

ROTATION AND PROFESSIONAL MOBILITY IN THE CIVIL SERVICE: A COMPARATIVE ANALYSIS OF KAZAKHSTAN AND INTERNATIONAL PRACTICE

Gulsara Junusbekova¹

Received:
February 28, 2026

Revised:
March 7, 2026

Accepted:
March 16, 2026

DOI:
10.56289/ijcsrp.240

ABSTRACT

This article analyses the mechanisms of rotation and professional mobility for civil servants in the Republic of Kazakhstan, as well as in several highly developed countries, including some OECD member states. Rotation and professional mobility are viewed as key instruments of strategic human resource management in the public sector. In the context of global challenges, growing public scrutiny, and increasing demands placed on government institutions, the need to strengthen the strategic competencies of civil servants has become particularly evident. The methodological foundation of the study includes content analysis of regulatory documents, a review of academic literature, comparative case studies, and an examination of reports by international organisations such as the OECD, SIGMA, and UNDESA. In many developed countries, approaches to rotation and professional mobility have evolved from formal, procedural mechanisms toward more strategic models of human resource management designed to enhance competencies and develop leadership potential. In Kazakhstan, although such measures were previously administrative in nature and primarily aimed at preventing corruption, current efforts are increasingly focused on building a strategically grounded system of personnel mobility. The article identifies priority areas for institutional strengthening that can support the sustainable development of the civil service rotation system in Kazakhstan.

Key words: *civil service, rotation, professional mobility, competencies, management, HRM, OECD, Kazakhstan, comparative analysis*

INTRODUCTION

Contemporary experience demonstrates the growing importance of personnel mobility and rotation in strengthening the effectiveness of public administration and improving civil service systems. The expanding range of government functions, coupled with higher expectations for managerial competence, underscores the need for flexible personnel deployment mechanisms - an approach closely linked to strategic human resource management (OECD, 2023). For countries whose civil service systems are transitioning from a traditional to a hybrid model, including the Republic of Kazakhstan, achieving an optimal balance between integrity, stability, and the development of professional potential has become particularly urgent.

In international practice, the introduction of rotation for civil servants is understood as an instrument of personnel policy that enhances professionalisation, adaptability, and the institutional sustainability of the civil service. In the context of ongoing public administration

¹ Ph.D., Professor, Director of the Institute of Applied Research, Academy of Public Administration under the President of the Republic of Kazakhstan, Kazakhstan (Scopus ID: [57211720295](#), Researcher ID: [ABF-5386-2020](#)). Email: Gulsara.Dzhunusbekova@apa.kz

reforms in Kazakhstan, a systematic analysis of existing personnel mobility mechanisms - and an assessment of their alignment with modern strategic approaches to human resource management - has become increasingly relevant.

International analytical and regulatory documents underscore the importance of flexible career trajectories, managed mobility, and inter-organisational exchange of experience within the civil service. These sources generally refrain from prescribing rotation as a universal or mandatory instrument. For example, OECD (2001), SIGMA (2017), and UNDESA (2021) highlight issues such as the professionalisation of the civil service, the development of managerial competencies, the implementation of merit-based principles, institutional sustainability, and the mitigation of corruption risks. Although these documents do not explicitly mandate rotation for officials occupying high-risk or long-tenure positions, they emphasise the value of gaining diverse professional experience - where rotation is integrated with interagency collaboration, cross-functional tasks, and on-the-job learning.

LITERATURE REVIEW

Contemporary academic scholarship conceptualises civil service mobility as a multidimensional phenomenon encompassing various forms of personnel movement - from intra-organisational rotation to transfers across different public bodies and institutions. A meta-analysis conducted by Khoirh and Soeling (2025), based on 30 peer-reviewed studies, shows that well-structured mobility systems positively influence employee productivity, readiness for organisational change, and overall engagement. The authors draw particular attention to the distinction between planned and ad hoc mobility, emphasising that the strategic design of mobility policies plays a crucial role in determining their outcomes. Their findings indicate that although transfer policies, including job rotation and reassignment, are intended to enhance workforce flexibility, diversify skills, and support career development, poorly implemented mobility can result in job dissatisfaction, reduced motivation, and the erosion of professional competencies.

