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## **MODERN ISSUES IN THE EFFICACY OF SOCIAL DIALOGUE AND SOCIAL PARTNERSHIP IN KAZAKHSTAN'S WORKFORCE SECTOR**

In contemporary Kazakhstan, the adaptation of labor relations involves harmonizing the interests of various societal stakeholders through globalization and international integration, with the aim of maintaining stability and fostering socio-economic growth. This study examines the characteristics and complexities of labor relations among the government, workers, and employers in Kazakhstan. Employing analysis and synthesis methods, the research investigates the concept of dialogue and partnership in legislative scrutiny of labor laws, while also assessing the level of participation from government, employers, and employees in this process.

The dialogue perspective is used to develop a unified understanding of dialogue as a process where employers, employees, and authorities interact to reach agreements on labor-related issues such as working conditions and social welfare. Kazakhstan's Labor Code specifically outlines regulations for labor relations, including rights and responsibilities of employers and workers, protection against discrimination, and workplace monitoring. Public opinion on the roles of authorities, workers, and employers in dialogue varies, influenced by factors such as respondents' age and industry.

In the IT and communications sectors, many workers perceive a lack of management engagement. Employee involvement levels also differ, with perceptions varying by gender. The practical significance of this research lies in its potential to inform national policy changes that could enhance social stability and economic growth. Furthermore, the study's findings may contribute to improving interactions between employers, employees, and the government, thereby promoting social stability and economic progress.

**Keywords:** labor law, social dialogue, social partnership, sectoral differences, harmonization of interests.

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## **Қазақстан Республикасындағы еңбек саласындағы әлеуметтік диалог пен әлеуметтік әріптестік тиімділігінің қазіргі заманғы мәселелері**

Қазіргі Қазақстанда еңбек қатынастарын бейімдеуге тұрақтылықты сақтау және әлеуметтік-экономикалық өсуге жәрдемдесу мақсатында жаһандану және халықаралық интеграция арқылы қоғамдағы әртүрлі мүдделі тараптардың мүдделерін келісуді көздейді. Бұл зерттеуде Қазақстандағы үкімет, қызметкерлер мен жұмыс берушілер арасындағы еңбек қатынастарының ерекшеліктері мен күрделілігі қарастырылады. Талдау және синтез әдістерін қолдана отырып, зерттеу еңбек заңнамасының сақталуын заңнамалық бақылаудағы диалог пен серіктестік тұжырымдамасын зерттейді және үкіметтің, жұмыс берушілердің және жұмысшылардың осы процеске қатысу деңгейін бағалайды.

Жұмыста жұмыс берушілер, жұмысшылар және билік органдары еңбек жағдайлары мен әлеуметтік қамсыздандыру сияқты еңбекке қатысты мәселелер бойынша келісімдерге қол жеткізу үшін өзара әрекеттесетін бірыңғай процесс ретінде әлеуметтік диалогқа көзқарас қолданылады. Қазақстан Республикасының Еңбек кодексі жұмыс берушілер мен қызметкерлердің құқықтары мен міндеттерін, кемсітушіліктен қорғауды және жұмыс орнындағы мониторингті қоса алғанда, еңбек қатынастарын реттейтін нормаларды айқындайды. Диалогтағы билік органдарының,

мысшылардың және жұмыс берушілердің рөлі туралы қоғамдық пікір респонденттердің жасы және олар жұмыс істейтін сала сияқты факторларға байланысты өзгереді.

Ақпараттық технологиялар мен коммуникациялар саласында көптеген жұмысшылар басшылық жұмысқа жеткіліксіз қатысады деп санайды. Қызметкерлердің қатысу деңгейі жынысына байланысты да өзгереді. Бұл зерттеудің практикалық маңыздылығы-бұл әлеуметтік тұрақтылық пен экономикалық өсуге ықпал ететін ұлттық саясатқа өзгерістер енгізуге негіз бола алады. Сонымен қатар зерттеу нәтижелері жұмыс берушілер, жалдамалы жұмысшылар және үкімет арасындағы өзара әрекеттесуді жақсартуға ықпал етуі мүмкін, осылайша әлеуметтік тұрақтылық пен экономикалық прогреске ықпал етеді.

**Түйін сөздер:** еңбек құқығы, әлеуметтік диалог, әлеуметтік әріптестік, салалық айырмашылықтар, мүдделерді үйлестіру.

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### Современные проблемы эффективности социального диалога и социального партнерства в сфере труда в Республике Казахстан

В современном Казахстане адаптация трудовых отношений предполагает согласование интересов различных заинтересованных сторон в обществе посредством глобализации и международной интеграции с целью поддержания стабильности и содействия социально-экономическому росту. В данном исследовании рассматриваются особенности и сложности трудовых отношений между правительством, работниками и работодателями в Казахстане. Используя методы анализа и синтеза, в исследовании исследуется концепция диалога и партнерства при законодательном контроле за соблюдением трудового законодательства, а также оценивается уровень участия правительства, работодателей и работников в этом процессе.

