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**MECHANISMS FOR PROTECTING THE LABOR RIGHTS OF EMPLOYEES  
IN THE SYSTEM OF SOCIAL PARTNERSHIP**

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**Abstract**

The article considers the impact of mechanisms for protecting the labor rights of employees on their protection level in the system of social partnership. The authors' methodology is based on a system of methods, with the Likert scale and an in-depth focused interview used as the main ones. The authors have analyzed the knowledge of labor law as a mechanism for protecting the employee's rights, the degree of trust in protection institutes in case of violated labor rights and the degree of willingness to participate in protests and the joint actions of trade unions.

**Keywords**

Labor rights – Protection mechanisms – Social partnership – Trade union – Labor law

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## Introduction

The modern economy becomes more unpredictable and highly influenced by various factors. This boomerang effect hits different sectors of the economy and, consequently, the labor market. The pandemic that struck the world has significantly changed the position of large companies and many employers. Now there is a common understanding that it is impossible to hide from or avoid some mass disaster or global danger in the social environment. It puts poor people out of work, contributes to the transition to self-employment and, as a result, forms the precariat<sup>1</sup>, while rich people lose their profits and face a threat to their health and life. This confirms some scientific conclusions on the systemic structure of social and labor relations<sup>2</sup>. The protection of employees increases in this type of interaction between labor market participants<sup>3</sup>.

However, a positive effect is hard to achieve for precarious work<sup>4</sup> especially seasonal and part-time employment<sup>5</sup>. The interaction between employees and employers becomes more complex, which has undesirable social consequences in the labor market<sup>6</sup>. There are problems with the protection of some employees based on their gender<sup>7</sup> and ethnic background<sup>8</sup>.

<sup>1</sup> G. Standing, *The Precariat: The New Dangerous Class* (London: Bloomsbury Academic, 2011).

<sup>2</sup> J. T. Dunlop, *Industrial Relations Systems* (New York: Henry Holt and Winston, 1958); M.W. Salamon. *Industrial Relations: Theory and Practice*. (London: Prentice-Hall International, 1987) y H. Moerel, *The Study of Labor Relations. Labor Relations in Transition* (Nijmegen: Institute for Applied Social Sciences, 1994), 1-7.

<sup>3</sup> Precarious Employment in Europe. Part 1: Patterns, Trends and Policy Strategy. European Parliament. 2016. Retrieved from: [http://www.europarl.europa.eu/RegData/etudes/STUD/2016/587285/IPOL\\_STU\(2016\)587285\\_EN.pdf](http://www.europarl.europa.eu/RegData/etudes/STUD/2016/587285/IPOL_STU(2016)587285_EN.pdf)

<sup>4</sup> A. L. Kalleberg, *Measuring Precarious Work: a Working Paper of the EINet Measurement Group*. 2014. Retrieved from: [https://cpb-us-w2.wpmucdn.com/voices.uchicago.edu/dist/5/1068/files/2018/05/einet\\_papers\\_kalleberg-1owgfyfz.pdf](https://cpb-us-w2.wpmucdn.com/voices.uchicago.edu/dist/5/1068/files/2018/05/einet_papers_kalleberg-1owgfyfz.pdf); J. Fudge, *The Precarious Migrant Status and Precarious Employment: The Paradox of International Rights for Migrant Workers*. Metropolis British Columbia: Centre of Excellence for Research on Immigration and Diversity Working Paper num 11-15 (2011) y C. J. Cranford; L. F. Vosko y N. Zukewich, "Precarious Employment in the Canadian Labor Market: A Statistical Portrait", *Just Labor* num 3 (2003).

<sup>5</sup> Policies and Regulations to Combat Precarious Employment. International Labor Organization. 2011. Retrieved from: [https://www.ilo.org/wcmsp5/groups/public/@ed\\_dialogue/@actrav/documents/meetingdocument/wcms\\_164286.pdf](https://www.ilo.org/wcmsp5/groups/public/@ed_dialogue/@actrav/documents/meetingdocument/wcms_164286.pdf)

<sup>6</sup> R. Duval y D. Furceri, "The Effects of Labor and Product Market Reforms: The Role of Macroeconomic Conditions and Policies". *IMF Economic Review* Vol: 66 num 1 (2018): 31-69 y U. Mühlberger, *The Social Effects of Precarious Work*. Research Report. Universität Wien, 2009. Retrieved from: <https://static1.squarespace.com/static/559921a3e4b02c1d7480f8f4/t/5862fb6bff7c501ec52c6162/1482881901267/Mhlberger.pdf>

<sup>7</sup> N. Nisic y S. Kley, "Gender-specific effects of commuting and relocation on a couple's social life", *Demographic Research* num 40 (2019): 1047-1062 y N. A. Demeneva, "The European Community in combating discrimination on the basis of sex", *Bulletin of the State University of Communications and Information Technologies* num 18 (2007): 111-117.

<sup>8</sup> A. A. Oseev; F. A. Dudueva; P. Karácsony; M. V. Vinichenko y S. A. Makushkin, "The peculiarity of the ethno-social conflicts in the Russian labor market: comparative analysis of Russia, Great Britain and Germany", *Revista Espacios* Vol: 39 num 22 (2018).



