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**The question about Potential  
and prospects of development of  
social partnership in the system  
of labor relations in industry  
Karaganda region**

Firstly, public authorities, namely the local executive power should be more demanding of employers, despite the fact that they are foreign investors. They must be aware of the need for systematic social policy, both within the organization and outside it. We agree with the official statistics that businesses take on social obligations, but at the same time providing a one-time aid does not cover and does not compare to the damage they cause to the environment in the region, which shows the industry. Second, the results of quantitative surveys and interviews showed that those means which the employer directs the purchase of equipment is not enough. In this connection, the government should be able, through the institution of bilateral, trilateral commission to conduct specialized inspection equipment in industrial plants. Third, the number of employees in enterprises is huge, working in different departments of the company, they notice that the socio-psychological climate in the team, one of the important aspects of working life, in connection with which both the employer and the public authorities should pay attention to the improvement, above all, a social enterprise image. Fourth, high staff turnover, the desire to change their place of work, show that industrial jobs associated with a high level of risk and danger. In this connection, it is necessary to work with the staff of the permanent observance of safety rules. However, differentiated pay, social and economic difficulties of the workers, spurring him to break the rules, in connection with what are related accidents in the workplace. Consequently, systematic work with the staff, daily check on the working place of work, training may improve the situation by reducing the number of occupational injuries. Fifth, the trade unions as organizations defending the interests of workers need to be aware of everything that happens in the departments. More common workers, not with trade union activists. Because workers perceive themselves as a protest organized enough power and if you have any conflicts with management companies, to keep from strikes, interruption fail.

**Key words:** social partnership, working conditions, the interaction of the subjects of the state, trade unions, workers.

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**Қарағанды ауданындағы  
өндірістегі еңбектік қатынас  
жүйесіндегі әлеуметтік  
серіктестікті дамытудың  
мүмкіндігі мен келешегі  
туралы сұрақтар**

Мемлекеттік органдар, соның ішінде жергілікті атқарушы билік, жұмыс берушілерге, олар шетелдің инвесторлары екендігіне қарамастан қатаң талапты болуы қажет. Сандық зерттеулер мен сұхбаттың нәтижелері көрсеткендей, жұмыс берушінің қажетті жабдықтарды сатып алуға бағытталған ақшасы жеткіліксіз. Өндіріс орындарындағы жұмыскерлердің саны өте көп, топтағы әлеуметтік-психологиялық климат еңбектік өмірдегі маңызды аспектілердің бірі болып табылады, сондықтан жұмыс берушілер де, мемлекеттік мекемелер де әлеуметтік жағдайдың жақсартуына көңіл бөлуі қажет. Жоғары деңгейдегі кадрлардың жұмыстан шығуы, жұмыс орнын ауыстыруға деген құштарлығы, өндірістік жұмыскерлердің жоғары деңгейдегі қауіп пен қатерге төзетіндігін көрсетеді. Кәсіподақтар, жұмыскерлердің мүддесін қорғайтын ұйым ретінде бөлімдердегі болып жатқан жағдайлардың барлығын білуі қажет.

**Түйін сөздер:** әлеуметтік әріптестік, еңбек жағдайлары, мемлекет, кәсіподақтар, қызметкерлер.

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**Вопрос о возможностях  
и перспективах развития  
социального партнерства  
в системе трудовых  
отношений в промышленности  
Карагандинской области**

В статье анализируются такие вопросы системы трудовых отношений, как: государственные органы, а именно местная исполнительная власть, должны быть более требовательными к работодателям, несмотря на то, что они иностранные инвесторы. Результаты количественных исследований и интервью показали, что те средства, которые работодатель направляет на покупку оборудования, не хватает. Количество работников на предприятиях огромно, социально-психологический климат в команде является одним из важных аспектов трудовой жизни, в связи с чем и работодатель, и государственные органы должны обратить внимание на улучшение социальной составляющей. Высокая текучесть кадров, желание сменить место работы показывают, что промышленные рабочие связаны с высоким уровнем риска и опасности. Профсоюзы как организации, отстаивающие интересы работников, должны быть в курсе всего, что происходит в отделах.

