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E-mail: centrino-018@mail.ru; ken_zhanna@mail.ru; zhanna.kenzhalina@narxoz.kz**COMPLETION OF RATING ON THE SYSTEM
OF SOCIAL PARTNERSHIP AT OIL ENTERPRISES
IN THE REPUBLIC OF KAZAKHSTAN**

Abstract. This article presents the results of the analysis of the state of labor relations at modern oil and gas enterprises in Kazakhstan, as well as the trends in their changes under the influence of modernization processes. It justifies the approach to social partnership as one of the modern conditions (forms) of labor relations, which continues to change its content under the influence of production modernization processes in the oil and gas sector. The possibility of assessing the state of labor relations and the compliance of labor process participants with the requirements that modernization of the technical foundations of production presents is considered. A description is given of a methodology that allows us to assess the involvement of workers in the activities of the enterprise, as well as the state of formation of social partnership.

The relevance of the study is that today, the role of social partnership is increasing because of the steady increase of conflict and competition levels in enterprises as a result of global inflation and crisis phenomena. The level of loyalty, peace of mind at the enterprise depends on the implementation of the principles of social partnership, the action of concluded industry and collective agreements. Oil-producing enterprises remain the flagship of the development of the entire national economy and represent an export-oriented industry. The scientific research method is the qualitative analysis, comparative analysis, application of the rating approach and ranking of results.

As a result of the conducted research, based on the analysis of a number of indicators of companies that affect the level of social partnership, the problems of its development were clearly identified. In the course of the analysis, indicators that reflect the level of development of social partnership were grouped, a rating of companies was compiled according to the level of development of social partnership. Based on the calculation of the total rating, a final rating was compiled. The relationship between the final rating of social partnership companies and indicators of social and labor relations is considered.

This article can be useful in case of the methodological and normative documents developments on social partnership, in particular, in case of concluding a General Agreement between employers, trade unions, and representatives of employees, when concluding industry tariff agreements, collective agreements, and also in event of a strategy development for oil companies to further avoid labor conflicts.

Keywords: Oil industry; growth factors; rating; social partnership; collective agreement; salary.

Introduction. Social partnership in today's conditions plays an increasingly important role for the further development of labor relations in modern enterprises. The financial performance of companies depends on the labor relations. The special role of social partnership is growing worldwide when competition between producers is becoming more acute. Enterprises involved in oil production in Kazakhstan and representing the relevant industry were no exception. In addition, social partnership is becoming increasingly important in conditions when the situation on the labor market becomes more acute, as well as social heterogeneity of the population. In this case, partnership provides an opportunity to resolve social issues and acute social contradictions. Only through peaceful negotiations and agreements between employers and employees can it be possible to find common interests, achieve parity in labor issues and disputes.

The authors pay a lot of attention to this issue. The influence of activity in the field of social partnership and the conclusion of labor contracts on performance indicators periodically attracts the

attention of foreign and domestic researchers. Some authors, such as Flanagan, 1999, Aidt and Tzanatos, in their 2008 *Trade Unions, Collective Bargaining and Macroeconomic Performance: a Review*, 2008 suggested that negotiations concerning the increase of wages in some industries contribute to a general decrease in real wages in country [1]. The reason for this phenomenon is the negative effects of wage increases in one sector to another sectors.

Olson M., in his writings focuses on social capital, which is formed only in conditions of real social partnership [1, 2, 3, 4, 5]. He notes that even in large structures, where social partnerships operate formally, workers do not participate in creating low inflation and unemployment. He concludes that macroeconomic development indicators also influence the development of social partnerships. He also explains that social capital is considered as the possibility of extending the concept of capital to norms and social networks. The main condition for the development of social capital is confidence in the partner. These are associations that trusting relationship is very important. With a high level of trust between social partners, lower transaction costs are generated. It is believed that high intensity in social partnership and high social capital should positively correlate with the probability of high macroeconomic indicators. It should be noted that many Western authors consider social partnership, mainly through the prism of wage negotiations.

