DECODING KAZAKH LEADERSHIP STYLES:
HIERARCHICAL INSIGHTS AND CROSS-CULTURAL IMPACTS

Sander Schroevers[1], Aigerim Raimzhanova[2*], Aynur Doğan[1]
[1]Amsterdam University of Applied Sciences, Amsterdam, Netherlands
[2]Narxoz University, Almaty, Kazakhstan

ABSTRACT

Purpose: This article examines organisational leadership in Kazakhstan through the lens of hierarchical culture, ethnocultural diversity, and global adaptation. Drawing on the CCBS Global Leadership Survey and comparative literature, the study investigates how Kazakh leadership aligns with, diverges from, or bridges global leadership models.

Methodology: A mixed-methods approach was used, combining quantitative survey data from 71 Kazakh respondents and comparative country results with qualitative interviews and thematic analysis of open answers. The study includes descriptive statistics, cross-cultural radar charts, and expert validation.

Originality / value: This study offers a rare triangulation of survey evidence, expert opinion, and cultural comparison for Kazakhstan, a country often omitted in global leadership literature. It reveals how Kazakhstan's traditional values coexist with emerging adaptive styles, particularly among younger, internationally educated leaders. The study contributes actionable insights for expatriates, HRM professionals, and cross-cultural trainers.

Findings: Leadership in Kazakhstan remains anchored in hierarchical norms, respect for titles, and status signalling, but signs of participative and pragmatic evolution are visible. Ethnocultural diversity acts as a potential leadership asset. Generational change and international exposure are slowly reshaping expectations toward more inclusive, situational leadership. These findings underscore the need for culturally sensitive leadership development tailored to Kazakhstan's institutional and societal realities.

Keywords: Kazakh leadership, hierarchy, ethnocultural diversity, adaptive styles, cross-cultural management, power distance

INTRODUCTION

Kazakhstan, the heart of Eurasia and the Land of the Khans, has inherited a legacy of leadership connectivity, epitomised by the Khans who united nomadic tribes, fostered extensive trade networks along the Silk Road, and balanced alliances with adjacent empires. This historical tradition of connectivity aligns with Kazakhstan's Strategy 2050, which prioritises initiatives such as establishing world-class research universities and advancing a knowledge-based economy, with the ambition of joining the ranks of the world's top 30 developed countries by mid-century. By fostering international collaboration and expanding cross-cultural partnerships, the strategy strengthens Kazakhstan's role as a bridge between East and West. Indeed, Kazakhstan's renowned multi-vector foreign policy exemplifies this balancing act: it seeks to maintain constructive relations with all major powers rather than aligning with any single bloc, reflecting a pragmatic approach to global engagement. This positioning is analysed by Raimzhanova (2018) [1], who describes how Kazakhstan's multivector strategy enables the country to maintain sovereignty while leveraging global partnerships through strategic education and institutional diplomacy. This distinctive strategic posture makes Kazakhstan a particularly relevant case for exploring how leadership adapts at the crossroads of tradition, institutional change, and globalisation.

Leadership is increasingly recognised as a critical factor in navigating the complexities of a globalised world (Mendenhall & Osland, 2013) [2]. The rise of cross-border interactions and culturally diverse workforces neces-

sitates leadership approaches that are both adaptive and culturally intelligent (Ang et al., 2007; Caligiuri, 2013) [3] [4]. Theories such as the GLOBE study emphasise how cultural dimensions, including power distance and collectivism versus individualism, influence leadership effectiveness (House et al., 2004) [5]. These constructs are particularly salient in Kazakhstan, where leadership practices blend a rich cultural heritage with the demands of modern organisations (Bisenbaev et al., 2023; Rakhmatullina et al., 2021) [6] [7]. This study situates Kazakhstan's leadership practices within a comparative framework, examining how they align with or diverge from global trends. Drawing on data from the CCBS Global Leadership Survey, Kazakhstan's scores are contextualised alongside those of nine culturally and geographically diverse nations, the comparative analysis encompasses proximate powerhouses such as Russia and China, culturally analogous nations like Uzbekistan and Turkey, as well as divergent global entities including Germany and France. This heterogeneity of comparison highlights the distinctive interaction between Kazakhstan's collectivist heritage, elevated power distance, and the exigencies of modern leadership. As a Central Asian nation situated at the crossroads of global influences, Kazakhstan exemplifies the dynamic interplay between indigenous customs and contemporary global leadership frameworks. Its leadership context is deeply intertwined with its sociopolitical evolution. The legacy of the pre-independence Soviet era, introduced hierarchical governance structures and centralised decision-making, which continue to still influence organisations today (Nezhina, 2013; Janenova & Knox, 2019) [8] [9]. While hierarchical structures have long characterised Kazakh leadership, they are increasingly complemented by participative and transformational approaches (Mahmood, Uddin, Ostrovskiy, & Orazalin, 2021) [10]. These approaches enhance decision-making and leadership efficacy by blending paternalistic traditions with modern practices (Karibayeva & Kunanbayeva, 2017) [11]. Leaders are now called upon to inspire and motivate teams while preserving the cultural emphasis on respect for seniority (the *aksakal* elder principle) and authority (Low &Tabyldy, 2005; Tolymbek, 2008) [12] [13]. Furthermore, traditional Kazakh values, rooted in collectivism and relational trust, remain central to organisational culture, fostering cohesion and stability alongside adaptability (Kikbaev, 2024) [14]. At the same time, elite control and informal power dynamics continue to shape leadership practices beneath the surface of formal reforms (Isaacs, 2022) [15].

This study aims to analyse how Kazakh leadership practices respond to both local and global demands, with particular emphasis on their alignment with emerging trends in cross-cultural management and digitalisation. By situating Kazakh leadership within a global framework, this research seeks to provide actionable insights for organisations and expatriates navigating Kazakhstan's dynamic cultural and professional landscape.

The paper is structured as follows: the next section provides a review of relevant leadership literature, focusing on the cultural, historical, and global dimensions of Kazakh leadership. The methodology section then details the research design, survey process, and data validation techniques employed in this study. Following this, the results section presents key findings, which are systematically discussed in the subsequent section, aligning them with prior studies and contextual insights. Finally, the paper concludes with a summary of key contributions, implications, and limitations, offering pathways for future research. This analysis serves as the basis for the three research questions explored in this study, which aim to uncover how Kazakh leadership is perceived locally, aligns with global norms, and compares with GLOBE Study findings.

LITERATURE REVIEW
Theoretical Foundations of Leadership

Leadership theory has evolved significantly, reflecting societal and organisational changes over time. From early frameworks like "Great Man Theory" credited to Carlyle (1841) to transformational and situational models of the 20th century, leadership has transitioned from trait-based views to dynamic, context-sensitive paradigms (Van Seters & Field, 1990) [16]. More recently, cultural intelligence (CQ) and the global mindset have emerged as critical constructs, underscoring the importance of cross-cultural competence in leadership (Zander, 2024; Ang et al., 2007) [17] [3].

The GLOBE study (House et al., 2004) [5] provides a culturally endorsed framework, examining how cultural dimensions like power distance and collectivism shape leadership styles. These insights are particularly relevant for understanding leadership in Kazakhstan, where hierarchical norms intersect with a collectivist ethos (Dossova & Kambarov, 2014; Nezhina & Ibrayeva, 2013) [18] [8].

Complexity in Global Leadership

The cultural heterogeneity of today's workforce and the increasingly global footprint of contemporary organisations transform the styles and practices through which we lead teams. Leadership nowadays demands decoding cultural nuances and adapting leadership styles to fit the cultural milieu in which leaders operate (Schroevers, Higgins, & Doğan, 2023) [19]. In a VUCA world (Volatility, Uncertainty, Complexity, and Ambiguity), leadership requires adaptive strategies that transcend traditional competencies. Complexity theory suggests that leaders must catalyse creative solutions, shifting from hierarchical control to emergent, interactive processes (Uhl-Bien et al., 2007; Snowden & Boone, 2007) [20] [21]. This perspective aligns with Kazakh leadership, which synthesises traditional hierarchical norms with modern adaptive practices (Karibayeva & Kunanbayeva, 2017) [11]. Kazakhstan's leadership context offers valuable insights into how global frameworks like cultural intelligence and situational leadership can be localised to navigate complex socio-economic dynamics (Papla, Kydyr & Pak, 2022) [22]. Recent studies highlight the growing role of transformational leadership in fostering innovation and resilience within Kazakh organisations (Bisenbaev et al., 2023; Mahmood et al., 2021) [6] [10].

Kazakh Leadership: Cultural and Organisational Characteristics

Kazakhstan's leadership paradigms are intricately intertwined with its historical and cultural legacy, moulded by a distinctive amalgamation of nomadic customs, Soviet legacies, and contemporary global influences. The nomadic existence of Kazakh tribes underscored the significance of resilience, collectivism, and adaptability—attributes that remain salient in present-day leadership methodologies (Rakhmatullina et al., 2021; Nezhina, 2013; Bisenbaev et al., 2023) [7] [8] [6]. These principles resonate with a wider cultural framework that emphasizes communal advancement and relational trust. The pre-independence period instilled hierarchical frameworks and governance paradigms that persist in shaping Kazakh institutions; however, their influence is gradually receding in favour of traditional Kazakh principles and globalized methodologies (Nezhina, 2013; Ardichvili, 2001) [8] [23]. These results align with the operational dynamics of human resource management within cultures characterized by high power distance, wherein the provision of employee empowerment is often curtailed due to presumed employee passivity (Kats et al., 2010) [24]. The influence of the Soviet administration's prioritization of ideological allegiance over technical competencies stands in stark contrast to the meritocratic and pragmatic leadership that is increasingly manifest in contemporary Kazakhstan (De Vries & Sobis, 2014; Janenova & Knox, 2019) [25] [9]. In particular, Kazakhstan's legal reforms—such as anti-corruption measures and civil service modernisation—are actively reshaping appointment procedures, accountability mechanisms, and transparency practices in public-sector leadership. These efforts form part of a unified governance framework aimed at aligning with international standards and improving institutional integrity (Yunussova, Kushtarova, & Adibay, 2025) [26].

Kazakh leadership emphasizes national unity through the integration of ethnic minorities, in the context of Muslim-majority contexts (Karini, 2021) [27]. In addition to its active participation in the Belt and Road Initiative (BRI) and the Eurasian Economic Union (EEU), Kazakhstan leverages its role in regional frameworks such as the Organization of Turkic States, the Trans-Caspian International Transport Route, and the Uzbekistan-Kazakhstan-China railway corridor to enhance its integration as a landlocked nation into global networks. Kazakh researchers have utilised the World Values Survey (WVS) to illuminate the dynamic interplay between traditional values and emerging secular, self-expression orientations within the country (Nasimov & Kurmanalieva, 2024) [28].

