THE PREVENTION AND RESOLUTION OF SOCIAL AND LABOR DISPUTES: INTERNATIONAL STRATEGIES AND THE EXPERIENCE OF KAZAKHSTAN

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Abstract. *In today's globalized world, social and labor disputes have become a significant concern for individuals and organizations. This paper aims to explore the prevention and resolution of such conflicts, focusing on both international practices and the specific experience of Kazakhstan. By examining the literature, research methodology, and analytical reports, we will gain insights into effective strategies and approaches to addressing social and labor conflicts. This article is optimized for SEO and provides valuable information for individuals, organizations, and policymakers seeking to navigate the complexities of social and labor disputes. International experience is a valuable source of knowledge and practice for improving government regulation and conflict-prevention mechanisms. The article examines strategic documents and economic indicators based on qualitative research by OECD countries on the prevention of the adverse consequences of social conflicts. The study examines a number strategic documents and programs for conflict prevention and resolution.*

Keywords: *Kazakhstan's experience; content analysis; national security; conflict prevention; labor disputes; resolution; social disputes.*

Reikšminiai žodžiai: *Kazachstano patirtis; turinio analizė; nacionalinis saugumas; konfliktų prevencija; darbo ginčai; sprendimai; socialiniai ginčai.*

Introduction

The prevention and management of social and labor disputes is a multifaceted challenge that necessitates the application of diverse methods and strategies. The relevance of

conflict prevention through early warning systems and knowledge-sharing platforms, as well as the resolution of conflicts through mediation and other alternative dispute resolution mechanisms, cannot be overstated. Social and labor disputes often stem from conflicts between employees and employers, and are frequently triggered by disagreements over working conditions, wages, benefits, or other employment-related issues. These disputes can have far-reaching consequences, including detrimental effects on productivity, employee morale, and overall social harmony. Hence, the exploration of effective prevention and resolution strategies to mitigate the adverse effects of such conflicts is of paramount importance. This article will offer a comprehensive overview of international practices in preventing and resolving social and labor disputes. Furthermore, it will delve into the specific experience of Kazakhstan, a country that has demonstrated commendable efforts in addressing these issues. By analyzing the literature, research methodologies, and analytical reports, we aim to provide a comprehensive understanding of the best practices and approaches to handling social and labor disputes. Between 2005 and 2011, there was a relatively high average annual population growth rate of 1.5% in Kazakhstan (compared with 0.4% in the Europe and Central Asia region). The share of women in the total population of the country is 57%, and the share of the population living in urban areas is 54%. In the 1980s, the indigenous population was a minority, whereas by 2009 the share of ethnic Kazakhs in the total population was 63%; ethnic Russians (23%) and Ukrainians (2%) were the second- and third-most common groups, respectively (Apendiyev and Assylbekova 2023).

Maintaining the well-being and order of society is essential for efficient governance and its progression. Social and labor disputes are the primary causes of tension and social unrest. They play a vital role as indicators of underlying issues and untapped potential growth, but cannot be left unsupervised. Neglected conflicts can fester into resentment and result in violent behavior. Effective prevention and resolution strategies are crucial in order to mitigate the adverse effects of such conflicts. Various forms of conflicts, including large-scale military clashes, have a significant impact on employment, income, and the availability of decent work opportunities. Unresolved or improperly regulated conflicts can cause serious damage to the stability and development of society. International experience shows that government regulation and conflict prevention strategies can be effective tools for achieving peace and stability in society.

Literature Review

Conflict theorists often assume that disputes either "cleanse" or "unite" societies (Marx and Engels 1962). According to conflict theory, war is the outcome of an ongoing, escalating conflict between individuals, organizations, and entire societies. A community may unite in certain ways during a battle, but there will always be conflict between different societies. As per Weber's (1978) view, when a society reaches a point at which it has developed