Mikkelsen (2025) similarly argues that leadership mobility contributes to the diffusion of managerial expertise, supports the transfer of leadership competencies, and fosters the accumulation of institutional knowledge across the civil service system. He concludes that interdepartmental and intersectoral mobility enables public officials to acquire a broader set of managerial competencies, thereby strengthening strategic coherence across the government apparatus.² Similarly, Khoiroh and Soeling (2025) argue that structured rotation and transfer policies contribute substantially to enhancing adaptability, engagement, and productivity among public sector employees. At the same time, other studies point to negative outcomes - such as demotivation and reduced institutional trust - when mobility decisions are politically motivated or lack transparency. Cyan and Pasha (2017) argue that frequent transfers, rotations, and reassignments within the civil service can negatively affect on-the-job learning, accountability for outcomes, and incentives for skill development.

Comparable findings have been reported in research examining the influence of mobility on job satisfaction, staff retention, and organisational performance, indicating that the quality of mobility implementation significantly affects both individual and institutional outcomes. A number of scholars emphasise that insufficient legal regulation of rotation and career transfer processes can lead to labour disputes and undermine employee rights. Kau and Gjika (2024),

² The author classifies professional mobility into three main categories: intra-level mobility (within the same level of government), inter-level mobility (between central and local authorities), and intersectoral mobility (between the private and public sectors).

for example, contend that establishing clear legal frameworks for transfers is essential to ensuring effective protection of public sector employees. In their view, in the absence of such regulation, mobility mechanisms may be subject to abuse by employers.

In Kazakhstani academic literature, Orazbayeva (2025) highlights the potential of job rotation as a mechanism for career development and as an instrument for preventing corruption. At the same time, the author stresses that to ensure the effectiveness of rotation, it is essential to consider a number of potential risks, including loss of specialised knowledge, challenges related to adaptation, and possible declines in employee motivation. Rotation must also be designed in a way that does not undermine continuity or stability in long-term projects, which requires careful planning of both timing and conditions.

Broadly, analyses conducted by many international scholars conceptualise mobility not as an obligation for employee rotation but as a voluntary process motivated by factors such as improved career prospects, enhanced job security, better working conditions, higher remuneration, and stronger public service motivation. Voluntary mobility and transfers are thus viewed primarily as outcomes of employee initiative or strategic career planning rather than as mandatory rotation requirements.

Conversely, Ali (2020) examines how a politically contested environment shapes public employees' intentions to seek alternative positions. Drawing on strategic management and systems theory, the study links resource instability and shifts in political leadership to higher rates of employee turnover. At the same time, the research underscores the crucial role of civil servants - particularly those in leadership positions - in ensuring governmental effectiveness, both in terms of policymaking and policy implementation.

Mobility is also examined in UNDESA reports (2015; 2021), which identify voluntary forms of professional mobility as an alternative to coercive personnel decisions. The reports emphasise that mobility should support employee development and organisational learning rather than serve as a punitive or mandatory administrative measure. Likewise, the OECD considers mobility a central component of contemporary human resource management systems in the public sector. Additional OECD analyses underscore that mobility among senior executives plays a crucial role in shaping leadership development systems within government (OECD, 2018).

In these assessments, mobility is conceptualised as an integral element of strategic human resource management aimed at fostering a flexible and resilient civil service. The OECD stresses that mobility should be closely integrated with career development pathways, professional training, and performance evaluation mechanisms, ensuring coherence across all personnel management processes. In particular, the OECD (2023) highlights that the degree of flexibility within the civil service is closely linked to the availability of professional mobility opportunities, provided they are balanced with mechanisms that safeguard institutional stability.

In several countries, staff rotation and mobility are implemented as integral components of targeted personnel and management policies. In Singapore, interdepartmental mobility forms part of a comprehensive framework for developing managerial and leadership competencies and functions as an important mechanism for preparing future senior officials.³

³ *Leadership and talent development framework*. <https://www.psd.gov.sg/our-services/leadership-and-talent-development> and *Public Service Leadership Careers*. <https://jobs.careers.gov.sg/jobs/hrp/11642924/005056a3-53e2-1edc-8e93-348b4f5533a0>. Government of Singapore. Public Service Division (2019).