When company management and employees search for a decent place in the system of social partnership, it does not always lead to the desired result. According to the International Labor Organization, only a quarter of employees are involved in traditional labor relations<sup>9</sup>.

The digitalization of the economy<sup>10</sup> and the introduction of artificial intelligence into various spheres of human life and business have a significant impact on the social environment. The introduction of artificial intelligence inconsistently affects the position of employees and employers in the labor market<sup>11</sup>. While introducing advanced technologies based on artificial intelligence, employers try to adjust their business processes and help employees increase their efficiency in various fields of activity, including medicine<sup>12</sup>, ecology<sup>13</sup>, automotive industry<sup>14</sup> and construction<sup>15</sup>.

At the same time, the introduction of artificial intelligence poses a danger for employees who can become useless for their employers and lose their jobs<sup>16</sup>. As a result, the unemployed replaced with artificial intelligence congests the labor market<sup>17</sup>. This situation becomes more relevant during the pandemic and its serious consequences, i.e. widespread job slashing and the disappearance of some professions.

Under these conditions, all participants in the labor process should closely interact in their common interests. Consequently, there is an urgent need to improve forms of their

<sup>9</sup> World Employment and Social Outlook. The Changing Nature of Jobs. International Labour Organization. 2015. Retrieved from: <https://www.ilo.org/global/research/global-reports/weso/2015-changing-nature-of-jobs/lang--en/index.htm>

<sup>10</sup> Coordination of European, national & regional initiatives. 2017. Retrieved from: <https://ec.europa.eu/digital-single-market/en/coordination-european-national-regional-initiatives>

<sup>11</sup> L. Burrell, "Artificial intelligence brings out the worst and the best in us", MIT Sloan Management Review. Vol: 60, Issue 2 (2019) y Cha, Y. J.; Baek, S.; Ahn, G.; Lee, H.; Lee, B. y Shin, J. "Compensating for the loss of human distinctiveness: The use of social creativity under Human-Machine comparisons", Computers in Human Behavior, 103, (2020): 80-90. Retrieved from: <https://doi.org/10.1016/j.chb.2019.08.027>.

<sup>12</sup> C.S Lee; A. J. Tyring; Y. Wu; S. Xiao; A. S. Rokem; N. P. DeRuyter; Q. Zhang; A. Tufail; R. K. Wang y A. Y. Lee, "Generating retinal flow maps from structural optical coherence tomography with artificial intelligence", Scientific Reports, Vol: 9 Issue 1, (2019) y S. O'Sullivan; H. Heinsen; L. T. Grinberg; L. Chimelli; E. Jr Amaro; P. H. do Nascimento Saldiva; F. Jeanquartier; C. Jean-Quartier; M. da Graça Morais Martin; M. I. Sajid y A. Holzinger, "The role of artificial intelligence and machine learning in harmonization of high-resolution post-mortem MRI (virtopsy) with respect to brain microstructure". Brain Informatics. Vol: 6 Issue 1 (2019).

<sup>13</sup> I. Alzoubi; S. Almaliki y F. Mirzaei, "Prediction of environmental indicators in land leveling using artificial intelligence techniques", Chemical and Biological Technologies in Agriculture. Vol: 6 Issue 1 (2019).

<sup>14</sup> E. Kamal y L. Adouane, Reliable energy management optimization in consideration of battery deterioration for plug-in intelligent hybrid vehicle. Lecture Notes in Electrical Engineering. 495 (2020). 14th International Conference on Informatics in Control, Automation and Robotics, ICINCO 2017; Madrid; Spain; 225569 (2019): 150-173.

<sup>15</sup> V. Kumar y A. Kumar, "Studying the behavior of neural models under hybrid and reinforced foundations", Innovative Infrastructure Solutions. Vol: 4 Issue 1, (2019).

<sup>16</sup> M. Antonescu, "Are business leaders prepared to handle the upcoming revolution in business Artificial Intelligence?", Quality-Access to Success, Vol: 19 num 3 (2018): 15-20.

<sup>17</sup> Y. Shi, "The Impact of Artificial Intelligence on the Accounting Industry. International Conference on Cyber Security Intelligence and Analytics", Advances in Intelligent Systems and Computing, num 928 (2019): 971-978; Pomato. AI for hiring. Make the right hire. Right now. 2020. Retrieved from: <https://www.pomato.com/> y TextRecruit. 2020. Retrieved from: <https://app.textrecruit.com/#/login>.

interaction in the system of social and labor relations<sup>18</sup> and develop social partnership<sup>19</sup>. This primarily concerns employers. Some of them contribute to the achievement of sustainable development and the improvement of living standards<sup>20</sup>. Socially oriented employers create favorable working conditions<sup>21</sup>, improve the motivation and incentive system<sup>22</sup> and ensure career growth<sup>23</sup>. They also achieve social sustainability in teams and organizations<sup>24</sup> and pay special attention to young employees<sup>25</sup>.

More and more attention is paid to public-private partnerships (PPP)<sup>26</sup> and changes in public service<sup>27</sup>.

<sup>18</sup> N. Daneshjoo; P. Malega y E. Dudáš Pajerská, "Production Efficiency in Company with Small Series Production", TEM Journal. Vol: 8 num 4 (2019): 1118-1126, Retrieved from: DOI: 10.18421/TEM84-03.

