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PROMOTING INTEGRITY IN THE CIVIL SERVICE: ECONOMIC, LEGAL AND SOCIAL ASPECTS IN THE CONTEXT OF THE REPUBLIC OF KAZAKHSTAN

This article examines the concept of integrity in the civil service, its significance, and approaches to its development, with a particular emphasis on the economic dimensions and the impact of integrity on the efficiency of public administration. Theoretical foundations for strengthening the principle of integrity in the civil service are analyzed, with a focus on mechanisms for its institutionalization within the public governance system of the Republic of Kazakhstan.

Special attention is given to the role of a performance-based remuneration system, particularly one founded on a factor-point evaluation of civil servants, as an economic incentive for ethical behavior and improved productivity in the civil service. The article includes a comparative analysis of international experiences – specifically those of the Kingdom of Denmark and the People’s Republic of China – in shaping integrity systems through economically grounded approaches, identifying lessons applicable to Kazakhstan’s national context.

Furthermore, the research explores the importance of ethical standards, transparency, and accountability in fostering institutional trust, alongside an assessment of the economic benefits of reducing corruption risks through digitalization and the implementation of e-government tools. In addition to traditional measures such as criminal prosecution, education, training, and audits, the author proposes the promotion of integrity through incentive-based mechanisms as an effective means of embedding integrity ideology in the civil service.

The findings contribute to the broader discourse on the economic effectiveness of anti-corruption strategies and highlight the strategic relevance of promoting integrity within a sustainable and results-oriented public administration framework.

Keywords: corruption, economic impact, public service, integrity, corruption prevention, anti-corruption policy.

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Мемлекеттік қызметтегі парасаттылықты ілгерілету: Қазақстан Республикасы тәжірибесіндегі экономикалық, құқықтық және әлеуметтік аспектілер

Бұл мақалада мемлекеттік қызметтегі адалдық ұғымы, оның маңызы және оны дамыту тәсілдері қарастырылады, сонымен қатар адалдықтың мемлекеттік басқару тиімділігіне әсер ететін экономикалық қырларына ерекше назар аударылады. Мемлекеттік қызметтегі адалдық қағидатын нығайтудың теориялық негіздері талданып, оны Қазақстан Республикасының мемлекеттік басқару жүйесіне енгізудің тетіктері сараланады.

Адал мінез-құлық пен мемлекеттік қызметтегі өнімділікті арттыруға бағытталған факторлы-баллдық бағалау жүйесіне негізделген марапаттау жүйесі адалдықты қаржылық ынталандыру құралы ретінде жеке қарастырылады. Сонымен қатар, мақалада Дания Корольдігі мен Қытай Халық Республикасының мемлекеттік басқару жүйесінде адалдық институтын экономикалық негізде қалыптастыру тәжірибесіне салыстырмалы талдау жасалып, Қазақстан үшін өзекті элементтер анықталады.

Зерттеуде этикалық нормалар, ашықтық пен есептілік сияқты факторлардың институционалдық сенімді арттырудағы маңызы ашылып көрсетіледі, сондай-ақ цифрландыру мен электрондық үкімет құралдарын енгізу арқылы жемқорлық тәуекелдерін азайтудың экономикалық тиімділігі бағаланады. Қылмыстық қудалау, білім беру, оқыту және тексерулер сияқты дәстүрлі шаралармен қатар, автор мемлекеттік қызметшілер арасында адалдықты қаржылық ынталандыру жүйесі арқылы ілгерілетуді адалдық идеологиясын орнықтырудың тиімді тәсілі ретінде ұсынады.

Алынған нәтижелер сыбайлас жемқорлыққа қарсы стратегиялардың экономикалық тиімділігіне қатысты ғылыми пікірталасты тереңдете түсіп, орнықты әрі нәтижеге бағытталған мемлекеттік қызмет шеңберінде адалдықты дамытудың стратегиялық маңызын көрсетеді.

Түйін сөздер: сыбайлас жемқорлық, экономикалық әсер, мемлекеттік қызмет, парасаттылық, сыбайлас жемқорлық превенциясы, сыбайлас жемқорлыққа қарсы саясат.