In Japan, within the longstanding tradition of lifelong civil service, job rotation is a core element designed to cultivate universal management and coordination skills essential for the effective operation of central government agencies (OECD, 2018). Equally, in Anglo-Saxon administrative systems - such as the United Kingdom, the United States, and Canada - greater emphasis is placed on voluntary mobility, the development of high-potential talent pools, and the targeted use of temporary assignments and interdepartmental secondments. These instruments serve as platforms for professional and leadership development. Mobility is promoted through expanded career opportunities and professional learning initiatives rather than imposed as a universal mandatory requirement.⁴

According to OECD analyses, institutionalised mechanisms for temporary mobility and staff exchange in the Republic of Korea are designed to enhance interagency cooperation, develop managerial talent, and strengthen trust in public institutions. However, these instruments are applied selectively and do not constitute a universal or mandatory rotation system for all civil servants (Kim, 2012; OECD, 2023).

OECD analytical reviews on the modernisation of the civil service in the Republic of Kazakhstan similarly emphasise the need to reinforce strategic human resource management, develop managerial and leadership competencies, and broaden the range of available HR instruments. While various forms of mobility - such as temporary assignments, secondments, and rotational elements - already exist in Kazakhstan, they have not yet been integrated into a coherent system of strategic career planning. These observations provide an important foundation for further development of mobility and rotation mechanisms that are both aligned with the national context of civil service reform and consistent with global standards in public sector human resource management (OECD, 2018; OECD, 2025).

METHODOLOGY

The methodological foundation of this study is grounded in a comprehensive interdisciplinary approach that integrates elements of comparative public administration and administrative law. Several analytical tools were applied in the research. First, a comparative case study method was used to analyse institutional models of personnel mobility in the Republic of Kazakhstan, Singapore, the Republic of Korea, the United Kingdom, the United States, and Canada. Second, content analysis of regulatory and strategic documents was conducted to identify the goals, principles, and the institutional logic underlying mobility and rotation mechanisms. Third, institutional-chronological analysis was employed to assess the extent to which rotation and mobility instruments have been incorporated into civil service human resource management systems over time.

The selection of countries reflects their affiliation with different administrative traditions (Anglo-Saxon, East Asian, and Continental European) and the existence of formally institutionalised mobility mechanisms within their civil service systems (OECD, 2018; OECD, 2023). The empirical basis of the study includes national legislation and personnel strategies, OECD and SIGMA analytical reports, as well as academic publications addressing rotation, professional mobility, and career development in the civil service.

⁴ *Talent mobility guidance – Annex E*. UK Government, Cabinet Office (2024).

<https://www.gov.uk/government/publications/knowledge-asset-management-in-government/talent-mobility-guidance-annex-e>; *Intergovernmental Personnel Act (IPA)*. U.S. OPM (2020). <https://www.opm.gov/policy-data-oversight/hiring-information/intergovernment-personnel-act/>; *Directive on talent management*. Government of Canada. <https://www.tbs-sct.canada.ca/pol/doc-eng.aspx?id=32621> Treasury Board of Canada Secretariat. (2020).

RESULTS AND DISCUSSION

The institution of rotation in the civil service is a key instrument of human resource policy aimed at strengthening the sustainability, professionalisation, and integrity of public administration. In the context of ongoing public administration reforms in the Republic of Kazakhstan, assessing the current rotation model and examining existing practices is particularly important.

Table 1: Regulatory changes regarding the institute of rotation in the Republic of Kazakhstan