Perceptions of Status and Power Distance (RQ1)

Estimates from Hofstede's Power Distance Index (PDI) suggest Kazakhstan's high power distance of 88 (based on extrapolated data), underpinning the respect for authority and hierarchical decision-making pervasive in its organisations (Lukina, Egorova & Sidorova, 2017) [29]. In a subsequent survey iteration, 62 Kazakh respondents emphasised the importance of having supervisors whom subordinates respect, while placing less significance on supervisors consulting with subordinates during decision-making processes (Majidi, Ashurbekov, Altaliyeva, & Kowalski, 2015; Latova & Latov, 2009) [30] [31]. Indeed, cultural expectations in Kazakhstan place a high value on authority and hierarchical order (Kuzhabekova, Janenova & Almukhambetova, 2017) [32]. Kazakh leaders are often perceived as embodying cultural values of seniority and authority, a per-

spective reinforced by high power distance and collectivist norms in the region (Majidi et al., 2015) [30]. This aligns with broader HR practices in Kazakhstan, which continue to reflect hierarchical management structures shaped by pre-independence hierarchical governance structures legacies (Dossova & Kambarov, 2014) [18]. Interestingly, such preferences for strong, centralised leadership are not unique to Kazakhstan; similar tendencies have also re-emerged in Western contexts—for instance, the popularity of Donald Trump in the United States reflects a cultural appetite for decisive, dominant leadership figures.

Participants in focus groups remarked, "We need a strong leader to set up a firm foundation" (Low, 2005) [12]. The concept of 'father leadership', rooted in familial dynamics, exemplifies this cultural alignment. Leaders in smaller organisations often adopt a paternalistic style, blending authority with relational trust (Mahmood et al., 2021) [10]. The cultural framework also exhibits high power distance, with leaders using status symbols to assert dominance (Buzady & Lipovka, 2024, p. 202) [33]. Cummings (2005) [34] and Isaacs (2022) [15] highlight how Kazakh leaders strategically manage loyalty and dissent within hierarchical frameworks. These techniques include patron-client networks and controlled opposition, ensuring stability while upholding cultural authenticity. As described by Low (2005) [12], informal practices, such as gathering feedback during shared meals, reinforce hierarchical structures while fostering group cohesion. Leadership communication often draws upon storytelling and oral traditions (*aitys*), fostering empathy and relational trust, further illustrating how Kazakh leadership remains culturally grounded while adapting to foreign expectations (CCBS Survey, 2022) [35]. At the same time, there is evidence of growing change in the leadership styles among the internationally oriented and generationally-mixed stakeholders.

Kazakh Leadership Practices in Global Comparison (RQ2)

Kazakh leadership reflects a hybrid model that combines traditional authority with modern leadership styles. Transformational practices, which inspire and motivate employees, are increasingly valued but often operate within the bounds of hierarchical norms (Mahmood et al., 2021) [10]. This duality is moderated by clan culture, which facilitates the adoption of innovative practices without undermining traditional values (Karibayeva & Kunanbayeva, 2017) [11].

While traditional *zhuz* affiliations remain symbolically relevant, modern Kazakh leadership is increasingly shaped by informal interest-based networks—such as university alumni circles, regional loyalties, or professional alliances—that operate parallel to formal hierarchies. These networks continue to influence appointments, decision-making access, and trust-based collaboration in both state and private sectors. Nazarbayev's centralised leadership exemplifies this poise, combining a task-oriented approach with pragmatic decision-making and paternalistic governance, in line with cultural expectations of leadership as a form of service (Tolymbek, 2008; Isaacs, 2022, p. 22) [13] [15]. When compared globally, Kazakhstan's leadership diverges from flat hierarchies and participative decision-making models common in Western Europe, instead emphasising structured interactions and authority.

Comparative Analysis with GLOBE Study Findings (RQ3)

The Global Leadership and Organizational Behavior Effectiveness (GLOBE) research project is a comprehensive cross-cultural study exploring how cultural traits influence leadership effectiveness across over 60 countries (House et al., 2004; Chhokar et al., 2007) [5] [36]. Kazakhstan's leadership traits align with GLOBE findings for high power distance societies, where authority and hierarchical respect are emphasised. The secondary data from the GLOBE research highlights an ambiguous figure regarding Kazakhstan's participants. Kazakhstan is positioned within the Eastern European Cluster in the GLOBE study, where ideal leaders are described as decisive, inspirational, performance-oriented, diplomatic, and visionary, with an emphasis on team building and integrity (Mukazhanova, 2012) [37]. These traits align with the long-term orientation and collectivist values deeply embedded in Kazakh culture, including a focus on preserving traditions and clan loyalty (Buzady & Lipovka, 2024) [33].

These traits diverge from cultures with low power distance, such as Germany, where flatter hierarchies and egalitarianism are more prevalent (Hofstede, 2001) [38]. Studies by Nezhina (2013) [8] highlight similarities between Kazakhstan and other Central Asian nations, particularly in their collectivist and hierarchical orientations. The strong 'in-group' collectivism identified in the GLOBE study aligns with Kazakhstan's cultural practices, where loyalty to clan networks often overrides broader societal rules (Buzady & Lipovka, 2024)

[33]. Contrasts emerge when comparing Kazakhstan to culturally distinct nations, where leadership practices prioritise interpersonal charisma or decentralised authority (CCBS Survey, 2022) [35]. These comparisons underscore the unique positioning of Kazakh leadership within a global framework. Kinship, expressed through clan and umbrella-clan networks such as the *zhuz*, has long played a pivotal role in defining leadership and organisational practices in Kazakhstan. This dynamic, rooted in traditional Kazakh values, underscores the social and management dimensions of clanism in both urban and rural settings (Collins, 2006; Schatz, 2004) [39] [40]. While earlier studies highlighted the centrality of clan-based patronage in Kazakh leadership, more recent analyses suggest that these structures are gradually giving way to informal, interest-based networks shaped by institutional reforms and increasing demands for meritocracy and transparency (Janenova & Knox, 2019; Tlegenova & Beysembaev, 2024) [9] [41].

Ethnocultural diversity as catalyst

Kazakhstan's leadership practices are shaped not only by its historical and organisational context but also by its unique ethnocultural diversity. The following discussion highlights the demographic complexity of Kazakhstan and its implications for leadership dynamics. By the conclusion of the 20th century, the German populace in Kazakhstan constituted the third-largest ethnic cohort following the Kazakhs and Russians, attaining an estimated population of approximately 950,000 individuals in 1989, or 5.8% of the overall demographic, attributable to historical migratory movements, involuntary displacements during World War II, and elevated birth rates (Eisfeld, 2011) [42]. Inevitably, the numerical prominence of the "Imperial Minority," namely the Russians in Kazakhstan, must be acknowledged. Once numbering approximately 6.1 million, their demographic has experienced a reduction of around 40%, resulting in a current population of 3.6 million, primarily influenced by migration patterns and demographic transitions (Sushchiy, 2018) [43]. The significance of the 'Russian question' in Kazakhstan emerges not solely from their numerical presence but also from their intrinsically autochthonous character, with 66% of individuals being born within the republic (Peyrouse, 2008) [44]. In contemporary times, a considerable segment of the middle-class population in Kazakhstan continues to exhibit a distinct Russophone identity, notwithstanding the sentiment among some individuals of being relegated to a Slavic minority status. Similarly, the Uzbek community *(O'zbeklar)* in Kazakhstan, which numbered approximately 470,000 as of 2010, is predominantly concentrated within the South Kazakhstan Region (SKR), where they constitute substantial local majorities, exemplified by a remarkable 95% representation in Sayram village (Savin, 2012) [45]. Uzbeks show greater individualistic tendencies compared to Kazakhs (Majidi et al., 2015) [30].

The Korean diaspora, known as *Koryo-saram*, also exemplifies Kazakhstan's ethnocultural diversity. Originating from forced relocations under Stalin's regime in the 1930s, *Koryo-saram* have since integrated into Kazakhstani society while maintaining ties to their heritage, strengthening bilateral ties with South Korea. Then, China is home to a substantial population of ethnic Kazakhs and possesses a border exceeding 1500 kilometres with Kazakhstan in the Xinjiang region. Since the 1990s, more than 150,000 ethnic Kazakhs, originally from China, have opted to relocate to Kazakhstan (Nicosia, 2022) [46].

Can a multiethnic state like Kazakhstan leverage its diversity as a resource for socio-economic development and leadership? Studies highlight that ethnocultural competencies, including bicultural identity and transnational networks, are particularly beneficial in fostering international collaboration. For example, biculturals exhibit enhanced metacognitive and linguistic skills essential for navigating diverse dynamics (Kazuhara, 2024; Sommer, 2020) [47] [48]. Moreover, their ability to act as cultural brokers—facilitating management between Kazakhstan and partner nations—emphasises the country's advantage in leveraging its human capital to enhance global positioning (Chand & Tung, 2014) [49]. This ethnocultural diversity provides a rich foundation for understanding the interplay between cultural identity and leadership practices in Kazakhstan. It underscores the importance of adaptive strategies that embrace both local traditions and the demands of an increasingly globalised environment.

This literature review underscores the unique cultural and organisational characteristics of Kazakh leadership, shaped by a rich interplay of historical legacies, nomadic traditions, and global influences. Hierarchical structures, respect for authority, and relational trust emerge as defining traits of Kazakh leadership, reflecting both its pre-independence Soviet administrative heritage and enduring cultural values. At the same time,

Kazakhstan's increasing engagement with global networks and modernisation efforts introduces elements of adaptability and transformation into its leadership practices. Building on these foundational insights, the subsequent sections address the following research questions:

▪ **RQ1**: How are Kazakh leaders perceived by their followers, in terms of status and power distance?

▪ **RQ2**: How do Kazakh Leadership Practices align with or diverge from global norms?

▪ **RQ3**: How does the leadership perception of Kazakhstan compare to GLOBE Study findings for countries with similar and contrasting cultural profiles?

These questions aim to provide a comprehensive understanding of how Kazakh leadership navigates the intersection of traditional values and contemporary global challenges, offering actionable insights for cross-cultural collaboration and organisational development.

METHODOLOGY

Research Design and Approach: This study employs a mixed-methods approach, integrating both quantitative and qualitative data sources to provide a comprehensive analysis of leadership practices in Kazakhstan. The methodological design is formulated to include survey-driven quantitative data gathering, thematic evaluation of qualitative interviews, and psychometric and statistical assessments to guarantee reliable and applicable conclusions. This approach aligns with the recommendations of Bryman (2012) [50] for combining numerical and thematic data to address intricate research questions within the realm of leadership studies.

Survey Design and Translations: The primary dataset comprises responses from 71 qualified Kazakh participants, extracted from a broader survey conducted across 158 countries with over 10,000 global respondents. Data collection spanned October 2022 to June 2024, utilizing both Qualtrics and SurveyMonkey platforms to ensure accessibility and scalability. The survey consisted of 27 items, combining multiple-choice, Likert-scale, and open-ended formats to capture a holistic view of leadership practices and perceptions. Key topics included hierarchical respect, decision-making styles, interpersonal traits, and formal communication norms. Open-ended questions, such as "Do you feel there is something specific about leadership in your own country that makes it different from the leadership literature abroad?" offered qualitative insights into unique cultural and leadership dynamics.

To enable cross-national comparisons, the study included participants from nine additional countries selected for their cultural and geopolitical relevance to Kazakhstan, with sample sizes ensuring sufficient representation for meaningful analysis. The survey involved 96 respondents from Uzbekistan, 80 from Russia, 59 from China, 153 from Turkey, 97 from Japan, 56 from South Korea, 166 from Germany, 69 from Romania, and 71 from Pakistan. These countries were chosen to reflect a mix of regional neighbours, cultural ties, and global contrasts, providing a robust framework for comparative leadership analysis. To ensure cultural and linguistic accessibility, the survey was translated into 52 languages globally, including Kazakh, Russian, English, German, and Uzbek for the Kazakh sample. Translations were carefully vetted by native speakers, and where feasible, back-translated to maintain accuracy and cultural relevance. Which minimized potential biases and enhanced data quality and response rates.

