

La esencia y peculiaridades de la implementación del concepto de flexiguridad en Ucrania.

The essence and peculiarities of the implementation of the concept of flexicurity in Ukraine



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Resumen

Los desafíos del mundo moderno conducen a cambios en la organización empresarial, incluidas las formas de organización laboral. El uso de formularios flexibles se ha convertido en una herramienta moderna para la gestión de recursos humanos en un entorno cambiante. El concepto de flexiguridad se utiliza en los países europeos desde hace mucho tiempo. Este trabajo utilizó los métodos de análisis bibliográfico VosViewer y Google Trends para estudiar los problemas de la política de empleo flexible desde tres enfoques principales: a) institucional (en el cual el Estado ejerce un rol central en la regulación del mercado laboral); b) anticrisis (que implementa políticas de empleo flexible en respuesta a crisis económicas y a la reducción de costos por parte de empleadores); y c) corporativo (centrado en las necesidades de los empleados y la responsabilidad social empresarial). Además, se analizaron y resumieron en una matriz los enfoques modernos utilizados en países desarrollados para implementar políticas de empleo flexible bajo el concepto de flexiguridad. Este análisis proporciona perspectivas valiosas para investigaciones futuras en Ucrania que incluyen la provisión regulatoria y legal de formas atípicas de empleo como el trabajo independiente, el crowdsourcing y el trabajo por cuenta propia; el desarrollo de estrategias para atraer formas atípicas de empleo a aquellas categorías de la población que no pueden competir en el mercado laboral (personas con oportunidades limitadas, jóvenes que buscan trabajo por primera vez, mujeres con hijos, personas jubiladas edad); el uso de formas flexibles de empleo para un gran número de desplazados internos que han abandonado sus hogares y refugiados, lo que reducirá la tasa de desempleo en el país.

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Palabras Clave

flexiguridad, flexibilidad, seguridad, bienestar social.

Abstract

The challenges of the modern world led to changes in business organization, including forms of labor organization. The use of flexible forms has become a modern tool for human resource management in a changing environment. The concept of flexicurity has been used in European countries for a long time. This study employed the methods of bibliographic analysis VosViewer and Google Trends to investigate issues related to flexible employment policies from three primary perspectives: a) institutional (where the state plays a central role in labor market regulation); b) anti-crisis (implies implementing flexible employment policies in response to economic crises and the efforts of employers to reduce personnel costs); and c) corporate (which focuses on employee needs and corporate social responsibility). Furthermore, modern approaches used in developed countries for implementing flexible employment policies under the

concept of flexicurity were analyzed and summarized in a matrix. This analysis provides valuable insights for future research in Ukraine, including regulatory and legal provision of non-standard forms of employment such as freelancing, crowdsourcing, and self-employment; the development of strategies to attract non-standard forms of employment those categories of the population that cannot compete on the labor market (people with limited opportunities, young people who are looking for work for the first time, women with children, people of retirement age); the use of flexible forms of employment for a large number of internally displaced persons who have left their homes and refugees, which will reduce the unemployment rate in the country.

Keywords

flexicurity, flexibility, security, social welfare.

I Introduction

In the modern information society, those enterprises that adapt the organization of work processes to the modern features of development - digitization, operating conditions imposed on enterprises by the global pandemic of COVID-19, and the economic freedom of the individual - become competitive and highly effective in the market. All these trends influence all aspects of the activity of modern enterprises, especially the system of organization of relations between the employer and the employee, namely the sphere of employment.

The use of flexible forms of employment helps to implement the main principle of employment relations in the market economy, namely the exclusive right of citizens to dispose of their abilities, the prohibition of compulsory, forced labor. That is, flexible forms of employment allow the able-bodied population to choose between regulated working hours and rest. With the help of flexible forms of employment and working time regimes (voluntary part-time employment), it is possible to solve the employment problems of women, young people who want to study and work, people of pre-retirement and retirement age. In addition to solving the problems of unemployment under the conditions of the economic crisis, the use of flexible forms of employment and working time regimes makes it possible to solve the problems of structural unemployment, that is, under such working conditions there is an opportunity to periodically update knowledge, undergo professional training and improve qualifications (Rudakova et al, 2013).

The purpose of the article is to generalize the existing approaches to the interpretation of the essence of the definition of *flexicurity* based on the bibliometric analysis of scientific publications using VOSviewer, the Google trends tool, analyses of best foreign practices of flexicurity implementation.

2 Methods

Analysis, synthesis, systematic approach, the method of comparative characteristics, grouping and abstraction (when studying the features of the implementation of the concept of flexicurity in different countries); method of comparative analysis, VOSviewer tool (was used to build a map of the relationships of the studied term with other categories), Google trends (to analyze the frequency of searches for the concept of flexicurity in the world for the period from 2017 to 2022).

3 Results

In modern domestic literature, there is a large number of terms that characterize the relationship between employers and employees - high-profile employment, flexible employment policy, flexible work regimes, non-standard employment, remote employment and others. At the same time, a group of authors uses the term employment to characterize the state of the labor market at the macro-level, there are also those who use this term to define the characteristics of the relationship between the employer and the employee at the micro-level, or the level of individual enterprises.

