

Sustainable Transformation of Civil Service Organisational Culture in the Era of Globalisation

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Abstract

The relevance of this study stems from the need to integrate international standards into the public administration system of the Republic of Kazakhstan, particularly in the context of globalisation, the shifting political and economic landscape, and the imperative of sustainable governance. The aim of the research is to analyse the process of adapting international standards within Kazakhstan's civil service system, with particular emphasis on the recommendations of the Organisation for Economic Co-operation and Development (OECD) and their influence on sustainability in public institutions. The research methodology includes a comprehensive analysis of national and international practices, employing historical and comparative approaches to identify best practices for integrating global experience into Kazakhstan's administrative system. The findings indicate that the implementation of international standards contributes to the development of a sustainable organisational culture, the strengthening of ethical norms, and enhanced governance efficiency. The conclusions of the study include proposals for legislative updates in Kazakhstan, enhancement of public service ethics standards, and institutional mechanisms that support sustainable administrative transformation and ethical continuity.

Keywords: International Standards; Civil Service; Ethics; Sustainability; Organisational-Legal Culture; Civil Society; Adaptation.

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Introduction

The development of organisational culture in the civil service is a complex and multifaceted process encompassing both axiological foundations and practical aspects of governance. A value-based paradigm of public service is employed to understand the moral and ethical principles that should guide civil servants' behaviour and their interaction with society. The transformation of organisational culture as a value system within public service has evolved over many years under the influence of economic, social, and political factors. Rethinking the role of administrative ethics in fostering public trust and enhancing civil servants' accountability calls for a shift from rigid bureaucratic norms to more flexible, results-oriented governance models. This topic is particularly relevant due to the necessity of incorporating international public service standards into Kazakhstan's legislative framework. Reconsidering and updating the value foundations of the civil service are essential to addressing issues such as corruption, bureaucratic inertia, and public distrust in governmental institutions.

In this context, several recent studies contribute to a deeper understanding of global and local dynamics in public administration and organisational ethics. Önder et al. (2022) examine administrative systems in multiple countries, highlighting how governance structures impact the effectiveness and delivery of public services. Mukhopadhyay (2022) compares the evolution of ethical standards in public administration from historical and cultural perspectives. Mieg (2024) explores Max Weber's concept of the "ethics of responsibility" and its application to professional ethics. Ibrahim et al. (2023) study the impact of managerial autonomy in Indonesia's public sector, emphasising that such reforms can enhance efficiency but necessitate structural and cultural transformations. Marreiros et al. (2023) investigate how organisational culture influences leadership in public administration. Xanthopoulou et al. (2022) assess the influence of robust organisational cultures on public administration performance. These studies underscore the importance of disseminating best practices and adapting them to the specific context of Kazakhstan.

Organisational culture within institutions is considered a critical success factor. Core concepts include a shared belief system, value orientation, problem-solving approaches, a socio-spiritual corporate environment, and a dynamic system of shared rules (Dogra and Sharma, 2021). Equally important is the philosophical view of culture as a mode of thought and existence, considered both a component of the management process and a framework of foundational assumptions and norms (Nurekenova et al., 2022; Taitorina and Kabklakatov, 2024; Tlessova et al., 2016). It is argued that civil

servants tend to demonstrate greater commitment in public organisations where behavioural norms, rules, and shared goals prevail. Within the framework of strategic management, an ethical climate is deemed pivotal to organisational success (Dolzhenko et al., 2025). The Global Encyclopedia of Public Administration comprises thousands of entries covering the latest developments in policy and public governance, including crisis management, ethics, and accountability across numerous countries (Romero-Carazas et al., 2023; Yudina et al., 2025). A valuable contribution to academic inquiry is the report by the European Public Administration Network (EUPAN).