В работе используется подход к социальному диалогу как единому процессу, в ходе которого работодатели, работники и органы власти взаимодействуют для достижения соглашений по вопросам, связанным с трудом, таким как условия труда и социальное обеспечение. Трудовой кодекс Республики Казахстана определяет нормы, регулирующие трудовые отношения, включая права и обязанности работодателей и работников, защиту от дискриминации и мониторинг на рабочем месте. Общественное мнение о роли органов власти, работников и работодателей в диалоге варьируется в зависимости от таких факторов, как возраст респондентов и отрасль, в которой они работают.

В сфере информационных технологий и коммуникаций многие работники считают, что руководство недостаточно вовлечено в работу. Уровень вовлеченности сотрудников также различается в зависимости от пола. Практическая значимость этого исследования заключается в том, что оно может стать основой для внесения изменений в национальную политику, которые могут способствовать социальной стабильности и экономическому росту. Кроме того, результаты исследования могут способствовать улучшению взаимодействия между работодателями, наемными работниками и правительством, тем самым способствуя социальной стабильности и экономическому прогрессу.

**Ключевые слова:** трудовое право, социальный диалог, социальное партнерство, отраслевые различия, гармонизация интересов.

## Introduction

Kazakhstan's increasing global economic integration presents challenges in aligning labor relations with the needs of workers, employers, and the government. Economic pressures necessitate social dialogue and partnership to maintain stability, prevent labor disputes, and foster consensus. These elements are crucial for a contemporary and efficient labor relations framework. Addition-

ally, Kazakhstan's democratization efforts aim to improve citizens' quality of life and ensure equitable employment conditions. By studying international practices, Kazakhstan aims to develop social partnership principles, which requires examining current issues to identify feasible solutions. The significance of this subject is further emphasized by the need to harmonize legislation with global norms, improve labor laws, enhance worker protections, and establish better cooperation mecha-

nisms. This research is essential for Kazakhstan's socio-economic development.

From 2022 to 2024, numerous studies investigated labor relations in Kazakhstan, exploring both broad and specific aspects of the employment landscape. The most comprehensive analysis was conducted by A. Aidaraliyeva, Z. Sultanova, A. Tapalova, Y. Zhangaliyeva, and A. Ibyzhanova, who examined various forms of employment, including informal work, which is often underreported in official statistics and poses risks to social protection and government revenue. Their research suggests that improving government employment programs is vital for adapting to labor market changes (Aidaraliyeva, 2023). E. Eralina and R. Alshanov examined the impact of economic structural shifts, particularly the transition from a raw materials-based economy to a more diversified one, on the job market, noting substantial growth in the service sector at the expense of industry and agriculture. The rise of automation and globalization has increased demand for skills in areas such as informatics and finance, necessitating educational reforms (Yeralina 2023).

G. Musayev and N. Vishnevskaya studied the transformation of Kazakhstan's labor market during the COVID-19 pandemic, observing a surplus of unskilled workers while sectors like IT and healthcare face skill shortages. The pandemic has also accelerated digitalization, creating new income opportunities and skill requirements (Rahmetulina 2022). Z. Rakhatulina, A. Urebayev, and A. Aidarova investigated the digital economy's impact on labor markets, emphasizing the need for faster adoption of digital technologies and updates to labor laws (Ashtaeva 2022). S. Ashtaeva and N. Tsuglaeva analyzed Kazakhstan's labor laws, noting compliance with international standards but highlighting enforcement gaps and the need for greater flexibility to adapt to market changes (Arinova 2023).

O. Arinova and Ch. Sambuu performed a comparative study of labor relations between Kazakhstan and Mongolia, noting that Kazakhstan focuses on developing a local market and attracting foreign investment, while Mongolia relies on labor migration, significantly impacting both countries' socio-economic spheres (<https://adilet.zan.kz/eng/docs/K1500000414>).

Despite these studies, the specifics of social dialogue and partnership in working conditions remain understudied, leaving gaps in understanding the interaction between employers, the government, and workers. This research aims to address these gaps by focusing on the unique aspects of labor relations in

Kazakhstan, the roles of social dialogue and partnership, and the involvement of government, employers, and employees.

### Materials and methods

This research adopted a multidisciplinary strategy, combining legal and sociological techniques to investigate the effects of social dialogue and intervention on Kazakhstan's workforce. The study incorporated an evaluation of legal standards and a sociological review of employee and employer circumstances, as well as their interactions with one another and the government. Researchers examined the legal structure governing social dialogue and partnership in Kazakhstan, including crucial labor legislation. From a sociological perspective, the focus was on investigating the communicative function and interactions among various stakeholders in social discourse (government, employers, and employees). This involved assessing the efficacy of current social dialogue mechanisms, interacting with participants, and recognizing factors that impede or promote collaboration.