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Продвижение добропорядочности в государственной службе: экономические, правовые и социальные аспекты в контексте Республики Казахстан

В статье рассматривается понятие добропорядочности в государственной службе, ее значение и подходы к развитию, с особым акцентом на экономические аспекты и влияние института добропорядочности на эффективность государственного управления. Анализируются теоретические основы укрепления принципа добропорядочности в государственной службе, при этом особое внимание уделяется механизмам его институционализации в управленческой системе Республики Казахстан. Важное место занимает анализ системы вознаграждения, основанной на факторно-бальной оценке должностных лиц, как инструмента экономического стимулирования этического поведения и повышения производительности в государственной службе.

В статье также проводится сравнительный анализ зарубежного опыта, в частности Королевства Дания и Китайской Народной Республики, в сфере экономически обоснованного формирования института добропорядочности, с выявлением применимых элементов для национального контекста. Оценивается роль этических норм, прозрачности и подотчетности в повышении институционального доверия, а также рассматриваются экономические выгоды от снижения коррупционных рисков за счёт внедрения цифровых технологий и электронного государственного управления.

Автор предлагает дополнить традиционные меры (уголовное преследование, образование, обучение, проверки) экономически мотивированной системой поощрения добропорядочного поведения как действенным элементом реформ. Сделанные выводы способствуют углублению понимания экономической эффективности антикоррупционных стратегий и подчеркивают значимость развития добропорядочности в рамках устойчивой и продуктивной государственной службы.

Ключевые слова: коррупция, экономическое воздействие, государственная служба, добропорядочность, превенция коррупции, антикоррупционная политика.

Introduction

To reduce instances of corruption within public administration institutions, fostering an atmosphere of zero tolerance toward any form of misconduct through the concept of integrity has become one of the key mechanisms in anti-corruption policy.

The concept of integrity in public administration has several definitions. According to the United Nations Committee of Experts on Public Administration, this term is associated with “the honesty of public servants in the fulfillment of their duties” (UN Office on Drugs and Crime, 2005). The Organisation for Economic Co-operation and Development (OECD) defines integrity as “the protection of public interest over private interest and the observance of universally recognized ethical values” (Organisation for Economic Co-operation and Development, 2022). Similarly, the World Trade Organization

(WTO) explains it as “adherence to fundamental behavioral standards, ensuring that personal interests do not conflict with the common good” (World Trade Organization, 2024).

The fundamental principle for establishing an effective public administration is the cultivation of integrity among employees in both state and quasi-state institutions. An integrity-driven employee is one who prioritizes ethics, high cultural standards, and a complete intolerance towards corruption in their work (Smailova, 2023).

The concept of integrity is associated with notions of fairness and honesty in the legislation of the Republic of Kazakhstan, sharing a legal similarity with these terms (Civil Code Of The Republic Of Kazakhstan, 1994).

The scope of the concept of integrity is broad and is not limited to interpersonal relationships; it also encompasses adherence to written laws and

norms. Integrity means making decisions that do not contravene the law and common ethical standards, even when no one is watching, and living by those decisions.

In the fight against corruption and its prevention, the term “integrity” has been incorporated into normative legal acts since 2022. This is evident from the “Concept of Anti-Corruption Policy of the Republic of Kazakhstan for 2022-2026,” approved by Presidential Decree No. 802 on February 2, 2022. In this concept, the term “integrity” is mentioned 11 times. Prior to this, the term had not been used in legislative acts as a mechanism against corruption.

Through dialectical analysis, the term “integrity” in public administration refers to upholding general ethical standards while prioritizing the interests of society and the state above personal interests and maintaining honesty.

In public and quasi-public service worldwide, there are numerous high standards of integrity, codes of ethics, and lists of overarching values and their explanations. However, there is often limited attention given to how these norms should be applied in specific situations (Rasulov & Otanazarov, 2023).

The preservation of these values is viewed as a contributing factor to reducing corruption, prompting a series of measures to be implemented by the authority responsible for anti-corruption policy in the Republic of Kazakhstan. However, the lack of a comprehensive and consistent list of specific anti-corruption measures hinders the evaluation of the results achieved.

The preventive measures enforced by supervisory and oversight governmental bodies, including audits, monitoring, and restrictions, can be perceived by public servants as pressure. This creates additional challenges such as heightened anxiety, stress outside of work, and a constant state of apprehension, leading to a lack of motivation at work.

