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ON THE APPLICATION OF CRITERIA OF MANAGERIAL ACTIVITY OF RURAL AKIMS OF THE REPUBLIC OF KAZAKHSTAN: RESEARCH AND EVALUATION

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Annotation. *The primary objective of this study is to analyze and enhance the management efficiency of rural akims by examining their role as top managers, assessing the impact of individual work plans (IWP) and methodological requirements on strategic goals, and identifying key organizational, leadership, and motivational factors that influence local governance. The study also aims to develop effective recommendations for improving rural administration through better incentive mechanisms, leadership development, and increased public engagement in decision-making processes. This article aims to scientifically examine the need to strengthen the managerial potential of rural akims in the Republic of Kazakhstan. Based on research conducted in the rural districts of the Aktobe region, the study seeks to comprehensively analyze the management practices of rural akims and develop concrete recommendations to improve their operational efficiency. Akims of rural districts are responsible for improving the level of employment of the rural population of Kazakhstan, the quality of life, the availability of social services, rural infrastructure. In Kazakhstan, the institution of election of village akims was introduced through direct voting of the general population, and the introduction of independent village budgets expanded the powers of village akims. In the process of writing the article, an empirical method was applied, including a specialized survey in addition to observation, interviews, focus group discussions, analysis, systematization, and generalization methods conducted during seminar-training sessions. In determining the effectiveness of the activities of rural akims, a number of problems and ways to solve them were identified using the methods of facilitation and brainstorming of training. As the results of the study, the problems identified during the training of rural akims at courses, seminars in the Aktobe region branch and solutions identified by various methods are given.*

Keywords: *public service, regional standard, rural infrastructure, rural akim, competencies, project management, efficiency.*

Main provisions. *The article presents the results of a comprehensive assessment study on improving the effectiveness of the management organization of rural akims in Kazakhstan. Based on empirical research conducted in the Aktobe region, the main issues of local governance were identified, including organizational, leadership and motivational factors based on regulatory documents. The study shows the impact of individual work plans and methodological guidelines on the achievement of strategic goals by rural akims. Practical*

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recommendations are developed to strengthen the management capacity based on democratic principles through the development of leadership skills, incentive mechanisms and increased public participation. The conclusions are intended to support ongoing reforms to decentralize and improve rural governance.

Introduction. The relevance of this study is determined by the growing importance of local self-government as a key element in the development of a democratic state and the need to strengthen the managerial potential of rural akims in Kazakhstan. The modernization of public administration, decentralization of power, and the introduction of direct elections for rural akims require not only institutional changes but also a qualitative improvement in the management competencies of local leaders. Despite ongoing reforms, there are a number of problematic issues: insufficient managerial and leadership skills of akims, weak public engagement, low financial autonomy of rural territories, and the formal nature of individual work plans (IWP) that do not fully reflect the real strategic priorities and potentials of rural districts.

One of the pressing problems is the weak correlation between the existing evaluation system of akims' performance and real socio-economic results. Additionally, the lack of developed soft skills and modern management tools among akims limits their ability to attract investments, effectively communicate with the population, and build strategic visions for the development of rural areas.

In this context, the study focuses on the following research questions: 1) What is the impact of managerial culture and leadership qualities on the performance and effectiveness of rural akims? 2) How does the current system of individual work plans (IWP) influence the strategic management and accountability of rural akims? 3) What are the key organizational and motivational factors that affect the efficiency of rural self-government in Kazakhstan? 4) How can public engagement and feedback mechanisms be enhanced to improve the performance evaluation system for rural akims?

The article under preparation examines two major hypotheses. Hypothesis 1: The impact of managerial culture and leadership qualities on the effectiveness of local self-government. The higher the level of organizational and managerial culture, the presence of leadership qualities among akims, and the development of soft skills, the higher the efficiency of local self-government. This is reflected in increased social well-being of the population, improved interaction with citizens, and greater investment attraction in rural districts. Hypothesis 2: The impact of the Individual Work Plan (IWP) on managerial efficiency. The development and implementation of an Individual Work Plan (IWP) for rural akims contribute to enhancing their managerial efficiency by improving activity planning, increasing personal accountability, and strengthening strategic vision.

One of the key challenges in developing a democratic New Kazakhstan is the advancement of local self-government. The socio-economic modernization of Kazakh society requires significant improvements in public administration [1-8]. Decentralizing power is crucial for Kazakhstan to join the world's thirty most developed countries. Labor is generally considered voluntary under the Constitution. Civil service labor relations are governed by special legislation that outlines the rights, responsibilities, and conditions for civil servants, including recruitment and career advancement [9].

