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ASSESSMENT OF THE EFFECTIVENESS OF PUBLIC ADMINISTRATION IN KAZAKHSTAN: THE RELATIONSHIP BETWEEN EMPLOYMENT, PRODUCTIVITY AND WAGES

The article examines the specifics of the functioning of the public administration sector in the Republic of Kazakhstan based on an analysis of employment, labor productivity and wage levels. The dynamics of employment level in public administration is analyzed and its place in the overall employment structure is determined. It is revealed that the share of people employed in the public sector remains relatively stable and does not show significant structural changes. The indicators of labor productivity in public administration and in the economy as a whole are analyzed. It is shown that labor productivity in the public sector is systematically lower than the economy-wide average, which indicates that there is a persistent gap in the efficiency of using labor resources. It is determined that this gap persists throughout the study period. The dynamics of the average monthly salary is considered and it is revealed that the level of remuneration in public administration also remains below the economy-wide average. It is shown that there is alignment between labor productivity and wages, while maintaining a relative lag in the public sector. Key areas for improving the efficiency of public administration have been identified, including increasing labor productivity, improving the wage system, and developing digitalization processes. It is shown that the comprehensive implementation of these areas contributes to improving the efficiency of the use of labor resources and improving the functioning of public administration. The practical significance of the research results is determined by the possibility of their use in the development of public policy measures aimed at improving the effectiveness of public administration in the Republic of Kazakhstan.

Keywords: public administration, employment, labor productivity, wages, efficiency, labor market, digitalization, Kazakhstan.

Кілт сөздер: мемлекеттік басқару, жұмыспен қамту, еңбек өнімділігі, жалақы, тиімділік, еңбек нарығы, цифрландыру, Қазақстан.

Ключевые слова: государственное управление, занятость, производительность труда, заработная плата, эффективность, рынок труда, цифровизация, Казахстан.

Introduction. In the context of the transformation of the economy of the Republic of Kazakhstan and the strengthening of the role of the state in regulating socio-economic processes, there is an increasing need to improve the efficiency of the functioning of the public administration system. Modern challenges related to digitalization, structural changes in the labor market and the need to improve the quality of public services require a deeper analysis of the use of labor resources in the public sector. In this regard, the study of the relationship between employment, labor productivity and the level of wages is particularly relevant, which makes it possible to assess the effectiveness of public administration and identify existing imbalances.

Despite the existence of a significant number of studies on digitalization, employment, and public administration efficiency, a comprehensive analysis of these indicators within the framework of a single analytical model remains insufficiently developed. This limits the possibilities of forming sound management decisions aimed at improving the efficiency of the public sector and its adaptation to modern conditions of economic development.

The purpose of this study is to identify patterns of functioning of the public administration sector in the Republic of Kazakhstan based on the analysis of the relationship between employment, labor productivity and wages, as well as substantiate the directions of improving its effectiveness.

To achieve this goal, the following tasks are being solved:

- analyze the dynamics of employment in public administration and determine its place in the employment structure;

- to assess the level of labor productivity and identify its deviations from the average economic values;
- to study the dynamics of wages and determine its correlation with the level of productivity;
- formulate practical recommendations for improving the effectiveness of public administration.

The methodological basis of the research consists of methods of comparative and structural analysis, as well as methods of statistical data processing. The official data of the Bureau of National Statistics of the Republic of Kazakhstan, reflecting indicators of employment, gross value added and wages by type of economic activity, were used as an information base. The data was processed and analyzed using generally accepted statistical methods that ensure comparability and reproducibility of the results obtained.

Thus, the research is aimed at contributing to theoretical and practical understanding about the functioning of public administration and the formation of scientifically sound approaches to improving its effectiveness in modern economic conditions.

Literature Review. Modern research in the field of public administration and the functioning of the labor market in the context of the digital transformation of the economy focuses on improving the efficiency of resource use, the introduction of digital technologies and the adaptation of institutional mechanisms. A number of studies have shown that the development of e-government is considered as one of the key tools for improving the efficiency of public administration, ensuring the optimization of administrative processes and increasing transparency [1]. At the same time, the digitalization of the economy has a significant impact on the employment structure, transforming skill requirements and changing the nature of demand for labor resources [2, 3].

Special attention in the scientific literature is paid to the formation of competencies in the context of Industry 4.0 and open innovation, which emphasizes the importance of human capital as a key factor in increasing labor productivity [4]. Research on Kazakhstan has revealed that the effectiveness of public administration in the digital economy largely depends on the degree of implementation of modern technologies and institutional readiness for change [5]. In addition, the development of regional labor markets and their adaptation to digital conditions are considered as an important condition for ensuring sustainable economic growth and increasing employment efficiency [6].

