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COMPARATIVE ANALYSIS OF BUSINESS MODELS OF ORGANIZATIONAL BEHAVIOR MANAGEMENT IN KAZAKHSTAN AND CHINA

Abstract. In the context of deepening digitalization, globalization and the growth of intercultural interactions, effective management of organizational behavior is becoming an essential factor in increasing the sustainability and competitiveness of companies. This study is aimed at a comparative analysis of business models of organizational behavior management in Kazakhstan and China, which has significant practical and scientific significance for the development of cross-border cooperation. The novelty of the research lies in a comprehensive study of the influence of cultural, institutional and economic factors on management models in the two countries, as well as in identifying complementary approaches applicable in a transformational economy. Scientific tasks include: analyzing existing organizational behavior management models in Kazakhstan and China; determining the impact of cultural and institutional characteristics on employee behavior; comparing motivation strategies and corporate culture; developing recommendations for adapting effective models for intercultural projects. The research methodology is based on comparative analysis, case study, and an analytical review of the literature. The main results show that the Chinese management model is characterized by a high degree of centralization, collectivism and an emphasis on hierarchy, while the Kazakh system is characterized by hybridity, a combination of Western approaches and national characteristics. In conclusion, it is emphasized that the mutual adaptation of successful management practices contributes to improving the effectiveness of international projects, strengthening corporate culture and the formation of competitive business models.

Keywords: Business models, organizational behavior, personnel management, comparative analysis, China, Kazakhstan, corporate culture, motivation.

Introduction

In the context of globalization, digital transformations and rapid changes in the labor market, effective management of organizational behavior is becoming a key factor driving the development of companies (Trenerry B. et al., 2021:3). Modern research considers employee behavior as policies and actions shaped by internal and external factors. The company's ability to adapt, innovate, and retain staff within its chosen management business model.

The relevance of the topic is due to the fact that there are no universal solutions in the management of organizational behavior, and it is necessary to adapt management models to the cultural, economic and institutional conditions of a particular country. Despite the growing interest in organizational behavior, the scientific literature does not sufficiently cover the specifics of national approaches and approaches that influence the attitude of managers and managerial decisions in organizations. Of particular interest is the comparative analysis of Kazakhstan and China: Kazakhstan is a country with a transitional economy and an emerging management system, while China combines the traditions of centralized management.

The purpose of the study is to compare business models of organizational behavior management in Kazakhstan and China, identify keywords and similarities in management approaches, as well as identify the most effective practices applicable in a transformational economy and cross-cultural environment.

To achieve this goal, the following tasks were formulated: to consider the possibility of conducting business models of organizational behavior management in Kazakhstan and China; the influence of cultural, institutional and economic factors on organizational behavior in these countries; compliance with approaches to personnel management and corporate culture, identification of best practices for adaptation and stability; develop recommendations for optimizing business processes. organizational behavior management models in multinational companies

The scientific novelty of the study lies in a comprehensive comparative approach to the analysis of national business models of organizational behavior management in Kazakhstan and China, with an emphasis on cultural and institutional features that affect the effectiveness of management decisions. The work also contributes to the development of the theory of organizational behavior in the twentieth transformational and intercultural economies, and provides practical recommendations for adapting successful management models.

Given the growing cooperation, both in Kazakhstan and China, especially in the framework of large transnational projects and Belt and Road initiatives, the harmonization of management approaches and the development of effective organizational behavior models is becoming strategically important (Lee J. T., Lo W. Y. W., Abdrasheva D., 2021, 238). Understanding the aspects of human resources management in our countries helps to reduce constraints, increase the effectiveness of teamwork and create a sustainable corporate culture. Thus, a comparative analysis of business models of organizational behavior management is important for making informed management decisions and developing successful strategies for interaction between partners from different countries.

