
The link between Work Motivation and Organizational Commitment – Differences between Central and Local Authority Employees

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Abstract. Despite the fact that both the central and local executive bodies are part of the Kazakhstani public administration system, its working conditions, salaries, social allowances and employment relationships are different. Therefore, it can be assumed that civil servants' attitudes toward their job and organizations, and relationships between them, are different. This paper investigates the motivation-commitment link with respect to differences between central and local authorities' employees, with a number of goals: to determine levels of motivation and commitment vary the employment place; to identify the main motivation factors that might influence each dimension of organizational commitment.

A sample of 1205 civil servants completed standardized questionnaires. The results show significant relationships between motivation and organizational commitment. Results also confirmed the hypothesized relationship differences: Intrinsic and extrinsic motivations are more strongly related to the continuance and normative commitment for central authority employees than for local authority ones. In turn, when both motivational factors increase, local authority employees have a stronger affective commitment than do central authority's employees.

Keywords: motivation, organizational commitment, civil servant, central authority, local authority

1. Introduction

Kazakhstan was part of the original Soviet Union and was strongly incorporated into the communist system. An overview of major communist ideas regarding the work culture and incentive systems still provides a valuable background of work motivation in Kazakhstan. Despite the fact that both the central and local executive bodies are part of the public administration system of the Republic of Kazakhstan, its working conditions, salaries, social allowances and employment relationships are

different. Therefore, it can be assumed that civil servants' attitudes toward their job and organizations, and relationships between them, are different.

The influence of motivation is important for employee's organizational commitment. An employee's motivation will lead to satisfaction with their job and employee will understand that their organization is paying them sufficient attention. In its turn, the satisfied employees will commit themselves to positive behaviour such as organizational commitment.

In order to implement improving the quality of government service, the government need motivated and committed civil servants who are secure in their work and who are able to perform their duties to a high standard. Many studies of work motivation and organizational commitment have been conducted in developed countries, but few in developing ones, including the Republic of Kazakhstan, in particular in the field of government service. The features and patterns of modern motivation mechanisms in Kazakhstani public service were considered by Sadvokasova (2008), Kaparov (2009), Musenova (2010), Kulzhambekova (2013), Nurtazin (2014), Kusainova (2015), Kumatova (2015), Moldagulova (2017) and others.

In terms of comparative research, the works of Solomon (1986), Karl and Sutton (1998), Brunetto and Farr-Wharton (2006), Cho and Lee (2001), Boyne (2002) and Kelman (2007) investigated work motivation, organizational commitment levels between the private and public sector, Goulet and Frank (2002) studied between profit and non-profit organization.

In its turn, this study seeks to enhance understanding in this area by exploring the relationship between work motivation and organizational commitment in central and local authority contexts.

2. Literature review

Most scholars considered that organizational commitment will be definitely positively affected by motivational factors. Previous studies have revealed that organizational commitment and work motivation are related, but have distinguishable attitudes (Porter et al., 1974; Reed et al., 1994). Similarly, Gaertner (1999), Feinstein and Vondrasek (2001) believed that motivation is a significant predictor of organizational commitment.

The motivation factors' effect on organizational commitment has a splendid significance, therefore their true functioning has to be one of the primary issues of human resource management. Thus, motivation capabilities as an important predictor of employees' dedication to spend time and energy within the agency in which they are employed (Mowday, Steers & Porter, 1979).

Moreover, the comparison between the definitions of work motivation and organizational commitment reveals a clear similarity: both work motivation and organizational commitment have been described as energetic forces and with consequences for the behaviour.

Pinder (1998) mentioned motivation as a group of energetic forces, whereas Meyer and Herscovitch (2001) described organizational commitment as a force related to a certain action of an individual. This means that work motivation is a broader concept than organizational commitment and that commitment is a collection of active forces that contributes to motivating behaviour. Becker (1960) claimed commitment as a "contract" between employee and organization, that is caused

many types of behaviours of an individual. The most popular definition in the scientific circle is proposed by Allen and Meyer (1996), where organizational commitment means “the employee’s feelings of obligation to stay with the organization: feelings resulting from the internalization of normative pressures exerted on an individual prior to entry or the following entry”. Nevertheless, the obligatory nature of commitment makes it alternatively unique amongst many forces. Even if the organizational commitment is concerned, work motivation can diminish over time, with the growth and reduction of commitment.