Quantitative Data Processing and Analysis: Survey responses were subjected to systematic analysis. Quantitative analysis began with normalising responses to account for varying sample sizes across countries, enabling cross-national comparisons. Likert-scale responses were coded numerically, assigning values from 1 ("strongly disagree") to 6 ("strongly agree"), to facilitate the calculation of mean scores. These mean scores were ranked to identify significant differences between Kazakhstan and other nations, highlighting leadership trends.

To ascertain the construct validity and reliability of the survey items, Cronbach's alpha coefficients were computed for each dimension, yielding values that ranged from 0.72 to 0.77, thereby signifying satisfactory internal consistency. Moreover, Benford's Law was utilized to authenticate the data from the Global Leadership Survey (CCBS) by examining the frequency distribution of leading digits within naturally occurring datasets. A robust correlation coefficient of 0.9547 was identified between the anticipated and actual numerical distributions, thereby affirming the statistical reliability of the data and augmenting the credibility of the survey results. Mean score comparisons using Excel-based frequency tables facilitated the ranking of countries based

on survey responses, offering actionable insights for both academic and professional audiences. In addition, radar chart visualization was employed to elucidate Kazakhstan's leadership landscape, thereby visualising inter-country differences for key survey questions, such as hierarchical respect and decision-making adaptability, demonstrating its alignment or divergence from regional or global paradigms.

Qualitative Data Collection and Analysis: Qualitative insights were gathered through six in-depth interviews with Kazakh leadership experts, including academics, executives, and organizational consultants. Conducted via video conferencing, these interviews lasted between 15 and 60 minutes and were recorded for transcription and analysis. Braun and Clarke's (2006) [51] guidelines were used to code and triangulate the qualitative findings, ensuring they complemented the quantitative data. Interview structure and respondent protocols were additionally informed by applied best practices in Dutch interviewing techniques (Doğan, 2004) [52].

Open-ended survey responses were also translated and thematically categorized, focusing on recurring patterns such as hierarchical norms, generational divides, and leadership authenticity. Select illustrative quotes from digital datasets were integrated into the analysis to enrich the study's findings.

Respondent Demographics and Context: The Kazakh subset of survey respondents included participants from diverse professional backgrounds, predominantly C-suite executives (62%), with the remainder representing mid-level managers and industry experts. The sample spanned various sectors, with a slight overrepresentation from technology, manufacturing, and public administration. The inclusion of multiple languages and in-person paper surveys further enhanced the study's representativeness, reflecting the multilingual and multicultural dimensions of Kazakh leadership.

Ethical considerations: This study was a continuation of previous work on the study of leadership styles. This study adhered to established ethical standards for research involving human participants. Questions of authorship, data protection, and respondent consent were guided in part by prior applied work on copyright and interview rights in Dutch research contexts (Schroevers & Doğan, 2004) [53]. The authors declare no conflicts of interest or affiliations with commercial organizations that could influence the results of this research.

RQ1: How are Kazakh leaders perceived by their followers, in terms of status and power distance?

Kazakhstan's leadership is deeply rooted in hierarchical traditions, reflecting a strong respect for authority and seniority. Survey results highlight six key dimensions of leadership perception, providing insights into how Kazakh leaders are viewed by their followers;

I. Use of Formal Address

Kazakhstan's mean score of 1.48 for the use of first names reflects a strong cultural preference for formal modes of address. This practice underscores the hierarchical norms in organisational settings, where titles and formalities signify respect and reinforce authority.

II. Addressing Leaders by Titles

A mean score of 4.37 for addressing leaders by titles highlights the enduring importance of formal recognition in Kazakh leadership culture. This practice reflects the societal emphasis on hierarchical respect and the symbolic value attached to positions of authority. In professional settings, leaders are typically addressed by their position titles (e.g., 'Director', 'Akim', or 'Chief') rather than by name, reflecting the importance of status, seniority, and the respectful distance embedded in Kazakh communication norms.

III. Importance of Academic Titles

Kazakhstan also places a high value on academic qualifications, as evidenced by the mean score of 4.70 for the use of academic titles. This indicates the cultural significance of intellectual credibility and the role of education in establishing leadership legitimacy.

IV. Visible Status Indicators

With a moderate score of 3.48, visible status symbols such as office space and transportation perks play a role in reinforcing hierarchical respect, though they are not excessively emphasised. This balance reflects a nuanced view of authority that values both tangible and relational markers of leadership.

V. Preference for Indirect Criticism

Kazakhstan's mean score of 3.58 for indirect criticism demonstrates a cultural preference for subtle com-

munication. This approach fosters harmony and avoids overt conflict, aligning with the collectivist ethos that values relational trust and group cohesion. As Buzady and Lipovka (2024) [33] observe, "shaming in public is unacceptable leadership behaviour. But expressing objective feedback or even critique on flaws is taken very personally and is often perceived as offensive against the person" (p. 204). This highlights the importance of nuanced, respectful communication to maintain harmony within teams and organisations in Kazakhstan.

VI. Maintaining Professional Boundaries

A score of 3.66 for maintaining personal distance reflects the preference for professional boundaries in leadership interactions. This approach signifies a balance between relational trust and respect for hierarchical structures.

Qualitative survey insights

In addition to quantitative findings, respondents were invited to provide qualitative insights through an open-ended question in Q13: *"Do you feel that there is something specific about leadership in your own country, that makes it different from what we see in the leadership literature from abroad?"* These responses offered rich perspectives, further illustrating how power distance and status shape leadership in Kazakhstan. As one respondent noted: *"In Kazakhstan, all the decisions go from the top."* Another echoed: *"The power distance is high."* These statements reinforce the cultural expectation of centralised authority, where respect for hierarchy is deeply ingrained.

However, these practices are not without challenges. Some respondents highlighted limitations in hierarchical systems, with one observing: *"There is a strong cultural barrier for leaders in Kazakhstan because subordinates in most cases understand themselves as doers only, without desire to express their own vision or propose solutions."* Such comments reflect the constraints of rigid structures in fostering innovation and initiative.

Despite these challenges, relational trust remains a cornerstone of Kazakh leadership. Respondents highlighted respectfulness as a critical success factor, with one stating: *"The key success in leadership in Kazakhstan is respectfulness."* This cultural emphasis fosters organisational cohesion and stability, but respect for authority can sometimes hinder informal interactions. As one respondent observed: *"It's sometimes hard to talk in a close manner with the staff."*

Leadership development in Kazakhstan is undergoing a gradual evolution, especially in the past decade. Several respondents pointed to the emergence of participative and adaptive styles, particularly in younger organisations. One respondent remarked: *"Young and small startup companies have completely adopted Western management and leadership style, where leaders' decisions are frequently doubted (in a good way)."* Another highlighted generational shifts, noting: *"The situation is changing though, especially when young, well-educated leaders come to stage."* These comments suggest a gradual transition towards more flexible and collaborative leadership practices, balancing tradition with modernity.

This generational transition is particularly visible in Kazakhstan's startup ecosystem, where many founders and innovation leaders are in their early 30s. These young professionals often adopt flatter organisational structures and participative management styles, in contrast to the more formal and hierarchical norms that dominate the state sector. Kazakhstan's youth are increasingly engaging in entrepreneurship, supported by government-led innovation hubs, startup incubators, and a forward-looking policy environment (EU Reporter, 2024) [54].

The collective analysis of these findings indicates that the leaders of Kazakhstan are regarded as figures who embody authority while simultaneously fostering relational dynamics, effectively navigating the interplay between hierarchical deference and cultural principles of trust and social cohesion. The dynamics of leadership in Kazakhstan remain influenced by the constructs of power distance and hierarchical status; however, the incremental integration of participatory methodologies indicates a prospective transformation towards enhanced inclusivity and flexibility within specific sectors. Building on these insights into Kazakh leadership perceptions, the next section examines how these practices align with or diverge from global norms.

Comparative leadership perspectives across selected countries

In order to gain a more profound understanding of the distinctive attributes of Kazakh leadership, this section examines how its practices compare with those of nine culturally, historically, and economically diverse nations. Russia, Uzbekistan, and China share regional and historical ties with Kazakhstan, offering

insights into leadership within post-independence Kazakh and Asian cultural frameworks. Turkey and South Korea represent culturally dynamic nations connecting Central Asia to the Middle East and East Asia, respectively. Germany and France serve as benchmarks for leadership in advanced economies, while Romania highlight transitional leadership dynamics in developing and post-socialist contexts. These countries provide a comparative lens for understanding Kazakhstan's leadership practices within a global framework. The selection includes neighbouring nations, such as Russia, Uzbekistan, and China, as well as geographically and culturally distinct countries like Turkey, South Korea, Germany, France, Pakistan, and Romania. These nations represent a range of leadership paradigms, from hierarchical and collectivist to egalitarian and meritocratic, offering a broad basis for analysis. Kazakhstan's leadership practices are influenced by its Soviet administrative heritage, blending hierarchical traditions with modern pragmatism (Kuzhabekova & Almukhambetova, 2019) [55]. Survey results reveal a strong emphasis on formal address (mean score: 4.37) and academic titles (4.70), reflecting a respect for authority and intellectual credibility. This hierarchical approach aligns closely with Uzbekistan, which demonstrates similar scores for addressing leaders by titles (4.87) and power distance. However, Kazakhstan's practices are more adaptive, integrating pragmatic approaches to leadership that contrast with Uzbekistan's stricter top-down governance (Savin, 2012) [45]. China offers another perspective on hierarchical leadership, rooted in Confucian traditions that emphasize harmony and relational trust, often referred to as guanxi (Syed & Özbilgin, 2010) [56]. While Kazakhstan similarly values hierarchical order, its leadership style leans toward formal directive communication rather than the relationship-driven decision-making prevalent in China. South Korea, sharing Confucian influences, also demonstrates high power distance but increasingly incorporates charismatic and participative leadership, reflecting a focus on group performance and innovation (Park et al., 2019) [57].

In Europe, Germany and France provide a stark contrast to Kazakhstan's hierarchical model. German leadership emphasizes decentralization and technical competence, with low scores for addressing leaders by titles (2.55), reflecting an egalitarian ethos (Brodbeck & Frese, 2007) [58]. France, while maintaining some hierarchical features, prioritizes universalism and merit-based practices, as evident in its task-oriented leadership framework (Muratbekova-Touron, 2011) [59]. Both countries highlight the divergence between Central Asian and Western European leadership paradigms.

Pakistan and Turkey, representing Islamic cultural influences, offer valuable comparative insights. In Pakistan, leadership is shaped by hierarchical and collectivist traditions, with an emphasis on loyalty and emotional engagement, reflecting the societal integration of Islamic principles into managerial practices (Van der Wal, 2021) [60]. Turkey's leadership combines Islamic values with relational trust and group loyalty, creating a balance between authority and interpersonal dynamics that aligns with Kazakhstan's respect for hierarchy while diverging in relational approaches (Yergozha, 2012) [61]. Pakistan's leadership practices are shaped by hierarchical and collectivist traditions, emphasizing loyalty and emotional engagement (Van der Wal, 2021) [60]. Turkey blends Islamic values with relational trust, aligning with Kazakhstan in its respect for authority but diverging in its interpersonal and relational dynamics (Yergozha, 2012) [61].