In Kazakhstan, civil service labor relations are established through a labor contract between the state body and the candidate. The civil service is characterized by professionalism, openness, and a commitment to societal interests. The legal framework supports career growth and skill development for civil servants [10]. The main features of the



Kazakhstani civil service are responsibility to society, as well as a clear distinction between civil servants and public services. Career-oriented employees are encouraged to work productively [11].

Local self-government is a management system carried out through elected bodies and involves the independent use of resources within the limits established by law. According to international practice, the components of an effective system include elected rural akims (mayors), active citizen participation, an independent budget, and stable communication between local and higher authorities [12]. In Kazakhstan, the election of village akims is aimed at developing villages, solving local problems, increasing public participation, and strengthening financial independence [13].

The introduction of direct elections for rural akims is expected to boost rural socio-economic development. Open competition will help select capable leaders, while elected officials will be motivated to fulfill promises, engage with the community, and attract investment. The effectiveness of akims will be measured by subsequent electoral support, offering successful leaders better chances in future elections.

Methodology. The idea for this article originated from an office experiment, which became the foundation for the research. Drawing on methods used in the project office, a survey was conducted among 101 rural district akims to assess their professional performance.

Two research team members developed the questionnaire, refining it based on secondary data and standard evaluation rules to focus on the motivation and management challenges faced by akims. The survey consisted of eight questions, organized and distributed by one of the co-authors.

The study assessed the effectiveness of akims' activities using two main dimensions: economic and social effectiveness. According to the official methodology for evaluating administrative civil servants (category E-R-1, "B" corps), akims' performance is measured using a system of basic, incentive, and penalty points. The individual work plan (IWP), approved by the district akim, defines these indicators. However, the research tested the hypothesis that IWPs are often formal documents disconnected from the actual conditions and capabilities of rural districts.

Collected data were analyzed using correlation, regression, and variance (ANOVA) methods. The findings revealed weak statistical relationships between IWPs, the gap between methodological requirements and strategic goals, and actual akim performance. This suggests that other factors likely influence management effectiveness.

Additionally, a comparative analysis of international practices in local government performance evaluation was conducted. Legal, regulatory documents and scholarly literature were also reviewed to support the analysis.

Results. Direct election of village akims contributes to the socio-economic development of the village, as this process allows to identify professional leaders who are familiar with the local situation. In addition, elected akims are interested in fulfilling their promises and investing in the village and working closely with the population [14].

The effective functioning of local executive bodies and the quality of work of civil servants depend on their professional qualifications, their proper application and development, as well as on the responsibility of employees and the support of management [15].

Kazakhstan's legislation plays a key role in regulating labour relations in the civil service [16]. It determines the rights and obligations of civil servants, the procedure and conditions of their employment, labour contract, career advancement, as well as regulates



dismissal procedures and the resolution of labour conflicts. Here are some of the main aspects of the role of legislation in regulating labour relations in the civil service in Kazakhstan:

1. Law on Civil Service: In Kazakhstan, the law sets out requirements for the qualifications and competence of candidates, rules for termination of labour contracts, procedures for appointment and approval of civil servants to various positions, etc [17].

2. The Labour Code of the Republic of Kazakhstan also applies to civil servants, except for certain provisions specified by special laws. It regulates employees' rights and responsibilities, procedures for remuneration, working hours, leave, and conditions for terminating employment contracts [18].

3. A wide range of legal documents and guidelines define various areas of the civil service, such as employee performance evaluation, standards of ethical conduct, and training procedures. Overall, the legislative system of Kazakhstan is very important for the management and regulation of labor relations in the civil service [19].

Thus, it ensures stability, transparency and legality in relations between state bodies and civil servants, and promotes professionalism and efficiency of state bodies in the performance of their functions. There are several laws and regulations in Kazakhstan that regulate relations between state bodies and state employees. Some of the most important laws and regulations are listed below:

Law of the Republic of Kazakhstan "On Public Service": This law regulates the specifics of the state civil service, which includes officials working in the executive branch of government, as well as in certain other bodies and institutions;

Code of Ethics for Civil Servants of the Republic of Kazakhstan: defines the rules and procedure for bringing civil servants to disciplinary and official responsibility for violation of legislation, professional incompetence and other misdemeanours [16].

