

REVIEW OF THE FOREIGN SCIENTIFIC CONSULTANT
on the dissertation work of
Yeldar Yerkyynuly Mubarakov
entitled
«Development of a Management Model for Ensuring Gender Equality in the Labor
Market of the Republic of Kazakhstan»
Submitted for the degree of Doctor of Philosophy (PhD)
in the educational program 8D04101 – Management

The dissertation work by Yeldar Yerkyynuly Mubarakov, submitted for defense, is devoted to the study of one of the most pressing issues of contemporary socio-economic policy — the formation and institutional provision of gender equality in the labor market. In the context of the global transformation of employment, digitalization of the economy, and changes in the structure of human capital, issues of systemic governance of gender processes acquire strategic importance both for the sustainable development of the national economy and for enhancing its competitiveness.

The work gains particular relevance within the framework of the international sustainable development agenda, gender equality goals, and the increasing demand for evidence-based public policy. Unlike traditional approaches limited to the description of gender disparities, the author proposes a comprehensive governance model that allows gender equality to be considered as the outcome of the functioning of a multi-level institutional system.

One of the strengths of the dissertation is the organic integration of theoretical-methodological analysis with applied modeling. The author conducts an in-depth analysis of international experience in regulating gender processes in employment, including the practices of EU countries, the OECD, and states with transforming economies. At the same time, foreign approaches are not borrowed mechanically but are critically interpreted and adapted to the institutional specifics of the Republic of Kazakhstan. Such comparative analysis provides the study with an international perspective and enhances its scientific value.

The methodological foundation of the research deserves special attention. The author demonstrates a high level of proficiency in modern methods of economic analysis, including the systems approach, statistical data processing, index modeling, and econometric techniques. The development of an integral Gender Equality Index in the labor market (GE_LM_i), based on the aggregation of normalized indicators of labor force participation, employment rate, gender wage gap, and managerial representation, constitutes a significant scientific contribution.

A substantial result of the research is the construction of an econometric model that makes it possible to quantitatively assess the influence of controllable institutional factors — the institutional-legal environment, women's educational potential, and managerial representation — on the dynamics of gender indicators. The application of modeling to analyze the governability of gender processes in the context of the national labor market demonstrates the high scientific novelty of the work and complies with contemporary international standards of empirical research.

The scientific results of the dissertation consist in clarifying the content of the category «governance of ensuring gender equality in the labor market», developing a systemic

governance architecture (macro–meso–micro), forming an integral methodology for the quantitative assessment of gender differences, and substantiating tools for monitoring the effectiveness of public policy. The proposed approach makes it possible not only to diagnose the current state of gender imbalances but also to forecast their dynamics depending on institutional changes.

The practical significance of the research lies in the possibility of using the developed models by public authorities in the formulation and adjustment of employment programs, in the system of monitoring the effectiveness of gender policy, and in the strategic planning of labor market development. The results have an applied nature and can be adapted to the conditions of other countries with a comparable institutional structure.

The high level of the author's independence should be emphasized. The work demonstrates the ability to formulate research objectives, systematize scientific sources, critically evaluate various theoretical approaches, and develop an independent, well-argued position. The dissertation text is written in clear academic language, the logic of presentation is consistent, and the conclusions are supported by empirical calculations and modeling.

From both scientific and methodological perspectives, the dissertation by Yeldar Yerkyunuly Mubarakov meets the international requirements for PhD-level research. The work is distinguished by its relevance, scientific novelty, theoretical depth, and practical significance and represents a completed independent study.

Thus, I consider that the dissertation entitled «Development of a Management Model for Ensuring Gender Equality in the Labor Market of the Republic of Kazakhstan» fully meets the criteria established for dissertations submitted for the degree of Doctor of Philosophy (PhD) in the educational program 8D04101 – Management and may be recommended for public defense.

Foreign Scientific Consultant:

Dr. Habil. Zoltan Buzady

Doctor of Philosophy (Ph.D.), Habilitation, Associate Professor

Corvinus University of Budapest, Budapest, Hungary