Materials and methods

The research employed a combination of theoretical and empirical approaches. The theoretical framework was established through a comprehensive review of scholarly literature, encompassing the work of domestic and international researchers in the domains of strategic planning and organizational behavior management. The works of renowned authors such as I. Ansoff (Puyt R. W., Antoniou P. H., Caputo A., 2024:513), H. Zhang (Zhang H. et al., 2022:1), T. Haaker (Haaker T. et al., 2021:126) and contemporary studies on the distinctive characteristics of governance in nations with diverse economic models were scrutinized. The analysis of the literature allowed for the identification of pivotal strategies in management and the elucidation of the factors that impact their efficacy in organizational settings.

The comparative analysis and the case study approach were employed as empirical methods. The comparative analysis allowed for a comparison of approaches to strategic planning and organizational behavior management in Kazakhstan and China, identifying similarities and differences, as well as the validity of certain models. The case study method was applied to examine the practices of specific companies – Kaspi.kz, Air Astana (Kazakhstan), and Huawei, Haier (China). The characteristics of their strategic approach, the mechanisms employed, and the outcomes achieved were analyzed. Additionally, methods of content analysis of strategic documents, corporate reports, and expert publications were utilized. This enabled an objective evaluation of the applied management models and the formulation of well-reasoned conclusions.

Discussions

In recent years, the literature has increasingly focused on how organizational culture and appropriate management models affect employee motivation, employee engagement, company effectiveness, and the ability to adapt to change. This is especially true in emerging economies, where comparing national approaches can provide practical value.

The paper analyzes the corporate culture on the example of a Kazakhstani enterprise in the oil and gas industry. The authors note that the development of corporate culture through unity and

motivational measures is a key mechanism for improving the company's efficiency (Beisembayev G., Akhmetkyzy A., 2025:18). And some authors claim that the methods and theories developed by domestic experts remain insufficient, which makes it difficult to manage the development of corporate culture and solve problems related to its change and improvement (Leso B. H., Cortimiglia M. N., Ghezzi A., 2023:152). The article "The Impact of organizational culture on employee Motivation and its economic implications for business Performance" attempts to determine how organizational culture affects employee motivation (Taizhanov L. T., Zhetibaev Zh.K., Mutaliev A. A., 2025:461). Through empirical analysis, the authors come to the conclusion that culture is not just a background, but one of the key factors shaping motivation, which in turn affects economic results.

One of the recent studies – "The Explore of Knowledge Management Dynamic Capabilities, AI-Driven Knowledge Sharing, Knowledge-Based Organizational Support, and Organizational Learning on Job Performance: Evidence from Chinese Technological Companies" – examines how organizational support, knowledge sharing through AI, organizational learning, and dynamic knowledge management abilities influence labor productivity in Chinese technology companies (Cui J., 2025:4). This indicates that in modern Chinese firms, organizational behavior and culture are increasingly intertwined with digital, technological, and cognitive aspects.

In Kazakhstan, corporate/organizational culture and its impact on employee behavior are increasingly being explored in the business sector and the public service. The main problems are: insufficient theoretical base, weak institutionalization, lack of adapted cultural assessment tools. However, research has already confirmed that culture influences a company's motivation, cohesion, sustainability, and adaptability. In the Chinese context, along with traditional approaches, there is a trend towards digitalization, knowledge management and the use of AI, which expands the traditional framework of organizational culture and introduces new factors (technological maturity, training, knowledge exchange). This indicates the flexibility and dynamism of Chinese companies, their ability to integrate cultural traditions and modern business technologies. Comparative analysis (Kazakhstan–China) shows: There are no universal models.; Successful management of organizational behavior depends on the ability to adapt the model to national and industry specifics, to take into account cultural, institutional and technological factors.

Results

Through a comparative analysis of the organizational behavior management approaches in Kazakhstan and China, it has become evident that there are both similarities and differences due to the historical, cultural, and institutional backgrounds of these two countries. The analysis revealed that China predominantly employs centralized management models characterized by hierarchy, discipline, collective responsibility, and Confucian values. In contrast, Kazakhstani companies tend to adopt hybrid approaches that blend elements of the Soviet administrative system, Western management practices, and local traditions.

