

# **Remote Work as an Innovative Approach in the Public Administration System of the Republic of Kazakhstan**

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### **ABSTRACT**

This study examines how remote work was implemented in the Republic of Kazakhstan's public sector before, during, and after the COVID-19 pandemic, as well as how civil service workers adjusted to it. The article's goal is to consider creative approaches for the management of remote work in Kazakhstani state organizations and the adaptation of public employees to new working circumstances both during and after the pandemic. This article also addresses current topics related to the growth of remote work in the American public administration system. Many nations develop flexible work models by utilizing their legal systems and cutting-edge strategies. By analyzing some of the actions that the government took during the epidemic and the findings of statistical studies of state agencies and surveys of civil employees, the current state of remote and integrated modes of operation in Kazakhstan's public administration system was determined. The responses of the civil servants who were interviewed highlight some risks of using unauthorized information and communication channels when working remotely. They confirm the necessity of increasing digital literacy among civil servants, providing high-quality resources and technical support, and enhancing psychological and physical health. It is clear that the state apparatus is progressively adjusting to the new reality while also streamlining its operational procedures. The importance of Kazakhstan's originality in public administration and remote work is highlighted in this article.

**Keywords:** public policy, civil servants, innovation, teleworking, remote work, Covid-19, post-pandemic period, Kazakhstan.

### **Introduction**

The percentage of telecommuting workers will rise in the digital economy. Future economic growth could be boosted by having more people with digital abilities. A digital divide trap is currently growing between developed and underdeveloped countries, according to some researchers (Chetty, 2018).

This trap is largely a result of individual states' delays in enacting legislation governing new types of employment relationships, a lack of progress in the creation of digital platforms, and a lack of use of contemporary business processes, such as working remotely, in both public administration and all areas of our society. This means that the emergence of flexible job models via digital technologies calls for certain developments.

As a result, the New Public Management (NPM) paradigm (Lane, 2000) and later, the public management paradigm (Peters and Pierre, 1998) or neo-Weberian state (Drechsler, 2009) emerged. There has been a growing emphasis on public sector innovation as a priority for policy and as a legitimate academic discipline. According to some authors, the public

sector—which is viewed as providing public services paid for with public funds, administered by civil servants, in response to expressed or apparent public preferences—performs worse than the private sector (Gore, 2000). Therefore, innovation in the public sector is crucial.

Osborne and Brown describe innovation in the public sector as the introduction of new elements into the public service, whether they take the form of new information, new organizational structures, or new management or process skills that mark a break from the past (Osborne and Brown, 2005). There has not, however, been much focus on information and communication technologies (ICT) as a driver of social innovation in the public sector, particularly with regard to inventions with social content. Innovations with a social focus that are also ICT-driven, particularly those that support human processes and have a positive organizational impact.

The European Union defines innovation in the public sector using ICT as the use of new processes, products, services, and delivery methods that significantly increase the effectiveness, efficiency, and quality of public services as well as other operations in the public sector (Svidroňová et. al., 2016). This also refers to the public sector's capacity to encourage social innovation and to operate more creatively in accordance with its purpose and available resources (Svidroňová et. al., 2016).

ICTs, as a form of social innovation, give public sector employees the means to operate remotely using the ICT and data infrastructure of their organization—a practice known as teleworking. ICTs present new possibilities for civil servants to jointly design a workplace that supports their work-life balance. This is crucial for the public sector's appeal as a place to work.

The term "telework" refers to a method of planning and/or carrying out work utilizing information technology within the framework of an employment contract or relationship when work that may also be carried out on the employer's premises is routinely carried out off these premises (European framework agreement on telework, 2002).

A considerably more specific definition is given by the European Observatory of Working Life (2021): telework is “a form of organizing and/or performing work, using information technology, in the context of an employment contract/relationship, where work that could be performed at the employer’s premises is carried out away from those premises on a regular basis.”

In addition, a survey of the literature revealed a cogent perspective of how organizations and civil servants may use innovation to take advantage of opportunities in the public sector (Glor and Ewart, 2016). At various stages of the invention process, according to Glor (1998), inventors face various difficulties. Ideology, politics, outside assistance, the health of the economy, resources available, and some consequences are among the potential global externalities taken into account.

A multidimensional component of the ongoing attempt to implement fresh strategies or initiatives in order to considerably enhance public sector performance is public sector innovation. Since innovation has the ability to create chances for enhancing service quality and efficiency, innovation is a crucial prerequisite in the provision of services (Kusumasari, 2019). As a result, the citizen-centered approach assumes the role of the guiding theory for the upcoming improvements to public administration.

One of the key areas of innovation in the public sector is the introduction of new technologies and creative solutions. The development of a digital society is a priority for the governments of many nations, including Canada, Singapore, South Korea, and the United Arab Emirates, as part of their creative development initiatives.

Kazakhstan is a leader in e-government and e-participation among post-Soviet nations. The utilization of information and communication technology offers public authorities fresh viewpoints, enhances the caliber of services rendered and boosts productivity through the automation of current business procedures. Automation of current corporate procedures can increase productivity. The development of a digital, innovative society as one of the main forces behind a knowledge-based economy will be facilitated by the successful completion of these tasks. It should be noted, however, that innovative people management strategies can have both positive and bad effects on the physical and mental health of distant workers (Cañibano, 2013).

