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*e-mail: zh.abuzyarova@asu.edu.kz**IMPROVING THE SYSTEM OF MOTIVATION OF CIVIL SERVANTS IN THE
REPUBLIC OF KAZAKHSTAN****Abstract.**

The motivation system of civil servants is quite relevant today since it directly affects the quality of public services provided to citizens. Civil servants are responsible for carrying out government functions and implementing policies that affect the lives of millions of people.

Motivation is crucial to ensure that government employees are focused, productive, and accountable in their work. A well-thought-out motivation system can help attract and retain talented people in public service while contributing to the effectiveness of public service delivery.

Without the creation of a competitive civil service, it is impossible to achieve the main goal - building a prosperous Kazakhstan, and radically improving the efficiency of government agencies is impossible without creating an effective motivation system in the professional activities of civil servants. The motivation system for civil servants is a crucial factor in improving the overall efficiency and accountability of the public sector. By ensuring the motivation, commitment, and accountability of public servants, we can create a more effective public service that meets the needs of citizens and contributes to the development of our societies.

The purpose of the study is to improve the motivation system of civil servants, and the Office of the Akim of Atyrau region was considered as the object and subject of the study, as well as factors affecting the motivation of civil servants and the development of an effective motivation system that increases their work efficiency and accountability, formed the basis of the subject of the study. The scientific novelty of the research is aimed at providing a comprehensive understanding of the motivation system of civil servants and its impact on their work efficiency and accountability. The study used mixed-method approaches combining qualitative and quantitative methods to collect and analyze data from various sources, including document analysis.

Key words: public administration, civil servant, motivation, efficiency, public service.

Introduction.

Motivation is a fundamental concept that governs human behavior and influences decision-making processes. The main purpose of motivation is to inspire and energize people to take action aimed at achieving their goals. Motivation provides the drive, focus, and determination needed to overcome difficulties, persevere through failures, and achieve success [1].

In management, several classifications of staff motivation can be used to encourage and improve employee performance (Figure 1).

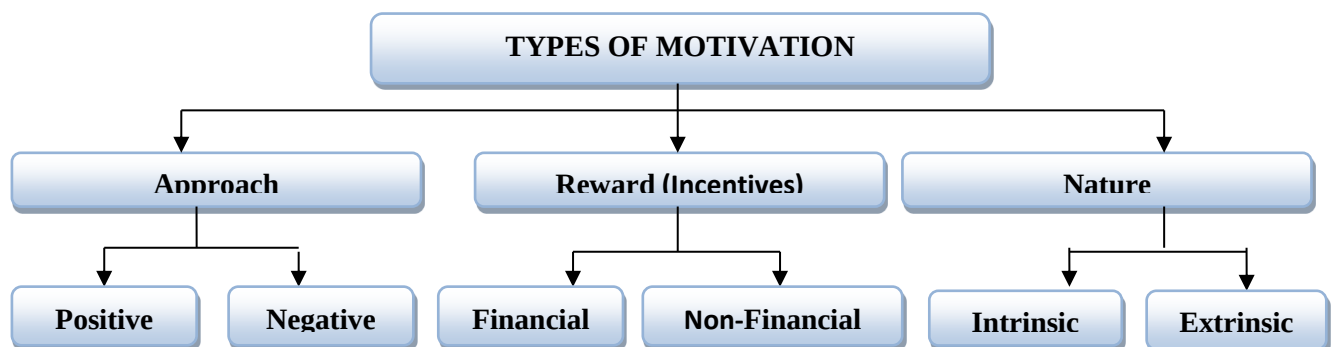


Figure 1 – Classification of types of motivation

Note: Compiled by the author

The motivation system is a complex and dynamic structure that plays a crucial role in managing human behavior. Understanding the different levels of motivation and the strategies that are most effective at each level can help organizations develop effective motivation programs that can lead to increased engagement, productivity, and overall effectiveness. By strengthening motivation, managers can increase employee productivity, engagement, creativity, collaboration, and development, which leads to improved business results and overall success [2].

