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«Business psychologist in Kazakhstani companies: new step of managing system in organizations»

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Business psychologist in Kazakhstani companies: new step of managing system in organizations

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Abstract of “Business psychologist in Kazakhstani companies: new step of managing system in organizations”, by Kuderov Gulnur, HSE KAZGUU University, May 2021.

The different factors directly influence the business and to people who work in organizations. Numerous researchers point out the mental issues that influence employees in the organization. In addition, much literature highlighted the drawbacks of employees' mental health and how it influences the working process. Nowadays the many studies of research show the importance of Business psychologists in the organization to succeed and increase the performance of employers. Furthermore, the foreign organizations in different countries practice the Business psychologist opportunities to get beneficial results in organization culture and economic growth. What is the situation in the Kazakhstani organization? Do Kazakhstani organizations need the service of Business psychologists? To find the answers, this dissertation examines the necessity of the Business-psychologist in the Kazakhstani organization. To reach the purpose of the dissertation research includes several qualitative methods. First of all to identify the demand of Business Psychologists the content analysis of several Kazakhstani job portals was made. And to collect the qualitative data an in-depth interview was used. According to the data analysis, the necessity of the Business Psychologist in Kazakhstani organizations were identified. Moreover, according to the COVID-19 Pandemic situation, Kazakhstani organizations faced vast changes that directly influenced the employees' mental health. Thus, it was concluded that HR specialists highlighted the importance of the Business psychologist in the Kazakhstani labor market.

The given work found out that Kazakhstani organizations must take into consideration the mental health issues of employers and employees to manage the organization and increase the economic growth of the organization.

Key words: business psychologist, managing organization, mental health, Kazakhstani companies

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Introduction

In recent years, the increase in economic growth directly connected with global digitalization and competitiveness of the economy directly depends on the quality of human capital. And the digital era makes completely different requirements for the labor market. The approaches for work are changed likewise human resource management is becoming increasingly important for Kazakhstani companies (Kvasov I.A., Levina N.V., 2018). According to the World Bank's (Doing Business 2020) reported Kazakhstan is ranked 25th for Ease of Doing Business. It shows that the country has moved up three positions compared with the previous year. Since the adoption of the "Strategy-2050" Kazakhstan entered the top five most dynamically developing world states. At the same time, the country faces the national task of joining the 30 competitive economies of the world (Kazakhstanskaya Pravda, 2012). And for the economic growth of the country, Kazakhstan must change the approaches to human capital according to the developed countries' strategies. (Charissa Freese and Rene Schalk, 2009) research study emphasized, in some cases, the correlation of needs of employment and modern employees are the one of the greatest challenges of modern Organization. Organizations and labor markets faced different challenges. These changes are caused by behavioral changes of employees, cultural diversity, modern technologies, and globalization. Employees also faced changes. The labor market needs highly skilled employees. The workforce faced different conditions like flexible working hours, remote working. Organizations and the workforce, accordingly, will change the attitude to the work process. Organizations must react quickly, and it directly influences the psychological contract of employees.

Present decade work in the organization needs new approaches. The institutions of society and the organization's work system have changed. The globalization process adds new systems in managing organizations. Diversity changes the values of an organization. Even though Organization behavior and work conditions take an important place in the workplace of an organization the human resources are indispensable, whose knowledge and performance advance the organization's purpose, mission, and strategies. According to (Fortune, 1998) the best way to be a successful organization was a company's

ability to attract, motivate, and retain talented people. And modern Business world norms require specialists with a high level of professional skill and psychological knowledge. And to understand the employees 'job satisfaction, the basics of business, support colleagues, deal with people, and develop the effectiveness and competitiveness of an organization by the implantation of a psychological approach. Referring to (Antonova, Ivanova, and Stroh, 2014) finding this approach was developed in the UK and called Industrial and Organizational psychology. Understanding of the business area plays a significant role in business. In the Business world, knowing the work environment inside and out is a core aspect of success. These and other issues are dealt with by business psychology because Business-psychology studies human behavior in the workplace. This area of psychology specializes in the work environment, employee job satisfaction, and work tasks. These work tasks can be at individual and group level because it depends on the objectives of work performance.

Presently, the Kazakhstan business market is changing. The different business approaches face in Kazakhstani organization. And World pandemic situation, COVID-19 influence on the social, economic aspects of the people's life. World transformations are happening in the world and Kazakhstan is no exception. Modern Kazakhstani market business faces crucial issues like burnout, job satisfaction, stress, and the mental health of employers in the workplace. Whereas advanced countries give importance to organizational psychology, Kazakhstan`s business market area does not have enough specialists that deal with the burnout, job satisfaction, stress, and the mental health of employers in the workplace. And this gap may lead to expenses of the Kazakhstani Organization. With the help of this study, it will be possible to reach the purpose of the project to determine the importance of Business Psychologists in Kazakhstani Organizations. Also give exact answers to the questions: "Does the organization of Kazakhstan need Business-psychologists within the Organization", "What benefits Business Psychologists would bring to Kazakhstani Organizations?"

The structure of the research work includes an in-depth literature review, which considers the working fields of Business psychology. A qualitative analysis will be used to satisfy the research objectives. The

content analysis will help to investigate the labor market of Kazakhstan and the demand of the Business psychologist profession. In addition, the in-depth interview will be conducted with the HR specialists and Business consultants. Thus, specialists` opinion is a helpful tool in understanding the necessity of a Business Psychologist role in Kazakhstani Organizations.

These research work findings will be beneficial for the organizations for better understanding the significant role of Business psychologists in Kazakhstani companies. And it will help organizations to construct organizational culture strategies, which will be beneficial for the organization's economic growth. Also, the results of the study help to highlight the importance of psychological aspects in Organization.