**Ключевые слова:** социальное партнерство, условия труда, взаимодействие субъектов, государство, профсоюз, работники.

**THE QUESTION  
ABOUT POTENTIAL AND  
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OF DEVELOPMENT  
OF SOCIAL  
PARTNERSHIP IN THE  
SYSTEM  
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IN INDUSTRY  
KARAGANDA REGION**

In the study, we tried to find out such aspects of social and labor process, as the impact of state agencies on social policy, the relationship between the subjects of the labor process.

Information base totaled results of the survey (questionnaire and interviews) conducted in enterprises «ArcelorMittal» and «Kazakhmys» corporation from 2011 to 2014. The sample is 1450 people.

In the framework of sociological research, we tried to ascertain the views of the respondents about their assessment of the state bodies in addressing social issues and social policy in the workplace. Asked what impact have the state authorities on social policy (social protection of employees) of your enterprise? Most respondents (69%) believe that public authorities have a great impact on social policies enterprise where they work. Opinions of respondents due to the actual situation in Kazakhstan's business when government agencies intervene in the process of doing business, especially controlling social programs whose funding often comes as a residual and displeases employees.

Note also that a positive attitude to government involvement in social programs at the company explains the age of the respondents, since the bulk of the respondents aged 30 to 45 years (38%), this is the generation that remembers the influence of the Soviet state, which is not simply influenced, and strictly regulate the implementation of social policy.

Gender distribution of opinions is also consistent with the general installation that government influence is positive (50% of men and 19% women). Work experience and the level of income in no way affect the distribution of opinions of the respondents (20% of all respondents believe in a lot of influence).

In this case, the professional status had a decisive impact on the opinion of the respondents. Thus, only 11% of the technical staff (the ITR) recognize that the state has a large impact on social policy, but among the workers think so already 58% of the workers. This allows us to make the assumption that the respondents maintain traditional paternalistic setting, the essence of which is to maintain faith in the state as an institution, stand in defense of the working class. At that level of management of the enterprise (ITR) is involved in the management of the enterprise, in the decision-

making process and more aware of the arrangements for the implementation of social policies of the enterprise than the immediate work to which are usually communicated decisions already made.

Distribution of answers to assess the degree of control of public authorities in areas of social policy confirm our assumption about the desire of the respondents see as a participant, «third party», the representatives of the state in production activity. It gives a sense of stability, the existence of safeguards to protect the interests of workers.

Answering the question: «How much you satisfied with the work of state bodies to protect the rights of wage-workers in your company?», The majority of respondents (44.5%) indicated that they were satisfied with the work of state bodies to protect and promote their employment rights.

Most of the men surveyed (32%) and women (12%) are fully satisfied with the work of state bodies for the protection of their labor rights. Age criterion does not influenced the distribution of opinions, as representatives of all age cohorts completely satisfied with the performance of government agencies.

But the views of differentiation, again, is related to the professional hierarchy, since only 7% of the representatives of engineers and 37% of workers are completely satisfied with the activities of government agencies. The experience of work and income level did not affect the distribution of opinions of respondents.

It can be assumed that the evaluation of public authorities is based on conflict, dispute, occurring generally in the industry and not on the particular enterprise, which employs interviewed. The intervention of the authorities always ensures that the compromise meet disgruntled protesting employees (example with the strike on «Kazakhmys»). Government representatives are always aimed at solving problems peacefully, finding the dialogue, not harming the economic condition of the enterprise. While the management of the enterprise in the event of disputed, conflicts adheres strictly rational approach associated with the logic of «beneficial-not beneficial».

It follows that in modern Kazakhstan conditions, the role of the state as one of the important subjects of social partnership is significant. And chose a policy of state intervention in the economy is still prudent. However, as international practice shows, state paternalism is appropriate, within certain limits. President Nursultan Nazarbayev in their appeals focuses on this issue and encourages entrepreneurs to be independent and take responsibility for the risks. Employee certainly convenient and

comfortable when the state can intervene in the affairs of the company. Which in turn is a proof that the Kazakhstan business community characterized by authoritarian and infantilism.

Distribution of answers to the question: «How often in the last two years, your company conducted a meeting with the leadership of the workers of the enterprise associated with the solution of industrial problems?» Showed that such meetings are formalized, their attendance is compulsory and inconclusive. None of the quota sample showed no differences of opinion.