The main purpose of the study is to improve the motivation system of civil servants, as improving the work of civil servants is a complex and continuous process that requires the cooperation and support of various stakeholders, including politicians, managers, and civil society organizations. This is an important step towards creating a responsive, efficient, and effective public service that meets the needs of citizens and contributes to the development of our societies.

The system of motivation and the motivational mechanism as a whole has been considered by many researchers at different times, among them representatives of the classical theory of A. Smith, J.S. Mill. The issues of labor motivation were considered in the works of such scientists as A. Naumov, N. Volgin, O. Vikhansky, Y. Gordienko, J. Perry, H. Meskon and many others. The works of such scientists as M. Wu Alfred, N.C. Saxena, G. Mulgan, E. Kononov, who in practice began to apply efficiency-oriented labor motivation mechanisms through the use of a remuneration system for civil servants, taking into account job evaluation.

The development and implementation of such a system in our country is at an early stage, and in this regard, the developments of A. Baymenov and S. Kaparov are of particular interest. The works of A. Beisembayev, B. Dzhusunbekova, K. Ainabek, and others consider the issues of the personnel system in the civil service, as well as the assessment of the activities of state bodies.

The choice of the topic and its goals predetermined the fact that, given the amount of research in the field of motivation of public service and public administration, however, they do not fully reflect the relationship between the effectiveness of a public authority and the remuneration of employees with a specific economic and mathematical apparatus. The salary structure of civil servants and its relationship with the effectiveness of their activities have not been fully analyzed.

Materials and methods of research.

The Office of the Akim of Atyrau region was considered as the object of the study, the factors influencing the motivation of civil servants and the development of an effective motivation system that increases their work efficiency and accountability formed the basis of the subject of the study.

The office of the Akim of Atyrau region is the head of the local executive authority in the Atyrau region of the Republic of Kazakhstan. The akim's office is the highest authority in the region responsible for the implementation of state policy and supervision of the administration of the region [3].

The organizational structure of the state institution "Office of the Akim of the Atyrau region of the Republic of Kazakhstan" is linear, combined with functional, providing for the division of management functions between separate departments of the management apparatus, and may vary depending on the specific needs and priorities of the region. However, the general management structure includes the following: akim, deputy akims, departments, support services, and local executive bodies.

As already noted, motivation is a complex phenomenon that motivates people to act and pursue certain goals. The fundamentals of motivation for the work of civil servants are reflected

in regulatory legal acts of a general nature and special internal acts. In this regard, the analysis of the motivation of civil servants in this article will be carried out through the analysis of the factors of the motivational mechanism of the organization of public service, such as salary, social protection, moral encouragement, the system of benefits in the organization, the elimination of administrative and psychological barriers, professional development, the creation of favorable conditions for the performance of work duties, etc., provided by regulatory legal documents of the Republic Kazakhstan.

Results and its discussion.

The specifics of the motivation system in public service in Kazakhstan are related to the institutions of behavior and socio-cultural factors that were inherited from the Soviet system of labor relations and which have been preserved to a greater extent in the most conservative and least mobile sector – the state.

Based on the study of scientific sources, patterns in the motivation of civil servants have been identified, which are determined by job categories, gender, and age differences: the most important are material motives, career growth, social guarantees, and job stability.

The motivation of civil servants in the Republic of Kazakhstan can provide valuable information about the dynamics of the public services sector and its effectiveness in meeting the needs of the population. The analysis of the motivation of civil servants in Kazakhstan can be divided into three stages:

1. 1991-1996 – formation of the civil service;
2. 1997-2011 – improvement of the motivational mechanism in the public service system;
3. 2011-2020 – the formation of a new model of public service.