Meyer and Herscovitch (2001) mentioned, that organizational commitment is a force wherein an individual is linked to a route of movement that is important for a certain target. So, studying this phenomenon, alongside motivation, is very essential, because of the fact that it is a crucial indicator of the will, effectiveness and productiveness at work of both employees and the organization as an entire. Thus, the first hypothesis states:

Hypothesis 1: Work motivation factors positively affect organizational commitment’s form.

In addition, following the literature review above, we develop a framework in which relationships between three forms of organizational commitment (affective, continuance and normative) on the one hand, and the two facets of motivation (intrinsic and extrinsic) on the other, interact with the type of employment in the central versus the local authorities. We assume that the type of employment place moderates the relationship between motivation and commitment. In the light of the empirical studies, the following hypotheses state:

Hypothesis 2: The relationship between motivation factors and affective commitment will be stronger for central authority than for local authority employees.

Hypothesis 3: The relationship between motivation factors and normative commitment will be stronger for central authority than for local authority employees.

Hypothesis 4: The relationship between motivation factors and normative commitment will be stronger for central authority than for local authority employees.

In the conceptual framework of this study, motivation factors (Intrinsic motivation, and extrinsic motivation) as independent variables and organizational commitment (Affective commitment, Continuance commitment, Normative commitment) as the dependent variable is presented. For a visual illustration of the conceptual model, see Figure 1 below.

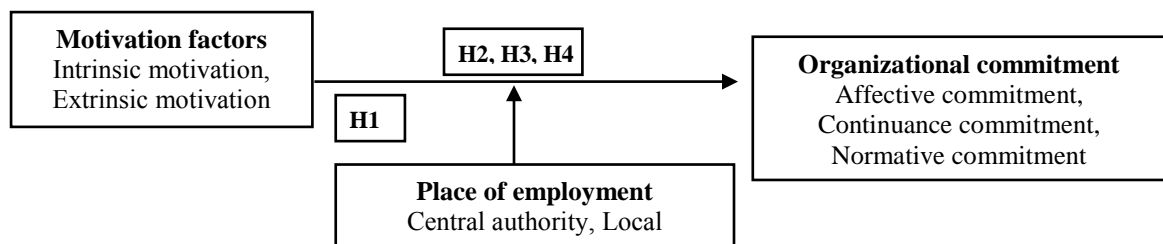


Figure 1. Conceptual model

3. Methodology

3.1 Sample

The subjects of this research are 1205 civil servants of Kazakhstan. All datasets were collected using web-surveys. In total five ministries and four municipalities participated. The authors of this paper provided some of the questions on motivation and commitment for this survey. The socio-demographic distribution, as well as other control variable scores, are provided in Table 1.

Table 1 Demographic variables of the respondents

Demographic Variables		Total	Central authority	Local authority
Gender	Male	531	266	265
	Female	674	349	325
	Single	462	227	235
Marital status	Married	683	356	327
	Divorced	45	24	21
	Widowed	15	8	7
Age category	29 years old and under	413	209	204
	From 30 to 39 years old	384	199	185
	From 40 to 49 years old	243	126	117
	50 years old and above	165	81	84
Length of work	0-5 years	358	186	172
	5-10 years	364	181	183
	10-20 years	251	132	119
	20 years and above	232	116	116
Education level	Secondary vocational education	15	2	13
	Higher education level (BA, BSc, Specialist)	1090	555	535
	An academic degree with MA/MSc	84	46	38
	A scientific degree with PhD.	16	12	4
Overall:		1205	615	590

Due to missing values, list-wise deletions yielded 1205 usable responses for analysis, 51.04% of which are central government workers and 48.96% are local government workers. Of the total respondents, 51.04% are workers of central executive bodies, 55.93% are female, 56.68% are married, and 71.04% are currently working as junior staff level. On average, they were 36,1 years old, had worked in the public sector for 7.43 years. With regard to qualifications, only 15 civil servants (or 1.24%) have secondary vocational education, other respondents (98,76%) have a bachelor's degree or above, including employees with Master degree – 85 persons (or 6.97%) and employees who obtained a PhD. degree – 16 persons (or 1.33%).