Year	Regulatory act	Key provisions related to rotation
2014	<i>Rules for the Rotation of Administrative Civil Servants of Corps "A".</i> Presidential Decree No 721 (13 January 2014) (repealed 29 December 2015)	Established the first procedural rules governing rotation for administrative civil servants of Corps "A".
2015	<i>Law "On the Civil Service of the Republic of Kazakhstan"</i> No 416-V (23 November 2015)	Introduced rotation as a statutory norm for the first time (Article 41).
2015	<i>On Certain Issues of Civil Service.</i> Presidential Decree No 152 (29 December 2015)	Defined rules, procedures, timelines, categories, and positions subject to rotation.
2019 – 2021	Amendments to the Law "On the Civil Service of the Republic of Kazakhstan" (2019 No 273-VI; 2020 Nos 357-VI and 393-VI; 2021 No 42-VII)	Updated rotation provisions, clarified procedures, and introduced new sub-articles regulating mobility.
2022 – 2023	Law "On Civil Service", as amended (27 June 2022 No 129-VII; 20 March 2023 No 214-VII)	Adjusted the rotation regime for certain categories of civil servants; updated rules on applying rotation, exemptions, and related procedures.
2023	Presidential Decree No 265 (19 June 2023) (amendments to Decree No 152 of 2015)	Revised the Rotation Rules, including procedures, categories, conditions, rotation schemes, service housing provisions, payments, and exemptions.
2024	Presidential Decree No 687 (30 October 2024) (amendments to Decree No 152 of 2015)	Updated terms and conditions for rotation of administrative civil servants of Corps "B", including tenure thresholds and consequences of refusal.
2025	Presidential Decree No 779 (12 February 2025)	Clarified rules on consent, payments, exemptions (including on pension grounds), and additional procedural aspects of rotation.
2025	Presidential Decree No 1070 (31 October 2025) "On approval of the list of leadership positions in law enforcement and civil defence agencies subject to rotation, and the Rules for their transfer"	Approved a list of positions subject to mandatory three-year rotation; established procedures for transfers in the Prosecutor General's Office, Financial Monitoring Agency, Ministry of Internal Affairs, and Ministry of Emergency Situations.
2025	Order of the Acting Minister of Foreign Affairs No 11-1-3/156 (18 March 2025) (amending the <i>Rules for the Rotation of Diplomatic Service Personnel</i>)	Regulated continuous tenure in foreign missions, mandatory return to Kazakhstan, and inclusion in the personnel reserve within one month after dismissal.

Source: compiled by the author based on regulatory acts.

An analysis of the chronology of regulatory developments shows that in Kazakhstan, the institutional foundations of the rotation mechanism have been shaped gradually and

systematically over the past decade. Content analysis of national legislation and subordinate regulations indicates that rotation is primarily applied as a mandatory mechanism for specific categories of managerial positions, as established in the law.⁵

However, an analysis of the implementation of existing regulations shows that rotation has, in practice, been applied to a narrow set of positions, used only sporadically, and has not been embedded within a coherent or strategic career development framework. The current Kazakhstani model is characterised by several structural limitations:

- Predominantly an anti-corruption-oriented approach to mobility;
- Limited differentiation of rotation requirements across job categories and functions;
- Weak linkage between rotation and individual development plans or competency-building trajectories;
- Insufficient integration of rotation into broader strategic human resource development processes within the civil service.

By contrast, in many developed countries, rotation and career mobility mechanisms are primarily conceptualised as forms of voluntary mobility designed to support strategic human resource development, enhance competencies, and foster professional and leadership growth within the civil service.

As shown below, in Table 2, Singapore does not have a dedicated law governing civil service rotation, unlike Kazakhstan. Instead, mobility is embedded within the broader administrative management and leadership development framework implemented by the Public Service Division (PSD). Mobility is operationalised through structured career paths, targeted assignments, and experiential placements across different sectors of the public service. The *Public Service Leadership Careers* programme provides future leaders with systematic rotational opportunities and practical exposure to diverse policy and managerial contexts. This integrated approach supports functional mobility and the development of managerial and leadership competencies.⁶

Likewise, the United Kingdom does not maintain a statutory system mandating rotation for civil servants. Instead, mobility is guided by policy documents issued by the Cabinet Office, such as *Talent Mobility Guidance – Annex E*. These documents outline recommended HR practices aimed at expanding mobility, including temporary appointments (secondments), cross-departmental placements, and mechanisms for sharing expertise between organisations. Crucially, these recommendations are advisory rather than binding; they encourage mobility but do not impose mandatory transfers on civil servants.⁷

In the United States, the Intergovernmental Personnel Act (IPA) Mobility Programme establishes the legal basis for temporary assignments of government employees. These assignments may take place between federal, state, and local government bodies, as well as other eligible organisations, such as universities. The IPA mechanism is designed to support professional development by enabling employees to acquire new skills and broaden their experience without altering the terms of their primary employment contract. While the

⁵ Law No. 687 (29 December 2015) “On Amendments and Supplements to the Decree of the President of the Republic of Kazakhstan No. 152 ‘On Certain Issues of Civil Service’.” <https://adilet.zan.kz/rus/docs/U2400000687>

⁶ *Leadership and talent development framework*. <https://www.psd.gov.sg/our-services/leadership-and-talent-development> and *Public Service Leadership Careers*. <https://jobs.careers.gov.sg/jobs/hrp/11642924/005056a3-53e2-1edc-8e93-348b4f5533a0> Government of Singapore. Public Service Division (2019).