Literature Review

In the 21st century, technology influences how businesses create and capture value, when, where, and how people do their jobs, and how people interact, communicate and collaborate with each other (Schwab, 2016). It means Organizations must have prepared their business with challenges that will be faced during the changes in the digitalization era. Because (Zuboff, S. 1995) claims that the new organizational workplace is absolutely different. Technologies influence all into the all level of organizational processes in the Organization and transform the workplace. According to the findings (Andreev, Sinelnikov, 2008; Morgachev, 2013), the benefits of the organization directly depends on employees. Because employees are the core capital of every Organization. Also, in recent years, organizations emphasize diverse human resources values, cultural, ethnic norms that embrace the prospective organization growth. Moreover, referring to the (Holvino, E. H., Ferdman, B. M., & Merrill-Sands, D, 2004) findings organizations need to motivate a large variety of employees to reach specific tasks and goals while maintaining cultures that influence positive team dynamics and while developing and supporting engagement and leadership of employees. Furthermore, in foreign literature, changes in modern business according to the different factors like technologies, lifestyle, and human attitudes directly influence the organization's strategies.

Background history

(Landy, 1997) highlighted the first information about psychology approaches in business that appeared in 1903 and the concept of Business-psychology had been written in 1910. Referring to the historical review of (Helio Carpintero, 2017) and (Kris Powers, 2019) the interest in the psychological approach in the workplace had been started at the beginning of the twentieth century. According to the differences of individuals in mind and behavior level, they paved the new concept of scientific approach, which provided effective human adaptation in the workplace. Moreover, the new approach would be beneficial to increase the workers' job satisfaction in the workplace and it directly influences the high level of performance of employees. Organizational psychologists can provide services in the business, government sector, consultancy services for firms and academies. Depending on the working area, an Organizational psychologist calls Business Psychologist, an Industrial psychologist. They can answer the questions like ``what things motivate employees?``, ``which business strategy will be beneficial for employee's performance?`` etc. According to Chimiel, N. (2000), Shimmin, S., & van Strien, P. J. (1998), Pitariu, H. D. (1991) reports Organizational psychology has developed in the United States also, UK, Australia, Germany, the Netherlands, and eastern European countries such as Romania. Organizational psychology is the fastest growing profession in the United States (The United States Department of Labor's Bureau of Labor Statistics, 2015). Foreign Organizations deeply understand the importance and benefits of Business-psychologists within the organizations. In addition, Industrial and Organizational Psychology is a field of psychology that studies people, work behavior (performance of tasks), and work settings to understand how behavior can be influenced, changed, and enhanced to benefit employees and organizations. Regarding the (Edgar H. Schein, 2015) article, Organizational psychology considers group dynamics, organizational cooperation between employers. In addition, business psychology commonly engages in consulting, diagnosis, designing, implementation, performance assessment. As independent professionals, having non-biased, scientifically grounded, Business-psychologists can advise on a wide array of work-life issues, from career development to large-scale organizational adjustments. They help organizations better understand problems and challenges. For example, high employee turnover and low

engagement through using social science research methods to study human behavior at work. Business Psychologist creates solutions for organizational adjustments and challenges. For instance, the development of psychometric tools and assessment methods in order to improve the recruitment of employees. Also, they accompany the organization in the implementation of solutions to organizational issues through the arrangement of high-quality change processes, efficiently facilitating adjustments and not shifting responsibility for the client's problem. Business Psychologist demonstrates evidence of the benefits of the intervention at the individual and organizational levels. A key principle of business psychology is measurability and tracking the quality of change and studying human life improvement practices and in the organization all over diverse working contexts. For instance, choice of professions, growth of career, professional health, the effective elevation of employees and generally in the organization, introducing innovations. Furthermore, it is based on combining an understanding of the science of human behavior, and experience in the world of work to achieve effective, sustainable work for individuals and altogether organization. Business psychology is a practice basis on applied science, which explores to make people more effective. The science of Business Psychology is aimed at creating healthy, productive, and mutually beneficial relationships between people and organizations, better aligning their multiple and sometimes competing needs. The study of people, workplaces, and organizations is conducted through the use of a wide range of psychological research methods within work processes and the mutual exchange of experience with the business. The result, therefore, is the formation of practice-honed solutions that fit the realities of modern business.

Business-psychology

Referring to the (Hodge, Anthony, & Gales, 2003) book Organization is the place, which influences to a huge amount of people behavior and life. For instance, it affects to the education, relationships, health, and development. The organization is a huge system, which consists of processes like Organizational culture, Group dynamics, Innovation, strategic change, and organizational learning, Organizational development. (Hodge, Anthony, & Gales, 2003) highlighted managing systems, strategies, changes

directly influence to the whole Organization, because it is one system. Many researchers investigated the Organization development issues and identified the core aspects of organizational development. (Burke, 1982, p. 10) highlighted that Organization development is a process of change. Moreover, it planned and directly influenced the organization's culture, structure. In addition, the behavioral science technologies, researches, and theories can impact the Organizational development aspects. The findings of Cummings and Worley, 1997 proved the veracity of Burke`s research investigations that behavioral sciences directly provide the development of the organization. And the effectiveness of the Organization will increase if the plan of development and reinforcement of the organization and its structure, strategies of development will be planned and identified. All changes and processes are implemented by people in the Organization. People are the influencers of the process. Nowadays, understanding the psychological aspects of people who are working in business is part of the professional and economic growth of Organization. Because of Organization is a company or other group of people that works together for a particular purpose (**ORGANIZATION**). In the case of Organization, researches directly take into consideration teams and group cooperation. (Goldstone, R.; Roberts, M. & Gureckis, T. 2008) highlighted: “Group behavior is the interaction between individuals of a collective and the processes such as opinions, attitudes, growth, feedback loops, and adaptations that occur and change as a result of this interaction”. Huge Organizations deal with large amounts of people, for that reason understanding of groups and team dynamics is important.