Contemporary research integrates a configurational approach with machine learning techniques, leveraging digital platforms (Jilani et al., 2024). The deployment of Artificial Intelligence (AI) in public administration aims to deliver personalised and efficient services (Wilson and Mergel, 2022; Madan and Ashok, 2023). Digital transformation is emerging as a strategic imperative for governments seeking modernisation (Gong et al., 2020; Ongaro et al., 2021). Research also addresses the relationship between public service motivation and adherence to ethical standards (Lee et al., 2024). Enhancing the productivity of civil servants necessitates both strategic interventions and a conducive organisational environment (Tannimalay et al., 2021). Ethics in public service is inherently tied to both individual and institutional responsibility (Bowman and West, 2021). The significance of civil service organisational culture lies in its capacity to facilitate more effective and ethical governance (Garrett and Peterson, 2006). Kazakhstani scholars actively contribute to the global academic discourse on the transformation of civil service organisational culture (Janenova and Knox, 2019; Agubayev, 2024; Aitkhodzhin and Baisalova, 2024; Arslan et al., 2022; Bokayev et al., 2024; Karsembayeva and Junusbekova, 2024; Taitorina and Kabklakatov, 2024).

Overall, research aims to improve the understanding of organisational culture as a critical approach to resolving the identity crisis within organisational contexts, which often stems from inefficiency and ineffectiveness (Bogale and Debela, 2024). Within the civil service, organisational culture shapes not only internal dynamics but also relationships with citizens and society at large, thereby significantly enhancing trust in public institutions. The aim of this article is to explore the challenges of adapting international organisational culture standards to the civil service system of the Republic of Kazakhstan, with particular attention to fostering ethical integrity and institutional sustainability in the context of globalisation.

Materials and Methods

The research methodology is aimed at a comprehensive analysis of the current state of civil service organisational culture in Kazakhstan, the application of international standards, and the development of recommendations for their integration. A holistic approach grounded in the social constructivist paradigm was employed. The main data collection technique was documentary analysis. A comparative approach was employed to analyse foreign practices that have incorporated international standards into their public governance systems, with the aim of identifying effective approaches and strategies. This method proved useful in developing mechanisms for adapting these standards to the legislation of the Republic of Kazakhstan. It enabled the formulation of an operational algorithm tailored to the specificities of the national legal framework. Particular emphasis was placed on practices that promote not only short-term compliance but also long-term sustainability of ethical governance.

The methodology further incorporated the cultural and historical contexts of the countries studied to examine how such factors affect the development of global practices and their localisation in Kazakhstan. The research revealed the extent to which each country's historical and cultural context affects the implementation of international standards, and how these standards can be adapted to align with national characteristics. This allowed for the identification of sustainable reform pathways that are both culturally resonant and institutionally viable.

Sociological methods, including observation, content analysis, and case studies, were employed to gain deeper insight into civil servant behaviour and to assess public opinion and media representations of the public service. Observation facilitated the identification of key behavioural aspects of civil servants in various contexts, including professional and ethical dimensions. Content analysis was applied to materials related to public service – such as publications and media resources – enabling an assessment of the impact of public opinion and media narratives on the development of organisational culture. The case study method was used to examine specific instances of successful adaptation of international standards within the Kazakhstani public administration system, which helped to highlight effective practices and propose pathways for their legislative implementation.

Results and Discussion

Contemporary scholarly literature broadly concurs on a five-stage

periodisation model of the development of the civil service institution in the Republic of Kazakhstan: 1991-1997 – establishment of institutional foundations; 1997-2007 – adoption of the “Kazakhstan-2030” Strategy and formulation of strategies in public service; 2007-2017 – emergence of a new vision based on the “Kazakhstan-2050” Strategy; 2017-2020 – implementation of the Strategic Plan for the Civil Service of the Republic of Kazakhstan. The dissolution of the USSR and Kazakhstan’s attainment of independence prompted a profound reconsideration of policy, governance, and the structure of the civil service. The new republic was compelled to reassess all dimensions of governance, including organisational culture. Establishing a new value paradigm required the development of a robust legal foundation. The Constitution of the Republic of Kazakhstan (1995), Decree of the President of the Republic of Kazakhstan No. 2730 “On Civil Service” (1995), and Resolution of the Government of the Republic of Kazakhstan No. 940 “On the Programme for Further Reform of the Civil Service of the Republic of Kazakhstan and the Action Plan of the Government of the Republic of Kazakhstan for Its Implementation” (1997) constitute the key legal documents. However, the governmental programme failed to resolve core conceptual issues such as the legal and staffing frameworks for the civil service, and the presidential decree remained largely declarative, lacking concrete implementation mechanisms.

