

## THE ROLE OF THE CULTURE OF HAPPINESS IN THE EFFECTIVENESS OF THE STATE APPARATUS

Zhanar  
ZHAKUPOVA

Master student, Academy of Public Administration under the President of the  
Republic of Kazakhstan, Nur-Sultan, Kazakhstan, zh.zhakupova@apa.kz

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**Abstract.** The purpose of this article is to outline the main concepts of improving efficiency in the system of the state apparatus of the Republic of Kazakhstan by improving Human Resources management system in these organizations. Based on the data from international and local statistical resources, performance of state bodies in Kazakhstan is not currently sufficiently effective despite the involvement of high professionals in this sector working even more than eight hours a day.

Multiple studies of organizations in the developed countries show that happy employees are more productive and creative. In this regard, the author of this article measured the level of happiness in the government agencies, which occupy the first and last positions in the System of annual assessment of the performance of state bodies of the Republic of Kazakhstan in order to determine whether there is a correlative dependence between the level of employee's happiness and effectiveness of the employer.

Based on the analysis of the data obtained, recommendation are provided in the article to improve human resources management system, specifically, via measuring level of employee satisfaction and forming positive working culture in the state bodies.

**Keywords:** performance, state body, civil servant, human resources management technology, happiness.

**JEL codes:** J28, J81, O15, Z18

**Аңдатпа.** Бұл мақала адам ресурстарын басқару технологияларын жетілдіру призмасы арқылы Қазақстан Республикасының мемлекеттік аппараты қызметінің тиімділігін арттыруға арналған. Жоғары кәсіби және жоғары білімді мемлекеттік қызметшілердің, оның ішінде белгіленген сегіз сағаттық жұмыс күнінен артық белсенді жұмысына қарамастан, халықаралық және ұлттық рейтингтердің деректері мемлекеттік органдар қызметінің жеткілікті емес тиімділігі туралы айтады.

Бірқатар дамыған елдердің зерттеулері бақытты қызметкерлер анағұрлым өнімді және креативті екенін көрсетті. Осыған байланысты, мақала авторы бақыттың деңгейі мен мемлекеттік органның тиімділігі арасындағы корреляцияның болуын немесе болмауын анықтау үшін Қазақстан Республикасының Мемлекеттік органдар қызметінің тиімділігін бағалау жүйесінде бірінші және соңғы позицияларды алатын екі мемлекеттік органның бақыт деңгейін өлшейді. Алынған мәліметтерді талдау негізінде мақалада персоналды басқару технологияларын жетілдіру, атап айтқанда, бақыт деңгейін өлшеу тәртібі және мемлекеттік органдарда бақыт мәдениетін қалыптастыру бойынша ұсыныстар келтірілген.

**Түйінді сөздер:** қызметтің тиімділігі, мемлекеттік орган, мемлекеттік қызметші, персоналды басқару технологиясы, бақыт

**JEL кодтар:** J28, J81, O15, Z18

**Аннотация.** Данная статья посвящена совершенствованию технологий управления человеческими ресурсами для повышения эффективности деятельности государственного аппарата Республики Казахстан. Поскольку несмотря на активную работу высокопрофессиональных и высокообразованных государственных служащих, в том числе свыше установленного восьмичасового рабочего дня, данные международных и национальных рейтингов говорят о недостаточной эффективности деятельности государственных органов.

Исследования ряда развитых стран показали, что счастливые работники более производительные и креативные. В связи с чем, автор статьи замеряет уровень счастья в двух государственных органах, занимающих первые и последние позиции в Системе оценки эффективности деятельности государственных органов Республики Казахстан, для определения наличия или отсутствия корреляции между уровнем счастья и эффективностью государственного органа. На основе анализа полученных данных в статье приведены рекомендации по совершенствованию технологий управления персоналом, в частности замеру уровня счастья и формированию культуры счастья в государственных органах.