The case study approach demonstrated that Chinese enterprises extensively employ standardized employee conduct, rigorous adherence to internal policies, and a robust managerial oversight. This approach helps to minimize ambiguity, but it can also restrict employee autonomy. In contrast, Kazakh businesses often adopt a more flexible approach to regulations and standards, which, while fostering adaptability and individualized treatment for employees, can also lead to a decline in discipline and control.

The comparative study revealed that the methods employed in managing organizational conduct in Kazakhstan and China diverge considerably in a variety of aspects, such as leadership style, employee incentives, the essence of organizational culture, and the extent of national values' impact. These disparities are not solely attributable to cultural and historical factors, but also to the level of business maturity and the strategic objectives of the organizations.

To further explore this topic, specific examples of prominent companies in both countries. In China, Huawei Technologies Co., Ltd. serves as a prime illustration of a centralized management model, characterized by a strict hierarchy, a system of shared responsibility, and a highly regulated code of conduct for employees(Hong J. F. L., Snell R. S., 2021:1045).

On the other hand, Haier Group is implementing a novel approach that combines the presence of autonomous teams with the maintenance of overall corporate oversight[8]. This unique organizational approach fosters a unique style of behavior that seamlessly blends control and self-direction.

In contrast, in Kazakhstan, there is a trend towards more flexibility and individualization. The company Kaspi.kz, for instance, adopts a decentralized approach, emphasizing freedom of decision-making, personal initiative, and a flat management structure(Nichkasova Y., 2024:570). This fosters an open and innovative work culture.

Another example is Air Astana, which combines standardized processes required in the aviation industry with personalized development programs and mentorship, promoting employee loyalty and proactivity (Mızrak F., 2023:83).

Therefore, organizational behavior management practices in China and Kazakhstan vary from strictly hierarchical to flexible and adaptive models. This highlights the importance of considering national and industry-specific factors when developing effective business strategies. The comparison demonstrates that there is no one-size-fits-all approach – each model must be tailored to the unique socio-cultural context.

The findings demonstrated that Chinese companies prioritize teamwork, corporate allegiance, and internal harmony, whereas in Kazakhstan, individual motivation, financial incentives, and career advancement take precedence. This divergence influences the selection of business models: in China, vertically integrated structures with a strong corporate culture are more prevalent, whereas in Kazakhstan, many organizations opt for decentralization and horizontal distribution of authority(in table1).

Table 1. Comparative analysis of organizational behavior management models in Kazakhstan and China

Comparison Parameters	Kazakhstan	China
Management approach	Hybrid, with elements of Western management	Centralized, hierarchical
Employee motivation	Individual, materially oriented	Collective, based on loyalty
Corporate culture	Multi-level, adaptive	Stable, Confucian, conservative
Influence of national values	Moderate	High
Managerial flexibility	Medium to high	Low to medium
Teamwork	Developing, but not dominant	Key priority

A comparison with previous studies conducted by various scientists shows that the identified differences are confirmed by a variety of scientific sources. However, this work enhances our comprehension by specifically contrasting behavioral patterns and personnel management practices in real-world scenarios.

The inclusion of case studies from organizations operating in a cross-border environment adds to the practical significance of the findings.

The analysis has confirmed that national characteristics significantly influence the selection and efficacy of business models for managing organizational behavior. In the context of globalization and the deepening collaboration between Kazakhstan and China, it is crucial to consider these differences when developing joint projects, implementing management decisions, and formulating personnel strategies.

Beyond the fundamental aspects of business models, the research delved into the specific instruments and methods employed by managers to govern organizational conduct in companies operating in Kazakhstan and China. This examination not only revealed distinct national preferences but also uncovered universal trends(table 2).