Between 1997 and 2006, the implementation of organisational culture and civil service ethics in Kazakhstan did not experience significant practical development (Khamzin et al., 2016). However, the central policy document of this period, the Kazakhstan-2030 Strategy (Message of the President..., 1997), did set forth ambitious goals for the development of organisational culture. These included the creation of a professional state, ministerial accountability, and anti-corruption efforts, which laid the conceptual groundwork for future reforms. Nevertheless, neither this strategic programme nor the Law of the Republic of Kazakhstan No. 453-I “On Civil Service” (1999) provided a detailed articulation of the principles underlying public service. The legal and regulatory framework for public service was expanded through the adoption of the Regulations on the Procedure for Civil Service, Rules of Professional Ethics for Civil Servants, guidelines for imposing disciplinary sanctions, certification procedures, Regulations on the Formation of the Personnel Reserve, the Concept of Civil Servant Training, the Law of the Republic of Kazakhstan No. 148 “On Local Government and Self-Government in the Republic of Kazakhstan” (2001), Decree of the President of the Republic of Kazakhstan No. 827 “On Further Measures to Implement the Development Strategy of Kazakhstan until 2030” (2003), and other regulatory acts.

Changes in organisational culture and professional ethics regulation and development are the third stage of civil service evolution in Kazakhstan. The essential values of the civil service are covered by Law No. 416-IV LRK “On the Civil Service of the Republic of Kazakhstan” (2015). The Law of the Republic of Kazakhstan No. 453-I (1999) on civil servant anti-corruption highlights the necessity of fighting corruption to ensure state institution openness and public confidence in governance systems. Effective governance in modern society requires public authorities to fight corruption ethically as well as legally.

Amendments to Law of the Republic of Kazakhstan No. 416-IV LRK “On the Civil Service of the Republic of Kazakhstan” (2015) considerably changed organisational culture and professional ethics. Unlike previous laws, the law requires a government servant Code of Ethics, providing clearer and more defined behavioural norms. The 2015 Act began processes to optimise public administration, including ethical conduct and anti-corruption upgrades. Law of the Republic of Kazakhstan No. 410-IV LRK (2015) expanded many of these clauses. However, real execution showed that oversight methods were ineffective: Unethical behaviour and corruption often went unpunished, weakening public trust in government.

Public servants and state institutions and civil society share ideals, behavioural standards, and rules of interaction through the civil service’s organisational culture. Institutional and legislative instruments and a strong organisational culture have driven civil service reform. Despite strong political support, Kazakhstani reforms have focused on institutional, structural, and legislative changes without evaluating their influence on public service quality (Janenova and Knox, 2019). Researchers also note a contradictory coexistence of two political environments: a *de jure* centralised administrative structure and *de facto* decentralisation at various civil service levels (Zhetpisbayev et al., 2017).

The introduction of open or electronic government in Kazakhstan has significantly improved access to public services. Over 80% of state services are now delivered electronically. In this regard, in 2024 Kazakhstan has performed impressively in terms of digital transformation, ranking 28th out of 193 countries in the United Nations E-Government Development Index and 8th in terms of online service quality. The rapid development of e-government in the country has fundamentally altered the delivery of public services. At the same time, critical issues related to ethics and organisational culture have come to the forefront, as digitalisation has heightened the need for transparency and accountability within state structures. Service provision must be impeccable and honest, with strict adherence to ethical standards to mitigate corruption risks and the misuse of information. Civil servants must

exhibit readiness to adopt new tools and embrace adaptability. In this context, citizen feedback and participation are essential: public authorities must incorporate public input into service delivery processes, thereby fostering a culture centred on societal needs. Thus, qualitative transformations in the civil service through digital service formats must be complemented by the development of ethical standards and organisational culture to ensure not only effectiveness but also public trust.

At the current stage of public service development in the Republic of Kazakhstan, it has been acknowledged that the existing administrative-control model of governance – characterised by hierarchical relations between public institutions and citizens – fails to fully meet societal expectations. There is a growing demand for a service-oriented model of governance that is citizen-centric. The core principle of this model is state accountability, coupled with informational transparency, accessibility of services, and responsibility to the public.