The investigation utilized theoretical analysis and synthesis to establish and describe the notions of "social dialogue" and "social partnership" within the labor context. This method facilitated a well-organized research framework, yielding clear definitions that encapsulated the essence and particularities of labor relations.

The legislative analysis aimed to methodically review existing laws, regulations, and legal norms governing labor relations in Kazakhstan. This approach began with collecting relevant legislative documents, including excerpts from the Labor Code of the Republic of Kazakhstan (<https://adilet.zan.kz/>), employer's acts, payrolls, service records, pension and social insurance fund information, and archival material (<https://dogovor24.kz/>). A comprehensive examination of these documents was then performed to highlight fundamental principles of labor relationships, worker rights, and mechanisms for addressing regulatory issues and labor protection.

The survey method can be employed to explore social partnership and social dialogue involvement, aiming to investigate the extent and forms of participation by government, employer, and employee representatives. A questionnaire was created and distributed to workers to gather their perspectives, experiences, and assessments regarding social partnership and dialogue. Employees were selected as

the primary focus group due to their immediate and significant role in labor relations, constituting the core of social dialogue and partnership in the workplace. Responses were collected from 346 individuals across various professions through an online survey, with the sample obtained using the snowball sampling technique (Table 1).

**Table 1** – Employment categories of survey participants

№	Sector	Number of respondents
1	Industry and manufacturing	56
2	Agriculture and forestry	16
3	Education and science	51
4	Health and social services	42
5	Information technology and communications	37
6	Construction and real estate	9
7	Transport and logistics	42
8	Trade and services	25
9	Public administration and defence	13
10	Finance and insurance	25
11	Other	30

The survey's objective was to assess employees' subjective perceptions of their involvement in social dialogue and partnership, encompassing the three interacting parties: employees, employers, and the government. The empirical data collected from the responses was processed using IBM SPSS software, which facilitated the creation of two-dimensional and one-dimensional distributions of respondents' answers.

To comprehend social dialogue and labor relations in Kazakhstan, a multidisciplinary approach was employed, combining theoretical analysis, empirical synthesis, legislative review, and surveys. This comprehensive method aims to achieve a well-rounded analysis.

## Results and discussion

### *“Social Dialogue” and “Social Partnership” as Theoretical Concepts in Labor Law.*

The concepts of “social dialogue” and “social partnership,” once purely theoretical in the working class, have gained significant relevance today. These terms describe mechanisms aimed at fostering cooperation between employers, employees, and

government authorities to make decisions on labor relations regulation, working conditions, and social protection issues. One source discusses the importance of these norms in the context of economy and politics, explaining that European integration cannot be fully realized without them and their application in various local contexts. Another empirical study delves into the procedural aspects of social partnerships, outlining the stages of cooperation from initiation to maturity, considering current environmental conditions. It highlights the cyclical and successive nature of these partnerships and demonstrates that the scope of their relationship expands over time (Waddock 1989).

Hurban's research underscores the importance of social dialogue and cooperation in fostering trust and collaboration among labor market stakeholders. The study, centered on the European Union, examines social dialogue, which encompasses voluntary acts of sharing information, consulting, and negotiating to reach collective agreements. This dialogue includes both formal and informal interactions across various levels, from local to international, and prioritizes shared interests over divisions (Hurban 2017).

S. Lawrence and J. Ishikawa's study also highlights the crucial role of social dialogue in improving employer-employee relationships. They define it as a process involving negotiations, consultations, and information exchanges among key stakeholders—governments, businesses, and workers—aimed at establishing joint decision-making frameworks for addressing economic and social policies. The authors identify the main components of social dialogue as:

a) disputes – covering a range of issues related to wages, working conditions, social security, and employment promotion measures;

b) consultations – utilizing a private space to generate proposals and ideas before making final decisions;

c) information exchange – interactions where all parties share current and relevant information necessary for informed decision-making (Lawrence 2005).

R. Hornung-Draus observes that social dialogue practices differ by country, influenced by diverse national traditions, cultural characteristics, and legal frameworks. In the context of cross-border dialogue, the research explores employers' attitudes towards and involvement in social dialogue, and how this collaboration can serve as a foundation for developing and implementing effective international social policies (Hornung-Draus, 2020).



Social dialogue involves interactions between employers, workers, and government entities to reach agreements on labor relations, working conditions, and social protection. This process encompasses various forms of engagement, including communication, consultations, and negotiations, addressing a wide range of topics from wages and working conditions to social security and employment promotion policies. The effectiveness of social dialogue depends on the active participation of all societal members, such as worker representatives, employers, and policymakers. This involvement is essential for establishing more equitable and sustainable labor relationships and overall public well-being.