Table 2. Tools and practices for managing organizational behavior

Management Tool	Kazakhstan	China
Motivation System	Bonuses, incentives, flexible schedule, career advancement	Group rewards, moral incentives, performance evaluation systems
Corporate Training	Skill upgrading, external training programs	In-house academies, mentorship-based learning
Organizational Communication	Open meetings, HR feedback channels	Vertical communication, limited direct criticism
Conflict Management	Negotiations, informal meetings, mediators	Conflict avoidance, reliance on hierarchical authority
Employee Behavior Control	Supervision by mid-level managers	Strict reporting, digital monitoring systems
Loyalty Formation	Corporate events, symbols, personalized approach	Collective ideology, “family-style” corporate model
Influence of Cultural Traditions	Moderate (Western cultural adaptation observed)	Strong (Confucian values, respect for hierarchy)

As the table, in Kazakhstan, there is a preference for personalized methods of motivation and more adaptable approaches to learning and communication, while in China, collectivism, formalized control methods, and hierarchical management remain central. This underscores the idea that organizational behavior is shaped not only by external factors but also by cultural attitudes. The use of these tools has varying impacts on employee motivation, organizational identity, and team resilience. This is reflected in diagram 1(in Figure 1):

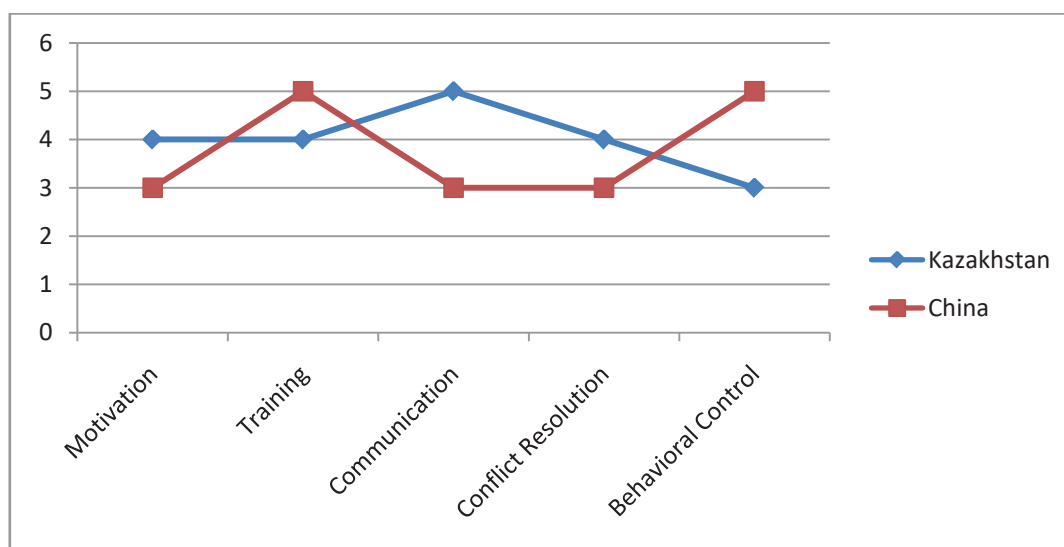


Figure 1. – Key Management Aspects in Kazakhstan vs China

Therefore, the practices outlined in the table highlight the significance of a holistic approach to selecting a business model for managing organizational behavior, particularly in a multinational or cross-cultural setting.

The findings of the research indicate that the approaches to managing organizational behavior in Kazakhstan and China differ significantly, both in terms of structure and meaning (in figure 2). In China, a centralized management style based on hierarchy, strict adherence to rules, and collective values is prevalent. This is evident in companies like Huawei and Haier, where formalized procedures, digital monitoring, and a strong emphasis on corporate culture dominate. This approach ensures stability and predictability in employee behavior, but it can also hinder innovation and creativity.

In contrast, Kazakhstani enterprises adopt more agile management styles, prioritizing employee motivation, horizontal communication, and individual accountability. Kaspi.kz and Air Astana, for instance, employ practices that foster employee engagement, encourage open dialogue, and cultivate loyalty through personalized approaches. This approach enhances the organizations' adaptability to external changes, but it necessitates a sophisticated management culture and substantial investments in human capital development. Consequently, the comparative analysis underscores the significance of considering national, industry-specific, and corporate factors when selecting an effective management model for organizational behavior.