The first stage is the stage of formation of the civil service and, accordingly, the stage of formation of the foundations of the motivation mechanism for the considered category of employees. During this period, a Government Commission on Civil Service Reform was established, the main task of which was to comprehensively contribute to the establishment of an effective public administration system in the republic that meets the interests of society, the state, and modern international standards. Independent Kazakhstan was the first in the post-Soviet space to lay the foundations for the institutionalization of the Kazakh civil service, respectively, the initial foundations of the motivation mechanism for civil servants.

The second stage is the stage of improving the motivational mechanism in the public service system. Special attention was paid to the priority of creating a professional government that can create an effective management structure and, consequently, achieve the priority goals of the state.

In 1999, the Government adopted a new law on public service, the purpose of which was to improve the efficiency of public service by establishing clear rules and procedures for recruitment, promotion, and dismissal. The law also established a system of incentives for civil servants based on the results of their activities [4]. In the 2000-s, Kazakhstan introduced a merit-based motivation system for civil servants. This system included performance evaluation, bonuses, promotions, and training opportunities. In 2008, a new public service remuneration system was introduced, the purpose of which was to provide a more transparent and fair system of remuneration and benefits. The Government has also established a Civil Service Agency to oversee and regulate the civil service system.

The motivation system of civil servants in the office of the Akim of Atyrau region is aimed at ensuring that employees are motivated to effectively perform their duties in the interests of the region and its citizens. One of the aspects of the motivation system for civil servants in the office of the akim of Atyrau region may be financial remuneration, such as salary increases, bonuses, and other forms of recognition. These incentives can be effective in motivating employees to achieve or exceed performance targets, especially when they are associated with specific goals and key performance indicators.

The remuneration system for civil servants, adopted back in the 2000-s, does not provide for an assessment of the quality and result of work, that is, all employees are equalized, and the salary increases only if they move to a higher category of the position of corps "B" or move to another position assigned to corps "A" (the only variable factor "work experience"). Thus, the monthly minimum official salary of a leading specialist of a district executive body, funded from the local budget, a city of district significance, villages, towns, and rural districts is 62 461 tenge, and the maximum is 84 115 tenge, according to table 1.

Table 1 – The size of the minimum and maximum official salaries of various categories of positions of administrative public positions of corps "B" (taking into account the increase, data for 2024)

The position category of the building is "B"	Name	Minimum	Maximum
1	2	3	4
Category group D			
<i>Offices of akims, maslikhats, audit commissions, offices (of the secretariat) Assemblies of the People of Kazakhstan of regions, capitals, and cities of republican significance</i>			
D-1	Head of the Maslikhat Staff	182 988	246 879
D-2	Deputy Head of the Akim's Office Deputy Head of the Maslikhat Staff Head of the Staff (Secretariat) of the APK	163 166	244 891
D-3	Head of the structural unit Assistant, advisor to the akim of the region, the capital, the city of republican significance Chief Inspector Press Secretary	145 771	192 644
D-4	Main expert	116 623	157 326
D-5	Leading Specialist	98 926	140 514
<i>Regional executive bodies, executive bodies of the capital, cities of republican significance, financed from the local budget</i>			
D-O-1	Head	182 456	246 519
D-O-2	Deputy Head	161 446	242 533
D-O-3	Head of Department	141 576	191 482
D-O-4	Main expert	108 875	146 396
D-O-5	Leading Specialist	95 895	135 514
D-O-6	Specialist	85 538	116 800
Category Group E			
<i>Offices of akims of districts, districts in the city, and cities of regional significance Devices of maslikhats of districts</i>			
E-1	Deputy akims of districts, districts in the city, and cities of regional significance	150 778	203 262
E-2	Head of Staff	134 916	182 387
E-3	Head of the structural unit Assistant, adviser, and chief inspector of the akim of the district	112 730	152 017
E-4	Main expert	100 696	136 444
E-5	Leading Specialist	89 901	121 224
<i>District executive bodies funded from the local budget, Akims of cities of regional significance, villages, towns, rural districts</i>			
E-R-1	Akims of cities of regional significance, villages, towns, rural districts Head of Department	142 461	192 366

