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**METHODOLOGICAL APPROACHES AND EMPIRICAL ANALYSIS
OF THE IMPACT OF CORPORATE CULTURE ON THE EFFECTIVENESS
OF AN ORGANIZATION
(USING THE EXAMPLE OF KAZAKHSTAN, CHINA AND JAPAN)**

Abstract. The purpose of this study is a comprehensive analysis of the impact of corporate culture on the effectiveness of an organization based on a comparative analysis of models used in Kazakhstan, China and Japan. The relevance of the topic is due to the increasing role of intangible assets in modern management, where corporate culture is becoming a strategic resource for increasing the sustainability, productivity and competitiveness of companies.

The scientific novelty of the study is to identify the relationship between the level of institutionalization of corporate culture and indicators of organizational effectiveness in various socio-economic and cultural contexts. The work also reveals the specifics of the formation of corporate values in countries with different management models.

The research solved the following tasks: systematization of theoretical approaches to the concept of corporate culture, identification of key factors influencing its effectiveness, and conducting empirical analysis based on specific cases (Huawei, Toyota, Kaspi.kz). Methods of comparative legal analysis, content analysis, as well as statistical data processing from international and national sources are used.

The results of the study showed that a high level of formalization and strategic integration of corporate culture contributes to increased staff engagement and management effectiveness. This study can be useful when developing sustainable development strategies, as well as for practitioners in the field of Personnel Management and organizational development.

Keywords: corporate culture, organizational efficiency, Kazakhstan, China, Japan, staff involvement, comparative analysis, management methods.

Introduction

In the modern world of globalization and technological advancements, it is not only the external environment and technological innovations that matter, but also the intangible resources within organizations, particularly their corporate culture. This culture shapes the management approach, the nature of internal communication, the level of employee motivation, and ultimately, the overall success of the organization.

The analysis shows that companies that actively foster their corporate values and prioritize employee engagement tend to outperform those that view culture as a secondary factor.

Particular emphasis was placed on the contrast between the cultural frameworks of Kazakhstan, China, and Japan, which unveiled not only structural disparities but also fundamental differences. In Japan, corporate culture is nurtured by traditional values and a sense of collective responsibility, in China it is shaped by ideological discipline and hierarchical structures, while in Kazakhstan it is evolving within a transitional management model. This underscores the absence of universal solutions for cultivating a thriving culture, and its successful implementation necessitates a consideration of both the national context and the organization's level of advancement.

The importance of this research is driven by the increasing need for companies to adapt to the rapidly changing landscape, enhance their competitiveness, and develop long-term sustainable

strategies. In this context, corporate culture is not just a background factor, but a powerful tool for influencing production, management, and innovation processes.

A comparative examination of the national models of corporate culture is crucial. A comparison of Kazakhstan, China, and Japan provides a deeper insight into how cultural codes, mentalities, and managerial traditions impact organizational success. These countries exhibit distinct approaches to shaping corporate culture.

Kazakhstan, with its emerging market economy and active adoption of contemporary management practices, stands at the crossroads of European and Asian cultural influences.

China, characterized by a strong sense of collectivism, centralized management, and a focus on hierarchy and long-term objectives, presents a unique perspective.

Japan, with its distinctive corporate philosophy rooted in loyalty, teamwork, and continuous improvement (kaizen), offers a distinct approach.

The novelty of this research lies in its multifaceted approach to the examination of corporate culture as a crucial determinant of organizational success. The study also involves a comparative analysis of corporate culture in various cultural and institutional settings. Unlike previous studies that focused on a single aspect, this research seeks to identify both universal and distinctive features of corporate culture that impact the performance and longevity of organizations in countries with diverse economic and cultural backgrounds.

The importance of this research is evident in its practical focus: the findings of the analysis can be utilized to create recommendations for the development and evolution of corporate culture, taking into account cultural nuances. This is particularly relevant for international and multinational companies operating in Central and East Asia, as well as for domestic enterprises aiming to adopt the best international practices and enhance their competitiveness.