a bureaucratic system, conflict begins to arise, typically as a result of a situation where a person in a position of power begins to serve themselves. In relation to the labor force, once employees witness a power imbalance regarding authority, conflict is unavoidable. The main contributor to this conflict is the difference in social status due to the lack of a unanimous code to follow. To resolve this conflict, Weber suggested that all of the involved parties should cooperate to work out a solution. This requires dialogue, with everyone in agreement. On the other hand, a society could completely collapse as a result of conflict. Conflict theory also examines numerous social, religious, and other forms of groupings, as well as various capitalist factions. Anthony Oberschall (1978, 291) expressed a similar thought: "With this little exception, Coser's concept of social conflict effectively conveys its meaning (1967:232): 'social conflict [is] a struggle for values or claims to status, authority, and scarce resources, in which conflicting groups seek not only to achieve the desired values, but also to neutralize, harm, or eliminate opponents." Class, racial, religious, and communal disputes; riots, rebellions, and revolutions; strikes and civil unrest; marches, demonstrations, protest meetings, and the like – all are examples of social conflict. Any political or social dispute must have three essential traits in order to exist: understanding their origins, developing early intervention methods, and employing effective resolution strategies. These can either be utilized to instigate conflict or they can instruct us on how to resolve it. The modern American sociologist and economist Kenneth Boulding, in his work *Conflict and Defense: General Theory* (2018), tried to present a holistic scientific theory of conflict, covering all manifestations of living and inanimate nature, individual and social life. He uses conflict in the analysis of physical, biological, and social phenomena, arguing that even inanimate nature is full of conflicts leading to "an endless war of sea with land and some forms of terrestrial rock with other forms".

In this work, the author emphasizes the benefits of conflict for the life of society, considering conflict as an opportunity for development. In particular, in the author's opinion, social inequality is the main factor causing people's dissatisfaction with their well-being. The truth is that there is conflict in every relationship, existing within and around us. This is a characteristic and inevitable feature of all human relationships that occurs at all levels of society: intrapsychic, interpersonal, intra-group, intergroup, intra-national and universal (Sandole et al. 2009). Conflict is a common occurrence in human presence; it is a part of life that initiates us into what is going to happen. The essence of Ralph Dahrendorff's (1958) related concept is as follows: any society is subject to change at every moment, as social change is omnipresent; any society experiences social conflict at every moment, as social conflict is omnipresent; and every element of society contributes to its change, as any society relies on the coercion of some of its members by others.

A social conflict is a process in which an individual or group seeks to achieve their own goals by eliminating, destroying, or subjugating another individual or group. The report "Paths to Peace: Inclusive Approaches to Preventing Violent Conflict" (United Nations and World Bank 2018) emphasizes the importance of inclusive approaches in preventing

violent conflict and promoting sustainable peace. It highlights the human and economic costs associated with violent conflicts and the urgent need for preventive measures, calling for a shift towards inclusive approaches. Inclusive approaches recognize that conflicts are caused not only by political or economic factors, but also by social divisions, resentments, and inequality. The United Nations continues efforts to ensure a political settlement and sustainable peace despite growing global tensions and complicated conflicts. OECD countries apply preventive measures to reduce the number of labor disputes and conflicts in industrial relations. These measures include focusing on conflict prevention, adjusting labor inspections, and providing technical assistance and advice. The role of the State in preventing labor disputes is to promote social partnership, develop negotiation processes, and finance the implementation of social policy.

In the context of Kazakhstan, the literature highlights the country's efforts to improve labor legislation, promote social dialogue, and establish mechanisms for dispute resolution. The introduction of the Labor Code in 2015 has provided a legal framework to protect the rights and interests of both employees and employers. Additionally, Kazakhstan has established labor inspectorates and mediation services to facilitate the resolution of disputes. One of the main conditions for the external security of any country is to maintain internal integrity and unity. The position that "if conflict increases inside the country, the enemy will increase beyond its borders" (a Kazakh proverb) emphasizes the maintenance of this internal security. National security cannot be practically complete without including in it a reasonable system of measures for the preservation, reproduction and improvement of national culture. By and large, the protection of national culture is one of the most important functions of the army, police, judicial systems, legislative provisions, and consistently active domestic and foreign policy.

Methodology

To collect relevant data and analytical information, a mixed research approach was used. This approach combines qualitative and quantitative methods to provide a comprehensive understanding of social and labor disputes and strategies for their prevention and resolution.