⁷ *Talent mobility guidance – Annex E*. UK Government, Cabinet Office (2024). <https://www.gov.uk/government/publications/knowledge-asset-management-in-government/talent-mobility-guidance-annex-e>

program promotes the exchange of best practices and strengthens interagency cooperation, participation is voluntary rather than mandatory for public servants.⁸

Table 2: Comparative analysis of the institute of career mobility in other countries

Country	Official consolidation in regulatory legal acts	The nature of mobility	Source
Singapore	No dedicated law; mobility is embedded within the <i>Public Service Leadership Careers</i> framework of the Public Service Division (PSD).	Mandatory for leadership tracks; voluntary for specialist and expert tracks.	Public Service Division Singapore
United Kingdom	No dedicated law; mobility is guided by Cabinet Office recommendations, including <i>Talent Mobility Guidance – Annex E</i> .	Encouraged and supported through policy guidance; not mandatory.	UK Government
United States	No dedicated law; temporary mobility regulated through the <i>Intergovernmental Personnel Act (IPA) Mobility Program</i> .	Limited mobility; temporary assignments and exchanges.	Office of Personnel Management
Canada	No dedicated law; mobility regulated through the Treasury Board's official HR directives and guidelines.	Mandatory for some managerial groups (e.g., through temporary assignments); voluntary for others.	Government of Canada

Source: compiled by the author based on national regulatory frameworks and official documents

In Canada, public service mobility is regulated through human resources policies issued by the Treasury Board. These policies outline instruments such as temporary assignments, interdepartmental secondments, and deployments, which allow employees to move between organisations without changing their substantive position. All these tools aim to expand opportunities for skill development and mobility within the broader HR strategy of the federal public service. Importantly, they do not impose compulsory mobility requirements on all employees but instead serve as mechanisms to advance strategic workforce objectives.⁹

In the Republic of Korea, civil service mobility and professional development are implemented not through mandatory rotation, as in Kazakhstan, but through a well-established system of personnel exchanges and specialised development programs. These instruments form an integral part of the government's overall human resources management framework, supporting continuous learning and cross-organisational collaboration.¹⁰ The Ministry of Personnel Management (MPM) actively implements mobility programmes that allow civil

⁸ *Intergovernmental Personnel Act (IPA)*. U.S. OPM. <https://www.opm.gov/policy-data-oversight/hiring-information/intergovernment-personnel-act/>

⁹ *Assignments and secondments: Public service mobility*.

<https://www.canada.ca/en/government/publicservice/workforce/staffing/mobility/secondments-assignments.html> and *Public service mobility*. <https://www.canada.ca/en/government/publicservice/workforce/staffing/mobility.html> Government of Canada.

¹⁰ *State Public Officials Act: Purpose and general provisions (English translation)*. Korea Law Information Center (2016). <https://www.law.go.kr/LSW/lsInfoP.do?lsiSeq=183544&urlMode=engLsInfoR&viewCls=engLsInfoR>

servants to take temporary assignments in other ministries and agencies. These assignments are designed to broaden professional experience, promote participation in interdepartmental projects, and enhance overall employee competitiveness. The skills and competencies gained through such exchanges are reflected in performance evaluations and considered in decisions on career advancement.

