

SULTANOVA A.

## Modernization of human resources management in social organizations

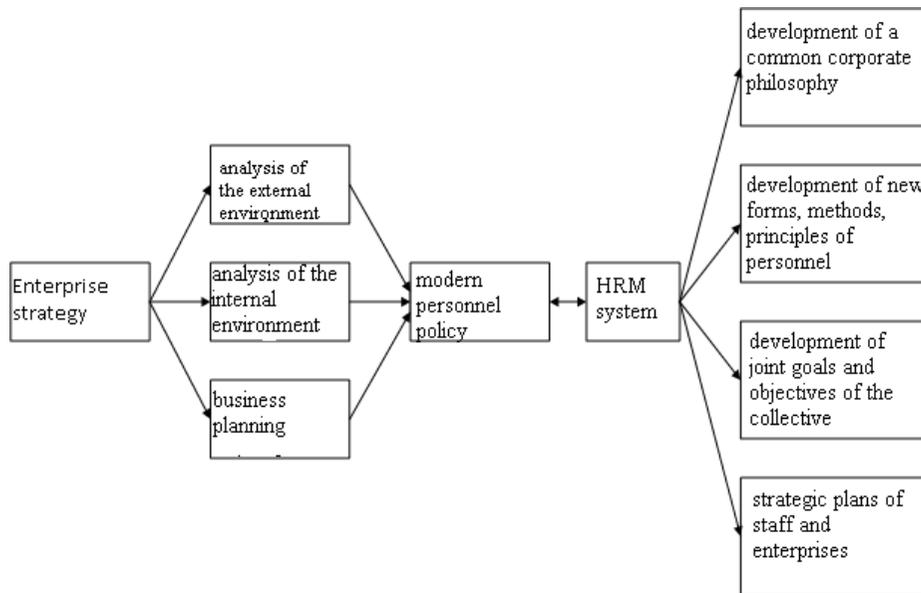
"An important aspect of modernization - the creation in Kazakhstan effective public management of social processes, constructed vertical and horizontal", N. Nazarbayev instructs to develop and submit comprehensive proposals to improve the efficiency of public management of social processes, including planning, coordination, analytical support, partnerships with non-governmental sector, etc. In his address to the people of Kazakhstan from January 29, 2010 Head of State talking about the components of the Strategic plan for the Development of Kazakhstan till 2020, said: "We have to invest heavily in the future for improving the competitiveness of human capital." [2]

Social services in the market today offer a variety of services such as education, medical services, utilities, etc. On the market today is quite a wide selection of services, then there is a high level of competition, where the main objective of any organization providing services is a broad the task of attracting customers by providing quality services. Quality of service mainly depends on the qualification of the personnel and the organization plays an important role here effectiveness of human resource management. Consequently, the effective management of human resources is one of the most important functions of an organization of social spheres.

The question of human resource management is sick for any organization. There are many organizations where staff numbers "do not pull" the quality of work and without some of the staff could do with proper load distribution, given the potential of each employee. It is thus possible to increase the productivity and quality of work, reducing the cost of "unnecessary" footage, and savings, for example, to pay to other employees in the form of differentiated pay, which would serve as motivation to work.

In our country's economy is dominated by the service sector, rather than production. If most of the income it brings services, it is necessary to improve the industry by improving the quality of service, and what can be achieved through effective management of human resources, as it provides alignment of staff capabilities and objectives, strategies, conditions for the development of the organization. [3]

Modern personnel policies should be consistent development strategy of the organization and lead human resources in line with its strategy. The personnel policy currently make integration of personnel management with the business strategy, the increasing role of the individual worker, knowledge and motivation of group setting workers and their ability to be formed in accordance with the development strategy of the organization. Human capabilities are crucial in achieving these goals.



Note - Compiled by Utarbaeva G.K.

Figure 1 – Strategy and system of human resources in the enterprise

Human resources management system, composed by Utarbaeva G.K., shall consist of the items presented in Figure 2. Such a control system, according to the author, is the most viable in any organization.

Very important element of human resource management system - is the management of investments in human capital. It includes the training of personnel in educational institutions, training of management personnel abroad, communication with schools on a "Fair specialists", providing places to practice in organizations with further employment. This element in modern organizations has received little attention, and he was not assessed by the management organization properly.

Development of market relations in Kazakhstan has put forward to the economy of our country a number of fundamentally new issues related to new approaches to the use of human resources.