<sup>19</sup> E. V. Frolova; N. V. Medvedeva; E. E. Kabanova; S. N. Kurbakova y M. V. Vinichenko, "Social Partnership in Russia: Prerequisites, Problems and Trends". Journal of Advanced Research in Law and Economics (Volume VII, Spring), num 2 Vol: 16 (2016): 221-228. Retrieved from: <http://www.asers.eu/journals/jarle/jarle-issues>. doi: 10.14505/jarle.v7.2 (16).05

<sup>20</sup> Unilever. Human resources. Search teams. (2020). Retrieved from: <https://www.unilever.ru>

<sup>21</sup> O. V. Rogach; E. V. Frolova; A. V. Kirillov; V. V. Bondaletov y M. V. Vinichenko, "Development of favorable learning environment and labor protection in the context of harmonization of social interaction of educational system objects". IEJME — Mathematics Education, Vol: 11 num 7 (2016): 2547-2558 y B. Bronkhorst; B. Steijn y B. Vermeeren, "Transformational Leadership, Goal Setting, and Work Motivation: The Case of a Dutch Municipality", Review of Public Personnel Administration, Vol: 35 num 2 (2015): 124-145.

<sup>22</sup> P. Karacsony, "Generational Differences in Motivation at Work in Slovakian Small and Medium Sized Companies", Open journal of social sciences, Vol: 7 num 3 (2019): 182-191; M. V. Vinichenko; A. V. Kirillov; A. N. Maloletko; E. V. Frolova y M. N. Vinogradova, "Motivation of University Senior Staff in the Process of Restructuring Higher Education Institutions", Croatian Journal of Education, 20(1), (2018):199-232. Retrieved from: <https://doi.org/10.15516/cje.v20i1.2571> y N. Belle y P. Cantarelli, "Monetary Incentives, Motivation, and Job Effort in the Public Sector: An Experimental Study with Italian Government Executives", Review of Public Personnel Administration, June; Vol: 35 num 2 (2015): 99-123. Retrieved from: doi: 10.1177/0734371X13520460

<sup>23</sup> L. Rasca, "Employee experience – an answer to the deficit of talents, in the fourth industrial revolution", Quality-Access to Success, Vol: 19 num 3 (2018): 9-14 y A. V. Kirillov; D. S. Ushakov; M. V. Vinichenko; S. A. Makuchkin y A. V. Melnichuk, "Career Opportunities for the Management's Personnel Reserve", Eurasian Journal of Analytical Chemistry, num 12(5b), (2017): 723-733. Retrieved from: DOI 10.12973/ejac.2017.00205a

<sup>24</sup> U. Awan; A. Kraslawski; J. Huiskonen y N. Suleman, "Exploring the Locus of Social Sustainability Implementation: A South Asian Perspective on Planning for Sustainable Development", World Sustainability Series (2020): 89-105.

<sup>25</sup> A. D. Matraeva; M. V. Rybakova; M. V. Vinichenko; A. A. Oseev y N. V. Ljapunova, "Development of Creativity of Students in Higher Educational Institutions: Assessment of Students and Experts", Universal Journal of Educational Research Vol: 8 num 1 (2020): 8-16. Retrieved from: <http://www.hrpub.org/download/20191230/UJER2-19513842.pdf> y O. L. Chulanova; M. V. Vinichenko; N. S. Borisenko; O. V. Kaurova; O. L. Ryngach; A. S. Lobacheva y M. V. Demchenko, "Perfection Of Personnel Estimation In The Course Of Selection To Improve The Loyalty Of New Employees In The Organizations Of The Oil And Gas Complex And The Chemical Industry Of The KhantyMansiysk Autonomous District-Ugra", Modern Journal of Language Teaching Methods, num 8 Vol: 10 (2018): 519-530.

<sup>26</sup> N. Badasyan y A. Riemann, "Current Status of Public-Private Partnership Research: Academia Fails to Provide Added Value for Industry", Journal of Infrastructure Systems Vol: 26 num 1 (2019).

<sup>27</sup> R. Bolden; A. Gulati y G. Edwards, "Mobilizing Change in Public Services: Insights from a Systems Leadership Development Intervention", International Journal of Public Administration. Vol: 43 num 1 (2020): 26-36.

Trade unions try to reach the best of their potential. They improve a unified consulting campaign and negotiate in the system of social partnership<sup>28</sup>. The biggest challenge is to make young people members of trade unions since they are fully capable of fighting for their rights and participating in protest campaigns<sup>29</sup>.

A large number of studies on the development of social and labor relations and employment protection indicates the importance of this issue and the diversity of approaches to achieving the goal. However, mechanisms for protecting labor rights in the system of social partnership are not fully understood and should be considered in the context of the growing economic crisis as the pandemic after-effect.

## Methods

Between August and October 2019, the Laboratory of Sociological Research of the Faculty of Public Administration and the Department of Management and Sociology of the Lomonosov Moscow State University conducted a sociological study to determine the real role, authority and influence of the Russian trade unions in society. Within the framework of this study, we determined the impact of some mechanisms for protecting labor rights in the system of social partnership at industrial enterprises in different regions of Russia. These mechanisms are as follows: the employee's knowledge of labor law; the authority (activity) of protection institutes in case of a conflict or violation of labor rights; the participation of employees elected by trade unions in protest campaigns and joint activities.