Importantly, the Korean approach treats interdepartmental mobility as a developmental instrument rather than a coercive requirement. This model, described in OECD reviews as a form of “strategic mobility,” combines voluntary participation with structured talent-development mechanisms. Korea’s engagement in international HR initiatives further highlights the country’s emphasis on long-term strategic capacity building within the civil service.¹¹

By contrast, the practice of rotation in Kazakhstan has demonstrated that, in the absence of clearly defined objectives and guiding principles, mobility measures often assumed a formal character, were perceived by civil servants as coercive, and contributed to the outflow of qualified specialists. The absence of such differentiation reduces the effectiveness of the rotation system and negatively affects the stability of the civil service corps. For example, the current rotation framework requires the mandatory transfer of political civil servants, administrative civil servants of Corps “A,” and administrative civil servants of Corps “B” to new positions every four years from the date of their initial appointment.¹²

However, in practice, this requirement is largely implemented on a formal basis and does not achieve the intended level of personnel mobility. Data for 2021–2023 show persistently low rates of actual rotation: during this period, no more than 15% of employees subject to mandatory rotation were reassigned (2021 - 15%, 2022 - 7.5%, 2023 - 7.6%). The lack of clearly defined objectives and measurable performance indicators for rotation has led civil servants to perceive it primarily as an administrative obligation rather than a tool for professional development. As a result, its motivational impact has diminished, and the mechanism has fallen short of delivering the outcomes originally envisioned.

Additionally, in 2024 the list of administrative civil service positions subject to rotation was expanded.¹³ According to official reports, as of 1 November 2024, more than 700 civil servants newly covered by this requirement had been serving in their positions for more than four years. Under the provisions of the decree, these employees are subject either to rotation or to an extension of their tenure in accordance with the legally established procedures.

Survey findings presented in the *National Report on the State of the Civil Service in 2024* indicate that 27.1% of civil servants assessed their financial situation as below average. Among them, 27% emphasised the need for stronger social guarantees - particularly for family members - when undergoing job transfers.¹⁴

At present, the Law of the Republic of Kazakhstan “On Civil Service” (23 November 2015) does not include legal provisions that would allow family members of employees undergoing rotation to receive social support services such as assistance with placement in kindergartens

¹¹ Ministry of Personnel Management of the Republic of Korea. *Fundamental principles and classification of public officials*. <https://www.mpm.go.kr/english/system/publicOfficials> and *International cooperation activities*. <https://www.mpm.go.kr/english/international/activities>

¹² Decree of the President of the Republic of Kazakhstan No 152 (29 December 2015) “On Certain Issues of Civil Service”. <https://adilet.zan.kz/rus/docs/U1500000152>

¹³ Presidential Decree No 687 (30 October 2024) with amendments to Decree No 152 of 2015.

¹⁴ National Report on the State of Civil Service in the Republic of Kazakhstan (2024). <https://www.gov.kz/memleket/entities/qyzmet/documents/details/640535?lang=ru>

and schools, or access to leisure and other social infrastructure. For example, data from January 2025 indicate that the internal human-resource reserves of the government apparatus - particularly existing vacancies - were not being fully utilised. Out of approximately 7,000 vacant positions, 1,600 had remained unfilled for an extended period. This situation reflects a persistent “personnel shortage” within the public administration system, which significantly complicates the comprehensive implementation of job rotation in Kazakhstan’s civil service.¹⁵

The *National Reports on the State of the Civil Service of the Republic of Kazakhstan* for 2024–2025 document the regulatory expansion of mandatory rotation and, for the first time, provide aggregated quantitative data on the number of employees meeting the rotation criteria. However, these documents primarily conceptualise rotation as an administrative instrument for ensuring continuity of public functions, rather than as a component of strategic human resources management. This approach highlights the fragmented nature of rotation’s institutionalisation and the absence of a coherent strategic vision for its development.

CONCLUSION

The study found that the current rules and institutional arrangements governing rotation in Kazakhstan’s civil service are largely superficial and exert limited influence on managerial decision-making in the context of strategic human resources management.

International experience demonstrates that effective personnel mobility and diversified career paths are achieved through a balanced combination of mandatory rotation for specific categories of positions and voluntary mobility options for a broader range of civil servants. Such systems are typically supported by well-designed incentives, transparent procedures, adequate guarantees, and long-term career planning mechanisms.

The analysis indicates several positive effects of rotation, including:

- increased adaptability, engagement, and efficiency of employees when rotation is based on merit and forward-looking workforce planning;
- the development of diverse skills and competencies, contributing to career progression.

However, ineffective implementation - manifested in arbitrary or politically motivated transfers - undermines motivation, generates dissatisfaction, and may lead to broader organisational instability. Transparency and timely information are essential to mitigating negative consequences and ensuring continuity of operations.