The analysis of the factors of innovative development of enterprises also shows that technological renewal and organizational changes have a significant impact on the productivity and competitiveness of the economy [7]. However, despite the significant contribution of existing research, the scientific literature does not pay enough attention to a comprehensive analysis of the relationship between employment, labor productivity and wages in the public administration sector.

Existing works mainly consider individual aspects - digitalization, employment, or management effectiveness - without integrating them into a single analytical model.

Main part. It is advisable to start analyzing the functioning of the public administration sector in the Republic of Kazakhstan by assessing its role in the employment structure. The approach allows us to determine the scale of labor involvement in the public sector and identify possible structural changes in the distribution of employment. Figure 1 shows the dynamics of total employment, employment in public administration, as well as the share of people employed in this sector in the Republic of Kazakhstan for 2015-2024.

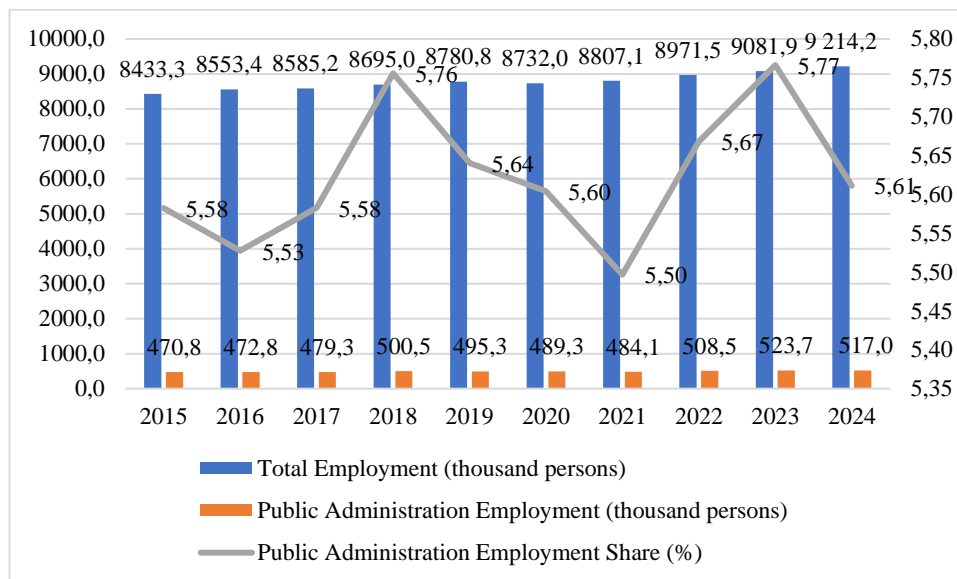


Figure – 1. **Employment structure in public administration in Kazakhstan**
**compiled from the source [8]*

The analysis of the data in Figure 1 shows that in the period under review, there was a gradual increase in total employment in the economy: from 8,433.3 thousand people in 2015 to 9214.2 thousand people in 2024. At the same time, employment in public administration demonstrates relatively stable dynamics, fluctuating in the range of 470-523 thousand people.

The proportion of people employed in public administration in the total number of people employed remains virtually unchanged and varies between 5.5 and 5.8%. Slight fluctuations in the indicator indicate the absence of significant structural shifts in the distribution of employment between the state and other sectors of the economy. In general, it can be stated that public administration maintains a stable share in the employment structure, without acting as a driver of employment growth in the economy.

The results obtained form the basis for further analysis of the effectiveness of the use of labor resources in the public sector. In this regard, the next stage of the study is to assess labor productivity in public administration in comparison with the economy-wide average.

Figure 2 shows the dynamics of the relative level of labor productivity in public administration in relation to the economy as a whole for 2015-2024.