**Ключевые слова:** эффективность деятельности, государственный орган, государственный служащий, технология управления персоналом, счастье

**JEL codes:** J28, J81, O15, Z18

### Introduction

The current policy of the Republic of Kazakhstan is aimed at improving the quality of life of the population and including our country to the list of 30 most developed countries in the world [1]. This goal can be

achieved in case effective measures are taken by the state organizations.

At the same time, as international and local data show, the performance of our governmental organizations is not at the sufficiently effective level yet.

Thus, in the research index data called "Effectiveness of the Government", which is created as part of the global study "Governance Matters" based on the World Bank methodology and accompanying document showing the ratings of countries in the world in terms of quality and efficiency of public administration, Kazakhstan was scored only 54.33 points out of 100 possible [2]. According to the Rating assessment of work efficiency of regional heads or akims during the last six months of 2019 conducted by Public Fund "Center of social and political science "Strategy" [3], the work of all akims in our country was rated only 3-4 points out of maximum 7 points. Based on study results conducted by the Sange Research Center [4] as part of the public monitoring of the quality of public services, the population satisfaction in our country with the quality of public services is only 65.9%.

This is despite the fact that the state employees have a high expertise and often times are working more than the time set by the labor legislation (working over-time in the evening, weekends and holidays).

Results of research by foreign organizations conducted during the last 10 years show that happy employees are more successful and productive and may bring greater benefits to their employers [5].

Therefore, one of the determining factors of the current situation, according to the author, is that, as a result, a certain part of state employees who are not happy and satisfied with their work do not seek any ways to improve their services to the community, sometimes taking not thorough, non-verified and non-effective decisions.

In this regard, the purpose of this article is to determine whether or not there is a link between the employee's happiness and work satisfaction and the effectiveness of the state body of the Republic of Kazakhstan, as well as factors that influence the employees' happiness at work. For this purpose, the following tasks were resolved:

- the concept and aspects of "happy employee" and work satisfaction were studied;

- components of the state employees' satisfaction were determined and a questionnaire was developed to measure the level of satisfaction in the civil service of the Republic of Kazakhstan;

- the level of happiness in some government agencies were studied and measured;

- recommendations have been developed to improve the level of happiness in the public service.

The author of the article developed 2 hypotheses:

- null hypothesis – the state of happiness among state employees does not affect the effectiveness of the state organization.

- the first hypothesis is that the state of happiness among state employees affects the effectiveness of the state organizations.

A set of quantitative and qualitative methods of analysis was used.

### **Analysis of the theory, concept and aspects of happiness at work.**

In 1998, Martin Seligman started research on positive psychology, which explores different ways of making person happy, not only in every-day life but also at work. Until now, one study on what makes a person satisfied and happy accounted for 17 studies on depression and mental disorders [6]. Previously there was a perception that positive feeling caused by achieving success is possible only when people work hard, but the latest research show the opposite.

Happiness precedes success, not results from it. This is due to the fact that the brain in a positive mood is 31% more productive than in a neutral, negative or stressful state [7]. Thus, happiness and optimism contribute to the effectiveness of employees, giving them a competitive advantage, which the creator and lecturer of the famous course about happiness at Harvard University, Shawn Achor [7] calls the advantage of happiness. His conclusion is formulated based on research of 1,600 Harvard students and dozens of companies included to the list "Fortune 500 companies" in forty-two countries.

The University of California at Berkeley also conducted research on the role of employee satisfaction, which involved 272 employees, whose level of positive emotions was measured and after that their performance was monitored during the period of one year and six months. Based on results of this research, employees whose level of satisfaction was higher from the very beginning of the research were more successful at work

during the research period, received higher salaries, and had better relationships at work [8].

The same results of the research were demonstrated by Sonja Lubomirski, Laura King, and Ed Diener, who, after analyzing 225 studies, came to conclusion that life satisfaction leads to successful business results.

Jan Muhlfelt and Melina Costi [5] showed by figures a number of advantages of positive thinking, both for companies and for employees (Figure 1).

