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METHODOLOGY AND STRATEGIES FOR IMPROVING CORPORATE CULTURE TO INCREASE EFFICIENCY: ANALYSIS OF KAZAKHSTAN AND FOREIGN COUNTRIES

Abstract. The objective of this research is to investigate the theoretical frameworks and approaches for enhancing corporate culture, considering both Kazakhstani practices and international best practices. The importance of this topic stems from the recognition of corporate culture as a strategic asset that influences the performance, sustainability, and competitiveness of an organization. The novelty of this study lies in its comprehensive approach to analyzing the factors that determine the quality and effectiveness of corporate culture in various organizational contexts. The research employed a variety of methods, including theoretical frameworks, content analysis of corporate documents, a SWOT analysis of Kazakhstani practices, and a case study analysis of three companies representing different cultural development models. The research utilized methods such as analysis and synthesis, comparative analysis, and empirical data. The primary goals of this research were to assess the strengths and weaknesses of existing approaches, categorize models of corporate culture, and identify factors that enhance or impede its effectiveness. The practical value of this article lies in the development of recommendations for businesses to implement a strategically focused and adaptable culture. The findings indicate that formal cultural models dominate in Kazakhstan, but a select few companies are undergoing a positive transformation through the adoption of digital tools, open leadership, and the institutional integration of values. The study confirms that enhancing corporate culture necessitates comprehensive changes, encompassing leadership, employee engagement, communication, and strategic support.

Keywords: corporate culture, organizational effectiveness, leadership, employee engagement, communication, digital transformation, Kazakhstan, management strategies, corporate values, international experience

Introduction

In the context of global competition and the rapid advancement of the digital economy, corporate culture is emerging as a crucial element in ensuring the long-term viability and success of organizations (Serafimova V., Vasilev V., 2024:210). It encompasses a set of principles, standards, convictions, and behavioral patterns that define the internal environment of a company, influencing the management approach, employee motivation, and the level of commitment to achieving strategic objectives.

The challenge of enhancing corporate culture in countries with economies in transition, such as Kazakhstan, is particularly pertinent, as companies must adapt to international standards and navigate through constant institutional transformations.

A review of international case studies reveals that a robust corporate culture not only enhances productivity and fosters innovation, but also helps to create a positive company image, reduce employee turnover, and strengthen brand identity. However, universal implementation models often fail to yield results without considering national, cultural, and organizational nuances. Therefore, it is crucial to consider both local Kazakhstani practices and international approaches to develop tailored strategies that can be effectively implemented in specific contexts.

In contemporary enterprises, the corporate culture is not merely an internal resource, but a strategic asset that directly impacts agility, the capacity to transform, and the ability to respond to new obstacles. To implement innovative approaches and strategies for managing corporate culture, a holistic approach is required, encompassing the evaluation of the current state, employee involvement, leadership, and the monitoring of the effectiveness of changes. It is through the systematic and evidence-based enhancement of corporate culture that organizations can create sustainable business models and achieve long-term success.

The importance of this study stems from the necessity to establish a solid framework and practical approaches for enhancing corporate culture, tailored to the demands of the present day. By examining the Kazakh and international experiences, we can identify successful strategies for managing corporate culture, which can boost organizational performance and competitiveness both domestically and internationally.

Materials and methods

In this research, a comprehensive interdisciplinary approach, drawing on the methods of systems analysis, comparative analysis, and structural-functional analysis. Our methodology encompasses both general scientific and specialized methods, tailored to the study of corporate culture in the context of enhancing organizational performance.

Research methods:

Comparative analysis was employed to discern the disparities and similarities in corporate culture development strategies between Kazakhstan and foreign nations.

Content analysis was conducted on regulatory documents, development programs, and corporate codes.

Qualitative analysis, including case studies and expert assessments, was used to interpret the practices of corporate culture implementation in international and national companies.

The method of analysis and synthesis allowed us to consolidate the data and identify key trends and performance indicators.

A SWOT analysis is employed to evaluate the strengths and weaknesses of existing strategies for managing corporate culture.