E-R-2	Deputy Head of the Department	127 421	172 394
E-R-3	Head of the sector	106 359	142 815
E-R-4	Main expert	95 210	128 834
E-R-5	Leading Specialist	84 410	114 854
<i>Offices of akims of cities of regional significance, villages, towns, rural districts</i>			
E-G-1	Deputy Akim	122 412	164 899
E-G-2	Head of the structural unit Assistant, and advisor to the akim	110 932	149 908
E-G-3	Main expert	69 957	94 109
E-G-4	Leading Specialist	62 461	84 115
Note: Compiled by the author based on legislative acts, as well as announcements of vacant positions of the Agency of the Republic of Kazakhstan for Civil Service Affairs			

An analysis of the level and dynamics of official salaries of various categories of administrative civil servants indicates the presence of many problematic issues that need to be addressed today. As can be seen from Table 1, in the current wage system there is a gap between groups of categories and categories within the same group.

The methodology for calculating salaries of civil servants, introduced back in 2004, was associated with the division of positions within one category into management levels: higher; secondary; and grassroots. Steps were also set in the remuneration of civil servants within the management units – 12% and between the units – 32% [5].

Due to the changes made to regulatory legal acts, these proportions are noticeably violated, there is no relationship in the amount of official salaries and a step-by-step gap between the levels and categories of positions when calculating official salaries.

At the same time, it should be noted that the levels of official salaries of the remaining categories of administrative civil servants of corps "B" have not changed, except for an increase due to an annual increase under the Messages of the Head of State presented in table 2.

Table 2 – Salary increase for administrative civil servants supported by the state budget for 2005-2024 according to the annual Messages of the Head of State

Year	Percentage increase	Date of promotion	Extract from the Messages
1	2	3	4
2005	32%	01.07.2005	The message of the Head of State in 2005: "..... from July 1 of this year, it is necessary to raise wages for public sector workers by an average of 32%, and since 2007 - by an average of 30%"
2007	30%	01.01.2007	The message of the Head of State in 2005: "..... from July 1 of this year, it is necessary to raise wages for public sector workers by an average of 32%, and since 2007 - by an average of 30%"
2008	25%	01.01.2009	The message of the Head of State in 2008 was "... to ensure an increase in wages for public sector employees in 2009 by 25%, in 2010 by 25% and in 2011 by 30%"
2009	25%	01. 04.2010	The message of the Head of State in 2009: in 2010, the salaries of state employees and scholarships will be increased by 25%, and in 2011 - by another 30%"
2011	30%	01.07.2011	The message of the Head of State in 2009: in 2010, the salaries of state employees and scholarships will be increased by 25%, and in 2011 - by another 30%"
2015	30%	01.01.2016	The message of the Head of State in 2015: "... in 2016, to increase the salary of civil servants of the corps "B" by 30%" Increase in official salaries only for administrative civil servants of the corps "B"

2019	25-30%	01.06.2019	The instruction of the Head of State in 2019 to the Government of the Republic of Kazakhstan
2021	30%	01.07.2021	Based on the introduction of a new wage system in Kazakhstan
2022	20%	01.01.2022	The instruction of the head of state dated September 1, 2021 "...from 2022 to 2025, the state will increase wages by an average of 20% annually."
2023	20%	01.01.2023	The instruction of the head of state dated September 1, 2021 "...from 2022 to 2025, the state will increase wages by an average of 20% annually."
Note: Compiled by the author based on the Messages of the Head of State of the Republic of Kazakhstan to the People of Kazakhstan and the Department of the Agency for Civil Service Affairs for the period from 2005 to 2024.			

Table 2 shows that even taking into account the multiple increases in salaries of civil servants, it did not significantly affect the growth of incomes of civil servants, and, as a rule, salary increases are usually "eaten up" by inflation. Also, the stages of wage increases were carried out mechanically without taking into account the analysis and the existing imbalances in the wage system.