3.2. Measurement Instruments

According to Robbins (2002), work motivation is expressed in the motivation scales that refer to the aspects of work motivation factors proposed by Herzberg, those are security, company, working hour, working condition, benefit, co-worker, type of work, supervisor, and advancement.

In this order, according to the adapted version from Weiss et al. (1967), the work motivation factor is measured with 20 items from the Minnesota Satisfaction Questionnaire (MSQ), where 12 questions are related to intrinsic motivation factors, and 8 questions are related to extrinsic motivation factors.

The next, Organizational Commitment Scale (OCS) is expressed by using the scales of commitment scales that refer to the aspects of commitment proposed by Allen and Meyer (1996), namely affective commitment, continuance commitment, and normative commitment.

The items of the scales of work motivation and organizational commitment were measured on a 5-point Likert scale of 1 = strongly disagree, 2 = disagree, 3 = undecided, 4 = agree, 5 = strongly agree, that best describes the extent to which the respondents agree with each item in the questionnaire was used.

3.3. Reliability of the Instruments

The reliability of the scales is analyzed by using the internal consistency method applying the Cronbach alpha statistic formula. Cronbach's α was computed to assess the study scale reliability for the adjustments made to intrinsic and extrinsic motivation factors, affective, continuance and normative commitment. A very high-reliability coefficient is maintained for intrinsic motivation ($\alpha=0.9$), then normative commitment ($\alpha=0.88$). The total correlation that moves from 0.69 to 0.90 and all 38 items considered as valid are used for the research. (See Table 2).

Table 2. Cronbach's alpha coefficients

Variables	N	α
1. Intrinsic motivation	12	0,90
2. Extrinsic motivation	8	0,82
3. Affective commitment	6	0,69
4. Continuance commitment	6	0,87
5. Normative commitment	6	0,88

Notes: N=1205, α =alpha coefficient

4. Results

Table 3 presents descriptive statistics (in particular the weighted means, standard deviations, rank with the results) and intercorrelations of all constructs. According to the ranking of the weighted means, the primary factors were normative ($m=3.55$), affective commitment ($m=3.49$) and intrinsic motivation ($m=3.45$), which signifies "agree". Whilst the lowest continuance commitment ($m=3.30$) and extrinsic motivation ($m=3.15$), and the result for the factors were "neutral",

As anticipated, continuance commitment ($r=0.817$ and $r=0.781$ respectively) and normative commitment ($r=0.824$ and $r=0.772$ respectively) are significantly correlated with intrinsic and extrinsic motivation factors, while affective commitment demonstrates weak associations with both of motivation factors ($r=0.522$ and $r=0.478$ respectively). So, Hypothesis 1: "Work motivation factors positively affect organizational commitment's form" is accepted.

Table 3. Descriptive statistics (means, standard deviations, rank, result) and inter-correlations among the two facets of motivation and the three organizational commitment forms

Variables	Mean	SD	Rank	Result	Inter-correlations				
					1	2	3	4	5
1. Intrinsic motivation	3,45	1,14	3	Agree	1				
2. Extrinsic motivation	3,15	1,12	5	Neutral	,844**	1			
3. Affective commitment	3,49	1,18	2	Agree	,522**	,478**	1		
4. Continuance commitment	3,30	1,10	4	Neutral	,824**	,772**	,544**	1	
5. Normative commitment	3,55	1,13	1	Agree	,817**	,781**	,523**	,851**	1

Notes: N=1205, **p<0.01 (two-tailed), *p<0.05 (two-tailed), SD=Standard deviation, α=alpha coefficient

In order to give answers to the research questions raised in this study following we give the analysis on these questions: Do work organizational commitment's forms depend on motivating factors? Which ones' motivation factors affect most?

In this case, data analysis was based on the creation of the equation of linear multiple regression. The analysis showed that Kazakhstani civil servants are more oriented towards variety (b=0.109), security (b=0.109) and independence (b=0.113), considering them as important in their affective commitment, while independence (b=0.166), variety (b=0.151), security (b=0.144), ability utilization (b=0.136), power (b=0.130), achievement (b=0.104) and moral values (b=0.109) have mostly affecting on continuance commitment. Moral values (b=0.116), variety (b=0.174) and independence (b=0.137) mostly impact the normative commitment. It further should point out that, despite social service (b=-0.035) and responsibility(b=-0.004), all coefficients of this regression equation are positive, which means that with the growth of each factor with one unit the dependent variable also increases by coefficients b (See Table 4).