Romania, as a fellow post-socialist state with a comparable population size, shares significant structural similarities with Kazakhstan. Both nations exhibit high power distance and a reliance on hierarchical governance (Schroevers, Mihai, Dogan, 2024) [62]. However, Romania's ongoing European integration has introduced meritocratic frameworks, reflecting a shift towards institutional modernization (Lipovka & Buzady, 2020) [63]. This contrasts with Kazakhstan's emphasis on traditional decision-making processes, shaped by its historical and cultural legacy (Bloom et al., 2012) [64].

These comparative perspectives highlight the interplay between cultural, historical, and socio-economic factors in shaping leadership practices. Kazakhstan emerges as a model that blends hierarchical values with pragmatic adaptations to modern organizational demands. The inclusion of diverse countries in this analysis underscores the broader patterns and variability of leadership traits across cultures, providing a comprehensive framework for understanding leadership in a globalised context.

RQ2: How do Kazakh Leadership Practices align with or diverge from global norms?

Kazakhstan's leadership practices exist at the intersection of traditional hierarchical values and modern organisational demands. To understand how Kazakh leadership aligns with or diverges from global norms, this

section examines key cultural dimensions such as the use of formal address, respect for academic qualifications, visible status markers, and communication styles. By situating Kazakhstan's leadership practices within a comparative framework, this analysis highlights distinct patterns of alignment and divergence across cultural and organisational contexts.

Table 1 provides a comparative summary of survey results, presenting Kazakhstan's mean scores for six leadership dimensions alongside the highest and lowest scores observed in other nations. These findings underscore Kazakhstan's unique blend of traditional and evolving leadership practices, offering valuable insights into its adaptability and cultural positioning in a global context.

Table 1 – Comparative analysis of leadership practices in Kazakhstan

Survey Question	Mean Score Kazakhstan	Top 3 Highest Scores (Countries)	Top 3 Lowest Scores (Countries)	Comparison Country Scores
Use of First Names	**1.48**	South Korea (1.09), China (1.21), Azerbaijan (1.33)	France (1.81), Germany (1.88), Russia (1.76)	Japan (1.12), Turkey (1.65), Uzbekistan (1.70)
Addressing Leaders by Titles	**4.37**	South Korea (6.11), China (6.31), Azerbaijan (5.93)	Germany (2.55), France (2.75), Switzerland (2.95)	Japan (5.01), Turkey (5.65), Uzbekistan (4.87)
Importance of Academic Titles	**4.70**	Pakistan (4.78), South Korea (5.61), Russia (5.22)	Norway (2.87), Sweden (2.44), Faroe Islands (2.80)	Japan (4.91), Turkey (5.02), Uzbekistan (4.65)
Visible Status Indicators	**3.48**	China (4.06), South Korea (4.66), Turkey (4.23)	Norway (2.01), Sweden (2.33), Estonia (2.55)	Japan (4.18), Russia (4.03), Uzbekistan (3.75)
Indirect Criticism	**3.58**	Russia (4.05), South Korea (4.25), Azerbaijan (4.11)	Spain (2.24), Venezuela (2.27), Brazil (2.33)	Japan (4.12), Turkey (4.08), Uzbekistan (3.90)
Personal Distance	**3.66**	Russia (3.93), South Korea (3.62), Azerbaijan (3.91)	Brazil (2.39), Slovenia (2.40), Canada (2.55)	Japan (3.75), Turkey (3.88), Uzbekistan (3.65)

These findings underscore the importance of understanding cultural context in leadership practices. Kazakhstan's scores reflect a blend of traditional hierarchical values and emerging modern practices, offering a rich ground for comparative leadership studies. These insights provide valuable guidance for fostering effective cross-cultural leadership strategies in Central Asia and beyond.

Understanding the alignment and divergence of Kazakh leadership practices within a global framework requires examining key cultural dimensions such as hierarchy, communication styles, and the emphasis on academic qualifications. These dimensions provide valuable insights into Kazakhstan's blend of traditional values and modern organizational practices, offering a comparative perspective with neighbouring and global contexts. The comparative analysis of Kazakh leadership within the global framework reveals distinct patterns of alignment and divergence across cultural and organizational contexts. Kazakhstan demonstrates a strong adherence to hierarchical norms, with formal titles and visible status markers forming integral aspects of its leadership culture. As shown in Table 1, Kazakhstan's scores for addressing leaders by titles (4.37) align closely with regional norms. Addressing leaders by titles underscores the cultural emphasis on respecting hierarchical structures. This aligns closely with power distance practices in neighbouring countries such as Uzbekistan (4.87) and Turkey (5.65). In contrast, more egalitarian societies like Germany (2.55) and France (2.75) adopt a relaxed approach, emphasizing the variability of leadership styles across cultures. Kazakhstan's emphasis on academic qualifications and intellectual credibility is also notable. With a mean score of 4.70 for the importance of academic titles, Kazakhstan aligns with countries like Japan (4.91) and Turkey (5.02). This focus diverges significantly from flatter hierarchies observed in Norway (2.87) and Sweden (2.44), highlighting a clear distinction in leadership paradigms between Central Asia and Western Europe. Additionally, Kazakh leadership reflects a preference for subtle, indirect communication, as evidenced by a score of 3.58. This

aligns with cultural norms in Russia (4.05) and Japan (4.12), contrasting sharply with direct communication styles prevalent in Brazil (2.33) and Spain (2.24).
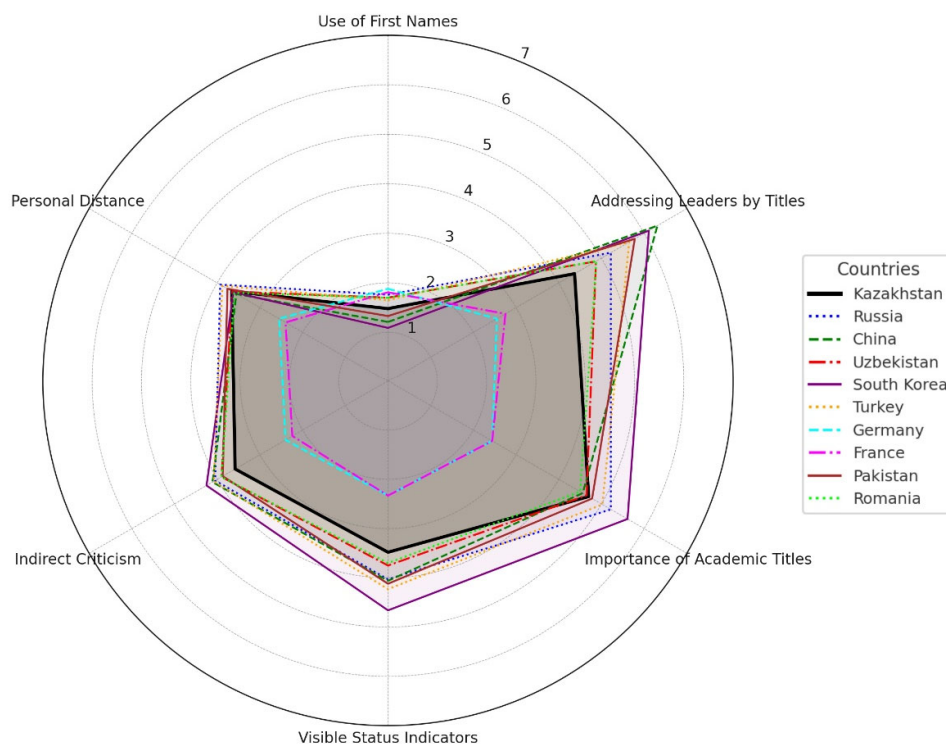

Figure 1: Comparative radar chart of leadership perceptions across ten countries

Visualizing Cultural Similarity

The chart highlights Kazakhstan's leadership practices in relation to nine other countries by mapping six dimensions of perception: use of first names, addressing leaders by titles, importance of academic titles, visible status indicators, indirect criticism, and personal distance. Countries with closer alignment to Kazakhstan on these dimensions are visually proximate, while greater divergences appear further apart. This visualization underscores Kazakhstan's unique position at the intersection of hierarchical traditions and evolving egalitarian influences, providing a comparative lens for understanding leadership practices across cultures.

Kazakhstan's leadership practices blend traditional hierarchical values with modern adaptations to global organizational demands. While rooted in strong cultural traditions, Kazakh leaders increasingly demonstrate adaptability to cross-cultural settings. This adaptability is evident in their approach to maintaining professional boundaries, with a mean score of 3.66 for personal distance, comparable to neighbouring Russia (3.93) and Turkey (3.88). However, this preference contrasts with the informal relationship styles observed in Canada (2.55) and Brazil (2.39). By integrating respect for hierarchy with evolving modern practices, Kazakhstan offers a unique perspective on leadership adaptability. These findings underscore the importance of contextual understanding in fostering effective leadership strategies, providing actionable insights for professionals navigating diverse cultural environments in and beyond Central Asia.

Conclusion. Kazakhstan's leadership practices demonstrate a compelling balance between hierarchical traditions and adaptive strategies, reflecting its unique cultural context. The comparative analysis highlights several key insights: A strong adherence to hierarchical norms, as seen in high scores for addressing leaders by titles (4.37) and the importance of academic qualifications (4.70), underscores the enduring influence of power distance in Kazakh leadership. Moderate respect for visible status indicators (3.48) and a preference for indirect criticism (3.58) align with relational and collectivist cultural tendencies, fostering harmony while

maintaining clear authority structures. While rooted in traditional practices, emerging trends in participative leadership suggest a gradual evolution towards greater flexibility and inclusivity, particularly in sectors such as technology and international business. Visualised through the radar chart (Figure 1), Kazakhstan's leadership traits occupy a unique position among global cultural frameworks, blending traditional authority with modern adaptability. This duality underscores the importance of contextual understanding in fostering effective leadership strategies, offering actionable insights for navigating cross-cultural environments in Central Asia and beyond.

Practical Implications for Leadership Strategies: These findings underscore the importance of culturally sensitive leadership strategies, particularly given Kazakhstan's economic reliance on foreign direct investment from key global partners, including Western countries such as the Netherlands, Switzerland, and the United States, which together account for 60% of total FDI. Hierarchical practices in Kazakhstan reflect cultural priorities that emphasize respect, authority, and clear decision-making, providing a stable foundation for navigating complex organisational dynamics. The influence of globalisation is evident in the generational shifts within Kazakh leadership, as younger leaders educated abroad increasingly adopt adaptive and participative practices, particularly in dynamic sectors like technology and international business (Zaitseva, 2020) [65]. Younger internationally exposed leaders tend to lead more transactional, flexible, and pragmatic, often switching organisations to avoid internal power conflicts, though this limits their influence in informal decision-making processes (Buzady & Lipovka, 2024) [33]. While participative and egalitarian approaches may dominate in some Western contexts, adaptations towards Sino-Russian partners, who share a focus on relational trust and structured authority (Kozhakhmet & Nurgabdeshov, 2022) [66], will also be critical for sustaining effective collaboration in a globally interconnected environment. While these strategies provide actionable insights for navigating leadership in Kazakhstan, the subsequent section explores how leadership perceptions in Kazakhstan compare with those of culturally similar and contrasting nations, drawing on GLOBE Study findings.

RQ3: How does the leadership perception of Kazakhstan compare to GLOBE Study findings for countries with similar and contrasting cultural profiles?