This research draws upon the works of domestic and international scholars in the fields of organizational behavior, management, industrial psychology, and corporate governance. Particular emphasis is placed on the contributions of scholars such as E. Shane, G. Hofstede, C. Handy, as well as Kazakhstani researchers who have explored the unique characteristics of the national organizational environment.

The recommendations of international organizations like the OECD, the ILO, and the World Bank, along with corporate governance and sustainability indices (ESG ratings), which assess the impact of corporate culture on company performance, were also examined. Data from the World Economic Forum, the Global Innovation Index, Statista, and official statistics from the Republic of Kazakhstan (Bureau of National Statistics) were utilized.

The framework for this research was established by examining the provisions of the Labor Code of Kazakhstan, the Law of Kazakhstan on Corporate Governance in the Public Sector, and corporate standards from China, the United States, Germany, South Korea, and Singapore. These standards emphasize the importance of corporate culture as a fundamental aspect of business ethics, both in legislation and in institutional practices.

To provide a solid foundation for this research, we also consulted reports from international companies, internal corporate documents, and analytical reviews from prominent consulting firms such as McKinsey, Deloitte, PwC, and BCG. These sources offered practical examples and strategies for developing corporate culture in various economic sectors.

Discussions

The issue of organizational culture has been explored in academic literature since the mid-20th century, when the first theoretical frameworks emerged, linking the culture of companies to their performance. Edgar Schein, Gert Hofstede, Charles Handy, and Daniel Denison are considered pioneers in this field (Marshhev V.I., Marshhev V.I., 2021:620). In their works, they developed fundamental definitions and models of organizational culture, highlighting its multifaceted nature (values, norms, artifacts) and its influence on employee behavior. For instance, E. Shane identified the levels of organizational culture – artifacts, espoused values, and basic assumptions – which serve as the foundation for contemporary methods of culture assessment.

Hofstede's work is particularly valuable as it explores the variations in corporate culture across different nations, highlighting the impact of national mindset (Lin H., Lou L., 2024:653). However, his cultural dimensions, such as individualism/collectivism and power distance, have been criticized for being too universal and failing to account for the dynamic nature of cultural change in the era of globalization.

In the Western academic community, corporate culture is often seen as a strategic element that can contribute to a company's sustainability, innovation, and employee engagement. However, some scholars, such as J. Burke and B. Gates, argue that excessive formalization and attempts to "impose" culture from the top can lead to resistance and disrupt the natural processes of value formation within a team (Wisner B. et al., 2025:297).

In the scientific community of the post-Soviet space, including Kazakhstan, the study of corporate culture gained momentum in the 2000s. Researchers such as Maksymienko-Novokhrost T., Stachowiak Z. primarily focused on adapting Western models to the realities of the transition economy. However, many scholars emphasize the importance of considering traditional values, the unique characteristics of Kazakh society, and the prominent role of hierarchy and authoritarian leadership (Maksymienko-Novokhrost T., Stachowiak Z., 2024:90).

However, in some works, a formal approach is observed, where culture is seen as a collection of slogans or statements rather than a dynamic system closely tied to the actual behavior of employees.

Despite the abundance of research, there are still some shortcomings and gaps in the existing literature:

The integration of corporate culture with digital transformations and changing generational attitudes is not adequately addressed.

In Kazakh research, the empirical or case-study approach is rarely employed, which diminishes the practical significance of the findings.

There is no standardized approach for assessing the success of corporate culture transformation across industries. However, a review of international and domestic practices indicates that corporate culture is a potent strategic asset, with its effectiveness contingent upon the context, management awareness, and the ability to consider the human element. Contemporary research is increasingly aimed at striking a balance between cultural distinctiveness and the demands of global competitiveness.

Results

The thorough examination yielded substantial insights, encompassing both universal and context-specific dimensions of corporate culture development and enhancement in Kazakhstan and beyond. Each approach has enriched our comprehension of the issue.

A comparison of the approaches to the development and management of corporate culture in Kazakhstan and advanced nations, such as the United States, Germany, Japan, the United Kingdom, and South Korea, revealed significant disparities in the level of sophistication, depth of integration, and the significance of culture in strategic decision-making.