Despite the abundance of theoretical materials on this topic, they often fail to illuminate the concept of integrity in our public service context. This is primarily due to the fact that global academic centers do not consider the cultural, social, economic, and legal foundations of our country.

The purpose of this article is to highlight the necessity of establishing an environment of integrity in public service – not merely through warnings, intimidation, audits, and monitoring – but by motivating public servants toward a bright future and fostering a belief in working together for a common goal.

Literature review

The development of an ideology of integrity in public service implies strict adherence to ethical standards by officials. It is evident that in an environment where ethical behavior is well-established, it becomes easier to implement a zero-tolerance principle towards corruption.

Corruption is the unethical and dishonest behavior of an official aimed at personal gain (Stapenhurst & Kpundeh, 1998).

According to the research of Russian economist L.I. Melamedov, the key principle in combating corruption is the promotion of transparency and ethical standards (Melamedov, 2017).

According to British sociologist Baron Anthony Giddens, it is impossible to constantly monitor corruption risks in a way that completely prevents them. Oversight by the state or management cannot entirely eliminate corruption risks, as the factors that create conditions for corruption are continuously evolving. Additionally, instances of corruption occur as a result of complex social relationships (Giddens, 2004).

Robert Klitgaard, a political scientist known for his corruption formula, emphasized that governmental corruption not only undermines governance but also intensifies economic inequality by distorting resource allocation and weakening public trust in institutions. He argued that corruption leads to a disproportionate concentration of wealth and power, as low-income citizens face systemic barriers to accessing public goods, social services, and economic opportunities, while corrupt elites redirect public resources for private gain. This misallocation of funds and erosion of fiscal integrity, Klitgaard noted, ultimately hinders economic growth, deters investment, and deepens poverty among the most vulnerable segments of society (Klitgaard, 2008).

Alina Rocha Menocal, in her academic writings, asserts that corruption erodes the institutional bedrock essential for lasting development and adversely impacts both societal stability and democratic systems. She stresses that corruption impedes effective governance, intensifies inequality, and curtails citizens’ chances to engage in decision-making processes (Menocal, 2024).

In his economic analyses, Adam Smith examined how corruption affects economic development. He illustrates in his writings that corruption results in reduced investment, a decline in the quality of public services, and a deceleration of economic

growth, especially in nations with developing economies (Gerald, 1979).

Richard Tayler, an economics professor, investigated the influence of corruption on social inequality and the effectiveness of public governance. His research highlights how corruption can impede the progress of democracy and erode public confidence in government bodies (Taylor, 2017).

Roger Garrison examined how corruption contributes to diminished economic efficiency and the expansion of the informal economy. Their findings suggest that corruption results in the ineffective allocation of resources and hinders sustained long-term economic growth (Garrison, 2001).

Daron Acemoglu, an economist and co-author of *Why Nations Fail*, investigated how corruption influences the economic development of India and China. His analysis indicated a correlation between high levels of corruption and decelerated economic growth. He observed that when governments are prone to corruption, investment in crucial areas such as infrastructure and education declines, which negatively impacts long-term development prospects (Acemoglu, 2020).

In her publication, "Corruption in Public Procurement: Causes, Consequences, and Cures," Tina Søreide investigates corruption within the process of acquiring goods and services. While primarily centered on bureaucratic management, her analysis also considers the political implications. Søreide delves into three main facets of procurement-related corruption: first, the challenges stemming from its pervasive nature; second, the methods employed in this illicit activity; and third, practical approaches to combating it. She particularly emphasizes accountability and the regulation of private firms, stressing the critical role of political commitment for effective reform implementation (Søreide, 2002).

According to researchers, reducing instances of corruption is not limited to addressing gaps in legislation; corruption must also be viewed as a social phenomenon. The internal conscience and integrity of public officials, when they are given decision-making power, cannot always be monitored by state bodies or leadership.

The impact of environments with low integrity and a propensity for corruption has led to the decline and loss of statehood of several empires and powerful nations throughout history (Kazpravda, 2019).

Therefore, corruption not only impacts the economic and social conditions of the state but also represents a significant obstacle to the bright future of the entire nation.

In the normative legal acts of the Republic of Kazakhstan, corruption is considered one of the main factors threatening the national security of the country, alongside terrorism (On national security of the Republic of Kazakhstan, 2012).