In this section, the leadership perceptions emerging from the Kazakh context are contrasted with GLOBE Study results to provide a nuanced understanding of how local leadership preferences align or diverge from global trends. The GLOBE Study provides a robust framework for understanding leadership practices within diverse cultural contexts. By using its six key cultural dimensions—Power Distance, Uncertainty Avoidance, Collectivism (Institutional and In-group), Humane Orientation, and Performance Orientation—this section examines how Kazakh leadership aligns with or diverges from regional and global norms. These comparisons not only highlight Kazakhstan's leadership characteristics but also offer insights for fostering effective cross-cultural collaboration;

Power Distance

In the GLOBE Study, Kazakhstan scores relatively high on societal practices of Power Distance (5.31), indicating a cultural preference for hierarchical structures and centralized authority. This aligns closely with countries like Russia (5.52) and Turkey (5.57), which exhibit similar hierarchical tendencies in leadership. However, contrasting scores emerge when compared to countries like Denmark (3.89) and the Netherlands (4.11), where egalitarian leadership styles are favoured. The preference for hierarchical structures in Kazakhstan underscores the importance of authority and respect for seniority, particularly in organizational and political contexts.

Uncertainty Avoidance

Kazakhstan's Uncertainty Avoidance societal practices score is moderate (3.66), reflecting a balanced approach to risk and ambiguity. This situates Kazakhstan closer to countries such as Indonesia (4.17) and India (4.15), which display a similar tolerance for uncertainty and flexibility in decision-making. In contrast, Switzerland (5.37) and Germany (5.16) demonstrate significantly higher levels of Uncertainty Avoidance, emphasizing structured environments and risk mitigation strategies. This comparative analysis highlights the adaptability of Kazakh leadership in navigating uncertain scenarios without excessive reliance on rigid frameworks.

Collectivism (Institutional and In-group)

Kazakhstan exhibits moderate levels of Institutional Collectivism (4.29) and higher scores for In-group Collectivism (5.26), indicative of a dual focus on organizational loyalty and familial or tribal affiliations. These

scores resonate with those of neighbouring Russia (4.50 and 5.63, respectively) and Turkey (4.03 and 5.88), reflecting shared regional cultural traits. Conversely, countries such as Sweden (5.22 and 3.66) and the United States (4.20 and 4.25) prioritize institutional affiliations over close-knit group loyalty. These findings emphasize the significance of personal relationships and group solidarity in Kazakh leadership dynamics.

Humane Orientation

The societal practices score for Humane Orientation in Kazakhstan is moderate (3.99), indicating an emphasis on interpersonal support and compassion within limits. This score aligns with countries like Indonesia (4.69) and Turkey (3.94) but contrasts with higher-scoring nations such as Zambia (5.23) and the Philippines (5.12), where nurturing and altruistic leadership is more prominent. In Kazakhstan, leadership practices balance the need for humane considerations with pragmatic decision-making, reflecting a culturally nuanced approach to this dimension.

Performance Orientation

Kazakhstan's Performance Orientation score is relatively low (3.57), signalling a cultural inclination towards modest and steady achievements over aggressive performance-driven strategies. This score is comparable to countries like Russia (3.39) and Venezuela (3.32) but diverges sharply from high-performance-oriented cultures such as the United States (4.49) and Switzerland (4.94). These contrasts suggest that Kazakh leadership values long-term stability and collective success over short-term individual accomplishments.

As shown in table 2, Kazakhstan's Power Distance score of 5.31 aligns closely with neighbouring Russia (5.52) and Turkey (5.57), underscoring a shared regional emphasis on hierarchical authority.

Table 2 – Key Comparisons to GLOBE Study Results

Cultural Dimension	Kazakhstan	High Similarity Countries	High Contrast Countries
Power Distance	5.31	Russia (5.52), Turkey (5.57)	Denmark (3.89), Netherlands (4.11)
Uncertainty Avoidance	3.66	Indonesia (4.17), India (4.15)	Switzerland (5.37), Germany (5.16)
Institutional Collectivism	4.29	Russia (4.50), Turkey (4.03)	Sweden (5.22), USA (4.20)
In-group Collectivism	5.26	Russia (5.63), Turkey (5.88)	Sweden (3.66), USA (4.25)
Humane Orientation	3.99	Indonesia (4.69), Turkey (3.94)	Zambia (5.23), Philippines (5.12)
Performance Orientation	3.57	Russia (3.39), Venezuela (3.32)	USA (4.49), Switzerland (4.94)

This study underscores the importance of culturally sensitive leadership strategies in Kazakhstan, where hierarchical traditions intersect with evolving participative approaches. Leadership practices that prioritise respect for authority and hierarchical decision-making provide stability, yet they must adapt to the participative styles often preferred in global markets. These dynamics set the stage for a detailed analysis of Kazakhstan's leadership practices across comparison countries, revealing both alignment and divergence in key dimensions.

Discussion. Kazakhstan's *multivectoral* approach to international relations has profound implications for leadership, particularly as the world continues to internationalise at an unprecedented pace. Effective leadership in this context requires the ability to navigate vastly different cultural and organisational paradigms, such as those encountered when working with Chinese or Russian partners. As our study has demonstrated, even within specific domains, significant variability exists in leadership expectations and practices, underscoring the necessity for adaptive and culturally attuned leadership strategies. The analysis of Kazakh leadership practices across comparison countries reveals both alignment and divergence in key dimensions. Kazakhstan's

high score for addressing leaders by titles (4.37) aligns with neighbouring countries like Uzbekistan (4.87) and Turkey (5.65), reflecting a shared emphasis on hierarchical respect. Similarly, its valuation of academic titles (4.70) mirrors practices in Japan (4.91) and Turkey (5.02). However, Kazakhstan diverges sharply from more egalitarian cultures such as Germany (2.55) and France (2.75), where formalities in addressing leaders are minimal. The preference for indirect communication in Kazakhstan (mean score: 3.58) is consistent with norms in Russia (4.05) and Japan (4.12), contrasting with direct communication styles in Brazil (2.33) and Spain (2.24). Additionally, Kazakhstan's moderate score for visible status indicators (3.48) strikes a balance between high-status countries like China (4.06) and the egalitarian tendencies of Nordic nations such as Norway (2.01). Though it contrasts with Buzady & Lipovka (2024) [32] notion of "Status symbols such as large cars, extreme offices, foreign travel and brands - including educational ones - are very important".

These findings align with Bloom et al.'s (2012) [64] observation that management quality differs significantly across countries, with multinationals and private-equity firms excelling due to their structured and performance-driven practices. For Kazakhstan, where leadership often relies on hierarchy and informal networks, this raises questions about how structured global benchmarks can be adapted to align with cultural norms without eroding relational strengths. Clanism, in particular, plays a dual role: fostering relational trust and loyalty within organisations, while sometimes creating barriers to merit-based leadership advancement. These insights are particularly critical as Kazakhstan balances its traditional practices with the demands of a modern, globalised economy.

Ethnocultural diversity in Kazakhstan emerges as an unexpected influence on leadership styles. The country's imposed mosaic of ethnic groups, including Russians, Germans, Uzbeks, and Koryo-saram, provides an advantage by enabling the recruitment of cultural mediators who can foster transnational connections through their bicultural competencies. Leveraging this diversity within leadership frameworks aligns with the study's actionable insights, which emphasise balancing localised values with management practices observed in neighbouring and global trade nations.

These findings can inform professional training, MBA education, and cross-cultural leadership programs, equipping Kazakh leaders to excel in regional and international roles. Effective leadership development in Kazakhstan requires a nuanced understanding of situational contexts, allowing leaders to integrate adaptive skills with cultural authenticity. A comprehensive understanding of leadership styles and prerequisites in Kazakhstan serves several key purposes: first, such insights can guide Kazakh leaders in adeptly navigating organisational transitions. Second, it offers significant contextual information for foreign organisations seeking to engage with the region. Finally, an in-depth exploration of leadership perceptions, behaviours, and expectations can inform the development of targeted and effective leadership development programs. As Kazakhstan holds specific idiosyncrasies that can serve as the backdrop for intellectually stimulating advancements in the study of leadership.

RESEARCH RESULTS (CONCLUSIONS)

This study illuminates the intricate balance Kazakhstan strikes between its hierarchical traditions and the strains of modern organisational dynamics. While respect for authority and the prominence of formal titles foster cohesion and stability, these same attributes may limit the openness essential in globalised environments. The emergence of younger professionally educated leaders offers potential for bridging such gaps, but the pace of change remains uneven across sectors. Kazakhstan's leadership practices align with those of regional counterparts like Russia and Turkey, reinforcing its cultural and geopolitical ties. Yet, divergences from egalitarian and performance-driven management models underscore the complexities of integrating with global leadership expectations. These challenges demand more than mere adaptation; they call for a rethinking corporate training programs and MBA education, to balance tradition with agility and innovation.

Limitations: the study acknowledges certain limitations, including the potential for sample bias due to the uneven representation of industries and regions. Future studies could expand the sample size and incorporate longitudinal data to deepen the understanding of leadership evolution in Kazakhstan. The study amalgamates leadership methodologies prevalent in Kazakhstan; however, it falls short of thoroughly investigate variables such as industry classification, managerial hierarchy, organizational scale, or demographic attributes includ-

ing gender, age, or tenure. Correspondingly, contemporary evaluation tools, such as 360-degree or AI-driven assessments, remain underutilised in assessing Kazakhstani leadership styles. Although national cultural dimensions (e.g., Hofstede, GLOBE) were underscored, subsequent inquiries ought to scrutinize cultural influences across diverse regions, sectors, and political frameworks to more comprehensively elucidate leadership dynamics. Beyond methodological considerations, several cultural and social dimensions remain underexplored. The influence of gender roles on leadership perceptions and practices warrants further investigation. Additionally, the risk of cultural homogenisation oversimplifies the nuanced ethnocultural diversity within Kazakhstan, where significant within-country variability must be acknowledged. For example, our research revealed variation, with the Kazakh ethnos demonstrating higher expression rates compared to the Russian ethnos residing in Kazakhstan. The emergence of Generation Z, characterised by their profound assimilation with digital technologies and social media platforms, constitutes a research gap in comprehending how their communication modalities may alter leadership paradigms in the foreseeable future. The findings' applicability may furthermore vary across organisational contexts, as leadership expectations in multinational corporations differ significantly from those in state-influenced enterprises or family businesses.

Future research: might delve deeper into unexplored dimensions, such as the intersection of digitalisation, generational change, and cultural narratives like aitys in leadership communication. This need is underscored by Lipkova and Buzady's (2024) [67] observation that publication output on Kazakh leadership remains notably limited, averaging only 1 to 2 articles per year. Furthermore, with Kazakhstan poised to expand its influence as a transit hub, furnishing leaders with adaptive skills tailored to regional growth. Leadership in Kazakhstan living up to its role of 'middle-power', should evolve not just to keep pace, but to lead in shaping the region's future. Underscoring the necessity of culturally adaptive methodologies to effectively manage cross-cultural partnerships. Cultivating such adaptability extends beyond gestures as the 'Khan Shatyr,' amalgamating tradition and modernity, as true progress necessitates the incorporation of authentic values that are simultaneously adaptive and significantly impactful.

REFERENCES

1. Raimzhanova A. – Hard, Soft, and Smart Power-Education as a Power Resource / A. Raimzhanova. – Berlin : Peter Lang GmbH, Internationaler Verlag der Wissenschaften, 2018. – 160 p.