Working remotely, which necessitates recurrent usage of ICT, can have an impact on a number of personal health factors (Nakazawa, et al., 2002). As a result, the two main categories of health issues related to remote work are physical and emotional.

Aspects associated with lowering the usage of motor vehicles, such as reducing carbon dioxide emissions and the dangers of contracting infectious diseases spread by airborne droplets are of significant relevance from the perspective of public health. Additionally, working remotely can lessen instances of violence and harassment compared to working in an office (International Labour Organization, 2020).

It should also be highlighted that the statistical and historical development of teleworking, which has been apparent for more than 40 years and is still growing, seems to help people in the long run. Employees would gradually lose interest in doing remote work if it mostly had a detrimental influence on their health and job happiness (Tavares, 2017), and remote employment would tend to disappear.

It is likely that teleworking has more positive effects on one's health than negative ones since it gives people more control over their lives, in line with Michael Marmot's observation that "depriving people of control over their life... it truly hurts their health" (Tavares, 2017). In addition, working from home creates an environment that is better for concentration, has less noise, requires fewer breaks, offers more privacy (which open office spaces frequently violate), and has better air quality (which may be dubious in a traditional office). All of these factors improve employee health (Montreuil and Lippel, 2003).

At the same time, research done in several nations has documented the drawbacks of working remotely during the COVID-19 epidemic. The primary negative effects are on physical and mental health (mental disorders like stress, anxiety, and depression, and physical conditions like work-related musculoskeletal disorders), which can occur due to isolation, restricted mobility at home, working conditions, the number of working hours, and breaks; as well as an imbalance between job requirements and working abilities (Sausa, et al., 2021).

### ***Research questions***

How has a public policy on remote and combination work changed in Kazakhstan's public administration system during the pandemic?

How did the civil servants of Kazakhstan adapt to remote and combination work during the pandemic and post-pandemic period?

### **Literature Review**

Today, the term "remote work" and its various synonyms, including "telework," "telecommuting," and others are used to describe the practice. They all refer to a type of job in which employees are located apart from the employers and communicate with them via electronic devices (International Labour Organization, 2020).

American scientists Jack Nilles, Francis Kinsman, and Gordon Gil developed the scientific theory of telecommuting and pioneered its usage.

The pioneer of telework and telecommuting is Jack Nilles. In 1973, he first introduced the phrases. The author of many publications on the fundamentals of telecommuting, including *Making Telecommuting Narraprap* and *Managing Telework*, he is a recognized authority on the practice in both Europe and America (Nilles, 1976).

Gil Gordon, who began his consulting career in 1982 and assisted in the creation of teleprogrammes for both private and public organizations, is one of the world's first authorities on "teleworking." He is one of the acknowledged experts in teleworking and virtual workplaces on a global scale. Additionally, he is the editor of *Telecommuting Review*, which was founded in 1984 and is currently among the leading publications on telecommuting. It has been available online since 1999. Additionally, he is a co-author of the book *Telecommuting: How to Make It Work for You and Your Company* (Siha and Monroe, 2006).

Canadian academics Guillermo Gallacher and Iqbal Hossain discovered that 41% of employment in Canada can be performed remotely, with significant heterogeneity across provinces, cities, and industries, during the Pandemic on telecommuting research. Micro labor data and recorded evidence on the associations between remote employment options and income disparities, gender, age, and other worker characteristics were used to support their findings (Gallacher and Hossain, 2020).

In contrast to many other nations in Europe, Estonia has been able to control the spread of the novel coronavirus rather successfully, according to a paper by the Estonian scientist Ringa Raudla. The author of the paper explained in detail the steps taken to control the COVID-19 pandemic in March–May 2020 and how Estonia was able to successfully contain the outbreak (Raudla, 2021).

A study was undertaken by Chinese scientists Josephine Chow and her colleagues, to ascertain the effects on employees who performed WFH during the COVID-19 epidemic (Chow, et al., 2022). Likewise, according to Agota (2020), the virtual way of working is becoming more and more popular in Lithuania because it has the potential to save money and give organizations more flexibility to respond to crises like global pandemics. Organizations that suddenly have to transition to remote working face new issues as a result of this creative way of working.

Numerous Russian scientists are also working on issues related to new types of employment. The works of M. E. Dmitriev and V. B. Krapil (2021) are particularly important since they evaluate the potential for employing remote work in the civil service and the potential for transitioning to it using the example of specific state tasks and public services (Dmitriev, et al., 2021). Likewise, the work of I. M. Gurova, which analyzes the potential for

further development of this type of employment and the current trends in the labor market, is also noteworthy. It describes the study of the experience of mass remote working in Russian businesses during the isolation caused by the COVID-19 pandemic (Gurova, 2020).

It is also important to take note of the work of M.V. Chudinovskih, who presented the findings of his research and concluded that the Russian Federation is making its first moves in the area of managing remote employment, whereas, for instance, in the USA since 2010, a thorough state policy has been developed and put into practice. Increased levels of public safety, energy savings, lessened traffic congestion, and decreased pollution are just a few examples of how this affects society and the environment (Chudinovskih, 2019).

The COVID-19 pandemic's effects on the labor market and the restrictions put in place, as a result, are examined by Russian researcher Darya Koshkina for the entire Russian Federation. Using statistical information that is readily accessible to the public, the trends of unemployment in the Russian Federation over the pandemic period are examined. Considered how the crisis phenomenon affects how long unemployed people hunt for work (Koshkina, 2021).