Most respondents indicated that the meetings were held once a year (32.7%). However, none of the respondents could not specify the topic of the last three meetings with the leadership of the workers of the enterprise.

It follows that the administration of enterprises still alone make decisions, create an advisory body to the workers it does not want.

Exploring the role of the employer in the process of social and labor relations and management strategy of choice, we asked the question: «Who usually makes important decisions concerning the further development of the company?».

Responses were distributed in such a way that it becomes unequivocally clear that important decisions concerning the further development of the enterprise, taking only the heads of the company. This opinion is shared by a majority of respondents (63%) and male (63%) and female (45%) of the floor.

Representatives of the middle age cohort (30 to 45 years) are more confident (34%), which is only a guide makes important decisions than on younger (18 to 29 years) – 12% and older (46 years and older) – 18 % of the cohort.

Again traced pattern that employees Engineering (10%) are less confident in the dominance of opinion leadership in decision-making than the representatives working professions – 53%.

Work experience had no effect on the distribution of respondents' views.

But the level of income shows that the lower the income level, the greater the confidence in the domination of management decision making (wages from 25,000 to 50,000 – 23%, from 51 000 to 100 000 – 27%, from 101 000 or above – 13 %).

We can say that the majority of respondents believe that the important decisions are made by management. It turns out that workers and supervisors «are put before the fact,» ie, they are excluded from the process of management, decision-making. This is clearly discriminatory, it can cause resentment, frustration, apathy and disinterest in the

professional development of their enterprise on the part of workers.

In the course of the study, we wanted to determine the role of trade unions in addressing social and labor problems of employees. We asked the respondents to the question: «How would you assess the role of trade unions in protecting your employment rights?»

Respondents evaluated the role of unions in protecting their rights as a minor (68.6%), which confirms our hypothesis about the insignificant influence of trade unions for the protection and labor rights of workers of the enterprise.

An interesting fact is that most of the men noted the active role of trade unions to protect their rights (50%), whereas only 18% of women consider as well.

On the active role of trade unions and the answers of the respondents indicated depending on the age criterion of 12% – from 18 to 29 years, 41% – from 30 to 45 years, 15% – from 46 years and older.

Distribution of opinions depending on the professional status shows that 11% of representatives of trade unions as engineers assess active defenders and workers of the same opinion – 58%.

But the more the professional experience of the enterprise employee, the less he believes in the active role of the union. For example, assume that the trade unions are active 22% – experience from 1 year to 5 years, 19% – length from 6 to 10 years, 18% – from experience 11 to 15 years and only 9% – the experience of 16 years and more.

Representatives of workers and managerial occupations, which would have to be the mainstay of the trade unions, are more inclined to think that the unions - is «not their organization».

In our opinion, the main reason for the lack of public attention to the problems of the state and the trade union movement is the underestimation of the role of this institution. The role of trade unions is seen only in the protection of the rights and interests of employees, and thus – in mitigating the social and labor relations. Without a doubt, this is one of the priority tasks of the trade unions, but because of their role in public relations is much broader than appears. Unions should oblige employers to improve the management of production and to enhance its effectiveness. We believe that the transformation of both the union movement and change of attitude towards trade unions from the state and society will only benefit all participants in the relations of production.

Over the past two years, in the event of labor disputes (conflicts), how to decide?

The main part of the respondents indicated that in the event of labor disputes or conflicts most often organized the meeting with the leadership of the workers (55.1%).

Thus men (14%) also indicated that in a situation of conflict involved in the negotiations and the union, but only 2% of women of the same opinion.

Neither age nor experience, nor the level of income does not affect the distribution of respondents' views. But professional status had value in the distribution of responses. Thus, only 10% of the MFI representatives indicated that in the event of labor disputes organized a meeting with the leadership against 47% of the workers. Also, only 3% of engineers indicated that labor disputes arose, against 13% of the workers.

Despite the fact that each of us had to deal with conflict situations, as well as the fact that conflicts are manifested in all spheres of human relations (family, group, collective, state, etc.) is still considered the conflict as a purely negative phenomenon. But the development of the country, the company, the production, the requirements of the modern labor market, the global economy is regularly present new challenges, exacerbate existing problems, improve conflict, require the development of new patterns of behavior.