The modern concept of the development of production is that the maximum productivity, quality and competitiveness can only be achieved with the participation of each employee to improve the production process initially in the workplace, and in the future in the organization as a whole. Employee involvement in the process of improving production and creates a creative environment is a powerful motivator for staff to work that allows each employee to maximize their experience and creativity.

With the development of market relations and increasing forms of management there is an urgent need for the development of an appropriate organizational structure, a clear division of functions, powers and responsibilities between the government on its levels, as well as the development and breeding of a new formula for success of a new model of human resource management in the social sector.

During the years of independence, Kazakhstan has established a strong foundation of the welfare state. The country has come close to the quality level of social development of Central European countries. [1] The new stage of development of the country, mainly consists of a number of new challenges to strengthen the economy and improve the welfare of the people, on which a decision should be oriented all state agencies. [2]

Kazakhstan aims to become one of the fifty most competitive countries in the world that requires a deep scientific study of human development issues, in particular relating to the prospective development of labor relations and employment. Government regulation and self-regulation of labor relations and employment based on the principles of new major economic activity of the population, corresponding to changes in the forms of ownership. The main purpose of market production is to maximize profits. The state is largely gone from the regulation of social and labor relations outside the public sector. This retreat of the state was motivated by the perception that the market performs self. However, experience in market development shows that the market is unable to provide social orientation and often works against the interests of employees. [11] That is why Kazakhstan is vital to find a balance between economic success and providing public goods. This is a key task of socio-economic modernization.

System of labor relations in Kazakhstan at the stage of market economy, especially in times of crisis is approaching its characteristics to a model of labor relations in the United States. Workers in enterprises can be dismissed if necessary reduction in the labor employed or curtailment of production, low covered by collective agreements, insufficient attention is paid to training in-house. Such a policy of firms leads to a high mobility of workers.

For today's socio-economic conditions in Kazakhstan characterized by high cost of housing, lack of a developed housing market prevailing mentality of the population and an underdeveloped market of educational services available is difficult to expect that in the medium term, a significant majority of the population will be highly mobile. In this situation, Kazakhstan is more acceptable European experience and system of labor relations characterized by lower mobility of the population, but the higher the regulatory role of the state. An important component of the European system is the active development of the education system and lifelong learning based on the principle of social partnership - chetyrepartism where the educational system has become a full partner and joins the traditional system of tripartism. The current practice of career opportunities in European countries is based mainly on the growth line training of employees. Modern regulation of labor relations involves the following tasks: to promote the flexibility of labor relations and employment and to ensure the accumulation of human capital, adequate protection of employees from risks in the labor market. [12]

Kazakhstan promising in this regard is the use of "European Concept of flexibility and security in the labor market", which envisages the creation of a basic social protection systems capable of doing more flexible both companies and workers who do not fall back into poverty, being unemployed or being employed part-time (as they receive some support). This concept is realized through the active use of the mechanisms of social partnership and social dialogue on the European model.

Principle of social partnership aims to harmonize the different social group interests and regulation of conflicts between them in a civilized manner through enhanced activity of institutions of social partnership, the development of the practice of social dialogue and the development of mechanisms and procedures for approval and regulation of interest acceptable to the social partners.

Policy of the institute of social partnership is not oriented to ensure that any means to move away from labor conflict, and then to guide these conflicts in a constructive direction. This requires advanced development institutions to resolve collective labor disputes.

Area of legal regulation of labor relations includes the following main areas: state regulation of wages and labor regime, setting standards for working conditions and responsibility for their violation. In today's labor laws are an important part as government guarantees for the reproduction of the essential components of the employee and the conditions of its life support [13].

In Kazakhstan, the legislative provision of the development and reform of labor relations has received considerable attention. Since the beginning of democratic reforms and the transition to a market economy, which resulted in conflict situations, especially at work, December 19, 1994 President of Kazakhstan Nursultan Nazarbayev, the Resolution "On social partnership in the field

of socio- economic and labor relations." A tripartite commission established at the national, sectoral and regional level.