Social partnership, a form of social dialogue, emphasizes collaboration between parties to achieve shared objectives or address social issues through agreements and negotiations. M. Behrens and M. Helfen's research examines the role of German employer associations in social partnerships, noting that attitudes towards these partnerships vary within these organizations. Internal factors, including historical relationships with trade unions, influence these attitudes. Their study highlights the complexity of social partnerships in Germany and offers valuable insights for developing international strategies (Behrens 2016).

P. Ackers and J. Payne examine the historical and current roles of social partnerships in the UK, particularly in trade union and Labour Party policies. They analyze the Labour Party's impact on trade unions and evaluate the effectiveness of social pacts in policymaking. While social partnerships can offer significant advantages, both parties must be prepared for challenges that may undermine these collaborations (Ackers 1998).

The work of M. Fichter and J. McCallum focuses on global labor relations, particularly through agreements between unions and multinational companies. These arrangements are designed to protect workers' rights, but the authors point out that they often fall short in addressing labor disputes, thus reducing their effectiveness. Their proposed "conflict partnership" approach advocates for resolving these issues to ensure fair working conditions worldwide. This strategy is deemed more appropriate for safeguarding workers' rights in a globalized context (Fichter 2015).

In essence, social partnership encourages cooperation among employers, employees, and sometimes the government to address socio-economic issues. Its effectiveness depends on various factors, including organizational characteristics and the history of cooperation between partners. While beneficial, social partnerships face challenges, especially in a globalized environment where addressing conflicts is essential for fair and sustainable outcomes. Ultimately, two crucial legislative aspects of "social dialogue" and "social partnership" concepts need to be examined: their implementation in Kazakhstan. This can be accomplished by analyzing the legal framework governing industrial relations.

#### *The legal and regulatory features related to labor relations.*

The majority of labor rights in Kazakhstan stem from the Labor Code of the Republic of Kazakhstan (<https://adilet.zan.kz/>). This document outlines the terms governing employer-employee relationships, encompassing wage payment, working conditions, occupational safety, and dispute resolution processes. The Labor Code defines employment contract terms, outlines government and regional authorities' roles in labor relations, and includes provisions on social partnership and employee participation in labor management. To achieve this goal, each principle of the Labor Code of the Republic of Kazakhstan has been thoroughly analyzed (Table 2).

An analysis of these principles shows their emphasis on establishing a just and secure environment, protecting workers' rights, and facilitating productive social dialogue. These principles represent a holistic approach to regulating labor relations, promoting sustainable labor market development, improving working-class living standards, and adhering to modern international labor norms.

Moreover, the Labor Code is not the sole significant document governing various labor activities. For instance, documents verifying an employee's work history include employer records, payroll documents, service conditions, pension fund and social insurance fund information, and archive excerpts. These documents are crucial for confirming employment records, determining pension rights and social insurance benefits, and resolving potential labor disputes (<https://dogovor24.kz/>).

**Table 2** – Core tenets of the Kazakhstan Labor Code regarding work-related matters

№	Principle	Substantive interpretation
1	The tenet of prohibiting restrictions on individual labor rights.	This concept ensures that all individuals have equal opportunities for employment and career advancement without unfair treatment of specific groups. Legal frameworks serve as a mechanism to safeguard workers from discrimination and violations of their labor rights.
2	Labor autonomy.	This principle legally guarantees that every person has the liberty to select their employer, occupation, and workplace. Additionally, it protects the right to abstain from tasks that do not violate the law.
3	Elimination of workplace discrimination and prohibition of coerced labor and severe forms of child exploitation.	Laws mandate equitable treatment for all employees, prohibiting any form of discrimination. Compulsory labor and extreme forms of child exploitation are strictly forbidden.
4	Protecting the right to work in environments that adhere to safety and health regulations.	Government agencies and employers must create safe and healthy workplaces, with the aim of reducing occupational diseases and injuries.
5	Prioritizing worker well-being and safety.	This tenet stresses that financial considerations should not take precedence over workers' health and lives.
6	Ensuring remuneration for labor that is at least equal to the minimum wage.	All employees are guaranteed payment for their work that meets or exceeds the government-mandated minimum wage.
7	Protecting the right to rest periods.	Employees are entitled to paid yearly vacations, as well as rest periods during work hours and days off.
8	Equal rights and opportunities for all workers.	Every employee should have the same rights and chances in the workplace, irrespective of characteristics such as gender, age, or nationality.
9	Safeguarding workers' and employers' right to form organizations to defend their interests.	This principle allows for the establishment of trade unions and employer associations to advocate for their respective concerns.
10	State support for strengthening and developing social partnership.	The state promotes and facilitates communication and collaboration among workers, employers, and government entities to enhance labor conditions and standards.
11	Governmental oversight of occupational health and safety matters.	The government encourages and facilitates dialogue and cooperation among workers, employers, and state bodies to improve labor conditions and standards.