So, in the article, which is written by Markus Leibrecht, Silvia Rocha-Akis. *Sozialpartnerschaft und makroökonomische Performance* in the journal *WIFO-Monatsberichte*, 2014, 87 (8) there is considered the degree of influence of activity in social partnership on macroeconomic indicators in Western Europe [6]. The authors sampled from 16 countries for the period 1990-2012. The article proves the opinion that with a strong level of social partnership, macroeconomic indicators in the country are higher. When analyzing the development of social partnership, two counterparties are considered:

- level of organization of employers;
- level of organization of trade unions.

It is noted that in the system of wage negotiations in countries with a high intensity of social partnership, both counterparties are well organized and pronounced. Conversely, countries with low characteristics of both counterparties are characterized by low intensity of social partnership. Countries such as Austria, Belgium, Denmark, Finland, France, Germany, Greece, Ireland, Italy, the Netherlands, Norway, Portugal, Spain, Sweden, Switzerland, and Great Britain were studied.

The first group includes countries with a high level of organization of employers and trade unions. Therefore, a high level of participation of the union of employers and trade unions in economic policy should be expected in these countries. These countries are Belgium, Denmark, Sweden, Norway, Austria, the Netherlands. The second group includes countries where the degree of concentration of trade unions is high, but the degree of organization of employers is low. These countries are Germany, Ireland. The third group includes countries where the degree of organization of employers is high, but the degree of concentration of trade unions is low. These countries include Finland, France, Spain, Portugal. The fourth group includes countries with low parameters in both dimensions. This group consists of Greece, Italy, Switzerland, Portugal. It should be noted that Austria has one of the greatest importance among countries in organizing employers and trade unions. This is explained by the mandatory participation of employers in the Austrian Economic Chamber, which is the association of employers. Among countries of the 1st group, the lowest unemployment rate is observed. The highest unemployment rate was in Spain – 19.2 %, Greece – 14.4 % in the period of 2008-2012.

Despite the fact that groups of countries are formed according to the relevant criteria, it should be noted that they have different policies regarding wages. We can distinguish a policy in the field of wages:

- focused on moderators,
- distribution oriented.

The first area does not jeopardize competitiveness in open industries. Attention is paid to unit labor costs in related industries of foreign companies. That is, the benchmark is taken on similar companies, known in this segment at the world level. This allows the industry to be competitive in the field of labor relations. Workers receive wages corresponding to the level in foreign leading companies in the industry.

The second direction is focused on solidarity wages. This means that workers with the same functional tasks in the country should receive approximately the same salary [7]. Solidarity wages are described by Erickson L. in the model of Ren Meidner, which has prevailed in the Scandinavian countries

since the 1960 s. The authors conclude that it is necessary to achieve a combination of maximum employment, high economic growth, and fair wages. Companies that cannot provide workers with fair wages will be forced to leave the market. In order to prevent the growth of unemployment, there should be an active policy on the labor market, investment in human capital, developed social partnership.

Purpose of the study. lies in the fact that today there is a problem in the development of social partnership, the implementation of principles at mining enterprises. Confirmation of this are the ongoing conflicts at mining enterprises. The principles of social partnership in such companies are not respected, collective agreements do not work, and acute labor conflicts occur. In our study, we will try to catch the connection between the development of social partnership as well as indicators that reflect labor relations and their level in the enterprise.

Hypothesis in this study, is - the higher the activity of companies in matters of social partnership, the better the social situation in companies, the better the labor relations.

A huge role in the development of social partnership is played by social capital, which represents the ability or ability of systems to provide their members with access to various resources. Thus, social capital increases the efficiency of their joint activities. Contribution to the development of this concept was made by Pierre Bourdieu [8]. He emphasized the benefits that social capital brings in groups in order to create a specific resource. So, using the resources of partners, you can get direct access to resources, join social institutions and benefits.

In addition, Robert Putnam defined social capital as a tradition of social interaction, which involves trust, voluntary association, involvement in solving common problems [9]. Community members help each other and are tolerant of their opponents. These principles are embedded in the principles of social partnership. Robert Putnam identifies the following functions of social capital:

- improving the effectiveness of collective activities;
- reduction of transaction costs by avoiding unnecessary control and efforts and due to trust between members of the trade union;
- more efficient use of human capital, that is, increasing labor productivity;
- Improving the moral climate in the group, that is, in the team due to support and mutual understanding, as well as common goals in the team.