Consequently, the exploration of the impact of corporate culture on organizational performance, using the examples of Kazakhstan, China, and Japan, is a timely and significant area of interdisciplinary research in the fields of management, sociology, cross-cultural communication, and strategic planning.

Methods and materials

In this research, a combination of theoretical and empirical sources was employed, allowing for a comprehensive examination of the influence of corporate culture on organizational performance, using Kazakhstan, China, and Japan as case studies.

A crucial approach employed in the research was the comparative legal method, which enabled the analysis of the characteristics of corporate culture development in diverse institutional and legal frameworks. By comparing national legislation, labor regulations, and management practices in Kazakhstan, China, and Japan, we identified both shared elements and culturally distinct aspects that impact organizational performance.

The second crucial approach employed in our work was a combination of content analysis and analytical and statistical methods. This approach was applied to the analysis of scientific literature, official statistics, reports from international organizations, and corporate documents. Content analysis helped us to identify key concepts and trends in contemporary views on corporate culture, while statistical data analysis allowed us to assess the correlation between cultural factors and organizational performance indicators.

The theoretical framework of this study is grounded in the works of renowned international and domestic scholars in the fields of management, organizational behavior, and sociology. These include Edgar Schein (Coghlan D.,2024:1), Geert Hofstede(Aleqedat H. Q.,2024:247), and contemporary publications in international academic journals such as the Journal of Organizational Behavior(Journal of Organizational Behavior Research) [Electronic resource] <https://odad.org/>, Asia Pacific Business Review (Asia Pacific Business Review) [Electronic resource] <https://www.tandfonline.com/journals/fapb20> and others. These works have been instrumental in

developing a methodological approach and establishing criteria for evaluating corporate culture in a global context.

The research focused on the examination of international regulatory frameworks that govern corporate governance and labor relations. These frameworks include the International Labour Organization's Declaration on Principles and Rights at Work, the United Nations Global Compact, the OECD Recommendations on Corporate Governance, and international standards for personnel management, which promote diversity and inclusion in organizations.

The study also drew on national and international legal sources, including the Labor Code of Kazakhstan, the Chinese Law on Labor Contracts, the Japanese Law on Labor Standards, and strategic documents related to corporate culture, personnel policies, and social responsibility in these countries.

Furthermore, the work drew upon data from statistical and analytical reports, including information from the World Bank, the International Labor Organization (ILO), the Organization for Economic Cooperation and Development (OECD), as well as data from the national statistical agencies of Kazakhstan, China, and Japan.

To exemplify contemporary practices, we examined corporate reports and case studies from prominent companies such as Huawei (China), Toyota (Japan), Kaspi.kz (Kazakhstan), which assessed the level of employee engagement and the impact of culture on labor productivity.

Therefore, a fusion of theoretical frameworks, regulatory sources, international instruments, and statistical data has provided a robust methodological and empirical foundation for a thorough examination of corporate culture as a determinant of organizational performance in diverse national contexts.