The passage describes crucial elements of employment relations in Kazakhstan, highlighting processes for hiring, termination, salary disbursement, and worker benefits. Wage compliance is monitored through payroll records, while service logs document career progression for future planning and retirement benefits. Data from pension and social insurance funds are crucial for tracking retirement and social security contributions. When other documentation is unavailable, archival sources can be used to confirm work experience.

Kazakhstan's Labor Code outlines employee rights and employer responsibilities, addressing issues such as discrimination, forced labor, work environments, and compensation. Despite progressive legislation, enforcement remains problematic, particularly in rural areas and small enterprises, with concerns regarding minimum wage adherence and workplace safety. Unfair la-

bor practices and inadequate protection of worker rights continue to exist, necessitating increased employer accountability and improved oversight. Ongoing verification of worker rights and sociological research are essential to enhance labor law implementation and improve employment relations in Kazakhstan.

*The status of labor in Kazakhstan within the context of social dialogue and partnership among government, employers, and workers.*

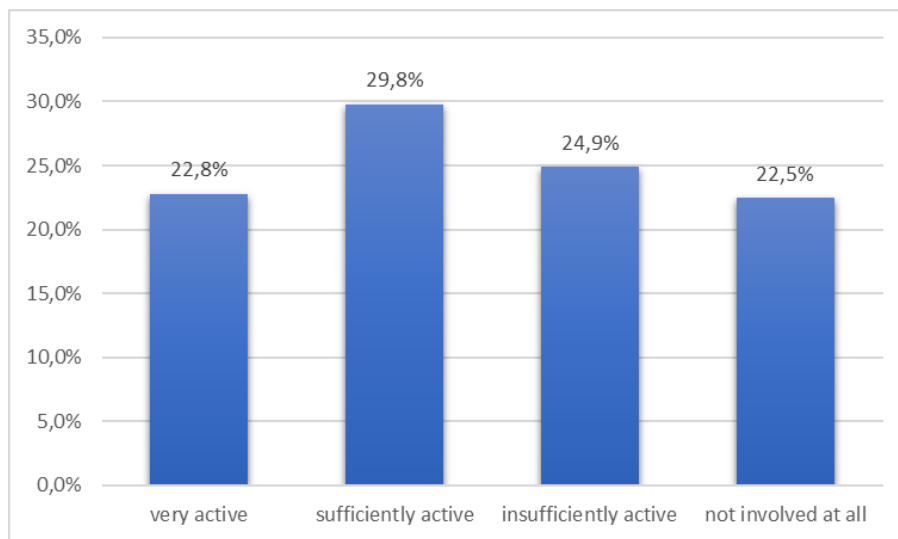
Evaluating the workforce's perspectives in Kazakhstan regarding the involvement of government, employers, and employees in social dialogue and partnership is crucial for assessing current interaction mechanisms and their efficacy. Understanding workers' views on their level of participation and the engagement of other key stakeholders may reveal strengths and weaknesses in the existing sys-

tem, identify areas for enhancement, and potentially contribute to the development of more equitable and efficient labor relations.

The graph depicting respondents' opinions on the extent of government intervention in labor relations demonstrates varied viewpoints (Figure 1). The overall public sentiment is mixed, with no clear consensus on the usefulness of government involvement in labor relations. These diverse distributions may indicate differing experiences among individuals, reliance on various sectors for employment and

worker rights protection (especially for more vulnerable workers). Furthermore, the range of these opinions might necessitate an examination of issues such as the formulation of partnership policies and dialogue processes, which may require revision for improved implementation.

A correlation between age and this issue has been observed more frequently. The government's labor relations policies will be examined in relation to various age groups, as perspectives may vary based on age (Table 3).



