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KAZAKHSTAN CIVIL SERVICE ORGANIZATIONAL CULTURE: FROM REGULATORY REQUIREMENTS TO VALUE MODEL

Abstract

The study focuses on the problem of integration of international standards into the national legislation of the Republic of Kazakhstan. The paradigm of the study is the process of introducing the world experience of developing the value content of the civil service taking into account the OECD recommendations into the national practice of Kazakhstan; comparative analysis with foreign countries to identify common trends and specific methods.

Organizational culture within the public service is a fundamental factor in ensuring effective governance, sound decision-making, and constructive interaction between public authorities and civil society. The scholarly analysis undertaken in this study demonstrates that, amid globalization, transformations in political and economic conditions, and contemporary challenges such as corruption and bureaucracy, the formation and continuous development of organizational culture have become essential elements of an effective public service system. The study examines the formation and evolution of organizational culture within the public service system from a historical perspective.

Particular attention is paid to the impact of international public service standards on the effectiveness of public administration, compliance with professional and ethical requirements, interaction between government institutions and civil society, and the strengthening of citizens' trust in public institutions. The study also proposes a number of recommendations aimed at improving the legislation of the Republic of Kazakhstan on the civil service. These recommendations include clarifying the concept of "official ethics", expanding the existing principles and standards of ethical conduct and introducing additional ones, establishing supplementary criteria for assessing the conduct of civil servants, including at the stages of entry into the civil service and appointment or transfer to other positions, as well as eliminating duplication of regulatory provisions within the legislation.

Key words: international standards, public service, ethics, ethical standards, organizational and legal culture, civil society, adaptation.

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ҚАЗАҚСТАННЫҢ МЕМЛЕКЕТТІК ҚЫЗМЕТІНДЕГІ ҰЙЫМДЫҚ МӘДЕНИЕТ: НОРМАТИВТІК ТАЛАПТАРДАН ҚҰНДЫЛЫҚТАР МОДЕЛІНЕ ДЕЙІН

Аңдатпа

Зерттеуде халықаралық стандарттарды Қазақстан Республикасының ұлттық заңнамасына ықпалдастыру проблемасы қаралады. Зерттеу парадигмасы - ЭЫДҰ ұсынымдарын ескере отырып, мемлекеттік қызметтің құндылық мазмұнын әзірлеудің әлемдік тәжірибесін Қазақстанның ұлттық практикасына енгізу процесі; жалпы үрдістер мен нақты әдістерді анықтау үшін шет елдермен салыстырмалы талдау.

Мемлекеттік қызметтегі ұйымдастырушылық мәдениет мемлекеттік билік органдары мен азаматтық қоғам арасындағы тиімді басқаруды, негізделген шешімдер қабылдауды және сындарлы өзара іс-қимылды қамтамасыз етудің негіз қалаушы факторы болып табылады. Осы зерттеуде жүргізілген ғылыми талдау жаһандану, саяси және экономикалық жағдайлардағы қайта құрулар және сыбайлас жемқорлық пен бюрократия, ұйымдық мәдениетті қалыптастыру және ұдайы дамыту сияқты қазіргі заманғы проблемалар жағдайында мемлекеттік қызметтің тиімді жүйесінің маңызды элементтеріне айналғанын көрсетеді. Зерттеуде мемлекеттік қызмет жүйесінде тарихи тұрғыдан ұйымдастырушылық мәдениеттің қалыптасуы мен эволюциясы қарастырылады.

Мемлекеттік қызметтің халықаралық стандарттарының мемлекеттік басқарудың тиімділігіне әсеріне, кәсіби және этикалық талаптарды сақтауға, мемлекеттік институттар мен азаматтық қоғам арасындағы өзара іс-қимылға, азаматтардың мемлекеттік институттарға сенімін нығайтуға ерекше көңіл бөлінеді. Зерттеуде сондай-ақ Қазақстан Республикасының мемлекеттік қызмет туралы заңнамасын жетілдіруге бағытталған бірқатар ұсынымдар ұсынылады. Бұл ұсынымдар «ресми этика» ұғымын нақтылауды, қолданыстағы этикалық мінез-құлық қағидаттары мен стандарттарын кеңейтуді және мемлекеттік қызметшілердің, оның ішінде мемлекеттік қызметке кіру және басқа лауазымдарға тағайындау немесе ауыстыру кезеңдерінде мінез-құлқын бағалаудың қосымша өлшемдерін белгілеуді, сондай-ақ заңнама шеңберінде нормативтік ережелердің қайталануын жоюды қамтиды.

Түйін сөздер: халықаралық стандарттар, мемлекеттік қызмет, этика, этикалық нормалар, ұйымдастырушылық-құқықтық мәдениет, азаматтық қоғам, бейімделу.

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ОРГАНИЗАЦИОННАЯ КУЛЬТУРА ГОССЛУЖБЫ КАЗАХСТАНА: ОТ НОРМАТИВНЫХ ТРЕБОВАНИЙ К МОДЕЛИ ЦЕННОСТЕЙ

Аннотация

В исследовании рассматривается проблема интеграции международных стандартов в национальное законодательство Республики Казахстан. Парадигма исследования - процесс внедрения в национальную практику Казахстана мирового опыта разработки ценностного содержания госслужбы с учетом рекомендаций ОЭСР; сравнительный анализ с зарубежными странами для выявления общих тенденций и конкретных методов.

Организационная культура на государственной службе является основополагающим фактором обеспечения эффективного управления, принятия обоснованных решений и конструктивного взаимодействия между органами государственной власти и гражданским обществом. Научный анализ, проведенный в этом исследовании, показывает, что в условиях глобализации, преобразований в политических и экономических условиях и современных проблем, таких как коррупция и бюрократия, формирование и постоянное развитие организационной культуры стали важными элементами эффективной системы государственной службы. В исследовании рассматривается формирование и эволюция организационной культуры в системе государственной службы с исторической точки зрения.

Особое внимание уделяется влиянию международных стандартов государственной службы на эффективность государственного управления, соблюдению профессиональных и этических требований, взаимодействию между государственными институтами и гражданским обществом, укреплению доверия граждан к государственным институтам. В исследовании также предлагается ряд рекомендаций, направленных на совершенствование законодательства Республики Казахстан о государственной службе. Эти рекомендации включают уточнение понятия «официальная этика», расширение существующих принципов и стандартов этического

поведения и введение дополнительных, установление дополнительных критериев оценки поведения государственных служащих, в том числе на этапах поступления на государственную службу и назначения или перевода на другие должности, а также устранение дублирования нормативных положений в рамках законодательства.

