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Incentive mechanism of public servants in Kazakhstan: evaluation and ways for its development

Abstract. The paper aims to research about motivation levels of public servants in Republic of Kazakhstan and to propose ways for its development as the main factor of effectiveness of public service. The aspects explored are the methods and techniques required to evaluate public servants and the quality of their work according to the principles of equity and justice.

Key words: public service, public servants, personnel motivation, Kazakhstan, development, remuneration, incentive mechanism.

Introduction

Currently, Kazakhstan entered to a sustainable socio-economic development stage. In connection with the formulation of a new big goal of becoming one of the 30 most competitive countries in the world, the government takes over new requirements to new heights according to the Strategy of Kazakhstan until 2050. In this regard, an important priority of the nation is to develop a new staff policy in the public service and availability of highly qualified specialists. Incentive mechanism will enhance the productivity of employees by contributing to a more effective functioning. Generally, the mechanism of economic incentives for staff is consisted of a set of social, organizational and psychological tools. There are administrative, economic, socio-economic, socio-psychological types of incentives. According to the theories, one of the major motivational tools is material remuneration. However, a miss regulation of this is the key factor for the unsatisfactory results in public service of the government.

Methods

In the result of first part of research, we found out that two essential items in public service of Kazakhstan, which should be developed, are accurate assessment and motivation of personnel and nomination of material remuneration system respectively.

The effectiveness of public service is closely related with the quality of personnel service and its elements like evaluation system of workers, employee career planning and etc. And the main thing in personnel service's motivational system is material reward or remuneration. Therefore, every public servant wish to be judged and assessed fairly. These kind of obscure defects in personnel assessment system can facilitate the departure of the most highly qualified staff from government service.

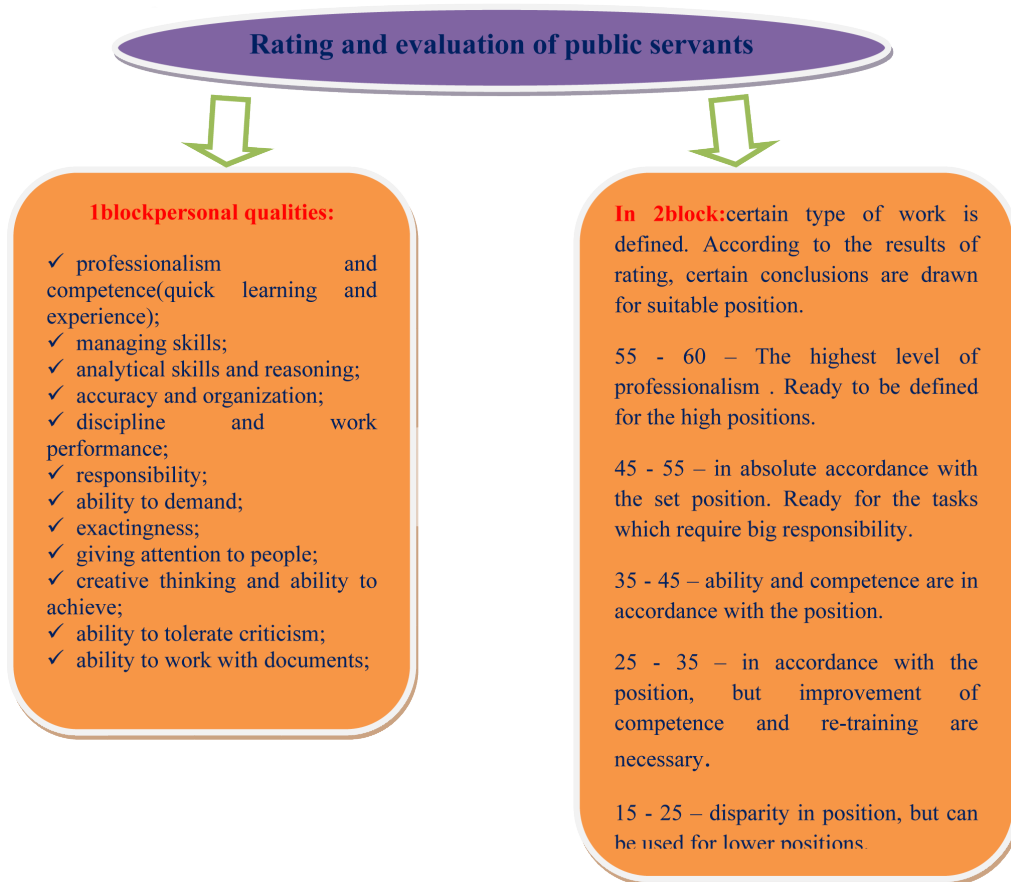
There is a 5-point scale of assessment of civil servants. (Table 2) According to this evaluation system, each scale is equal to 5 points. Hence, if 12 evaluation standards in 1st block are equalized to 5, the overall highest rate would be equal to 60 points. Accordingly, in 2nd block the descriptions of evaluation standards are given in ranges. Thereafter, in public service the following evaluation system should be made.