In advanced nations, corporate culture is recognized and implemented as a fundamental component of an organization's strategy, deeply intertwined with key business processes, quality management systems, employee motivation, and innovation. Culture is cultivated through clearly defined organizational values, internal communication systems, leadership development programs, and regular assessments of the organizational climate (Powell B.J. et al., 2021:5). Particular emphasis is placed on the practical behavior of employees and managers, rather than mere declarations. Additionally, advanced nations have developed mechanisms for monitoring the alignment of corporate culture with evolving environmental conditions.

Conversely, in Kazakhstani companies, particularly those with local ownership, corporate culture is often a mere formality (Zharkynbekova S., Aimoldina A., 2023:57). The fundamental principles and values are often outlined in official documents, but they rarely translate into practical application in day-to-day operations. There is a lack of a consistent approach to cultural management, and corporate values are often not reinforced through managerial actions, leading to a disconnect between management and staff. Many organizations limit themselves to occasional HR initiatives or symbolic gestures, without developing a comprehensive strategy for cultural advancement.

Nevertheless, in companies with foreign investment or strong corporate governance practices (such as individual banks, multinational corporations, and large manufacturing firms), there is a tendency to adopt international standards. This is evident in the widespread use of codes of conduct, regular training sessions on corporate values, and the evaluation of employee engagement and satisfaction. These organizations typically exhibit stronger teamwork, employee loyalty, and more effective internal communication.

Consequently, a comparative examination has revealed a dichotomy in Kazakh business practices: while there is a substantial disparity between the professed and actual cultural practices in most local enterprises, there is also a positive shift in those organizations that have integrated culture into their management approach and have adopted international best practices. This suggests that there is a possibility for the emergence of sophisticated, strategically focused models of corporate culture in Kazakhstan, provided that corporate governance frameworks are established, managers are educated, and cultural transformation initiatives are implemented.

The examination of corporate codes, sustainable development plans, human resources documents, and corporate reports of companies in Kazakhstan and abroad has revealed substantial variations in the content, format, and operational aspects of documents that govern corporate culture.

In Western corporations, such as Google, Siemens, Toyota, and Unilever, corporate documents are meticulously organized and operationalize values (Majka M., 2024:2024). The codes of conduct and internal policies clearly outline the behavioral standards that align with the company's principles, such as inclusivity, innovation, teamwork, customer focus, and more.

To foster a culture of compliance, these companies employ specific strategies, including regular internal training programs, standardized behavior evaluation procedures, a system for promoting cultural leadership, and key performance indicators related to values. Additionally, they actively utilize feedback mechanisms and conduct regular employee surveys to assess the organizational climate and employees' perception of corporate values.

Conversely, in Kazakhstani companies, particularly those with a predominantly local capital, the analysis revealed a predominance of a declarative approach. The documents often contain general statements such as "respect for employees," "pursuit of innovation," and "corporate responsibility," but there is no clear guidance on how these principles are implemented in practice. Only in a few cases (more frequently in multinational and quasi-governmental entities) can one find elements of assessing engagement, integrating values into human resources processes, and references to international corporate governance standards (such as the OECD principles).

Furthermore, it was discovered that Kazakhstan's strategic documents do not sufficiently address the issue of ongoing cultural monitoring and the mitigation of cultural risks. The practice of

institutionalized feedback mechanisms, such as employee feedback tools, ethical hotlines, and corporate pulse surveys, is rarely employed.

Based on the findings of the content analysis, the following key insights and innovations are presented:

In Kazakhstan, there persists a disparity between the theoretical and practical aspects of corporate culture management (Khamzina Z., Buribayev Y., Tileubergenov Y., 2025:4).

The absence of clear behavioral guidelines for values results in a decline in their effectiveness and acceptance by employees.

It is imperative to implement practical cultural management tools, such as key performance indicators, managerial checklists, and regular metrics for assessing the organizational environment.

It is recommended to enhance the integration of cultural standards into the regulatory framework of companies, including adaptation programs, leadership development initiatives, and staff evaluation processes.

These findings underscore the necessity for a comprehensive reevaluation of approaches to corporate culture in Kazakhstan, moving from mere declarations to tangible actions, measurements, and sustainable mechanisms for cultural transformation.