Ключевые слова: международные стандарты, государственная служба, этика, этические нормы, организационно-правовая культура, гражданское общество, адаптация.

Introduction

The formation of an organizational culture within the public service is a complex and multidimensional process that encompasses not only managerial practices but also the underlying value-based and axiological principles.

The value paradigm of public service makes it possible to comprehend what moral and ethical principles should form its basis, and what influence these principles have on the formation of the behavior of public servants and relations with society [1, p. 28]. In historical retrospect, the transformation of organizational culture as a system of values of public service under the influence of economic, social and political factors is traced. The civil service has evolved in the context of different ideological paradigms - from the rational bureaucracy set by Max Weber to modern concepts that focus on ethical norms and values. Looking at the evolution of the organizational culture of public service through the lens of axiology will allow for a deeper understanding of how values and ethics affect the effectiveness of public administration. In the context of increased public demand, it is important not only to maintain effective governance, but also to create a model of personal responsibility and moral integrity among public servants.

The significance of this issue stems from the necessity of aligning Kazakhstan's national civil service legislation with internationally recognized standards and principles. The problems of corruption, bureaucracy and lack of trust of citizens to state institutions make it important to revise and update the value content of the public service, which requires adequate solutions and approaches. The study aimed at analyzing the impact of international standards and practices on the evolution of the organizational culture of the public service of Kazakhstan is important for both the theory and practice of public administration.

The purpose of this article is to study the problem of adapting international standards of organizational culture to the public service system of the Republic of Kazakhstan.

Materials and methods

The research methodology focuses on a comprehensive assessment of the current state of organizational culture within Kazakhstan's public service, the examination of international standards, and the formulation of recommendations for their effective integration. The choice of research methods is due to the need for a comprehensive analysis of public service ethics and their compliance with the purpose of this study.

In the process of research (at all stages), a comprehensive method was applied within the framework of the socio-constructivist paradigm of focusing on the transformation of the value basis of public service. At the initial stage, the theoretical foundations of official ethics and scenarios for its transformation in modern conditions were studied. Analysis of approaches to public administration, based on the studied scientific literature, made it possible to formulate key research questions and hypotheses.

The analysis of the practices of foreign countries that have implemented international standards in their public administration systems was carried out on the basis of the comparative science method in order to identify effective approaches and strategies. This approach to the analysis made it possible to develop mechanisms for adapting these standards to the legislative context of the Republic of Kazakhstan, to form a practical algorithm that takes into account the specifics of national legislation. Sociological methods, including observation, content analysis, and case study research, are employed to interpret information on civil servants' behavior, examine public opinion and media portrayals, explore various socio-cultural factors, identify patterns of social interaction, and assess the applicability of international development practices.

At the final stage, all the data obtained, the analysis and interpretations were systematized. The use of a set of methods of scientific research, their combination at each stage of research made it possible to obtain a holistic understanding of the problems and opportunities in the field of official ethics in the state bodies of the Republic of Kazakhstan.

Results and discussions

Civil Service Organizational Culture in Global Public Administration Practice: A Historical Retrospective.

The first contours of organizational culture in historical retrospect loom in ancient civilizations [2, p. 23]. In ancient Rome, Mesopotamia, ancient Egypt, the imperial service required strict standards of behavior from its employees: in these states there were clear hierarchies and norms that determined the behavior of representatives of public authorities of that period. It is known that Mesopotamia became the cradle of the first city-states in which complex governance structures developed, and the emergence of the first laws, such as the Hammurabi Code, had a significant impact on organizational culture. The Hammurabi Code, which set standards for official conduct, emphasized the importance of honest service and justice. Roman magistrates had strict obligations to the state and people, subject to the ideas of civic responsibility and virtue [3, p. 64].

The era of feudalism in Europe is characterized by the fact that the organizational culture of public administration is based on chivalric values and loyalty to overlords. In the context of modern criteria, a comment is appropriate: personal ties and loyalty played a key role, while the formal structures of public administration were relatively weak.

In accordance with the values of the Enlightenment, the code filled the legal system with norms and provisions based on the idea of justice and equality before the law. The need to protect the personal rights of citizens is also due to ethical standards focused on individual responsibility and freedom. The content of the Code in terms of norms for the centralization of power and the unification of legislation reflected an organic approach to management: regulations served as the basis for the organizational culture of the state apparatus. The Code prescribed clear procedures to promote the principles of accountability and transparency as the basis of organizational culture in the court and government agencies.

The creation of formalized civil service structures can be seen most clearly in the 17th and 18th centuries in England and France. This period records the first attempts to professionalize the civil service. This factor contributes to the creation of a new organizational culture based on the principles of meritocracy, responsibility and accountability. Napoleon's Code reflected both the ethical norms and the organizational culture of its time, aimed at ensuring justice and order. The influence of these traditions on legal and cultural structures continues to be felt in the modern period, demonstrating the importance of the connection between law, ethics and organizational culture.

The need to professionalize the civil service is growing in the early 20th century, prompting civil service reform aimed at improving the management mechanism and adapting to the new requirements of society. This accordingly affects the transformation of organizational culture: the importance of knowledge, skills and ethics in the behavior of officials is growing. The second half of the 20th century is filled with a sharp change in the perception of public service: the formation of a new ethics based on dignity, respect and public service determines the intensification of the development of the idea of a social state.

Thus, the historical period of the 18-20th century reflects a change in political and economic conditions, social attitudes. The evolution of the institution of organizational culture from absolutism to bureaucratization, the emergence of a new ethics and its development in the postmodern era represent trends in the adaptation of state institutions to the changing world. This fact contributes to positive changes in the organizational culture, characterized by improving communication with citizens and strengthening confidence in state institutions. The concept of New Public Management has led to significant changes depending on differences in the institutional environment both in OECD countries and in developing countries and countries with economies in transition. Truly revolutionary reforms have focused on the effectiveness, transparency and accountability of public authorities, whose employees have concentrated their efforts on meeting the needs of citizens. The introduction of

principles such as customer orientation and innovation in management made it possible to adapt public services to modern requirements and challenges. An important factor in this process is the development, within the framework of the concept of new state management, of new forms of cooperation between different levels of government and sectors of society, when citizens are actively involved in the decision-making process.