(Adam Grand, 2013) investigated many organizational and work process issues and highlighted that when a company works with an awareness of employees and identifies the personality type of employee (taker or giver), it will be beneficial to divide work allocation within the team. He explained that depending on the psychological aspects of people, they behave in different ways that can change the working process in the organization. Also, it directly impacts the way of communication in work processes. Because of that, the organization takes into consideration an inclusive workplace environment for the employees and (Nancy R. Lockwood, 2003), Human Resource professional emphasizes work-life balance in the

workplace. This topic is rising to the top of many employers' and employees' consciousness. She highlighted that organizations make comfortable workplaces and strategies to increase the employee's job satisfaction and decrease the stress in the workplace. Organizations understand that their employees' work productivity is connected to their health and emotional stability. Well-being programs, workplace conditions directly influence employees' mental health in the organization. Interesting fact that, in Bowling, K., Eschleman, J., & Wang, Q (2010) findings highlighted job satisfaction connected positively with life satisfaction.

People are working and work is an important part of our lives. It is a place where we spend most of our time, cooperate with other individuals, create, and earn income. In some cases, people are faced with the crucial moments that will change their living conditions. One of the facts, people are faced with moments that influence mental health in an organization. According to the (Mental Health Foundation, 2016) report: *"Value-added to the economy by people who work and have or have had mental health problems, reaching £ 225 billion a year. This represents 12.1% of the UK's total GDP."* Organizations must take into consideration mental health issues because employees are the assets of the Organization. Workplaces with high levels of mental well-being are more productive. Referring to the (Oswald, A.J., Proto, E., & SgROI, D. 2015) report that taking care of well-being at work increases productivity by as much as 12%. According to these data, we can outline those team buildings, well-being programs, which are provided with the right approach, will be beneficial for Organizations.

Referring to (Gaston Harnois, Phyllis Gabrielthe, 2000), and the consequences of mental health problems in the workplace can increase depression, stress, and burnout. These features directly impact the employee's productivity. The main resource of success for an Organization is a productive employee, who will create new approaches. (Yildirim & Arslan, 2020) highlighted in their findings, stressful life conditions have negative effects on the mental health and psychological functioning of a person and lead to psychological problems. It means employees will be less productive. And it directly impacts the other employees and the working process of the Organization system. In addition, the (US National Institute

for Occupational Safety & Health, 1998) outlined job stress can be defined, when employees' job responsibilities are not satisfied with job conditions. Employee, in some cases does not tell it directly, but he or she will show the emotional attitudes in the workplaces. Issues with mental health, job satisfaction, stress may lead to the depression of employees in an organization. Referring to the Lerner D, Henke RM report, depression reduces cognitive performance by about 35% and 20 % of physical job tasks of employees. These data provide a significant role in a healthy workplace. (US Department of Labor, Bureau of Labor Statistics, 2018) report studies mentioned that about 63% of Americans are part of the US labor force. (Melek SP, Norris DT, Paulus J, Matthews K, Weaver A, Davenport S., 2018) researchers reported that by uniting medical and behavioral health care services, the United States could save \$37.6 billion to \$67.8 billion a year. (Michailidis &Georgiou, 2005) highlighted that occupational stress threatens the quality of life of employees. Thus, with the help of this data, the USA prevents special methods to decrease the level of stress in the workplace. Furthermore, the researchers (Babakus, Yavas & Ashill, 2009; Barrick, Mount, & Strauss, 1994; Blonk, Broersen, & Frings-Dresen, 2004; DeCroon, Sluiter, Kim & Stoner, 2008) mentioned stress in workplace costs, employers influence to turnover and lowered job performance. Additionally, (Brough, O'Driscoll, 2010; Emslie & Hunt, 2009) findings show that occupational stress, work/life imbalance, can negatively affect work and personal success. Even though the Organization can offer other employees, it could not occur again. For that reason, Organizations, first of all, must change strategies of development. In addition, (Potkany, 2008; Potkany, & Giertl, 2013) findings highlighted job satisfaction of the working-age person who plays a significant role in terms of its motivation, performance, work efficiency, not least in terms of mental health. In (Arnold, 2007) researches the concept of "job satisfaction" is highlighted as an indicator of the psychological well-being of man, or mental health. (Pauknerova, 2006) assumes: "Right job satisfaction encourages and motivates a person to perform better and is a precondition for the efficient use of labor". High motivated employees will be paginated about work and respect the organization, which provides a high level of working conditions. The organization will be beneficial because of the people who are

feeling convinced in their job. According to the (Howard, J. L., & Frink, D. D., 1996) findings, where the author pointed out that the happiness of people in organizations directly impacts workplace productivity. And the key moment is that the decision-making process in this case will be beneficial and reduce the level of stress. In addition, (Howard, J. L., & Frink, D. D., 1996) highlighted low levels of stress and pressure in the workplace will increase the level of job satisfaction because employees feel comfortable with the organization, where they work, and it directly influences the business.

Organizations by solving mental health in the workplace, they can decrease health care costs for businesses and employees. These workplace psychological approaches are dealt with by Organization business psychologists and (Zedeck, 2011) findings provide organization attempts to improve the workplace environment through motivation, diversity, work attitudes, leadership, culture, and mental health of employees. And Organizational psychology represents the area of psychology that applies psychological principles to the workplace, including the structure of organizations.

