

**Baikenov Zhasulan Yerbolovich** – PhD, First vice president, Kazakh-American Free University, Ust-Kamenogorsk, Republic of Kazakhstan, e-mail: zhas86kz@gmail.com, ORCID 0000-0001-9951-0454\*

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## HUMAN RESOURCE MANAGEMENT IN CONDITIONS OF ECONOMIC CRISIS

**M. Zh. Sabytkhanova**

Narxoz University, Almaty, Republic of Kazakhstan

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### ABSTRACT

*The purpose of the paper* examines the problem of work-life balance, well-being, and intrinsic motivation of employees during economic turbulence.

*Methodology.* Adopting a quantitative approach, this investigation analyses the data obtained from employees of governmental and private local companies. This study reviewed Hasan et al. research on managing human resources, well-being, job satisfaction, and work-life balance.

*Originality / value of the research.* The vast majority of studies in HRM are around employee effectiveness. However, especially in economic instability alternative strategies such as well-being, work-life balance, and intrinsic motivation have to be investigated. Also, the Self-determination theory was chosen because it helps to understand the phenomenon by clarifying the research problem related to intrinsic motivation, social satisfaction, and psychological well-being in depth.

*Findings.* One of the findings indicates that there was no association between demographic variables and work-life balance satisfaction. The outcome of the analysis implies that obtained data is normally distributed. Nevertheless, there is lower response rate (33) could be deemed insufficient to ensure the data's neutral skewness. Since the overwhelming number of respondents are female, the findings of the study may be unrepresentative of the entire population. As a result, research will be carried out by gathering data.

*Keywords:* HRM, economic turbulence, employee wellbeing, Work-Life Balance, intrinsic motivation.

### INTRODUCTION

Human resource management (HRM) in the conditions of economic turbulence is a very essential issue today. The COVID-19 pandemic and related regulations aimed at preventing the spread of the virus have affected all organizations, regardless of size and type, as well as employees and managers. As a result, lack of demand, termination of contracts, orders, postponement, or cancellation of business trips led to a decrease in the company's revenues. However, in some cases, the demand for equipment, food delivery service, and online stores increased after the lockdown. The crisis has led to a change in working hours, workplaces, and the well-being of employees in general. In connection with the global pandemic and economic turbulence, this topic on employee well-being became relevant among researchers. In order to be competitive, differ from rivals, and survive, organizational workforces have to adapt to abruptly changing conditions and alter their workplace practices [1]. Thus, the support of HR managers has played an important role in helping staff adapt to new norms and contribute to the transition process. Wellbeing is a state that enables employees to prosper

and succeed [2-3]. Thus, the main reason behind the conduct of the study is to investigate the relation between intrinsic motivation, satisfaction with work-family balance, and well-being; to understand the issue during the pandemic from another perspective.

**Statement of the research problem:** The majority of the models in HRM are mostly considered ways to enhance the employees' effectiveness in the workplace. However, issues of employees such as their wellbeing is continuing to be in second place [4]. Hence, dissimilar approaches are necessary to find an alternative way to reach high revenue by covering employees' well-being.

The following research questions should be answered in the scope of the future investigation:

1. How work-life balance should be constructed in organizations to reach a positive impact on employee well-being?
2. How is the economic crisis influencing employee well-being?
3. How does intrinsic motivation influence well-being?

Theoretical and methodological foundations of scientific work:

Review of the study by Hasan et al. on personnel management, well-being, job satisfaction, and work-life balance [5].

This paper examines studies of the following authors: Gudmundsdottir [6], Ibrahim [7], Frone, Russell and Cooper [8] and others.

According to Gudmundsdottir's study financial difficulties impact on happiness, rather than unemployment and decreased income [6]. Ibrahim et al. have found that work-family conflict negatively impacts on employee wellbeing [7]. Previous investigation also identified negative consequences of work and family stress on employee wellbeing [8]. The reason for this negative outcome was supposed that it could be depended on the family earners. For example, increased number of dual-earners, dependent family members and single-parent families [9]. In this investigation five of the survey participants answered, that they are divorced. They answered that they were not felt relaxed, not satisfied with work-life balance and most of the answers were negative or neutral, which proves previous research. Trougakos in his work identified that the absence of psychological need fulfillment causes low quality of work performance, decreases the role of employees at home, and has a negative influence on health [10]. Author emphasizes that it is like a chain, when employee is not satisfied with family conditions, it will directly effect on work performance.