Unlike their international counterparts, Kazakhstani scientists' works that addressed the concerns of remote working modes in the public administration system and generally in other fields of life are now less well-represented. Only a few of the Kazakhstani scientists, specialists, and others have worked on the analysis of the experience of developing information and analytical competencies of civil servants. It is, however, important to take note of the writing of

As part of Kazakhstan's public policy, it is also important to take note of the writings of Kazakh scientist Baurhan Bokayev who has analyzed the process of small and medium-sized businesses adapting to the worldwide economic slowdown brought on by the COVID-19 epidemic (Bokayev and Issenova, 2022). In order to understand how parents currently evaluate the quality of online learning, Bokayev and his associates have examined the benefits and drawbacks of online learning in Kazakhstan during the Covid-19 pandemic (Bokayev, 2021). According to that study, there is a statistically significant correlation between parents' happiness with the caliber of education, their opinion of teachers' proficiencies, and the government's openness to implementing the online learning model (Bokayev, 2021). As well, in a paper by Mutalap Absattarov, all stages and procedures of document review are covered in the context of remote working in government agencies, along with possible future practical ways to arrange document and order control (Absattarov, 2021). As well, Bektleyeva (2021) has recently analyzed important aspects of the changing labor market. For the most part, however, research from outside Kazakhstan has thus served as the foundation for issues regarding the growing significance of the distant employment regime; however, the fact that these studies on the employment of public authorities fall short necessitates the development of fresh strategies for hiring civil employees in the face of global issues. In this regard, further research and the adoption of novel strategies are called for by the examination of the effectiveness of remote working in Kazakhstan's public administration system

## **Methodology**

The method of secondary and primary data research, as well as analysis of academic literature on the issues of remote work in public service and comparative analysis of the

USA's use of remote work by public authorities are all used to analyze the state policy in relation to remote forms of employment in the system of public administration and adoption of the civil servants to new conditions.

In this paper, there are two online surveys. The first one was conducted by the Civil Service Agency of the Republic of Kazakhstan in collaboration with the World Bank Group Bank during the months of May and August 2020, an online survey of 43,646 or around 55% of employees of the 17 Central State Authorities and 17 Local Executive Authorities of the Republic of Kazakhstan was undertaken. This survey was created specifically to comprehend the needs and limitations of Kazakhstani civil servants, to direct policy to enhance their support during the challenging COVID-19 pandemic, and to create measures to further enhance the performance of public authorities, both during and after quarantine.

It should be noted that comparable surveys were carried out in various nations throughout the globe as part of the Global Public Service Survey initiative, which was overseen by academics from the World Bank, Stanford University, University College London, and the University of Nottingham.

The second survey, using the Google Forms platform, was conducted in April 2022 by 897 public officials in the framework of the research project to judge the "effectiveness of remote work in the public administration system of the Republic of Kazakhstan, in the context of digitalization". One of the purposes of the survey was to study the adaptation of civil servants to remote and combination work during the pandemic and post-pandemic period in Kazakhstan.

In order to uphold the ethical requirements of scholarly research, the questions were approved by the research committee of the Academy of Public Administration, which reports to the President of the Republic of Kazakhstan. The required information was also sought from public resources, such as statistical data from the Republic of Kazakhstan's Agency for Civil Service Affairs, the Ministry of Digital Development, Innovations and Aerospace Industry, and the Ministry of Labor and Social Protection.

## **Results**

The COVID-19 pandemic has had an impact on the global labor market in 2020. The COVID-19 pandemic has acted as a catalyst in the Republic of Kazakhstan for the active introduction of remote working in both the public administration system and in all aspects of life in general (Astana Civil Service Hub, 2020).

The state faced wholly new issues during COVID-19, which necessitated striking a balance between implementing epidemiological security measures and ensuring the efficient operation of public administration.

Following the discovery of the first COVID-19 infection in Kazakhstan in March 2020, President Tokayev swiftly declared a state of emergency. Soon after, strict regulations were implemented in Astana and Almaty. The lockdown was subsequently implemented in other towns and cities. Within the quarantine zones, the authorities put limitations on both vehicle entry and exit as well as human movement. Up to 80% of civil officers and workers at

state-owned businesses have been transferred to remote positions as a result of the emergency (Official website of the President of the Republic of Kazakhstan, 2020).

The labor legislation under COVID-19 could not be adequately supported by the Republic of Kazakhstan's pre-pandemic labor code. In order to improve the system of remote work during the pandemic, the Law of the Republic of Kazakhstan from July 1, 2021 No. 61-VII "On Amendments and Additions to the Labor Code of the Republic of Kazakhstan on Improvement of Legal Regulation of Remote Work" was adopted by The Parliament of the Republic of Kazakhstan. Thus, new definitions for integrated remote work and simply remote work are added to the Code's fundamental notions.

As a result, employees may be assigned to work totally remotely (always work "remotely") or to work remotely in a combined regime (work carried out both "remotely" and at the employer's site), depending on the nature of the work and their location "in the office" (Labour Code of the Republic of Kazakhstan, 2021). To this day, however, there are still some issues with the application of telecommuting with specific laws of the Kazakhstani Republic's labor law. As a result, the civil service system has flaws in the form of legal voids.