The study found that corporate culture in Kazakhstan develops differently depending on various factors, such as industry, ownership structure, level of governance, and orientation towards international standards. Through a case study of three companies, three main types of corporate culture were identified: formal, hybrid, and transformational.

The first model, the formal one, is typical of large state-owned and quasi-state companies. A prominent example is the KazMunayGas Joint Stock Company, a national oil and gas company (Orazgaliyev S., 2021:325). Official documents of the company, including its development strategy, environmental, social, and governance (ESG) reports, and code of corporate ethics, emphasize values such as professionalism, responsibility, sustainability, and safety.

However, in reality, many employees see these values as formal and not directly related to their daily work. The organization maintains a pronounced hierarchical structure, limits employee initiative, and has a weak culture of open feedback. Training, organizational climate measurement, and development of role models are either absent or done formally. As a result, the culture exists as an external façade, unsupported by values and behaviors within the team.

The second model, mixed adaptation, is often seen in commercial organizations with foreign involvement. An example of this is Halyk Bank JSC, one of the largest banks in Kazakhstan (Azharbayeva A. et al., 2023:9). It combines elements of Western corporate governance with local practices. The bank actively develops employee engagement programs, motivational systems, internal communication, and tools to assess the organizational climate.

At the same time, it preserves traditional Kazakh cultural values such as a high regard for authority, respect for elders, and restraint in expressing disagreement. However, practice has shown that adopting Western approaches in a local context can lead to sustainable results in staff motivation, reduced staff turnover, and increased customer focus. This proves the effectiveness of a flexible approach that balances cultural differences.

The third model, deep transformation, is represented by innovative private sector companies that are actively focused on digitalization and flexibility. Beeline Kazakhstan LLP, part of the international VEON group, is a striking example. The company has undergone a large-scale transformation, emphasizing decentralization, internal leadership development, a digital environment, and initiative support. Values such as trust, openness, experimentation, and development are not only reflected in corporate documents but also in daily management practices. The company uses digital feedback tools, regular employee satisfaction surveys, career development, and mentoring programs. Company leaders act as role models, and the performance evaluation system considers not only results but also adherence to cultural values. This approach enables Beeline to

not only effectively respond to changes in the external environment but also form a cohesive and proactive team capable of continuous improvement.

Thus, the case study allowed not only to identify the characteristics of corporate culture development in Kazakhstan, but also to categorize typical approaches in practice. It demonstrated that:

- The traditional model is limited in effectiveness and requires a thorough restructuring of management systems.
- The hybrid model is viable and enables companies to successfully balance global standards with national peculiarities.
- The transformational model holds the most promise in the long run and shows that corporate culture can be a key driver of sustainable company growth.

These findings confirm that enhancing corporate culture in Kazakhstan is feasible and essential, especially given the increasing demands for agility, innovation, and strategic resilience in business.

The analysis revealed that employee engagement is a key factor in shaping and sustaining corporate culture. Companies that actively involve their staff in decision-making processes and foster a sense of ownership over their work environment tend to have a more vibrant and resilient culture.

3. Communication

Effective communication channels and practices are essential for the successful implementation and maintenance of corporate culture. Companies that prioritize open and transparent communication, both internally and externally, tend to have a more cohesive and adaptable cultural framework.

4. Training and development

Investing in employee training and development programs not only enhances individual skills but also contributes to the overall cultural development of the organization. Companies that prioritize continuous learning and growth opportunities for their staff tend to have a more dynamic and innovative cultural environment.

5. Diversity and inclusion

The study demonstrated that embracing diversity and fostering an inclusive environment are crucial for the success of corporate culture. Companies that actively promote diversity and create a culture of inclusion tend to have a more innovative and adaptable cultural framework.

6. Rewards and recognition

The analysis revealed that a well-designed system of rewards and recognition is essential for maintaining a positive cultural environment. Companies that recognize and reward exceptional performance and contributions tend to have a more motivated and engaged workforce.

7. Adaptability

The study highlighted the importance of adaptability in shaping and sustaining corporate culture. Companies that are agile and responsive to changes in the external environment tend to have a more resilient and adaptable cultural framework.