Blasco-Belled have found that the main reasons for diminishing employee's life satisfaction are hopelessness, fear, and isolation from social interaction, which was considered as an outcome of the pandemic [11]. Ralph carried out investigations among developers during the pandemic and an outcome were: there is a strong relation between employee productivity and wellbeing; home and work ergonomics, as well as COVID-19 related fear have a negative impact on employee wellbeing [12]. Author also have concluded, that employees need individual support, as they are all different in nature. Evanoff have found that decrease in family-support behaviors were related with clinical exposure to pandemic and stated that COVID-19 negatively influenced on clinical and nonclinical employees wellbeing [13]. Bayliss examined employee wellbeing during recession in the UK and realized following: employee subjective wellbeing did not significantly change, however psychological wellbeing showed outstanding decline [14].

One of the investigations by Kowalski and Loretto considers well-being from a macro context and the impact of changes in the economy [15]. Authors examined employee well-being in the modifying workplace by reviewing five research papers in the special issue and considered well-being as a key, which leads to the company outcomes. Following future conspicuous recommendations were given by authors: problems around work modification, obscure work-life conditions should be researched. Thus, from recommendations an assumption comes that the relation between WLB and well-being should be researched. Various theories were used by authors to explain their phenomenon in depth. This paper utilized one of the most relevant Self-Determination Theory (SDT). Nowadays the SDT is arousing interest from employers and practitioners' side, combining the research subject on cross-cultural, vitality, power, mindfulness, relationship, well-being, and so

on. Moreover, the theory can be applied in education, workplaces, organizations, the environment, health care, even COVID-19, and in other practices.

The Self-determination theory will help to understand and explain the research problem because it seeks to explain issues related to intrinsic motivation, wellness, purposes, social satisfaction, psychological well-being, autonomy, competence, relatedness, and so on [16]. For example, by the self-determination theory Trougakos [10] explained the influence of pandemic health anxiety on work, family, and health outcomes.

The SDT also has limits to its estimation like other theories. In comparison with other theories, there are insufficient contradicting investigations on three basic psychological needs. According to Van den Broeck et al., the SDT is deficiently confronted and aligned with other management theories [17]. They argued the need for gratification and the need for derangement should be considered in the SDT. It is explained as above mentioned three needs are not sufficient to be basic psychological needs and they also might be negative. According to Deci and Ryan, the three basic needs are advantageous for all practical implementations [18]. Arenas et al. by the self-determination theory illuminated that the absence of autonomy, competence, and relationship, which are considered as a basic psychological necessity can lead to the poor psychological health and well-being [19]. The present paper utilizes the SDT theory, because it appropriately determines and describes the issue around this topic, taking into account the characteristics of organizations and individuals. This theory covers and explains the chosen topic in order to explain the role of intrinsic motivation for employee wellbeing, whether it has positive or negative association.

## MAIN PART

In this research three directional hypothesis were built.

**Hypothesis 1 (H1).** Work-life balance is positively related to Wellbeing.

**Hypothesis 2 (H2).** Intrinsic motivation is positively associates to WB.

**Hypothesis 3 (H3).** WLB is positively related to intrinsic motivation.

The data were collected from employees of governmental and private local companies, who worked and still are working remotely and on daily duty. Governmental employees were chosen as respondents, because when there was a lockdown all governmental companies provided 80 % teleworking format of work. For example, teachers, who had never used online format of work firstly had to learn how to use cutting edge technologies before teaching distantly. That is why, there appears an assumption, that they could face a problem with wellbeing. As before they were socially interacting with various students by teaching them face to face, still they have to teach distantly. Another assumption about physical wellbeing is that governmental companies did not pay their attention on teachers' physical activities. Participants were 9,1 % females and 90,9 % males, and they had a mean age of 41,9.

Data collection resulted in the total of 33 respondents. The primary data were obtained by the questionnaire, which was adopted from the article of Hasan et al. [5]. The survey consisted of 4 sections: demographic information, measuring satisfaction with work-life balance, measuring wellbeing and measuring intrinsic motivation. The survey was collected in Russian using Google Forms and analyzed using IBM SPSS software program version 23. SPSS was considered as a most appropriate Statistical Program, which helps to perform statistical analysis and data management. Confidentiality of data gathered have been warranted to obtain true information. The respondents were asked to clearly read and fill in the online survey. Answers of respondents were automatically sent to Google Forms. Additionally, all respondents were guaranteed voluntary participation and anonymity of the respondents' data. The second data collection is planning to be performed in February. In total, answers of 200 respondents is planning to be analyzed.

Table 1 below summarize the survey population in terms of gender, marital status, age group, working hours and experience, and occupation. The survey respondent is most likely to be a married female, aged from 50 to 60 years old, working around 40 hours a week with more than 10 years of experience in education.