American A. Portes identified mechanisms for the implementation of social capital, such as [10]:

- value orientation stimulates the social behavior of a team member,
- social impact, means that within a public group certain rules are prescribed that cannot be violated,
- limited solidarity, means the behavior of each member of the group, based on external pressure,
- forced trust creates confidence in the disciplinary responsibility of group members, a system of fines and sanctions forces members to comply with certain standards.

Methods. In carrying out this study, we will make a rating of the development of social partnership. A rating assessment will allow you to compare the degree of development of social partnership at enterprises of the oil industry, the effectiveness of its functioning, in particular:

- compare the results of social partnership activities;
- assess the degree of achievement of certain indicators;
- get information for making management decisions.

The methodology was based on the following indicators:

- indicators characterizing the activities of tripartite commissions for the regulation of social and labor relations;
- indicators characterizing the degree of formation of the organizational structure of social partnership;
- performance indicators.

The indicators characterizing the activities of tripartite commissions include:

- the number of meetings held on partnership issues;
- number of issues considered at meetings of tripartite commissions;
- the number of projects of internal regulations on labor relations.

The indicators characterizing the degree of formation of the organizational structure of social partnership include:

- the share of organizations with 15 employees or more who have concluded collective bargaining agreements, in the total number of organizations with 15 employees or more, %;
- the share of registered collective agreements in the total number of collective agreements concluded, %;
- the proportion of collective agreements concluded with trade unions in the total number of collective agreements concluded, %.

Performance indicators included:

- the average monthly salary of employees of the enterprise;
- the average monthly wage of wage workers;
- the amount of arrears in the payment of wages;
- the share of arrears in the payroll;
- the level of coverage of employees with vocational training and advanced training, in % of the total number of employees,
- the rate of occupational injuries (the ratio of the total number of injured in production and the average number of employees per 1000 people), coefficient,
- the share of workers employed in certified workplaces in the total number of employees, %.

For each indicator, we calculate the rating. Indicators such as the amount of arrears in the payment of wages, the share of arrears in the wage fund have the reverse order of calculation. The remaining indicators have a direct calculation procedure, i.e. the maximum value of the indicator corresponds to the first place in the rank. The final rating is calculated based on the total rating of the enterprise.

To compile the rating, we selected oil production enterprises in the Aktobe region of the Republic of Kazakhstan. A total of 9 enterprises were examined. Based on the results of the study, based on the data, points were calculated for all indicators that are available in the methodology (table 1).

Table 1 – Rating assessment of the development of social partnership by indicator groups [11,12, 13]

| | Performance indicators of territorial tripartite commissions | | Organizational structure indicators | | System Performance | | Performance indicators | | | | | | | |
|-------------------|--|-------------------|-------------------------------------|-------------------|---------------------|-------------------|------------------------------------|-------------------|-----------------------|-------------------|--------------|-------------------|--------------|----------|
| | | | | | | | social and labor sphere in general | | including directions: | | | | | |
| | salary | | employment and unemployment | | occupational safety | | | | | | | | | |
| cumulative rating | total rating | cumulative rating | total rating | cumulative rating | total rating | cumulative rating | total rating | cumulative rating | total rating | cumulative rating | total rating | cumulative rating | total rating | |
| enterprise 1 | 11 | 3 | 4 | 2 | 8 | 5 | 28 | 3 | 5 | 3 | 4 | 1 | 19 | 8 |
| enterprise 2 | 9 | 1 | 10 | 8 | 11 | 8 | 13 | 1 | 3 | 1 | 4 | 1 | 6 | 1 |
| enterprise 3 | 16 | 7 | 9 | 7 | 6 | 3 | 36 | 5 | 9 | 6 | 18 | 9 | 9 | 3 |
| enterprise 4 | 13 | 4 | 8 | 6 | 9 | 6 | 34 | 4 | 4 | 2 | 14 | 7 | 16 | 5 |
| enterprise 5 | 14 | 5 | 3 | 1 | 12 | 9 | 44 | 8 | 7 | 5 | 16 | 8 | 21 | 9 |
| enterprise 6 | 17 | 8 | 7 | 5 | 5 | 2 | 41 | 7 | 24 | 9 | 9 | 4 | 8 | 2 |
| enterprise 7 | 18 | 9 | 6 | 4 | 10 | 7 | 37 | 6 | 11 | 7 | 9 | 4 | 17 | 6 |
| enterprise 8 | 9 | 1 | 5 | 3 | 4 | 1 | 47 | 9 | 23 | 8 | 7 | 3 | 17 | 6 |
| enterprise 9 | 14 | 5 | 18 | 9 | 7 | 4 | 26 | 2 | 6 | 4 | 9 | 4 | 11 | 4 |