A 20-30% increase in wages for all administrative civil servants of corps "B", made at the next third stage, led to the fact that the level of remuneration for civil servants of corps "B" in some cases reached and/or exceeded the level of remuneration for civil servants of corps "A". This led to a violation of the institutional status of the "A" corps as a management corps and the highest level in the administrative civil service.

Also, the Government annually sets the amount of the basic official salary (17 697 tenge), thereby fulfilling the function of protecting wages from inflationary processes [6], which has lost relevance today, since its size has not changed since 2016. This circumstance once again confirms the need for a fundamental change in the current system of remuneration for civil servants.

As already noted, the only variable factor in the structure of official salaries of civil servants is the "length of service", which gives the right to set the official salary [7]. However, as world experience shows, length of service is not always an indicator of best practice and, in general, we consider it insufficient to determine the official salary.

Resolution of the Government of the Republic of Kazakhstan dated January 16, 2023 No. 18 On Amending Resolution of the Government of the Republic of Kazakhstan dated December 31, 2015, No. 1193 "On the remuneration System for civil Servants, Employees of organizations Maintained at the expense of the State Budget, employees of State-owned enterprises" decided:

The official salary of employees is determined by multiplying the appropriate coefficients approved for calculating their official salary (tariff rate), depending on the assignment of their positions to functional blocks and work experience in the specialty, assigned qualification categories (for workers), by the amount of the basic official salary established by subparagraph 1 of part 1 of paragraph 1 of this resolution [8].

In November 2023, the Ministry of Labor and Social Protection of the Population of the Republic of Kazakhstan developed a draft amendment to the Decree of the Government of the Republic of Kazakhstan "On the remuneration system for civil servants, employees of organizations maintained at the expense of the state budget, employees of state-owned enterprises", providing for an increase in salaries of civil servants and employees of state-owned enterprises. This is due to the increase in the minimum wage from January 1, 2024, to 85 thousand tenge. Per labor legislation, the salary of a first-class employee cannot be lower than the established minimum level. In this regard, it was proposed to increase the coefficients for calculating official salaries depending on the qualification level of the employee. The decree comes into force on January 1, 2024.

Another key aspect of the motivation system for civil servants in the office of the Akim of Atyrau region is a clear and transparent performance management system. Performance assessment can help identify areas where employees need to improve and provide feedback on their work. They can also be used to determine the right to promotion and other forms of recognition. For a motivation system to be effective, it is important to involve employees in its development and implementation. Civil servants should have a say in how they are evaluated and incentivized, and they should be given regular opportunities to provide feedback on the effectiveness of the system.

In the case of civil servants of the Atyrau region Akim's office, their motivation system may be influenced by various factors, such as the nature of their work, the level of autonomy they possess, the level of recognition they receive, the degree of support from superiors and the level of job security. It is also possible that the motivation system includes incentives or bonuses based on performance, learning and development opportunities, as well as career paths.

It is worth noting that civil servants can also receive additional benefits and bonuses, such as allowances for housing, transport, and communications, depending on their job responsibilities and the region in which they work.

Resolution of the Government of the Republic of Kazakhstan dated 08/29. 2001 No. 1127 "Rules for bonuses, financial assistance and establishment of allowances to official salaries of employees of the Republic of Kazakhstan at the expense of the state budget, as well as bonuses to administrative civil servants" defines the procedure for payment of surcharges and allowances to official salaries of employees of state bodies of the Republic of Kazakhstan, presented in Table 3 [9].