2. Mendenhall M. E., Osland J. S., Bird A., Oddou G. R., Maznevski M. L., Stevens M. J., Stahl G. K. – Global leadership / M. E. Mendenhall [et al.]. – New York : Routledge, 2013. – 384 p.

3. Ang S., Van Dyne L., Koh C., Ng K. Y., Templer K. J., Tay C., Chandrasekar N. A. – Cultural intelligence: Its measurement and effects on cultural judgment and decision making, cultural adaptation and task performance / S. Ang [et al.] // Management and Organization Review. – 2007. – Vol. 3, № 3. – P. 335–371.

4. Caligiuri P. – Cultural agility: Building a pipeline of successful global professionals / P. Caligiuri. – San Francisco : John Wiley & Sons, 2013. – 224 p.

5. House R. J., Hanges P. J., Javidan M., Dorfman P. V., Gupta V. – Culture, Leadership, and Organizations: The GLOBE study of 62 societies / R. J. House [et al.]. – Thousand Oaks, CA : Sage Publications, 2004. – 848 p.

6. Bisenbaev A., Bulatbayeva K., Orynbekov D., Zhumazhanova S., Azambayev S. – Phenomenology of the scientific system of Kazakhstan: a study of social and economic effects through the Hofstede's five-dimensional model of cultural space and beyond / A. Bisenbaev [et al.] // Economic Annals-XXI. – 2023. – Vol. 201, № 1–2. – P. 4–14. – DOI: https://doi.org/10.21003/ea.V201-01.

7. Rakhmatullina A. T., Yermekbayeva D. D., Hájek P. – The dynamics of the labour market and employment in EAEU countries / A. T. Rakhmatullina, D. D. Yermekbayeva, P. Hájek // Bulletin of "Turan" University. – 2021. – Vol. 1, № 1. – P. 172–178. – DOI: http://dx.doi.org/10.46914/1562-2959-2021-1-1-172-178.

8. Nezhina T. G., Ibrayeva A. R. – Explaining the role of culture and traditions in functioning of civil society organizations in Kazakhstan / T. G. Nezhina, A. R. Ibrayeva // Voluntas: International Journal of Voluntary and Nonprofit Organizations. – 2013. – Vol. 24. – P. 335–358.

9. Janenova S., Knox C. – Civil service reform in Kazakhstan: Trajectory to the 30 most developed coun-

tries? / S. Janenova, C. Knox // International Review of Administrative Sciences. – 2019. – Vol. 85, № 3. – P. 519–539.

10. Mahmood M., Uddin M. A., Ostrovskiy A., Orazalin N. – Effectiveness of business leadership in the Eurasian context: empirical evidence from Kazakhstan / M. Mahmood [et al.] // Journal of Management Development. – 2020. – Vol. 39, № 6. – P. 793–809. – DOI: https://doi.org/10.1108/jmd-05-2019-0154.

11. Karibayeva B., Kunanbayeva S. S. – Power distance and verbal index in Kazakh business discourse // International Journal of Speech Technology. – 2017. – Vol. 20. – P. 779–785.

12. Low K. C. P., Tabyldy I. – Father leadership and project management in Kazakhstan // 5th KIMEP international research conference, Almaty. – 2005. – P. 6–8.

13. Tolymbek A. – Public leadership style in Kazakhstan // SSRN Working Paper No. 2729463. – 2008. – URL: https://ssrn.com/abstract=2729463

14. Kikbaev D. – Some ethnocultural psychological features of the Kazakhs of the Republic of Kazakhstan // Vìsnik Kiïvsʹkogo nacìonalʹnogo unìversitetu ìmenì Tarasa Ševčenka. Psihologìâ. – 2024. – P. 26–32. – DOI: https://doi.org/10.17721/bpsy.2024.1(19)

15. Isaacs R. – Political opposition in authoritarianism: Exit, voice and loyalty in Kazakhstan. – Cham: Palgrave Macmillan, 2022.

16. Van Seters D. A., Field R. H. – The evolution of leadership theory // Journal of Organizational Change Management. – 1990. – Vol. 3, No. 3. – P. 29–45.

17. Zander L. – Interpersonal leadership across cultures: A historical exposé and a research agenda // In: Banai M., Stefanidis A., Boddewyn J. (eds.) International business research: Culture, work, employment, and leadership. – London: Routledge, 2024. – P. 357–380. – DOI: https://doi.org/10.4324/9781003549903

18. Dossova S. N., Kambarov B. K. – Human resources management policies and practices in Kazakhstan. – Almaty: Al-Farabi Kazakh National University Press, 2014.

19. Schroevers S., Higgins C., Doğan A. (Eds.). – Glocal Leadership Outcomes: Mapping cross-cultural differences in leadership practices. – CCBS Press, 2023.

20. Uhl-Bien M., Marion R., McKelvey B. – Complexity leadership theory: Shifting leadership from the industrial age to the knowledge era // The Leadership Quarterly. – 2007. – Vol. 18, No. 4. – P. 298–318.

21. Snowden D. J.,Boone M. E. (2007). A leader's framework for decision making.

22. Papla R., Kydyr A., Pak D. (2022).The impact of national culture on HRM practices: a case of Kazakhstan. Universum: экономика и юриспруденция, (5 (92)), 55-59.

23. Ardichvili A. (2001). Leadership styles and work-related values of managers and employees of manufacturing enterprises in post-communist countries. Human Resource Development Quarterly, 12 (4), 363-383.

24. Kats M., Van Emmerik, H. Blenkinsopp, I. Khapova S. (2010). Exploring the associations of culture with careers and the mediating role of HR practices: A conceptual model.

25. De Vries, M., Sobis I. (2014). The evolution of public administration in post-Soviet countries. International Journal of Public Administration, 37(9), 581–590..

26. Yunussova S., Kushtarova A., Adibay A. (2025, April 16).

27.Karini, A. (2021). From the Ottoman Legacy to Modern Public Management Systems: Evidence from Turkey, Kosova, and Kazakhstan. In: Sullivan, H., Dickinson, H., Henderson, H. (eds)

28. Nasimov M. ., Kurmanalieva A. . (2024). World Values Survey (WVS): Main Research Areas and Cases from Kazakhstan. KazNU Bulletin. Series of Philosophy, Cultural Studies and Political Science , 88 (2), 123–131. https://doi.org/10.26577/jpcp.2024.v88-i2-012

29. Lukina V., Egorova A., Sidorova T. (2017). Comparative Study of Cultural Dimensions in One Country. In Z. Bekirogullari, M. Y. Minas, & R. X. Thambusamy (Eds.)

30. Majidi M., Ashurbekov R. K., Altaliyeva A.,Kowalski S. (2015). Western and Central Eurasian Cultural Differences: Germany, Kazakhstan, United States of America, and Uzbekistan. Organizational Cultures, 14(3-4), 1.

31. Latova N. V., Latov I. V. (2009).Characteristics of the Westernization of College Students' Mentality in Modernizing Countries. Russian Social Science Review, 50(2), 50–66. https://doi.org/10.1080/1061142

8.2009.11065347

32. Kuzhabekova A.,Janenova S., Almukhambetova A.(2017). Analyzing the experiences of female leaders in civil service in Kazakhstan:Trapped between economic pressure to earn and traditional family role

33. Buzady Z., Lipovka A. (2024). Kazakhstan: going global in a post-Soviet country. In Gehrke B., Claes M. T., Pauknerová, D. Aust, I., Lambert R. M. B. (Eds.).

34. Cummings S. (2005). Kazakhstan: Power and the Elite. I.B. Tauris (London).

35. CCBS Survey. (2022-2024). Global Leadership Survey data. Unpublished raw data in Qualtrics: Amsterdam University of Applied Sciences.

36. Chhokar, Jagdeep S., F.C. Brodbeck, and R.J. House. (2007).

37. Mukazhanova K. (2012). A cross-cultural comparison of leadership choices:

38. Kouzes J. M., Posner B. Z. – The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations. – 6th ed. – Hoboken: Wiley, 2017.

39. Collins, K. (2006). Clan politics and regime transition in Central Asia. Cambridge, UK: Cambridge University Press.

40. Schatz E. (2004). Modern clan politics: The power of "blood" in Kazakhstan and beyond. Seattle and London: University of Washington Press..

41. Tlegenova A., Beysembaev, S. (2024, February 28). Have President Tokayev's reforms delivered a "New Kazakhstan"? Carnegie Endowment for International Peace.

42. Eisfeld, A. (2011). Etappen eines langen Weges: Beitrag zur Geschichte und Gegenwart der Deutschen aus Russland. Bonn, Germany: Landsmannschaft der Deutschen aus Russland.

43. Sushchiy, S. (2018).

44. Peyrouse, S. (2008). The "Imperial Minority": An Interpretative Framework of the Russians in Kazakhstan

45. Savin, I. (2012). Managing differences in the multiethnic communities of South Kazakhstan. Central Asia and the Caucasus, 13(3), 34–44.

46. Nicosia, J. (2022). Ethnonationalism and the changing pattern of ethnic Kazakhs' emigration from China to Kazakhstan. China Information, 36(3):318-343.

47. Kazuhara, K. H. (2024). Shifting Frames: Contextualizing Biculturalism in International Business Research (Doctoral dissertation, Copenhagen Business School).

48. Sommer, E. (2020). Social Capital as a Resource for Migrant Entrepreneurship. Springer Fachmedien Wiesbaden.

49.Chand M., Tung, R. L. (2014). Bicultural identity and economic engagement: An exploratory study of the Indian diaspora in North America. Asia Pacific Journal of Management, 31 (3), 763-788.

50. Bryman, A. (2015). Social Research Methods (5th ed.). Oxford University Press.
.

51. Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. Qualitative Research in psychology. Qualitative Research in Psychology, 3(2), 77–101. https://doi.org/10.1191/1478088706qp063oa

52. Doğan, A., & Schroevers, S. (2004). Succesvol interviews geven [Successful interviews:A practical guide]. Kluwer.

53. Schroevers, S., & Doğan, A. (2004). C©pyright – Auteursrechtelijke aspecten in de praktijk [Copyright – Authorship in practice]. Kluwer.

54. EU Reporter. (2024, June 19). The youth of Kazakhstan: Pioneering a future of opportunity and innovation. https://www.eureporter.co/kazakhstan-2/2024/06/19/the-youth-of-kazakhstan-pioneering-a-future-of-opportunity-and-innovation/

55. Kuzhabekova, A., & Almukhambetova, A. (2019). Women's progression through the leadership pipeline in the universities of Kazakhstan and Kyrgyzstan.

56. Syed, J., & Ozbilgin, M. F. (2010). Managing cultural diversity in Asia. Palgrave Macmillan.

57. Park, S., Han, S. J., Hwang, S. J., & Park, C. K. (2019). Comparison of leadership styles in Confucian Asian countries. Human Resource Development International, vol. 22(1), 91–113. https://doi.org/10.1080/13678868.2018.1425587

58. Brodbeck, F., & Frese, M. (2007). Societal Culture and Leadership in Germany. In R. House, J. Chhokar, & F. Brodbeck (Eds.)

59. Muratbekova-Touron, M. (2011). Mutual perception of Russian and French managers. The International Journal of Human Resource Management, 22(8), 1723–1740.

60. Van der Wal, Z., Mussagulova, A., & Chen, C. A. (2021). Path-dependent public servants: Comparing the influence of traditions on administrative behavior in developing Asia. Public Administration Review, 81(2), 308-320.

