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zaure.ch@mail.ru**ROAD MAP OF FORMATION OF AN EFFECTIVE MODEL  
OF SOCIAL AND LABOR RELATIONS**

**Abstract.** The article discusses the formation of an effective model of social and labor relations, which is developing at the present stage of development of society. Taking into account the interrelation and interaction of all constituent factors and labor market participants, proposals were developed on improving organizational and legal support for the long-term model of social and labor relations in the Republic of Kazakhstan. The most effective forms and organizational and legal mechanisms that facilitate resolution of contradictions in the sphere of labor relations are substantiated. The main principles and stages of the implementation of the Roadmap for the formation of the model of social and labor relations are defined, with the definition as its conceptual framework the development and implementation of professional standards that are the key mechanism for self-regulation of the labor market. In the course of the research, methods of scientific classification and systematization, statistical and comparative analysis, sociological research, taking into account the context of global factors, expert assessments were used. In view of its interdisciplinarity, the research was carried out on the basis of a holistic (holistic) approach, proceeding from the unity of the economic, social, cultural spheres in which an economic agent lives and operates.

**Keywords:** social and labor relations, social partnership, labor legislation, model, organizational, economic and institutional mechanisms.

**Introduction**

The modern evolution of the world economy along the path of innovative development is accompanied by the modernization of the economy and the social sphere. The global trend is for the emergence of new enterprises and high-tech jobs, with which development the content and nature of labor change. This inevitably generates problematic issues in the development of the labor sphere and requires an appropriate modernization of the systems of payment and labor incentives; the development of new professional standards and the formation of a modern system of labor protection. Simultaneously, both the system of social partnership and the role of the main partners are being transformed. The ongoing processes go beyond the existing models of social and labor relations and accordingly set new tasks for the scientific (economic) community in the need to comprehend a whole range of theoretical and practical directions of development (institutional, legal, organizational, psychological) that are interdisciplinary.

Deep sociocultural changes occurring in the global economy are undoubtedly transforming the essential characteristics of labor activity. Naturally, the state of social and labor relations largely depends on the social and psychological connection between individuals. In this case, it is necessary to emphasize the importance of the psychological aspect of the ongoing modernization.

It should be noted that such factors as a new incentivization to work, responsibility not only personal but also collective, coherent interaction of social partners, a sense of ownership and collectivism, have not yet been properly developed in the practice of Kazakhstan. Of course, these parameters are necessary to solve the problem of training employees for work activity in the new model.

**Main part****Methods**

The creation of an effective model of social and labor relations should proceed from the multifaceted nature of their manifestation. The formation of social and labor relations takes place on the basis of the

interaction of a whole set of factors, including the historical, economic and political conditions of a particular country.

Speaking about approaches to the formation of social and labor relations, the author shares the opinion of the American professor F. Herzberg that the field of studying social and labor relations, less than any other field of research, contains a universal model that would be suitable for all situations and would provide a reliable explanation and reliable solution. This is evident from an analysis showing the dependence of any model on various factors, in particular, market economy, globalization, etc. [1].

At the same time, an important role belongs to socio-cultural factors determined by national traditions and labor values [2]. Reflecting the basic principles of people's lives in the social and labor sphere, they further form the criteria, rules of behavior and stereotypes of labor morality. This means that the theoretical and methodological basis for their formation should be a comprehensive approach to solving the problems of transformation and interaction, not only of the social and economic components but in this case, it is necessary to emphasize the importance of the psychological aspect of modernization.

In the model of social and labor relations developed by Harvard University Professor G. Dunlop, the key participants - the workers (their trade unions representatives), the enterprise management (employers) and the state cannot act autonomously or independently. Moreover, their relationships are determined by the existing market, the technological environment and the political context [3]. In this environment, participants interact with each other, negotiate, use economic and/or political power in the process of determining labor rules that constitute the output of social and labor relations.

In view of its interdisciplinarity, the research of social relations and their actors was carried out on the basis of a holistic approach, proceeding from the unity of the economic, social, cultural spheres in which an economic agent lives and operates. According to this approach, each subject of social and labor relations is investigated in close relationship with the environment and other factors that influence its behavior.

## Results

In the context of globalization, trends in the global economy go beyond the prevailing models. Modern innovative development coupled with ongoing economic, technological and social evolution with the emergence of new enterprises, changes in the content and nature of the work invariably brings to the fore current issues. Crucially giving social diagnostics companies, determining the well-being and quality of life of the population.