Qualitative methods such as interviews were conducted with employees, employers, labor experts and politicians to gather subjective opinions and experiences. These qualitative data provide valuable information on the root causes of disputes and the effectiveness of various approaches to their prevention and resolution. Quantitative methods such as surveys and statistical analysis are used to collect objective data on the prevalence of social and labor disputes, their impact on productivity, and the effectiveness of specific activities. By analyzing quantitative data, we were able to identify trends, relationships, and potential areas for improvement.

Analysis and results

The effective prevention of social conflicts requires the systematic monitoring and analysis of social tensions. Some countries, such as Canada, have specialized organizations and research centers dedicated to studying social dynamics and identifying potential sources of conflict. The data obtained from such monitoring helps the Government and public organizations to develop targeted measures to prevent conflicts and respond to them in a timely manner. The Canadian Institute for Conflict Resolution (n.d.) is one of many organizations that specializes in teaching means to resolve conflict. However, in certain circumstances the involvement of the legal system is the only method to reduce conflict. For this reason, the creation of a fair legal system that protects human rights and guarantees equality before the law is an integral part of the prevention of social conflicts. Sweden, for instance, attaches great importance to human rights and has a well-developed system of courts and human rights organizations that can be appealed to when rights are violated. Such a system helps to resolve conflicts on a legitimate basis and prevent discontent and protests (European Network of National Human Rights Institution 2022). The prevention and resolution of social and labor disputes involve various methods, such as preventive resolution, out-of-court methods, and mediation. Preventive resolution aims to reduce or eliminate conflicts within the labor sphere and can be implemented at both the macro and micro levels (Bocharova and Rymanov 2019). Out-of-court methods, including mediation, are recommended for resolving labor disputes as they provide a speedy resolution, reduce costs, and lessen the burden on civil courts (Meniv 2022). Mediation is an effective mechanism for out-of-court dispute resolution, allowing for the joint settlement of labor disputes and the continuation of labor relations (Vennikova 2022). However, the number of labor disputes settled through mediation remains relatively small compared to the total number of terminated labor disputes.

The prevention and resolution of social and labor disputes involves the use of preventive methods and techniques to avoid conflicts escalating into litigation. It is important to understand the nature and essence of conflicts and disputes in the field of labor that go beyond collective labor disputes. Labor conflicts are based on the age-old conflict between labor and capital, and labor disputes often involve complex organizational and legal mechanisms. The European experience shows that conciliation, arbitration procedures, and social courts are effective in resolving social security disputes. Community unions also play a role in settling and preventing individual labor disputes by achieving successful resolutions, restoring dignity to workers, and addressing personnel and labor management problems (Hak-Soo 2010).

The development of human capital helps to increase productivity, create jobs, and reduce inequality of opportunity, which can in turn reduce the risk of social conflict. The even distribution of income and the reduction of poverty are important factors for the prevention of social conflicts. Countries that pay special attention to social policies and social

support measures can achieve greater social stability. In this part of the article, regression models are used to investigate factors influencing conflicts, such as economic indicators, unemployment, social inequality and political stability. The sample includes 10 countries: Switzerland, Norway, Germany, the Netherlands, Sweden, Canada, New Zealand, Greece, Colombia and Turkey. Important factors in preventing social conflicts are the equal distribution of income, poverty reduction, human capital development, the creation of favorable conditions for entrepreneurship, increased employment, and infrastructure development. These measures contribute to reducing social inequalities, improving the standard of living of the population and reducing the risk of social conflicts.

Table 1. Indicators of unemployment, employment, and wages in 10 countries for 2021–2023

	Country	Level of economic development	GDP per capita, USD	Unemployment level, %	Youth unemployment level, %	Employment level, %	Average monthly salary, USD
1.	Switzerland	High	91,991	2	17	80	7,189
2.	Norway	High	77,513	3.7	13	70.1	4,688
3.	Germany	High	51,203	5.6	5.6	77.3	4,435
4.	Netherlands	High	48,302	3.4	8	82.2	4,000
5.	Sweden	Average	54,262	7.7	7	69.3	2,897
6.	Canada	Average	43,936	5	9.6	62.4	2,681
7.	New Zealand	Average	40,415	3.4	10.3	70	3,668
8.	Greece	Low	18,908	10.9	24.2	88.55	902
9.	Columbia	Low	6,418	10	10.9	58	240
10.	Turkey	Low	12,194	10	20.1	48.2	506

Source: Take-Profit.Org (n.d.)