61. Yergozha, L. (2012). Organizational Commitment and Work-Related Cultural Values: The Case of Turkey and Kazakhstan (Master's thesis). Dokuz Eylül University, İzmir, Turkey.

62. Schroevers, S., Mihai, L., & Doğan, A. (2024, in press).

63. Lipovka, A., & Buzady, Z. (2020). Gender stereotypes about managers: A comparative study of Central-Eastern Europe and Central Asia. In I. Rybnikova, A. Soulsby, & S. Blazejewski (Eds.)

64. Bloom N., Genakos C., Sadun, R., Van Reenen, J. (2012).

65. Zaitseva, P. (2020). Personnel management system improvements in Kazakhstani companies in the context of globalization. M. Narikbayev KAZGUU University (Kazakhstan).

66. Kozhakhmet, S.,Nurgabdeshov, A. (2022). Knowledge acquisition of Chinese expatriates: managing Chinese MNEs in Kazakhstan. Journal Of International Management, 28(2), 100919.

67. Lipovka, A., Buzady, Z. (2024). Leadership and gender in Kazakhstan: an integrative literature review. Bulletin of "Turan" University. (3):98-112.

REFERENCES

1. Raimzhanova, A. (2018). *Hard, Soft, and Smart Power-Education as a Power Resource*. Peter Lang GmbH, Internationaler Verlag der Wissenschaften.

2. Mendenhall, M. E., Osland, J. S., Bird, A., Oddou, G. R., Maznevski, M. L., Stevens, M. J., & Stahl, G. K. (2013). *Global leadership*. New York: Routledge.

3. Ang, S., Van Dyne, L., Koh, C., Ng, K. Y., Templer, K. J., Tay, C., & Chandrasekar, N. A. (2007). Cultural intelligence: Its measurement and effects on cultural judgment and decision making, cultural adaptation and task performance. *Management and organization review*, *3*(3), 335-371.

4. Caligiuri, P. (2013). *Cultural agility: Building a pipeline of successful global professionals*. John Wiley & Sons.

5. House, R.J., P.J. Hanges, M. Javidan, P.V. Dorfman, and V. Gupta. (2004). *Culture, Leadership, and Organizations: The GLOBE study of 62 societies*. Thousand Oaks, CA: Sage Publications.

6. Bisenbaev, A., Bulatbayeva, K., Orynbekov, D., Zhumazhanova, S., & Azambayev, S. (2023). Phenomenology of the scientific system of Kazakhstan: a study of social and economic effects through the Hofstede's five-dimensional model of cultural space and beyond. *Economic Annals-XXI, 201(1-2)*, 4-14. doi: https://doi.org/10.21003/ea.V201-01

7. Rakhmatullina, A. T., Yermekbayeva, D. D., & Hájek, P. (2021*). The dynamics of the labour market and employment in EAEU countries. Bulletin of "Turan" University,* 1(1), 172–178. http://dx.doi.org/10.46914/1562-2959-2021-1-1-172-178

8. Nezhina, T. G., & Ibrayeva, A. R. (2013). Explaining the role of culture and traditions in functioning of civil society organizations in Kazakhstan. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, *24*, 335-358.

9. Janenova, S., & Knox, C. (2019). *Civil service reform in Kazakhstan: Trajectory to the 30 most developed countries? International Review of Administrative Sciences, 85(3), 519–539*

10. Mahmood, M., Uddin, M. A., Ostrovskiy, A., & Orazalin, N. (2020). *Effectiveness of business leadership in the Eurasian context: empirical evidence from Kazakhstan. Journal of Management Development, 39(6), 793–809.* https://doi.org/10.1108/jmd-05-2019-0154

11. Karibayeva, B., & Kunanbayeva, S. S. (2017). Power distance and verbal index in Kazakh business discourse. *International Journal of Speech Technology*, *20*, 779-785.

12. Low, K. C. P., & Tabyldy, I. (2005, October). Father leadership and project management in Kazakhstan. In *5th KIMEP international research conference, Almaty.* Conference proceeding (pp. 6-8).

13. Tolymbek, A. (2008). *Public leadership style in Kazakhstan. SSRN Working Paper No. 2729463. Retrieved from SSRN*

14. Kikbaev, D. (2024). Some ethnocultural psychological features of the Kazakhs of the Republic of Kazakhstan. *Vìsnik Kiïvs'kogo nacìonal'nogo unìversitetu ìmenì Tarasa Ševčenka. Psihologìâ,* 26-32. https://doi.org/10.17721/bpsy.2024.1(19)

15. Isaacs, R. (2022). *Political opposition in authoritarianism: Exit, voice and loyalty in Kazakhstan*. Palgrave Macmillan.

16. Van Seters, D. A., & Field, R. H. (1990). The evolution of leadership theory. *Journal of organizational change management*, *3*(3), 29-45.

17. Zander, L. (2024). Interpersonal leadership across cultures: A historical exposé and a research agenda. In M. Banai, A. Stefanidis, & J. Boddewyn (Eds.), *International business research: Culture, work, employment, and leadership* (pp. 357–380). Routledge. https://doi.org/10.4324/9781003549903

18. Dossova, S. N., & Kambarov, B. K. (2014). *Human resources management policies and practices in Kazakhstan*. Al-Farabi Kazakh National University Press. Казахский национальный университет им. аль-Фараби.

19. Schroevers, S., Higgins, C., & Doğan, A. (Eds.). (2023). *Glocal Leadership Outcomes: Mapping cross-cultural differences in leadership practices*. CCBS Press.

20. Uhl-Bien, M., Marion, R., & McKelvey, B. (2007). Complexity leadership theory: Shifting leadership from the industrial age to the knowledge era. *The leadership quarterly*, *18*(4), 298-318.

21. Snowden, D. J., & Boone, M. E. (2007). A leader's framework for decision making. *Harvard business review*, *85*(11), 68-70.

22. Papla, R., Kydyr, A., & Pak, D. (2022). The impact of national culture on HRM practices: a case of Kazakhstan. *Universum: экономика и юриспруденция*, (5 (92)), 55-59.

23. Ardichvili, A. (2001). Leadership styles and work-related values of managers and employees of manufacturing enterprises in post-communist countries. *Human Resource Development Quarterly*, *12* (4), 363-383.

24. Kats, M., Van Emmerik, H., Blenkinsopp, I., & Khapova, S. (2010). Exploring the associations of culture with careers and the mediating role of HR practices: A conceptual model. *Career Development International*, *15*(4), 401-418.

25. De Vries, M., & Sobis, I. (2014). The evolution of public administration in post-Soviet countries. *International Journal of Public Administration, 37*(9), 581–590.

26. Yunussova, S., Kushtarova, A., & Adibay, A. (2025, April 16). *Strengthening anti-corruption standards in Kazakhstan*. Asian Development Bank. https://development.asia/insight/strengthening-anti-corruption-standards-kazakhstan

27. Karini, A. (2021). From the Ottoman Legacy to Modern Public Management Systems: Evidence from Turkey, Kosova, and Kazakhstan. In: Sullivan, H., Dickinson, H., Henderson, H. (eds) *The Palgrave Handbook of the Public Servant* (pp. 165–175). Palgrave Macmillan, Cham. https://doi.org/10.1007/978-3-030-29980-4_94

28. Nasimov, M. ., & Kurmanalieva, A. . (2024). World Values Survey (WVS): Main Research Areas and Cases from Kazakhstan. *KazNU Bulletin. Series of Philosophy, Cultural Studies and Political Science* , *88* (2), 123–131. https://doi.org/10.26577/jpcp.2024.v88-i2-012

29. Lukina, V., Egorova, A., & Sidorova, T. (2017). Comparative Study of Cultural Dimensions in One Country. In Z. Bekirogullari, M. Y. Minas, & R. X. Thambusamy (Eds.), Cognitive - Social, and Behavioural Sciences - icCSBs 2017, January, vol 20. *European Proceedings of Social and Behavioural Sciences (pp. 112-118).* Future Academy. https://doi.org/10.15405/epsbs.2017.01.02.13

30. Majidi, M., Ashurbekov, R. K., Altaliyeva, A., & Kowalski, S. (2015). Western and Central Eurasian Cultural Differences: Germany, Kazakhstan, United States of America, and Uzbekistan. *Organizational Cultures*, *14*(3-4), 1.

31. Latova, N. V., & Latov, I. V. (2009). *Characteristics of the Westernization of College Students' Mentality in Modernizing Countries. Russian Social Science Review, 50(2), 50–66.* https://doi.org/10.1080/10611428.2009.11065347

32. Kuzhabekova, A., Janenova, S., & Almukhambetova, A. (2017). Analyzing the experiences of female leaders in civil service in Kazakhstan: Trapped between economic pressure to earn and traditional family role expectations. *International Journal of Public Administration*, *41*(15), 1290-1301.

33. Buzady, Z., & Lipovka, A. (2024). Kazakhstan: going global in a post-Soviet country. In Gehrke, B., Claes, M. T., Pauknerová, D., Aust, I., & Lambert, R. M. B. (Eds.). *Global Leadership Practices: Competencies for Navigating in a Complex World* (pp. 193-209). Edward Elgar Publishing.

34. Cummings, S. (2005). *Kazakhstan: Power and the Elite.* I.B. Tauris (London).

35. CCBS Survey. (2022-2024). *Global Leadership Survey data*. Unpublished raw data in Qualtrics: Amsterdam University of Applied Sciences.

36. Chhokar, Jagdeep S., F.C. Brodbeck, and R.J. House. (2007). *Culture and Leadership across the World: The GLOBE Book of In-depth Studies of 25 Societies.* Lawrence Erlbaum Association, Inc.

37. Mukazhanova, K. (2012). *A cross-cultural comparison of leadership choices: commonalities and differences among female leaders in the United States, Kazakhstan and Sweden* (Master's thesis, University of Oregon).

38. Hofstede, G. 2001. *Culture's Consequences: Comparing Values, Behaviors, Institutions, and Organizations Across Nations.* Thousand Oaks, CA: Sage Publications

39. Collins, K. (2006). *Clan politics and regime transition in Central Asia*. Cambridge, UK: Cambridge University Press.

40. Schatz, E. (2004). *Modern clan politics: The power of "blood" in Kazakhstan and beyond*. Seattle and London: University of Washington Press.

41. Tlegenova, A., & Beysembaev, S. (2024, February 28). *Have President Tokayev's reforms delivered a "New Kazakhstan"?* Carnegie Endowment for International Peace. https://carnegieendowment.org/politika/2024/02/28/tokayev-kazakhstan-reforms

42. Eisfeld, A. (2011). *Etappen eines langen Weges: Beitrag zur Geschichte und Gegenwart der Deutschen aus Russland.* Bonn, Germany: Landsmannschaft der Deutschen aus Russland.

43. Sushchiy, S. (2018). Russians of Kazakhstan: geodemographic dynamics of the Post-Soviet period and prospects for the first half of the XXI century. *Sociological studies,* 22-37. https://doi.org/10.31857/S013216250000759-7

44. Peyrouse, S. (2008). The "Imperial Minority": An Interpretative Framework of the Russians in Kazakhstan in the 1990s. *Nationalities Papers*, 36(1), 105–123. https://doi.org/10.1080/00905990701848416

45. Savin, I. (2012). Managing differences in the multiethnic communities of South Kazakhstan. *Central Asia and the Caucasus, 13*(3), 34–44.