To stimulate meaningful rotation in Kazakhstan, it is critical to develop and introduce effective incentive mechanisms. We propose linking participation in rotation programs to the following benefits:

- accelerated career advancement;
- priority consideration for inclusion in the strategic talent pool;
- expanded access to high-quality professional training and development programs;
- additional financial incentives or salary increases.

The Agency for Civil Service Affairs of the Republic of Kazakhstan is currently preparing a draft law aimed at strengthening the role of rotation as a tool of strategic human resources

¹⁵ National Report on the State of Civil Service in the Republic of Kazakhstan (2025).
<https://www.gov.kz/memleket/entities/qyzmet/documents/details/825723>

management. This represents an important step in modernising the country's civil service system.

Our research highlights the need for further empirical work on the relationship between rotation, employee productivity, and psychological well-being. Longitudinal studies and comparative analyses across different government agencies are necessary to assess the long-term effects of rotation on performance, organisational stability, and employee outcomes.

REFERENCES

- Ali, S. B. (2020). *Does political turbulence encourage fight or flight for federal employees? Examining political environments and turnover intent*. *Public Personnel Management*, 49(2), 262–289. <https://doi.org/10.1177/0091026019863460>
- Cyan, M. R., and Pasha, O. (2017). *A symbiosis of civil service and politics in transfers: The case of Pakistan's management cadres*. *Public Administration*. <https://doi.org/10.1111/padm.12355>
- Kau, R., and Gjika, J. (2024). *Harmonizing Legal Frameworks: A Comparative Legal Overview of Employee Transfers in Albania and Selected EU Countries*. *ESJ Humanities*, 20(23). <https://doi.org/10.19044/esj.2024.v20n23p20>
- Khoiroh, M., and Soeling, P. D. (2025). *How transfer policies affect civil servant performance: A systematic literature review*. *Eduvest – Journal of Universal Studies*, 5(8). <https://doi.org/10.59188/eduvest.v5i8.52050>
- Kim, P. S. (2012). *Does person-organization fit matter in the public sector?* *Public Administration Review*, 72(6), 830–840. <https://doi.org/10.1111/j.1540-6210.2012.02572.x>
- Mikkelsen, M. F., Bjornholt, B., Pedersen, L. H., & Hansen, J. R. (2025). *Understanding the mobility of public leaders: Switching between sectors and governmental levels*. *Public Management Review*. <https://doi.org/10.1080/14719037.2025.2481584>
- OECD (2001). *Public sector leadership for the 21st century*. OECD Publishing. <https://doi.org/10.1787/9789264195035-en>
- OECD (2018). *Benchmarking civil service reform in Kazakhstan*. OECD Publishing. https://www.oecd-ilibrary.org/governance/benchmarking-civil-service-reform-in-kazakhstan_9789264288096-en
- OECD (2018). *Public service leadership and capability: Towards a senior civil service system*. OECD Publishing. <https://doi.org/10.1787/9789264290211-en>
- OECD (2023). *Public employment and management 2023: Towards a more flexible public service*. OECD Publishing. <https://doi.org/10.1787/5b378e11-en>
- OECD (2025). *OECD public governance scan of Kazakhstan: Toward a more agile, responsive and effective public administration*. OECD Publishing. https://www.oecd-ilibrary.org/governance/oecd-public-governance-scan-of-kazakhstan_f8298798-en
- SIGMA/OECD (2017). *The principles of public administration*. OECD Publishing. <https://www.sigmaweb.org/publications/principles-public-administration.htm>
- United Nations Department of Economic and Social Affairs (2016). *Compendium of innovative practices in public governance and administration for sustainable development*. United Nations. https://digitallibrary.un.org/record/1319295/files/Compendium_Public_Governance_and_Administration_for_Sustainable_Development.pdf
- United Nations Department of Economic and Social Affairs (2021). *World public sector report 2021: Rebuilding trust in government*. United Nations. <https://publicadministration.un.org/en/Research/World-Public-Sector-Reports>

United Nations Department of Economic and Social Affairs (2021). *World public sector report 2021: National institutional arrangements for implementation of the Sustainable Development Goals—A five-year stocktaking*. United Nations.

https://digitallibrary.un.org/record/3944754/files/wpsr2021_full-report_24aug-final.pdf