The studies provide evidence that «public service systems are distinguished by unique country characteristics and institutional features based on historical, cultural and administrative traditions» that must be considered «to ensure consistency between performance management systems and such traditions» [4, p. 74]. In Kazakhstan, as in all other countries, an organizational culture in the public service is formed and developed under the influence of national factors. In the paradigm of public administration of the republic - historical stages characterizing the development trends of the institution of organizational culture. The scheme of government has undergone a large number of changes, starting with the traditions of governance and self-government of nomadic communities, transforming into the era of colonial governance of the Russian Empire and ending with the model of governance of the late Soviet system.

In the Soviet era, the organizational culture of public service, which began its formation since the formation of the Soviet state in 1917, underwent a specific transformation. The old methods and traditions characteristic of tsarist Russia were rejected: in the 1920s, the practical implementation acquired the contours of the ideas and values of Marxism-Leninism. The party's culture of subordination and loyalty formed a unique model of the organizational culture of the civil service, characterized by strict hierarchy, orientation towards the implementation of plans, conservatism and inertia. However, the party, for all its power, proved unable to bring the level of control to such a level as to exclude corruption, abuse and inefficient use of resources.

Understanding the patterns and trends of the evolution of the institute of organizational culture was a trigger for further research and practices in the field of public service in the post-Soviet space, including in independent Kazakhstan. Despite the fact that modern strategies for reform in the field of public administration are theoretically based on the adaptation of world best practices, however, they are to some extent dependent on historical traditions. Giving traditional importance to family ties in traditional Kazakh culture is a factor in influencing personnel policy, where the criterion of family ties is very important in the process of appointment to positions.

In modern scientific literature, there is a conditional consensus on defining a model for the periodization of the evolution of the institution of public service in the Republic of Kazakhstan. Periodization is divided into 5 stages: 1) the period from 1991 to 1997 was characterized by the establishment of the institutional framework of the public service system; 2) The years 1997–2007 were marked by the adoption of the “Kazakhstan–2030” Strategy, which defined key priorities and directions for public service development; 3) the stage lasting from 2007 to 2017 embodies a new vision of prospects based on the Kazakhstan-2050 Strategy; 4) in 2017-2020 the Strategic Development Plan of the Republic of Kazakhstan is being implemented; 5) the modern stage [5, p.125].

The collapse of the Soviet Union and Kazakhstan's independence can be called catalysts for rethinking politics, governance and the organization of the civil service. The new republic actually faced the need for a radical revision of all aspects of public administration, including the organizational culture of the civil service. It is about the need to move to new principles of governance based on the ideals of independence, democracy and the rule of law. This process needed to create a legal framework that formed the organizational structure of the civil service, designed to serve as the basis for creating a new value paradigm. The Constitution of 1995¹, Presidential Decree of December 26, 1995 No. 2730 «On Public Service»², the Program for Further Reform of the Public Service of the Republic of

¹ The Constitution of the Republic of Kazakhstan / Constitution was adopted at a republican referendum on August 30, 1995. Terminated with 01.07.2026 in accordance with the Constitution of the Republic of Kazakhstan, adopted at the republican referendum of 15.03.2026. - URL: https://adilet.zan.kz/rus/docs/K950001000_ (accessed: 25.07.2026).

² On public service. Decree of the President of the Republic of Kazakhstan, having the force of Law, dated December 26, 1995 N 2730. The decree was declared invalid on January 1, 2000 - by the Law of the Republic of Kazakhstan of July 23, 1999 No. 455 ~ Z990455. - URL: https://adilet.zan.kz/rus/docs/U950002730_ (accessed: 25.07.2026).

Kazakhstan, approved by Government Decree of June 9, 1997 No. 940¹ - this was the list of the main regulatory legal acts regulating public relations in the field of public administration and public service.

The second stage (1997-2006). It is necessary to record at this stage the declarative principles of control and accountability of civil servants, not supported by effective mechanisms for their implementation. In 1998, a body authorized to solve strategic tasks was created - the Agency for Civil Service Affairs. In parallel, the process of creating the Academy of Public Administration under the President of the Republic of Kazakhstan took place by merging the reorganized National Higher School of Public Administration under the President of the Republic of Kazakhstan and the Institute for Retraining and Advanced Training of Civil Servants under the Government of the Republic of Kazakhstan. In 2000, the Information and Testing Center of the Agency for Civil Service Affairs of the Republic of Kazakhstan was established. In 2005, disciplinary councils of the agency were formed in the regions, cities of Astana and Almaty, state institutions «Academy of Public Administration under the President of the Republic of Kazakhstan», «Judicial Academy under the Supreme Court of the Republic of Kazakhstan» were reorganized by merging into the state institution «Academy of Public Administration under the President of the Republic of Kazakhstan».

The regulatory framework of the civil service in this historical period was supplemented in 2000 by the Regulation on the Procedure for Civil Service, the Rules of Official Ethics of Civil Servants, Disciplinary Sanctions, Certification, the Procedure for the Formation of a Personnel Reserve, the Concept for Training Civil Servants, in 2001 - Law No. 148-II On Local Public Administration and Self-Government in the Republic of Kazakhstan², Decree of the President of the Republic of Kazakhstan «On Further Measures to Implement the Development Strategy of Kazakhstan until 2030»³ and other regulatory legal acts.

The third stage of civil service development in the Republic of Kazakhstan was marked by a shift in approaches to the regulation and enhancement of organizational culture and professional ethics. During this period, the Law on Civil Service incorporated provisions establishing the core values of public service. One of the most important legal reforms aimed at strengthening organizational culture was the inclusion of a dedicated chapter governing ethical principles and standards of conduct for civil servants.

The article of the law concerning the anti-corruption behavior of civil servants emphasizes the extreme importance of countering corruption both to ensure the transparency of the activities of state bodies and to increase public confidence in state institutions. The idea of combating corruption is not just a legal norm, but in fact an ethical duty imposed on state bodies as the main aspect of effective governance in modern society. Countering corruption requires principled anti-corruption behavior by civil servants, based on a high degree of awareness of potential threats and violations that could undermine the integrity of state institutions. Importance is attached to such aspects of anti-corruption behavior of civil servants as a culture of zero tolerance for corruption, activism in its eradication, reliable informing of management and relevant authorities, protection of informants, preservation of professional reputation and trust in the public service, timely refutation of unfounded accusations of corruption.

An important tool for regulating communication between state bodies and society is the novelties of the law regarding public speeches of state employees and aimed at ensuring high standards of professional ethics. Public speeches should be carried out exclusively by officials - representatives of public authorities, which ensures the authority of the information provided and minimizes the risk of incorrect or inaccurate statements. As a rule, public speeches by civil servants presuppose correctness and constructiveness in the style of communication to maintain a professional image and positive

¹ On the Program for further reform of the public service of the Republic of Kazakhstan and the Action Plan of the Government of the Republic of Kazakhstan for its implementation. Resolution of the Government of the Republic of Kazakhstan No. 940 dated June 9, 1997. - URL: https://adilet.zan.kz/rus/docs/P970000940_ (accessed: 25.07.2026).