Analysis of experience in managing executives shows that the output of the conflict is their difficult task. It should be noted that according to some estimates Executives goes up to 20% of their time dealing with conflict issues (121, p.91) A common scheme of development of the conflict situation is as follows. Parties to the conflict are beginning to amplify existing differences, ignoring the presence of points of contact, which leads to a further deepening of the crisis. Complicating the situation and that the parties to the conflict to assess the same facts in different ways. The conflict deepened by the fact that between the staff team there is a sharp reduction of contacts, contribute to the severity of the situation. Recommended by experts model to solve this problem is to bring conflicting parties to a joint discussion of the problem. To do this, the manager must act as a neutral organizer of the meeting, which will direct the discussion into the mainstream of scientific research to solve the problem and contribute to dialogue. Demonstration of non-aggressive intentions, looking like a goodwill gesture, not a weakness, will mitigate the negative perception of the parties to each other. In general, for an effective solution to this problem, we recommend a combination of different approaches, methods, and actions. However, such

simple methods of conflict resolution in practice cause great difficulty.

Unfortunately, the company's management meetings with workers – it is a formalized, but the usual method of establishing communication between management and workers, from which, often, the participants do not expect any effect. This method is borrowed from the Soviet past and sold today under the same scenario, when the company's management in response to a situation of conflict aggressively exhorts workers, urging them to «understand» and accept the situation, and the audience silently takes note of the information.

Answering the question: «Do you think that if there is a labor dispute (conflict) in your enterprise will be satisfied if your requirements employer?», The majority of respondents believe that in the event of a labor dispute / conflict of their demands are fully met (51.8%), not a smaller part of the respondents believe that their partially satisfied (27.7%). Those who believe that their demands will be ignored 12.04%.

Most men (37%) and women (15%) also believe in satisfaction of their claims in the event of a dispute, the conflict. The distribution of responses for age, professional status, length of service, income level also showed that confidence.

It is likely that such unanimous distribution of responses can be explained by the belief in the protest potential of the workforce, union strength, experience in previous conflicts, or the confidence that the management company will not agree to a confrontation and will satisfy the requirements of the conflicting parties. The fact that the distribution of the respondents' opinion can explain the history of the strike experience, in particular experience of strikes in 1989-1991. When the USSR government made concessions and somehow trying to meet the demands of the strikers. As the Russian researcher V.M. Shalenko : «Mass labor conflicts have occurred throughout the Soviet period of our history. Despite the brutal terror, arrests, dismissals, up until the early 30s at the enterprises were strikes. Only a process of forced industrialization, which led to the curtailment of the democratic foundations of industrial life, put an end to the open forms of the workers' struggle for their rights. Sudden mass actions of workers suppressed, such as in Novochoerkassk in 1962. Information about these events is secret, and they were regarded as cases of civil disobedience and non-scientific study [1].

Miners' strike in the summer of 1989, which were attended by almost all the miners of coal basins of the country, caused a change in the attitude of state

structures to labor conflicts and spawned numerous scientific studies aimed at a comprehensive analysis of the development of the labor movement in the former Soviet Union.

Questions relating to working conditions, safety in the workplace is one of the important for the employees of enterprises, the level of participation structures, officials estimated respondents differ. According to most respondents the most part in solving production problems take foreman (35%) and colleagues (30%), a small part taking the union (68%) and the head of the shift (12%) did not participate in the resolution of problems - the union (52%) and the management of the company (27%). So, we get a very low estimate of the union, the company's management and the shift supervisor.

As for financial aid, it is obtained, usually at the expense of the union, following certain procedures (writing statements, collecting signatures leadership, determination of the amount of aid, etc.) and due to the tradition of mutual aid, which exists in the collective. Payment of treatment, usually performed independently, since Kazakhstan part of the medical services fee, some free and large manufacturing campaigns have their own hospitals, health centers and dispensaries. Payment for training is also carried out for the most part on their own, but there are times when the leadership training will cover the employee or his family members (for example, in the case of death working in production, the company's management is committed to pay for education of his children) [2].

How often during the last two years in your company practiced material incentives (bonus) for the workers?