Thus, listed are some of the main laws and regulations governing relations between state bodies and civil servants in Kazakhstan.

Currently, the evaluation of the effectiveness of akims and all civil servants is institutionally structured around the following five key areas:

Evaluation of government bodies includes key areas:

- Strategic goals achievement – assessing planning quality and implementation of strategic plans and regional programs;
- Budget management – evaluating the efficient use of budget funds;
- Public service delivery – measuring citizens' access to quality, including digital, services;
- Human resource management – assessing efforts to develop civil service personnel;
- IT application – analyzing the use of information systems and process optimization.

The effectiveness of this process depends on clearly defined, measurable objectives aligned with strategic goals, with each civil servant understanding their role in achieving them.

The effectiveness of this evaluation process directly depends on clear formulation, measurability, and specificity of the set objectives, as well as their alignment with the organization's strategic goals. Under this approach, each civil servant must clearly understand their role and responsibility in achieving the organization's strategic indicators.

To conduct the evaluation, various sources are used, including:

- Government agency reports on work performed during the reporting period, statistical data, audit results, conclusions of independent experts, information from non-governmental organizations and public associations.



- This diverse data collection approach allows for a broader and more objective assessment of performance.

- The primary tool for creating equal living conditions in rural areas is the development and legislative formalization of social standards for living and life support across the country. These standards serve as the basis for the strategic development of rural areas and for justifying budget expenditures at all levels.

In 2019, the Ministry of National Economy developed and approved a system of regional standards. It defines the minimum number of essential facilities and services necessary for a comfortable life for the population. For cities, 51 facilities and services were identified; for district centers, 32; for reference villages, 24; and for other villages, 12. As of January 1, 2023, the gasification level in the Aktobe region was 92.7%.

As of December 1, 2022, the population of Kazakhstan was 19,741,283 people, of which 38.2%, or 7,532,682 people, lived in rural areas. In the Aktobe region, the population was 927.1 thousand people, of which 29% were rural residents [20].

In the Aktobe region, as of February 1, 2023, the number of akims of rural districts was 134 people, of whom 10 were women (Figure 1, Figure 2).

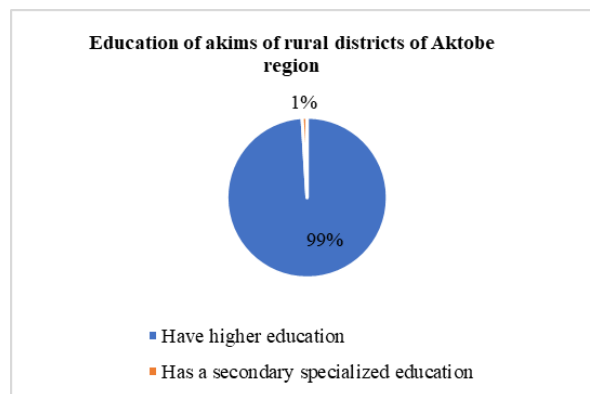


Figure 1 - Education of akims of rural districts of Aktobe region

In 2022, by order of the Project Office of the Aktobe region, 57 akims of cities and rural districts in the region were qualified according to the ST RK ISO 21500-2014 "Project Management" standard, of which 47 (82.4%) successfully passed certification and received the "Project Manager" category.

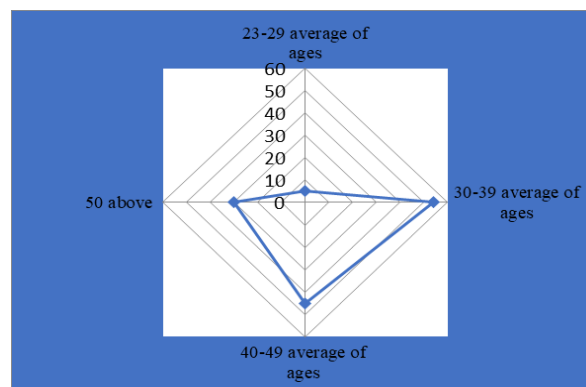


Figure 2 - Age of akims of rural districts of Aktobe region



The development of project management skills among rural akims contributes to the effective implementation of projects at both the national and regional levels in their respective areas. In particular, under the "Auyl – El Besigi" project, from 2019 to 2021, 77 projects related to the construction and repair of roads and social infrastructure were implemented in 32 villages with a total population of 145.8 thousand people, amounting to 9.2 billion tenge. In 2022, a total of 70 projects were implemented in 36 villages, with 41 projects fully completed, at a total cost of 8.9 billion tenge.