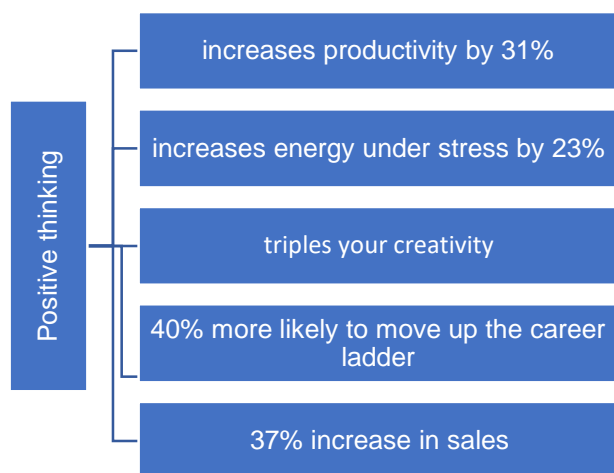


Figure 1. Positive thinking

How does this work on a chemical level? Positive emotions fill the brain with dopamine and serotonin and thus activate the brain, which in turn improves memory, helps to organize the information received and think creatively.

Such world-famous companies as Google, Microsoft and Zappos have taken this into account and create all conditions for employees to be happy and satisfied – flexible working hours, individual approach to everyone, different types of bonuses, etc.

After studying impressive results of the above-mentioned foreign researches, I got interested in finding whether there is a correlation between employee's satisfaction and work productivity in the public sector in our country. To get answer to this question, I decided to measure the level of happiness among employees in two central state organizations, one of which occupy the leading position and the other one the last position in the list of the System of annual assessment of the performance of state bodies of the Republic of Kazakhstan [9].

There are various methods for determining the level of happiness among

employees, out of which the simplest tool is a questionnaire. For its development, international experience was analyzed and focus groups and semi-formal interviews were created and conducted using the "Delphi method" among civil employees in Almaty Territorial Division of the Agency for Civil Service Affairs and in the Ministry of Industry and Infrastructure Development. Focus groups were divided into sub-groups on management levels – ordinary staff (subordinates) and heads of divisions, heads of departments. The deputies were interviewed during semi-formal interviews. Interviews were conducted to find-out the main components and questions for the survey, in particular, to determine the components of happiness among civil servants.

The results showed that for all ordinary employees and heads of divisions, happiness is hidden in a good salary, because it would allow them to feel financially free and secured. The next factors are job satisfaction and achievements, ability to grow professionally, ability to self-realize and bring benefits to the country and to the population. Also, almost all group members mentioned the team environment as one of the components of satisfaction and happiness at work. For some employees, the concept of happiness is connected with family well-being and ability to have a working schedule that would allow them to dedicate enough time to their family.

As factors bringing dissatisfaction and unhappiness among employees, they mentioned excessive regulatory procedures of civil service and the inability to implement innovations in some cases, for example, when conducting competitions requirements, trainings, and evaluations. There was also an incommensurable level of restrictions and prohibitions imposed on civil servants and wages received. In this regard, the respondents consider necessity to restore the balance by creating positive working conditions and benefits, for example, reimbursing travel fees, beneficial conditions when applying for credits for real-estate, educational allowances for employees' children, etc.

Overall, managers rated themselves as happy people and employees. At the same time, they believe that when you can see the result of your work visually, such as built roads, the level of happiness of the

employee increases. In this regard, employees working at production sector, in their opinion, are happier. They also mentioned team environment as another important factor, that is why they put all the efforts to maintain a healthy working environment in the organization and in the team. Such factors as ability to realize themselves, understanding and support by the management, compensation package, allowability to take creative decisions, and working conditions also play a crucial role for them. They lack stability feeling due to structural changes and reorganizations and are frustrated when receive unclear instructions and guidelines or urgent telephone messages which require immediate actions, as all this leads to non-sufficiently analyzed and ineffective decisions.

Based on the results of focus groups and interviews, a questionnaire was compiled to measure the level of happiness, which consisted of two blocks and one question. In the first block, respondents were requested to prioritize the components of happiness and assess them based on a five-points scale, as well as to answer to a non-mandatory question. The second block contained standard questions about the respondent-gender, age, and position.