**Figure 1** – Workers' views on governmental involvement in employment issues

**Table 3** – Age-based analysis of opinions on government's role in labor affairs

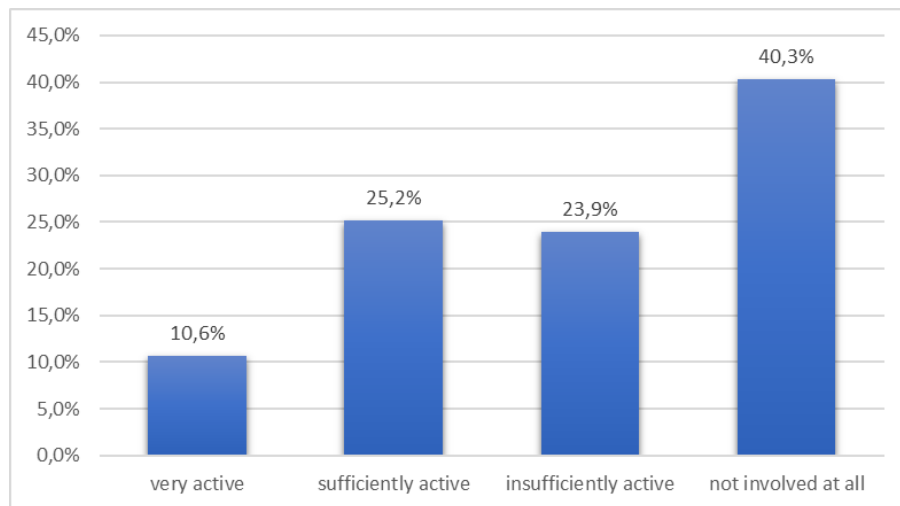
Age group	Very active	Sufficiently active	Insufficiently active	Not involved at all	Very active (%)	Sufficiently active (%)	Insufficiently active (%)	Not involved at all (%)
18-25	11	15	13	12	21.57	29.41	25.49	23.53
26-30	8	10	8	8	23.53	29.41	23.53	23.53
31-40	18	22	19	15	24.32	29.73	25.68	20.27
41-50	24	23	20	15	29.27	28.05	24.39	18.29
51-60	20	19	18	10	29.85	28.36	26.87	14.93
61+	13	11	9	5	34.21	28.95	23.68	13.16

Young adults (18-25 years old) were divided in their opinions, with a significant portion believing the government is highly involved, while another substantial group reported no government participation. Those aged 26 to 50 generally hold more neutral or balanced views, with a steady to

slightly increasing perception of government activity, particularly evident in the 41-50 age bracket. Among the older population (51 and above), there's a growing tendency to view the government as active. However, this perception decreases in the oldest group (61+), where more individuals consider

the government inactive. The main finding is that the proportion of completely passive individuals is lower across all age groups, with an increase among the oldest participants. These findings reveal diverse expectations regarding government involvement in labor matters among those with less stable personal and professional situations.

Analyzing workers' perceptions of labor relations based on employer attitudes, the largest group of respondents believes employers are not involved at all. This lack of engagement may indicate poor communication with management and limited participation in matters related to job responsibilities and working conditions (Figure 2).



**Figure 2** – Employees' perspectives on employer conduct in work-related matters

The second-largest group described their employers as somewhat active, suggesting that most workers believe their employers pay attention to labor relations. However, few workers perceive their employers as highly successful in this area. This could be attributed to some employers' lack of proactivity or aggressive approach to labor relations. Overall, those who view their employer's practices as inadequate fall between those who believe their activity is sufficient and those who see no involvement at all. This suggests that employers participate in various aspects of labor relations, but their efforts may not meet worker expectations or may not always be effective or noticeable. Consequently, employers might need to improve their approach to in-

crease worker satisfaction and better accommodate labor needs.

The perception of employers' active involvement in industrial relations varies across different employment sectors (Table 4). Professionals tend to have a distinct lifestyle compared to the general population. A notable proportion of respondents reporting high levels of employer engagement in labor relations were found in the information technology and telecommunications industries, potentially indicating a strong work culture in these fields. In contrast, agriculture and construction sectors showed high levels of employer disengagement, suggesting a more critical attitude towards employer involvement in these areas.

**Table 4** – Industry-specific assessment of employer behavior in labor relations

Field	Very active	Sufficiently active	Insufficiently active	Not involved at all	Very active (%)	Sufficiently active (%)	Insufficiently active (%)	Not involved at all (%)
Industry and manufacturing	10	15	15	16	17.86	26.79	26.79	28.57
Agriculture and forestry	1	3	5	7	6.25	18.75	31.25	43.75