Effective mechanisms for integrating international norms contribute to improving the quality of public administration (Khamzina et al., 2021; 2022). International legal instruments not only establish legal frameworks for the civil service but also set the tone for an organisational culture based on the principles of equality, integrity, and accountability. The Universal Declaration of Human Rights (1948), the International Covenant on Civil and Political Rights (1966), the International Covenant on Economic, Social and Cultural Rights (1966), and the Convention for the Protection of Human Rights and Fundamental Freedoms (1950) laid the foundations for the development of ethical norms and behavioural standards within public institutions. In the context of globalisation and state integration, international standards play a pivotal role in shaping organisational culture. This is clearly reflected in the International Code of Conduct for Public Officials (1996), the Recommendation No. R(2000)10 of the Committee of Ministers to Member States on Codes of Conduct for Public Officials (2000), and the United Nations Convention against Corruption (2004). Table 1 outlines the key aspects of civil service organisational culture in Kazakhstan and other countries covered in this study.

Importantly, the adoption of international standards in Kazakhstan's civil service reform needs to be assessed not just for their institutional and normative alignment but also for their ability to promote sustainability over the long run. Beyond simply adhering to moral principles, sustainable public administration necessitates the institutionalisation of principles like transparency, accountability, inclusivity, and flexibility (Khamzina et al., 2020). Public trust in state institutions is increased, continuity is supported during political transitions, and resilience against corruption is ensured when

these values are ingrained in the organisational culture of the civil service (Lisitsa and Moroz, 2019). The Recommendation of the Council on Public Service Leadership and Capability (OECD Legal Instruments, 2019) underscores the importance of a professional, efficient, and responsive civil service as a basis for public trust. The Recommendation of the Council on Public Integrity (OECD Legal Instruments, 2017), which replaced the 1998 Recommendation, updated ethical standards for the civil service. Based on risk assessment and the cultivation of a culture of integrity within society, this document provides a strategy for transitioning from fragmented measures to a comprehensive approach.

Table 1 - Comparative analysis of organisational culture in civil service across different countries

Country	Ethical Standards	Oversight Mechanisms	Legislative Framework	Key Characteristics
Kazakhstan	Code of Ethics for Civil Servants of the Republic of Kazakhstan (2015)	Ethics Commissioner, Disciplinary Committees, Ethics Compliance Monitoring	Law of the Republic of Kazakhstan No. 453-I (1999), Law of the Republic of Kazakhstan No. 410-IV LRK (2015)	Anti-corruption measures, fostering a culture of integrity
USA	Standards of Ethical Conduct for Employees of the Executive Branch (2017)	Office of Government Ethics, Ethics Commission	Ethics in Government Act of 1978 (1978), Executive Order No. 12731 - Principles of Ethical Conduct for Government Officers and Employees (1990)	High levels of transparency and accountability

United Kingdom	Civil Service Code (2015)	Committee on Standards in Public Life, Parliamentary	Code of Conduct for Members of Parliament (1995)	Emphasis on moral principles and public accountability
Netherlands	Code of Conduct for Integrity in the Central Public Administration 2016 (2016)	Bureau for Ethics and Integrity in Public Administration	Ministry-specific staff regulations, etiquette guidelines	Focus on decorum and propriety
Lithuania	Republic of Lithuania Law No. VIII-371 "On the Adjustment of Public and Private Interests in the Civil Service" (1997)	Chief Commission on Civil Service Ethics	Republic of Lithuania Law No. VIII-371	Strict enforcement of civil service ethics

Source: Compiled by the authors.

Kazakhstan, in the era of globalisation, has been adapting international standards concerning civil service organisational culture, taking into account OECD (Organisation for Economic Co-operation and Development) guidelines and recommendations. In countries with well-established democratic institutions, both statutory and regulatory acts govern this area, and dedicated oversight bodies ensure compliance:

- in the United States – the Ethics in Government Act of 1978, Executive Order No. 12731 – Principles of Ethical Conduct for Government Officers and Employees (1990), the establishment of a dedicated Office of Government Ethics; the Standards of Ethical Conduct for Employees of the Executive Branch (2017);
- in the United Kingdom, the Code of Conduct for Members of Parliament (1995) was adopted, and the office of the Parliamentary Commissioner for Standards was established;
- in the Netherlands, general regulations for public officials and ministry staff charters include specific rules of conduct in public service; the Code

of Conduct for Integrity in the Central Public Administration 2016 was adopted; and the Bureau for the Promotion of Ethics and Integrity in Public Administration was established under the Ministry of the Interior in 2006 (Ismailov and Mansurova, 2021; Pchelintsev and Pchelintsev, 2009; Levakin and Trifonova, 2015; Obolonskiy, 2015).

