

# **“HUMAN RESOURCE MANAGEMENT AND GENDER PAY GAP: EVIDENCE FROM KAZAKHSTAN**

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## **ABSTRACT**

An effective Human Resource Management system is crucial for creating an innovative and flexible organization. Studies have shown that employers are more inclined to encourage men with families to pay more than women. As a result gender pay-gap issues are arising, which have negative influences on employees' motivation and well-being (especially female employees). Resource-based view specifies numerous arguments highlighting optimistic organizational results due to the right HRM system.

However, the question of how HR can help to cope with gender pay-gap issues at an employee and organizational levels still has not been completely investigated. Therefore Based on the sample of 321 middle and lower managers from service and manufacturing organizations in Kazakhstan it was found that motivation mediates the relationship between Effective Human Resource Management practices and organizational performance, whereas well-being was not proved as a mediator. Generally, Human Resource Management practices influence the motivation of employees and don't have any significant effect on employees' well-being.

Additionally, it was noticed that in Kazakhstan the most frequently used practices are Training and skills development, Performance Appraisal, and Reward System (relates to staff remuneration) while practices such as Promotion and Information sharing, as, Empowerment under limited consideration. Moreover, the descriptive analysis shows despite the same level of education; women need 3-5 years more work experience in order to get the same job as men, with an average difference in salary of 50,000 KZT. Recommendations and directions for future researches were also given.

**Keywords:** Human Resource Management, Well- Being, Motivation, Gender Pay Gap, Organizational performance.