Discussion

The investigation of corporate culture as a determinant of organizational performance has gained prominence in academic literature. A variety of scholars have approached this issue from diverse perspectives, both methodologically and practically. This article provides an overview of the work of seven prominent researchers, including their findings, limitations, and suggestions for future research. One of the founders of the field of corporate culture is Edgar Schein (Hajkazemi M. et al., 2022:5). In his framework, Schein outlines three layers of culture: visible artifacts, stated values, and underlying assumptions. He posits that the enduring nature of organizational culture is established at the level of fundamental preconditions, which in turn shape employee behavior and, ultimately, performance. However, a critique of his approach is that it fails to fully account for the impact of external factors and cultural shifts in the global operations of a company. The next founder is G. Hofstede, in his cross-cultural studies, Hofstede developed a framework with six cultural dimensions (power distance, individualism, uncertainty avoidance, etc.), which are frequently employed when contrasting national business cultures (Adamovic M., 2023:3). This framework is valuable in elucidating the disparities between corporate cultures in China, Kazakhstan, and Japan. However, a limitation of this model is its static nature — it fails to account for temporal changes and the emergence of hybrid cultures in an interconnected world. Over the course of 20 years of research, Daniel Denison and his team have studied the relationship between cultural characteristics and such indicators of company success, such as profitability, sales growth, quality, innovation, and market value (Albany J. A., Adapter R., Aim V. O., 2022:34). He developed a model in which he identified four dimensions of culture that affect effectiveness: engagement, consistency, adaptability, and mission. His empirical research has confirmed the link between a strong culture and high organizational performance. However, his model has been mainly tested on American and European companies, which limits its applicability in the Asian context, especially in countries with a hierarchical management style. Handy proposed a typology of cultures: culture of power, roles, tasks, and personality (Bamidele R., 2022:285). He noted that each of them can be effective under certain conditions. His approach is useful in analyzing the internal structure of organizations, but he does not sufficiently consider the impact of the external institutional

environment and national culture on internal corporate practice. Reflecting on the corporate culture in global companies, A.Tadesse Bogale and L. K.Debela emphasizes the importance of aligning corporate values with local circumstances(Tadesse Bogale A., Debela K. L., 2024:3). Their work underscores the significance of cultural awareness and a comprehensive approach to management in international organizations. However, their research lacks a thorough quantitative evaluation of success, and the findings are primarily qualitative in nature. Particular emphasis should be placed on research in the context of Chinese and Kazakh practices. In 2019, I. V.Tian, F.Tang, A.Tse investigated the impact of Confucian values on the corporate culture of Chinese companies(Tian V. I., Tang F., Tse A.,2022:760). They found that elements such as respect for hierarchy, harmony, and collective responsibility positively influence organizational stability and employee loyalty. However, they also noted that excessive hierarchy can hinder innovation, which is particularly crucial in a rapidly evolving digital economy.

In 2021, A. Mukhamedzhanova conducted a study of Kazakhstan's corporate culture and highlighted the lack of a strong institutional framework for its development (Mukhamedzhanova A.,2017:12). She emphasized that in the context of digital transformation and international market entry, Kazakhstani companies must work systematically to develop internal organizational values and management standards. Her findings are pertinent and timely, but require further empirical validation and refinement.

To sum up the findings, it is evident that most scholars acknowledge the substantial influence of corporate culture on organizational performance. However, many frameworks and methodologies remain either too broad or tied to a particular cultural context, making them difficult to apply in countries with economies in transition and rapidly evolving institutional environments, such as Kazakhstan and China. This presents an opportunity for further investigation into creating adaptable frameworks for evaluating and transforming corporate culture, considering national peculiarities and the contemporary challenges of digitalization.

Results

The application of the comparative legal approach has allowed us to discern the disparities and similarities in the institutional frameworks for the development of corporate culture in Kazakhstan, China, and Japan(table 1). A review of national labor laws, regulations governing corporate governance, and strategies for sustainable organizational growth has revealed that each nation has its own regulatory framework that outlines the acceptable parameters for employer-employee relations.

Table 1. – Comparative analysis of the role of corporate culture in Kazakhstan, China and Japan

Source	Huawei (China)	Toyota (Japan)	Kaspi.kz (Kazakhstan)
Core values	Hierarchy, collectivism, discipline	Loyalty, collective responsibility, <i>kaizen</i>	Performance, trust, flexibility
Formalized codes of conduct	Yes (including Party ideology)	Yes (supporting corporate philosophy)	Partially (internal policies)
Tools for culture development	Internal training, Party branches	Internships, mentoring programs	Motivational sessions, IT infrastructure
Employee engagement level	65% (according to McKinsey reports)	80% (PwC, Gallup data)	65% (Forbes.kz and local surveys)
Impact of culture on productivity	High: stability and growth	Very high: systematic improvement	Medium: depends on management

Source	Huawei (China)	Toyota (Japan)	Kaspi.kz (Kazakhstan)
KPI related to culture	Yes, especially in HR departments	Yes (as part of the “Toyota Way”)	Mostly result-based KPIs, not culture-focused

A comparative analysis has shown that corporate culture is an essential element that significantly affects the effectiveness of organizations, but the degree of its institutionalization and integration into management processes varies from country to country.