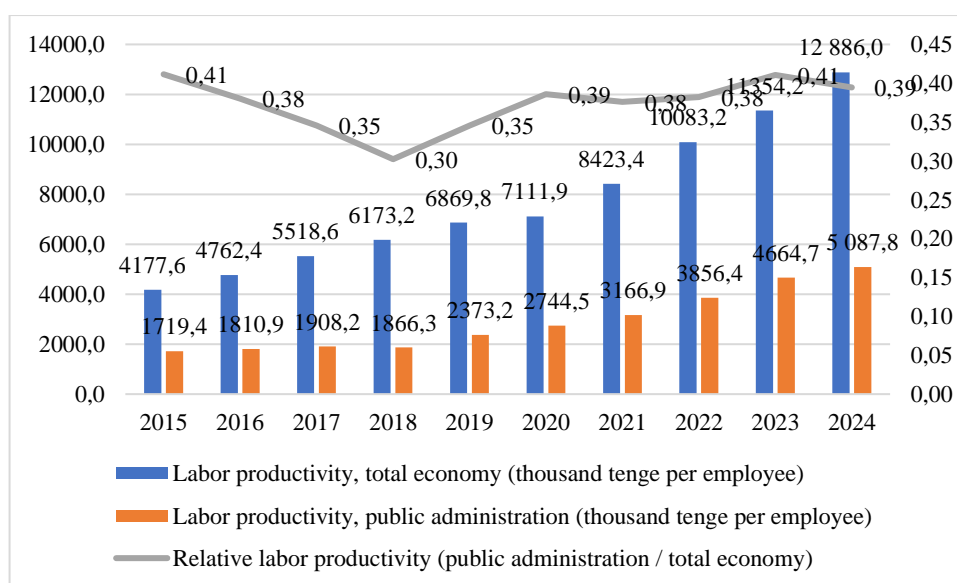


Figure – 2. **Relative labor productivity in public administration**
**compiled from the source [9]*

The analysis of the data presented in Figure 2 shows a steady increase in labor productivity both in the economy as a whole and in the public administration sector during 2015-2024. In the economy, this indicator has more than tripled - from 4,177.6 to 12,886.0 thousand tenge per employee, reflecting an overall increase in economic activity and the efficiency of using labor resources.

There is also a positive trend in labor productivity in public administration - from 1719.4 thousand tenge in 2015 to 5087.8 thousand tenge in 2024. However, the growth rate of this indicator remains lower compared to the economy as a whole, which indicates a continuing gap in efficiency.

The relative level of labor productivity in public administration varies in the range of 0.30-0.41, which indicates that this sector is systematically lagging behind the average economic level. The lowest value was recorded in 2018 (0.30), after which there was a partial recovery to 0.41 in 2023, but in 2024 it decreased again to 0.39, indicating the absence of a steady trend towards closing the gap.

The revealed results indicate the presence of structural and institutional constraints constraining the growth of labor productivity in public administration, despite the overall economic growth. The continuing lag in the efficiency of this sector creates the basis for a more detailed analysis of the relationship between labor productivity and wages.

In this regard, the logical continuation of the study is to assess the dynamics of wages in public administration and its correlation with the general economic level, as shown in Figure 3.

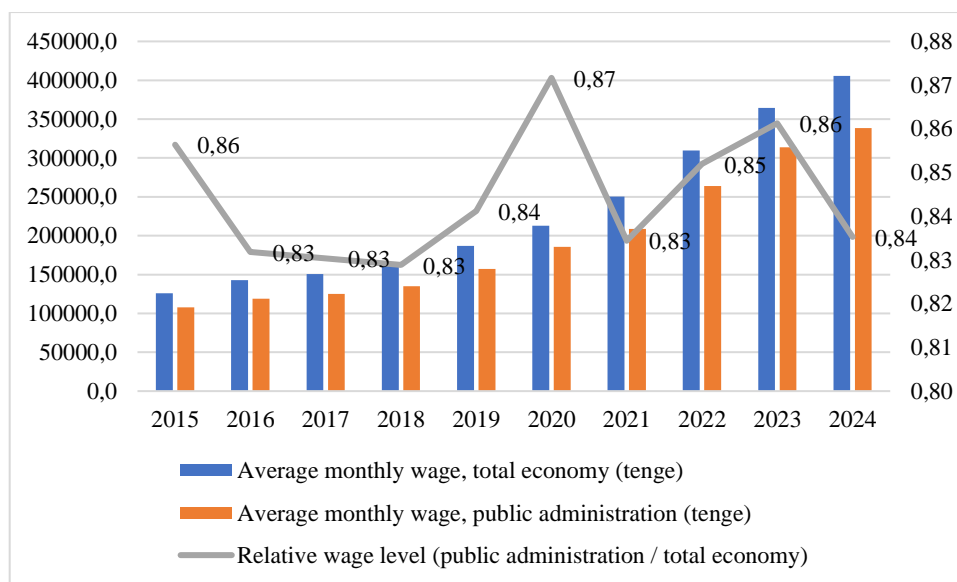


Figure – 3. **Relative wage level in public administration**
*compiled from the source [10]

The analysis of the data in Figure 3 shows a steady increase in average monthly wages both in the economy as a whole and in public administration. In the economy, the wage level increased from 126,021 tenge in 2015 to 405,416 tenge in 2024, while in public administration the increase was from 107,924 to 338,637 tenge. This indicates a positive trend in employee income in both segments.