Distribution of answers to the majority of the respondents shows that most of the respondents materially stimulated once a year (33.3%), once a quarter (31.5%), monthly (18.8%) or never (12.1%). Specificity of premium payment in the mining and processing industry depends on the fulfillment of the production plan. Thus, when the fulfillment of the plan and are traditionally paid bonuses to employees of the enterprise. This occurs, as a rule, at the end of the calendar year. Like most men (25%) and women (8%) also indicated the option «once a year».

Criteria for age, length of service, professional status and income level did not affect the change in the views of respondents.

The opinions of the respondents were distributed in such a way that we see the crucial plays a production plan for solving the payment of premiums (52.1%), followed by national holidays (16.4%), the decision of the company's management

(11.5%). Neither gender status or professional status or seniority, age, or income level did not affect the distribution of opinions of respondents.

As we can see, the majority of respondents did not receive the award for the past two years (65.5%), those who received 27.3%. Thus men received the award two times more likely than women (19% vs. 8%). The distribution of responses on the criterion of age, professional status, length of service, income level also showed that over the past two years, the award in industrial enterprises whose employees participated in the study, there was no prize. This is probably due to such factors as the high requirements in terms of annual production, underfulfilment plan, changes in commodity prices, the global financial crisis.

Among those who received the award:

- more satisfied – 34.5%
- fully satisfied with its size – 24.2%
- Rather than satisfied – 20.6%
- are not completely satisfied – 20.6%

Most and men (43%) and women (15%) are also satisfied with the size premium. Age cohort of 18 to 29 and from 46 and older are no longer satisfied with the size of the premium than the group aged 30 to 45 years. Representatives working professions no longer satisfied with the premium than the representatives of Engineering (34% vs. 9%).

As we can see, most of the respondents (65%) are not engaged in the search for a new job. This can be explained by the fact that despite the dissatisfaction level of wages, social benefits, social and psychological climate in the team, many have no choice, because then production company in which they work, is the city main, ie it works much, even most of the townspeople and the enterprise determines the employment policy, labor market, finance social sector, infrastructure, and even entire city area.

An interesting fact is the female part of the same proportion of respondents as looking for a new place of work (13.8%) and is not looking for a new job (14%).

The same situation is distributed among respondents on the criterion of income. So, those who earn from 25 000 to 50 000 tenge also equally interested in the preservation of existing jobs (17%), and in a new place of work (17%).

Care of the organization of each individual employee can adversely affect the operation of the company. So dangerous is the care of a professional with a high position to a direct competitor. Bad if the company goes out of the leader (formal or informal), and in its place comes the head with a different style

of work. In this case, the team will take time and considerable effort to work together with the new boss.

Staff turnover is fraught with danger and hidden. The main of them – this is demotivating effect on employees leaving the remaining workers.

Causes of employee turnover in the enterprise

Staff turnover adversely affects the work of the organization, does not give a well-formed team, and hence the corporate spirit that always entails a reduction in performance and efficiency. Nevertheless, despite the seriousness of this problem in many organizations, «conservation program personnel» are uncommon.

Staff turnover from scratch does not arise, competent leader she always says that something in his organization «wrong». To control the dismissal and understand how to keep the best employees, you need to determine the reasons why people leave the company.

Leading cause of search and job changes are inconvenient work schedule (22% of total respondents), low wages (12% of total respondents). Note that 49.5% of the total number of respondents indicated all listed as possible answers causes as influencing the motivation of finding a new job.

Distribution of answers depending on the sex of the respondents revealed that men are more dissatisfied with the work schedule (15%) and wages (10%). Women are also unhappy with the schedule of work (8%) and are not sure of the stability of the enterprise (4%).

The age distribution showed that those who are between 18 and 29 as reasons indicate inconvenient work schedule (3%) and the instability of the enterprise (3%); from 30 to 45 years - the inconvenient work schedule (15%) and low wages (7%); 46 and over such reasons see also inconvenient work schedule (5%) and low wages (4%).

Distribution of answers depending on the criterion of occupation, income and work experience also demonstrated the 3 leading causes - inconvenient working hours, low wages and lack of confidence in the future work of the enterprise.