"As has been established through centuries of experience, every individual in a position of power is inclined to misuse it and will continue to do so until they reach the limits set for themselves" (Montesquieu, 1748).

Methodology

The enhancement of the principles of integrity in public service further professionalizes the government apparatus. It facilitates the relationship between the government institutions and society, thereby increasing public trust in state authority.

The empirical basis of the research is content analysis. Given the substantial volume of information analyzed by the author and the fact that this information consists of official state documents, this research method was selected.

The normative legal framework includes the Constitution of the Republic of Kazakhstan, the Laws of the Republic of Kazakhstan, and decrees of the Government of the Republic of Kazakhstan.

The research examines the relationship between the acceptance of the normative legal framework and the widespread dissemination of the ideology of integrity among public servants. Content analysis was conducted using information exclusively from official documents (Avdeeva, 2015).

Content analysis was employed as the primary method of this research, and to validate the analyzed information, a supplementary comparative method will be utilized (Okhotnikova, 2019).

The comparative method of the research is an effective and comprehensive approach that aids in understanding and describing political processes and changes in any country. It allows for a deeper understanding of the situation by taking into account the real conditions faced by the political system, as well as the concepts and objectives involved (Simanovskiy, 2002).

The comparative research method will compare the Kazakhstani experience with the Danish practices in promoting integrity.

For the purposes of this research, the author analyzes the experience of Denmark in promoting integrity, which has ranked first for the past two years in the analysis conducted by the international non-governmental organization "Transparency Interna-

tional” in the areas of anti-corruption and the promotion of integrity, achieving the highest success in this regard (Transparency International, 2024).

In the Republic of Kazakhstan, several legislative acts are in place to promote integrity within state authority and executive institutions. The main ones include the Laws “On Public Service of the Republic of Kazakhstan,” “On Counteracting Corruption,” and the Presidential Decree “On Measures for Further Improvement of the Ethical Norms and Behavioral Principles of Public Servants.”

Additionally, there are rules developed in accordance with the Constitution of the Republic of Kazakhstan and the aforementioned laws. There are over 20 supervisory and regulatory bodies in the country that verify, monitor, and analyze the adherence of public servants to the principles of integrity in their daily duties, as well as the accuracy and legality of their decisions and reports.

Moreover, the off-duty lives of public servants are under the scrutiny and oversight of society, particularly from active members of the community.

Results and discussion

The authorized body in the fight against corruption in our country is the Anti-Corruption Agency of the Republic of Kazakhstan, which is currently conducting comprehensive preventive measures aimed at promoting the ideology of integrity and mitigating corruption risks. The main activities include external and internal analysis of corruption risks, corruption monitoring, educational efforts to establish a culture of zero tolerance towards corruption, anti-corruption restrictions, research on anti-corruption measures in legislation, dismissal practices for employees proven to have committed corruption offenses, compliance services in the quasi-public sector, and reward practices for individuals reporting corruption offenses.

Additionally, the recently introduced “Integrity Check” project allows for the assessment of a public servant’s propensity for misconduct by artificially simulating corruption situations in accordance with legal procedures.

Furthermore, there are currently proposed amendments and additions to existing anti-corruption legislation that have emerged for public discussion. These amendments will also include criminal

liability for agreements and promises related to corruption offenses.

Based on the above, significant contributions are being made to reduce instances of bribery among public servants through restrictive and verification procedures.

However, the pressure exerted on public servants, coupled with excessive worries, stress outside of work, constant anxiety, and lack of motivation, undoubtedly creates challenging conditions for their work (Mayo Clinic Staff, 2023).

In this context, the work “Disneyland with Death Penalty” by American author William Gibson comes to mind. In the narrative, the strict laws of Singapore are depicted, highlighting how the severity of the law transforms people into a uniform, unreflective gray mass. The author presents evidence that in recent years, the creative industry in this country is on the brink of decline, along with the deterioration of arts and culture (Gibson, 1993).

In conclusion, comprehensive oversight and excessive restrictions undoubtedly hinder public servants from thinking creatively and making bold decisions.