Based on the data presented in Table 1, a comparative analysis and a model of financial indicators for the prevention of social conflicts was derived.

Economic development is linked to reducing social conflicts, as high economic growth, low unemployment, and better wages contribute to stability and well-being. However, conflict in the economy depends on many factors, and a wide range of economic, social, political, and cultural aspects should be considered for a complete assessment.

At the same time, to continue the analysis of this topic, it is important to consider the realities of Kazakhstan, where one of the factors of social tension is the employment rate. The employment rate in Kazakhstan is similar to international indicators, especially

concerning women's employment. With a high level of access to jobs, the current challenges in this area for Kazakhstan are most related to quality issues. The total number of unemployed Kazakhs today ranges from 450,000–470,000 people. Officially, 453,000 people are registered with the employment authorities (VisaSam.ru 2024). The number of formally employed Kazakhs is 8.744 million people. In general, Kazakhstan faces extensive challenges in developing professional skills that employers demand, as well as addressing issues related to low results obtained under the International Student Educational Achievement Assessment Program (PISA). If these problems are not resolved, they will hinder further improvement in the labor market. Solving these tasks will require additional investment in acquiring skills throughout the entire life cycle, such as early childhood development, adult education, and youth. In the future, achieving Kazakhstan's development goal of becoming one of the thirty most highly developed countries by 2050 will depend on maintaining balanced and inclusive growth.

The short- and medium-term economic prospects depend on the continuation of a macroeconomic policy oriented towards stability due to the continued commitment to developing a rules-based revenue management system and creating a sustainable financial sector. Improving medium- and long-term development prospects depends on the success of Kazakhstan's diversification efforts – namely, the creation of highly qualified human capital, improving the quality of physical infrastructure, and strengthening institutional capital, which represents all of the components necessary for the development and expansion of the country's private sector. Youth labor market participation rates are relatively favorable compared to most other countries in the region, although significant pockets of disadvantage persist. From a more positive perspective, a steady decrease can be identified in the unemployment rate among young people aged 15 to 28 since 2000, which in 2011 amounted to 6.1% (Ministry of Labor 2023).

A significant portion of Kazakhs are self-employed, with diverse activities and incomes. To be classified as unemployed, one must seek employment assistance at a job center or through the e-government portal, but many prefer finding work through other means. Internal migration is increasing due to unemployment, with young people moving to cities in search of work. The economy's sectoral structure, population density, and migration processes influence each region's unique labor market. Service industries are becoming more important, with around 60% of the workforce employed in this sector. The government aims to redirect labor resources from the labor surplus in the south to the north of the country.

A tough situation in terms of unemployment is typical for single-industry towns. With the depletion of hydrocarbon deposits and solid minerals and the development of automation, the demand for labor in such regions is decreasing. Low resource prices limit the ability of subsurface workers to maintain employment. Today, the most acute situation has developed in the Mangystau region, particularly in Zhanaozen. Statistics show that there are more unemployed among women (5.4%) than among men (4.3%). In employment

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programs, women are allocated to a separate category, and this problem is recognized at the state level (Ministry of Labor 2023). Often, one of the main requirements for candidates for vacant positions is the availability of special technical education; that is, vacancies are designed mainly for representatives of working professions. The holders of this type of education are most often men. Within the program's framework for the development of productive employment and mass entrepreneurship, out of every 1,000 students in working professions, only 185 are women. According to the Almaty city employment center, vacancies offered by employers in the technical field account for around 40% of all vacancies (Ministry of Labor 2023).

Discussion

Kazakhstan's labor market is unbalanced in the demographic, sectoral, and regional spheres. According to employment specialists, "women's" specialties are the least competitive and are often paid less. In the coal, mining, and oil refining areas, male labor prevails, and enterprises where women's labor would be most fully applied are poorly developed. Labor market indicators vary significantly across the regions of Kazakhstan. For example, in the Mangystau region and other western oil and gas regions of the country, as well as in the Karaganda region and several other regions in which the mining and metallurgical industry is dominant, the employment rate of men is higher than that of women, both within these industries and in general. There are also quantitative and qualitative differences between male and female unemployment. Most unemployed men find work fairly quickly, while the bulk of women displaced from public production lose their employment status almost forever. It is also important to note that women coming out of maternity leave do not have the opportunity to study full-time.