The researches Vinchur, A.J, & Koppes, L.L. (2010), Griffin, M.A, & Clarke, S. (2010) and Hart, P.M & Cooper, C.L. (2002) reported Organizational psychologists directly work with the occupational stress in the workplace and they are involved in organizational interventions to manage the productivity. Moreover, Organizational psychologists organize the tools that help to reduce the stress level and increase the performance, health, and wellbeing within the organization. Liu, C, Spector, P, Jex, S. (2005) and Beehr, T. A., & Glazer, S. (2005) mentioned: `` Occupational stress is concerned with physical and psychosocial working conditions (termed stressors) that can elicit negative responses (termed strains) from employees``. Regarding Spector, P.E., & Fox, S. (2005) findings occupational stress may lead to the negative issues that influence the organization performance. For instance, the stress in the workplace that happens because of the conflict between supervisor and employee can precipitate anger and it impacts emotional instability, which turns counterproductive workplace behavior. And, nowadays, its organizations are faced with multiculturalism, social responsibility, and new forms of organization. Organizational psychology deals with the employee's motivation in an organization. Pinder, C. C.(2008)

mentioned: "Work motivation is a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work-related behavior, and to determine its form, direction, intensity, and duration". Because of (Jex, S.M. and Britt, T.W. 2008) findings to identify and predict the behavior of employee specialists uses the motivation as a tool, while behavior influences the performance. In addition, Mitchell, T.R. and Daniels, D. (2003) highlighted the role of motivation in an organization and marked organization should understand and structure the work environment to encourage productivity and discourage the unproductive actions. Referring to the (Viteles MS 1953) findings, concepts of "need, motive, or drive" emphasized the appearance of work. In most of the cases motivation is considered in the correlation of job satisfaction and productivity. High-motivated employees work harder and will be more productive. And theories that cover the motivation cases help organizations engage the employees in the work process and get high productive employees (Vinacke E, 1962).

Presently, one of the crucial situations in the world is the COVID-19, which has changed the sequence of life. (World Health Organization 2020) reported the outbreak of COVID-19 as a global health emergency on 31 January 2020. According to the Committee for the Coordination of Statistical Activities COVID-19 directly influences all systems of the World: economy, health sector, lifestyle, business, organization structure, etc. In business fields, organizations are faced with Digital transformation and companies have to change their approach to working in new conditions (CCSA). Also, referring to the Mckinsey`s articles, COVID-19 impacts increasing stress, burnout, psychological and mental health issues that directly influence productivity in workplaces. In addition, Business experts of (Mckinsey, 2020) Company considered important articles that support employees and organization leaders to solve after COVID-19 situations (Kevin Laczkowski et al., 2020). Regarding the Bakotić (2016) report finding highlighted the job satisfaction of employees impacting the company`s performance and organizations with satisfied employers are beneficial.

Based on the facts above that describe the importance of the mental health of employees in the organization we can highlight that employees are human beings. Because of that employees are faced

with stress, pressure, conflicts that might lead to being nonproductive. According to Maslow's Hierarchy of Needs Theory, the theoretical framework of the research is based on the human needs that motivate humans to live, to work, to develop, and to change. The theory of Needs is the root of the all crucial civilization of the environment that surrounded the human. Referring to the (L. J., Mullins, 2002) study the Maslow's Hierarchy of Needs Theory is the theory that examines the aspect which describes the motivation of individuals and it was published in 1943. According to Maslow's theory of needs which are motivating the human and he arranged the levels of needs. These levels are called a hierarchy of importance. The hierarchy of Maslow contracted to five levels. The lowest level is physiological needs, through safety needs then social needs, and esteem needs, at the highest level located the need of self-actualization. According to the levels of needs, we are able to identify the impacts of every aspect to the people`s behavior and motivation. Moreover, each level of needs explains the different needs and influences to the different feelings (Table1).

Table 1¹ Maslow`s Hierarchy of Needs Theory

Needs	Feelings and emotions
Self-actualization needs	actualization of human`s potentials
Esteem needs (higher needs of human)	self-esteem, esteem of others (prestige, status)
Social needs(love)	social interactions, friendship
Safety needs	security, freedom, protection
The basic level is Psychological needs	hunger, thirst, sleep (no longer motivate)

Referring to the studies of (R. M., Steers, and L. W., Porter, 1991), we highlight that every level in the

¹ L. J., Mullins, (2002), "*Management and Organizational Behavior*", Prentice-Hall.

hierarchy of needs directly impacts people's behavior. In addition, with the help of Maslow's theory has been explained the different motivation aspects, which provide the Organizations manage the employees by supporting a healthy workplace. Moreover, the need hierarchy model will be a good instrument that provides a useful base for the evaluation of motivation at work. The organization can influence the different level of needs which has been given in (Table2). And will be beneficial in managing the Organization.

Table 2² The organizational factor with the frame of Maslow’s Hierarchy of Needs Theory

Levels of Needs	Needs	Organizational factors
5. Self-actualization	Growth, creativity	Advancement in organization, opportunity for creativity, challenging job
4.Esteem	self-respect, status	feedbacks, high position, respect
3. Social	Love, understanding, belongingness	Cohesive work group, friendly supervision, professional attitude
2. Safety	Safety, stability, protection	Job security, safety working conditions
1. Psychology needs	Food, water, sleep	Pay, pleasant working conditions

Sum up, psychological aspects in an organization are an important part of managing. Because mental health depends on the emotional stability of humans. And employees feel different emotions, which

² R. M., Steers, and L. W., Porter, (1991), “*Motivation and Work Behavior*”, McGraw-Hill.

directly impact productivity in the workplace. And with the help of Maslow's theory we are able to claim that organizations should provide healthy workplace conditions which influence the mental health of employees. So, employees who feel the job satisfaction in the workplace will work hard and the productivity level of employees will be high.

