

STRATEGY 2050 AND HUMAN RESOURCE MANAGEMENT IN KAZAKHSTAN: A FOCUS ON LEADERSHIP DEVELOPMENT

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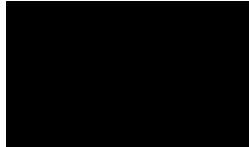
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CANDIDATE'S CERTIFICATION

I certify that the substance of this thesis has not already been submitted for any degree and is not currently being submitted for any other degree qualification.

I certify that any help received in preparing this thesis, and all sources used, have been acknowledged in this thesis.

A solid black rectangular box used to redact the signature of the candidate.

Signature of Paul James Davis

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The following is a dedication in Russian:

Я посвящаю эту докторскую диссертацию людям, работающим специалистами отдела по человеческим ресурсам в Казахстане. Эта диссертация является проявлением моего уважительного отношения ко всем замечательным людям, которых я встретил в Казахстане, и к стране в целом. Выражаю огромную благодарность за предоставленную возможность жить в Вашей стране. Также я надеюсь, что эта диссертация может быть полезна для специалистов отдела кадров в Казахстане, так как они создают соответствующий имидж и профессионализм данной отрасли в стране.

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LIST OF ABBREVIATIONS

ACHR	Aston Centre for Human Resources
CBLP	Competency Based Learning Programs
CEO	Chief Executive Officer
CoP	Community of Practice
CPI	Corruption Perceptions Index
CSR	Corporate Social Responsibility
EMBA	Executive Master of Business Administration
EU	European Union
FLQ	Foreign Labour Quota
GCI	Global Competitiveness Index
GCIF	Global Competitiveness Index Framework
GDP	Gross Domestic Product
GFC	Global Financial Crisis
GLOBE	Global Leadership Organizational Behaviour Effectiveness
GM	General Manager
GT	Grounded Theory
HDI	Human Development Index
HDR	Human Development Report
HR	Human Resources
HRM	Human Resources Management
HRW	Human Rights Watch
IC	Intellectual Capital
IMF	International Monetary Fund
IT	Information Technology
IQPC	International Quality and Productivity Center
KIMEP	Kazakhstan Institute of Management, Economics and Strategic Research
KM	Knowledge Management
LO	Learning Organisation
MBA	Master of Business Administration
MPI	Multidimensional Poverty Index
NHS	National Health Service (UK)
NPM	New Public Management
OD	Organisational Development
PhD	Doctor of Philosophy
PPP	Public Private Partnerships
RBS	Royal Bank of Scotland
RBT	Resource Based Theory
R&D	Research and Development
ROI	Return On Investment
SCA	Sustained Competitive Advantage
SNW	Social Networking Websites
SHRM	Strategic Human Resources Management
TM	Talent Management
TQM	Total Quality Management
UN	United Nations
UNDP	United Nations Development Program

UNESCO	United Nations Educational Scientific and Cultural Organization
UK	United Kingdom
US	United States
USEIA	United States Energy Information Administration
USSR	Union of Soviet Socialist Republics
VOIP	Voice Over Internet Protocol
VRIN/O	Valuable; Rare; Inimitable; Non-substitutable/Organisation
WEF	World Economic Forum
WHO	World Health Organization

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ABSTRACT

Human Resource Management (HRM) has been extensively researched in most parts of the world, but not in the new, emergent nation of Kazakhstan. Strategically located and resource-rich, Kazakhstan is evolving as a major economy of the future. The question of this research project is whether HRM in Kazakhstan is sufficiently advanced to make a contribution to Kazakhstan's ambitious development goals of becoming one of the world's thirty most competitive nations by 2050.

Adopting a qualitative research paradigm, ninety-two professionals working in a diverse range of occupations and industries in Kazakhstan participated in one-on-one, semi-structured interviews. Data collection and analysis was carried out applying Grounded Theory research methods whereby theory emerges from the data rather than the data being used to test a hypothesis. This process entails coding data and observing the development of themes from, in this case, interview transcripts.

The data revealed a number of significant themes; some anticipated based on the literature review, others unexpected. The data confirmed, but greatly expanded upon, the scant and dated literature that says HRM in Kazakhstan lacks strategic intent. Partly due to seven decades of communism, partly due to distinct elements of Kazakh culture, HRM in organisations in Kazakhstan today is dogmatic, oppressive, authoritarian and bureaucratic. It is process-driven, mundane and dominated by paperwork. HRM is also hampered by pervasive nepotism in Kazakhstani organisations that undermines recruitment and promotion processes. There is little in it for employees.

The research concluded that HRM in Kazakhstan is far behind international best practice and that a great deal of change and improvement is required if HRM in Kazakhstani organisations is going to contribute to Kazakhstan's development agenda. The research makes a number of practical recommendations which could be helpful to HRM practitioners seeking to improve the quality of HRM in Kazakhstan.