At the same time, the relative level of wages in public administration remains below the economy-wide average and varies in the range of 0.83-0.87. Despite slight fluctuations, this indicator demonstrates a steady lag in wages in the public sector from the economy as a whole. The highest value was recorded in 2020 (0.87), but in subsequent years the indicator stabilized again at about 0.84–0.86.

Comparing the results of Figures 2 and 3 reveals an important pattern: a lower level of labor productivity in public administration is also accompanied by a lower level of wages. This indicates a certain consistency between the efficiency of the use of labor resources and their payment; however, the remaining gap indicates that there are limitations in the mechanisms for increasing efficiency and stimulating labor in the public sector.

The results obtained substantiate the need to develop areas for improving the functioning of public administration, focused on increasing labor productivity and optimizing the payment system. In this regard, Figure 4 shows the key strategic directions for improving the effectiveness of public administration.

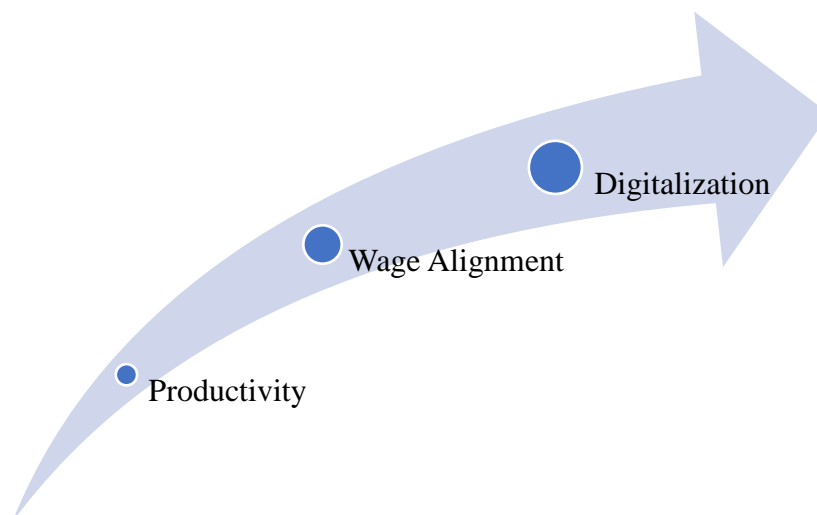


Figure – 4. Policy directions for improving efficiency in public administration in Kazakhstan

**compiled by the authors*

The proposed directions include increasing labor productivity, ensuring the consistency of the wage level with the results of activity (Wage Alignment), as well as the development of digitalization processes. The implementation of these areas will improve the efficiency of the use of labor resources, ensure a more rational distribution of financial incentives and accelerate the modernization of management processes.

Thus, the analysis of employment, labor productivity and wages in the public administration of the Republic of Kazakhstan revealed a steady lag in this sector in key economic indicators, which justifies the need for comprehensive transformations aimed at improving its efficiency and adapting to modern economic development conditions.

Conclusion. As a result of the research, the peculiarities of the functioning of the public administration sector in the Republic of Kazakhstan are considered on the basis of an analysis of employment, labor productivity and wage levels. It has been revealed that the share of people employed in public administration in the overall employment structure remains relatively stable, which indicates the absence of significant structural changes in the distribution of labor resources. At the same time, it is determined that labor productivity in the public sector throughout the analyzed period is significantly lower than the economy-wide average, which indicates the presence of systemic efficiency constraints.

It is shown that the level of wages in public administration is also lower than in the economy as a whole, while there is a certain consistency between the dynamics of labor productivity and wages. This indicates that there is a basic relationship between performance and remuneration, but the continuing gap requires improved incentive mechanisms.

The scientific novelty of the study lies in a comprehensive comparison of the structural, production and revenue characteristics of public administration, which made it possible to identify persistent imbalances and justify the need for institutional transformation. The practical significance of the results obtained is determined by the possibility of their use in the development of public policy measures aimed at improving management efficiency, optimizing the remuneration system and implementing digital solutions.

As directions for further research, it is advisable to consider the regional differentiation of public administration indicators, as well as to conduct an econometric assessment of factors affecting labor productivity and wages in this sector.