The formation of labor relations between employers and employees begins with the negotiation and establishment of agreements about the workplace in which the employee must perform certain functions. In order to occupy this place, the employee, on the one hand, must have professional qualifications and competence, personal qualities necessary to carry out this work. At the same time, in the process of labor, it will be interconnected with the means and tools of production, which provided by the employer, must be safe and comfortable for the implementation of the labor process. The work of an employee and work performed by him must appropriately be paid.

For workplace and its compliance with all the requirements influenced by three major actors of social and labor relations, setting regulatory rules and conditions of interaction (figure 1).

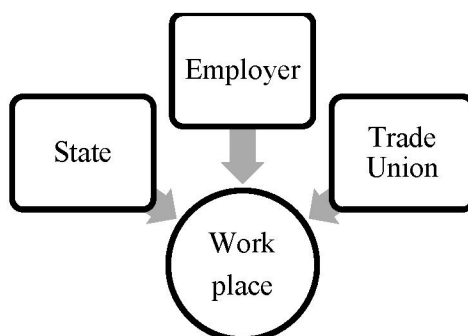


Figure 1 - Subjects of social and labor relations affecting the workplace

Modernization as a process of change of system properties of a society presupposes the transformation of its most important areas and institutions. One of the important institutional mechanisms contributing to the formation of social and labor relations is *the social partnership*, which is a system of relations in society between representatives of workers, employers and public authorities. This system aimed at harmonizing interests of the parties of the employment contract on the regulation of labor relations, establishing a higher level of social guarantees for workers. Thus, the main principles of interaction of the parties are voluntariness, equality, responsibility, self-restraint and mutual concessions during the negotiations in the framework of existing laws and agreed rules.

Today's Kazakhstan practice shows that the level of development of partner relations of different social groups depends largely on the ability of the state to regulate the process of formation of a system of social partnership. In the context of Kazakhstan in the process of development of market relations, it is necessary the stimulation of the social activity of legal entities for the development of production and branch infrastructure, awareness among the citizens of the need to meet their legal and social needs that determine the success in implementing democratic reforms in the Republic. In connection with this trend, the need arises in the collective associations of citizens.

Today, the most important collective entity, allowing many problems in the labor market, is the collective work associations - professional unions (Trade Union). This component of the political system of a society enables employees to build a harmonious partnership with the employer based on interaction in the framework of signing of the collective agreement (contract).

We identified four main functions of collective agreement in the harmonization of relations between the employer and the employee, in the person of its representative. This includes, collective agreement – the main instrument of implementation of protective function of trade unions and the efficiency of work of the union; sets out the rights and guarantees, improving position of workers in comparison with the legislation; provides an effective mechanism for the regulation of social, labor and relevant economic relations; collective agreement can be developed specific mechanism for the implementation of the legitimate rights of the trade union to facilitate the activities of organization. The study allowed to identify the structural features of social partnership, presented in table 1.

Table 1 - Structure of social partnership

| Participants in the social partnership   | Mechanism for regulating labor relations  | The range of critical issues  | Indicators for the development of social partnership                  |
|--|---|---|---|
| Employers (employers' representatives)<br>Employees (representatives of employees)<br>State (including local government) | Collective agreement<br>Industry tariff agreements<br>Regional agreements<br>General Agreements | Remuneration of labor, allowances and rewards<br>Working time and rest time<br>Special benefits, guarantees and compensations<br>Guarantees of employment<br>Occupational Safety and Health | Quantitative indicators<br>Expert-reference<br>Information-analytical |

From January 1, 2016, it was introduced a new Labor Code of the Republic of Kazakhstan [4], aimed at forming, in fact, a new model of social-labor relations based on the support of entrepreneurship taking into account the interests of employees, social responsibility of the state, employers and employees. Analysis of the innovations shows that the Labor code, defining the boundaries of state intervention, minimum standards of labor relations and basic guarantees for employees, aimed at liberalization of labor relations. At first glance, the impression, as repeatedly discussed in the discussion of the new Labor code in media, while minimizing the rights of the employee expanded the power of the employer. Indeed, some facilitation of recruitment, personnel transfer, dismissal, etc., on the one hand, facilitate opportunities employer. However, on the other hand, the document provides for the possibility of extensions provides for the basic labor guarantees and rights of workers through negotiated individual and collective contracts, agreements, and negotiations. This means that under the new code, the labor relations of employers and employees should base on the principle of self-regulation, in which an important role was given to collective contractual relations.