The Civil Service Agency of the Republic of Kazakhstan issued methodological recommendations on how to organize remote work, integrated remote work, and flexible schedules in the country's state institutions in preparation for the shift to the remote format of work in the same 2020 (Zhailganova, 2020).

There are some principal suggestions that can be considered innovative points for civil servants in conditions of uncertainty due to Covid-19 based on Kazakhstani experience:

- The employer's provision of tools, digital objects, communication services, and other resources required for the performance of job obligations in conformity with Kazakhstani law regarding digitization;
- Payment by the employer for the costs of their installation and maintenance;
- Payment by the employer of compensation, the amount, procedure, and term of which shall be established by agreement with the employee, if the employee uses his or her own equipment, informatization facilities, or other means to perform labor duties or incurs costs for payment of communication services;
- By agreement of the parties, an employee engaged in remote work may also be given additional benefits.
- Civil officials who operate remotely must be paid in accordance with the uniform system of employee compensation for all entities funded by the state budget.

It should be understood that the Civil Service Agency of the Republic of Kazakhstan, in cooperation with the World Bank Group, conducted an online survey of employees of the Central State Authorities and Local Executive Authorities of the Republic of Kazakhstan between July and August 2020 which served as the basis for these recommendations.

According to the study, the government of the Republic of Kazakhstan issued a nationwide directive in May 2020 that called for the transfer of 80% of city officials to the remote working mode, leaving only 20% of civil servants to carry on with their regular work schedules. The poll found, however, that 37% of government officials, especially senior civil officers, were unable to follow this instruction.



Consequently, according to 61% of managers, one of the main issues with the move to remote working is the poor quality of the internet, the lack of sufficient financial resources to buy equipment, including computers, laptops, software, and payment for video conferencing services (e.g., Zoom), and the lack of funds to reimburse civil servants for personal internet and utility costs. For instance, 33% of managers who worked for the government claimed that most meetings were held in person; however, both at the national and municipal levels, 77% of all public servants indicated that the majority of meetings were held online using videoconferencing systems, and 56% of all civil servants reported a decrease in the use of paper documents; 64% of the government workers questioned reported having trouble communicating, particularly while working remotely and utilizing digital platforms; 53% of government employees who worked from home during the pandemic said they received equipment and technological support, and 57% of respondents said they got counseling when they needed it.

A third of public officials think they are more at ease using the Cloud document management system (CDMD) than the Unified Electronic Document Management System (UEDMS), while a second third say the opposite, preferring the UEDMS system to the OSDO system. It is challenging for the other third of government employees to respond, perhaps because they use neither system.

Based on the survey, managers and government employees are both in favor of the implementation of new working arrangements, such as flexible hours and remote work. After the Pandemic, civil servants were asked which of these modifications or improvements they would prefer to maintain or implement. Working remotely outside the workplace was preferred by 29%, with 31% of respondents emphasizing that these options are possible as long as they do not affect payment.

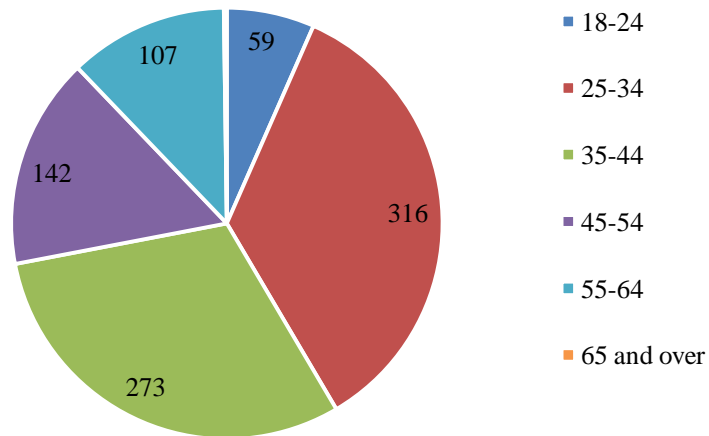
The results of the second survey conducted by the Civil Service Agency of the Republic of Kazakhstan in 2020 are in unison with the sociological survey conducted on April 2022. In this survey, 1,000 respondents participated, 897 of whom were civil servants. The largest number of survey respondents were participants aged 25 to 34, whereas the smallest number of survey respondents were between the ages of 18 and 24 (Figure 1).

Of the 897 civil servants interviewed, 560 participants were men and 337 respondents were women. (Figure 2). In terms of education levels, 789 respondents indicated that they have a bachelor's degree and 60 participants have a master's degree, and only 48 participants have a specialized secondary education (Figure 3).

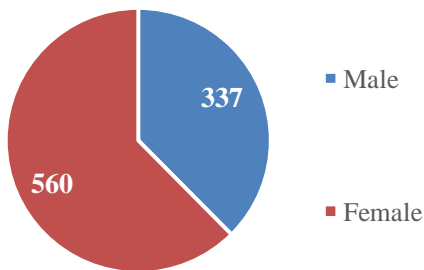
Of the civil servants who participated in the survey, 71.4% are employees, 18.4% of respondents indicated that they are at a lower level of management and the remaining 10.2% of survey participants indicated that they are at the executive or middle level of management (Figure 4).