² On local government and self-government in the Republic of Kazakhstan. Law of the Republic of Kazakhstan dated January 23, 2001 No. 148. - URL: https://adilet.zan.kz/eng/docs/Z010000148_ (accessed: 25.07.2026).

³ On further measures to implement the Development Strategy of Kazakhstan until 2030. Decree of the President of the Republic of Kazakhstan of December 4, 2001 N 735. Lost force by Decree of the President of the Republic of Kazakhstan dated February 1, 2010 N 922. - URL: https://adilet.zan.kz/rus/docs/U010000735_ (accessed: 25.07.2026).

perception on the part of society and create a platform for an open dialogue between the authorities and citizens.

The revised Law on Public Service, adopted in 2015, introduced a series of significant reforms that substantially influenced organizational culture and ethical standards within the civil service. Unlike previous legislation, the law introduces a mandatory Code of Ethics for civil servants, and thus creates clearer and formalized standards of conduct for civil servants.

The Special Law on Public Service specifies the types of disciplinary offenses that discredit the public service - unlawful use of official powers, protectionism and corruption. The law now focuses on anti-corruption measures and the obligations of employees of state bodies to inform about corruption offenses, emphasizes the importance of training civil servants in the field of official ethics)¹.

Thus, the 2015 law initiated the processes of optimizing the structure of government agencies, including updating a number of measures related to official ethics and anti-corruption measures. Many of these provisions were reflected and fully developed in the Law of the Republic of Kazakhstan of November 18, 2015 «On Combating Corruption»². However, practice has shown that control mechanisms were not effective, corruption and unethical behavior remain unpunished, and this seriously undermines public confidence in government agencies. The introduction of ethics training programs is formal, government officials do not take training seriously, which reduces their effectiveness. The procedure for monitoring and evaluating the work of civil servants, anti-corruption and ethical measures require additional study and real efforts to achieve significant results.

The current stage of civil service development is associated with a fundamental renewal of its constitutional and legislative framework. The new Constitution of the Republic of Kazakhstan, adopted by national referendum on 15 March 2026 and effective from 1 July 2026, strengthened the human-centered and value-based foundations of public administration³. This constitutional transformation was followed by the adoption of the new Law of the Republic of Kazakhstan of 19 May 2026 No. 290-VIII «On the Civil Service of the Republic of Kazakhstan», which entered into force on 1 July 2026 and replaced the 2015 Law⁴. The new legislation places greater emphasis on the protection and realization of human rights and legitimate interests, accessibility and quality of public services, accountability, transparency, meritocracy, client orientation, ethics and the impeccable reputation of civil servants⁵. Thus, the 2026 reform marks a new stage in the development of the organizational culture of Kazakhstan's civil service, characterized by a more systematic incorporation of value-based requirements into the legal status and professional conduct of civil servants⁶.

The remarkable achievements of the New Public Management model in OECD countries have had a significant positive influence on the modernization of public administration in Kazakhstan. However,

¹ Law of the Republic of Kazakhstan dated November 23, 2015 "On the Civil Service of the Republic of Kazakhstan" - URL: <https://adilet.zan.kz/rus/docs/Z1500000416> (accessed: 25.07.2026).

² Law of the Republic of Kazakhstan dated November 18, 2015 No. 410-V "On Combating Corruption" // Information and Legal System of Regulatory Legal Acts of the Republic of Kazakhstan "Adilet". - URL: https://adilet.zan.kz/rus/docs/Z070000319_ (accessed: 25.07.2026).

³ Constitution of the Republic of Kazakhstan: adopted at the republican referendum on 15 March 2026: entered into force on 1 July 2026 // Information and Legal System of Regulatory Legal Acts of the Republic of Kazakhstan "Adilet". - URL: <https://adilet.zan.kz/rus/docs/K2600000000> (accessed: 25.07.2026).

⁴ On the Civil Service of the Republic of Kazakhstan: Law of the Republic of Kazakhstan dated 19 May 2026 No. 290-VIII LRK // Information and Legal System of Regulatory Legal Acts of the Republic of Kazakhstan "Adilet". - URL: <https://adilet.zan.kz/rus/docs/Z2600000290> (accessed: 25.07.2026).

⁵ On Amendments and Additions to Certain Legislative Acts of the Republic of Kazakhstan on Civil Service Issues : Law of the Republic of Kazakhstan dated 19 May 2026 No. 291-VIII LRK // Information and Legal System of Regulatory Legal Acts of the Republic of Kazakhstan "Adilet". - URL: <https://adilet.zan.kz/rus/docs/Z2600000291> (accessed: 25.08.2026).

⁶ On Measures for Further Improvement of Ethical Standards and Rules of Conduct for Civil Servants of the Republic of Kazakhstan : Decree of the President of the Republic of Kazakhstan dated 29 December 2015 No. 153 : as amended and supplemented by Decree of the President of the Republic of Kazakhstan dated 1 July 2026 No. 1337 // Information and Legal System of Regulatory Legal Acts of the Republic of Kazakhstan "Adilet". - URL: <https://adilet.zan.kz/rus/docs/U1500000153> (accessed: 25.08.2026).

in a unique institutional environment, the modernization attempt, despite the emphasis on efficiency and effectiveness, was not successful due to existing bureaucratic barriers and lack of financial, human, material and technical, information resources. Obviously, the main of the listed shortcomings is the lack of qualified, motivated employees of state bodies, personnel. Throughout the historical development of the Kazakh civil service, there is a lack of a systematic approach to the education and advanced training of civil servants. Personnel policy did not sufficiently take into account the real needs and dynamics of changing public expectations. Insufficient motivation of employees of state authorities is associated with a low level of remuneration, lack of clear career prospects and systematic recognition of merit. Such indicators create a situation that impedes the effective performance of state functions and creates favorable grounds for corruption. Transparency International's low Corruption Perceptions Index (CPI) as an important tool for assessing the level of corruption indicates both a high level of corruption in Kazakhstan in general and a lack of transparency in government processes in particular¹.