According to the Law of the Republic of Kazakhstan No. 416-IV LRK (2015), one of the fundamental principles of the civil service is the observance of official ethics. The law defines “official ethics of civil servants” as the ethical standards set by the Code of Ethics for Civil Servants of the Republic of Kazakhstan, which regulate their behaviour. Chapter 8 of the Law of the Republic of Kazakhstan No. 416-IV LRK (2015) is devoted to official ethics. The Law of the Republic of Kazakhstan No. 410-IV LRK (2015) also contains provisions whose violation may result in disciplinary, administrative, or criminal liability. Paragraph 1 of Article 9 of the Law of the Republic of Kazakhstan No. 416-IV LRK (2015) explicitly states that “entities engaged in combating corruption, within their competence, shall promote and strengthen in society a system of values that reflects intolerance towards corruption”. In this regard, the “Baseline Report of the Fifth Round of Monitoring Anti-Corruption Reforms in Kazakhstan: Istanbul Anti-Corruption Action Plan” (OECD, 2024) drew particular attention to the fact that Kazakhstan’s legislation contains “only basic provisions regarding the prevention and resolution of conflicts of interest, which are insufficient to ensure an effective system for managing conflicts of interest in public service.

In Kazakhstan, the aforementioned laws on public service and anti-corruption display duplication of provisions related to conflicts of interest, preventive measures, and other anti-corruption regulations, which runs counter to the principles of legal drafting technique. It would be advisable to exclude corruption-related disciplinary offences from the Law on Public Service, while instead introducing a general clause covering other disciplinary offences that discredit public service. The ethical principles of public service in Kazakhstan require particular attention, especially concerning the regulation of conflicts of interest. Article 10 of the Law of the Republic of Kazakhstan No. 416-IV LRK (2015) should include a provision stipulating the obligation of civil servants to avoid conflicts of interest, in order to render anti-corruption regulation more effective. Despite the existing legal framework, these rules are not always observed.

The rules of professional ethics in Kazakhstan are set forth not only in the Law of the Republic of Kazakhstan No. 453-I (1999), but also in other normative legal acts. In particular, Article 49 and subparagraph 13) of Article 1 of the aforementioned law contain a reference provision to the Code of Ethics for Civil Servants of the Republic of Kazakhstan (2015). Code of

Ethics for Civil Servants of the Republic of Kazakhstan (2015) approved Decree of the President of the Republic of Kazakhstan No. 153 “On Measures to Further Improve the Ethical Standards and Rules of Conduct of Civil Servants of the Republic of Kazakhstan” (2015). Norms of professional ethics are explicitly anti-corruption in orientation. These include prohibitions on pursuing illegitimate financial or material interests, misuse of official position to resolve personal matters or to benefit non-profit organisations, the obligation to comply with legal restrictions, and the avoidance of conflicts of interest, among others. The direct interrelation between ethical norms and anti-corruption regulations is emphasised by numerous scholars (Işık et al., 2025; Shalbolova et al., 2021).

Safeguarding the rights and interests of both the state and its citizens constitutes an additional ethical standard of conduct for civil servants. These include ensuring the protection of state property, combating violations of state rights and interests, and using public assets solely for their intended purposes (Işık et al., 2024; Krechko and Mikhaylov, 2025; Mukayev et al., 2022). These obligations are primarily derived from the provisions of the Law of the Republic of Kazakhstan No. 416-IV LRK (2015), which outlines the specific duties of civil servants. Among the ethical standards expected of civil servants is the requirement to refrain from visiting gambling establishments, except in cases where such visits are directly related to official duties (e.g., conducting inspections as part of oversight functions). It should be noted that this requirement is driven by the issue of gambling addiction prevalent in Kazakhstani society. Unfortunately, this destructive psychological dependency is increasingly affecting individuals. In this regard, the enshrinement of this requirement in the Code of Ethics for Civil Servants of the Republic of Kazakhstan (2015) appears to be both timely and appropriate. It would be expedient to amend subparagraph 10 of paragraph 6 of the Code of Ethics for Civil Servants of the Republic of Kazakhstan by adding the phrase “including via digital services” after the word “establishments”.