When asked about the effectiveness of remote working, under the current Labor Code of the Republic of Kazakhstan: 57% of respondents answered that the current Labor Code is effective, and all issues are provided for; 41% of respondents said that the current Labor Code requires improvement, even after the introduction of amendments to the Labor Code of July 1, 2021, which provides for the possibility of working remotely and in a mixed mode of operation; only 2% of respondents said that remote working is not effective in civil service (Figure 5).

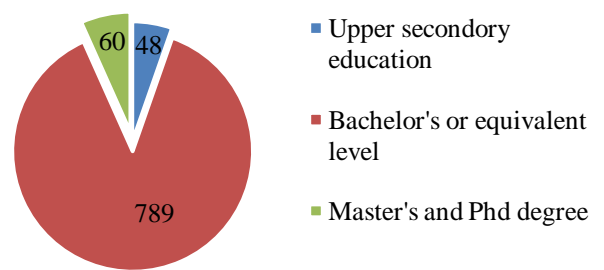
**Figure 1: The age categories of civil servants**



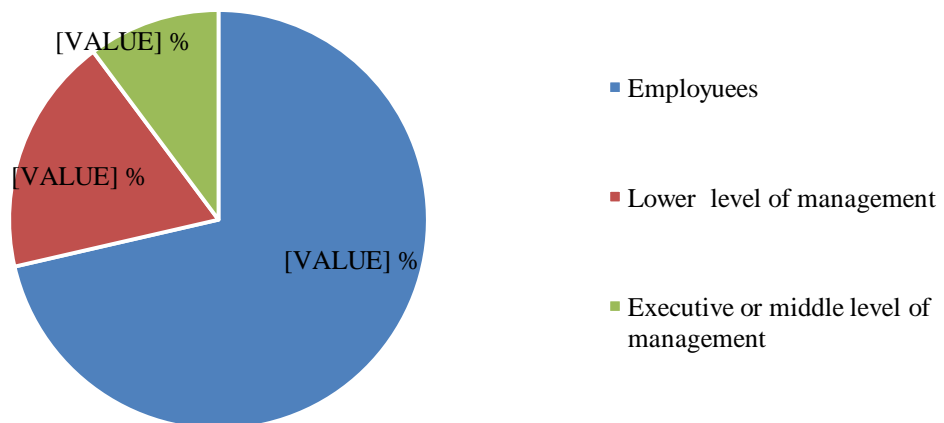
**Figure 2: The gender of the civil servants:**



**Figure 3: The level of education**

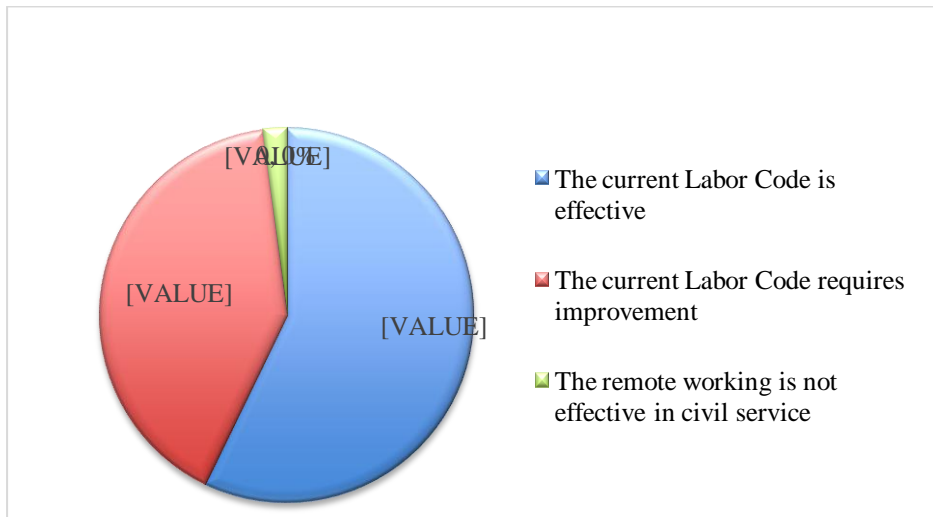


**Figure 4: The level of civil servants**

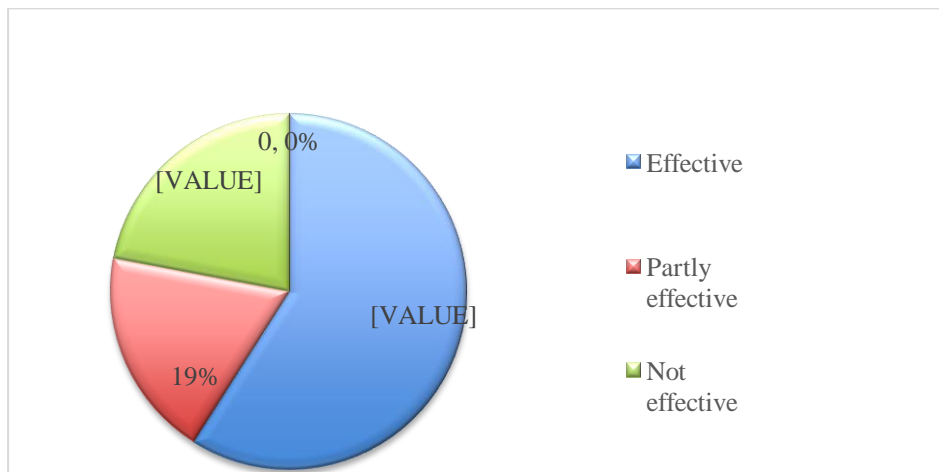


According to the survey, 59% of respondents stated that remote working in case of emergency, natural or manmade disasters, epidemiological restrictions, etc. is effective and ensures safety while 22% of respondents said that remote working in emergency situations or in epidemiological hardship etc. is partially effective, and 19% of civil servants responded that working remotely in a state of emergency, etc. is, on the contrary, not effective (Figure 6).