Table 4. Multiple regression analysis between intrinsic motivation (IV) and affective, continuance and normative commitment (DV)

Model	Affective commitment				Continuance commitment				Normative commitment			
	B	SE	t	Sig.	B	SE	t	Sig.	B	SE	t	Sig.
Constant		,099	19,06	,000		,074	2,887	,004		,080	3,377	,001
Activity	,022	,020	,798	,425	,011	,015	,628	,530	,032	,017	1,707	,088
Variety	,109	,021	3,187	,001	,151	,016	6,764	,000	,174	,017	7,553	,000
Ability utilization	,045	,023	1,336	,182	,136	,018	6,226	,000	,114	,019	5,047	,000
Creativity	,059	,021	1,886	,060	,063	,016	3,086	,002	,032	,017	1,509	,132
Social service	-,035	,023	-1,246	,213	,032	,017	1,752	,080	,061	,019	3,197	,001
Achievement	,091	,022	2,786	,005	,104	,016	4,867	,000	,097	,018	4,413	,000

Moral values	,054	,022	1,648	,100	,109	,017	5,078	,000	,116	,018	5,259	,000
Security	,109	,021	3,294	,001	,144	,016	6,679	,000	,100	,017	4,524	,000
Social status	,075	,023	2,279	,023	,045	,017	2,090	,037	,099	,018	4,489	,000
Power	,074	,021	2,250	,025	,130	,016	6,045	,000	,101	,017	4,543	,000
Independence	,113	,022	3,321	,001	,166	,016	7,494	,000	,138	,017	6,032	,000
Responsibility	-,004	,019	-,132	,895	,053	,015	2,798	,005	,089	,016	4,598	,000
R2	,273				,679				,668			
Adjusted R2	,272				,679				,668			

Notes: **p<0.01 (two-tailed), *p<0.05 (two-tailed), N=1205

Further, the analysis showed that extrinsic motivation factors such as policies, co-workers, recognition and supervision (technical) gives the greatest impact on each factor of organizational commitment. In addition, advancement (b=0.134) with mentioned above factors are more strongly affecting continuance commitment (See Table 5).

Table 5. Multiple regression analysis between extrinsic motivation (IV) and affective, continuance and normative commitment (DV)

Model	Affective commitment				Continuance commitment				Normative commitment			
	B	SE	t	Sig.	B	SE	t	Sig.	B	SE	t	Sig.
Constant		,081	24,192	,000		,064	7,513	,000		,068	7,764	,000
Policies	,147	,021	4,679	,000	,193	,017	8,934	,000	,146	,018	6,643	,000
Pay	-,008	,017	-,299	,765	,014	,014	,745	,456	,077	,015	4,021	,000
Advancement	,022	,020	,727	,467	,134	,016	6,301	,000	,083	,017	3,839	,000
Working conditions	,008	,018	,301	,763	,023	,014	1,223	,222	,055	,015	2,891	,004
Co-workers	,192	,023	5,650	,000	,204	,018	8,737	,000	,233	,019	9,779	,000
Recognition	,101	,023	3,158	,002	,194	,018	8,833	,000	,207	,019	9,287	,000
Supervision (Tech.)	,190	,021	5,906	,000	,277	,017	12,538	,000	,235	,018	10,434	,000
Supervision (HR)	,006	,018	,211	,833	,050	,014	2,642	,008	,090	,015	4,684	,000
R2	,228				,596				,610			
Adjusted R2	,228				,596				,610			

Notes: **p<0.01 (two-tailed), *p<0.05 (two-tailed), N=1205, Sector=Central/Local Authorities

As pointed out above, our sample contains information from civil servants who work not only in the ministries but also in the regional administrations and each of them has a different work experience in different cycles also. Therefore, another question raised in this research is based on who is most committed at work, central authority employees or local authority employees?