For consideration and approval of the draft general and tariff agreements between the Government of the Republic of Kazakhstan, trade unions and employers' associations and entrepreneurs Government Order dated 24 August 1992, a special working committee, and then Republican conciliation commission for the settlement of collective labor disputes (conflicts). In July 1993, the three main parties signed a joint cooperation declaration on the basis of cooperation. Given the importance of social dialogue, the President of the Republic of Kazakhstan signed a decree on 14 December 1994 "On social partnership in the field of socio - economic and labor relations", which was provided for continuous dialogue between the parties. From that moment began the development of social partnership with the new socio-economic situation in Kazakhstan. Decree was determined by the need to conclude, sectoral and regional agreements. Since that time the Republic was concluded and implemented eight general agreements. One of the legislation on this subject was the Law of the Republic of Kazakhstan "On Social Partnership in the Republic of Kazakhstan ", adopted in December 2000. In 2007 he was drafted and adopted a new Labor Code, which meets modern requirements of regulation of labor and employment. Since the introduction of the Labour Code was declared invalid number of legislative acts:

- Law of RK "On Collective Contracts";
- Law of RK "On collective labor disputes and strikes";
- Law "On labor in the Republic of Kazakhstan";
- Law "On Social Partnership in Kazakhstan."

In the period from 2009 to 2011 it made a number of additions and corrections. With the adoption of regulatory legal act of social dialogue partners acquired the status of an institutional mechanism. Labor Code enacted mechanisms to ensure the equal dialogue between the parties, as well as the procedure for forming tripartite bodies at the national, sectoral and regional levels and their basic functions [4].

In addition, the legal framework of the Republic establishes liability for failure to comply with conditions of social partnership, decorated collective agreement or agreements, as well as the responsibility of employers who evade social dialogue with their employees.

Speaking on the institutional maintenance of social and labor relations, it should be noted long-term cooperation of the Republic of Kazakhstan and the International Labor Organization (ILO).

The most complete idea of social partnership have been developed and implemented in the theoretical and practical work of the International Labor Organization (ILO). This is the oldest international organization established in 1919, over the decades of its existence has not only created an expanded concept of social partnership, but in essence was the highest link regulation of labor relations in the global labor market. Since then, the term "social partnership" received formal citizenship and introduced into a scientific revolution.

The most important achievement of the ILO lies in the fact that it carried out its activities and exercises based on tripartism, i.e. equal participation in all discussions and the adoption of conventions and recommendations of the representatives of the "three-piece": government, employers and workers. Tripartism in ILO activities and provide a basis to formulate the principles of social partnership.[8]

Kazakhstan joined the ILO in 1993; in 1995 the ILO works Representation in the Republic of Kazakhstan. The ILO promotes the ratification and enforcement of international labor standards through the development of policies and technical assistance through the provision of advice, recommendations, and other orientation and training programs. [7]

Kazakhstan has ratified all the ILO Conventions on basic human rights, which include the Convention concerning freedom of association and collective bargaining (Convention number 87

and number 98 ), forced labor (Convention number 29 and number 105), equality of opportunity and treatment (number Convention number 100 and 111), child Labor ( number 138).

Currently, the Ministry is working on the ratification of ILO Convention 1952 on maternity protection.

Given the priorities of the Government of the Republic of Kazakhstan in May 2000 signed the first program of cooperation between Kazakhstan and the ILO for 2000-2001.

In Geneva, representatives of the three parties of social partnership of Kazakhstan signed a program on decent work with the International Labor Organization for 2010 - 2012 years. This program was a continuation of previous programs of cooperation in the field of social and labor relations in view of the global financial and economic crisis, which is guided by the Millennium Development Goals and the UN Development Assistance Framework for the provision of development assistance (UNDAF).

The program is based on the national priorities identified in the Strategy of Development of Kazakhstan till 2030, medium-and long-term strategies of the government, such as the Concept of Transition of Kazakhstan to sustainable development in 2024 and the Strategic Plan of the Ministry of Labor and Social Protection of the Republic of Kazakhstan for 2010-2014. The Programme clearly defined key performance indicators and strategies needed to achieve the goals and outcomes in three areas:

- Regulation of labor relations in accordance with international standards;
- To facilitate effective employment and social protection for men and women;
- Further development of trilateral cooperation and social dialogue. [16]

Today, improving the system of social partnership and social dialogue is extremely important to improve the efficiency of social policy.

Proof of this was the Declaration adopted in 2009 in Almaty, the Ministers of the states of Eastern Europe, Central Asia and Turkey establishing targets to address the social consequences of the economic crisis.

Constructive cooperation of the ILO and the tripartite partners of the Republic of Kazakhstan on the implementation of the program will provide results and positive changes in the field of social and labor relations.

Therefore, we can state that was created in Kazakhstan, operating and developing the regulatory - legal framework for the social partnership.