According to the literature review findings, this paper has provided, many recent foreign studies have focused on the significant role and benefits of the Business Psychologist in the modern organization and investigated researches that cover issues like job satisfaction, stress, burnout that may lead to depression, whereas, these issues influence the organization's performance. And it will be the reason for the mental illness of the employee. Referring to Maslow's Hierarchy of Needs Theory we constructed the theoretical framework that describes the core needs, which motivate people. Also, during the literature review we noted Business psychologists work closely with Human Resources specialists and support them in job analysis procedures, employee interviews and help to organize the well-being programs. While there Kazakhstani researchers have not taken into consideration these topic foreign researchers investigated the concepts of performance of Organization. And identify the connection between a Business Psychologist and work performance.

Methodology

In this part of the research project we will explain the methods and tools to collect data for the investigation. The research form included qualitative data collection methods. This research method was selected because Qualitative methods used to contextualize data as the best for describing, interpreting, contextualizing, and gaining in-depth insight into specific concepts or phenomena (Qualitative Research Methods: A DATA COLLECTOR'S FIELD GUIDE, 4p). The qualitative research will be implemented to compare the thoughts of independent experts, who have great experience in the Managing system of Organization. In this case, to reach the objectives of research we used content analysis and In-depth-interview as the tools of the study. Thus, with the help of these tools it will be possible to outline the

benefits of Business-psychologists for Organizations of Kazakhstan. The qualitative analysis will help to understand the information of secondary data and analyze the primary data sources.

The secondary data, which includes literature review, provided a deep understanding of the Business-psychology work area and opportunities that will be beneficial for Organizations. According to the literature review it will be possible to outline the scientific knowledge and investigations about Business-psychology. Moreover, the primary data, which includes interviews, will provide new understandings about Business-psychologists in organizations of Kazakhstan. The outcomes of interview data will help to make concise concluding remarks which will help to identify the necessity of Business-psychology in the Kazakhstani labor market.

The data will be gathered from scientific journals, articles and scientific publications and official internet sources of Kazakhstan and Foreign countries. In addition, interview data will be used.

During the research project we have used a non-probability sampling method to choose the relevant participants of the interview. And to get the information from experts we have chosen the snowball sampling. According to the research of (Ilker Etikan, Kabiru Bala, 2017) non-probability sampling is the available type of sampling, which selects the participant in a direct way. Also the snowball sampling is a convenient type of sampling for researchers, if the researcher does not know enough about future participants. And with the help of a few participant researchers are able to find the other participants.

Data analysis

First of all, to answer the first question of research about the demand of Business-psychologists in the labor market of Kazakhstan, the official web sites of vacancies were analyzed. We will have used a content analysis method. (Downe-Wamboldt 1992) mentioned in his findings: "Content analysis is a research method that provides a systematic and objective means to make valid inferences from verbal, visual, or written data in order to describe and quantify specific phenomena" (p. 314). In advance, the Headhunter and Jooble popular job vacancies portals of Kazakhstan were selected. The table below provides the main information about analysis (**Table 3**).

Table 3. The main information about content analysis

Start-finish	JOOBLE	Headhunter
The 10 th of February –The 10 th of March	Business-trainer 5	Corporate-psychologist 1
The 11 th of March- the 11 th of April	Business-trainer 7	Business-psychologist 1

According to Table 3 the content analysis of the web portals of Kazakhstani vacancies had started on the 10th of February and had finished on 10th of April. The duration of checking job portals was two months. Secondly, the interview was conducted to answer the second question of research about the benefits of Business-psychologists for Kazakhstani organizations. It is an effective qualitative method for getting people to talk about their personal feelings, opinions, and experiences. It is also an opportunity to gain insight into how people interpret and order the world. We can accomplish this by being attentive to the causal explanations. We used in-depth interviews to gain more understanding about the topic. We used a semi-structured interview. The interview questions were conducted from nine questions and prepared before the interview. According to the book ``Research design`` the total number of questions should be between five and ten ([Appendix 1](#)), although no precise number can be given. It should be prepared in advance of the interview and used consistently in all of the interviews. It is helpful for the interviewer to memorize the questions so that he or she does not appear to be simply reading the interview protocol.

Model descriptions

We have chosen the March month to take an interview. The interview started on the third of March and finished on the thirty-first of March. During the interview we used Russian language for the convenience of the participants. The duration of each interview lasted approximately thirty minutes. Responses were recorded through note-taking. The consent form of confidentiality was signed by participants ([Appendix 2](#)). The interviews were held on online platforms (Zoom,WhatsApp,Linked In), and we also used phone

calls. But only one interview was held in the Kazmedia center face to face. The participants were emailed by Outlook corporate mail, WhatsApp app, LinkedIn app, Gmail. After the interview all participants were thanked via emails.