Hierarchical regression analysis was used to test hypotheses 2, 3 and 4. As pointed out above, dependent variables were the forms of organizational commitment (affective, continuance and normative). Place of employment (central and local executive bodies) was included along with the predictor variables of motivation dimension.

Table 6 show the results for each dimension of work motivation and affective commitment. The finding show, the interaction with intrinsic and extrinsic motivation were moderate for affective commitment (b=0.522, p<0.01 and b=0.478, p<0.01 respectively).

Table 6. Regression analysis for each dimension of work motivation and affective commitment

Model	R	R ²	Adjusted R ²	SE Estimate	F	b	t	Sig.
Intrinsic motivation → affective commitment								
Central/Local Authorities	,522 ^a	,273	,272	,62600	451,085	,522	21,239	,000
Central Authority	,488 ^a	,238	,237	,66492	191,647	,488	13,844	,000
Local Authority	,572 ^a	,327	,326	,57676	286,338	,572	16,922	,000
Extrinsic motivation → affective commitment								
Central/Local Authorities	,478 ^a	,228	,228	,64480	356,066	,478	18,870	,000
Central Authority	,462 ^a	,213	,212	,67565	166,300	,462	12,896	,000
Local Authority	,521 ^a	,271	,270	,60031	219,091	,521	14,802	,000

In line with Hypothesis 2, the affective commitment was strongly related to both intrinsic and extrinsic motivation for local authority’s employees ($b=0.572$, $p<0.01$ and $b=0.521$, $p<0.01$ respectively), while this relationship was weaker for central authority’s employees ($b=0.488$, $p<0.01$ and $b=0.462$, $p<0.01$ respectively). Hypothesis 2: “The relationship between motivation factors and affective commitment will be stronger for central authority than for local authority employees” is rejected. (See Figure 1).