Despite the adoption at this stage of measures aimed at improving the public service, its organizational culture and ethics, a number of problems are identified that impede the real participation of the population in public administration. The lack of specific procedures for the participation of citizens in decision-making, insufficient support from state bodies form the understanding of citizens of the lack of meaning in political participation. Even formally existing opportunities for civic participation on various platforms will not be effective if government officials are not ready to take into account the opinions of citizens or if the decision-making process is not transparent enough.

The meaning and purpose of the organizational culture of the public service is to form values, norms and standards of behavior as the basis of interaction both between civil servants themselves and state bodies with civil society institutions. It was the need to develop legislative and institutional mechanisms, to form and develop a healthy organizational culture that dictated the conditions for the reform of the civil service. Researchers also justify how the failure to achieve a stated political goal highlights the paradoxical coexistence of two political environments: one characterized by its de jure centralized political structure and the other by its de facto decentralization at various levels of public service.

The introduction of open/e-government in Kazakhstan has made it possible to provide citizens and organizations with more convenient access to public services. More than 80% of the total numbers of public services provided to the population are services in electronic format. In this context, it should be noted the really high results of digitalization of Kazakhstan, which occupies 28th place in the UN ranking on the development of e-government and 8th place in the quality of online services among 193 countries of the world.

The high pace of development of «e-government» in the republic has radically changed the way public services are provided. At the same time, important issues of ethics and organizational culture were raised, since with the transition to digitalization, the need to ensure transparency and accountability of state structures increased. The process of providing services must be impeccable and honest, ethical standards must be met to avoid corruption risks and misuse of information. The behavior of government officials should demonstrate readiness to use new tools and be open to adaptation. In this context, feedback and participation of citizens are important: state bodies should take into account the feedback of citizens in the process of providing services and thereby contribute to the formation of a culture focused on public interests [6; 7; 8; 9]. Thus, qualitative changes in the public service in the format of electronic services should be combined with the development of ethical standards and organizational culture, which will ensure not only efficiency, but also trust on the part of citizens².

During this period, the basic principle of public service proclaimed the principle of meritocracy, which implies recognition of the merits and achievements of a civil servant, promotion on the basis of exclusively their abilities and professional skills. Time will show that the transition from a positional

¹Transparency International. Corruption Perceptions Index 2025: Kazakhstan. Kazakhstan - 38/100, rank 96/182.

² Recommendation of the Council on Public Integrity - URL: <https://legalinstruments.oecd.org/en/instruments/OECD-LEGAL-0435> (accessed: 15.03.2026).

model of public service in Kazakhstan to a career model, due to the need to eradicate protectionism and employee motivation, turned out to be the wrong step. The positional model opened vacancies for both internal and external candidates and contributed to diversity and renewal of personnel; the career model significantly limited such opportunities, and practically eliminated the opportunity to attract fresh talent from the outside. Accordingly, all these factors influenced the organizational culture of the public service: the level of competition at higher levels decreased, the organization lost flexibility to changes and time requirements. An increase in internal movement with a significant restriction on external entry turned the civil service into a closed system, which entailed negative consequences for the transparency and responsibility of civil servants. The lack of institutional foundations of leadership leads to a dominant management style: managers make decisions without coordination with the team, which practically excludes the manifestation of initiative and innovative options on the part of the organization's employees.

The creation of a service model of public administration focused on a person is updated. The fundamental principle under this model is the principle of state accountability, combined with information transparency, accessibility of services and responsibility to society.

International standards of public service: transformation of organizational culture in the context of globalization, world experience and case of Kazakhstan

Practice shows that the effective implementation of international standards is impossible without their proper integration into national legislation.

International legal instruments not only establish the regulatory foundation of public service but also promote an organizational culture based on the principles of equality, integrity, and accountability. These values guide the professional conduct of civil servants and shape the perception of public service as a fundamental mechanism for serving the public interest. Universal Declaration of Human Rights, adopted at the third session of the UN General Assembly by resolution 217 A (III) of 10 December 1948, International Covenant on Civil and Political Rights (New York, 19 December 1966), International Covenant on Economic, Social and Cultural Rights (New York, 19 December 1966) Convention for the Protection of Human Rights and Fundamental Freedoms (Rome, 4 November 1950) laid the foundations for the formation of ethical norms and standards of conduct in public institutions.

In the context of globalization and integration of countries, international standards clearly defined in the content of the International Code of Conduct for Public Officials play an important role in shaping organizational culture (UN General Assembly Resolution 51/59 of December 12, 1996)¹ and the Model Code of Conduct for Civil Servants (Annex to Committee of Ministers of the Council of Europe Recommendation No. R of 11 May 2000 (2000)² on codes of conduct for civil servants), the UN Convention against Corruption, adopted by UN General Assembly resolution 58/4³.

The International Code of Conduct for Public Officials outlines a strict framework of conduct for public officials: be attentive, fair, and impartial, prevent abuse of authority for inappropriate personal gain, and, where appropriate, eliminate conflicts of interest⁴. Thus, the norms and rules of the code are aimed at reducing the risk of corruption and abuse. International acts establish criteria to determine permissible restrictions on rights and freedoms while ensuring the effective functioning of the civil service, which, in turn, emphasizes the importance of professional ethics and principles of integrity as the basis of the organizational culture of the civil service of each country. The Model Code of Conduct for Public Servants focuses on the need to uphold the principles of legality, honesty, impartiality and service to the public interest.

¹ UN General Assembly Resolution 51/59 of December 12, 1996. - URL: <https://digitallibrary.un.org/record/231078?v=pdf> (accessed: 15.03.2026).

² Annex to Committee of Ministers of the Council of Europe Recommendation No. R of 11 May 2000. - URL: <https://rm.coe.int/16806cc1ec> (accessed: 15.03.2026).

³ The UN Convention against Corruption, adopted by UN General Assembly resolution 58/4. - URL: <https://www.acts.gov.qa/en-us/Conventions/Pages/default.aspx> (accessed: 15.03.2026).

⁴ The International Code of Conduct for Public Officials. - URL: <https://press.un.org/en/1996/19961031.gash3372.html> (accessed: 15.03.2026).

The recommendation on public service leadership and capacity adopted by the OECD Council on 17 January 2019 highlights the importance of a professional, efficient and responsive public service for citizens' trust. The set of principles of this document defines the key characteristics of the modern public service and strategies for improving the productivity and quality of public services. Highly professional administration based on objectivity and the rule of law is at the forefront. The recommendation promotes organizational and a management improvement for proactive public service collaboration and innovation and provides a framework for further analysis and development of tools for implementation¹.

