

# Assel Mussagulova

Lecturer in Public Policy and Public Administration, University of Sydney

University of Sydney  
School of Social and Political Sciences  
A02 - Social Sciences Building  
Camperdown NSW 2050

Email: [assel.mussagulova@sydney.edu.au](mailto:assel.mussagulova@sydney.edu.au)  
[https://www.researchgate.net/profile/Assel\\_Mussagulova](https://www.researchgate.net/profile/Assel_Mussagulova)  
X: @amussagulova  
BlueSky: @mussagulova.bsky.social

## Education

PhD in Public Policy and Global Affairs, Nanyang Technological University, Singapore, 2021

Master in Public Policy, Lee Kuan Yew School of Public Policy, National University of Singapore, 2017

Bachelor of Arts in Politics and Social Policy (Hons), First Class, University of York, UK, 2009

## Books

Mukherjee, I., & **Mussagulova, A.** (2024). Designing behavioural insights for policy: Processes, capacities, & institutions. Cambridge Elements. Cambridge: Cambridge University Press.

## Peer-reviewed journal articles

**Mussagulova, A.**, & Janenova, S. (2025). Management and quality of policy advisory systems in Kazakhstan: The case of public and private research organizations. *Policy and Society*, 44(3). <https://doi.org/10.1093/polsoc/puaf025>

**Mussagulova, A.** (2025). Burnout in the Australian Public Service during COVID-19: A job demands and resources theory perspective. *Asia Pacific Journal of Public Administration*. <https://doi.org/10.1080/23276665.2025.2455958>

**Mussagulova, A.** (2024). How is empathy used in public service? A systematic literature review. *Public Management Review*. Online first. <https://www.tandfonline.com/doi/abs/10.1080/14719037.2024.2438891>

- Xu, C., **Mussagulova, A.**, and Zhou, Q. (2024). The role of gender equality in advancing development. *Public Administration and Development*, 44(4), 252-261. <https://onlinelibrary.wiley.com/doi/abs/10.1002/pad.2042>
- Chen, C. A., Zhou, Q., **Mussagulova, A.**, Xu, C., & Dong, H. K. D. (2024). Are extrinsic goals detrimental to public service motivation? A panel analysis based in Taiwan. *International Journal of Public Administration*, 1-11.
- Kim, S., Tay, K. J., Ong, C. J. W., & **Mussagulova, A.** (2024). Exploring the effectiveness of youth outreach programmes: the case of Singapore. *Asia Pacific Journal of Public Administration*, 1-22.
- Mussagulova A.**, Chen, C.A., and Ritz. A. (2023). Are autonomy and intrinsic motivation of public servants lower in post-communist states? *Public Performance and Management Review*, 46(5), 1237-1265. <https://www.tandfonline.com/doi/abs/10.1080/15309576.2023.2243246>
- Mussagulova, A.**, Chng, S., Goh, G.Z.A., Tang, C., and Jayasekara, D. (2023). When is a career transition successful? A systematic literature review and outlook. *Frontiers in Psychology*, 14. <https://www.frontiersin.org/articles/10.3389/fpsyg.2023.1141202/full>
- Xu, C., **Mussagulova, A.**, Chen, C.A., and Kuo, M.F. (2023). Do high-PSM public employees like extrinsic rewards? A latent class analysis. *Asia Pacific Journal of Public Administration*, 1-20. <https://doi.org/10.1080/23276665.2023.2169835>.
- Mussagulova, A.**, and Demircioglu, M. (2022). What affects the turnover intention of civil servants: Evidence from Bhutan. *Australian Journal of Public Administration*. <https://doi.org/10.1111/1467-8500.12573>.
- Schwoerer, K, Keppeler, F., **Mussagulova, A.**, and Puello, S. (2022). CO-DESIGN-ing a more context-based, pluralistic, and participatory future for public administration. *Public Administration*, 100(1), 72-97. <https://onlinelibrary.wiley.com/doi/abs/10.1111/padm.12828>.
- Van der Wal, Z., **Mussagulova, A.**, and Chen, C.A. (2021). Path dependent public servants: Comparing the influence of traditions on administrative behavior in developing Asia. *Public Administration Review*, 81(2), 308-320. <https://doi.org/10.1111/puar.13218>.
- Mussagulova, A.**, Chen, C.A., and Dong, H.K. (2021). Confronting pension reform: Public employees' psychological contract breach, regret, and the moderating role of PSM. *Review of Public Personnel Administration*. <https://doi.org/10.1177/0734371X211011640>
- Mussagulova A.** (2021). Predictors of work engagement: Drawing on job demands-resources theory and public service motivation. *Australian Journal of Public Administration*, 80(2), 217-238. <https://doi.org/10.1111/1467-8500.12449>.