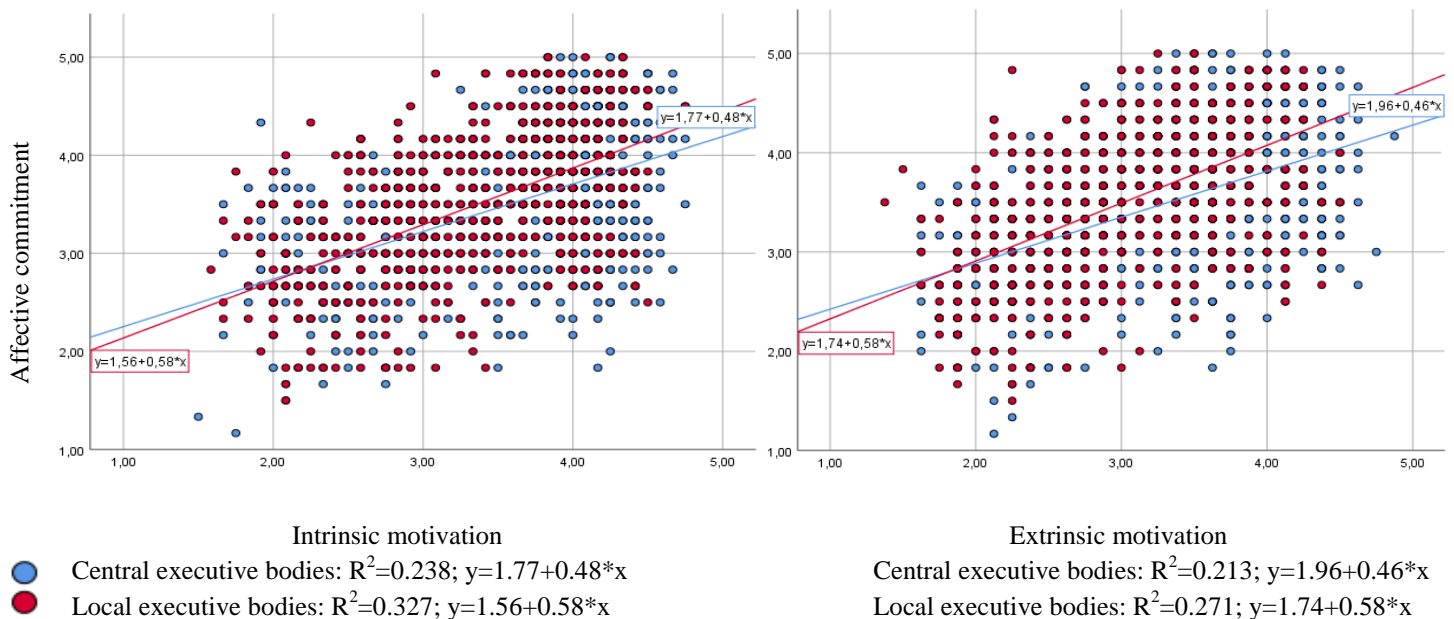


Figure 1. Regression lines for intrinsic and extrinsic motivation with affective commitment

Table 7 show, the interaction with intrinsic and extrinsic motivation were strong for continuance commitment ($b=0.824$, $p<0.01$ and $b=0.772$, $p<0.01$ respectively).

Table 7. Regression analysis for each dimension of work motivation and continuance commitment

Model	R	R ²	Adjusted R ²	SE Estimate	F	b	t	Sig.
Intrinsic motivation → continuance commitment								
Central/Local Authorities	,824 ^a	,679	,679	,47791	2543,579	,824	50,434	,000
Central Authority	,840 ^a	,705	,705	,45919	1466,318	,840	38,293	,000
Local Authority	,818 ^a	,668	,668	,48099	1185,602	,818	34,433	,000
Extrinsic motivation → continuance commitment								
Central/Local Authorities	,772 ^a	,596	,596	,53600	1775,515	,772	42,137	,000
Central Authority	,794 ^a	,630	,630	,51430	1044,567	,794	32,320	,000
Local Authority	,780 ^a	,608	,607	,52310	911,535	,780	30,192	,000

The finding show, continuance commitment was strongly and positively related to both intrinsic and extrinsic motivation for central authority’s employees ($b=0.840$, $p<0.01$ and $b=0.794$, $p<0.01$ respectively), while a weaker, though still significant, these relationships were observed for local authority’s employees ($b=0.818$, $p<0.01$ and $b=0.780$, $p<0.01$ respectively). Hypothesis 3: “The relationship between motivation factors and normative commitment will be stronger for central authority than for local authority employees” is accepted. (See Figure 2).