The Public Integrity Recommendation adopted by the OECD Council on 26 January 2017 updated the Public Service Ethical Guidance, replacing the 1998 Recommendation. This document is a strategic plan for the transition from disparate measures to an integrated approach based on risk assessment and the development of a culture of integrity in society. The recommendation is based on 3 main principles: systems, culture and accountability. The recommendation synthesizes traditional approaches to combating corruption and emphasizes that the most effective and sustainable solution is the promotion of public integrity, which forms the foundation of political, economic, and social institutions.

Kazakhstan in the era of globalization adapts international standards in the field of organizational culture of public service, taking into account the requirements and recommendations of the OECD. Ethics as a core element of organizational culture shapes standards of behavior and interaction with society, ensuring fairness and transparency in the actions of public servants. Ethics in public service requires a high degree of responsibility from employees. It should be noted that in a number of foreign countries there is experience in the legal regulation of ethical issues of public service, and special organizational structures have been created on these issues.

Thus, the Law of the Republic of Lithuania «On the Coordination of Public and Private Interests in the Public Service» of July 2, 1997, control over its implementation is entrusted to the Main Commission on Official Ethics - an independent structural unit of the state apparatus [10, p. 75].

In countries with developed democratic principles, legislative and by-laws are also in force in the area under study, appropriate monitoring bodies have been established for their observance:

- in the USA - the Law of 1978 «On Ethics of Employees of State Bodies», the Presidential Order of 1990 «Principles of Ethics of Conduct for Employees of State Apparatus», Codes of Ethical Conduct for Members of the Senate and House of Representatives of the US Congress 1977; a special Office of Official Ethics in state bodies was established; The Code of Values and Ethics of the Public Service of 2003, the provisions of which are the basis for concluding contracts when entering the public service: the institution of the Commissioner for the Maintenance of Moral Standards in the Public Service was created;

- In the United Kingdom, the Committee on Standards in Public Life, established in 1994, developed recommendations outlining the fundamental ethical principles that should guide public officials. Subsequently, in 1995, a Code of Conduct for Members of Parliament was adopted, and the office of the Parliamentary Commissioner for Standards was created;

- In the Netherlands, the General Rules for Public Officials and the statutes governing ministerial personnel establish standards of professional conduct and ethical behavior in the public service. To further promote integrity in public administration, the Office of Ethics and Integrity in Public Administration was established within the Ministry of the Interior in 2006.

In accordance with the Law of the Republic of Kazakhstan dated November 23, 2015 «On the Civil Service of the Republic of Kazakhstan», civil servants are obliged to observe official ethics. One of the principles of public service is the principle of ethics. The Law on Civil Service defines the concept of «official ethics of civil servants» – «rules of conduct for civil servants established by standards of official ethics in accordance with the Code of Ethics for civil servants of the Republic of Kazakhstan».

Particular attention should be paid to the inadmissibility of a conflict of interest as one of the international standards of official ethics, enshrined in the International Code of Conduct for Public Officials. In the Kazakh law on civil service, it is defined as «a contradiction between the personal

¹ Public Service Leadership and Capacity Council Recommendation - URL: <https://legalinstruments.oecd.org/en/instruments/OECD-LEGAL-0445#backgroundInformation> (accessed: 15.03.2026).

interests of a civil servant and his official powers, in which the personal interests of a civil servant may lead to non-fulfillment or improper fulfillment of his official powers». The personal interest of a civil servant can be caused not only by questions concerning him or his family members personally, but also by family, friendships, just acquaintances with pleasant and, possibly, «useful» people.

A number of countries (Serbia, Croatia, Latvia, the Czech Republic, Lithuania, Moldova, and the Kyrgyz Republic) have adopted special laws on conflicts of interest; in fact, these are acts with anti-corruption content.

The formation of an anti-corruption culture - activities carried out by «anti-corruption actors within their competence to preserve and strengthen a system of values that reflects intolerance to corruption in society» is directly provided for in paragraph 1 of Article 9 of the Law of the Republic of Kazakhstan dated November 18, 2015 No. 410-V «On Combating Corruption».

This highlights the close relationship between fostering a strong ethical culture within the civil service, maintaining the moral authority of the state, and combating corruption, which poses a serious threat to the stability and integrity of state institutions. Such an awareness of the interdependence between the moral state of society and the ever-increasing level of corruption shows that the weakest link is the human factor due to the fact that the behavior of civil servants in regulated situations largely depends on their personal discretion based on their internal attitude to the choice of options for possible behavior [11, p. 135].

Considering that duplication of such norms is not necessary, it is advisable to exclude disciplinary offenses of a corrupt nature in the law on public service, but to consolidate the general norm on other disciplinary offenses discrediting the public service, referring to the Law «On Combating Corruption». This approach will eliminate redundancy in legislation and increase its clarity and effectiveness, which, accordingly, will contribute to more effective regulation of anti-corruption measures and improve the work of state bodies.

The problem of ethical principles in the public service in Kazakhstan requires careful study in relation to the regulation of conflicts of interest. As for article 51 of the law on public service on conflict of interest, then in this case the text of the article literally reproduces a similar article of the law on combating corruption. In order to more effectively regulate anti-corruption measures, it is advisable to make adjustments: the exclusion of duplication should be strengthened by supplementing Article 10 of the Law on Civil Service with norms on the obligation of a civil servant to prevent a conflict of interest, and if it arises, take measures to prevent it.

Although the civil service legislation of the Republic of Kazakhstan provides for measures to prevent conflicts of interest, these requirements are not always consistently implemented in practice. There are many cases when relatives of civil servants holding senior positions illegally receive profitable government orders as part of public procurement, land plots for the construction of not only personal houses, but also industrial and other facilities, farming, etc. Therefore, greater responsibility should be imposed on the immediate managers of civil servants when they fail to implement the necessary measures in a timely manner [12, p. 147].

The Code of Ethics of Civil Servants of the Republic of Kazakhstan was approved by Decree of the President of the Republic of Kazakhstan dated December 29, 2015 No. 153 «On measures to further improve the ethical norms and rules of conduct of civil servants of the Republic of Kazakhstan»¹.

The Code of Ethics enshrines the next principles: integrity, honesty, fairness, openness, politeness, customer focus. At the same time, in our opinion, the principle of honesty is not fully defined as a sincere attitude to one's duties. Sincerity in the performance of their duties is only one of the facets of the manifestation of this principle. Some of these principles are enshrined in the Administrative Procedural Procedure Code of the Republic of Kazakhstan (hereinafter referred to as the APPC of the Republic of Kazakhstan) of June 29, 2020 (Administrative Procedural Procedure Code of the Republic of Kazakhstan, 2020). However, their content differs somewhat in both acts¹.