8. Innovation

The analysis showed that fostering a culture of innovation is crucial for the long-term success of organizations. Companies that prioritize innovation and encourage creative thinking tend to have a more dynamic and forward-looking cultural framework.

The study revealed a clear correlation between the degree of employee involvement and the success of implementing organizational values. In companies where engagement is fostered through internal communication, encouraging initiatives, and skill development, there is a higher level of commitment to the company's mission and a greater willingness to embrace change. This is particularly evident in hybrid and transformational models, such as Halyk Bank and Beeline.

3. Openness and bidirectional communication

One of the key factors is the presence of accessible feedback channels and ongoing internal communication. Organizations with a rigid hierarchical communication structure, such as KazMunayGas, tend to exhibit low levels of internal trust and a weak perception of corporate culture. In contrast, companies with digital and flexible communication channels, such as surveys, chat rooms, and town hall meetings, demonstrate stronger cultural integration.

4. Inspirational figures

The presence of managers and leaders whose behavior aligns with the stated values is a crucial aspect in the development of a vibrant and sustainable corporate culture. In companies where management demonstrates a personal commitment to values, employees are more likely to embrace these norms as part of the company's identity.

The institutional context also plays a significant role. When values are embedded in the company's strategy, HR policies, evaluation processes, and reward systems, corporate culture becomes a tangible guideline, rather than an abstract concept.

Digital tools, such as internal platforms, climate assessment tools, e-learning platforms, and communication systems, are essential in supporting culture (Zahra O. F. et al., 2024:132). Companies that actively leverage digital technologies to disseminate and measure culture demonstrate greater agility and resilience in the face of change.

The developed model allows us not only to assess the state of corporate culture but also to create targeted strategies for its improvement in different types of organizations. This model is particularly relevant for Kazakh companies that are undergoing transformation and integrating international approaches into their national business environment (Issatayeva F. M. et al., 2023:6002).

The model can be used for:

- Conducting a corporate culture audit
- Designing employee engagement strategies
- Building leadership programs and role models
- Enhancing the company's digital and institutional maturity

In summary, the analysis of the data showed that only a comprehensive approach based on cultural factors can lead to a sustainable improvement in corporate culture and organizational performance.

A review of the current practices has revealed their strengths and weaknesses. The advantages include the agility of young employees to adapt to change and the increasing focus on ESG issues by businesses. However, the formal approach and the limited participation of middle-level managers are among the drawbacks. The challenges include cultural resistance and a shortage of qualified personnel for internal transformations. Nevertheless, there are still opportunities for implementing flexible and digital work models, as well as collaborating with international experts and institutions (table 1).

Table 1. SWOT analysis of corporate culture formation practices in Kazakhstan organizations

Strengths	Weaknesses
Growing interest of companies in corporate culture and ESG agenda	Dominance of a formal, declarative approach without real implementation mechanisms
Openness of the younger generation of employees to new corporate models and digital tools	Low engagement of middle management (department and unit heads)
Presence of successful cases (e.g., Beeline Kazakhstan, Halyk Bank) to serve as benchmarks	Lack of systematic programs for evaluating corporate culture and collecting feedback

Strengths	Weaknesses
Expanded access to international experience through digital platforms, training, and accelerators	Limited institutional support for cultural change from regulators and industry bodies
Opportunities	Threats
Implementation of flexible, adaptive corporate culture models based on digitalization	Cultural resistance to change from senior employees and frontline staff
Use of digital HR tools (surveys, analytics, e-learning, internal communication platforms)	Shortage of qualified professionals capable of leading cultural transformation
Cooperation with international consulting and educational institutions on cultural development	Risk of formalization and symbolic adoption of culture without actual behavioral change
Development of national standards or guidelines for corporate culture improvement (at industry level)	Economic and organizational constraints that lower the priority of intangible assets

The SWOT analysis revealed that Kazakhstani enterprises possess substantial internal assets and external prospects for enhancing their organizational culture. However, to fully capitalize on these prospects, it is imperative to address structural deficiencies and socio-cultural obstacles, such as resistance to change and a lack of qualified professionals. This necessitates a comprehensive strategy that encompasses leadership, institutional transformations, and digital management frameworks.