However, the situation in the economy and the labor market due to the crisis require further revision of certain provisions of the labor legislation. In this regard, a proposal for the reform of the labor legislation, which is a mechanism of regulation of labor relations, is proposed to introduce the draft documents relating to the development of human capital.

Further reform of the labor legislation aimed at promoting:

- increase the flexibility of labor relations, their adaptability to changes in economic conditions;
- improve the territorial, sectoral and occupational mobility of labor;
- gradual replacement of the informal labor relations and expand the scope of registered employment ;
- reduce long-term, long-term unemployment;
- increase the level of remuneration and its share in the national income, the gradual approximation of the level of wages of public sector employees to the level of labor remuneration budget sphere;
- reduction of occupational accidents and diseases;
- strengthen the real protection of fundamental labor and social rights of the employee;
- improve productivity;
- an overall reduction of social tensions , translation of labor conflicts in the legal framework of collective labor disputes. [12]

Labor legislation is necessary to put more emphasis on promoting sectoral and territorial labor mobility, improving their quality and creating new jobs, taking into account their cost-effectiveness.

An important condition for the further reform of labor legislation is to use the recommendations and decisions, as well as draft documents developed and reviewed by the social partners.

Given the above, it should be recognized that the system of labor relations in Kazakhstan mainly built, but it is far from perfect and needs to be reformed. Labor relations in Kazakhstan stage of market economy and, especially at the stage of the financial crisis and coming out of it, characterized by inadequate regulation. The private sector added almost complete absence of institutions that protect the rights of hired workers if the public sector is due to a greater extent macroeconomic problem (bankruptcy and late payments). In this regard, the principle of social orientation in state regulation of labor relations and employment, being developed and enshrined in legislation and regulations can be applied at all levels of regulation (corporation, region, sector, etc.), providing social protection for workers and their well-being.

### *References*

1. Nazarbayev N.A. "Social modernization of Kazakhstan: Twenty Steps to a society of universal labor"
2. Message from the President of the Republic of Kazakhstan - Socio-economic modernization - main direction of development of Kazakhstan, January, 2012
3. S. Beres Theoretical aspects of the regulation of labor relations in the market system. / Work in Kazakhstan. - № 12. -2009. - With. 2-6.
4. Autoabstract Utarbaeva G.K. - Improving human resource management in the enterprise - Almaty, 2008
5. Labor Code of the Republic of Kazakhstan. - Almaty LLP "Publisher" Norma -K", 2011. - 128 p.
6. Modern Labor Economics: Monograph/ lead author of the V.V. Kulikov. Institute of the RF Ministry of Labor (Labor Research Institute) . Moscow: ZAO " Finstatinform", 2001. - 660.
7. Odegov J.G., P.V. Zhuravlev Personnel Management: Textbook for universities. - M.: Finstatinform, 1997. - 878 p.
8. Labor Economics: Labor Relations. / Ed. N.A. Vogina, J.G. Odegova. - M.: " TEST", 2002. -736 With.
9. V.A. Vaysburd Labor Economics: Textbook / V.A. Vaysburd - M.: Publishing house "Omega-L", 2011. - 376 p.
10. Genkin B.M. Economics and Sociology of Labour: A Textbook for high schools. - 5th edition, ext. - Moscow: Norma, 2003. - 416.
11. Ostapenko Y.M. Labor Economics: Textbook. Allowance. - 2nd ed., - M: INFRA-M, 2007. - 272.
12. D. Shajkin. Features of formation and development of labor relations in the framework of social partnership in the Republic of Kazakhstan. / Work in Kazakhstan. - № 3, 2009. - With. 2-5.
13. V. Mozharova. Basic principles of the modernization of labor relations and employment in Kazakhstan. / Work in Kazakhstan. - № 6, 2010. - With. 2-8.
14. Labor Code of the Republic of Kazakhstan. Itemized practical comment. - Almaty LLP " MCFER Kazakhstan", 2007. - 816.
15. Ministry of Labor and Social Welfare. Mode of access: <http://www.enbek.gov.kz>.
16. Kiselev I.J. Comparative and international labor law. Textbook for high schools . - Moscow: Delo, 1999. - 728 p.
17. Program on decent work in the Republic of Kazakhstan for 2010-2012. Ministry of Labor and Social Welfare. Electronic resource. Mode of access: <http://www.enbek.gov.kz>