In 2022, the authorized body of the Republic of Kazakhstan reported 1,724 instances of corruption, resulting in the conviction of 725 individuals. As a result of these measures, a total of 109 billion tenge was recovered and returned to the state budget (National Anti-Corruption Report 2022, 2023).

In 2023, 1,692 crimes were recorded, and 916 individuals were found guilty by court decision (National Anti-Corruption Report 2023, 2024).

In the Republic of Kazakhstan, more than 3,000 events were carried out in 2021 aimed at fostering a culture of anti-corruption and promoting integrity. In 2022, the number of events in this direction exceeded 11,000. However, despite a 3.5-fold increase in efforts to prevent corruption and promote integrity among public servants in 2022, the number of corruption crimes during that time rose by 10% (167 crimes) (National Anti-Corruption Report 2022, 2023).

Thus, promotional, educational, and preventive activities do not directly influence the advancement of the ideology of integrity among public servants and do not guarantee a reduction in instances of corruption crimes.

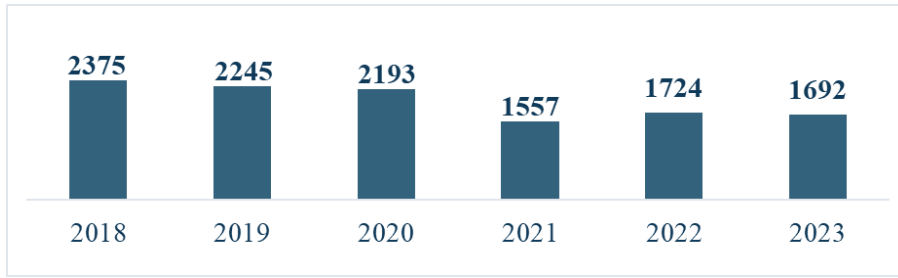


Figure 1 – Dynamics of Corruption Crimes in the Republic of Kazakhstan
 Note – compiled by the authors based on (National Anti-Corruption Report 2023, 2024)

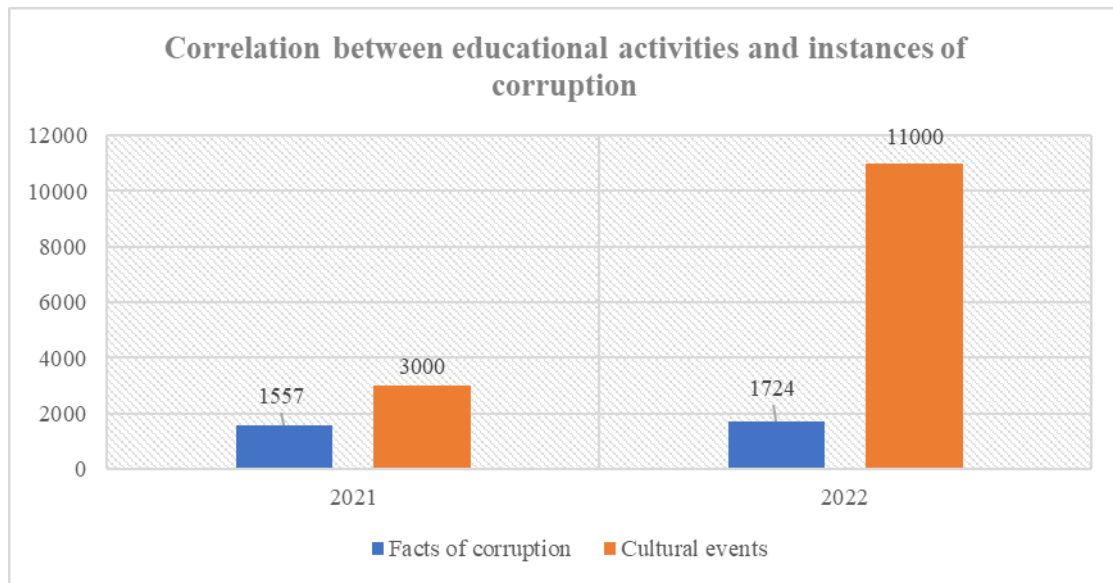


Figure 2 – Correlation between educational activities and instances of corruption
 Note – compiled by the authors based on (National Anti-Corruption Report 2023, 2024)

Representatives of society and experts sometimes believe that public servants can only achieve integrity through the establishment of strict discipline, while others suggest that the only way to eradicate corruption is to impose long-term imprisonment on corrupt individuals or, in some cases, apply the death penalty.