The SWOT analysis revealed that the corporate culture in Kazakhstani companies is in the process of evolving from a purely formal approach to a more strategic and informed management style. On the positive side, there is a growing awareness of the importance of internal culture, successful examples of best practices are emerging, young employees are becoming more engaged, and the influence of international standards is increasing. These factors suggest that there is internal potential and favorable prospects for the development of corporate culture as a means to enhance efficiency and competitiveness.

Conversely, there are still a number of weaknesses and obstacles that impede the process of profound transformation. These include the declarative nature of many cultural initiatives, the lack of engagement from middle management, institutional inertia, and cultural resistance to change. In the context of limited resources and a reliance on traditional management models, these factors can significantly hinder the effectiveness of cultural transformations (Leal-Rodríguez A.L. et al., 2023:100409).

Therefore, the key to the successful development of corporate culture in Kazakhstan lies in transitioning from mere declarations to meaningful actions, based on:

- conscious leadership,
- employee participation,
- transparent communication,
- digital technologies,
- and institutional support mechanisms.

The comprehensive and strategic implementation of these elements will enable Kazakhstani companies to not only enhance their internal efficiency but also better position themselves to face the challenges of the global market and the digital economy.

Based on the results of our analysis, which included comparative analysis, content analysis, case analysis, analysis and synthesis methods, and SWOT analysis, it has been determined that the

corporate culture in Kazakhstan is undergoing a gradual transformation from formal declarations to strategically managed models.

Despite the remaining obstacles, such as hierarchical structures, the lack of institutionalization of culture, and the limited involvement of middle management in some companies (for instance, Halyk Bank and Beeline Kazakhstan), there are already instances of successful implementation of flexible, digital, and value-oriented approaches.

The study's findings underscore the potential for enhancing the effectiveness of corporate culture through the integrated implementation of key factors, including leadership, employee engagement, transparent communication, digital maturity, and the integration of culture into strategic management.

Conclusion

The enhancement of organizational culture is now the key to boosting the performance of businesses both in Kazakhstan and internationally (Zhussipova E. E. et al., 2023:175). A thorough examination of theoretical frameworks, international and domestic experiences, regulatory frameworks, and case studies of Kazakhstani companies has revealed that a thriving corporate culture necessitates a systematic approach that seamlessly integrates values into operational practices.

In Kazakhstan, where formal models still dominate, the development of leadership, increased employee engagement, the implementation of feedback mechanisms, and the use of digital tools to support cultural transformation are particularly crucial. The examples of companies like Beeline Kazakhstan and Halyk Bank demonstrate that prioritizing open communication, fostering trust, and aligning behaviors with values yields tangible outcomes. Therefore, a successful corporate culture should be seen not as an afterthought, but as a vital asset for the long-term success, competitiveness, and adaptability of an organization in today's business landscape.

In the future, fostering a strong corporate culture in Kazakhstani companies will require not only internal efforts from businesses but also external support from the government and industry. It is essential to establish standards and guidelines for corporate culture management, integrate these principles into the training and development programs for managers, and create professional networks and platforms for sharing best practices. Additionally, it is crucial to consider the cultural nuances of Kazakh society, ensuring a harmonious blend of global management practices with local cultural norms. Only through a comprehensive approach can corporate culture transform from a mere statement into a genuine catalyst for the sustainable growth and advancement of domestic enterprises.

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ТИІМДІЛІКТІ АРТТЫРУ ҮШІН КОРПОРАТИВТІК МӘДЕНИЕТТІ ЖЕТІЛДІРУ ӘДІСТЕМЕСІ МЕН СТРАТЕГИЯЛАРЫ: ҚАЗАҚСТАН ЖӘНЕ ШЕТ ЕЛДЕР ТӘЖІРИБЕСІН ТАЛДАУ