The ECPM consulting company conducted a study with the purpose of assessing not only the causes, but also the consequences and effectiveness of resolving labor conflicts in Kazakhstan. This year, the expert survey has already involved 128 respondents, including: representatives of trade unions; company management; experts in the field of social and labor relations, including specialists in the field of government relations and human resources; politicians; deputies of the Mazhilis; economists; political scientists; and public figures. The survey asked the following question: What is the main reason for workers' participation in protest actions? In response to this, the following were highlighted: unsatisfactory salary level, 78.9% of respondents; unsatisfactory working conditions, 45.5%; wage inequality of local and foreign workers holding comparable positions, 44.7%; dependent position of employees, 24.4%; unwillingness of employers to invest in the development of the social infrastructure of the region, 19.5%; and fear of job loss as a result of automation, 6.5% (Ismailov 2023).

The head of the Presidential Administration of the Republic of Kazakhstan constantly

monitors the situation at the country's enterprises with the adoption of preventive measures to avoid conflicts based on labor disputes (Order of the head of the Presidential Administration 2023). To ensure control over compliance with the labor rights of employees and avoid tension in labor collectives, state labor inspectors of the regions regularly carry out preventive control and unscheduled operational inspections at enterprises at the request of employees. As of November 1, 2023, state labor inspectors had conducted 5,834 inspections, during which 8,936 violations were detected, including in the following fields: labor – 6,600; occupational health and safety – 2,094; employment – 242. In total, 3741 fines were issued to employers for a total amount of 339.5 million tenge, and 2046 administrative fines were imposed in tenge. In February 2021, a Situation Center for the Prevention and Prevention of Labor Conflicts was created under the Ministry of Labor and Social Protection of the Population, and monitoring groups were created in the regions, which also included representatives of trade unions (Ministry of Labor 2023).

Causes of conflicts in labor disputes

Salary arrears. As of December 8, 2023, current and overdue salary arrears amounted to 828.9 million tenge in 33 enterprises concerning more than 1,600 employees. The region with the largest amount of salary debt is East Kazakhstan, owing 272 million tenge, while Kostanay owes 152.4 million tenge, and Almaty 97 million tenge. Moreover, 738.1 million tenge was allocated by the Ministry of Labor to 44 bankrupt enterprises and 614 employees at the rehabilitation stage. The largest amount of debt owed by bankrupt enterprises is 219.3 million tenge in the Mangystau region, while the Almaty region owes 142 million tenge, and the Astana region 127 million tenge. As of December 8, 2023, labor relations had been terminated due to staff reduction at 482 enterprises, affecting 29,340 employees. The largest number of employees was at Tengizchevroil LLP, affecting 19,290 people in the past year. This company also employs 1,841 part-time employees (with a modest salary and unpaid leave). For reference, 7,080 employees were employed in Tengizchevroil LLP projects, and 2,098 in other related enterprises.

Employment. To combat unemployment in Kazakhstan, the Enbek program for the development of productive employment and mass entrepreneurship for 2017–2021 has been developed and is currently being implemented. Specialists of the Ministry of Labor and Social Protection of the Population of Kazakhstan predict that by 2025, unemployment in Kazakhstan may increase due to objective factors. Trends show that in the medium term, an increase in unemployment will likely occur due to the incoming demographic wave in the development of the country, population change, and changes in the labor market. In 5–6 years, the working-age population will be dominated by the second wave of the demographic explosion (the first wave occurred in the late 1950s–early 1960s) – that is, the generation born in the second half of the 1980s.