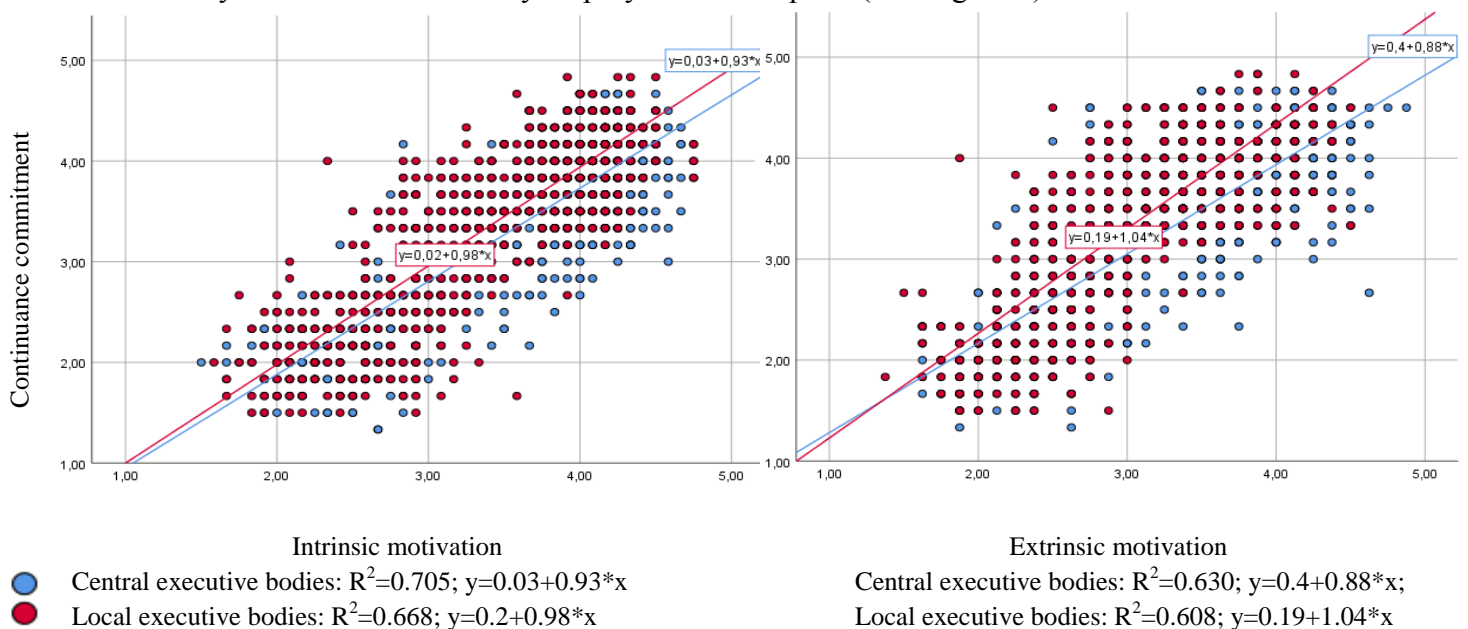


Figure 2. Regression lines for intrinsic and extrinsic motivation with continuance commitment

The finding show, the interaction with intrinsic and extrinsic motivation were strong for normative commitment ($b=0.817$, $p<0.01$ and $b=0.781$, $p<0.01$ respectively) (See Table 8).

Table 8. Regression analysis for each dimension of work motivation and normative commitment

Model	R	R ²	Adjusted R ²	SE Estimate	F	b	t	Sig.
Intrinsic motivation → normative commitment								
Central/Local Authorities	,817 ^a	,668	,668	,51064	2419,393	,817	49,187	,000
Central Authority	,848 ^a	,718	,718	,47910	1562,890	,848	39,533	,000
Local Authority	,762 ^a	,580	,579	,54047	812,257	,762	28,500	,000
Extrinsic motivation → normative commitment								
Central/Local Authorities	,781 ^a	,610	,610	,55326	1882,831	,781	43,392	,000
Central Authority	,808 ^a	,653	,653	,53165	1153,979	,808	33,970	,000
Local Authority	,726 ^a	,528	,527	,57326	656,677	,726	25,626	,000

In line with Hypothesis 3, the normative commitment was strongly related to both intrinsic and extrinsic motivation for central authority’s employees ($b=0.817$, $p<0.01$ and $b=0.808$, $p<0.01$ respectively), while a weaker, though still significant, these relationships were observed for local authority’s employees ($b=0.762$, $p<0.01$ and ($b=0.726$, $p<0.01$ respectively). It should be noted, given the fact that the subject of the study is active civil servants, the difference in the level of motivation and commitment is not so significant between central and local authority employees. In this order, Hypothesis 4: “The relationship between motivation factors and normative commitment will be stronger for central authority than for local authority employees” is accepted. (See Figure 3).