The positive aspect of the development of the Labor Code is the use of the elements of the Anglo-Saxon model, regulating methods and standards of social partnership to ensure the rights of both workers and employers. Implementing them is promising, because in essence and in content, they fit in with the tasks Kazakhstan is facing, that is of democratization and improvement of legal regulation of labor relations. Analysis of provisions shows that the effectiveness of the implementation of social and labor relations in the big degree will depend on the activity of trade unions and their ability to defend the interests of the employees before the employer, to take collective action in case of violations, in accordance with the powers defined in the Law "On trade unions".

However, as practice shows, in the conditions of transformation and establishment of a new order, the state should not confine the role of passive observer for the state and development of relations between the employer and the employee. Giving flexibility to employers in determining conditions of employment and dismissal the labor force and the corresponding extension of private funds by reducing the volume of means of state control requires the formation of effective mechanisms of protection of labor rights at the institutional level. Organization and legal support workers should take the form of trade unions and other public organizations. The function of the state is to get a clear definition of the extent of social and economic power of the employer over its employees in all its manifestations.

In these conditions, the most important task is the development of an effective institution of social partnership at the enterprises of the republic. According to a sociological survey, two-thirds of the interviewed workers (64.3%) note a slow but growing influence of workers on social and labor relations. However, it is also noted inefficient work of trade unions, which is 51.2% explain the personal qualities of the Union and of Union members, such as passivity, lack of initiative and weak responsibility, lack of competence and qualification. The remaining 48.8% believe that the ineffectiveness of the trade union is linked to the factors affecting their activity, such as the dependence of the chairman of the trade union on the employer, his ignoring the suggestions and opinions of trade union members and the lack of support for the actions of the trade union committee [5].

Among main priorities of trade union, respondents noted such areas of labor relations regulation: solution of issues of decent wages for employees; control over observance of labor legislation; addressing issues of improving working conditions, monitoring compliance with labor protection requirements; organization of cultural and mass, physical and health work, promotion of sanatorium and cultural treatment and recreation of members of the trade union and others. Despite the fact that a collective agreement is concluded only in half of the considered companies, the workers noted the importance of collective agreements to solve problems such as: social security, labor laws, wages, improvement of conditions and labour protection [5]. This demonstrates the importance and urgent need of civilized social and labour relations in enterprises, based on negotiations and consideration of the interests of all their members, and which should facilitate the adoption of new Labour Code.

For these purposes, it is extremely important the involvement of the whole complex of institutional, organizational, economic and other activities, optimizing the relationship between employers and employees directly at the production level, provide a balance of their interests, contributing to solving disputes and preventing conflict situations.

Study and analysis of a large spectrum of institutional and organizational mechanisms of regulation of social and labor relations that are used in a socially oriented market economy, allowed to divide them *in normative and legal, administrative and organization mechanisms of regulation* used in the relevant industrial and social problems

Among the mechanisms aimed at preventing labor conflicts and settling them without social shocks, one can distinguish between *conciliatory and arbitration, mediation, and conciliation* mechanisms. In our opinion, the most important aspect in this regard belongs to the *contractual mechanisms* for consultations, negotiations between social partners and the conclusion of a system of agreements and contracts at various levels of social and labor relations, and is the basis for the functioning of social partnership. The experience of developed countries shows that the positive results on the formation of a social dialogue between employees and employers in a market economy achieved only under the condition that the social partners, as stakeholders, take upon themselves and bear equal responsibility for the formulation and execution of mutually acceptable decisions and maintaining social harmony.

In the context of establishing civilized relations in the country, it is extremely important to operating within the Kazakhstan laws, in particular, “On collective agreements”, “On trade unions”, “About collective labor disputes and strikes” adopted as a single package. At the same time, they must be conceptually and procedurally interrelated.

In addition, as social and labor relations closely interconnected with the relations of the frontier sectors, modernization of organization and legal provision of labor relations, in order to be successful, requires parallel implementation of the necessary changes in related areas of legislation: vocational education, tax, pension, legal provision of HCS, and health care.

Modern concepts of the organization of personnel management in developed countries attach great importance to enhance the personal factor of the worker. In this way, conditions created for the democratization of the interaction of workers and employers, in the social and labor sectors, filling them with new content. This is all the more relevant for Kazakhstan, as this process is aimed at improving social and labor relations, which elements are priority for the formation of a conceptual Kazakhstan model of the Society of universal Labor.

For these purposes, it seems advisable, by *participatory mechanisms*, to develop the modern forms of participation of employees in the management of production through the adoption and implementation of organizational and managerial innovations. In this context, of great practical interest for Kazakhstan is the experience of developed countries. In particular, the USA, where the system of workers' participation in production management and product quality is carried out through the creation of working councils or joint committees of workers and managers; the development of systems for participation in profits, the involvement of employees in the boards of directors. In Germany - includes the joint participation of representatives of capital and wage labor in the Supervisory boards of the firms are assigned a “working Director” for a production boards of the company. In UK and Italy, the participation of workers in enterprise management implemented through collective agreements. In this case, the collective agreements in Italy include quite a wide range of issues, including the participation of workers in formulating the strategy and tactics of production management [6].