¹ On measures to further improve ethical standards and rules of conduct for civil servants of the Republic of Kazakhstan. Decree of the President of the Republic of Kazakhstan dated December 29, 2015 No. 153. - URL: <https://adilet.zan.kz/rus/docs/U1500000153/history> (accessed: 15.03.2026).

In other words, the Code of Ethics focuses on the completion of the administrative procedure (decision-making), and the APPC - on the decision-making procedure itself, which seems more correct. In addition, in the APPC of the Republic of Kazakhstan, the principle of legality is singled out as an independent principle.

The principle of fairness in the APPC is partly reflected in Article 10, which enshrines the principle of proportionality. It indicates the need to ensure a fair balance of the interests of the participant in the administrative procedure and society.

Obviously, these principles do not fully reflect the basic principles on which the ethical behavior of civil servants should be based. In this regard, it is advisable to reflect in the Code of Ethics other principles of official ethics, in particular, those principles that are formulated in the Moral Code of Civil Servants of Great Britain: disinterestedness, integrity, impartiality, accountability, leadership [13, p. 159].

The Code establishes standards of public service ethics that are binding on them and are based on the coercive power of the state. At the same time, some of them are of a purely moral nature, for example, to show modesty, be polite and correct with citizens, observe business etiquette, prevent actions that undermine the dignity and authority of state bodies, etc. In other words, these are generally accepted rules of behavior, which are largely related to the upbringing of a person in a family, school, and his social environment.

Other standards of official ethics have an anti-corruption focus. Among them - a ban on the prosecution of unlawful financial and property interests, on the use of one's official position to resolve personal issues or in the interests of non-profit organizations, the obligation to comply with the restrictions established by law, prevent a conflict of interest, etc. Many scholars point to the direct relationship of ethical norms and norms with anti-corruption content.

Another group of ethical standards of conduct for civil servants concerns the observance of the rights and interests of citizens and the state. These include such norms as opposition to actions that harm the interests of the state and the rights of citizens, ensuring the preservation of state property, the use of state property only for its intended purpose, etc. In essence, they are based on the provisions of the Civil Service Act, which provide for the corresponding duties of civil servants.

The requirements of standards of ethical conduct for public officials also include refraining from visiting gambling establishments, unless such a visit directly follows from official duties (for example, when checking a gambling establishment as a control). It should be noted that this requirement is due to the problem of gambling addiction existing in Kazakhstani society. Unfortunately, more and more this negative mental addiction penetrates the minds and consciousness of people, especially young people, often completely destroying their lives and the lives of their environment, depriving them of property and money. Often, civil servants, persons holding responsible public positions working in the quasi-public sector are also drawn into this vicious circle. In print and social networks, facts were voiced when civil servants for the sake of betting in a casino or in a bookmaker went to crimes, wasting public funds.

In this regard, the consolidation of this requirement in the Code of Ethics seems quite timely. At the same time, while refraining from physically visiting gambling establishments, government officials can place bets through digital services. Despite the legislative ban on electronic casinos, electronic sweepstakes and bookmakers, these restrictions are being violated through new digital mechanisms. In this regard, it is advisable to add subparagraph 10) of paragraph 6 of the Code of Ethics after the word «establishments» with the words "including through digital services».

The Code contains requirements for public speaking by civil servants, which are based on corporate ethics that do not allow public criticism of ordinary members in relation to their corporation (in this case, the state). The right to public speaking concerning the activities of the relevant state body is specially stipulated only by its head or other authorized officials.

¹ Administrative Procedural and Process-Related Code of the Republic of Kazakhstan. Code of the Republic of Kazakhstan dated June 29, 2020 No. 350-VI - URL: <https://adilet.zan.kz/eng/docs/K2000000350> (accessed: 15.03.2026).

If we approach the concept of «public service» more broadly, including all state bodies financed from the state budget, and then these acts are not limited to the legislative regulation of ethical behavior.

In particular, chapter 23 of the Regulations of the Parliament of the Republic of Kazakhstan establishes the Rules of Deputy Ethics, the violation of which entails disciplinary liability. Many provisions of this act contain similar requirements for deputies, which enshrines the Code of Ethics in relation to civil servants, some of which reflect the specific status and powers of a deputy of Parliament as a member of the highest representative body.

It is common for government officials to use their business IDs to obtain services or goods free of charge or without waiting in line. The Code of Ethics contains a norm with anti-corruption content prohibiting the use of one's official position in resolving personal issues or in the interests of other persons, but it is more focused on "telephone law" when there is a psychological impact on the bodies and decision-makers in which the civil servant is interested. In this context, we are talking more about the momentary use of your official document to obtain any benefit or for an ostentatious demonstration of your power.

In addition, there is a question: why does the legislator in this norm not allow the use of official position in the interests of only non-profit organizations? After all, situations are possible when a civil servant uses his status in order to influence the adoption of a decision that is beneficial to a particular business structure? In the analyzed laws, these issues are regulated in sufficient detail. However, in the Ethical Code, not all norms have an anti-corruption focus, but only individual ones, which also dictates the need to clarify and supplement the content of the code. In addition, the interests of business structures can be promoted by civil servants and disinterestedly, for example, by virtue of friendships or gratitude for some previously rendered service or assistance.

Another provision of the Rules of Deputy Ethics deserves attention, which obliges deputies, in the event of inaccurate or unverified facts in their speeches, to publicly apologize to those organizations, bodies and persons whose interests and honor were affected. It is advisable to fix a similar norm in the Code of Ethics for civil servants.

The rules of deputy ethics themselves are established by the regulations of maslikhats. In article 21 of this Law, there is an incident when disciplinary measures for violation of the rules of deputy ethics are not based on the corresponding obligation to comply with them. Therefore, paragraph 2 of Article 21 of the above Law should be supplemented with the rule on the obligation of maslikhat deputies to comply with the rules of deputy ethics.