**Analysis of the level of happiness and job satisfaction in the state organizations of the Republic of Kazakhstan, which occupy the first and last positions in the list of the System of annual assessment of the performance of state bodies of the Republic of Kazakhstan.**

As mentioned above, the questionnaire was compiled for the purpose of conducting a survey in the central state bodies of the Republic of Kazakhstan, which occupy the first and last positions in the list of the System of annual assessment of the performance of state bodies of the Republic of Kazakhstan (hereinafter – Performance assessment) to determine whether or not there is a correlation between the employee satisfaction level and the effectiveness of state organizations.

Performance assessment was introduced by the Decree of the President of the Republic of Kazakhstan in 2010 in order to improve the effectiveness of the state bodies. Its task is to analyze the performance of state agencies in the following areas: achieving strategic goals,

interacting with the population and organizational development. Based on the results of the analysis, state agencies are assigned scoring points in each area, and then the total score is set.

Based on results of the assessment for 2018, the Agency of the Republic of Kazakhstan for Civil Service Affairs (hereinafter - the Agency) received a total score of 92.15, which corresponds to a high degree of efficiency. The Ministry of Health of the Republic of Kazakhstan (hereinafter - the Ministry) received the lowest overall score based on the results of the assessment for 2018 - 68.08, which corresponds to a low degree of effectiveness.

Taking into account that the Agency's result, as in 2017, is the best indicator among all central state bodies, and on the contrary, the Ministry takes the last place in 2017 and 2018, the survey was conducted in these state bodies. The results of the survey, taking into account the availability of nominal and ordinal data, were analyzed using two types of statistical analysis: Chi square and Ordinal regression.

**Results of a survey conducted in the Agency**

The Agency has a total staff of 137 people and an actual number of staff of 85, so the representative sample included 73 people. The survey was conducted among all levels of civil servants.

In the questionnaire, first of all, respondents were requested to prioritize factors that affect their sense of happiness at work, among which were:

- compensation package;
- ability to contribute to the development of the country and improve the life of the population.
- well-being in your personal life;
- recognition;
- balance between work and personal life;
- opportunity to develop;
- team environment and relationships in the team;
- optimal workload.

Unfortunately, it was not possible to assess the priority of each factor in the overall picture, since the respondents did not respond correctly. For example, respondents rated several factors equally, or did not rate all factors. In this regard, the results obtained could not be translated into

ordinal variables and then used in the inferential analysis. At the same time, the compensation package component was assessed by state employees as the highest priority factor – 51.4% (Table 1).

Table 1. Priority of factors that affect the feeling of happiness at work in the Agency

№	Question	Frequency	Percent
1	compensation package	37	51,4
2	the ability to contribute to the development of the state and improve the life of the population	11	5
3	well-being in your personal life	8	11.1
4	Recognition	5	6.9
5	balance between work and personal life	3	4.2
6	opportunity to develop	1	1.4
7	relationships in the team	1	1.4
8	optimal workload	6	8.3
	Total	72	100.0

Comparison analysis between the question "Do you consider yourself a happy employee?" and information on gender, age, position, marital status and having children, have shown that there is no relationship between these indicators. At the same time, the closest indicator was for marital status, to wit: married people were happier (Table 2).

Table 2. The influence of marital status on the feeling a happy employee at the Agency

			Marital status		Total
			married	not married	
Do you consider yourself a happy employee?	Happy	Count	17	5	22
		Expected Count	14.6	7.4	22.0
	Less happy	Count	13	10	23
		Expected Count	15.2	7.8	23.0
	Middle happy	Count	12	4	16
		Expected Count	10.6	5.4	16.0
	Middle not happy	Count	0	3	3
		Expected Count	2.0	1.0	3.0
	Not happy	Count	1	0	1
		Expected Count	.7	.3	1.0
Total		Count	43	22	65
		Expected Count	43.0	22.0	65.0