We can examine countries that have opted for stringent measures, including the use of the death penalty as a means of deterrence, in promoting integrity. One such country is the neighboring People’s Republic of China, located to the east of our

republic. Article 383 of the Criminal Code of the PRC stipulates that “depending on the amount of the bribe and the circumstances, the punishment may range from imprisonment for up to 10 years without the possibility of early release, to, in cases of aggravating circumstances, the death penalty along with confiscation of property” (Criminal Code of the People’s Republic of China, 2016).

Since the 2016 revision of the Criminal Code of the People’s Republic of China, the sanctions of the aforementioned article have remained unchanged to the present day.

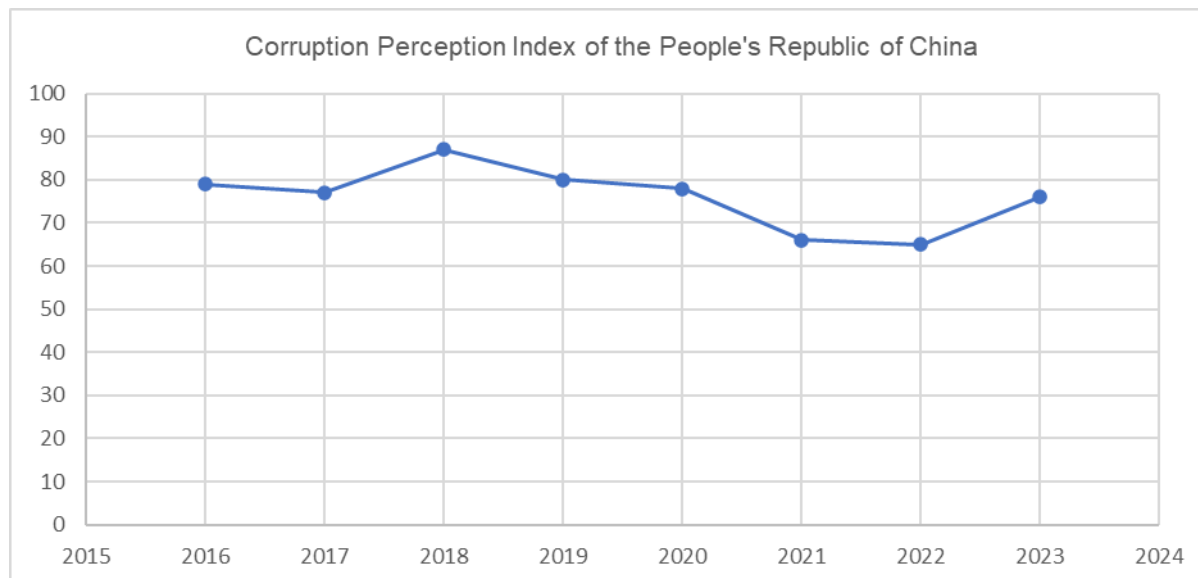


Figure 3 – Corruption perception index of the People’s Republic of China according to Transparency International’s research
Note – compiled by the authors based on (Transparency International, 2024)

China is among the countries with a high level of corruption, and it can be observed that strict penalties have not sufficiently advanced the ideology of integrity in public service.

The Republic of Cuba, which applies the death penalty for corruption offenses, ranks 76th in the Transparency International index, placing it among the countries with a high level of corruption.

Next, an analysis will be conducted on the practices of the Kingdom of Denmark in promoting integrity, which has held the first position in the Transparency International ranking for the past two years (Transparency International, 2024).

According to Denmark’s Criminal Code, the harshest penalties for corruption crimes are six years of imprisonment for public servants and four years for members of the public (EU Anti-Corruption Report, 2014).

A study from the University of Copenhagen indicates that the low level of corruption in the Kingdom of Denmark is attributed to public servants who strictly adhere to ethical norms and prioritize the interests of society over their personal interests (Ryabova, 2019).