Japan is notable for its comprehensive approach to corporate culture. Toyota provides a vivid illustration of the successful implementation of principles such as loyalty, accountability and continuous improvement (kaizen), which is reflected in the high level of employee engagement (80%) and the close relationship between cultural values and production results(Hino S., 2024:20).

Using Huawei as an example, China demonstrates the active role of government in promoting the development of the organization's internal values(Dmitrienko A. et al.,2023:177). Hierarchical and collectivist norms are reinforced by ideological components, which ensures stability, but at the same time potentially limits adaptability and innovation in certain situations.

Kazakhstan, represented by the company Kaspi.kz , has yet to fully exploit the potential of its corporate culture. A results-based approach prevails, with cultural tools often seen as secondary. This explains the relatively average level of employee engagement (65%) and the limited impact of culture on productivity.

Thus, it is obvious that the more formalized and strategically integrated a company's corporate culture is, the more it contributes to improving work efficiency, reducing staff turnover, and strengthening organizational stability.

In Kazakhstan, the labor laws prioritize safeguarding workers' rights, but there are few regulations directly addressing the development of organizational values(Khamzina Z. A., Buribayev Y. A., Yermukhametova S. R., 2020:10). The corporate culture often emerges spontaneously, driven by managerial experience rather than institutional directives. This hinders its influence on performance, particularly in a dynamic and competitive environment.

In China, the regulatory framework, which encompasses provisions on labor discipline, collective agreements, and corporate ethics, is closely aligned with government initiatives and policies aimed at enhancing business accountability. The corporate culture is actively shaped in accordance with government strategies, incorporating Confucian values such as hierarchy, harmony, and collectivism. These factors contribute to a high degree of stability and predictability in personnel management.

Japan exemplifies the most comprehensive integration of corporate culture into the legal framework and management system. The country adheres to standardized norms of behavior, with corporate ethics being enshrined in the codes of conduct of most companies. The labor law, which is based on long-term employment and the principles of corporate loyalty, is supplemented by internal regulations that reflect the values of trust, mutual obligations, and collective responsibility. This fosters a conducive atmosphere for the development of a deeply ingrained and resilient corporate culture, which is directly linked to a high level of organizational effectiveness.

In parallel, the process of content analysis and statistical analysis allowed us to organize and condense information from over 70 sources, including scholarly publications, reports from international organizations such as the OECD, the World Bank, and the ILO, corporate codes, HR reports, and statistical databases.

The analysis of content revealed that the most frequently occurring categories associated with a successful corporate culture include employee motivation, organizational loyalty, engagement, company values, ethical standards, and innovation.

The analytical and statistical examination of these data enabled us to identify quantitative disparities in the perception and effectiveness of corporate culture across the countries under study. For instance, according to surveys and reports:

In Japan, more than 80% of companies have a formalized system of corporate values and conduct regular training on corporate ethics.

In China, approximately two-thirds of large enterprises have integrated aspects of state ideology, including the principles of a harmonious society, into their personnel management practices.

In Kazakhstan, only a minority of companies have implemented formalized elements of corporate culture, and many managers view cultural factors as less important than operational performance.

When comparing the data, it is clear that in countries with more developed institutional and cultural frameworks for corporate environments, such as Japan and China, there is a stronger correlation between corporate culture and metrics like employee productivity, turnover, and engagement.

Furthermore, the study revealed that the primary distinction between Japan, China, and Kazakhstan lies not only in the existence of formalized regulations, but also in the consistent integration of corporate culture into educational, professional, and managerial processes. In these nations, corporate culture is cultivated with an emphasis on national values, ensuring its seamless incorporation into the daily operations of organizations. This underscores the significance of the sociocultural context in constructing a successful corporate framework: universal strategies are least effective without tailoring them to local peculiarities.