- Kim, S., Chen, W., Tan, G., and **Mussagulova A.** (2021). Making lifelong learning policy more effective: A case study of the Singapore SkillsFuture Credit scheme. *Asian Journal of Political Science*, 29(2), 192-214. <https://doi.org/10.1080/02185377.2021.1917431>
- Mussagulova A.**, and Van der Wal, Z. (2020). “All Still Quiet on the non-Western Front?”. Non-Western Public Service Motivation Scholarship: 2015-2020. *Asia Pacific Journal of Public Administration*, 43(1), 23-46. <https://doi.org/10.1080/23276665.2020.1836977>.
- Van der Wal, Z., and **Mussagulova, A.** (2020) Are Asian public affairs students different? An empirical comparison between job sector attitudes and sector preference of public affairs students in Asia and Western Europe. *Journal of Public Affairs Education*, 26(2), 150-170. <https://doi.org/10.1080/15236803.2019.1700091>.
- Mussagulova, A.** (2020). Newly independent, path dependent: The impact of the Soviet past on innovation in post-Soviet states. *Asia Pacific Journal of Public Administration*. <https://doi.org/10.1080/23276665.2020.1805338>.
- Mussagulova, A.**, Van der Wal, Z., and Chen, C.A. (2019). What is wrong with job security?. *Public Administration and Development*, 39(3), 121-132. <https://doi.org/10.1002/pad.1863>.
- Mussagulova, A.**, and Van der Wal, Z. (2019). Reforming while maintaining job security: A good idea? The case of the Kazakhstani public service. *Policy Design and Practice*, 2(4), 400-417. <https://doi.org/10.1080/25741292.2019.1679431>.

## Book chapters

- Mussagulova, A. (2025). Islamic public value: *biy soty* in Kazakhstan. In Wolfgang Drechsler, Salah Chafik, Reiner Kattel (Eds.) *Islamic Public Value: Theory, Practice, and Administration of Indigenous Cooperative Institutions*, (pp. 83-97). Edward Elgar Publishing.
- Mussagulova, A.**, & Wong, G. (2023). Governing the global city’s mandarin: Politically motivated appointments in Singapore’s public sector. In Peters, B.G., Knox, C., & Kim, B.S. (eds.) *Political patronage in Asian bureaucracies* (pp. 25-48). Cambridge: Cambridge University Press.
- Mussagulova A. (2020). The twenty-first-century public servant: A developing country perspective. In H. Sullivan, H. Dickinson, & H. Henderson (eds) *The Palgrave Handbook of the Public Servant*. Palgrave Macmillan, Cham. Online first: [https://link.springer.com/referenceworkentry/10.1007/978-3-030-03008-7\\_31-1](https://link.springer.com/referenceworkentry/10.1007/978-3-030-03008-7_31-1)

## Manuscripts under review

- Mussagulova, A.**, Padilla, J., and Asquith, A. How is empathy framed and practiced by Australian public servants?

**Mussagulova, A.,** and Einfeld, C. What is empathy in public service? Incorporating empathy in policy work.

## **Working papers**

**Mussagulova, A.,** & Asquith, A. Understanding the antecedents of public service motivation: Where does empathy fit in?

**Mussagulova, A.,** and Chen, C.A. Public service motivation and ethical decision-making.

**Mussagulova, A.,** and Goodwin, S. A case for using action research in designing interventions for and by public servants.

## **Editorials**

Van der Wal, Z., and **Mussagulova, A.** (2023). Developing public service motivation in the non-Western world. *Asia Pacific Journal of Public Administration* (as special issue co-editor).