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ҚАЗАҚСТАНДАҒЫ МЕМЛЕКЕТТІК БАСҚАРУДЫҢ ТИІМДІЛІГІН БАҒАЛАУ: ЖҰМЫСПЕН ҚАМТУ, ӨНІМДІЛІК ЖӘНЕ ЖАЛАҚЫ АРАСЫНДАҒЫ БАЙЛАНЫС

Аңдатпа

Мақалада жұмыспен қамтуды, еңбек өнімділігін және жалақы деңгейін талдау негізінде Қазақстан Республикасында мемлекеттік басқару секторының жұмыс істеу ерекшеліктері қарастырылған. Мемлекеттік басқаруда жұмыспен қамтылғандар санының динамикасы талданды және оның жұмыспен қамтудың жалпы құрылымындағы орны анықталды. Мемлекеттік сектордағы жұмыспен қамтылғандардың үлесі салыстырмалы түрде тұрақты болып қалатыны және елеулі құрылымдық өзгерістерді көрсетпейтіні анықталды. Мемлекеттік басқарудағы және жалпы экономикадағы еңбек өнімділігінің көрсеткіштері талданды. Мемлекеттік сектордағы еңбек өнімділігі жүйелі түрде Орта экономикалық деңгейден төмен екендігі көрсетілген, бұл еңбек ресурстарын пайдалану тиімділігінде тұрақты алшақтықтың болуын көрсетеді. Бұл алшақтық бүкіл зерттеу кезеңінде сақталатыны анықталды. Орташа айлық жалақының динамикасы қарастырылып, мемлекеттік басқарудағы еңбекақы деңгейі де орташа экономикалық деңгейден төмен болып қалатыны анықталды. Еңбек өнімділігі мен жалақы деңгейі арасындағы келісімділіктің болуы көрсетілген, бұл ретте мемлекеттік сектордың салыстырмалы артта қалуының сақталуы анықталған. Еңбек өнімділігін арттыруды, еңбекақы төлеу жүйесін жетілдіруді және цифрландыру процестерін дамытуды қоса алғанда, мемлекеттік басқару тиімділігін арттырудың түйінді бағыттары айқындалды. Осы бағыттарды кешенді іске асыру Еңбек ресурстарын пайдалану тиімділігін арттыруға және Мемлекеттік басқарудың жұмыс істеуін жетілдіруге ықпал ететіні көрсетілген. Зерттеу нәтижелерінің практикалық маңыздылығы оларды Қазақстан Республикасында Мемлекеттік басқарудың тиімділігін арттыруға бағытталған мемлекеттік саясат шараларын әзірлеу кезінде пайдалану мүмкіндігімен айқындалады.

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ОЦЕНКА ЭФФЕКТИВНОСТИ ГОСУДАРСТВЕННОГО УПРАВЛЕНИЯ В КАЗАХСТАНЕ: ВЗАИМОСВЯЗЬ ЗАНЯТОСТИ, ПРОИЗВОДИТЕЛЬНОСТИ И ЗАРАБОТНОЙ ПЛАТЫ

Аннотация

В статье рассмотрены особенности функционирования сектора государственного управления в Республике Казахстан на основе анализа занятости, производительности труда и уровня заработной платы. Проанализирована динамика численности занятых в государственном управлении и определено ее место в общей структуре занятости. Выявлено, что доля занятых в государственном секторе остается относительно стабильной и не демонстрирует существенных структурных изменений.

Проанализированы показатели производительности труда в государственном управлении и в экономике в целом. Показано, что производительность труда в государственном секторе систематически уступает средне-экономическому уровню, что свидетельствует о наличии устойчивого разрыва в эффективности использования трудовых ресурсов. Определено, что данный разрыв сохраняется на протяжении всего исследуемого периода.

Рассмотрена динамика среднемесячной заработной платы и выявлено, что уровень оплаты труда в государственном управлении также остается ниже средне-экономического уровня. Показано наличие согласованности между уровнем производительности труда и заработной платы, при этом выявлено сохранение относительного отставания государственного сектора.

Определены ключевые направления повышения эффективности государственного управления, включая повышение производительности труда, совершенствование системы оплаты труда и развитие процессов цифровизации. Показано, что комплексная реализация данных направлений способствует повышению эффективности использования трудовых ресурсов и совершенствованию функционирования государственного управления.

Практическая значимость результатов исследования определяется возможностью их использования при разработке мер государственной политики, направленных на повышение эффективности государственного управления в Республике Казахстан.