The calculation indicated (table 1) that the leader in the rating is the enterprise 2, while the second in the rating is enterprise 1, and the enterprise 4 on the third place in terms of social partnership (figure 1).

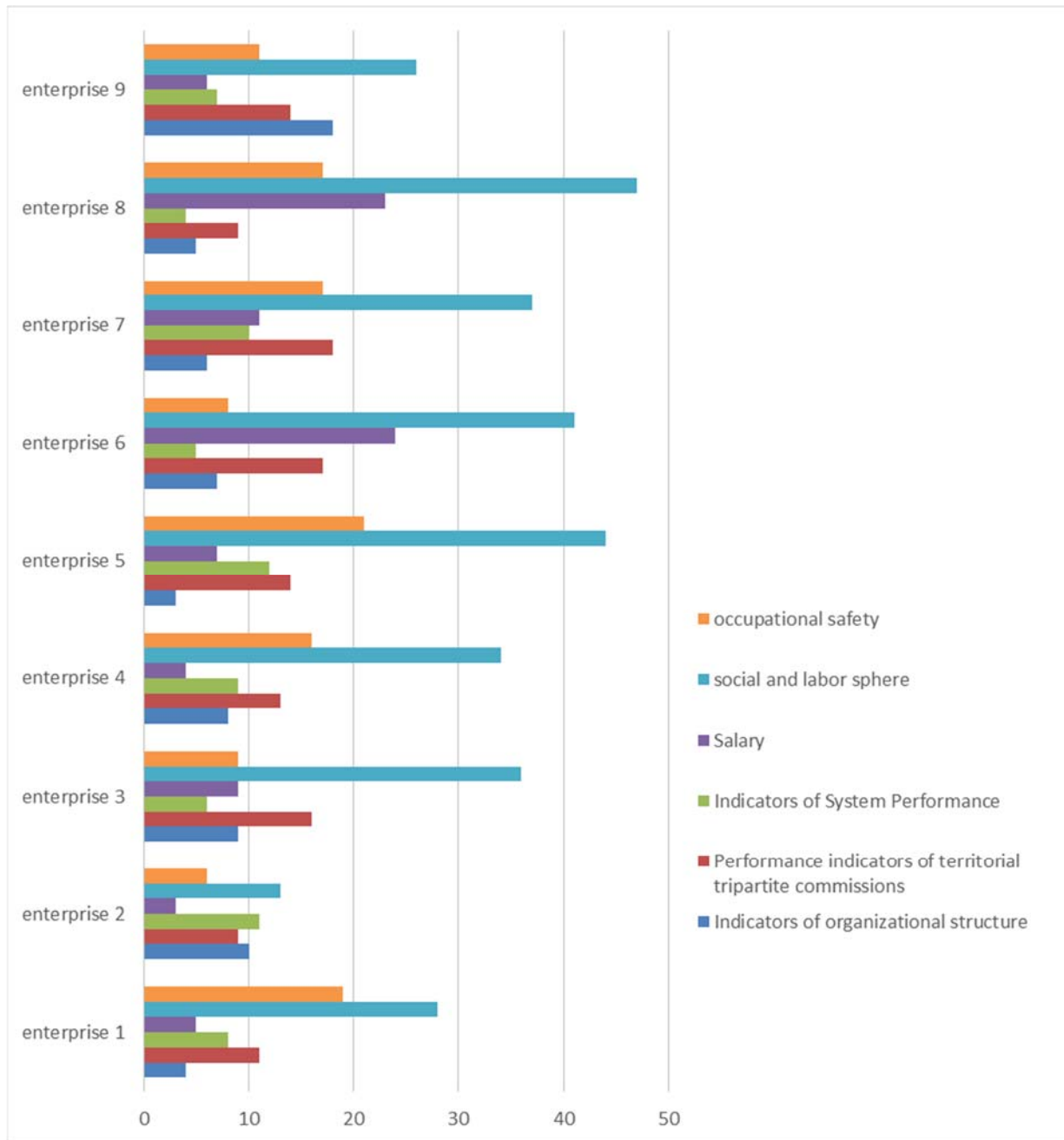


Figure 1 - Distribution of companies by rating

As you can see the diagram (figure 2), enterprise 9 takes the fourth position in the ranking, enterprise 8 – fifth, enterprise 3 – sixth, enterprise 6 – seventh, enterprise 7 – eighth and enterprise 5 – in ninth position.

If we consider the leading three enterprises, then the graph will look as follows (figure 2).

Discussion. If we consider the rating from the point of view of the performance indicators of the territorial tripartite commissions, here is the leading position takes the enterprise 2, in the second place the enterprise 8, while the third place takes the enterprise 1. This rating reflects the number of meetings held, the number of issues addressed, and the conclusion of projects. The enterprise 7 closes the rating, because that enterprise reflects the least number of these issues. The rating on the functioning of the system reflects the conclusion of collective and individual agreements. In this case, the enterprise 8 leads. The rating confirms that performance indicators and the functioning of the social partnership system affect performance indicators. Thus, the rating of companies with good performance in this area also has a high

rating in general in the social and labor sphere. This applies, in particular, to enterprise 2, which takes the first place in terms of these indicators, can also be called as a leader in the field of social and labor relations in general. In addition, this company takes the first place in the ranking of remuneration. The wage rating was calculated on the basis of the average monthly wage and the availability of wage arrears in the wage fund. The second place takes the enterprise 4, the third place takes the enterprise 1, and the last place takes the enterprise 6, which has the largest share of wage arrears in the wage fund. The employment rating consists of the unemployment rate and the level of vocational training coverage. The enterprise 2 is the leader here, while the enterprise 3 closes the rating. The rating on labor protection consists of the coefficient of the frequency of industrial injuries, the coefficient of provision of organizations with labor protection services, as well as the share of workers employed in certified workplaces, in% of the total number of employees. In this case, the enterprise 4 is on the second place and enterprise 2 is on the fourth.

