look to have a lot in common.), 172a (An organization is unique in its characteristics. It is like a large family. People look like

they have a lot in common.). In accordance with the three types of organizational culture, this factor can be identified as a clan type and an aggressive type.

Factor 3 of the second group of questions. The largest positive factor weights were 171a (An organization is unique in its characteristics. It is like a big family. People look like they have a lot in common.), 175b (An organization is linked by a commitment to innovation and improvement. It is necessary to be at the forefront.), 176b (An organization is bound by a commitment to innovation.) and improvement. It is necessary to be at the forefront) and negative factor weights in the answers: l0f (Hard to say), 173c (High exactingness, a strong desire for competitiveness and encouragement of achievement), 175d (Linking formal rules and official policy.), 176a (the Organization is bound together by dedication and mutual trust). According to the three types of organizational culture, this factor can be identified as an aggressive type and a bureaucratic type.

4. For the third region (Shymkent)
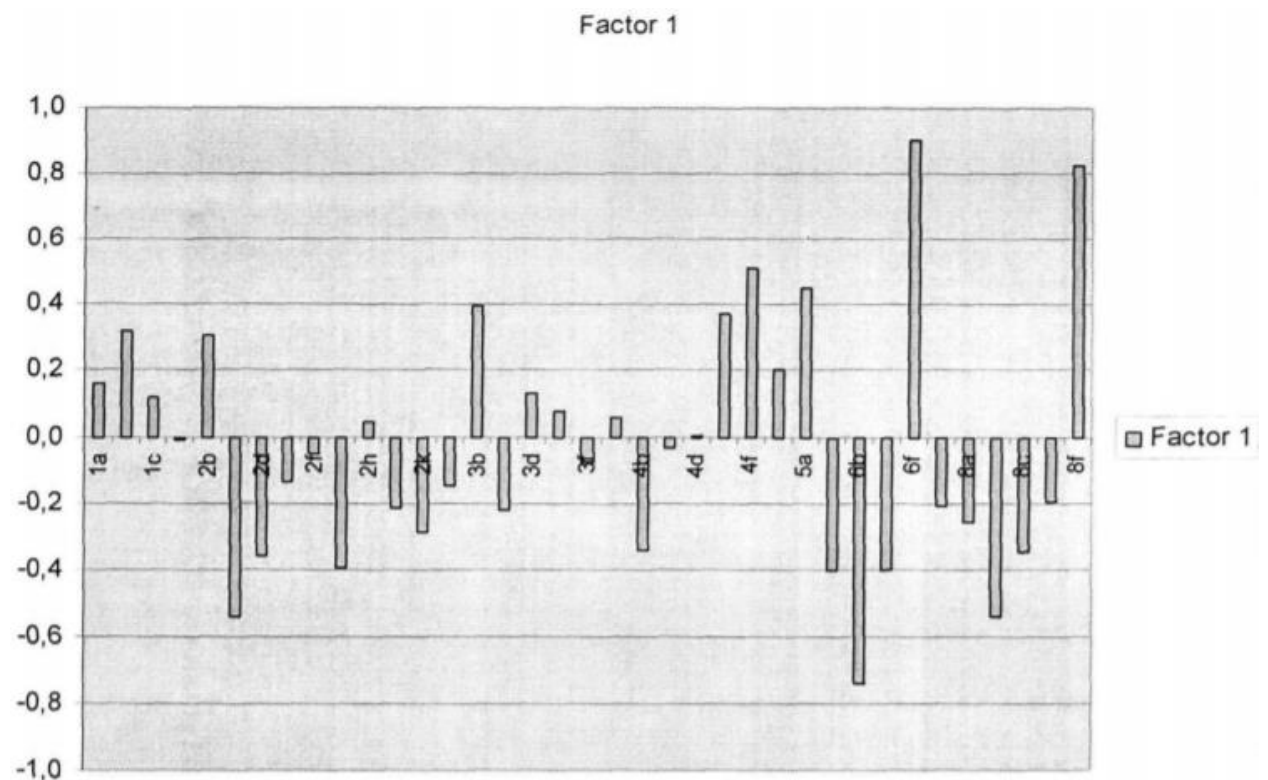
Figure 38

Factor 1 of the first group of questions. The largest positive factor weights were found in the answers 3b (Interests of state and local authorities), 4f (help to control the movement of personnel in the organization (from one position to another, etc.)), 5a (Yes, very useful), 6f (no), 8f (no) and factor weights for the answers: 2c (Function of training and development of personnel), 2g (Function of communication with recruiting companies and search for

personnel), 6a (settlement of relations (regulation) and keeping a card index), 6b (Implementation of functions for personnel management (motivation, stimulation, assessment, adaptation, certification)), 6c (personnel training and development), 8b (improvement of personnel management functions). In accordance with the three models of personnel management, this factor can be identified as a factor in the accounting model and the functional model.