Main body

At the present time in Kazakhstan exists a concrete structure in the sphere of motivation of public servants and that is constantly carried out by the government. By dint of SWOT-analysis, you can be acquainted with the current state of public service in Kazakhstan.

Table 1 – SWOT-analysis about condition of public service in Kazakhstan

Strengths	Weaknesses
<ul style="list-style-type: none"> – Providing opportunities for public servants to study in an academy; – Introduction of personnel register; – Selecting by open competition; – Presence of personnel reserve; – Necessity of validation; -The activity of the organizational separation for A,B cospes; – Decent monthly payment ; – Availability of evaluation process of public servant; – Advanced administrative decision making system; – Presence of paramaount lawbook about corruption and venal practises among public servants; – Unsystematic permanent training of public servants; 	<ul style="list-style-type: none"> – Low level of management among the public servants; – Underdevelopment of personnel selection system; – Inefficient and weak organization of working hours ; – Formality of public servants; – Low grades of validation among the public servants; – Deficiency of various social support measures; – Bureaucracy in a state apparatus; – Not treating citizens as a consmer;
Opportunities	Threats
<ul style="list-style-type: none"> – Investment attractiveness; – Sufficiency of regulations which are needed for public servants; – High level of knowledge among the society; – Political stability; – Endorsement of international experience; – Interethnic and interfaith agreement; – Opportunity to use the housing construction service; 	<ul style="list-style-type: none"> – Environmental problems; – Incompatibility of society mentality with the economic rearrangements; – Lack of professional specialists in management; – Discontentment of society for the tactics of authority; – Instability of prices; – Quit of qualified employeesto the private sector

**Figure 1.**

Depending on the nature of its activities and business, the State service is always the center of attention of citizens and full of various evaluations and criticisms. Therefore, within the country was held anonymous surveys, conducted on the basis of share selection, among the 1000 public servants working in government bodies at various levels. The first question, which was asked respondents by sociologists, was «Are you satisfied with the working conditions and material payment? » The results were the next: 51% – «yes», 33% – «no», 16% – «have difficulties with answer». The next question was «Are you satisfied with the state of career development in the public service» and the results were like 52%-»yes», 21%-»no»,27%-»have difficulties with answer». Lastly, respondents were

asked about measures which are needed to enhance the prestige of the civil service and the following suggestions were offered: 48%-»improved selection of the administrative staff», 20%-»increase in salaries and social guarantees», 15%-»necessity in prevention of corruption», 9%-»change in directing personnel», 8%-»»training and retraining of civil servants.

In the next part of the research, after the evaluation of the motivation level in public service we studied many different secondary sources of information, including laws, concepts, programs, events and reviews of major international organizations that allowed us to identify key problems and propose ways for development in public service.

Table 2 – The calculation of remuneration

Indicators	Equations	Definitions of equations
Assigning values of material remuneration for public servants	$B=P1+P2+P3$	B – measure for general grade of public servant; P1 –mark for «Executive discipline of public servants» ; P2 – mark for «Work discipline of employees» ; P3– mark for «Evaluation by governance» .
Executive discipline of public servants	$P1= k*(a - b) k$	Factor to bring the measurement results obtained (equal to 0,4); a –the number of completed tasks, in terms of point from 1 till 10; b – the number of incomplete tasks are subtracted by -0,5 points; The maximum score on this indicator is 4.
Work discipline of employees	$P2= k*(a - b) k$	Factor to bring the measurement results obtained (equal to 0,4) ; a – the number of completed tasks, in terms of point from 1 till 10; b — the number of incomplete tasks are subtracted by -0,1 points; The maximum score on this indicator is 4.
Evaluation by governance	$P3= k*(a - b) k$	Factor to bring the measurement results obtained (equal to 0,2); a – the number of completed tasks, in terms of point from 1 till 10; , b -the number of incomplete tasks are subtracted by -0,1 points; The maximum score on this indicator is 2.
By using the formula, the remuneration is calculated	$V=S/(b1+b2+b3+b4+b5+b6)$	V – the price of one point; S –the total amount of saved funds; b1b2–the total number of employees. $S=V*B$ \$ -amounts received by employee; V –the price of one point; B –.the total score of the state employee on this criterion

Conclusion

One of the main methods of effective work of the state apparatus is to improve the quality of public service by improvement of civil servant motivation system. Incentive regulation mechanism of civil servants in the state bodies of the Republic of Kazakhstan is mainly based on difficult socio-economic relations. However, even if these mechanisms of action are aimed to improve the results of stimulation, it doesn't account for all aspects. Based on the above,by examining the

measures taken by the Government of the Republic of Kazakhstan and foreign countries previously, certain methods about evaluation system and remuneration were designed to improve the effectiveness of public service. The main information resources of this work were the studies of domestic and foreign authors, SWOT-analysis, social surveys, normative-legal acts and documents of Republic of Kazakhstan and etc. Suggested measures would contribute for the improvement and prosperity of the quality of public service.

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