As for the timetable, it is built according to the change. So, there are day and night shifts. And the work schedule may consist of a 5 day shifts a week or 2 night shifts per week. Payment of night shifts at two times higher than the daytime. Accordingly, the worker is interested in building a schedule of work, where there will be more night shifts. But they are complicated by high physical exertion. Often there are disputes, dissatisfaction with his work schedule, as it approves the shift supervisor, not the worker.

The wage level is the traditional «stumbling block». Wage inequality with the advent of capitalist relations was a clear and demonstrative. Material values began to dominate in the value system of modern Kazakhstan citizen. In addition, physical labor were not viewed as a significant, respected, prestigious.

Even if you do not look for work, you would like to change the current job?

Option «no» pointed out – 72.7% of the respondents, «yes», 27.3%.

55% of men and 18% of women do not want to change jobs. 18% of men and 9% of women want to change their job.

The age distribution showed that, regardless of age, the respondents do not intend to change the current employment: 14% – from 18 to 29 years, 40% – from 30 to 45 years, 19% – from 46 and older.

11% of employees are engineers and 62% of workers also do not intend to change jobs.

21% of those who earn from 25 to 50 000 tenge, 34% earn between 51 and 100 000 tenge, 17% earning between 101 and 000 tenge also not looking for a new job.

24% of those who have work experience from year to 5 years, 17% with experience of 6 to 10 years, 20% with the experience of 11 to 15 years, 12% experienced more than 16 years and also do not want to change the current job.

We see that the intention to change jobs is not the intent of the majority of the respondents, but the reasons for such a distribution of opinions related to the understanding of the fact that in the region there are no companies that could offer an equivalent income, more convenient schedules, better working conditions.

If yes, please indicate the reasons?

Distribution of opinions on this question showed that the majority of respondents (all selection criteria), believe that all answers given in the Questionnaire are reasons search / job change. Probably, in the process of interpreting the question arose among respondents understanding that you can specify all the options available. In the future, this issue requires corrections and updates the number of possible answers.

Why do you continue to work at your company?

As the results of the survey, the main motive performance of professional duties of the respondents is higher wages (44.8%), a convenient work schedule (21.2%), satisfactory working conditions (18.8%).

The distribution of answers by gender of respondents indicated that the reasons to continue to work in both men (36%) and women (9%) is higher wages

The distribution of answers by age also showed that the leading cause is the higher salary: of 18 to 29 years – 7%, from 30 to 45-27%, from 46 and older – 11%.

Views of the engineers and workers agree on the causes save jobs: 7% of engineers and 38% of workers believe higher wages main motive of their employment.

The income level and work experience of the respondents did not change the distribution of opinions. So, those who have an income of 25 to 50 000 tenge (12%), and earn from 51 to 100 000 tenge (18%), and earn from 101 000 tenge (15%) as the main causes of these higher wages.

Those who have experience of up to 5 years (15%), from 6 to 10 years (12%), from 11 to 15 years (11%), 16 or more (7%) indicated the same reason.

Thus, based on the results of the survey, may recommend the following:

Firstly, public authorities, namely the local executive power should be more demanding of employers, despite the fact that they are foreign investors. They must be aware of the need for systematic social policy, both within the organization and outside it. We agree with the official statistics that businesses take on social obligations, but at the same time providing a one-time aid does not cover and does not compare to the damage they cause to the environment in the region, which shows the industry.

Second, the results of quantitative surveys and interviews showed that those means which the employer directs the purchase of equipment is not enough. In this connection, the government should be able, through the institution of bilateral, trilateral commission to conduct specialized inspection equipment in industrial plants.

Third, the number of employees in enterprises is huge, working in different departments of the company, they notice that the socio-psychological climate in the team, one of the important aspects of working life, in connection with which both the employer and the public authorities should pay attention to the improvement, above all, a social enterprise image.

Fourth, high staff turnover, the desire to change their place of work, show that industrial jobs associated with a high level of risk and danger. In this connection, it is necessary to work with the staff of the permanent observance of safety rules. However, differentiated pay, social and economic difficulties of the workers, spurring him to break the rules, in connection with what are related accidents in the workplace. Consequently, systematic work with

the staff, daily check on the working place of work, training may improve the situation by reducing the number of occupational injuries [3].

Fifth, the trade unions as organizations defending the interests of workers need to be aware of everything that happens in the

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