The effectiveness of rural akims' work is assessed not only by the number of completed projects but also by the high quality of their implementation. They have mastered the tools used in project initiation, planning, and execution management (control and monitoring). In other words, having specific knowledge in the field of Project Management-including time management, quality control, communication, procurement, stakeholder engagement, and resource management-has contributed to the successful implementation and adoption of projects.

Alongside the rural district akim, the local community is intended to play an important role in managing the fourth-level budget. However, community involvement remains limited, with little active participation in self-governance. Local gatherings and meetings are not yet strong institutions that can meaningfully impact decision-making in local governance. Moreover, despite low citizen engagement, the performance of rural akims is assessed using general indicators, without accounting for the unique aspects of their work.

H2. According to the approved Standard Methodology, the performance of rural district akims, who are administrative civil servants of the "B" corps in the E-R-1 category, is assessed as follows: the district akim, as their direct supervisor, defines and approves key performance indicators, based on which the individual work plan of the civil servant is developed. To assess the effectiveness of this evaluation document, a survey was conducted among rural akims.

Table 1 - Survey Questions

№	Content of the Survey Questions
1.	Do you think that the development of an Individual Work Plan (IWP) for rural district akims contributes to improving their professional efficiency?
2.	How clearly and realistically do the activities outlined in the Individual Work Plan (IWP) align with the functional responsibilities of the rural district akim?
3.	How do you assess the objectivity of the current methodology for evaluating the performance of official duties, based on a system of basic, incentive, and penalty points, in reflecting your professional activities?
4.	Do you consider the system of distributing incentive points on a five-level scale for various types of activities to be fair?
5.	In your opinion, how effective is the use of an evaluation sheet for aligning the final assessment of job performance?
6.	What is the extent of the gap between the realism of methodological requirements and strategic goals, considering the potential of your rural district? Please rate on a scale from 1 to 5, where: 1 – No noticeable gap, 2 – Insignificant gap, 3 – Moderately noticeable gap, 4 – Significant gap, 5 – Very significant gap
7.	What final rating did you receive last year based on the results of quarterly assessments?
8.	What final annual rating did you receive based on the results of your work?

The hypothesis of the survey suggests that it is impossible to fully capture effectiveness in evaluating the work of rural akims. In particular, the individual work plan is



strictly dependent on the work plans of ministries, regional, and district administrations. The study aims to test the assumption that completing the individual work plan is practically unfeasible.

A survey consisting of 8 questions was developed, with 101 rural akims participating anonymously (Table 1).

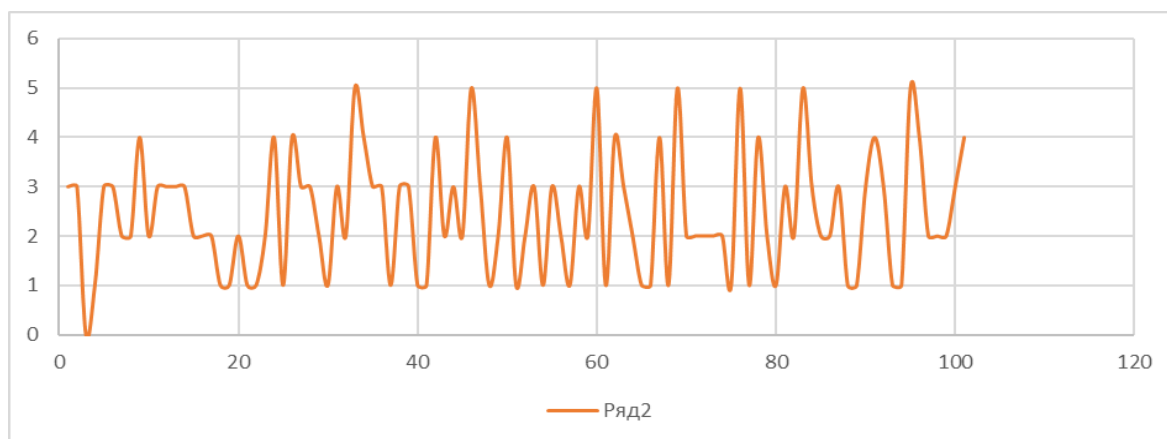


Figure 3 - "What is the extent of the gap between the realism of methodological requirements and strategic goals considering the potential of your rural district?"