An ordinal regression was also performed for the following ordinal data: "Do you consider yourself a happy employee?"- on the one hand, and "Evaluate whether your salary meets your expectations", "Recognition", "Opportunity to develop", "Work-life balance", "Relationships in the team", "Matching the workload to your expectations", "Do you perform at work what you do best", "Do you like what you do at work", "What mood do you go to work

with", "With what feelings do you leave office in the evening", "How work does affect your health" - on the other hand. The test showed that there is a statistical significance and relationship between the considering of being a happy employee and the ability to develop, relationships in the team, whether employees like to do what they do best, and the impact on health (Table3).

**Table 3. Influence of factors on the considering of being a happy employee in an Agency**

№	Question	Significance
1	[Do you consider yourself a happy employee = 1]	.003
	[Do you consider yourself a happy employee = 2]	.024
	[Do you consider yourself a happy employee = 3]	.366
	[Do you consider yourself a happy employee = 4]	.679
2	[Evaluate the opportunity to develop = 1]	.007
	[Evaluate the opportunity to develop = 2]	.002
	[Evaluate the opportunity to develop = 3]	.018
	[Evaluate the opportunity to develop = 4]	.081
	[Evaluate the opportunity to develop = 5]	.
3	[Evaluate the relationships in the team = 1]	.285
	[Evaluate the relationships in the team = 2]	.761
	[Evaluate the relationships in the team = 3]	.857
	[Evaluate the relationships in the team = 4]	.047
	[Evaluate the relationships in the team = 5]	.
4	[Do you do what you do best at work = 1]	.010
	[Do you do what you do best at work = 2]	.037
	[Do you do what you do best at work = 3]	.062
	[Do you do what you do best at work = 5]	.
5	[How work does affect your health =1]	.003
	[How work does affect your health =2]	.058
	[How work does affect your health =3]	.393
	[How work does affect your health =4]	.

Thus, despite the fact that more than half of the Agency's respondents initially identified the compensation package as the most priority factor for feeling happy, the results of inferiority tests showed that this factor does not affect them. The most important factor for feeling the happiest employee was the ability to develop themselves (in terms of significance). Additional factors are the relationship in the team, the ability to do what they like and the impact on health.

#### ***Results of the survey conducted in the Ministry***

Staff number of state employees in the Ministry is 243, the actual number is 211, and the representative sample is 136.

The Ministry's respondents were asked to prioritize 8 factors that affect happiness at work. Just like in the Agency's survey results, it was not possible to assess the priority of each factor, because the respondents did not respond correctly. However, the majority of respondents - 39.4% rated the compensation package as a very important factor (Table 4).

**Table 4. Priority of factors that affect the feeling of happiness at work in the Ministry**

№	Question	Frequency	Percent
1	compensation package	54	39.4
2	the ability to contribute to the development of the state and improve the life of the population	28	20.4

3	well-being in your personal life	14	10.2
4	Recognition	13	9.5
5	balance between work and personal life	4	2.9
6	opportunity to develop	4	2.9
7	relationships in the team	1	.7
8	optimal workload	19	13.9
	Total	137	100.0

Comparing the question "Do you consider yourself a happy employee" with the characteristics of respondents showed that the link was determined only with the position held. It should be noted that there were more ordinary employees who felt happy than managers.

Ordinal regression was performed for the following data on the one hand - "Do you consider yourself a happy employee?" and on the other hand - "Evaluate whether your salary meets your expectations",

"Recognition", "Opportunity to develop", "Work-life balance", "Relationships in the Team", "Matching the workload with your expectations", "Do you do what you do best at work", "Do you like what you do at work", "What mood do you go to work with", "With what feelings do you leave the office in the evening", "How work affects your health". The test showed that Ministry employees have a relationship between feeling happy and being able to develop, matching workload and recognition (Table5).