**Figure 5: The effectiveness of labor code, during the remote work**



**Figure 6: The effectiveness of remote work during a state of emergency, epidemical restrictions, etc.**



According to the survey results, remote work had some negative psychological impacts (imbalance between work and private life, anxiety associated with loss of a sense of belonging and a lack of understanding of the overall situation in the organization or company, or conversely a sense of a comfortable working environment, emotional peace when working remotely, etc.); however, 54% of respondents said that their psychological well-being improves when they work remotely. While 14% of respondents said that, on the contrary, their psychological condition worsens. 32% of civil servants said that their psychological state does not change when they work remotely (Figure 7).

**Figure 7: The psychological state during working remotely**

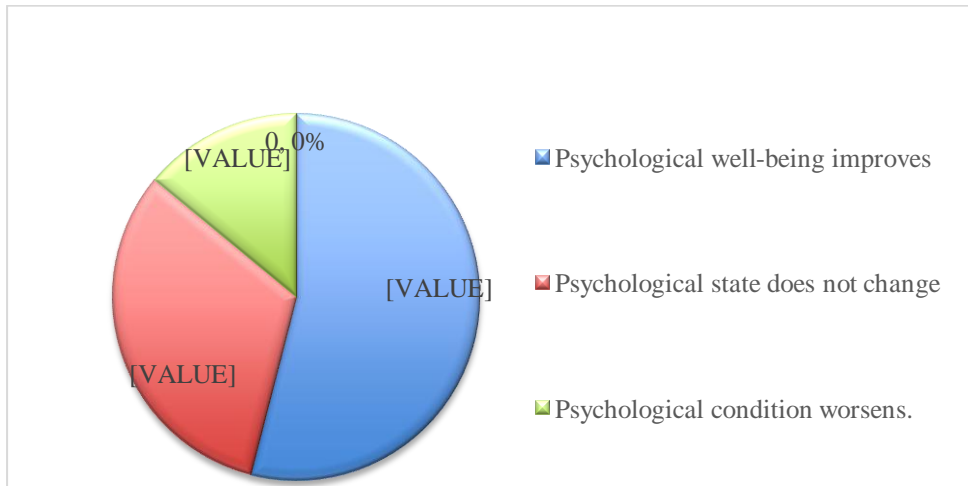
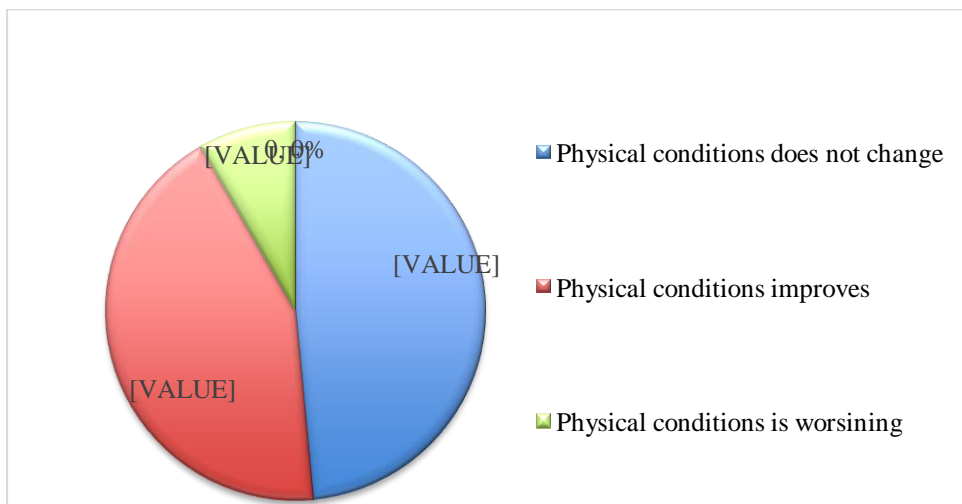


Figure 8 shows the physical condition of civil servants when working remotely. According to the data received, 49% of respondents indicated that their physical condition does not change, whereas 43% of respondents indicated that their physical condition improves, indicating that they have free time for sports and outdoor activities, etc. Only 8% of respondents said that their physical condition is worsening, stating that on the contrary, there are problems related to loss of physical activity, etc. (Figure 8).

**Figure 8: The physical state of working remotely**



Among the surveyed respondents, 101 people (11%) indicated that they do not have the logistical equipment of their workplace during remote work, and 384 people indicated that the workplace is not sufficiently equipped (Figure 9).

Nonetheless, 412 or 45% of the surveyed civil servants have a positive perception of their workplace during remote work.