Factor 2 of the first group of questions. The largest positive factor weights had answers 1 b (monitors personnel, controls work, monitors work compliance with the plan, helps managers manage subordinates), 1s (takes into account the number of hours of work and calculates wages), 2a (Accounting function (keeps records of hours of work, resources , wages, job changes, etc.)), 2h (Remuneration and social package), 3c (Interests of the top managers of the company), 3d (Interests of employees), 4e (Helps to control the work of personnel), 7a (Yes). In accordance with three models of personnel management, this factor can be identified as a factor in the accounting model.

Factor 3 of the first group of questions. The largest positive factor weights were given by answers 1a (helps employees to adapt in the company, helps to negotiate between representatives of various departments, helps to resolve conflicts), 6a (settlement of relations (regulation) and keeping a card index) and negative factor weights for answers: 1b (observes personnel, controls work, monitors the compliance of the work with the plan, helps managers manage subordinates), 2b (function of personnel control), 2f (function of selecting employees for work), 3d (interests of employees), 8e (development of a human resource management system). In accordance with three models of personnel management, this factor can be identified as a factor in the accounting model and functional model.
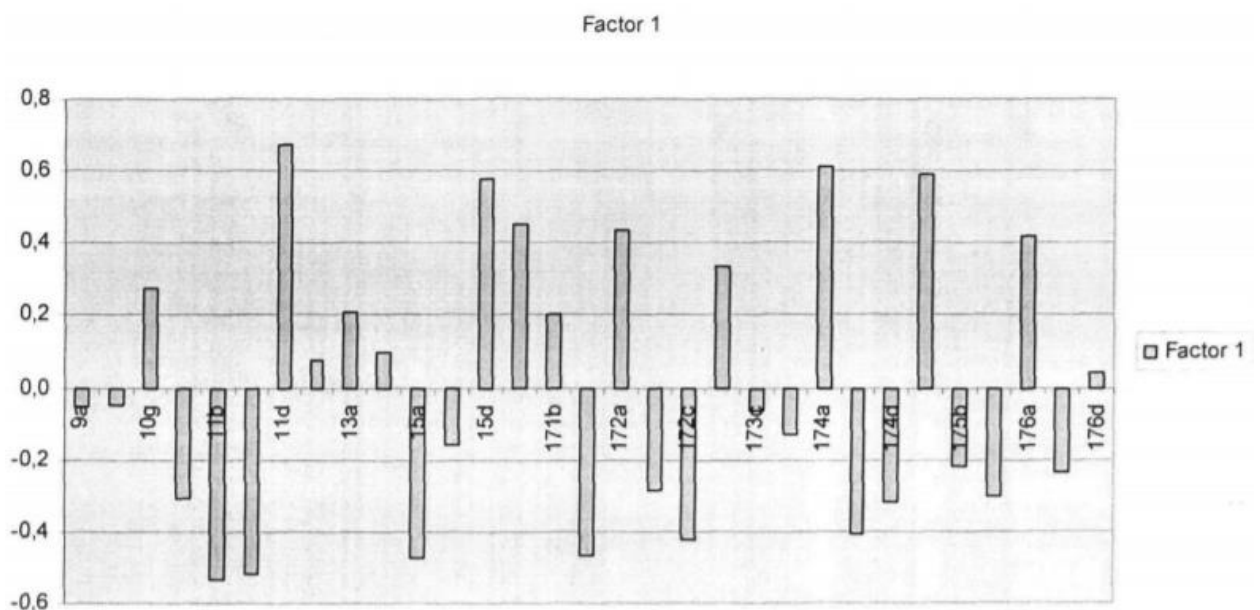

Factor 1

Figure 39

Factor 1 of the second group of questions. The answers lid (no), 15d (no) had the largest positive factor weights, 171a (The organization is unique in its characteristics. It is like a large family. People look to have a lot in common), 172a (The organization is unique in its characteristics. It is like a large family. People seem to have much in common), 174a (Encouraging teamwork, alignment and participation in decision making), 175a (The organization is tied together by dedication and mutual trust. The commitment of the organization is high), 176a (The organization is tied together by dedication and mutual trust. The commitment of the organization is at a high level) and factorial weights in the answers: lib (creation of team spirit, human relations, loyalty, stability, hard work), 11c (bureaucratization, alignment with rules, procedures, order.), 15a (aggressiveness, focus on results, training, reward, efficiency, quality of service, energy), 171s (Organization is cut-oriented, to complete the task. People are focused on rivalry and goal achievement), 172c (The organization is focused on the result, on completing a task. People are focused on rivalry and goal achievement), 174c (High demands, a strong desire for competitiveness and encouragement of achievement). In accordance with the three types of organizational culture, this factor can be identified as a clan type and an aggressive type.