Today, representatives of this generation are 35–40 years old. In 2025, this group will make up the main and most active, in-demand, and sizeable group of the working-age population. This will put pressure on the labor market (Ministry of Labor 2023). The social

orientation of the regions can be determined by various indicators, such as the level of education and employment, the availability of medical services, and other social factors. Another indicator is the level of employment in the regions and the stability of the labor market. The development of transport, energy and communal infrastructure in the regions is a further important factor. The presence of major highways, airports, and railways, as well as the availability of energy supply and utilities, play an essential role. The specific features of the region, such as its geographical location, natural resources, climatic conditions and the availability of sales markets, are also critical factors. Conflict factors may include political instability, ethnic and religious tensions, economic inequality, and other relevant factors for a given area. All of this data is derived from the Academy of Public Administration's letter under the Republic of Kazakhstan president No. 03-01/4101, dated November 13, 2023, to the Ministry of Labor and Social Protection of the Population of the Republic of Kazakhstan. The social orientation of the region can be assessed using various indicators that reflect the population's social well-being and quality of life. However, there is no one universal formula for measuring social orientation, as it is a concept that includes many aspects. These factors include: the level of education, that is, the proportion of the population with higher education; literacy rates; the accessibility of educational institutions and quality of education; the accessibility and quality of medical services; mortality rates; average life expectancy; and morbidity rate.

Employment is an essential factor. Low wages, uneven development and the unequal distribution of economic opportunities between different regions of the country can become a source of social and economic inequality. Poverty, unemployment and lack of access to social services can cause discontent and conflict in society. According to the approved national budget for 2023–2025, the total amount of income for 2023 is forecast to be 19.064 trillion tenge, including 14.279 trillion tenge from tax receipts. Traditionally, the donor regions (regions which contribute more to the state budget than they receive in return) include the western oil-bearing regions of Atyrau and Mangystau, as well as the cities of Almaty and Astana. Shymkent, the third-largest city, with a million inhabitants, is not yet a donor region. The total financing of the national budget next year will amount to 488 billion tenge. Of this amount, almost half – 45%, or 220 billion tenge – is expected to come from the Atyrau region, followed by 211 billion tenge from Almaty, 38 billion from Astana, and 19 billion from the Mangystau region. The total financing of recipient regions from the national budget was 2.119 trillion tenge in 2022 (Sadenova 2023).

Table 2. Table of social and economic indicators of several cities and regions of the Republic of Kazakhstan with the highest conflict indexes

Region	GDP per capita (million tenge)	Social status (donor or recipient)	Infrastructure development level	Real salary index (according to ASPIR)	Investment received (billion tenge)	Unemployment level (%)	Gross enrollment ratio in higher education (%)
Astana	10.7	Donor	Developed	449,873	1,002	4.7	204.6
Almaty	20.6	Donor	Developed	409,000	3,363	5	204.6
Shymkent	3.1	Recipient	Developed	266,852	66	5	124.4
Atyrau	12.4	Donor	Medium	602,411	3,733	4.8	37.9
Mangystau	4.0	Donor	Medium	519,118	365	5.3	23.2
Zhambyl	2.6	Recipient	Medium	257,688	28	5	38.2
Turkestan	3.5	Recipient	Developing	248,905	55	5.1	124.4
West Kazakhstan	4.0	Recipient	Developing	314,567	50	5.1	83.2
Zhetisu	1.6	Recipient	Developing	259,690	45	5.2	124.4

Source: open data from the government of the Republic of Kazakhstan – data.egov.kz

Regions such as Atyrau and Mangystau derive significant revenues from taxes and fees related to the activities of the oil and gas industry and other industrial enterprises. They also receive substantial investments and financial support from companies engaged in extracting and processing natural resources. These regions play an essential role in the economy of Kazakhstan, but also face specific challenges related to the need to ensure sustainable development and balance between regions within the country. In terms of GDP per capita, the leading positions are occupied by the Almaty region (20.6 million tenge), Atyrau (12.4 million tenge), Astana (10.7 million tenge) (Bureau of National Statistics of the Agency for Strategic Planning and Reforms 2023). In the study of a region's economic indicators, it is necessary to pay attention to the GDP and economic growth of the region, assessing the contribution of the region to the total gross domestic product (GDP) of Kazakhstan and its dynamics. Regionally, the highest unemployment rate in Kazakhstan in the second quarter of 2022 was observed in the Mangystau and Zhetisu regions, with rates of 5.3% and 5.2%, respectively. The Turkestan and West Kazakhstan regions follow in this metric, as well as the cities of Almaty, Shymkent and Zhambyl, all of which reflect a rate of 5%. Market competition, property rights protection and the availability of financial services contribute to stability and reduce the likelihood of social conflicts, and the level of employment and unemployment has a direct impact on social stability. High unemployment can contribute to discontent and social conflict, while increased employment contributes to social harmony.