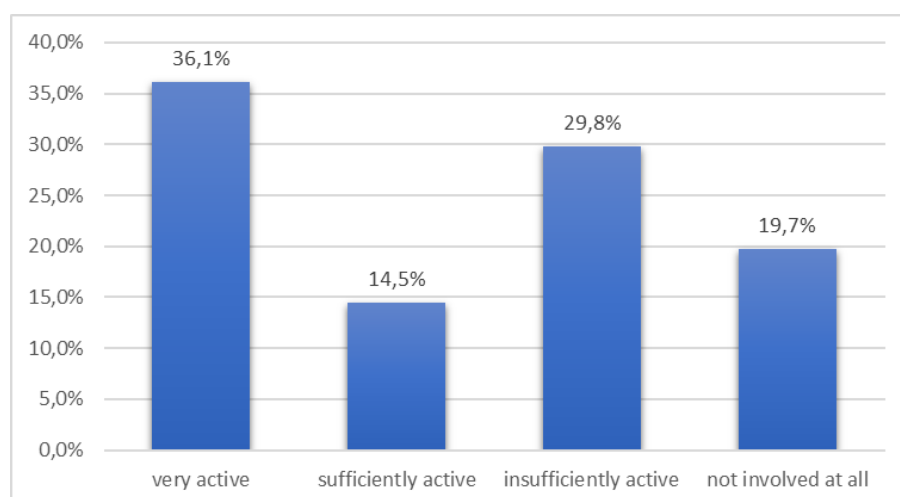


*Continuation of the table*

Field	Very active	Sufficiently active	Insufficiently active	Not involved at all	Very active (%)	Sufficiently active (%)	Insufficiently active (%)	Not involved at all (%)
Education and science	9	13	14	15	17.65	25.49	27.45	29.41
Health and social services	7	11	12	12	16.67	26.19	28.57	28.57
Information technology and communications	16	8	6	7	43.24	21.62	16.22	18.92
Construction and real estate	1	2	2	4	11.11	22.22	22.22	44.44
Transport and logistics	7	11	12	12	16.67	26.19	28.57	28.57
Trade and services	4	7	7	7	16.00	28.00	28.00	28.00
Public administration and defence	2	3	4	4	15.38	23.08	30.77	30.77
Finance and insurance	4	7	7	7	16.00	28.00	28.00	28.00
Other	5	8	8	9	16.67	26.67	26.67	30.00

The study also examined the frequency of participants' involvement in labor-related activities (Figure 3). Notably, the majority of respondents

described their role in job-related matters as "very active," demonstrating strong initiative and engagement in labor relations.



**Figure 3** – Self-evaluation of individual engagement in workplace matters

However, some workers who rated their activity as "insufficiently active" may be those who believe they should take on more workplace responsibilities. The smallest group of respondents reported being "sufficiently active," suggesting that few employees feel their level of activity meets but does not exceed expectations. Interestingly, some work-

ers reported being "not involved at all," possibly indicating low engagement in work processes or organizational issues. While many employees perceive their work involvement as highly active, others rate theirs as average or low. This could suggest a need for management to implement measures to enhance employee engagement and motivation.

Gender differences were also observed in the study. Men generally perceived themselves as more involved in workplace issues compared to women. Conversely, women outnumbered men in the “suf-

ficiently active” and “insufficiently active” categories. Additionally, a smaller percentage of women reported being “not involved at all” compared to men.

**Table 5** – Gender-based analysis of personal involvement in labor-related issues

Gender	Very active	Sufficiently active	Insufficiently active	Not involved at all	Very active (%)	Sufficiently active (%)	Insufficiently active (%)	Not involved at all (%)
Male	75	23	51	34	40.98	12.57	27.87	18.58
Female	51	26	52	34	31.29	15.95	31.90	20.86

A study on labor relations in Kazakhstan uncovered multifaceted perspectives regarding stakeholder involvement in social dialogue and partnership. Factors such as age, work sector, and individual experiences significantly shape opinions on government participation. Younger and older individuals often hold more extreme views compared to middle-aged workers. Many employees perceive their employers’ engagement in labor relations as limited, suggesting potential issues in workplace culture and employee-management interactions. Industry analysis revealed that sectors like IT and communication are viewed more favorably, while others fall short. Workers’ self-perceived involvement in labor relations varies, with some feeling engaged and others disconnected, indicating a need to reassess management strategies and engagement methods. Gender disparities primarily reflect differences in self-evaluation and perceived activity levels between men and women. The findings underscore the intricacy of labor relation perceptions and stress the importance of targeted analysis and policy adjustments to enhance social dialogue and partnership in Kazakhstan, ensuring all stakeholders’ needs are addressed.

The research highlights the complex nature of labor relation perceptions and engagement, showing the necessity for age-specific strategies due to differing expectations across generations. The research also underscores the importance of establishing conducive environments for worker participation in labor relations. Gender-based variations suggest the need to address gender-related factors to combat stereotypes and inequalities. A holistic approach considering age, industry, individual, and gender aspects is crucial for developing effective social dialogue and partnerships in Kazakhstan, promoting equitable and efficient labor relations.

A. Carpenter’s study, employing a multidisciplinary approach, examined communication and

conflict management processes and their impact on norms and values. He discovered that addressing conflicts early builds trust and long-term partnership viability, although the research did not specifically focus on labor disputes (Carpenter 2023). In Africa, Budeli and Kamwimbi investigated social dialogue in public services, revealing both informal and formal mechanisms across nations such as Angola and Kenya. In contrast, Kazakhstan employs a more centralized strategy to align business, worker, and state interests for sustainable growth (Budeli 2022).