Factor 2 of the second group of questions. The largest positive factorial weights were found in the answers 9a (by regulating the relationship between personnel and the organization.), 10f (Hard to say), lid (no), 13a (Administration, administrative office, trade union), 15d (no) and negative factor weights for the answers: l0g (this is not part of their tasks), lib (creating a team spirit, human relations, loyalty, stability, hard work.), 15b (creating a team spirit, human relations, loyalty, stability, hard work.), 172a (The organization is unique in its It is like a big family. People seem to have a lot in common.) 176a (An organization is tied together by dedication and mutual trust) According to the three types of organizational culture, this factor can be identified as a clan type factor.

Factor 3 of the second group of questions. The largest positive factorial weights had the answers l0g ((this is not part of their tasks)), 171c (The organization is focused on the result, on completing a task. People are focused on competition and goal achievement,), 175d (Connects formal rules and official policy. the course of the organization's activities) and negative factor weights for the answers: 9a (by regulating relations between personnel and the organization), 1 Of (Hard to say), 171b (The organization is very dynamic and imbued with entrepreneurship. People are ready to sacrifice themselves and take risks), In accordance with

the three types of organizational culture, this factor can be identified as a clan type and a bureaucratic type.

The following path of analysis was chosen: first, both for the whole of Kazakhstan and for the three regions studied, a factor analysis was carried out for each of the group's questions (principal component analysis, PC) and the first 10 PCs from each group of questions were used as informative indicators characterizing the corresponding group of questions.

Factor analysis results

1. <u>The entire Kazakhstan.</u> We have selected the first 10 factors from the first and second groups of questions.

Table 14

	The share of variance % of the 1st group questions	Accumulated shares % of the 1st group questions	Percentage of variance % of the 2nd group questions	Accumulated shares % of questions of the 2nd group
	9,50	9,50	11,13	11,13
	6,91	16,41	8,61	19,73
	5,64	22,05	6,14	25,87
	4,31	26,36	5,67	31,54
	3,88	30,23	5,32	36,86
	3,61	33,85	4,89	41,75
	3,51	37,36	4,34	46,09
	3,51	37,36	4,34	46,09
	3,18	40,54	3,88	49,97
0	2,94	46,60	3,48	57,09

2. The first region is Nur-Sultan. We selected 10 factors from the first and second groups of questions.

Table 15

	The share of variance % of the 1st group questions	Accumulated shares % of the 1st group questions	Percentage of variance % of the 2nd group questions	Accumulated shares % of questions of the

				2nd group
	9,79	9,79	12,31	12,31
	6,91	16,71	9,67	21,98
	5,13	21,84	7,63	29,61
	4,87	26,71	6,16	35,76
	4,53	31,25	5,32	41,08
	4,12	35,37	4,56	45,64
	3,98	39,35	4,28	49,93
	3,78	43,12	4,18	54,11
	3,57	46,69	3,92	58,03
0	3,34	50,03	3,67	61,71

3. <u>The second region is Almaty.</u> We selected 10 factors from the first and second groups of questions.

Table 16

	The share of variance % of the 1st group questions	Accumulated shares % of the 1st group questions	Percentage of variance % of the 2nd group questions	Accumulated shares % of questions of the 2nd group
	13,56	13,56	16,26	16,26
	8,03	21,59	9,16	25,42
	6,89	28,48	7,67	33,09
	6,01	34,49	6,70	39,78
	5,28	39,77	6,50	46,28
	4,70	44,47	5,79	52,08
	4,67	49,14	4,89	56,97
	4,16	53,30	4,38	61,34
	3,61	56,91	4,13	65,47
	3,49	60,40	3,87	69,35

0				

4. <u>The third region is Shymkent.</u> We selected 10 factors from the first and second groups of questions

	The share of variance % of the 1st group questions	Accumulated shares % of the 1st group questions	Percentage of variance % of the 2nd group questions	Accumulated shares % of questions of the 2nd group
	13,24	13,24	13,65	13,65
	9,84	23,08	10,77	24,42
	6,51	29,59	9,14	33,56
	6,13	35,72	6,43	40,00
	5,50	41,22	6,27	46,27
	4,79	46,02	5,69	51,97
	4,50	50,52	5,21	57,18
	3,94	54,46	4,91	62,09
	3,69	58,15	4,56	66,65
0	3,44	61,59	3,98	70,62