Figure 2. – Comparison of Organizational Behavior: China vs. Kazakhstan

Each segment of the chart (25% each) represents one of four key aspects of organizational behavior, with two segments from each country. This even distribution helps visually compare the approaches of China and Kazakhstan, without taking into account quantitative differences, for simplicity and clarity. The organizational behavior of companies in these two countries demonstrates two different, but effective, management approaches that reflect their cultural and economic characteristics.

In China, centralized and hierarchical management is prevalent, as exemplified by companies like Huawei and Haier. These companies emphasize strict adherence to rules and formal procedures, ensuring a clear structure and stability. A strong corporate culture and digital control are also notable, allowing companies to maintain high levels of discipline and consistent standards of behavior. Stability, manageability, and predictability of employee actions are the main goals.

In contrast, companies like Kaspi.kz and Air Astana in Kazakhstan adopt a more flexible and decentralized management approach. These companies focus on employee motivation, development of personal initiative, horizontal communication, and open dialogue between management levels. This promotes personalized interaction, engagement, and loyalty among employees.

Thus, China relies on control, discipline, and uniformity, while Kazakhstan focuses on trust, adaptability, and the human factor. These strategies are not mutually exclusive - on the contrary, each one can be effective depending on the context and the company's goals.

Conclusion

The research demonstrated that strategic planning frameworks are instrumental in enhancing the efficiency of organizational governance. They enable the systematic formulation of objectives and targets, guiding the efforts of all departments towards achieving shared strategic priorities, and adapting to shifts in the external environment. Efficient strategic planning fosters collaboration, resource optimization, and contributes to the long-term success of the company.

The examination of literary sources has demonstrated the significance of incorporating strategic planning into the governance framework of enterprises across diverse sectors and sizes. The authors emphasize that the utilization of contemporary techniques for strategic analysis and forecasting can enhance the quality of managerial decisions and reduce the likelihood of risks. However, the successful execution of strategic planning necessitates not only adherence to formal procedures but also a shift in organizational culture, a focus on innovation, and ongoing employee development.

In practice, the research demonstrated that companies that employ integrated strategic planning models outperform their competitors. Case studies from Kazakhstan and China demonstrate that adapting strategic approaches to national contexts, industry demands, and internal resources can lead to sustainable success. Furthermore, the active participation of management and employees in the planning and execution of the strategy is crucial.

However, the study also highlighted some challenges in implementing strategic planning. These include inadequate training for staff, resistance to change, limited access to information, and difficulties in aligning strategic objectives with operational activities. Overcoming these obstacles requires a structured approach, the support of senior management, and the development of internal communication channels.

Therefore, strategic planning is a powerful instrument for guiding an organization, enhancing its performance and resilience. To fully realize its potential, it is crucial to tailor the strategy to the organization's unique characteristics, foster managerial skills, and continuously assess the strategy's implementation. The findings underscore the significance of strategic planning as the cornerstone for the long-term success and competitiveness of contemporary organizations.

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ҚАЗАҚСТАН МЕН ҚЫТАЙДАҒЫ БИЗНЕС-МОДЕЛЬДЕРДІ БАСҚАРУДАҒЫ ҰЙЫМДЫҚ МІНЕЗ-ҚҰЛЫҚТЫҢ САЛЫСТЫРМАЛЫ ТАЛДАУЫ