The participants of the in-depth interview were ten HR specialists and Business consultants (25- to- 45-years-olds) to better understand the important role of Business Psychologists in Kazakhstani organization. During the interview two male and eight female participants were involved in the project to be the part of research study and provide ideas, which were based on experience and knowledge of participants. We selected HR specialists, who are working in Kazakhstan Organizations and Business consultants, who provide business consulting services and directly work in the managing system of the Organization. According to the book ``STRATEGIC HR`` was written by Peter Reilly and Tony Williams it was mentioned that specialists and Top managers directly work with employees and workplace conditions. Moreover, the HR department hires all employees for Organization. Overall, ten HR specialists and Business consultants were interviewed, where nine of participants were HR specialists and only one interviewee was Business Consultant. We selected Business Consultant because this specialist consulting the Organizations in accordance with Business strategies, company goals and plans. Participants of the interview work in different Kazakhstani Organizations. Moreover, they are working in different fields. For instance, education, railway and logistic industry, corporate education, building, corporate governance and ensures, oil and gas, food industry, media industry. Unfortunately, one of the respondents did not reveal the personal information and the name of the organization. All participants work and are located in Nur-Sultan city. The data from interview and content analysis were collected and prepared for identifying the results.

All collected data will be analyzed and evaluated. The grounded theory with some parts of narrative research was used for the purpose of detailed analysis of data from the interview and content analysis of job portals. And it will be beneficial to understand the importance of the Business Psychologists in the Kazakhstani organizations. (Charmaz, 2006) mentioned the role of constructivist grounded theory in

research methods suggests an interpretive approach to qualitative research with flexible guidelines. (Cresswell,2011) highlighted that theory construction relies on the researcher's thoughts, learning about the experience within different situations. We will have used this method because it will afford to not only acquire the data but mention interviewee' position, values, beliefs and assumptions. Also, according to the (Riessman, 2008) studies, Narrative research is a design of inquiry from the humanities that investigates the individual's thoughts and opinions that are connected with life experience.

The research findings according to the content analysis and interview are described below.

Results

According to the investigation of Kazakhstani job portals information about Business-psychologist demand was found. Firstly, we identified that the vacancy name of the Business-psychologist did not write in the correct way. For instance, if we did not deeply read the job descriptions, we could not understand that employers hire Business-psychologists. The vacancies were written like ``Business-trainer`` or ``Corporate Psychologist``. But when we had read the job description, we identified the specific responsibilities of a Business-psychologist. For instance, consulting the employees to support them in stress situations helps to solve the issues that are connected with the personal and professional conflicts in the workplace. In addition, participate in the interview and offer process to employees. Thus, we identified that in some cases we would find more vacancies for Business-psychologists, if the name of the vacancies were written correctly. Only one organization, M.Narikbayev Kazguu University wrote the vacancy name correctly. This Organization is hiring the specialist Business-psychologist to teach Business-psychology as a subject in the University. According to Table 1, we can highlight that demand on Business-psychologist services is increasing. Business Trainers train and engaged on the development of the staff. Not all people who apprehend the business processes can teach and does not have a psychological background. Therefore, tasks which used to be handled by the business trainers now delegated to Phycologist. The non-governmental organizations, middle businesses are looking for the specialist, who can provide the psychological support within the organization. Moreover, organizations

need specialists that deeply understand the Organization structure and the culture of the workplace. Sum up, the situation with incorrect names of vacancies describes that the Organizations do not understand the functions of Business-psychologists but according to the demand for psychological support, arranging the adaptation courses we can highlight that Organizations take into consideration employees mental health. Thus, with the help of an interview we can understand the advantages of a Business-psychologist to Organization and according to the answers of the interview participant we answered to the second question of the research. Interview participants have different work experience, thoughts and approaches to work.

The first two questions of the interview help to get understanding about Organization structure and field of work. In addition, it helps to know more information about the Interviewees position and work experience. According to the main questions we identified that interview participants have more than five-year experience in HR positions. Also, one Business Consultant who participated in Interview has more than ten years' experience in Business consulting. Furthermore, they had international experience. They worked and cooperated with International Organizations. It directly means that they have professional abilities to compare International Organizations structure, workplace conditions with the Kazakhstani Organizations and highlight the strength and weakness of Kazakhstani Organizations with comparison of International Organizations.

According to the third and the fourth question we identified that HR specialists directly organize and arrange the training courses and all events for employees in Organizations. According to the participants' answers we can outline that Organizations of Kazakhstan take care about the mental health of employees of Organization. Moreover, Kazakhstani Organizations provide special courses and training for employee's development. It directly describes that employees are the vulnerable capital of Kazakhstan Organizations. And Interviews highlighted that in some cases they arrange the courses for development of employees, but we do not get the exact results of Organization planning. In most of the cases trainers and coaches do not deeply understand the Organization needs. In this case, Maiya Tsyganenko assumes

that Business Consultants and Business trainers do not have deep knowledge in the psychological approach of Organizational structure.

With the help of the other main question that supports understanding and identifying the role of Business psychologist in Kazakhstani Organization we identified interesting facts and gaps.

First of all, HR specialists highlighted that the name of the specialist Business-psychologist is the new term in the Labor Market of Kazakhstan. Because they have never heard information about Business-psychologists. But the job description of the Business-psychologist has similarities with Change management, Business trainer, Business Consultant and Corporate Psychologist.

The interview participant Business consultant, Business trainer in Organization Development, Psychologist Mayia Tsyganenko highlighted that according to her work experience she participated in a lot of cases where Organizations need specialist that has the understanding and knowledge in Organization consulting and Organization development but Labor Market could not find specialist who provide those services. And she mentioned that in many cases Organizations also do not deeply understand the importance of human capital in Organizations. For that reason, Organizations do not provide the necessary courses and training for employees that help to increase productivity in the workplace. Because of that the Organizations spent time and huge amounts of budget for ineffective procedures.