This study aims at determining the impact of mechanisms for protecting the labor rights of employees on the degree of their protection in the system of social partnership.

The study objectives are as follows:

- 1) To determine the degree to which employees know labor law as a mechanism for protecting their rights;
- 2) To define the degree of trust in protection institutes in case of a conflict or violation of labor rights;
- 3) To identify the degree of readiness to participate in protest campaigns and joint activities of trade unions.

In the course of the study, we put forward the following hypothesis:

**H1.** Employees select mechanisms for protecting their labor rights in the system of social partnership depending on their knowledge of labor legislation, work experience, interaction with protection institutes, age, gender and participation in trade unions.

<sup>28</sup> M. V. Vinichenko; D. S. Klementyev; M. V. Rybakova; M. A. Malyshev; N. F. Bondaletova y I. V. Chizhankova "Improving the efficiency of the negotiation process in the social partnership system", *Entrepreneurship and sustainability issues*, 7(1) (2019). Retrieved from: DOI: [http://doi.org/10.9770/jesi.2019.7.1\(8\)](http://doi.org/10.9770/jesi.2019.7.1(8)) ISSN 2345-0282 (online) URL: <http://jssidoi.org/jesi/> 2019.

<sup>29</sup> T. S. Demchenko; P. Karácsony; M. V. Vinichenko; M. V. Demchenko y A. V. Melnichuk, "Youth involvement in social control of the implementation of the youth personnel policy in the company management system". *Revista Espacios. Especial. Vol: 38 num 21* (2018).

Methods for collecting sociological information were as follows: questionnaires, detailed focused interviews, detailed non-structured interviews, observation and the analysis of documents (collective agreements, press materials, samples of informational work by trade unions, letters, resolutions and other documents collected during field studies and necessary to reveal the topic). The data obtained were subject to comparative analysis.

The sociological survey conducted between August and October 2019 included 5,306 respondents (4,258 trade union members; 678 non-union employees; 370 elected trade union members). Special questionnaires were developed for each category of the respondents.

**Socio-demographic characteristics of employees (in %)**

Category of employees		Non-union employees	Trade union members	Elected trade union members
Gender	male	59.9	56.5	45.8
	female	40.1	43.5	54.2
Age	under 30 years	24.9	19.6	8.1
	31-40 years	29.7	28.7	23.8
	41-50 years	34.7	34.3	41.5
	51-60 years	7.6	15.9	22.7
	over 60 years	3.1	1.5	3.9
Length of employment at this enterprise	less than 1 year	4.5	4	1.5
	from 1 to 5 years	28.7	23	15.8
	from 5 to 10 years	35.2	26.4	24.6
	over 10 years	31.6	46.6	58.1
Status in the production hierarchy	middle or junior managerial positions	9.8	8.4	11.2
	engineering-technical worker, specialists	49.6	43.3	59.1
	workers	40.6	48.3	29.7
Status in the trade union	union posts		3.1	Local trade union committee – 48.5 Shop committee – 33.5 Trade bureau – 18
	common trade union members		96.9	
Period of trade union membership	less than 1 year			10.8
	from 1 to 5 years			38.0
	from 5 to 10 years			23.1
	over 10 years			28.1

The study was conducted in nine Russian cities (regions) and involved workers and trade union members from 11 enterprises: OOO "Astrakhangazprom"; OAO "Gazprom" (Astrakhan Region); OAO "Voronezhskintezkauchuk" (Voronezh); OAO "Giprotruboprovod" (Moscow); the Institute of Geology and Exploiting Fossil Fuels (Moscow); OAO "NK Rosneft-Dagneft" (the Republic of Dagestan); OOO "LUKOIL-Perm" (Perm); OAO "Slavneft-Megionneftegaz" (Megion, Tyumen Region); OAO "Surgutneftegas" (Surgut); SeverNIPIgaz, a branch of OOO "VNIIGAZ" (Ukhta, the Komi Republic); the Ukhta State Technical University (Ukhta, the Komi Republic); ZATO "Tsentrsibnefteprovod" (Seversk); OAO "Transneft" (Tomsk).

The research sample is multi-stage and area-specific and considers the corporate affiliation of enterprises and socio-demographic characteristics of the respondents. This information was processed on a computer using Excel and IBM SPSS Statistics 22. Open-ended questionnaires were analyzed manually and their answers subsequently systematized.

**Results**

While surveying employees (both trade union members and non-union workers), we asked them about their knowledge of labor legislation and, in particular, the Labor Code of the Russian Federation. As a result, most respondents (57.7% of trade union members and 62.2% of non-union workers) had read the Labor Code of the Russian Federation fully or partially. At the same time, every fourth employee of these enterprises was not familiar with the Russian labor legislation at all (Figure 1).