As an effective tool for the formation of an effective model of social and labor relations, it seems advisable to use the Roadmap, which is a "soft" instrument of state management of social and economic development. Priority in its development should be labor law regulations implemented within the framework of individual and collective agreements. These exert influence on participants in social and labor relations with the help of legal means, in order to ensure conditions most favorable for economic, labor and related types of people's activities. The means of organizational and legal regulation should be differentiated into certain types: by categories of employees, their labor conditions, economic sectors, geographical areas of employment, gender and age characteristics. The proposed roadmap is built on the principle of the phased implementation of tasks.

The conceptual basis of the Roadmap for the formation of the effective model of social-labor relations defines the development and implementation of professional standards, as a key mechanism for self-regulation of the labor market. They contain the basic information and requirements for the content of work at a specific workplace, the level of qualifications and accordingly, the process and results of education.

At the *first stage* of the Roadmap, a multifunctional normative document is being developed that is established within the framework of a specific type (sphere) of professional activity: requirements for content and quality of work; requirements for working conditions; skill level of the employee; requirements for vocational education and training necessary to meet this qualification. At the *second stage*, in accordance with the specific labor functions described in the trade standards and the corresponding labor actions, the conditions necessary for organizing comfortable and efficient work at each workplace, are determined. At the *third stage*, after determining all the characteristics of this workplace, the necessary costs for its maintenance, etc. for each branch and sphere of activity, then wages for the employee are determined in accordance with their qualifications. The formation mechanism of the model is presented at figure 2.

Participants in the Roadmap are employers, employees represented by trade unions, the state an instrument for its implementation - collective agreements.

Subjects, for the advancement that aims of the event are employees of different professions and having different skills qualification; graduates of professional educational institutions, self-employed, unemployed.