Table 1 – Participant's characteristics

Variables	Category	Frequency	Percent
Gender	Female	30	90.9
	Male	3	9.1
	Total	33	100
Marital status	Married	19	57.6
	Single	9	27.3
	Divorced	5	15.2
Age	20-30	7	21.2
	30-40	10	30.3
	40-50	2	6.1
	50-60	14	42.4
Working hours per week	No response	1	3
	>24	11	33.3
	>36	2	6.1
	>40	12	36.4
	More than 40	7	21.2
Work experience	1-2 years	4	12.1
	3-5 years	4	12.1
	6-10 years	7	21.2
	More than 10 years	18	54.5
Occupation	Education	22	66.7
	Accounting	2	6.1
	Medicine	2	6.1
	HR	1	3.0
	Logistics	1	3.0
	Manager	1	3.0
	Coordinator	1	3.0
	Unanswered	3	9.1
Total		33	100

Note – complied by the author

**Work-life balance satisfaction.** The independent variable is measured using a 5-point Likert scale from 'not at all satisfied' to 'extremely satisfied'. WLB categories used in the survey ask for satisfaction with time and attention allocation, work like and personal life overall fit and balance and opportunities to complete goals at work and in personal life. We treat 5-point Likert scale as a categorical variable, therefore indicating the equal numerical distance between data points. The mean comparison of each category is shown in Table 2.

Table 2 – WLB measurement

	The way you divide your time between work and personal or family life	The way you divide your attention between work and home	How well do your work life and your personal or family life fit together?	Your ability to balance the need of your job with those of your personal or family life	The opportunity you have to perform your job well and yet be able to perform home-related duties adequately
Mean	3.06	3.09	3.36	3.45	3.3
Std. Deviation	1.059	1.071	0.962	0.971	1.015

Note – complied by the author

Respondents are mostly satisfied with their ability to balance the needs of work life with the needs of personal life (3.45), the least satisfying category is time allocation (3.06).

In this study, Cronbach's alpha to test scale reliability is performed. A higher alpha (more than 0.7) value indicates the internal consistency of the chosen scale (Table 3).

Table 3 – Cronbach's Alpha on WLB

Reliability Statistics	
Cronbach's Alpha	N of Items
0.885	5
Note-complied by the author	

**Wellbeing.** The dependent variable of wellbeing is measured in a 5-point Likert scale showing the frequency of respondents' experienced emotions during the pandemic from 1 (None of the time) to 5 (All of the time). The mean comparison for each of the categories is represented in Table 4.

Table 4 – Wellbeing measurement

	I've been feeling optimistic about the future	I've been feeling useful	I've been feeling relaxed	I've been dealing with problems well	I've been thinking clearly	I've been feeling close to other people	I've been able to make up my mind about things
Mean	4.15	3.97	2.55	3.88	4.19	3.52	4
Std. Deviation	0.755	0.74	0.905	0.857	0.78	0.87	0.866
Note – complied by the author							

The wellbeing categories produce lower standard deviation compared to WLB measurements, this indicated lower variation in responses. The highest rated category is straight thinking (4.19), while the lowest category is feeling relaxed (2.55).

Cronbach's alpha test similarly shows higher reliability range (Table 5).

Table 5 – Cronbach's Alpha on Wellbeing

Reliability Statistics	
Cronbach's Alpha	N of Items
0.716	7
Note – complied by the author	

**Intrinsic motivation.** Another dependent variable used in this paper measures intrinsic motivation a consists of 3 categories Intrinsic Motivation was measured with the 3 items scale developed by Ryan and Connell [20]. Similar approach of 5-point Likert scale from «strongly disagree» to «strongly agree» was used in the measurements. The mean comparison by category is introduced in Table 6.

Table 6 – Intrinsic measurement

	I enjoy the work itself	I find the work interesting	I find the work engaging
Mean	3.76	3.64	3.55
Std. Deviation	1.062	0.994	1.034
Note – complied by the author			

Cronbach's alpha for this variable shown in Table 7 indicates the highest range among the variables used in this study.

Table 7 – Cronbach's Alpha on intrinsic motivation

Reliability Statistics	
Cronbach's Alpha	N of Items
0.958	3
Note – complied by the author	

Similarly to Hasan et al. the study run Exploratory Factor Analysis with principal component analysis in which communalities there were obtained, the range of 0.40 to 0.70 are considered to be most acceptable given in Table 8 [5]. The obtained range is from 0.6 to 0.9, «which further validates that each item shared some common variance with other items in the data set».