Table 3 – Types of allowances and financial assistance to civil servants

Salary allowances
1. Performing the functions of reduced and/or temporarily absent employees without being released from their main job
2. Assignment of an expanded range of responsibilities, sufficient experience (seniority), and work skills combined with a high professional level and competence, with their successful application in practice, as well as other indicators
3. The use of the state language in the direct performance of functional duties
4. Work with documents containing information constituting state secrets, depending on the scope of their execution, as well as for the restriction of some of his rights and additional responsibility
5. When transferring (appointing) an employee to a lower-paid position (lighter work) related to an occupational injury, occupational disease, or other damage to health received in connection with the performance of work duties in this body, until the restoration of working capacity or the establishment of disability
6. When transferring (appointing) an employee to a lower-paid position (lighter work) related to a change in the management structure of the body up to one year from the date of transfer (appointment)
Provision of financial assistance
1. In case of death of family members, close relatives (spouses, parents, children, adoptive parents, adopted, full and half-siblings, grandfathers, grandmothers, grandchildren), or relatives (brothers, sisters, parents, and children of spouses)
2. In case of marriage
3. In the case of the birth of a child, adoption or adoption of children
Note: compiled by the author based on the source [9].

The remuneration of civil servants consists of a permanent (12 official salaries and 2 salaries per year) and a variable part (bonuses and allowances due to savings).

The amount of bonuses varies depending on the state body and the level of public administration, the central office and its territorial bodies, the regional akimat, and the district akimat, as presented in Table 4.

Table 4 – Information on the structure of the remuneration fund for civil servants of Atyrau region (2023)

Name of the State body	Staffing, units	Salary fund (12 salaries+2 medical benefits+2 salary bonuses)	The amount of premiums due to savings	thousand tenge The number of bonuses due to savings, in salaries	
				in CEB, in regional executive bodies	in the territory. bodies of the CEB at the district level
1	2	3	4	5	6
Atyrau region	1 344	3 874 482,5	764 910,3	5,2	2,8
Note: Compiled by the author according to the MNE of the Republic of Kazakhstan.					

So, in 2023, the amount of bonuses due to savings averaged 5,2 salaries per year in local executive bodies and 2,8 salaries per year in district akimats.

In the third stage, a new model of public service was formed, the beginning of which is associated with the adoption of the Concept of a new model of public service of the Republic of Kazakhstan [10].

This system includes setting clear goals and objectives in the field of productivity, regular performance assessment, and linking wages and bonuses to work results. At this stage, the register of civil service positions was updated, and the competitive procedures for admission to the civil service and the personnel reserve were optimized. In recent years, the Government has focused on improving the quality of public services and increasing citizens' satisfaction with public services, a basic educational center for training highly qualified civil servants has been formed and improved training programs have been introduced to improve the effectiveness of government agencies, a system for evaluating the performance of civil servants has been introduced and mechanisms aimed at improving the quality of public services have been adopted. This has led to the renewed emphasis on performance-based incentives and the development of new measures to assess the performance of public servants and ensure accountability [11].

In the period from 2013 to 2015, the professionalization of the civil service was carried out, the distance learning system was expanded, a career planning system was introduced, individual professional development and training plans were introduced, the motivation system of civil servants was improved, an automated information system of the civil service was developed and a two-level administrative ethics management system was developed.

In the period 2016-2020, Kazakhstan began to introduce a new remuneration system, taking into account the factor-point assessment of positions and the introduction of regional correction coefficients. Currently, the activities of authorized state bodies are aimed at improving the financial motivation of civil servants.

The Government of Kazakhstan pays more and more attention to the professionalism and education of civil servants, and has introduced a certification system for civil servants based on their level of education and professional experience. In 2020, the Rules and Conditions for the certification of civil servants of subordinate state institutions of the Administration of the President of the Republic of Kazakhstan were approved. The Government has also increased funding for training and advanced training programs for civil servants [12].

As already noted in this article, the development of motivation of civil servants of the Republic of Kazakhstan requires a multifaceted approach, including competitive wages, performance-based remuneration, training and development opportunities, recognition and appreciation, job security, and a favorable working environment. The motivation of civil servants in Kazakhstan can have both positive and negative effects on the effectiveness of the public services sector in meeting the needs of the population, and here it is necessary to find a balance between guaranteed employment, personal and professional growth, and public interests in creating a competent, innovative and accountable public services sector [13].