**Table 5. Influence of factors on the considering of being a happy employee in the Ministry**

№	Question	Significance
1	[Do you consider yourself a happy employee = 1] [Do you consider yourself a happy employee = 2] [Do you consider yourself a happy employee = 3] [Do you consider yourself a happy employee = 4]	.065 .915 .018 .000
2	[Evaluate recognition = 1] [Evaluate recognition = 2] [Evaluate recognition = 3] [Evaluate recognition = 4] [Evaluate recognition = 5]	.889 .777 .261 .048 .
3	[Matching the workload with your expectations = 1] Matching the workload with your expectations = 2] [Matching the workload with your expectations = 3] [Matching the workload with your expectations = 4] [Matching the workload with your expectations = 5]	.358 .180 .017 .018 .342 .593 .

### ***Comparative analysis of the results of the poll Agency and the Ministry***

In the Agency and the Ministry, initially, employees define the material component or compensation package as the main factor for feeling happy as an employee. This is not surprising, since all employees, as a rule, do not hesitate to talk about the salary as priority factor. However, inferiority tests suggest that the most important thing for both governmental bodies is the ability to develop.

It should be noted that numerous studies in the field of happiness also show that material goods or compensation package affect the state of happiness only as long as they are necessary to meet basic

needs - food, real estate, qualified treatment. But when they are achieved, further income growth stops to directly affect the level of happiness of people [10]. A study by the University of Rochester on the lives of 147 College graduates found-out that respondents who achieved fame and wealth were less happy than those who achieved more significant goals, such as personal development [5].

Two hypotheses were put forward before conducting the surveys:

the null hypothesis – the state of happiness of civil servants does not affect the effectiveness of the state organization. It should have been confirmed if there was no

difference between the level of happiness of the Agency and the Ministry;

the first hypothesis is that the state of happiness of civil servants affects the effectiveness of public authorities. This hypothesis is confirmed if the level of happiness in the Agency is higher than in the Ministry.

Since we use ordinal data (happiness level), the ChiSquare t-test was used to test the null hypothesis. The results of the test showed that the levels of happiness in the Agency and the Ministry are not equal, and accordingly we reject the null hypothesis.

The analysis of expected and actual responses shows the following:

- we expected that there would be 19.3 happy people in the Agency, but in fact there were more than 23 of them. And on the contrary, we estimated 36.7 happy people in the Ministry, but there were less than 33 of them;

- the same situation for less happy people - we expected that there would be 4.1 unhappy people in the Agency, but in fact there were less than 1. And on the contrary, that there will be 7.9 unhappy people in the Ministry, but there were more than 11 of them.

The same situation was observed employees unhappy in average (Table 6).

**Table 6. Comparing the level of happiness of Agency and Ministry employees**

			State body		Total
			Agency	Ministry	
The level of happiness	Happy	Count	23	33	56
		Expected Count	19.3	36.7	56.0
	Less happy	Count	26	33	59
		Expected Count	20.3	38.7	59.0
	Middle happy	Count	19	43	62
		Expected Count	21.4	40.6	62.0
	Middle not happy	Count	3	17	20
		Expected Count	6.9	13.1	20.0
	Not happy	Count	1	11	12
		Expected Count	4.1	7.9	12.0
Total	Count	72	137	209	
	ExpectedCount	72.0	137.0	209.0	

Thus, according to the test results, Agency employees are happier than Ministry employees. These data confirm the first hypothesis – the happier employees are more efficient, and controversially, the level of happiness of employees affects their effectiveness.

#### **Conclusions and recommendations**

All countries of the world set a goal to make their people happy. This is what Aristotle said 2400 years ago, the right to strive to be happy was guaranteed by the Declaration of Independence of the United States, the Kingdom of Bhutan replaced GDP with gross national happiness, and the UAE opened the Ministry of Happiness.

The Strategic development plan of Kazakhstan until 2025 [11] aims to improve the quality of life of the population, which is revealed in different sources, as the level of satisfaction of material, spiritual and social human needs. Thus, we also want to bring

happiness to the citizens of our country. How successful we will be in achieving this task depends on the state apparatus, in particular, on the productivity of each employee.