Table 8 – PCA communalities

	Extraction
WLB 1	0.7
WLB 2	0.862
WLB 3	0.744
WLB 4	0.665
WLB 5	0.74
Wellbeing 1	0.741
Wellbeing 2	0.708
Wellbeing 3	0.918
Wellbeing 4	0.753
Wellbeing 5	0.681
Wellbeing 6	0.603
Wellbeing 7	0.702
IM	0.855
IM	0.902
IM	0.928
Note – complied by the author	

**Hypothesis testing.** In the result were obtained three new variables by taking the average among every category within WLB, Wellbeing and Intrinsic Motivation. Also it was controlled for categorical demographic information by defining k-1 dummy variables, where k determines number of values. During the regression analyses, however, none of the dummy variables proved to be significant, indicating no relationship between demographic characteristics and work-life balance satisfaction.

First, the study intended to test whether work-life balance is positively related to wellbeing. Table 9 present a p-value for the Wellbeing being significant at 10 % level of significance with a positive coefficient confirming the hypothesis.

Table 9 – Regression Results

	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
(Constant)	1.126	1.087	1.036	0.308
Wellbeing	0.568	0.287	1.975	0.057
Note – complied by the author				



For the second hypothesis, in order to prove mediation, an independent variable Well-being has to be associated with the mediator variable IM. Table 10 depicts significance in the Wellbeing variable at 5 % level of significance. Mediation takes place only when our independent variable is related to the mediator variable.

Table 10 – Regression Results

	Unstandardized Coefficients		T	Sig.
	B	Std. Error		
(Constant)	0.606	1.239	0.489	0.628
Wellbeing	0.811	0.328	2.475	0.019
Note – complied by the author				

Therefore, if there is a mediation effect, our main independent variable will no longer be significant when included in the regression with the mediator variable which can be seen in Table 11.

Table 11 – Regression Results

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	0.847	0.945		0.897	0.377
Wellbeing	0.195	0.272	0.115	0.716	0.479
IM	0.46	0.136	0.54	3.368	0.002
Note – complied by the author					

Lastly, in order to test our final hypothesis, we perform a regression estimation to see the relationship between IM on WLB. Table 12 indicates a significant positive relationship between the two variables ( $p < 0.000$ ).

Table 12 – Regression Results

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.401	0.574		2.44	0.021
WLB	0.69	0.171	0.587	4.036	0
Note – complied by the author					

## CONCLUSION

In conclusion, by reviewing, analyzing, and revealing gaps from previous literature and answers from the survey, the present study was constructed. The paper considered the SDT as one of the suitable theories, which underline the relation between work-life balance and intrinsic motivation on employees' well-being. One of the outcomes indicated no relationship between demographic characteristics and work-life balance satisfaction. The study assumes normal distribution in collected data, however, the lower response rate (33) could potentially be considered not enough to guarantee the neutral skewness of the data and introduce bias. The vast majority of the respondents are female, this could produce a non-representative conclusion about the whole population this study aims to represent. So, research is planning to be continued by collecting data.

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## ЭКОНОМИКАЛЫҚ КРИЗИС ЖАҒДАЙЫНДА АДАМ РЕСУРСТАРЫН БАСҚАРУ

**М. Ж. Сабытханова**

Нархоз Университеті, Алматы, Қазақстан Республикасы

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### АНДАТПА

*Зерттеу мақсаты* – экономикалық тұрақсыздық кезінде жұмыс пен жеке өмір арасындағы тепе-теңдік, қызметкерлердің әл-ауқаты мен ішкі мотивациясы мәселелерін қарастыру.

*Әдіснамасы.* Сандық тәсілді қолдана отырып, бұл зерттеуде мемлекеттік және жеке жергілікті компаниялардың қызметкерлерінен алынған мәліметтер талданған. Бұл жұмыста З. Хасан және т. б. адам ресурстарын басқару, әл-ауқат, жұмысқа қанағаттану және жұмыс пен жеке өмір арасындағы тепе-теңдік аясындағы зерттеуіне шолу жасалды.

*Зерттеудің бірегейлігі / құндылығы.* Персоналды басқару саласындағы зерттеулердің басым көпшілігі қызметкерлердің тиімділігіне арналған. Алайда, әсіресе экономикалық тұрақсыздық жағдайында әл-ауқат, жұмыс пен өмір арасындағы тепе-теңдік және ішкі мотивация сияқты балама стратегияларды зерттеу қажет. Сонымен қатар, өзін-өзі анықтау теориясы тандалды, өйткені ол ішкі мотивациямен, әлеуметтік қанағаттанумен және психологиялық әл-ауқатпен байланысты зерттеу мәселесін терең түсіндіру арқылы құбылысты түсінуге көмектеседі.