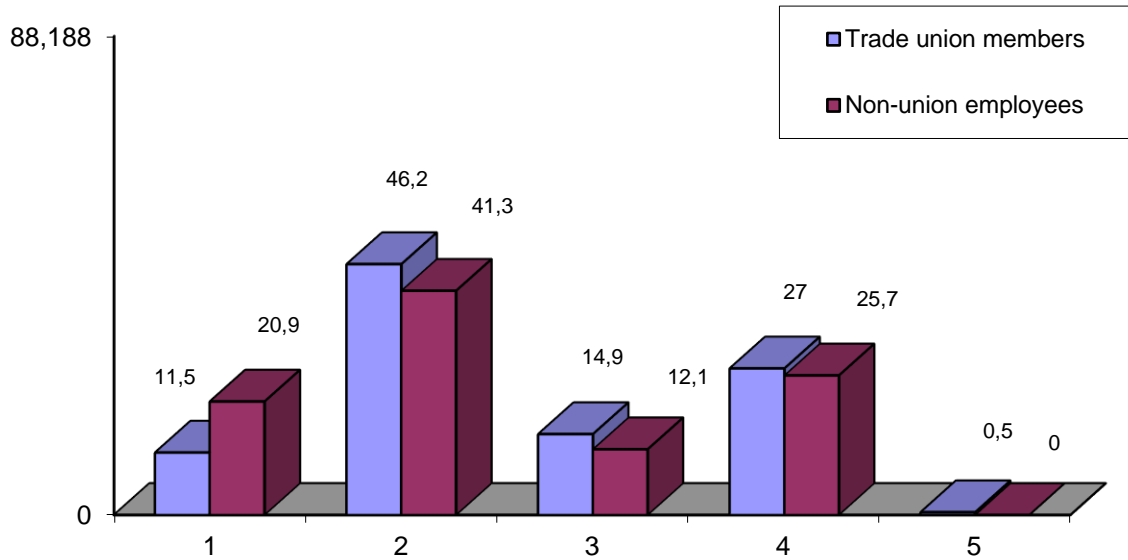


Figure 1  
The answers to the question: "Are you familiar with the Russian labor legislation?"  
(% of the total number of the respondents in each category)

Possible answers: 1. I have read the Labor Code of the Russian Federation completely. 2. I have read some articles and chapters. 3. I have not read the Labor Code of the Russian Federation but listened to lectures and read some extracts. 4. I hardly know anything about the Labor Code of the Russian Federation. 5. It is difficult to answer.

According to the survey results, the lowest level of legal awareness was revealed in the Republic of Dagestan (57.6% of the local respondents chose the fourth option) and Moscow (43.5%).

The largest number of the respondents who had read the Labor Code of the Russian Federation fully or partially lived in Tomsk (73%), Astrakhan (71.7%) and Perm (71.5%).

The higher the respondent's status in some organization, the greater was their level of legal awareness. Within middle or junior managerial positions, 73.6% of trade union members and 75.6% of non-union workers had read the Labor Code of the Russian Federation (fully or partially).

Within the group of specialists, 62.1% of trade union members and 67.5% of non-union workers were familiar with the Labor Code of the Russian Federation. Within the group of workers, 50.7% of trade union members and 52.6% of non-union employees had read the Labor Code of the Russian Federation.

Regarding different age groups of trade union members, seniors were more familiar with the Labor Code of the Russian Federation, which is explained by their vulnerable position in the labor market.

Only 15% of the respondents over the age of 60 reported that they were not familiar with this legislative act.

The survey of non-union employees demonstrated that 73.3% of the respondents working at "Slavneft-Megionneftegaz" had read the Labor Code of the Russian Federation, while all workers<sup>30</sup> of other enterprises amounted to 40.9%.

Most likely, the large-scale reorganization at the enterprise in Megion encouraged its employees to read labor laws. They were too anxious about their future and tried to forecast different events.

Interestingly, almost the same number of the respondents (21.2% of trade union members and 21.3% of non-union employees) were not familiar with the Labor Code of the Russian Federation because they assumably did not need it. If their labor rights had been violated, these respondents would not have taken any steps to protect themselves because they were afraid of "things getting worse".

Based on the authority and trust in some protection institute, trade union members preferred to contact their trade union committee in case their labor rights were violated, while non-union employees came to a legal aid agency (Figure 2).

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<sup>30</sup> The group of non-union employees from OAO "Slavneft-Megionneftegaz" comprised 277 respondents, while the group of other enterprises included 144 respondents.

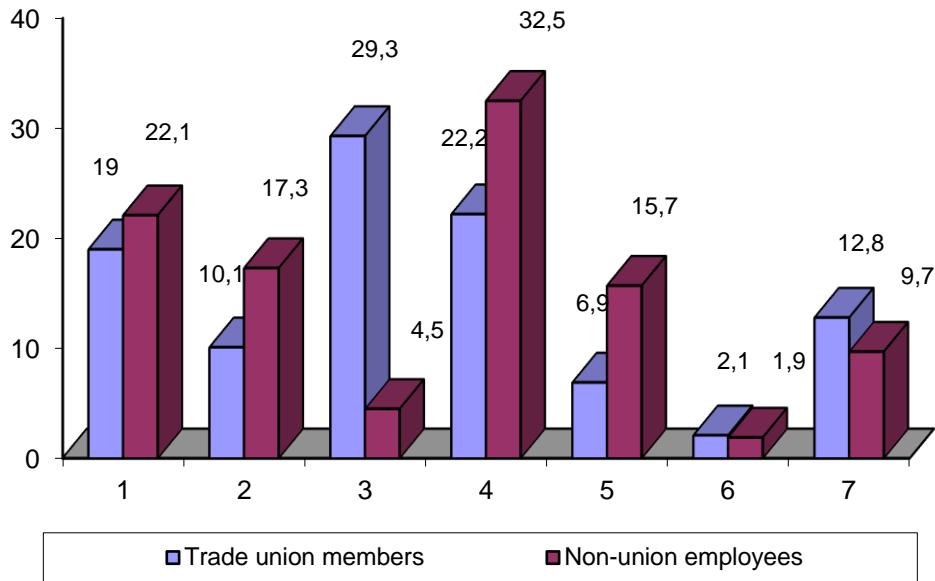


Figure 2

The answers to the question: "Whom will you ask for help if your labor rights are violated?" (% of the total number of the respondents in each category)

Possible answers: 1. To my higher management. 2. To the department responsible for staff relations. 3. To my trade union committee. 4. To a legal aid agency. 5. To the State Labor Inspectorate or a court. 6. Other institutions. 7. To no one not to make things worse.