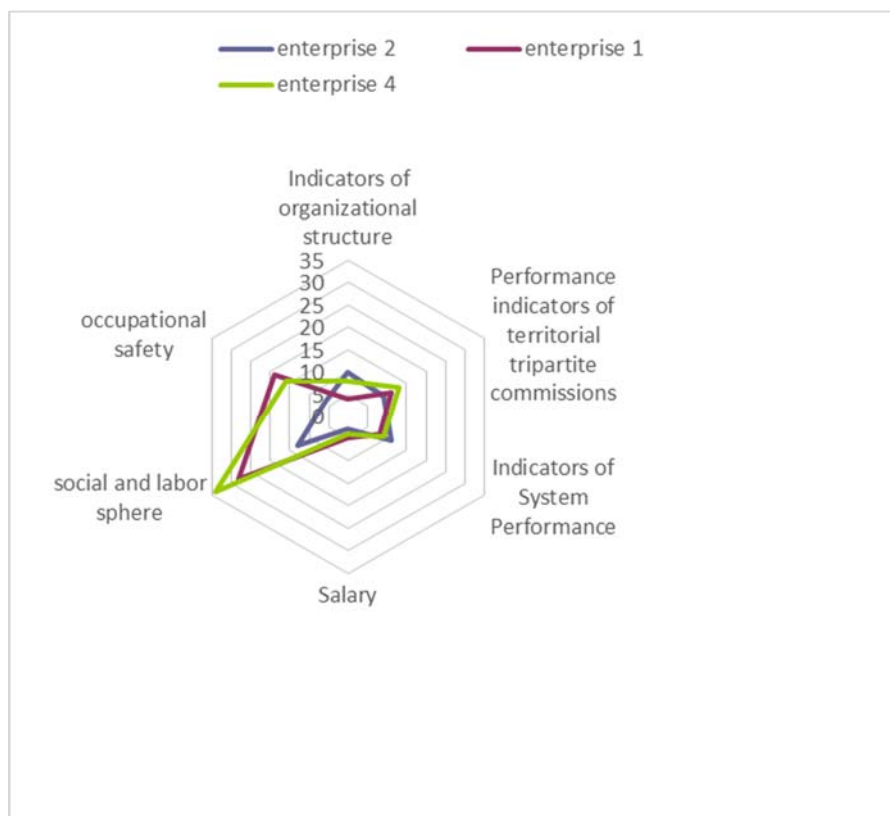


Figure 2 - Rating of leaders in the development of social partnership

Conclusion. We conducted an analysis of indicators that characterize the development of social partnership in companies engaged in oil production. We calculated the performance indicators of the territorial bodies of social partnership based on indicators such as the number of meetings held under an employment contract, the number of issues addressed, and the number of ongoing social projects. We examined the organizational structure indicators based on the presence of a trade union organization and the presence of an association of employers. We examined performance indicators based on the average wage in the company, the absence of wage arrears, and the share of these arrears in the wage fund. We also reviewed the rating on labor protection and employment. This study showed the relationship between performance indicators and social partnership activities. Therefore, the company, which was in first place in the ranking of social partnerships, has first places in the field of performance indicators for labor. Accordingly, the company that ranked last in our ranking in terms of the development of social partnership also has wage arrears, a high share of these arrears in the wage bill, and a rather low level of professional training for its employees.

The hypothesis of the research was confirmed, which stated that the higher the rating of an enterprise in the field of social partnership, the better the conditions of labor relations, less wage arrears in the studied enterprises.

In this study, we examined only a few indicators and the relationship between the level of development of social partnership at enterprises and labor indicators. It is now necessary to consider the relationship between the performance indicators of companies and the level of development of social partnership through consideration of factor analysis.

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ҚАЗАҚСТАН РЕСПУБЛИКАСЫНДА МҰНАЙ КӘСІПОРЫНДАРЫНДАҒЫ ӘЛЕУМЕТТІК ӘРІШТЕСТІК ЖҮЙЕСІ БОЙЫНША РЕЙТИНГ ЖАСАУ

Аннотация. Бұл мақалада Қазақстан Республикасындағы қазіргі мұнай-газ кәсіпорындарындағы еңбек қатынастарының жай-күйін талдау нәтижелері, сондай-ақ модернизация процестерінің әсерінен олардың өзгеру тенденциялары келтірілген. Мұнай-газ саласындағы өндірісті модернизациялау процестерінің әсерінен өзінің мазмұнын өзгертуді жалғастыратын еңбек қатынастарының қазіргі заманғы шарттарының (формаларының) бірі ретінде әлеуметтік серіктестікке деген көзқарасты негіздейді. Еңбек қатынастарының жай-күйін және еңбек процестеріне қатысушылардың өндірістің техникалық негіздерін модернизациялау талаптарына сәйкестігін бағалау мүмкіндігі қарастырылады. Жұмысшылардың кәсіпорын қызметіне тартылуын, сондай-ақ әлеуметтік серіктестіктің қалыптасу жағдайын бағалауға мүмкіндік беретін әдістеме сипаттамасы берілген.

Зерттеудің өзектілігі. Бүгінгі таңда әлеуметтік серіктестіктің рөлі жаһандық инфляция мен дағдарыс құбылыстарының нәтижесінде кәсіпорындардағы қақтығыстар мен бәсекелестік деңгейінің тұрақты өсуіне байланысты артып келеді. Кәсіпорындағы адалдық, тыныштық деңгейі әлеуметтік серіктестік қағидаттарын жүзеге асыруға, жасалған салалық және ұжымдық шарттардың әрекетіне байланысты. Мұнай өндіретін кәсіпорындар бүкіл ұлттық экономиканың дамуының флагманы болып қала береді және экспортқа бағытталған саланы ұсынады. Ғылыми зерттеу әдісі – бұл сапалы талдау, салыстырмалы талдау, рейтингтік тәсіл мен нәтижелерді саралау.