Аңдатпа. Бұл зерттеудің мақсаты қазақстандық және озық халықаралық тәжірибені ескере отырып, корпоративтік мәдениетті жетілдірудің теориялық негіздері мен тәсілдерін зерделеу болып табылады. Бұл тақырыптың маңыздылығы корпоративті мәдениетті ұйымның тиімділігіне, тұрақтылығына және бәсекеге қабілеттілігіне әсер ететін стратегиялық актив ретінде тануға байланысты. Бұл зерттеудің жаңалығы оның әртүрлі ұйымдас-тырушылық контексттердегі корпоративтік мәдениеттің сапасы мен тиімділігін анықтайтын факторларды талдауға кешенді көзқарасында жатыр. Зерттеуде теориялық негіздерді, корпоративтік құжаттарды контент-талдауды, қазақстандық тәжірибені SWOT-талдауды және мәдени дамудың әртүрлі үлгілерін ұсынатын үш компанияның нақты мысалдарын талдауды қоса алғанда, әртүрлі әдістер пайдаланылды. Зерттеуде талдау және жалпылау, салыстырмалы талдау және эмпирикалық дәлелдер сияқты әдістер қолданылды. Бұл

зерттеудің негізгі мақсаттары қолданыстағы тәсілдердің күшті және әлсіз жақтарын бағалау, корпоративтік мәдениет модельдерін жіктеу және оның тиімділігін арттыратын немесе төмендететін факторларды анықтау болды. Бұл мақаланың практикалық құндылығы кәсіпорындарға стратегиялық бағдарланған және бейімделетін мәдениетті енгізу бойынша ұсыныстар әзірлеу болып табылады. Алынған деректер Қазақстанда ресми мәдени модельдердің басым екендігін көрсетеді, бірақ бірнеше таңдаулы компаниялар цифрлық құралдарды енгізу, Ашық көшбасшылық және құндылықтарды институционалдық интеграциялау арқасында оң өзгерістерге ұшырауда. Зерттеу корпоративтік мәдениетті жетілдіру көшбасшылықты, қызметкерлерді тартуды, коммуникацияны және стратегиялық қолдауды қамтитын кешенді өзгерістерді қажет ететінін растайды.

Кілт сөздер: корпоративтік мәдениет, ұйым тиімділігі, көшбасшылық, қызметкер белсенділігі, коммуникация, цифрлық трансформация, Қазақстан, басқару стратегиялары, корпоративтік құндылықтар, халықаралық тәжірибе.

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МЕТОДОЛОГИЯ И СТРАТЕГИИ СОВЕРШЕНСТВОВАНИЯ КОРПОРАТИВНОЙ КУЛЬТУРЫ ДЛЯ ПОВЫШЕНИЯ ЭФФЕКТИВНОСТИ: АНАЛИЗ КАЗАХСТАНА И ЗАРУБЕЖНЫХ СТРАН

Аннотация. Целью данного исследования является изучение теоретических основ и подходов к совершенствованию корпоративной культуры с учетом как казахстанской, так и передовой международной практики. Важность этой темы обусловлена признанием корпоративной культуры в качестве стратегического актива, который влияет на эффективность, устойчивость и конкурентоспособность организации. Новизна данного исследования заключается в его комплексном подходе к анализу факторов, определяющих качество и эффективность корпоративной культуры в различных организационных контекстах. В исследовании использовались различные методы, включая теоретические основы, контент-анализ корпоративных документов, SWOT-анализ казахстанской практики и анализ конкретных примеров трех компаний, представляющих различные модели культурного развития. В исследовании использовались такие методы, как анализ и обобщение, сравнительный анализ и эмпирические данные. Основными целями данного исследования были оценка сильных и слабых сторон существующих подходов, классификация моделей корпоративной культуры и выявление факторов, которые повышают или снижают ее эффективность. Практическая ценность данной статьи заключается в разработке рекомендаций для предприятий по внедрению стратегически ориентированной и адаптируемой культуры. Полученные данные свидетельствуют о том, что в Казахстане преобладают формальные культурные модели, но несколько избранных компаний претерпевают позитивные преобразования благодаря внедрению цифровых инструментов, открытому лидерству и институциональной интеграции ценностей. Исследование подтверждает, что совершенствование корпоративной культуры требует комплексных изменений, охватывающих лидерство, вовлеченность сотрудников, коммуникацию и стратегическую поддержку.

Ключевые слова: корпоративная культура, организационная эффективность, лидерство, вовлеченность, коммуникации, цифровая трансформация, Казахстан, стратегии управления, корпоративные ценности, международный опыт

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