In Denmark, the income and expenditures of public servants can be monitored not only by government agencies but also by members of society, in accordance with the principle of transparency. This fiscal openness strengthens public accountability

and helps prevent the illicit enrichment of officials. If discrepancies arise between a public servant’s income and declared expenditures, the individual is required to provide a legitimate explanation for any excess income. Such measures contribute to the efficient use of public funds, reduce the risk of embezzlement and budgetary leakage, and foster a climate of economic integrity within the public sector, ultimately supporting the country’s long-term economic sustainability and trust in state institutions.

The renowned humanist scholar Cesare Beccaria writes, “The effectiveness of a punishment is not determined by its severity, but by the inability to escape it” (Beccaria, 2004).

Thus, in Denmark, every crime elicits public outrage, is clearly visible to the public, and there is a complete awareness that public servants cannot escape punishment.

Moreover, considering that public servants in Denmark are paid at a very high level, the model demonstrates that the ideology of integrity can be promoted in an environment where the lifestyle of public servants is monitored not only by government agencies but also by society (Lipinskyi, 2019).

The international organization Transparency International, which evaluates the global index of corruption levels, does not give a positive assessment of the effective efforts being made in the Republic of Kazakhstan to combat and prevent corruption.

Table 1 – The ranking of Kazakhstan in the corruption index published by Transparency International

Year	Score	Ranking
2017	31	122
2018	31	124
2019	34	113
2020	38	94
2021	37	102
2022	36	101
2023	39	93

Note – compiled by the authors based on (Transparency International, 2025)

For example, according to the ranking by the international organization Transparency International, the Republic of Kazakhstan was ranked 94th with 38 points in 2020, 102nd with 37 points in 2021, and stabilized at 101st place with 36 points in 2022 (Transparency International, 2024).

As noted, in the 2020 ranking by the organization, Kazakhstan achieved a level of success in combating this epidemic that had not been reached before. Let's discuss the changes that occurred in our country in 2019-2020 and how those changes affected the instances of corruption.

In 2020, by presidential decree, the "Factor-Point Scale for Public Servants" was implemented among public employees in our country. As a result, the salaries of several public servants increased by 1.5 to 2 times (Strategy "Kazakhstan 2050").

Furthermore, in our country, the annual inflation rate was 7.5% in 2020, 8.4% in 2021, and reached 18.8% in 2022 (National Bank of Kazakhstan, 2021)

Based on the above, it can be observed that the increase in public servants' salaries, along with the decrease in inflation, has contributed to a reduction in corruption offenses. For instance, in 2019, there were 2,245 cases of corruption, while in 2020, the number decreased to 2,191 (a 2.4% reduction).

Among these, the instances of public servants receiving bribes from members of the public decreased from 649 in 2019 to 568 in 2020. This indicates a relative decrease of 12.5% in bribery cases over the year (National Anti-Corruption Report 2021, 2022).

The research indicates that the advancement of the ideology of integrity in the Republic of Kazakhstan requires more than just a comprehensive approach to cultural, educational, and awareness-

raising activities. There is an increasing need to implement economically grounded motivational mechanisms to foster a sustainable culture of integrity within public service. These mechanisms include ensuring financial independence through competitive and transparent remuneration systems, which reduce incentives for corrupt behavior. Moreover, strict adherence to the principles of meritocracy not only enhances fairness in public sector employment but also contributes to economic efficiency by optimizing human capital allocation. Strengthening these economic incentives is essential for building a professional and ethically resilient civil service that supports long-term institutional performance and fiscal responsibility.

It is well-known that financial motivation is the most effective form of motivation; this can be illustrated by Maslow's hierarchy of needs. For a public servant struggling to meet their basic physiological needs (such as rent and living expenses), it is extremely challenging to contemplate the future of their country or engage in thoughts of integrity and spiritual renewal.

An American psychologist states that a person who is unable to adequately meet their own or their family's physiological needs does not prioritize their safety needs (Samarina, 2022).

In other words, a civil servant who is unable to pay rent on time, provide bread and milk for their children, or is nearing the deadline for loan repayments will likely disregard discussions about honesty and integrity, as well as warnings about the harshness of the law and potential imprisonment. To fulfill their basic needs, they may prioritize immediate survival over their safety and principles, which increases the likelihood of engaging in unlawful behavior.

As evidence, a 2022 study conducted by British researchers Paul G. Bain and Renata Bondjorno found that 86% of respondents across 33 countries identified salary increases as the most significant motivation for employees to engage fully in their work. Conversely, only 14% of employees indicated that career advancement and status, rather than salary, served as their primary motivation (Kukova, 2022).