Жүргізілген зерттеулердің нәтижесінде әлеуметтік серіктестік деңгейіне әсер ететін компаниялардың бірқатар көрсеткіштерін талдау негізінде оның даму проблемалары нақты анықталды. Талдау барысында әлеуметтік серіктестіктің даму деңгейін көрсететін индикаторлар топтастырылды, әлеуметтік серіктестіктің даму деңгейіне сәйкес, компаниялардың рейтингі жасалды. Жалпы рейтингті есептеу негізінде қорытынды рейтинг жасалды. Әлеуметтік серіктестік компанияларының қорытынды рейтингі мен әлеуметтік-еңбек қатынастарының көрсеткіштері арасындағы байланыс қарастырылады.

Бұл мақала әлеуметтік серіктестік туралы әдістемелік және нормативтік құжаттарды әзірлеу кезінде, атап айтқанда, жұмыс берушілермен, кәсіподақтармен және жұмыс берушілердің өкілдерімен салалық тарифтік келісімдер, ұжымдық келісімдер жасасу кезінде, сондай-ақ Бас келісім жасалған кезде пайдалы болады. Мұнай компаниялары үшін еңбек қақтығыстарын одан ары болдырмау стратегиясын әзірлеу жағдайында да қажет болады.

Түйін сөздер: мұнай өнеркәсібі, өсу факторлары, рейтинг, әлеуметтік серіктестік, ұжымдық шарт, жалақы.

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СОСТАВЛЕНИЕ РЕЙТИНГА ПО СИСТЕМЕ СОЦИАЛЬНОГО ПАРТНЕРСТВА НА НЕФТЯНЫХ ПРЕДПРИЯТИЯХ В РЕСПУБЛИКЕ КАЗАХСТАН

Аннотация. В представленной статье изложены результаты анализа состояния трудовых отношений на современных нефтегазовых предприятиях как в РК, а также тенденции их изменения под влиянием процессов модернизации. Обосновывается подход к социальному партнерству как к одному из современных состояний (форм) трудовых отношений, которое продолжает изменять свое содержание под влиянием процессов модернизации производства в нефтегазовой сфере. Рассматривается возможность оценки

состояния трудовых отношений и соответствия участников трудового процесса требованиям, которые предъявляет модернизация технических основ производства. Приводится описание методики, позволяющей оценить включенность работающих в деятельность предприятия, а также состояние формирования социального партнерства.

Актуальность и значимость исследования заключается в том, что на сегодня, когда возрастает уровень конфликтности и конкуренции на предприятиях в результате глобальных инфляционных и кризисных явлений, повышается роль социального партнерства. От реализации принципов социального партнерства, действия заключенных отраслевых и коллективных соглашений зависит уровень лояльности, спокойствия на предприятии. Нефтедобывающие предприятия остаются флагманом развития всей национальной экономики, представляют экспортноориентированную отрасль. Научным методом исследования является метод качественного анализа, сравнительного анализа, применение рейтингового подхода и ранжирования результатов.

В результате проведенного исследования, основанного на анализе ряда показателей компаний, влияющих на уровень социального партнерства, были выделены проблемы его развития. В ходе проведенного анализа были сгруппированы показатели, которые отражают уровень развития социального партнерства, был составлен рейтинг компаний по уровню развития социального партнерства. На основе расчета суммарного рейтинга был составлен итоговый рейтинг. Рассмотрена зависимость между итоговым рейтингом компаний по социальному партнерству и показателями социально- трудовых отношений.

Данное исследование может представлять интерес при разработке методических и нормативных документов по социальному партнерству, в частности, при заключении Генерального соглашения между работодателями, профсоюзами, и представителями работодателей, при заключении отраслевых тарифных соглашений, коллективных договоров, а также при разработке стратегии нефтедобывающих компаний, чтобы в дальнейшем избежать конфликтов на трудовой почве.

Ключевые слова: Нефтедобывающая отрасль; факторы роста; рейтинг; социальное партнерство; коллективный договор; оплата труда.

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- [11] Minutes of the meetings of the commissions
- [12] Collective agreement of companies

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