**Figure 9: Material and technical equipment of civil servants when working remotely**

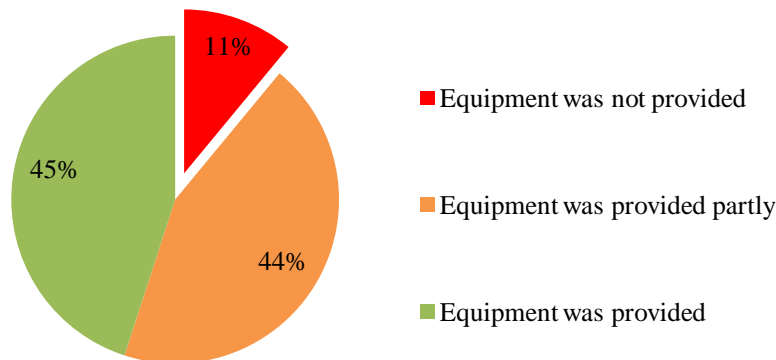
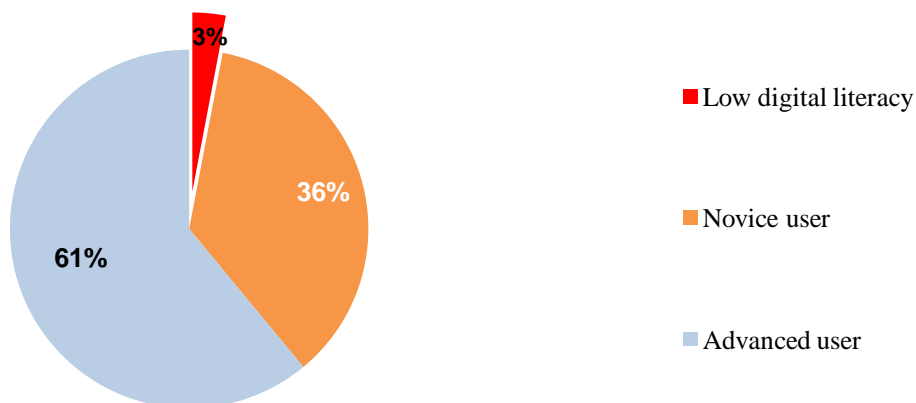


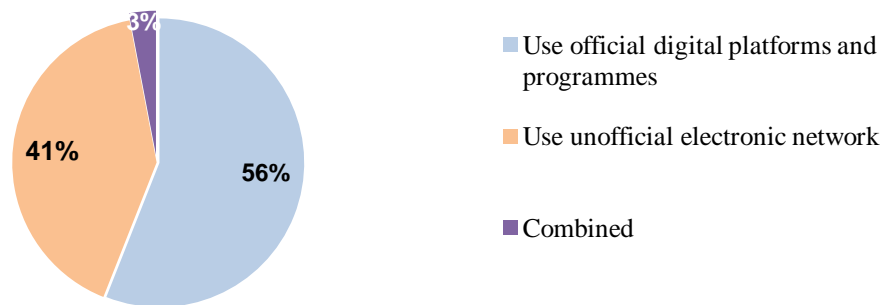
Figure 10 is about the digital literacy of civil servants, which is an integral part of the activities when working remotely. There are 61 % of civil servants consider their level of digital literacy as advanced users; however, according to the survey, 36 % of civil servants rated themselves as unconfident users, and only 3 % of respondents reported low digital literacy. An average level or lack of digital literacy leads to difficulties in implementing the tasks and functions of the state.

**Figure 10: Digital literacy of civil servants when working remotely**



When asked, if they used closed/office-based online resources or digital platforms when working remotely, 503 civil servants, or 56%, indicated that they use only official resources, 371 people, or 41% indicated that information exchange and implementation of tasks and functions were performed via open public sources or messengers, and only 23 people, or 3 % indicated that they combined closed and open platforms. (Figure 11).

**Figure 11: Use of official digital platforms by civil servants when working remotely**



Based on the results of the second survey, it is possible to draw the main conclusions:

- the level of digital literacy among civil servants is at an average level, which in turn affects the effectiveness of remote work in the public administration system;
- civil servants are not fully provided with the material and technical base of the workplace when working remotely;
- there is a great risk of leakage and loss of official data since most civil servants use non-official digital platforms when working remotely;
- the current Labor Code is not perfect for civil servants, taking into account the specifics of the work of each state institution and cases of emergency, pandemic, etc.;
- the psychological and physical health of civil servants in remote work significantly improve. It is possible to argue that working remotely improves employees' health overall by reducing stress and workplace conflicts.

## Discussion

This analysis examines the issue of the government's policy on distant employment in the public sector and how civil servants are adapting to new circumstances caused by COVID-19.

The impact of the Covid crisis on the public administration system and the issues in their business process activity was transformed into attempts to adapt to new conditions. The reorientation of activities and the need to take different measures by improving the national Labor code, developing ICT, new strategies to provide psychological assistance, etc. confirms the efforts of public policy to improve.

COVID-19, however, exposed the problem of the lack of anti-crisis management. For example, comparing data on logistical equipment of their workplaces during self-isolation and working remotely, 53% of civil servants in the 2020 survey indicated that they were provided with equipment and technical support, in turn, 45% of civil servants in the 2022 survey also positively assessed the material and technical equipment of their workplaces during the self-isolation period. In other words, the respondents' data on the material and technical equipment are approximately at the same level, confirmed by the results of the two sociological surveys.