According to the author's thesis, an environment where salaries are at a sufficient level, the principles of meritocracy are strictly adhered to, and each civil servant is under public scrutiny can effectively promote the ideology of integrity. In such an environment, the number of individuals wishing to join increases, recruitment processes are strengthened, and

employees whose abilities and qualifications align are attracted to public service.

As evidence, when the factor-based scoring system was implemented in 2020, and salaries for employees increased, the number of candidates for each vacant position in the civil service rose by 2.6 times (Стратегия «Казakhstan 2050»).

Currently, the National Bureau of Statistics reports that 25% of employees earn up to 105,000 tenge, while 36.9% earn between 105,000 and 210,000 tenge (Bureau Of National Statistics, 2024).

Thus, 62% of civil servants live on salaries below 210,000 tenge. It is known that these employees work in lower-ranking positions within the civil service. Allowing these groups to engage in additional work legally outside their official hours provides employees with the opportunity to earn extra income to support themselves and their families. This practice is implemented in England and Finland, where it is permitted with the approval of management, as long as it does not create conflicts of interest.

According to Doctor of Economic Sciences, Professor V.B. Zotov, increasing motivation among civil servants is closely linked to adequate and competitive salaries as well as a positive psychological climate in the workplace. From an economic perspective, the scholar emphasizes that financial incentives play a crucial role in enhancing labor productivity, reducing turnover, and attracting qualified professionals to the public sector. Furthermore, he argues that a favorable workplace environment – shaped by transparent decision-making, job security, and low levels of administrative pressure – significantly contributes to the efficiency and stability of public institutions. These factors collectively create conditions for a more economically sustainable and accountable public administration (Milkina, 2022).

Conclusion

This research examined the concept of integrity in the civil service, with a focus on its economic relevance and its role in enhancing the efficiency of public administration. Based on the analysis, the following conclusions can be drawn in accordance with the objectives outlined in the abstract:

1. On the significance of integrity and its economic dimensions in public administration:

Integrity serves not only as a moral foundation of civil service but also as a key driver of economic efficiency, institutional trust, and long-term governance performance. Promoting ethical behavior among civil servants contributes to the optimal use

of public resources and the minimization of corruption-related economic losses.

2. On the theoretical and institutional mechanisms for fostering integrity in Kazakhstan:

The research confirms the necessity of embedding integrity into the public administration system through clear institutional mechanisms. These include performance-based remuneration, transparent decision-making, and economic incentives, all of which enhance the legitimacy and sustainability of anti-corruption efforts.

3. On the role of economic incentives, particularly the factor-point evaluation system:

Implementing a performance-based remuneration system, such as one based on a factor-point model, is identified as an effective economic tool for encouraging ethical conduct and improving labor productivity within the civil service. It also helps attract and retain competent professionals, thereby improving the overall quality of governance.

4. On international experience (Denmark and China):

The comparative analysis illustrates that Denmark's emphasis on competitive salaries, meritocracy, and civic participation provides a successful model for aligning ethical standards with economic rationality. In contrast, China's focus on legal enforcement highlights the limitations of punitive approaches in the absence of institutional and economic reform. Lessons from both countries underscore the importance of a balanced, economically informed integrity strategy.

5. On transparency, ethical standards, and digitalization:

Strengthening transparency and accountability – particularly through digital governance tools and e-government mechanisms – is essential for reducing corruption risks. These innovations not only promote institutional openness but also result in measurable economic benefits, such as improved budget execution and reduced administrative costs.

6. On the need to shift from traditional to incentive-based approaches:

While traditional anti-corruption measures (criminal prosecution, audits, training) remain important, the study emphasizes the growing relevance of incentive-based mechanisms. These include fair compensation, career advancement opportunities, and a supportive work environment, all of which are essential for fostering a resilient culture of integrity.

In conclusion, advancing integrity in Kazakhstan's civil service demands a comprehensive, economically grounded approach. It is not the sole

responsibility of enforcement bodies, but a shared duty of institutions, businesses, and society. By combining ethical standards with smart economic policy, Kazakhstan can build a public administration system that is not only morally sound but also cost-effective, accountable, and future-oriented.

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