Numerous foreign studies have proved that the happier the employees, the more productive they work, think more creatively and less ill. This research in the civil service of Kazakhstan also proved that there is a correlation between efficiency and the level of employee happiness. According to the survey results, Agency employees are happier and, according to the Performance assessment, more efficient than Ministry employees who are less happy and less efficient. Thus, the first hypothesis put forward by the author for consideration was confirmed – the level of happiness of employees affects the effectiveness of the state body.

It is well known that only what can be measured can be controlled. Therefore, first, it is necessary to create a platform on which the human resources management services of state bodies (hereinafter referred to as HRMS) could conduct monthly pulse surveys and once a half - year or a year to conduct expanded pulse surveys to measure the level of employee happiness. Pulse surveys are a modern trend in the HR industry, because they allow you to determine a given value in the minimum possible number of questions (for example, Gallup Group uses 12 questions to determine the level of engagement).

Additionally, the information system should process the results and provide analytics that should be used by the HRMS to take an action. For example, according to the results of a study conducted in both state bodies, employees identified the most important factor affecting the state of happiness, not the material component or compensation package, but the opportunity to develop. Accordingly, the HRMS will be aware of what is that employees lack and work in this direction. We should move away from the practice of analysis for the sake of analysis, it should be carried out to develop a specific action plan. This platform could be integrated with the e-kyzmet information system.

Secondly, it is necessary to change the role of HRMS by moving away from the clerical work to the functional work by strategic HR. To do this, it is necessary to train all employees of HRMS to work in new technologies of human resource management, among which there will be issues of increasing the level of staff happiness and instilling positive thinking. The new master's program of the Academy of Public Administration under the President of the Republic of Kazakhstan (hereinafter - the Academy) under the program "Human resource management" can partially solve this issue. However, the coverage of the

employees to implement the HRMS will not be complete and we do not have enough time to wait for the completion of master's programs. Therefore, a special training course for all HRMS should be developed by the Academy.

At third, it is necessary to instill the skills of positive thinking and happiness and conduct training on a permanent basis for the entire management of state bodies. This can be based on the experience of South Korea on-line training in the e-kyzmet information system. As the Emir of Dubai, Prime Minister and Vice President of the United Arab Emirates, Mohammed bin Rashid al Maktoum [12] says, "Always look at your team positively, give them positive energy, raise their level of moral development and work to make them happy, then they in turn will bring happiness to society."

Based on the conducted interviews and focus groups, I also consider it appropriate:

- to fix the ban on the reorganization of a state body earlier than 5 years after the last structural changes;

- review the competitive procedures for employees for admission and promotion to the public service, which would allow highly qualified, committed people to enter the public service. Competitive procedures should also be introduced in higher state bodies – the Office of the Prime Minister of the Republic of Kazakhstan and the Administration of the President of the Republic of Kazakhstan;

- to instill a culture of volunteerism for state employees, as people feel happier when helping others.

In order for the public state service to become effective, it is necessary to make public state employees happy and then they can bring happiness to the population by implementing effective public policies.

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## **МЕМЛЕКЕТТІК АППАРАТТЫҢ НӘТИЖЕЛЕГІНДЕГІ БАҚЫТ МӘДЕНИЕТІНІҢ РӨЛІ**

**Жанар ЖАҚЫПОВА**, Қазақстан Республикасы Президентінің жанындағы Мемлекеттік басқару академиясының магистранты, Нұр-Сұлтан, Қазақстан, [zh.zhakupova@apa.kz](mailto:zh.zhakupova@apa.kz)

## **РОЛЬ КУЛЬТУРЫ СЧАСТЬЯ В ЭФФЕКТИВНОСТИ ГОСУДАРСТВЕННОГО АППАРАТА**

**Жанар ЖАКУПОВА**, Магистрант Академии государственного управления при Президенте Республики Казахстан, Нур-Султан, Казахстан, [zh.zhakupova@apa.kz](mailto:zh.zhakupova@apa.kz)