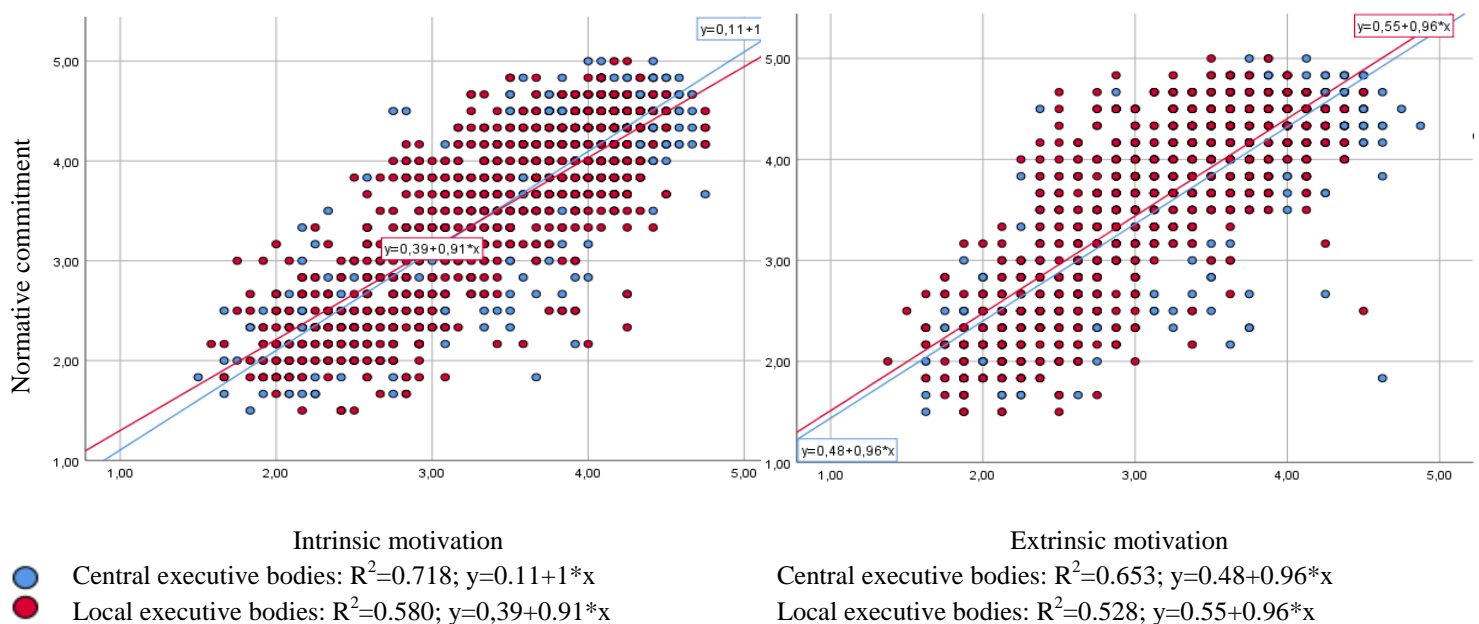


Figure 3. Regression lines for intrinsic and extrinsic motivation with normative commitment

5. Discussion and Conclusion

The correlations between work motivation and organizational commitment revealed significant relationships. Regression results, in turn, demonstrate that motivational factors such as independence, variety, security, ability utilization, power, achievement, moral values, policies, co-workers, recognition and supervision (technical) are significantly related to overall commitment.

Further, in this case of employment place differences, it is important to note that nowadays the decentralization process in Kazakhstan is just beginning its journey, and the communist vertical power system is still strong. Therefore, central executive bodies are considered to be superior bodies over local executive bodies in Kazakhstan. Thus, central authority and local authority employees work under different organizational and employment contexts and these differences influence their job attitudes and further will impact their commitment. The results presented above lead to the following conclusions, when intrinsic and extrinsic motivation increase, central authority employees tend to develop stronger continuance and normative commitment toward their organizations than do local authority's employees. In its turn, the high level of continuance and normative commitment can be explained with a high level of salary and a number of social allowances providing for civil servants of central executive bodies. Nevertheless, both intrinsic and extrinsic motivation was slightly strong related to affective commitment for local authority's employees, while this relationship was weaker for the central authority's civil servants. Local authority employees are more rational in their employment choices and attitudes. When local authority employees experience a feel of work motivation in the workplace, they will also increase their organizational commitment, but less strongly than the central authority employees, because their motivation more easily aligns with their prior expectations.

The conclusions drawn from this research can provide important insights for human resources managers and policymakers, since they show why and how employees could feel more affectively, continuously and normatively committed towards their organizations.

Nevertheless, it is important to note some limitations of this study. First, the limitation might be the Kazakh and Russian translations of the questionnaire's items, initially constructed in English for an English-speaking audience. While the researcher spared no effort to ensure accuracy and matched meanings, through the use of back-translation, it is possible that the translated questionnaire was not exactly identical to the original, given the structural and idiomatic differences mostly between English and Kazakh languages. Second, because of the great cultural diversity in different countries, this article is based on the national conditions of a single country and considering the ex-communistic background of Kazakhstan, its research conclusions are not applicable to other regions, except for the CIS countries. Third, the samples used for this study are civil servants of 5 ministries and 4 regional administrations. Thus, there is also research potential for a comparative study using the same objectives on employees of private sectors, non-government,

manufacturing, service organizations and etc. Future researchers may focus on the limitations and work improving the generality of the results.

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