Comparing the digital literacy of civil servants working remotely, 64% of respondents in the 2020 survey indicated that they experience difficulties, while data from the 2022 survey

shows that 61% of civil servants, on the contrary, indicated themselves as confident users of digital systems and platforms used when working remotely. This may be because civil servants gained some experience and expertise in effectively using digital systems and platforms when working remotely during the pandemic and after its official end in the country. In addition, it should be noted that according to the results of the 2022 survey, civil servants noted that in addition to official digital systems and platforms, they were actively using open, informal electronic resources like (Gmail.com, messengers WhatsApp, etc.) in parallel.

The data obtained suggest that official information leakage is risky when using non-official electronic resources.

When comparing the two surveys, it can be concluded that in Kazakhstan, the process of using telecommuting public authorities has revealed unresolved problems of working conditions and performance assessment. However, at the same time, it shows a need to develop more effective and possibly innovative measures when working remotely in the future.

### ***International experience***

It should be noted that the analysis of the experience of US public policy regarding the introduction of remote and combined work in the public administration system will be useful for comparing the same processes in Kazakhstan.

The best international experience of public policy management of remote employment was found to be in the United States where it has also been most thoroughly researched using innovative measures in order to identify best practices of remote work by public authorities. Understanding the best international experiences can be quite beneficial for hastening the adoption of such solutions in Kazakhstan.

The English-speaking nations are now the most active in using the remote work format (71% of the relevant job openings placed on the profile service WWR come from them). With 56.3% of the available positions on WWR, the United States is clearly in the lead. The issue of the necessity for thorough regulation of remote employees in the United States was acknowledged, it should also be mentioned.

In 1998, Frank Wolfe invested over \$2 million in the construction of specialized teleworking facilities in Virginia. Currently, US law supports the establishment of flexible employment models. The percentage of telecommuters in the US government is around 20%, according to the report on telecommuting that is provided to Congress each year. In this regard, the authors claim that public authorities in Kazakhstan can benefit more from the experience of implementing remote working modes in the US public administration.

The training of remote workers is a topic that receives a lot of attention in the USA. Only if the employee has the required skills and expertise may they be exempt from training. Each authority has introduced the post in order to organize work with teleworkers. In the USA, remote employment is preferred during the following circumstances:

- pregnancy, childbirth, and breastfeeding;
- In the event that family members (children, the elderly, or very ill) require care;
- In the adoption scenario (United States Congress, 2010).

The US executive branch is the intended target of this law. Its acceptance was primarily motivated by a recognition of the advantages that remote employment offers to both businesses and employees. The US legal framework includes an equal range of protections, obligations, and rights for both regular and remote workers. The training policy for remote workers is a topic that receives a lot of attention in the US. Only if the employee has the appropriate skills and expertise may they be exempt from training.

Every US public authority is expected to:

- Create a policy allowing employees to work remotely;
- Inform all employees about the agency's telecommuting policy.

The accounting and monitoring system for remote employment in the USA is given a lot of consideration. Each public authority submits a report every year with the following indicators:

- The percentage of jobs that can be converted to remote employment and the potential number of remote workers
- The actual number of remote workers by age and gender
- Management objectives for remote employment and the percentage of their achievement
- Data from surveys of remote workers.

If the overall number of remote employees has increased or decreased by more than 10% from the previous year, the public authority must explain why. The report ought to detail the steps taken to find and eliminate obstacles to the growth of remote employment. A combined report based on the findings of the reports from all agencies should be submitted to the US Congress.

All government entities are included in this paper, which also includes a summary of best practices. According to research into the US experience, public policy on remote employment should contain the following:

- development of legislative acts controlling the rights, obligations, and details of remote employees' jobs;
- the organization of accounting, control, and supervision in the field of remote employment;
- a definition of the powers of state and local authorities in the management of remote employment;
- steps to encourage the establishment of remote workplaces.

## **Conclusion**

The State Policy of Kazakhstan regarding the implementation of remote and combined work in the public administration system during the pandemic and the process of adjusting civil servants to new conditions demonstrates that measures have been taken. They include:

- amendments to the Labor Code, including the possibility of working both remotely and in a mixed mode.



- the creation of advice specifically for government organizations in mixed and remote work, during and after a pandemic.

These modifications and recommendations, however, do not entirely represent the objectives of civil employees who operate remotely or in a mixed environment, according to the research that was done.

Therefore, it can be inferred from the analysis's data that only a portion of the measures implemented may be regarded as innovative and promising; for example, a sign of a high enough level of ICT use to allow remote work and a steady rise in government workers' digital literacy. This argument is supported by the European Union's definition of innovation in the public sector as the application of innovative processes, products, services, and delivery systems that considerably improve the efficiency, effectiveness, and quality of public services.

It should also be emphasized that the poll found that when federal workers work remotely, their psychological and physical health greatly improves. It is feasible to argue that working remotely lessens stress and workplace conflicts and generally enhances employees' health. However, further primary and secondary research is needed to identify the precise factors that contributed to such a good result.

The article's discussion of the USA's global experiences also allows us to partially corroborate the innovativeness and continued development of the measures used, such as those pertaining to skill development for remote workers. Therefore, an employee can be discharged from training as soon as he has the required knowledge and expertise.

Accordingly, a change in public policy regarding the introduction of distant and combined labor in Kazakhstan's public administration system both during and after the epidemic has been made as a result of the study's findings. Government employees adjust to changing circumstances in various ways. Generally speaking, this adaptation process follows an evolutionary path and creates unique Kazakh creative techniques for ongoing work in distant mode.

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