In the era of globalization and digital transformation, corporate culture is emerging as a crucial strategic asset that impacts not only internal operations but also a company's ability to withstand external pressures (Trushkina N. et al., 2020:8).

For Kazakhstan, it is essential to establish a regulatory framework that fosters the development of enduring corporate values and to expand the practice of quantifying and assessing intangible factors, such as employee engagement, contentment, and loyalty. This will enhance the long-term competitiveness of organizations and create a corporate atmosphere that is well-suited to the demands of the contemporary economic landscape.

Conclusion

Based on the research, which involved the use of comparative legal analysis, content analysis, and analytical and statistical methods, it can be inferred that corporate culture is a crucial factor in ensuring the long-term success, effectiveness, and strategic advancement of organizations. The variations in the level of sophistication and institutionalization of corporate culture in Kazakhstan, China, and Japan are not solely attributable to the legal framework, but also to socio-cultural peculiarities and managerial customs.

The findings indicate that in Japan, corporate culture is a fundamental aspect of management, fostering high levels of employee loyalty, engagement, and productivity. In China, a strong hierarchical model is evident, where corporate culture is employed as a means to align state ideology with business objectives.

In contrast, Kazakhstan is in the process of actively developing its corporate identity. While there are individual successful practices, the cultural component as a whole has not yet been systematically developed and formally supported by legislation and company strategies.

The analysis of scholarly works by various authors has shown that many researchers acknowledge the significance of corporate culture. However, there is a dearth of research that examines culture in the context of national characteristics and legal frameworks. This underscores the novelty and relevance of this topic, highlighting the need for interdisciplinary approaches that combine management, law, sociology, and behavioral economics.

To effectively manage corporate culture, a systematic approach is essential. This includes the development of standards, assessment tools, and the integration of cultural values into company strategies. For Kazakhstan, it would be beneficial to adopt the best practices of Japan and China, adapting them to local realities. This would enhance the impact of culture on the performance and sustainability of organizations in the face of global competition.

Furthermore, it is important to highlight that the effective implementation of corporate culture requires the active involvement of management at all levels. Organizational leaders are crucial in promoting values, setting examples of behavior, and fostering a culture of trust.

In Japan and China, managers not only manage but also serve as ambassadors of corporate values, which contributes to the enhancement of organizational identity.

Kazakhstani companies must strengthen the role of leadership as a cultural ambassador and implement management training programs that emphasize ethics, teamwork, and strategic thinking.

Furthermore, it is crucial to establish internal feedback systems and conduct regular evaluations of the organizational climate. This approach not only enables us to monitor the level of employee engagement but also allows us to swiftly address cultural risks and internal conflicts. The creation and implementation of corporate culture metrics, employee satisfaction surveys, focus groups, and other qualitative analysis techniques can significantly enhance the transparency and predictability of the internal organizational environment. This approach transforms culture from an abstract concept into a manageable and quantifiable process that offers strategic benefits on both the national and international scales.

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ӘДІСТЕМЕЛІК ТӘСІЛДЕР ЖӘНЕ КОРПОРАТИВТІК МӘДЕНИЕТТІҢ ҰЙЫМНЫҢ ТИІМДІЛІГІНЕ ӘСЕРІН ЭМПИРИКАЛЫҚ ТАЛДАУ (ҚАЗАҚСТАН, ҚЫТАЙ ЖӘНЕ ЖАПОНИЯ МЫСАЛЫНДА)

Аңдатпа. Бұл зерттеудің мақсаты Қазақстанда, Қытайда және Жапонияда қолданылатын модельдерді салыстырмалы талдау негізінде корпоративтік мәдениеттің ұйымның тиімділігіне әсерін жан-жақты талдау болып табылады. Тақырыптың өзектілігі қазіргі менеджменттегі материалдық емес активтердің рөлінің артуына байланысты, мұнда корпоративтік мәдениет компаниялардың тұрақтылығын, өнімділігі мен бәсекеге қабілеттілігін арттырудың стратегиялық ресурсына айналады.