*Зерттеу нәтижелері:* бір тұжырым демографиялық айнымалылар мен жұмыс пен жеке өмір арасындағы тепе-теңдікке қанағаттану арасында ешқандай байланыс жоқ екенін көрсетеді. Талдау нәтижесі алынған мәліметтер қалыпты түрде таратылатындығын білдіреді. Алайда, жауаптардың төменгі жиілігі (33) бейтарап деректер асимметриясын қамтамасыз ету үшін жеткіліксіз деп есептелуі мүмкін. Респонденттердің басым көпшілігі әйелдер болғандықтан, зерттеу нәтижелері бүкіл халық үшін көрінбеуі мүмкін. Нәтижесінде, аталған зерттеу деректерді одан әрі жинау жолымен жүргізілетін болады.

*Түйін сөздер:* АРБ, экономикалық турбуленттілік, қызметкерлердің әл-ауқаты, жеке өмір мен жұмыс арасындағы тепе-теңдік, ішкі мотивация.

## УПРАВЛЕНИЕ ЧЕЛОВЕЧЕСКИМИ РЕСУРСАМИ В УСЛОВИЯХ ЭКОНОМИЧЕСКОГО КРИЗИСА

**М. Ж. Сабытханова**

Университет Нархоз, Алматы, Республика Казахстан

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### АННОТАЦИЯ

*Цель статьи* рассмотреть проблему баланса между работой и личной жизнью, благополучия и внутренней мотивации сотрудников во время экономической турбулентности.

*Методология.* Используя количественный подход, в этом исследовании анализируются данные, полученные от сотрудников государственных и частных местных компаний. В этой работе был сделан обзор исследования З. Хасан и др. по управлению человеческими ресурсами, благополучию, удовлетворенности работой и балансу между работой и личной жизнью.

*Оригинальность / ценность исследования.* Подавляющее большинство исследований в области управления персоналом посвящено эффективности сотрудников. Однако, особенно в условиях экономической нестабильности, необходимо исследовать альтернативные стратегии, такие как благополучие, баланс между работой и личной жизнью и внутренняя мотивация. Кроме того,

теория самоопределения была выбрана потому, что она помогает понять феномен, глубоко проясняя исследовательскую проблему, связанную с внутренней мотивацией, социальной удовлетворенностью и психологическим благополучием.

*Результаты исследования.* Один из выводов указывает на то, что не было никакой связи между демографическими переменными и удовлетворенностью балансом между работой и личной жизнью. Результат анализа подразумевает, что полученные данные распределены нормально. Тем не менее, более низкая частота ответов (33) может быть сочтена недостаточной для обеспечения нейтральной асимметрии данных. Поскольку подавляющее число респондентов составляют женщины, результаты исследования могут быть нерепрезентативными для всего населения. В результате, данное исследование будет проводиться путем дальнейшего сбора данных.

*Ключевые слова:* УЧР, экономическая турбулентность, благополучие сотрудников, баланс между личной жизнью и работой, внутренняя мотивация.

### ABOUT THE AUTHOR

**Sabytkhanova Moldir Zhamshidkizi** – PhD Student, Narxoz University, Almaty, Republic of Kazakhstan, email: moldir.sabytkhanova@narxoz.kz, <https://orcid.org/0000-0003-4309-2972>

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### DEVELOPMENT OF INTERNAL GOVERNANCE IN HIGHER EDUCATION: THE EVALUATION OF ADMINISTRATION AND ACADEMIC STAFF ATTITUDE

**G. Manarbek<sup>1,2</sup>**

<sup>1</sup>al-Farabi Kazakh national university, Almaty, Republic of Kazakhstan

<sup>2</sup>The George Washington university, Washington DC, USA

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### ABSTRACT

*The purpose of the present study* is to outline and justify the role of internal governance in higher education institutions to provide an effective quality management.

*The methodology:* The study is carried out using the questionnaire designed solely to higher education sector based on key peculiarities and features of an academic field.

*The originality of the paper* is that it discusses the findings of the research about the role of effective internal governance for the effective quality management in higher education. Secondly, the current study is the first attempt to study the role of internal governance as one of the most important pillars of quality management in higher education at the regional level.

*The findings of the study* reveal that both administrative and academic staff of higher education institution (Kazakh national university) consider the importance of developing key procedures and processes in aligning to internal stakeholders' needs. The obtained results demonstrate the feasibility of the proposed dimensions of internal governance and open new insights into the concept of quality management from the perspectives of an institution's internal environment.

*Keywords:* university administration, academic staff, internal governance, quality management.