Judges are required to adhere to a specific set of ethical norms that govern their professional behavior - the Code of Judicial Ethics, adopted by the IX Congress of Judges of Kazakhstan on October 4, 2024 (Code of Judicial Ethics, 2024)¹. Although the Code is an act of judicial self-governance rather than a normative legal act, violations of its ethical standards may result in a public reprimand issued by the Commission on Judicial Ethics. Where signs of disciplinary misconduct are identified, the relevant materials may be referred to the Judicial Jury for the initiation of disciplinary proceedings. Furthermore, the provisions of the Code are reinforced by the norms of current legislation. Thus, the Constitutional Law of the Republic of Kazakhstan of 25 December 2000 «On the Judicial System and the Status of Judges of the Republic of Kazakhstan»² establishes the obligation of judges to comply with the requirements of judicial ethics and to avoid actions that undermine their authority and merits, causing «doubts about their honesty, fairness, objectivity and impartiality» (article 28). Among the requirements for candidates for judges are high moral qualities and impeccable reputation (Article 29). (Constitutional Law of the Republic of Kazakhstan "On the Judicial System and the Status of Judges of the Republic of Kazakhstan", 2000).

In 2020, the United Nations Development Program (UNDP) and the Agency of the Republic of Kazakhstan for Civil Service Affairs conducted a study to assess the level of ethics of civil servants. The results showed the following. 15% and 37.5% of respondents believe that the Code of Ethics is observed by all or, accordingly, more than half of civil servants". 23.6% and 14% of respondents noted that half

¹ Code of Judicial Ethics. Adopted by the next IX Congress of Judges of Kazakhstan on October 4, 2024. - URL: <https://krso.kz/storage/app/media/dockz/kodeks-rus.pdf> (accessed: 15.03.2026).

² On the approval of the provisions provided for by the Constitutional Law of the Republic of Kazakhstan "On the Judicial System and the Status of Judges of the Republic of Kazakhstan." Decree of the President of the Republic of Kazakhstan No. 643 dated June 26, 2001. - URL: <https://adilet.zan.kz/rus/docs/U010000643> (accessed: 15.03.2026).

and, accordingly, less than half of civil servants comply with the Code. According to 4.1% of respondents, no one complies with this act (UNDP and the Agency for Civil Service Affairs of the Republic of Kazakhstan presented the results of a study to assess the level of ethics of civil servants, 2021).

The results of the survey cause certain concerns. It turns out that a total of more than 40% of respondents believe that at least 50% of employees of the state apparatus, or even less, comply with the norms of official ethics. The survey was attended not only by government officials themselves, but also by entrepreneurs, independent experts who were based both on open data or analytical research, and on their own experience or the experience of their environment, friends, colleagues and acquaintances.

In an effective, transparent, not corrupt, with a healthy moral and psychological climate, client-oriented state apparatus, probably, if not 100%, then at least 90% of civil servants must comply with the requirements of official ethics. And no one - neither the civil servants themselves, especially those holding ordinary positions, nor entrepreneurs, nor the expert community, nor ordinary citizens - should have any shadow of doubt, which means that the level of trust in government agencies and civil servants should be very high.

The same happens when it comes to hiring for the civil service or transferring to higher positions, as well as hiring or moving to senior positions in state-owned enterprises and organizations, to elected positions, to judicial positions.

In Kazakhstani practice, there were also cases when the heads of state bodies and state universities were convicted of plagiarizing other people's scientific works. But here, too, neither their own resignation nor the reaction from higher officials followed.

The situations under consideration are not expressly regulated by the aforementioned normative legal acts or by the legislation governing the status of the President, Parliament, Government, Constitutional Court, Prosecutor's Office, Human Rights Ombudsman, and other public officials, including provisions relating to their appointment, election, transfer, and dismissal from office.

Such an «uncompromising» position of the legislator, in our opinion, completely contradicts the ethical principles of conscientiousness, honesty, fairness, openness. In addition, turning a blind eye to such facts, the state itself generates a decrease in its authority, distrust of itself on the part of citizens. Persons who continue to retain their powers either in leadership or elected, or other responsible public positions, have the opportunity to assist their relatives in evading responsibility or in mitigating it.

Conclusion

The organizational culture of the civil service in Kazakhstan is formed and developed under the influence of both world trends and unique historical, cultural and administrative traditions. This institution has undergone significant changes from nomadic communities and colonial government to the Soviet specific hierarchical and conservative model. At all stages of the development of the institution of public service in Kazakhstan, efforts were made to revise the policy and organization of public administration, which requires the transformation of the legal framework and the value paradigm. If at the first stages of the evolution of regulatory legal acts regulating the civil service system, there was insufficient regulation of the organizational structure of the state and official ethics of civil servants, then subsequent periods are characterized by declarative principles that make up the value paradigm of state institutions. The introduction of the Code of Ethics for the Civil Service was an important step in the development of the organizational culture of the civil service, creating a regulation of standards of behavior and values in the civil service system. The Code promotes a positive organizational culture that values ethics and professionalism. The era of the formation of a new organizational culture has demonstrated both significant achievements and a number of problems and errors associated with the implementation of ethical standards. The civil service system has been unable to fully reconcile declared values with the actual behavior of civil servants, largely due to internal resistance to change among officials and the formal implementation of ethics and professional conduct training. Ineffective monitoring mechanisms and superficial training practices further reduce the effectiveness of these measures, thereby limiting their contribution to strengthening public trust in state institutions. Existing bureaucratic barriers, lack of qualified personnel and insufficient remuneration of civil servants have a negative impact on the modernization processes in the field of public administration.

Modern trends in the development of the institution of organizational culture of the civil service of the Republic of Kazakhstan are the phenomena of an open government and a hearing state, as well as a

new round of reform of the regulatory legal framework of the civil service, focused on creating a service model of the civil service. The global task of the civil service is to transform the existing inefficient bureaucratic and hierarchical organizational culture into a positive and productive culture to meet the needs of citizens and create at all levels a decent status and image of the civil service.

National public service legislation contains fundamental rules that establish the principles and standards of public service ethics that determine their conduct in the performance of official duties, in relations with colleagues and citizens, as well as during off-duty hours. A number of these norms, along with ethical content, have an anti-corruption focus.

Along with this legislation, Kazakhstan has established ethical standards of conduct for deputies of the Parliament, deputies of maslikhats, judges, violation of which entails disciplinary measures.

Authors' contributions

B.A.Taitorina: research concept development, formulation of the theoretical framework, analysis of the organizational culture of the civil service, interpretation of research results, and scientific editing of the manuscript.

A.M.Satbayeva: analysis of national legislation and international standards in the field of civil service, comparative legal analysis, development of recommendations for improving the legislation of the Republic of Kazakhstan, and preparation of the manuscript.

G.U.Balgimbekova: review and systematization of scientific literature, analysis of the historical development and value foundations of civil service organizational culture, and participation in the discussion of research results.

B.M. Koshpenbetov: analysis of international practices and OECD approaches, preparation of comparative materials, and participation in formulating conclusions and practical recommendations.

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