Graph Figure 3 "What is the extent of the gap between the realism of methodological requirements and strategic goals considering the potential of your rural district?" Let's analyze the graph. The graph is a line chart that illustrates fluctuations in respondents' answers to the given question. X-axis (horizontal) represents the number of respondents (up to 101 responses). Y-axis (vertical) reflects the perceived gap level, likely on a 5-point scale, where: 1 – No noticeable gap, 2 – Insignificant gap, 3 – Moderately noticeable gap, 4 – Significant gap, 5 – Very significant gap.

The conclusion that follows from this high variability in responses. The data on the graph shows significant fluctuations, indicating differences in how respondents perceive the gap.

The average gap level is between 2 and 4 points. This suggests that most respondents feel a misalignment between methodological requirements and strategic goals in their district, though not critically.

Presence of peaks (5 points) and drops (1 point). This implies that different rural districts experience varying degrees of misalignment, possibly due to differences in resources, governance, or local conditions.

Identify key factors causing the gap: For example, lack of funding, human resource potential, or inadequate methodology that does not reflect real conditions.

Conduct additional group analysis: Classify rural districts by development level, geographical location, etc., and determine where the gap is most significant.

Therefore the graph demonstrates that the gap between methodological requirements and strategic goals exists, but its perception varies among respondents. The average rating of 2–4 points suggests an uneven situation across different districts. This requires a more detailed analysis of the factors contributing to the gap and adjustments in strategic management.

Based on the proposed hypothesis, we will verify it by conducting regression, correlation, and variance (ANOVA) analysis using selected questions 1-6. 1) "Do you think



that the development of an Individual Work Plan (IWP) for rural district akims contributes to increasing their professional efficiency?"2) "What is the extent of the gap between the realism of methodological requirements and strategic goals considering the potential of your rural district?"

Table 2 - Regression Statistics

SUMMARY OUTPUT	
<i>Regression Statistics</i>	
Multiple R	0,081608889
R Square	0,006660011
Adjusted R Square	-0,013612234
Standard Error	29,49891698
Observations	101

General Model Analysis (Table 2 - Regression Statistics): Multiple R (Multiple Correlation): 0.0816 – a weak relationship between the dependent variable (evaluation of the professional efficiency of akims) and the independent variables (Individual Work Plan (IWP) and the gap between methodology and strategic goals). R Square (Coefficient of Determination): 0.00666 – the model explains only 0.67% of the variation in the dependent variable. This indicates that IWP and the gap between methodology and strategic goals barely explain differences in professional efficiency. Adjusted R Square (-0.0136): A negative value suggests that the inclusion of these predictors does not improve the predictive power of the model. Standard Error: 29.49 – a high error, indicating a large spread of actual values.

Table 3 - ANOVA (Analysis of Variance)

ANOVA	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	2	571,761923	285,8809615	0,32852853	0,720772236
Residual	98	85278,23808	870,1861028		
Total	100	85850			

ANOVA (Analysis of Variance) (Table 3). F-statistic: 0.3285 – indicates no significant influence of the predictors on the dependent variable. Significance F (p-value for the model): 0.7208 – far above 0.05, meaning that the model as a whole is not statistically significant. This suggests that IWP and the gap between methodology and strategic goals are not significant predictors of akims' professional efficiency.

Table 4 - Regression Coefficients

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	44,01299872	11,32462059	3,886487707	0,000185022	21,53965771	66,48633972	21,53965771	66,48633972
X Variable 1	2,25567145	8,528734773	0,264479024	0,791966254	-14,66932513	19,18066803	-14,66932513	19,18066803
X Variable 2	1,80682151	2,443216988	0,7395256	0,46135569	-3,041663087	6,655306107	-3,041663087	6,655306107

**Table 5** - Evaluation of Regression Coefficients

Variable	Coefficient	P-value	Significance
Intercept (Constant)	44.01	0.00018	Significant (p < 0.05)
X Variable 1 (IWP and akims' efficiency)	2.26	0.7919	Not significant (p > 0.05)
X Variable 2 (Gap between methodology and strategic goals)	1.81	0.4613	Not significant (p > 0.05)

The constant (44.01) is statistically significant, meaning that the average efficiency score of akims, regardless of the selected factors, is 44 points. X1 (IWP): Coefficient 2.26, but p-value = 0.7919, which is above 0.05. This means that IWP has no statistically significant impact on the professional efficiency of akims. X2 (Gap between methodology and strategic goals): Coefficient 1.81, but p-value = 0.4613, also above 0.05. This confirms that the gap between methodology and strategic goals does not significantly influence akims' efficiency.