The Code of Ethics for Civil Servants of the Republic of Kazakhstan (2015) establishes requirements regarding the appearance of civil servants, their conduct in official interactions with colleagues, and their behaviour during off-duty hours. These regulations are designed to foster a favourable and healthy moral and psychological working climate. The Code includes provisions concerning the public speeches of civil servants, which stem from the principles of corporate ethics, prohibiting public criticism by ordinary members of their own corporation (in this case, the state).

The alignment of Kazakhstani civil servants with ethical codes and public service norms can be better understood through Public Service Motivation (PSM) and Self-Determination Theory (SDT). PSM suggests that civil

servants driven by a sense of civic duty and altruism are more likely to internalize ethical standards, such as those outlined in the Code of Ethics for Civil Servants of the Republic of Kazakhstan (2015), as integral to their professional identity. However, when PSM is weak, ethical codes may be perceived as bureaucratic formalities, leading to superficial compliance. SDT further highlights that civil servants who feel empowered, competent, and autonomous are more likely to embrace ethical norms, while those facing bureaucratic resistance, inadequate support, or top-down reforms may struggle with motivation. In Kazakhstan, the success of digital transformation and decentralization reforms depends on whether civil servants view them as tools for improving public service or as additional burdens. To strengthen ethical alignment, policymakers should cultivate PSM by emphasising the societal impact of ethical behaviour, enhance autonomy and competence through professional development, and address institutional barriers that hinder motivation. This approach will foster a civil service culture that not only complies with ethical standards but also upholds them as a core professional value.

If we consider the concept of “public service”, which encompasses all state bodies financed from the state budget, the legislative regulation of ethical conduct is not limited to this Code alone. For instance, Chapter 23 of the Resolution of the Parliament of the Republic of Kazakhstan “On the Regulations of the Parliament of the Republic of Kazakhstan” (1996) defines the rules of parliamentary ethics, the violation of which entails disciplinary liability. There are frequent instances where civil servants use their official identification to obtain goods or services free of charge or without waiting in line. The Code of Ethics for Civil Servants of the Republic of Kazakhstan (2015) contains an anti-corruption provision prohibiting the use of one’s official position to resolve matters of a personal nature or in the interests of third parties. However, this norm is primarily oriented towards informal influence or “telephone justice”, whereby psychological pressure is exerted on decision-making bodies or individuals in the interest of the civil servant.

Another noteworthy provision of the Code of Ethics for Civil Servants of the Republic of Kazakhstan (2015) is the requirement for Members of Parliament to publicly apologise to organisations, bodies, or individuals whose interests and honour were harmed, in the event of making public statements based on inaccurate or unverified facts. It would be advisable to enshrine a similar norm in the Code of Ethics for civil servants. The obligation to adhere to the rules of parliamentary ethics also applies to members of the maslikhats (local representative bodies), and violations are subject to disciplinary measures (paragraph 4 of Article 21 of the Law of the Republic of Kazakhstan No. 148, 2001). However, the rules of parliamentary

ethics themselves are established by the regulations of the respective maslikhats. Article 21 of this Law contains a legal inconsistency: disciplinary measures are stipulated for violating ethical rules, yet no corresponding obligation to adhere to them is prescribed. Therefore, paragraph 2 of Article 21 of the aforementioned Law should be supplemented with a provision obligating maslikhat deputies to observe the rules of parliamentary ethics.

Judges, too, have their own code of ethical standards – the Code of Judicial Ethics (2024), adopted by the IX Congress of Judges of Kazakhstan. Additionally, the provisions of the Code are reinforced by applicable legislation. Thus, the Constitutional Law of the Republic of Kazakhstan No. 132 “On the Judicial System and Status of Judges in the Republic of Kazakhstan” (2000) imposes an obligation on judges to comply with judicial ethics and to refrain from actions that undermine their authority and dignity, or that cause “doubt regarding their integrity, fairness, objectivity, and impartiality” (Article 28). Among the criteria for judicial candidates are high moral standards and an impeccable reputation (Article 29).