The Chief Manager of the HR Department in JSC ``NC``Kazakhstan Temir Zholy`` Zamir Serikov highlighted that Kazakhstani Organizations faced a crucial moment in Organizational transformation because of the COVID-19. He mentioned that even though the Pandemic situation had a negative influence on the economy of the Kazakhstani country it directly helped to change the Organization's approach to Kazakhstani Organizations. For example, Kazakhstani Organizations have started to use remote working. In the History of Kazakhstan, the Organizations do not use remote control for the all sphere of working. In this case, he highlighted that the HR department of his Organization provided the emotional stability survey for employees. And the HR department identified that the employees feel some

stress because of changing that happened quickly. Zamir Serikov assumes that Business-psychologists can identify the core shareholders, who can accelerate the working process. He highlighted that it will be a good opportunity for Kazakhstani Organizations. Also the HR specialist of ``Khabar Agency`` JSC Seidahmetova A and HR specialist of ``Baiterek`` NMH`` JSC Zhanara Zhakaeva mentioned that they provided survey to identify the emotional and psychological stability of employees in Organizations. And they highlighted that employees faced burnout and stress because of changing. HR specialist of ``Khabar Agency`` JSC Seidahmetova A mentioned that she faced burnout, because she had to deal with the Organizational changing of Organization. She said that HR specialists are the first people in the Organization who have to prepare the Organization for all changes and developments, and they work with people. Because of that the HR specialist feels burnout too. In this case she suggested that Business-psychologists will take crucial roles in Organization and support and prepare employees and Organization for changing and help the HR department to increase productivity. Also, HR specialists highlighted that Business-psychology will be the new approach for Kazakhstani Organizations and it will be the new profession in the Labor Market of Kazakhstan.

Maiya Tsyganenko and other HR specialists mentioned that Kazakhstani Organizations did not attach much importance in the psychological support of employees. But after the COVID-19 situation the Organizations looked for different approaches to developing the Organization structure and working process. During the interview participants highlighted that Organizations of Kazakhstan should get more information about Business-psychologists, because Organizations do not have enough understanding about the Business psychologist services. But Organizations need the services of a Business-psychologist. Zhakiyeva Saiiya HR Director at KMG Kashagan B.V highlighted that after COVID-19 situation, she is thinking about hiring a psychologist with a deep understanding of Organizational structure, group dynamics. She outlined that COVID-19 situation helped to understand the weakness of the Kazakhstani Organizations and it was the new era of remote control.

Interview participants claimed that Business-psychologists would investigate the issues of Organization of Kazakhstan in different approaches. It would be beneficial for identifying the gaps of the Kazakhstani Organization working system. Participants highlighted the opportunities of correlation between HR specialists and Business-psychologists. However, HR specialist of ``Baiterek`` NMH`` JSC Zhanara Zhakaeva described that the Business-psychology is the new approach and it has not been tested yet. Kazakhstani organizations do not have any experience with cooperation of Business-psychologists. For that reason, implementation of services of Business-psychology will take some time. But she highlighted that the Kazakhstani market feels the lack of managing approaches, which cover Organizational psychology approaches.

Discussion

The results of research indicate that the Kazakhstani Business area is developing. The different conditions change the business. For instance, the digitization processes, globalization, in that moment COVID-19. According to the Interviewees' answers HR aspects in Kazakhstan are developing and the understanding of HR concepts are getting popular. Year by year psychological concepts are taking an important place in people` life. Although HR specialists take core roles in organization Development and directly work with employees, they do not have deep knowledge in psychology.

The research of this project demonstrates a correlation between HR specialist and Business psychologist in Organization. According to the study we highlight that introduction of Business-psychologists into the Organization of Kazakhstan and Labor Market will be beneficial for the economic growth of Kazakhstan. Business-psychologists will investigate the different issues of Business that have never been investigated before in Kazakhstan. And following benefits will get Kazakhstani Organizations because of Business-psychology:

1. Kazakhstani Organizations will have specialists, who have deep knowledge in psychology and Organizational development.
2. Business-psychologist will know the Kazakhstani market and business area of Kazakhstan

3. Business-psychology will understand the mentality of employee in Organizations of Kazakhstan And it can apply in every field of business on development and solving issues in Organization, which provides high level of performance in all levels:

1. Organizational Development
2. Coaching
3. Employee engagement
4. Management of Performance
5. Health and well-being in organization

During the investigation we can highlight that because of the Covid-19 Work Pandemic situation all five levels of needs were suffered. According to Maslow's hierarchy theory of needs influences the motivation of employees. Because of Covid-19 economic situation in the world is not sustainable and it directly impacts the Kazakhstani economy. Kazakhstani Organizations faced the different changings like remote work, new approaches of work conditions. And these changes and challenges influence the needs of employees, which is described in Maslow's theory. For instance, remote control working is a new approach in the Kazakhstani Organization, and it impacts the safety needs and psychological needs of employees. According to the Interviewees words employees feel uncertainty, because it was the first experience working at home. Employees did not deeply understand the working process, they always worried about Internet connection and about the payment issues for their work. All these worries about the working process lead to stress, which provides unhealthy mental health.

Limitations

According to the research work we identified private publications that need for research studies. Unfortunately, we could not get access to some articles and journals because of a private system of journals. For instance, some articles and research studies need fees to open the access. Due to the lack of research studies that were done which cover the topic that describe the Organizational behavior of Kazakhstani employees we have to summaries the foreign countries experience. We could not find the

scientific information and material that cover the Kazakhstani organizations` attitude to mental health. Due to the situation in the republic of Kazakhstan, we cannot conduct interviews face to face (Akorda, 2020). Nevertheless, we used the ``ZOOM``online platform, Video calls and Phone calls. But there are some issues with using online platforms. Firstly, the attention of participants is distracted, because of internet problems or family conditions in the house. Also, the low level of internet connection disrupted the attention of the participants. The computer`s light during the interview causes some problems with the eyes. These kinds of issues are faced during the Video and Phone calls. We have to call participants twice during the conversation. During the interview, we used note taking and recorded the answers by agreement of Interview participants.