Confidence Intervals: X1 (IWP): Ranges from -14.67 to 19.18, including zero, confirming its insignificance. X2 (Gap): Ranges from -3.04 to 6.65, also including zero, confirming its insignificance.

Table 6 – Correlation Matrix

	Column 1	Column 2	Column 3
Column 1	1		
Column 2	0,033415334	1	
Column 3	0,077142709	0,089374523	1

Correlation Matrix (Table 6): the correlation between X1 (IWP) and X2 (Gap between methodology and strategic goals) is 0.0334, indicating a very weak relationship; the correlation between the dependent variable (akims' professional efficiency) and independent variables (X1 and X2) is also very low, confirming the weak influence of these factors.

Conclusions and Interpretation. Based on the results of a survey conducted among 101 rural district akims and subsequent statistical analysis (including regression, correlation, and variance analysis), the relationships between individual work plans (IWP), the gap between methodological requirements and strategic goals, and actual managerial efficiency were found to be statistically insignificant.

The following conclusions can be drawn: the relationship between the presence and quality of IWPs and the managerial efficiency of akims was weak (p-value = 0.7919). This indicates that IWPs are often formal documents, not used as strategic management tools, and have little direct impact on final work outcomes. Akims tend to perceive these plans as reporting documents rather than real mechanisms for planning and control. The gap between methodological requirements and strategic goals also showed no significant influence on efficiency (p-value = 0.4613). This suggests that, although akims recognize the existence of such gaps, they either adapt to these conditions or compensate for discrepancies using other managerial tools, such as personal competencies, support from regional and district leadership, or informal mechanisms of interaction with local communities.

The overall determination coefficient ($R^2 = 0.00666$) demonstrates that the selected parameters explain less than 1% of the variation in efficiency scores, highlighting the need to broaden the scope of factors under study.



Reasons for statistical insignificance of the identified relationships include: the formal nature of plans and reporting: IWPs are often developed based on standard templates and do not reflect the real problems and needs of specific rural districts. Limited authority and resources: Even with well-crafted plans, akims often cannot implement them due to a lack of budgetary resources, human capital, or centralized policy restrictions. The effectiveness of the village akim's activities is significantly affected by factors not included in the model, such as the village's infrastructure, socio-economic status, and proximity to production. Other factors that may significantly influence the effectiveness of rural akims include several important elements. First, leadership qualities and soft skills play a critical role. The ability to negotiate, attract external funding, motivate teams, and communicate effectively with the local population helps akims implement initiatives and maintain trust. Second, active community participation is essential. Involving citizens in decision-making processes improves transparency and accountability, fostering stronger local governance. Third, support from regional and district leadership — through political backing and mentorship — enhances an akim's ability to overcome administrative challenges. Fourth, continuous professional development and experience exchange, including training programs and project participation, contribute to building modern managerial competencies. Finally, flexible and sufficient funding allows akims to carry out strategic projects and respond to unforeseen issues quickly.

Based on this study, it is recommended to identify other influencing factors such as resource availability, human capital, and public involvement. Future research may consider non-linear relationships and employ cluster analysis. Expanding the sample size would also help verify the findings.

In the Aktobe region, brainstorming and facilitation sessions on rural akims' effectiveness resulted in practical proposals: improving communication skills, establishing public councils, ensuring budget justification abilities, and adjusting projects based on geographical and climatic conditions. Special focus should be given to regions lacking industrial production, such as Kobda and Martuk, where agriculture dominates and additional financial support is needed. In industrial districts, environmental concerns require budget allocations for development. Remote areas like Irgiz and Shalkar should prioritize livestock farming. Success in rural management depends on fostering innovative thinking and a new management culture.

Conclusion. Based on the conducted analysis of existing methods for assessing the effectiveness of civil servants, we propose the following recommendations for improving the evaluation system:

- Introduce a public evaluation system – Given the activity of civil society and the degree of public involvement in governmental affairs, it is necessary to introduce a third component in the evaluation of civil servants' effectiveness – a public assessment system (potentially for certain categories of officials).
- Limit the exclusive right of direct supervisors to evaluate employees – the "360-degree evaluation method" should be implemented, allowing subordinates to assess the behavioral indicators of their supervisors and colleagues. This approach would significantly reduce the risk of subjectivity in the evaluation process.
- Enhance the final assessment system – Instead of the current "completed - not completed" approach, it is recommended to introduce percentage-based evaluations that provide more detailed and nuanced feedback. The system should shift from rigid, categorical judgments toward a more advisory and supportive format, focusing on guidance and improvement.