B. Bitonio’s research compared social dialogue in ASEAN countries, revealing that while freedoms are regulated, mechanisms like collective bargaining are utilized, though to a lesser extent in Indonesia. Robust labor organizations are essential for effective social dialogue, but their strength varies across the region (Bitonio 2022). Concurrently, H. Zhang and Y. Daget analyzed collaboration in industrialized construction, highlighting the significance of strong relationships among stakeholders to enhance productivity. They emphasized the role of cooperation and interaction in decision-making processes (Daget 2023).

Research by Z. Bauer in Lebanon demonstrated how organizational effectiveness, especially in collaborative tasks, is enhanced by trust and coordination. This corresponds with research indicating that involvement and perceived efficacy vary based on industry and managerial frameworks (Bauer 2022). Additionally, J. Bilich and colleagues developed the Real Large Scale Synchronous Dialogue Methodology, offering sophisticated tools for swift conflict resolution through real-time data analysis. This approach is particularly valuable in conflict-prone areas, where quick comprehension of diverse group perspectives aids in peacebuilding (Bilich 2023).

The intricacies of social relationships and globalization demand social diplomacy and collabora-

tive efforts. Labor dynamics are better understood through quantitative and qualitative studies, while cutting-edge techniques like machine learning and data mining enable real-time examination and visualization of intricate social challenges. To establish equitable and productive labor relations, a holistic strategy incorporating economic, social, cultural, and political aspects, and involving all stakeholders, is essential.

## Conclusion

Social dialogue refers to the interaction between employers, workers, and government representatives who collaborate to develop comprehensive solutions for labor-related issues, including working conditions and social protection. This process involves information sharing, consultation, and negotiation, resulting in a fair, stable, and peaceful job market. Social partnership, an extension of social dialogue, occurs when employers, employees, and sometimes government representatives cooperate to formalize an agreement addressing shared social and economic objectives. The extent of partnership between social groups is influenced by their history of joint activities and organizational structure peculiarities. While collaborative efforts from all partners contribute to improved labor relations, globalization presents certain challenges that must be addressed to achieve lasting effects.

Kazakhstan's labor laws, which regulate labor market relationships and broadly define workers' rights and employers' obligations, govern various aspects including protection against discrimination,

working conditions, and fair compensation. The concept of social partnership promotes cooperation between various labor stakeholders. However, despite progressive legal frameworks, shortcomings are apparent in areas such as minimum wage, workplace safety, and instances of discrimination. Increased efforts are needed to ensure effective enforcement of regulations and protection of labor laws.

A study on public opinion in Kazakhstan reveals diverse perspectives regarding the involvement of the state, employers, and workers in social partnership and dialogue. Perceptions of the government's role vary based on age and employment sector, with younger and older individuals often holding contrasting views on government operations. Workers express concern about employers' limited participation in labor processes, potentially indicating cultural issues within companies. Sectoral analysis highlights varied approaches to employer activities, particularly in IT and communications. The study also addresses gender-based differences in labor process perceptions.

While numerous studies on social dialogue and labor relations in Kazakhstan exist, there is a growing need for a comprehensive, multifaceted investigation of all actors involved. Greater emphasis should be placed on examining social dialogue and partnership mechanisms that have functioned differently across various economic and social contexts. Research should focus on the impact of labor legislation changes on the daily activities of workers and employers, specifically regarding employee rights protection and employer responsibility fulfillment.

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## Appendix 1

**Survey of a sociological research on the topic “The degree of participation of employees, the state, and employers in labor relations from the perspective of the residents of Kazakhstan.”**

### **1. Indicate your age:**

- 1) 18-25 years
- 2) 26-30 years
- 3) 31-40 years
- 4) 41-50 years
- 5) 51-60 years
- 6) 61+ years

### **2. Your gender:**

- 1) Male
- 2) Female

### **3. Your industry of work:**

- 1) Industry and manufacturing
- 2) Agriculture and forestry
- 3) Education and science
- 4) Health and social services
- 5) Information technology and communications
- 6) Construction and real estate
- 7) Transport and logistics
- 8) Trade and services
- 9) Public administration and defence
- 10) Finance and insurance
- 11) Other

**4. Rate how actively, in your opinion, the state participates in issues related to your workplace:**

- 1) Very active
- 2) Sufficiently active
- 3) Insufficiently active
- 4) Not involved at all

**5. Rate how actively your employer is involved in issues related to workers' interests:**

- 1) Very active
- 2) Sufficiently active
- 3) Insufficiently active
- 4) Not involved at all

**6. Rate your personal activity in participating in issues related to your workplace:**

- 1) Very active
- 2) Sufficiently active
- 3) Insufficiently active
- 4) Not involved at all

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