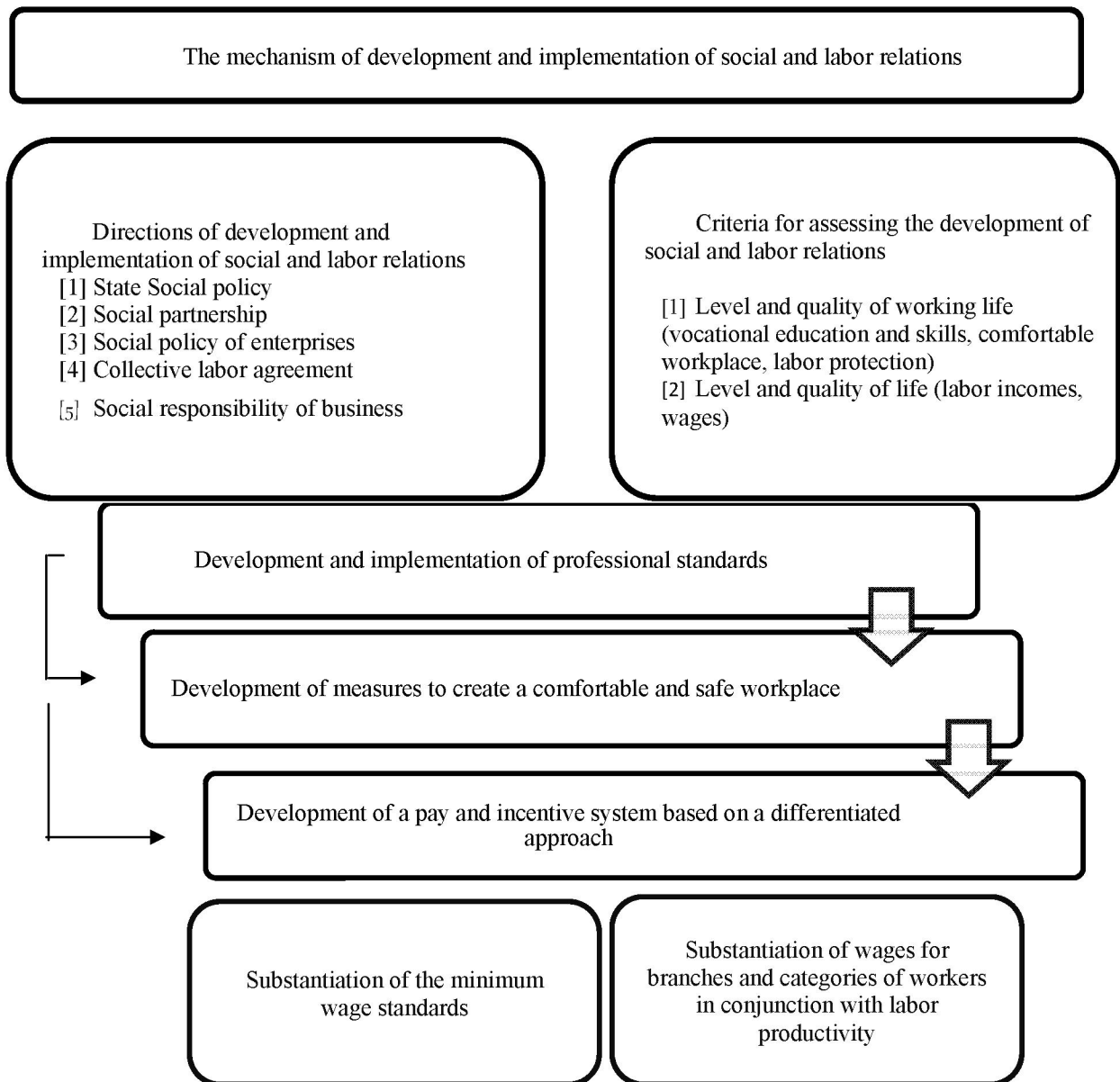


Figure 2 - Roadmap for the formation of the model of social and labor relations

The goal of implementing “Road map” is improving system of social and labor relations, providing decent jobs and wages for different groups of workers taking into account specifics of Kazakhstan market of labor and labor values; the creation of favorable working conditions, including legislation on labor protection; transition to partner interaction of all subjects of labor relations with the state.

Priority for the development of Roadmap of the Universal Labor Society should be labor and legal regulation implemented within the framework of individual and collective agreements that exert influence on participants in social and labor relations through legal means to ensure conditions most favorable for economic, labor and related with it the types of life of people. It should be designed to achieve certain positive effects in social and economic spheres of the state and society as a whole in the region, location in a particular organization or group of employees, the parties of the employment contract, etc.

## CONCLUSION

The most important results of the implementation of the roadmap will be:

*Economic effect*, consisting in improving the system of social and labor relations; ensuring full employment; introduction of new incentives to the labor activities; formation of the qualifications system connects the educational and the professional sphere; reduction of unemployment, including the youth; increase of professional competence of employees in terms of matching their skills to the job, increasing productivity; increasing responsibility as an individual worker and the business for the products, reduction of industrial injuries and, ultimately, improving the welfare of the population.

*Social effect* as an element of social modernization of society, including: changing relationship of man to labor; raising the prestige of real labor; formation of business culture in enterprises; implementation of a social partnership and a contractual relationship, which would correspond to modern standards of social and labor relations, characteristic for developed countries to ensure genuine guarantees of the rights and opportunities of citizens to participate in the resolution of labor conflicts. It is expected that the state will gradually give way to market forces with an emphasis on civil society in many areas of production, promotion and sale of goods and services. Giving more confidence to the private sector the private sector will contribute to the development of public-private partnership in Kazakhstan.

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## ДОРОЖНАЯ КАРТА ФОРМИРОВАНИЯ ЭФФЕКТИВНОЙ МОДЕЛИ СОЦИАЛЬНО-ТРУДОВЫХ ОТНОШЕНИЙ

**Аннотация.** В статье рассматриваются вопросы формирования эффективной модели социально-трудовых отношений, складывающейся на современном этапе развития общества. С учетом взаимосвязи и взаимодействия всех составляющих факторов и участников рынка труда обоснованы предложения по совершенствованию организационно-правового обеспечения перспективной модели социально-трудовых отношений в РК; наиболее эффективные формы и организационно-правовые механизмы, способствующие решению противоречий в сфере трудовых отношений; определены основные принципы и этапы реализации Дорожной карты формирования эффективной модели социально-трудовых отношений с определением в качестве ее концептуальной основы разработки и внедрения профессиональных стандартов. В ходе выполнения исследования использовались методы научной классификации и систематизации, статистического и сравнительного анализа, социологического исследования, учета контекста глобальных факторов, экспертных оценок. С учетом его междисциплинарности исследование осуществлено на основе холистического (целостного) подхода, исходящего из единства экономической, социальной, культурной сфер, в которых живет и действует экономический агент.

**Ключевые слова:** социально-трудовые отношения, социальное партнерство, трудовое законодательство, модель, организационно-экономические и институциональные механизмы.