For effective work and improvement of the staff motivation system, I propose the following main activities:

1. Social packages for civil servants as an effective way to attract, retain, and motivate talents, including:

health and wellness benefits, including medical and dental insurance, annual medical checkups, and gym memberships; family support benefits, which include maternity leave, flexible work hours, and child care assistance; education and vocational training and retraining benefits, including tuition compensation, professional development programs and mentoring opportunities.

These social packages can help government employees maintain their physical and mental health, balance their work and family responsibilities, and plan for their future. They can also help increase job satisfaction, reduce stress, and increase productivity, which can benefit both government employees and the government.

2. The use of an individual motivation card as a tool for selecting candidates for public service positions can be useful in certain situations. In an individual motivation card, candidates are usually asked to provide information about their interests, career goals, and personal motives for pursuing a career in public service.

This information can be useful to hiring managers in determining whether a candidate is interested in a given position and is likely to be motivated to do their job well. It can also help identify candidates whose values and goals coincide with those of the civil service organization.

3. Creation of a conflict prevention system at the state level, aimed at eliminating the root causes of conflicts and promoting cooperation and communication between all parties involved. A conflict prevention system may include: conducting conflict analysis, developing a conflict prevention strategy, establishing communication channels, providing conflict resolution training, and monitoring and evaluate the system.

In general, the creation of a conflict prevention system in the public service requires an active approach aimed at addressing the root causes of conflicts and promoting communication and cooperation between all parties involved. By taking these steps, civil servants can work together to prevent conflicts and constructively resolve any issues that arise.

Conclusion.

Improving the motivation system for civil servants is an important issue that has received increasing attention in recent years, as it is crucial to improve efficiency, productivity, and accountability in the provision of public services, but it is not a one-time solution, it requires constant efforts on the part of politicians and public sector managers. In this regard, it is necessary to endow the authorized body for civil service affairs, which systematically ensures the normative and methodological design of the new model of public service, with functions on improving the motivation system of civil servants, including remuneration. This will demonstrate the importance of organizational and individual responsibility for a comprehensive personnel policy in the public service system.

A well-thought-out motivation system is necessary to create a highly efficient and engaged workforce. By implementing measures to improve this system, the state can create a positive work environment, attract and retain the best specialists, and, ultimately, achieve state and public

goals. Improving the motivation of civil servants will ensure a reduction in turnover and an increase in productivity and efficiency of their work, which together will lead to an increase in the welfare of the citizens of the country and is the main mission of any state.

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ҚАЗАҚСТАН РЕСПУБЛИКАСЫНДАҒЫ МЕМЛЕКЕТТІК ҚЫЗМЕТКЕРЛЕРДІ ЫНТАЛАНДЫРУ ЖҮЙЕСІН ЖЕТІЛДІРУ

Аңдатпа.

Бүгінгі таңда мемлекеттік қызметкерлерді ынталандыру жүйесі өте өзекті, өйткені ол азаматтарға көрсетілетін мемлекеттік қызметтердің сапасына тікелей әсер етеді. Мемлекеттік қызметкерлер Үкіметтің функцияларын орындауға және миллиондаған адамдардың өміріне әсер ететін саясатты жүзеге асыруға жауапты.

Мотивация мемлекеттік қызметкерлердің өз жұмысында мақсатты, өнімді және есеп беруін қамтамасыз ету үшін өте маңызды. Жақсы ойластырылған мотивация жүйесі талантты адамдарды мемлекеттік қызметке тартуға және сақтауға көмектеседі, сонымен бірге мемлекеттік қызмет көрсетудің тиімділігіне ықпал етеді.