It is noteworthy that trade union members who were aware of their labor rights (they indicated that they had read the Labor Code of the Russian Federation fully) said they would contact their trade union committee first (42.4%). On the contrary, those who were not familiar with the Russian labor legislation would go to a legal aid agency (26.5% of the respondents chose this option and only 17.6% of them would rather contact their trade union committee) in case of conflicts or complex situations in their organization.

The trade union members most inclined to apply to their trade union committee to protect their labor rights were from Megion (75%), Astrakhan (37.8%), Samara (37.6%) and the Komi Republic (35.4%). At the same time, employees from Moscow (15.3%) and Tomsk (14.9%) were less like to choose this option.

If compared to all the status groups examined during the survey, workers placed the greatest trust in their trade union committee (34.2%).

According to trade union members from Moscow (53.4%), Surgut (30.3%) and Tomsk (24.7%), legal aid agency seemed to be more effective in a conflict situation than a trade union.

In general, women were more likely to pay for legal services (25.3% of women vs. 19.8% of men). Within different age groups, similar preferences were typical of seniors (30%).

The respondents from Orel (13.6%) were more willing to contact the State Labor Inspectorate or a court.

The answer "I will not appeal to anyone not to make things worse" was mostly chosen by the respondents from Tomsk (25.3%), Voronezh (19.6%), Orel (18.3%) and the Republic of Dagestan (17.8%).

In relation to the "other" (i.e. handwritten) answers to this question, the most popular option (8% of the total number of answers) was "to a labor disputes commission".

Sometimes there were rather unexpected and even ridiculous answers (for example, "I would ask my father for advice, he is an industrial physician in the regional Health Inspection Services"; "to my parents"; "to my mother", "to informal structures" and "to God").

According to 73.9% of elected trade union members, employees of their trade union were ready to participate in protest campaigns and other joint activities. 28.1% of elected trade union members and activists were sure that they would be unconditionally supported by most members of their trade union. 45.8% of them assumed such a reaction in cases affecting the personal interests of each employee.

<b>"Are trade union members ready, if necessary, to participate in protest campaigns and joint activities?" (the answers of elected trade union members, in %)</b>	
1. Mostly yes	28.1%
2. Probably yes, but only if it affects them personally	45.8%
3. Probably not	24.6%
4. Definitely no	0.8%
5. Hesitated to answer	0.8%

Table 1

The value is obtained through summing the values from the first two lines)

This opinion is confirmed by the survey of trade union members who expressed a rather high degree of readiness to collectively protect their labor rights and socio-economic interests (Figure 3).

In total, 60.4% of the respondents reported their willingness to participate in collective activities of their trade union. 38.4% of them did not state any additional conditions for their participation.



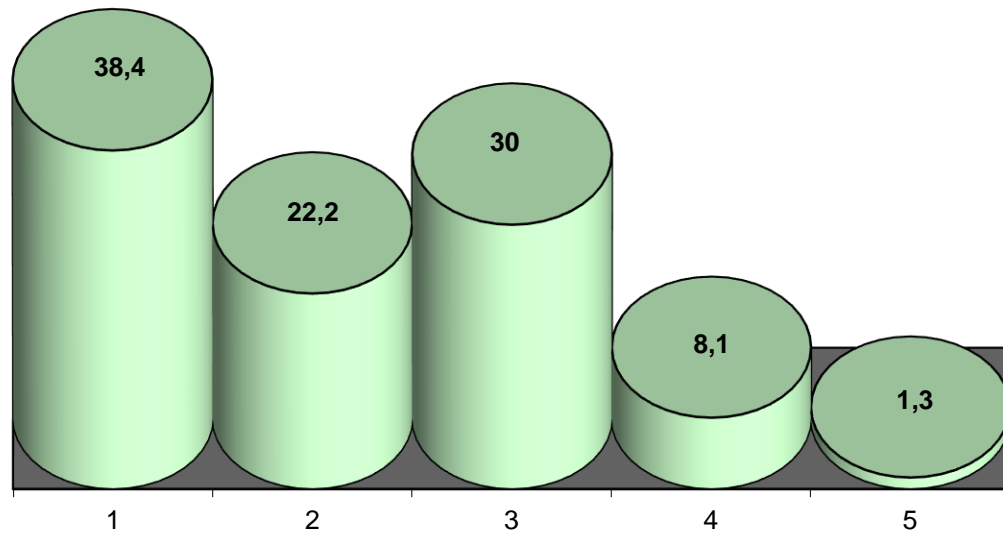


Figure 3

The answers to the question: "Are you ready, if necessary, to participate in protest campaigns and joint activities?" (% of elected trade union members if compared to the rest of the respondents)

Possible answers: 1. Yes. 2. Yes, if it affects me personally. 3. Most likely no. 4. Definitely no. 5. Hesitated to answer.