Concluding remarks

Organization is a huge infostructure and environment, where different people work every day. Because of the different factors like the digital era, globalization, large amounts of products, human behavior and attitudes are changing. Nowadays, according to the literature review Business psychologists directly work with the mental health, stress, burnout and support HR department to increase productivity in the workplace. Foreign researchers did many investigations that show the importance of the Business-psychologist in Organizations and how it influenced to economic growth of organization. Moreover, Business-psychology is not the new approach in managing Organization for foreign countries and foreign Organizations.

To sum up the remarks, COVID-19 World Pandemic situation vastly shows that Organizations must prepare long term plans and strategies for different cases. Kazakhstani Organizations faced challenges that they did not encounter before. The employees of Kazakhstani Organizations were under stress during the pandemic situation and Companies needed the specialists who could support HR departments on arranging the strategies, planning and managing the workflow. According to the interview and consent analysis of job portals we highlighted that Kazakhstani Organization needs the services of a Business-Psychologist. Business-psychologists help Companies of Kazakhstan to provide a healthy workplace for

employees. It will be beneficial for Kazakhstani Organizations, because the Business world is changing. And it will need new approaches in the workplace, which will allow to enter the field of new possibilities. During the investigation to reach the goal of the research we answered the two questions of research. Firstly, we have identified that the Organizations of Kazakhstan need the services of Business-psychologists. And the situation that connected with the Covid-19 directly shows that Kazakhstani Organization`s management system does not cover the psychological aspects of employees. Secondly, Business-psychology services are the new approach in the Kazakhstani labor market. According to the research results we are able to highlight that Organizations of Kazakhstan get different beneficial innovations methods of management, which impacts the high level of productivity of employees in the workplace. For instance, the Organization of Kazakhstan will construct the strategic plans of development considering the psychological aspects of employees. Moreover, organizations will take into consideration the mental health issues of employees to provide a healthy workplace. As a result Organizations of Kazakhstan will be able to compete in the global market with large world Organizations. And with the help of this research study Kazakhstani Organizations get deeply understanding the importance of Business-psychology and psychological approaches in the managing system of Kazakhstani Organizations.

Nowadays different generations are working in organizations of Kazakhstan. And different generations have different understanding, thoughts and ideas. New generation ``Z`` have a different understanding about life. And Kazakhstani Organization should be able to provide a comfortable and convenient workplace for people. They need a different approach in the workplace. But it will be the study for the future investigation.

Recommendation

This research work was written for understanding the necessity of Business-psychologists in Organizations of Kazakhstan. But during the research work we identified the insufficient number of studies, which could cover the issues of mental health approaches in Kazakhstan organizations.

Unfortunately, this limitation in the study directly shows the importance of Business-psychologists for investigation works of Kazakhstan Business with the concept of psychological approach and understanding of Organization structure. Because of this situation we recommend that the Ministry of Education of the Republic of Kazakhstan take into consideration the new approach of managing Organization in Kazakhstan Business-psychologists. Referring to the "Strategy-2050" Kazakhstan entered the top five most dynamically developing world states. At the same time, the country faces the national task of joining the 30 competitive economies of the world (Kazakhstanskaya Pravda, 2012). And to develop the infrastructure and raise the income growth of Kazakhstan We have to take into consideration the development of Organizations which take core roles in the budget of Kazakhstan. Furthermore, increasing the productivity of employees and business strategies with a modern management approach will be beneficial for the Kazakhstani Market. Organizations of Kazakhstan will get job satisfaction, motivated, effective employees and healthy workplace. The Business-psychology expert would provide the different scientific researches which cover topics that connect with the organizational behavior, job satisfaction and other issues in Kazakhstan Organizations, which help to provide the high level of work conditions in Kazakhstan.

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Appendix 1.

Interview

Dear participant,

My name is Gulnur. I am a master's degree student in M.S NARIKBAYEV KAZGUU University. I am providing research about the importance of Business Psychologists' role in the Kazakhstani organizations.

I want to express our gratitude for your high interest in our project. Dear participant, before we begin the interview, for the confidentiality purpose and ethical norms of conducting the interview, could you read and sign the consent form. This consent form will demonstrate your participation in this study is entirely voluntary, that you may refuse to answer any questions, and that you may withdraw from the study at any time.

I apologize; due to the situation in our country, we cannot conduct an interview face to face. Nevertheless, we have decided to use the ``ZOOM`` online platform.

Name:

Site:

Date:

Start:

End:

1. Please, give some information about your company?
2. Tell me, please, about your work experience?
3. Who is planning and doing training for employees?
4. Did your organization work with mentors and coaches?

5. Does employees` mental health influence their work performance?
6. Did you inform the Business-Psychologist?
7. Do you know about Business-Psychologist's role in company
8. Does the Kazakhstani market give importance to Business-Psychologists?
9. What benefits can Business-psychologists give for organization?

Thank you for your participation!

If you have any question, please, contact us

Kuderova_g@kazguu.kz + 77474743829

Maintain security and confidentiality of data at all times.

Appendix 2

Interview Consent Form

Interview Date

Participant`s name

Title of Dissertation

Business psychologist in Kazakhstani
companies: new step of managing system in
organizations

1. I confirm that my participation in this research project is voluntary
2. I understand that the research will not identify me by name in any reports using information obtained from this interview
3. I agree that the researches may publish documents that contains quotations by me

By signing this form, I agree to the terms indicated above.

Participant`s signature:

Date: 03.03.2021