In 2020, the United Nations Development Programme (UNDP) and the Agency of the Republic of Kazakhstan for Civil Service Affairs conducted a study assessing the level of ethical conduct among civil servants. The results indicated the following: “15% and 37.5% of respondents believe that the Code of Ethics is followed by all or, respectively, more than half of civil servants”. Meanwhile, 23.6% and 14% of respondents noted that the Code is observed by half or, respectively, fewer than half of civil servants. According to 4.1% of those surveyed, the Code is not followed by anyone (UNDP and the Agency..., 2021). In an effective, transparent, corruption-free state apparatus with a healthy moral and psychological climate and a citizen-oriented approach, ideally, at least 90% of civil servants must adhere to the standards of professional ethics. Achieving this level of adherence is essential, though it may not always reach 100%. By ignoring such incidents, the state undermines its authority and cultivates public suspicion.

In this regard, we believe that the Law of the Republic of Kazakhstan No. 416-IV LRK (2015) and other constitutional and ordinary laws regulating the status of individual public officials, as well as the Constitutional Law of the Republic of Kazakhstan No. 2464 “On Elections in the Republic of Kazakhstan” (1995) and the subordinate normative legal acts based on them, should provide for a mandatory resignation of a public servant or an equivalent official under such circumstances. If a voluntary resignation is not submitted, dismissal on these grounds should be imposed (Dzhanenova et al., 2017).

Conclusions

Kazakhstan's civil service culture is influenced by global trends and historical, cultural, and administrative traditions. This institution went from nomadic clans and colonial administration to hierarchical, traditional Soviet management. Every time public administration changed its policies and organisation, its legal foundations and value paradigm did too. Early civil service normative legal actions lacked organisational structure and ethics regulation. Later periods have declared public institution value paradigms. The Code of Ethics for Civil Servants of Kazakhstan promoted organisational culture by setting conduct and values. To persist, these reforms must be fully integrated into institutional practice and public expectations.

The Code encourages an ethical and professional workplace atmosphere. The age of developing a new organisational culture has seen ethical victories and disasters. The civil service cannot reconcile public officials' values and deeds. Professional ethics training and progress are rushed due to officials' internal resistance to change. Poor monitoring and formal ethics training degrade policy implementation and public trust in government. These variables endanger reforms' long-term viability and efficacy. Improvements may be temporary or symbolic without ethical education, institutional learning, and systemic reinforcement. Lack of qualified workers, bureaucratic obstacles, and low civil servant salaries limit public administration modernisation.

Such a framework makes "sustainable development in governance" in Kazakhstan practical and ideal. The legislative framework, digital change, and OECD-aligned ethics initiatives suggest institutionalising sustainable governance. However, bureaucratic inefficiency, ethical lapses, and uneven accountability preclude its full implementation. Implementing "sustainable development in governance" and driving reform requires consistent execution, measurable ethical performance metrics, and long-term human capital investment. It will remain an ambitious aim rather than a governing model until these prerequisites are realised.

A "listening state" and open government, as well as a renewed wave of public service legislation reform, are current themes in Kazakhstan's civil service organisational culture. To address citizen needs and develop a respectable reputation and image of the civil service at all levels, the goal is to turn the bureaucratic and hierarchical organisational culture into a good and productive one. Sustainability principles must underpin such a change to ensure efficient governance in the present and the institutional ability to serve future generations with honesty, openness, and public legitimacy.

This study helps examine Kazakhstan's civil service organisational culture's sustainable reform. It adjusts OECD principles for the US, UK, Netherlands, and Lithuania to Kazakhstan's needs. The study highlights ethical resilience and sustainability, offering a unique perspective on public administration reforms that prioritise institutional trust and corruption reduction. Update the Law of the Republic of Kazakhstan and establish an independent Ethics Commissioner utilising a multi-method approach, according to the paper. It critically examines policy-practice gaps and systemic ethical and governance issues. The report also advocates for citizen-centric governance amid global open government and participatory democracy trends and suggests how Kazakhstan's experience could shape reforms in other transitional economies.

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