The maximum willingness to participate in collective actions of their trade union was expressed by the respondents from Megion (100% of affirmative answers) and Voronezh (72.2%). The least willingness to participate in such activities was revealed among the respondents from Moscow (61.1%) and Tomsk (51.7%).

Men spoke out in favor of participating in collective activities more often than women (63.7% vs. 56.5%). People under the age of 40 were more inclined to protest sentiments than senior groups (for instance, 61.8% of young people aged up to 30 years provided affirmative answers, but only 55% of people over 60 years old demonstrated the same willingness).

66.9% of employees were ready to take part in protest campaigns and joint activities of their trade union. At the same time, 56.2% of people holding middle or junior managerial positions and 55.4% of specialists gave affirmative answers.

## Discussion

The analysis of the sociological survey has demonstrated that many employees were ignorant of labor legislation and, in particular, the Labor Code of the Russian Federation. This is determined by several factors.

First, it has been established during the Soviet period that party bodies, Komsomol organizations and partially trade unions fought for the labor rights of workers. Many authorities concerned with the protection of labor rights were delegated to these bodies. In this regard, employees felt no need to consider their rights or fight for them.

Second, frequent changes and amendments to the Russian labor legislation lead to the fact that only lawyers specializing in labor relations can properly use it. Insufficient legal knowledge and education prevent employees from combating for their rights. Therefore, they do not see any point in reading the labor legislation unless a problem or critical case arises. Even facing the threat of dismissal or deterioration, most employees either do not fight or hire legal experts to fight for their rights.

Third, there is a complex system of asserting one's labor rights in the workplace, courts and worker protection bodies. The injured party faces time-consuming application filling, complex claim forming, poor knowledge of the relevant labor law and professional opposition from the employer's representatives. In addition, employees do not believe in a successful outcome and do not take any steps to change the situation, let alone to make things worse. The danger comes from the management of companies<sup>31</sup> and the labor market, especially the one developing artificial intelligence<sup>32</sup>. These circumstances discourage employees from protecting their labor rights in a court and, consequently, studying labor laws.

This state of affairs is most likely connected with the mindset of employees who are not trade union members. According to the recent studies, the only difference of trade union members is that they hope to solve all their labor conflicts with the help of their trade union<sup>33</sup>. In this case, there is no sense in spending time and effort on the study of labor laws.

In terms of age, a good knowledge of labor laws is more typical of seniors. Probably older people who obtained an academic degree in the Soviet period were used to gathering information from different sources. However, this does not guarantee a high level of activities aimed at protecting their rights.

It is logical and appropriate that elected trade union members study the relevant labor legislation since they have to deal with conflicts. The profound knowledge of labor laws determines the outcome of labor disputes, as well as their authority and career growth within a trade union. Thus, the depth and quality of knowledge of trade union employees depend on the level of their trade union leader: the higher the post, the deeper are theoretical knowledge and practical skills. In general, knowledge of labor laws increases employment security.

There is a typical dependence between the definition provided by the target protection institute and the knowledge of labor laws expressed by disadvantaged employees. Trade union members who know the Labor Code of the Russian Federation mainly contact their trade union. Those who are not familiar with the Labor Code of the Russian Federation and non-union workers seek legal advice. This is due to the fact that

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<sup>31</sup> M. Guerci; A. Decramer; T. Van Waeyenberg y I. Aust, "Moving Beyond the Link Between HRM and Economic Performance: A Study on the Individual Reactions of HR Managers and Professionals to Sustainable HRM", *Journal of Business Ethics*, num 160 (2019): 783-800 y D. Lang y Ch. Rumsey, "Business disruption is here to stay – what should leaders do?", *Quality-Access to Success*, Vol: 19 num 3 (2018): 35-40.

<sup>32</sup> International Conference on Cyber Security Intelligence and Analytics, CSIA 2019. *Advances in Intelligent Systems and Computing*. Shenyang; China. Volume 928 (2020): 1448.

<sup>33</sup> M. V. Vinichenko; D. S. Klementyev; M. V. Rybakova; M. A. Malyshev; N. F. Bondaletova y I. V. Chizhankova, "Improving the efficiency of the negotiation process in the social partnership system", *Entrepreneurship and sustainability issues*, 7(1) (2019).

trade union members familiar with labor laws have an active life position. They are ready to further learn their rights and fight for them. At the same time, trade union members seek legal assistance in elected trade union workers. They believe that it is more effective to struggle for one's rights in a group rather than do it individually or in courts. While considering different status groups, we determined that workers have the greatest trust in their trade union committee.

Regardless of their trade union membership, employees who have not studied the Labor Code of the Russian Federation will hardly do it in the future, relying on the experience and expertise of legal aid agencies.

Great life experience and a high degree of distrust in employers and trade unions make disadvantaged employees seek protection from authoritative persons, bodies and structures. From the gender viewpoint, women often resort to legal services, while seniors use age-related services, which coincides with the studies conducted by H. Urbancová, T. Hlavsa and H. Čermáková.