The Relationship Between the Main Objective of the Study and the Model Results. The conducted research has identified the following findings regarding the relationship between the main objective of the study and the model results. The primary objective of the study is to enhance the management efficiency of rural akims by considering them as top managers, identifying incentive mechanisms, and developing effective recommendations. However, the results of the regression analysis indicate a weak relationship between the management efficiency of rural akims and the selected variables.

Model Findings:

– The relationship between the Individual Work Plan (IWP) and management efficiency is weak and statistically insignificant ($p = 0.7919$). This suggests that the presence or absence of an IWP does not directly impact the management efficiency of rural akims, or that other factors have a stronger influence.

– The impact of the gap between methodological requirements and strategic goals on management efficiency is also insignificant ($p = 0.4613$). This indicates that the effectiveness of rural akims is more dependent on external factors rather than their compliance with methodological requirements.

– The overall model is statistically insignificant ($p = 0.7207$), and with $R^2 = 0.00666$, the selected variables explain only 0.67% of the variation in management efficiency. This confirms that the factors considered in this study do not have a significant impact on the management efficiency of rural akims.

Key Conclusion: the two selected variables – *the Individual Work Plan (IWP) and the gap between methodological requirements and strategic goals* - are not the key determinants of the management efficiency of rural akims. This highlights the need to explore other, more influential factors affecting the work of rural akims.

The study shows that existing evaluation criteria and individual work plans do not significantly impact the management efficiency of rural akims. To improve their effectiveness, it is necessary to consider additional factors such as resource availability, leadership skills, community engagement, and external support. A comprehensive evaluation system and revised incentive mechanisms are essential for developing a modern and effective rural management model.

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ҚАЗАҚСТАН РЕСПУБЛИКАСЫНЫҢ АУЫЛ ӘКІМДЕРІНІҢ БАСҚАРУ ҚЫЗМЕТІНДЕГІ ТИІМДІЛІК ШАРАЛАРЫН ҚОЛДАНУ: ЗЕРТТЕУ ЖӘНЕ БАҒАЛАУ

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Түйін. Мақалада ауыл әкімдерінің басқару тиімділігін арттыру мәселесі қарастырылады. Авторлар ауылдық округтерде жүргізілген зерттеу нәтижелеріне сүйене отырып, басқару тәжірибесінің әлсіз тұстарын анықтап, оларды жетілдірудің бағыттарын ұсынады. Зерттеу барысында көшбасшылық қасиеттер, уәждеме, қоғаммен өзара әрекеттесу және қаржылық мүмкіндіктер сияқты факторлардың маңыздылығы айқындалды. Зерттеу нәтижелері ауыл әкімдерінің кәсіби әлеуетін арттыру үшін жүйелі бағалау әдістері мен жаңа басқару тәсілдерін енгізу қажеттілігін көрсетеді.

Түйін сөздер: мемлекеттік қызмет, аймақтық стандарт, ауылдық инфрақұрылым, ауыл әкімі, құзыреттер, жобаны басқару, тиімділік.

О ПРИМЕНЕНИИ МЕР ЭФФЕКТИВНОСТИ В УПРАВЛЕНЧЕСКОЙ ДЕЯТЕЛЬНОСТИ СЕЛЬСКИХ АКИМОВ РЕСПУБЛИКИ КАЗАХСТАН: ИССЛЕДОВАНИЕ И ОЦЕНКА

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Резюме. В статье рассматривается вопрос повышения эффективности управления акимами сельских округов. Авторы, опираясь на результаты исследования, проведенного в сельских округах, выявляют слабые стороны управленческой практики и предлагают направления для их совершенствования. В ходе исследования была выявлена значимость таких факторов, как лидерские качества, мотивация, взаимодействие с обществом и финансовые возможности. Результаты показывают необходимость внедрения системных методов оценки и новых подходов к управлению для повышения профессионального потенциала акимов сельских округов.

Ключевые слова: государственная служба, региональный стандарт, сельская инфраструктура, аким сельского округа, компетенции, управление проектом, эффективность.

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