Бәсекеге қабілетті мемлекеттік қызметті құрмай-ақ басты мақсатқа – гүлденген Қазақстанды құру мүмкін емес, ал мемлекеттік органдар қызметінің тиімділігін түбегейлі арттыру мемлекеттік қызметкердің кәсіби қызметінде уәждеменің тиімді жүйесін құрмай мүмкін емес. Мемлекеттік қызметкерді ынталандыру жүйесі мемлекеттік сектордың жалпы тиімділігі мен есептілігін арттырудың маңызды факторы болып табылады. Мемлекеттік қызметкерлердің уәждемесін, мақсаттылығын және есептілігін қамтамасыз ете отырып, біз азаматтардың қажеттіліктерін қанағаттандыратын және қоғамдарымыздың дамуына ықпал ететін неғұрлым тиімді мемлекеттік қызмет құра аламыз.

Зерттеудің мақсаты мемлекеттік қызметкерлерді ынталандыру жүйесін жетілдіру болып табылады және зерттеу объектісі мен пәні ретінде Атырау облысы әкімінің аппараты қаралды, сондай-ақ мемлекеттік қызметкердің уәждемесіне әсер ететін факторлар және олардың жұмысының тиімділігі мен есептілігін арттыратын уәждеменің тиімді жүйесін әзірлеу зерттеу пәнінің негізін қалады. Зерттеудің ғылыми жаңалығы мемлекеттік қызметкерлерді ынталандыру жүйесін жан-жақты түсінуді және оның жұмыс тиімділігі мен есеп беруіне әсерін қамтамасыз етуге бағытталған. Зерттеу әртүрлі көздерден, соның ішінде құжаттарды талдаудан деректерді жинау және талдау үшін сапалық және сандық әдістерді біріктіретін аралас әдістерді қолданды.

Негізгі сөздер: мемлекеттік басқару, мемлекеттік қызметкер, уәждеме, тиімділік, мемлекеттік қызмет.

СОВЕРШЕНСТВОВАНИЕ СИСТЕМЫ МОТИВАЦИИ ГОСУДАРСТВЕННЫХ СЛУЖАЩИХ В РЕСПУБЛИКЕ КАЗАХСТАН

Аннотация.

Система мотивации государственных служащих на сегодняшний день достаточно актуальна, поскольку напрямую оказывает влияние на качество государственных услуг, предоставляемых гражданам. Государственные служащие несут ответственность за выполнение функций правительства и реализацию политики, которая влияет на жизнь миллионов людей.

Мотивация имеет решающее значение для обеспечения того, чтобы государственные служащие были целеустремленными, продуктивными и подотчетными в своей работе. Хорошо продуманная система мотивации может помочь привлечь и удержать талантливых людей на государственной службе, одновременно способствуя эффективности предоставления государственных услуг.

Без создания конкурентоспособной государственной службы невозможно достижение главной цели – построение процветающего Казахстана, а кардинальное повышение эффективности деятельности государственных органов, невозможно без создания эффективной системы мотивации в профессиональной деятельности государственных служащих. Система мотивации государственных служащих является важнейшим фактором повышения общей эффективности и подотчетности государственного сектора. Обеспечивая мотивацию, целеустремленность и подотчетность государственных служащих, мы можем создать более эффективную государственную службу, которая удовлетворяет потребности граждан и способствует развитию наших обществ.

Целью исследования является совершенствование системы мотивации государственных служащих, и в качестве объекта и предмета исследования был рассмотрен Аппарат акима Атырауской области, а также факторы, влияющие на мотивацию государственных служащих и разработка эффективной системы мотивации, повышающие эффективность их работы и подотчетность, легли в основу предмета исследования. Научная новизна исследования направлена на обеспечение всестороннего понимания системы мотивации государственных служащих и ее влияния на эффективность их работы и подотчетность. В исследовании использовались подходы со смешанными методами, сочетающий качественные и количественные методы для сбора и анализа данных из различных источников, включая анализ документов.

Ключевые слова: государственное управление, государственный служащий, мотивация, эффективность, государственная служба.

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