In addition, employees are afraid of interacting with their employers if they fail to protect their labor rights. This fear refers to a decreased position in the industrial hierarchy and attitude of management, the possibility of losing a job or getting a negative image of a "troublemaker and combative person", which will hinder their further employment in the labor market<sup>34</sup>. In this regard, the employee's security becomes unstable when they try to prevent the infringement of their labor rights. The greater the strength, experience, perseverance and professionalism of protection institutes, the higher are the employee's chances to obtain justice without negative consequences. At the same time, everyone should be ready for cooperation<sup>35</sup>.

The determination analysis of the survey data shows that there is no clear correlation between the willingness of employees (trade union members) to participate in collective activities and their degree of satisfaction with various aspects of their work. This readiness largely (the accuracy figure = 0.71) depends on the positive perception of their trade union committee and the results of its activities in a certain enterprise.

The protest activity of elected trade union employees and their willingness to fight for the rights of trade union members during mass protests is generally high but insufficient for this category of employees. Elected trade union employees should be able and willing to actively defend the labor rights of employees, especially trade union members. At the same time, protests are a forced but the most effective form of struggling for their rights. This will increase the security of all workers. The conclusion is confirmed by the psychological studies of motivation for active actions in public service<sup>36</sup>. As a result, employees are astonished and distrustful of elected trade union members and trade unions as a whole. This speaks of underdeveloped consciousness of employees, insufficient positive experience in the struggle for their rights, a frivolous approach to the choice of trade union members and a

<sup>34</sup> N. Al-Akeel y S. F. Jahangir, "Relationship between Employees. Cultural Background and Work Motivation (According to McClelland's Need Theory of Motivation)", *International Journal of Psychosocial Rehabilitation*, Vol: 24, Special Issue 1 (2020): 156-163.

<sup>35</sup> Zs. Baranyai; Cs. Gyuricza y L. Vasa, "Moral hazard problem and cooperation willingness: some experiences from Hungary", *Actual Problems of Economics*, Vol: 138 num 12 (2012): 301-310.

<sup>36</sup> B. Liu y J. L. Perry, "The Psychological Mechanisms of Public Service Motivation: A Two-Wave Examination", *Review of Public Personnel Administration*, March 2016; Vol: 36 num 1 (2016): 4-30.

limited number of young people. The study revealed a gender shift in protest activity towards men and age-related sentiments towards the respondents under 40 years old. This fact correlates with the studies of youth protest campaigns<sup>37</sup> and gender characteristics<sup>38</sup>.

In general, mechanisms for protecting the labor rights of employees are not fully realized, which negatively affects the protection of employees in the system of social partnership.

## Conclusion

In the course of the study, we established the impact of mechanisms for protecting the labor rights of employees on their protection in the system of social partnership. The factors determining the mass ignorance of the Russian labor legislation among employees are as follows: the traditional post-Soviet delegation of authority to various bodies protecting labor rights, constant changes in labor laws, a complex system for defending their rights in the workplace, courts and worker protection bodies.

We revealed a certain dependence between the depth and quality of knowledge typical of trade union employees and the level of their trade union leader, i.e. the higher the post, the deeper are their theoretical knowledge and practical skills. We should also highlight the dependence between the definition of target protection institutes and the knowledge of labor laws expressed by disadvantaged employees. Moreover, both trade union members and non-union employees want to protect their rights with the help of legal aid agencies. Trade union members familiar with labor laws at least on the basic level rely on its application and the activity, professionalism and authority of trade union members in their organization.

The study determined gender and age differences in the choice of mechanisms for protecting the labor rights of employees in the system of social partnership. In addition, we disclosed the employee's fear of being stamped as a "combative person", which will undermine their image and value in the labor market. If employees try to prevent the infringement of their labor rights, their security becomes unstable depending on the authority, experience, perseverance and professionalism of protection institutes.

The protest activity of elected trade union employees and their willingness to fight for the rights of trade union members during mass protests is generally high but insufficient for this category of employees. This fact indicates problems with the staff of trade union committees who should seek justice in relation to employees by all legal measures, including protests.

Throughout the study, we confirmed the hypothesis. Employees select mechanisms for protecting their labor rights in the system of social partnership depending on their age, gender, knowledge of labor laws, work experience, interaction with protection institutes and

<sup>37</sup> G. Nikiporets-Takigawa, "Youth and youth policy in the UK: Post-brexite view", *Sovremennaya Evropa* num 1 Vol: 80 (2018): 47-58 y T. S. Demchenko; P. Karácsony; I. Y. Ilina; M. V. Vinichenko y A. V. Melnichuk, "Self-Marketing Of Graduates Of High Schools And Young Specialists In The System Of Personnel Policy Of The Organization", *Modern Journal of Language Teaching Methods (MJLTM)*, num 7 Vol: 9 (2017): 58-65.

<sup>38</sup> N. Nisic y S. Kley, "Gender-specific effects of commuting and relocation on a couple's social life" *Demographic Research*, num 40 (2019): 1047-1062 y N. A. Demeneva, "The European Community in combating discrimination on the basis of sex", *Bulletin of the State University of Communications and Information Technologies* num 18 (2007): 111-117.

trade union membership. The further study of mechanisms for protecting the labor rights of employees will reduce possible social tension in labor organizations and society as a whole.

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