Зерттеудің ғылыми жаңалығы корпоративтік мәдениетті институционализациялау деңгейі мен әртүрлі әлеуметтік-экономикалық және мәдени контексттердегі ұйым тиімділігінің көрсеткіштері арасындағы байланысты анықтау болып табылады. Зерттеу барысында сонымен қатар басқарудың әртүрлі модельдері бар елдерде корпоративтік құндылықтарды қалыптастыру ерекшелігі ашылады.

Зерттеу барысында келесі міндеттер шешілді: корпоративтік мәдениет ұғымына қатысты теориялық тәсілдерді жүйелеу, оның тиімділігіне әсер ететін негізгі факторларды анықтау және нақты мысалдар (Huawei, Toyota, Kaspi.kz) негізінде эмпирикалық талдау жүргізу. Зерттеуде салыстырмалы-құқықтық талдау, контент-талдау әдістері, сондай-ақ халықаралық және ұлттық дереккөздерден алынған статистикалық мәліметтерді өңдеу қолданылды.

Зерттеу нәтижелері корпоративтік мәдениетті формализациялау мен стратегиялық интеграциялаудың жоғары деңгейі персоналдың қатысуы мен басқару тиімділігін арттыруға ықпал ететінін көрсетті. Бұл зерттеу тұрақты даму стратегияларын әзірлеу кезінде, сондай-ақ персоналды басқару мен ұйымдық даму саласындағы практик мамандар үшін пайдалы болуы мүмкін.

Кілт сөздер: корпоративтік мәдениет, ұйымдастырушылық тиімділік, Қазақстан, Қытай, Жапония, персоналды тарту, салыстырмалы талдау, басқару әдістері.

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**МЕТОДОЛОГИЧЕСКИЕ ПОДХОДЫ И ЭМПИРИЧЕСКИЙ АНАЛИЗ
ВЛИЯНИЯ КОРПОРАТИВНОЙ КУЛЬТУРЫ НА ЭФФЕКТИВНОСТЬ
ДЕЯТЕЛЬНОСТИ ОРГАНИЗАЦИИ
(НА ПРИМЕРЕ КАЗАХСТАНА, КИТАЯ И ЯПОНИИ)**

Аннотация. Целью данного исследования является всесторонний анализ влияния корпоративной культуры на эффективность организации на основе сравнительного анализа моделей, используемых в Казахстане, Китае и Японии. Актуальность темы обусловлена возрастающей ролью нематериальных активов в современном менеджменте, где корпоративная культура становится стратегическим ресурсом для повышения устойчивости, производительности и конкурентоспособности компаний.

Научная новизна исследования заключается в выявлении взаимосвязи между уровнем институционализации корпоративной культуры и показателями эффективности организации в различных социально-экономических и культурных контекстах. В работе также раскрывается специфика формирования корпоративных ценностей в странах с различными моделями управления.

В ходе исследования были решены следующие задачи: систематизация теоретических подходов к понятию корпоративной культуры, выявление ключевых факторов, влияющих на ее эффективность, и проведение эмпирического анализа на основе конкретных кейсов (Huawei, Toyota, Kaspi.kz). Используются методы сравнительно-правового анализа, контент-анализа, а также обработки статистических данных из международных и национальных источников.

Результаты исследования показали, что высокий уровень формализации и стратегической интеграции корпоративной культуры способствует повышению вовлеченности персонала и эффективности управления. Данное исследование может быть полезно при разработке стратегий устойчивого развития, а также для практиков в области управления персоналом и организационного развития.

Ключевые слова: корпоративная культура, организационная эффективность, Казахстан, Китай, Япония, вовлечённость персонала, сравнительный анализ, методы управления.

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