Аңдатпа. Цифрландыруды тереңдету, жаһандану және мәдениетаралық өзара әрекет-тестіктің өсуі жағдайында ұйымдық мінез-құлықты тиімді басқару компаниялардың тұрақтылығы мен бәсекеге қабілеттілігін арттырудың маңызды факторына айналууда. Бұл зерттеу Траншекаралық ынтымақтастықты дамыту үшін маңызды практикалық және ғылыми маңызы бар Қазақстан мен Қытайдағы ұйымдастырушылық мінез-құлықты басқарудың бизнес-модельдерін салыстырмалы талдауға бағытталған. Зерттеудің жаңалығы мәдени, институционалдық және экономикалық факторлардың екі елдегі басқару үлгілеріне әсерін жан-жақты зерттеуде, сондай-ақ трансформациялық экономикада қолданылатын бірін-бірі толықтыратын тәсілдерді анықтауда жатыр. Ғылыми міндеттерге Қазақстан мен Қытайдағы ұйымдастырушылық мінез-құлықты басқарудың қолданыстағы модельдерін талдау; мәдени және институционалдық сипаттамалардың қызметкерлердің мінез-құлқына әсерін анықтау; мотивациялық стратегиялар мен корпоративтік мәдениетті салыстыру; мәдениетаралық жобалар үшін тиімді модельдерді бейімдеу бойынша ұсыныстар әзірлеу жатады. Зерттеу әдістемесі салыстырмалы талдауға, кейстерді зерттеуге, әдебиеттерді аналитикалық шолуға негізделген. Негізгі нәтижелер көрсеткендей, Қытайлық басқару моделі орталықтандырудың, ұжымдастырудың және иерархияға баса назар аударудың жоғары деңгейімен сипатталады, ал қазақстандық жүйе гибридтілікпен, Батыстық тәсілдер мен ұлттық ерекшеліктердің үйлесімімен сипатталады. Қорытындылай келе, табысты басқару тәжірибесінің өзара бейімделуі халықаралық жобалардың тиімділігін арттыруға, корпоративтік мәдениетті нығайтуға және бәсекеге қабілетті бизнес-модельдерді қалыптастыруға ықпал ететіні атап өтілді.

Кілт сөздер: Бизнес-модельдер, ұйымдық мінез-құлық, персоналды басқару, салыстырмалы талдау, Қытай, Қазақстан, корпоративтік мәдениет, мотивация.

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СРАВНИТЕЛЬНЫЙ АНАЛИЗ БИЗНЕС-МОДЕЛЕЙ УПРАВЛЕНИЯ ОРГАНИЗАЦИОННЫМ ПОВЕДЕНИЕМ В КАЗАХСТАНЕ И КИТАЕ

Аннотация. В условиях роста цифровизации, глобализации и роста межкультурных взаимодействий эффективное управление организационным поведением становится важным фактором повышения устойчивости и конкурентоспособности компаний. Данное исследование направлено на сравнительный анализ бизнес-моделей управления организационным поведением в Казахстане и Китае, который имеет существенное практическое и научное значение для развития трансграничного сотрудничества. Новизна исследования заключается во всестороннем изучении влияния культурных, институциональных и экономических факторов на модели управления в двух странах, а также в выявлении взаимодополняющих подходов, применимых в условиях трансформационной экономики. Научные задачи включают: анализ существующих моделей управления организационным поведением в Казахстане и Китае; определение влияния культурных и институциональных характеристик на поведение сотрудников; сравнение стратегий мотивации и корпоративной культуры; разработка рекомендаций по адаптации эффективных моделей для межкультурных проектов. Методология исследования основана на сравнительном анализе, изучении конкретных ситуаций и аналитическом обзоре литературы. Основные результаты показывают, что китайская модель управления характеризуется высокой степенью централизации, коллективизма и акцентом на иерархию, в то время как казахстанская система характеризуется гибридностью, сочетанием западных подходов и национальных особенностей. В заключение подчеркивается, что взаимная адаптация успешных практик управления способствует повышению эффективности международных проектов, укреплению корпоративной культуры и формированию конкурентоспособных бизнес-моделей.

Ключевые слова: Бизнес-модели, организационное поведение, управление персоналом, сравнительный анализ, Китай, Казахстан, корпоративная культура, мотивация.

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