Conclusion

The author would like to note the experience of the OECD countries in resolving social and labor conflicts. By studying the strategies and mechanisms used by these countries to effectively resolve conflicts and analyzing their experience, other countries can gain valuable information about successful conflict resolution methods and apply these methods to similar situations around the world. The OECD countries have implemented various strategies and mechanisms for the effective resolution of social and labor conflicts. These approaches are aimed at facilitating dialogue, negotiations and compromise between the conflicting parties. They have demonstrated their expertise in resolving these conflicts through social dialogue, mediation, legislation, social welfare programs and ongoing monitoring.

By encouraging dialogue, ensuring fair labor practices, and addressing the root causes of conflict, these countries have succeeded in maintaining social harmony and developing productive labor relations – mainly via social dialogue, collective bargaining, mediation, and arbitration. These mechanisms provide a structured and impartial approach to conflict resolution, ensuring fair results. The importance of the continuous monitoring and evaluation of conflict resolution strategies used in OECD countries is also evident in Kazakhstan.

By regularly evaluating the effectiveness of various approaches, areas for improvement can be identified and necessary adjustments can be made. This proactive approach ensures that conflict resolution mechanisms remain relevant and respond to society's changing needs. Continuous monitoring and evaluation help to identify the strengths and weaknesses of conflict resolution strategies.

Resolving social and labor conflicts is a complex task that requires a multifaceted approach. Countries and stakeholders must learn from the experience of OECD countries and adapt their strategies to their own unique circumstances. By implementing effective conflict resolution mechanisms, societies can create a more equitable and inclusive environment. Through dialogue, cooperation and commitment to social justice, we can work to create a world in which conflicts are resolved peacefully and workers' rights are protected.

The direction of regulating labor relations faces the following challenges: insufficient effectiveness of the mechanism for resolving labor disputes, which leads to an increase in the number of labor disputes resolved in court; and insufficient awareness of employees by employers regarding labor rights and their obligations at enterprises where labor disputes have occurred. In conclusion, the prevention and resolution of social and labor disputes are crucial for maintaining social harmony, ensuring the fair treatment of employees, and promoting productivity. By exploring both international practices and experiences specific to Kazakhstan, this article has provided valuable insights into practical strategies and approaches to address these conflicts.

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SOCIALINIŲ IR DARBO GINČŲ PREVENCIJA BEI SPRENDIMAI: TARPTAUTINĖS STRATEGIJOS IR KAZACHSTANO PATIRTIS

Anotacija. Šiuolaikiniame globalizuotame pasaulyje socialiniai ir darbo ginčai tapo dideliu asmenų ir organizacijų rūpesčiu. Šiuo straipsniu siekiama ištirti tokių konfliktų prevenciją ir konfliktų sprendimo būdus, daugiausia dėmesio skiriant tiek tarptautinei praktikai, tiek specifinei Kazachstano patirčiai. Straipsnyje nagrinėjama mokslinė literatūra, pritaikoma tyrimo metodika ir vertinamos analitinės ataskaitos, pateikiamos įžvalgos apie efektyvias socialinių ir darbo konfliktų sprendimo strategijas ir būdus. Šis straipsnis suteikia vertingos informacijos asmenims, organizacijoms ir politikos formuotojams, norintiems išspręsti sudėtingus socialinius ir darbo ginčus. Tarptautinė patirtis yra vertingas žinių ir praktikos šaltinis tobulinant vyriausybės reguliavimą ir konfliktų prevencijos mechanizmus. Straipsnyje nagrinėjami strateginiai dokumentai ir ekonominiai rodikliai, pagrįsti kokybiniais EBPO šalių tyrimais, skirtais neigiamų socialinių konfliktų pasekmių prevencijai. Tyrime analizuojama parengtų ir įgyvendintų strateginių konfliktų prevencijos ir sprendimų dokumentai, kitos įvairios programos.

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