Van der Wal, Z., and **Mussagulova, A.** (2022). Public service motivation: Global knowledge, regional perspective. *Asia Pacific Journal of Public Administration*, 44(3), 191-194.  
<https://doi.org/10.1080/23276665.2022.2101011> (as special issue co-editor).

## **Competitive research grants**

Australia and New Zealand School of Government, PI of the project “Improving Public Sector Integrity Through Action Research” with Professor Susan Goodwin (100,000 AUD), 2024 – 2025

AI Singapore, co-PI of the project “Trust experiments – measuring trust in AI as actions, what raises and reduces trust, and what innovators and organizations can do to design future trusted AI” (500,000 SGD), 2022 – 2024

## **Skills**

STATA, SPSS, nVivo – proficient user, MPlus – intermediate  
English – fluent, Russian – native, German – beginner  
Endnote, Zotero

## **Teaching experience**

Lecturer, University of Sydney, current:

GOVT6156 Strategy and Civil Society (postgraduate)  
GOVT6313 Leadership in Theory and Practice (postgraduate)  
GOVT6316 The Politics of Policy Making (postgraduate)  
GOVT6331 Public Management and Governance (postgraduate)

Lecturer, Singapore University of Technology and Design:  
Master's Research Project (postgraduate), 2022  
Urban Symposium, 2023

Teaching assistant (tutorials), Nanyang Technological University:  
Communication ethics and governance (postgraduate), 2020  
Theories in international relations (undergraduate), 2020  
Public administration: Past, present and future (undergraduate), 2019  
Public organizations and management (undergraduate), 2019  
Socio-political analysis in public policy (undergraduate), 2019

## **Work experience**

Singapore University of Technology and Design, Research Fellow, 2021 – 2023

Nanyang Technological University, Research assistant, February 2021

UNDP Myanmar, Consultant, December 2018, July – August 2019, November 2019, February 2020 – February 2021

UNDP Kazakhstan, Consultant, December 2016, March 2018, December 2018, May – July 2020

Nanyang Technological University, Research assistant, June 2019 – October 2019

UNDP Global Centre for Public Service Excellence, Singapore, Research associate, February 2016 – May 2018

National University of Singapore, Lee Kuan Yew School of Public Policy, Research assistant to Assoc Prof Zeger van der Wal, October 2015 – June 2017

Kostanai Regional Governor's Office, Kostanai, Kazakhstan (local government), Governor's chief inspector, April 2015 – June 2015

Republic of Kazakhstan Civil Service Affairs and Anti-Corruption Agency, Head of Civil service employment division, Astana, Kazakhstan, October 2009 – April 2015

## **Conference presentations**

International Conference on Public Policy, 2025  
Australia and New Zealand Public Policy Network Conference, 2025  
Australian Political Studies Association Conference, 2024

Australia and New Zealand Public Policy Network Conference, 2024  
Australian Political Studies Association Conference, 2023  
Singapore Conference on Applied Psychology, 2021  
American Society for Public Administration, 2019  
International Research Society for Public Management, 2019  
Public Management Research Conference, 2018

### **Invited Presentations/Workshops**

Seoul National University workshop “Patronage in Asia”, 2021  
Australian Journal of Public Administration workshop “Public Sector Innovation in the Asia Pacific – Trends, Challenges, and Opportunities”, National University of Singapore, 2019

### **Honours/Awards**

2025 Geoff Anderson Prize – Commendation for best presentation by an early career researcher, Australia and New Zealand Public Policy Network Conference  
2024 Geoff Anderson Prize for best presentation by an early career researcher, Australia and New Zealand Public Policy Network Conference  
2021 Best Article Prize at Asia Pacific Journal of Public Administration  
<https://think.taylorandfrancis.com/journal-prize-bes-rapa-best-article-prize/>  
2019 American Society for Public Administration Founders’ Fellow  
Nanyang Technological University Research Scholarship, 2017-2021  
Li Ka Shing Foundation Scholarship, 2015-2017

### **Non-academic positions**

Degree director, Executive Master of Public Administration (ANZSOG)  
Subject representative (Public policy and global affairs), School of Social Sciences Graduate Student Club, NTU, academic year 2019/2020, 2020/2021  
President of the School of Social Sciences Graduate Student Club, NTU, academic year 2018/2019