46. Nicosia, J. (2022). Ethnonationalism and the changing pattern of ethnic Kazakhs' emigration from China to Kazakhstan. *China Information, 36(3):318-343*. https://doi.org/10.1177/0920203x221092686

47. Kazuhara, K. H. (2024). *Shifting Frames: Contextualizing Biculturalism in International Business Research (Doctoral dissertation, Copenhagen Business School)*. PhD Series No. 42.2024 https://doi.org/10.22439/phd.42.2024

48. Sommer, E. (2020). *Social Capital as a Resource for Migrant Entrepreneurship*. Springer Fachmedien Wiesbaden.

49. Chand, M., & Tung, R. L. (2014). Bicultural identity and economic engagement: An exploratory study of the Indian diaspora in North America. *Asia Pacific Journal of Management*, *31 (3)*, 763-788.

50. Bryman, A. (2015). *Social Research Methods* (5th ed.). Oxford University Press.

51. Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology, 3*(2), 77–101. https://doi.org/10.1191/1478088706qp063oa

52. Doğan, A., & Schroevers, S. (2004). *Succesvol interviews geven* [Successful interviews: A practical guide]. Kluwer.

53. Schroevers, S., & Doğan, A. (2004). C©pyright – *Auteursrechtelijke aspecten in de pra*ktijk [Copyright

– Authorship in practice]. Kluwer.

54. EU Reporter. (2024, June 19). *The youth of Kazakhstan: Pioneering a future of opportunity and innovation*. https://www.eureporter.co/kazakhstan-2/2024/06/19/the-youth-of-kazakhstan-pioneering-a-future-of-opportunity-and-innovation/

55. Kuzhabekova, A., & Almukhambetova, A. (2019). Women's progression through the leadership pipeline in the universities of Kazakhstan and Kyrgyzstan. *Compare: A Journal of Comparative and International Education, 49*(1), 1–19. https://doi.org/10.1080/03057925.2018.1525752

56. Syed, J., & Ozbilgin, M. F. (2010). *Managing cultural diversity in Asia*. Palgrave Macmillan.

57. Park, S., Han, S. J., Hwang, S. J., & Park, C. K. (2019). Comparison of leadership styles in Confucian Asian countries. *Human Resource Development International*, vol. 22(1), 91–113. https://doi.org/10.1080/13678868.2018.1425587

58. Brodbeck, F., & Frese, M. (2007). Societal Culture and Leadership in Germany. In R. House, J. Chhokar, & F. Brodbeck (Eds*.), Culture and leadership across the world: The GLOBE book of in-depth studies of 25 societies* (pp. 181–248). Routledge.

59. Muratbekova-Touron, M. (2011). Mutual perception of Russian and French managers. *The International Journal of Human Resource Management, 22*(8), 1723–1740. https://doi.org/10.1080/09585192.2011.565662

60. Van der Wal, Z., Mussagulova, A., & Chen, C. A. (2021). Path-dependent public servants: Comparing the influence of traditions on administrative behavior in developing Asia. *Public Administration Review*, *81*(2), 308-320.

61. Yergozha, L. (2012). *Organizational Commitment and Work-Related Cultural Values: The Case of Turkey and Kazakhstan* (Master's thesis). Dokuz Eylül University, İzmir, Turkey.

62. Schroevers, S., Mihai, L., & Doğan, A. (2024, in press). *Need to lead: Romania's Leadership traits on the global stage*. Springer Proceedings in Business and Economics. Manuscript submitted for publication in: Competitiveness and Sustainability in the Digitalization Era.

63. Lipovka, A., & Buzady, Z. (2020). Gender stereotypes about managers: A comparative study of Central-Eastern Europe and Central Asia. In I. Rybnikova, A. Soulsby, & S. Blazejewski (Eds.), *Women in Management in Central and Eastern European Countries*. Journal of East European Management Studies (JEEMS) - Special Issue, 15–36. https://doi.org/10.5771/9783748907190

64. Bloom, N., Genakos, C., Sadun, R., & Van Reenen, J. (2012). Management practices across firms and countries. *Academy of Management Perspectives, 26*(1), 12-33. https://doi.org/10.5465/amp.2011.0077

65. Zaitseva, P. (2020). *Personnel management system improvements in Kazakhstani companies in the context of globalization.* M. Narikbayev KAZGUU University (Kazakhstan).

66. Kozhakhmet, S., & Nurgabdeshov, A. (2022). Knowledge acquisition of Chinese expatriates: managing Chinese MNEs in Kazakhstan. *Journal Of International Management*, 28(2), 100919. https://doi.org/10.1016/j.intman.2021.100919

67. Lipovka, A., Buzady, Z. (2024). Leadership and gender in Kazakhstan: an integrative literature review. *Bulletin of "Turan" University*. (3):98-112. https://doi.org/10.46914/1562-2959-2024-1-3-35-98-112

ҚАЗАҚ КӨШБАСШЫЛЫҒЫНЫҢ ЕРЕКШЕЛІКТЕРІН АШУ: ИЕРАРХИЯЛЫҚ ҚҰРЫЛЫМ МЕН МӘДЕНИЕТАРАЛЫҚ ЫҚПАЛ

С. Схроеверс[1], А. Раимжанова[2*], А. Доған[1]
[1]Амстердам қолданбалы ғылымдар университеті,
Амстердам, Нидерланды
[2]Нархоз университеті, Алматы, Қазақстан

АҢДАТПА

Зерттеу мақсаты: Бұл мақала Қазақстандағы көшбасшылықтың ерекше парадигмасын зерттейді. Мақалада елдің Еуразияның тоғысқан тұсында орналасуы, сондай-ақ иерархиялық дәстүрлер, этномәдени әралуандық және жаһандық интеграция сияқты алуан түрлі факторлармен қалыптасқан. Зерттеу гипотезасы бойынша, қазақстандық көшбасшылық стилі дәстүрлі билік құрылымдарын жаһандану экономикасының талаптарымен ұштастырады.

Әдіснамасы: CCBS жаһандық көшбасшылықты зерттеуінің (әртүрлі ұйымдық контексттердегі көшбасшылық тәжірибелерін сапалы талдаумен қатар жүргізілген сауалнама) және тиісті ғылыми еңбектердің негізінде авторлар қазақстандық бизнестегі көшбасшылық стилінің аймақтық нормалармен қаншалықты үндесетінін, Батыс үлгілерінен айырмашылығын және жаһандық сын-тегеуріндерге қалай бейімделетінін талдайды. Зерттеуде аралас әдіснамалық тәсіл қолданылған.

Зерттеу жаңашылдығы: Зерттеу барысында көптеген түпнұсқа мәліметтер жиналып қана қоймай, көшбасшылықты дамыту стратегияларын мәдени ерекшеліктерді ескере отырып қалыптастырудың маңыздылығына назар аударылады. Олардың қатарында – мәдениетаралық оқыту, кәсіби даму бағдарламалары және Қазақстанның әлеуметтік-экономикалық контексіне бейімделген МВА курстары бар. Сонымен қатар, елдің этномәдени әралуандығы, оның ішінде билингвистік құзыреттер мен трансұлттық байланыстар, халықаралық ынтымақтастықты нығайтудың стратегиялық ресурсы ретінде сипатталады.

Зерттеу нәтижелері: Зерттеу нәтижелері ұйым ішіндегі тұрақтылықты қамтамасыз етуде билікке құрмет көрсету, басшыларға лауазымы бойынша жүгіну және шешім қабылдауда иерархиялық тәсілдер маңызды рөл атқаратынын көрсетеді. Алайда, инновацияларды дамыту әлеуеті толық жүзеге асырылмай отыр. Әсіресе шетелде білім алған жас қазақстандық көшбасшылар арасындағы буындық өзгерістер көшбасшылықтың анағұрлым икемді әрі интеграцияланған үлгілеріне біртіндеп көшу үрдісін көрсетеді. Мәдени түпнұсқалық пен инновациялық тәсілдерді біріктіре отырып, қазақстандық көшбасшылық жаһандану жағдайындағы күрделі міндеттерді шешудің үлгісін ұсынады.

Түйін сөздер: Қазақстандық көшбасшылық, иерархия, этномәдени әртүрлілік, бейімделу стильдері, мәдениетаралық менеджмент, билік арақашықтығы.

АНАЛИЗ КАЗАХСТАНСКИХ СТИЛЕЙ ЛИДЕРСТВА: ИЕРАРХИЧЕСКИЕ ОСОБЕННОСТИ И МЕЖКУЛЬТУРНОЕ ВЛИЯНИЕ

С. Схроеверс[1], А. Раимжанова[2*], А. Доған[1]
[1]Амстердамский университет прикладных наук, Амстердам, Нидерланды
[2]Университет Нархоз, Алматы, Казахстан

АННОТАЦИЯ

Цель: Статья исследует особую парадигму лидерства Казахстане, сформированную как расположением на перекрестке Евразии, так и таким разноплановыми элементами, как иерархические

традиции, этнокультурное многообразие и глобальная интеграция. Исследовательская гипотеза предполагает, что казахстанский стиль комбинирует в себе традиционные структуры власти с требованиями глобализированной экономики.

Методология: На основе Глобального исследования лидерства CCBS (опроса с качественным обзором лидерских практик в различных организационных контекстах) и соответствующих научных работ авторы анализируют как казахстанский стиль лидерства в бизнес-организациях соотносится с региональными нормами, отличается от западных моделей и адаптируется к глобальным вызовам. Применялся смешанный методологический подход.

Оригинальность/ценность исследования: Помимо сбора большого количества оригинальных данных, исследование обращается к важности стратегий развития лидерства с учетом культурной специфики. В их числе – межкультурное обучение, программы профессионального развития и MBA, адаптированные к социально-экономическому контексту Казахстана. Дополнительно было отмечено, что этнокультурное разнообразие страны, включая билингвальные компетенции и транснациональные сети, определяется как стратегический ресурс для усиления международного сотрудничества.

Результаты исследования: Результаты показывают, что уважение к авторитету, обращение к руководителям по титулу и иерархическое принятие решений служат основой организационной стабильности, однако возможности для развития инноваций используются не в полной мере. Поколенческие изменения, особенно среди молодых казахстанских лидеров с зарубежным образованием, свидетельствуют о постепенном переходе к более интегрированным и адаптивным практикам лидерства. Сочетая культурную аутентичность с инновационными подходами, казахстанское лидерство предлагает модель для решения сложных задач взаимосвязанного мира.

Ключевые слова: Казахстанское лидерство, иерархия, этнокультурное разнообразие, адаптивные стили, кросс-культурное управление, индекс дистанции власти.

ABOUT THE AUTHORS

Sander Schroevers – Professor of Practice (Bahria University) and Honorary Doctor (IBSU Tbilisi), Amsterdam University of Applied Sciences, Amsterdam, Netherlands, email: s.schroevers@hva.nl, ORCID: https://orcid.org/0009-0006-1512-7321

Aigerim Raimzhanova – PhD in Philosophy, Vice-President for Development and International Affairs, Narxoz University, Almaty, Kazakhstan, email: aigerim.raimzhanova@narxoz.kz, ORCID: https://orcid.org/0009-0006-4030-4035*

Aynur Doğan – Drs in Communication Sciences, Co-developer Cross-Cultural Business Skills Global Leadership Survey, Amsterdam University of Applied Sciences, Amsterdam, Netherlands, email: a.dogan@hva.nl, ORCID: https://orcid.org/0009-0003-2131-0403