Summarizing the results of the substantive block of the bibliometric analysis, it was possible to conclude that the main body of scientific research is aimed at researching the problems of flexible employment policy in three main clusters: the use of the concept of flexicurity as a response of enterprises to crisis phenomena in the country's economy (the presence of relationships with such categories such as: economic crisis, crises, challenge, employability).

The study of the concept of flexicurity in the works of scientists of the second cluster is largely aimed at determining the place and role of the state as a social institution in the problems of regulating flexible employment policy (the presence of relationships with such categories as: employer, government, labor, social policy).

The third direction of flexible employment policy research is the possibility and effectiveness of implementing the concept of flexicurity from the point of view of employees and the internal organizational policy of enterprises (interrelations with such categories as job security, employee, consequence, person, effect, individual, transition, active labor market policy).

Another way to analyze the peculiarities of researching problems in the field of flexible employment policy is to analyze the frequency of "flexicurity" search queries in the Google search engine. For this, the Google trends option was used in the work (<https://trends.google.ru/trends/explore?date=today%205-y&q=flexicurity>), the results are presented in Figure 3.

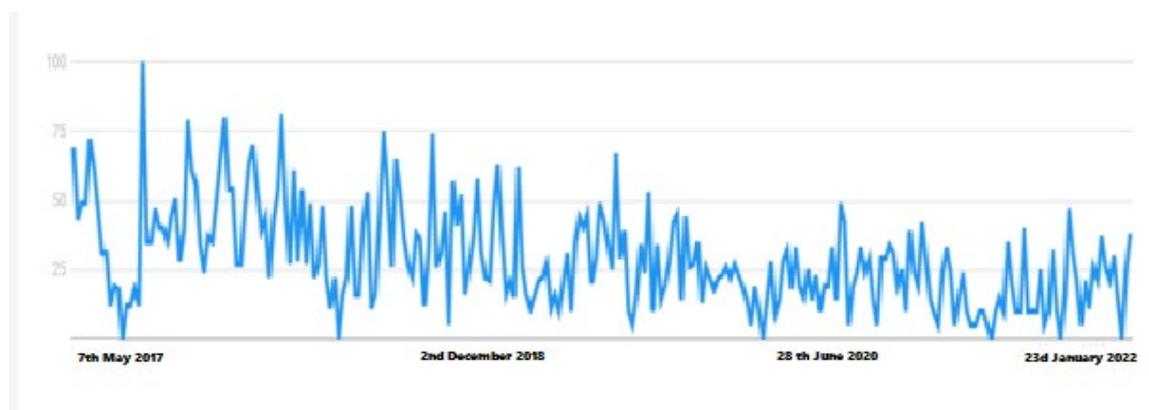


Figure 3. The frequency of searches for the concept of flexicurity in the world for the period from 2017 to 2022.

As can be clearly seen from the figure, the interest in the problems of flexible employment policy during the last five years has a tendency to decrease. At the same time, the leader in the number of searches for this term is Denmark, followed by Sweden, and in third place - Italy.

The cited results of the bibliometric analysis confirm that the term flexicurity is quite widespread, and a large number of foreign studies are devoted to the analysis of this issue. Unfortunately, the same cannot be said about domestic studies of this data. The term flexicurity is almost never found in the works of domestic authors, and if it does occur, it is only in the context of interpretations of the Western concept that was developed in Denmark.

Let us dwell in more detail on the understanding of the essence of this term and concept in the works of domestic and foreign authors (Table I).

Table I. Understanding the essence of the definition of flexicurity in the works of domestic and foreign scientists.

Author	Definition
Tsizhma Yu.I. [4]	The ability of employers to freely fire employees and hire new ones, because the legislation in the labor field is quite soft, thereby ensuring the flexibility of the labor market
Wilthagen T., Tros F. [5]	A political strategy aimed at increasing the flexibility of labor markets, labor organization and labor relations, on the one hand, and strengthening security - employment security and social security (especially for weaker population groups and outside the labor market), on the other hand
Bekker S., Mailand M. [6]	A strategy that involves a combination of flexible and reliable contractual agreements, comprehensive lifelong learning strategies, effective active labor market policies and modern, adequate and sustainable social protection systems
Viebrock E., Clasen J. [7]	A type of combination between the two forms of flexibility and social security that may include the needs of individual workers, groups of workers, specific sectors or the economy as a whole
Shahidi F., Moortel D., Muntaner C., Davis O., Siddiqi A. [8]	A method of regulating the relationship between work and well-being, which aims to combine the flexibility of the labor market due to unstable contractual norms with an adequate level of social security
Zhou J. [9]	A market model in which a high degree of labor market flexibility coexists with a high level of social protection, high unemployment benefits and active labor market policies
Rogowski R. [10]	A system of measures to strengthen the Lisbon Strategy, which provides for the creation of more and better jobs, the modernization of labor markets and the promotion of socially responsible business, with the help of new forms of flexibility and security, increasing the adaptability, employment and social cohesion of workers
Keune M. [11]	A balanced approach designed to create flexibility in the labor market that takes into account the interests of employers while ensuring the safety of workers
Tangian A. [12]	A policy which aims to flexibilize (= deregulate) labor markets by promoting the competitiveness of the European economy and which is compatible with the European traditions of the "welfare state"
Noja G. [13]	A new basis for provisions on labor and employee welfare, due to the combination of the flexibility of the labor market (obtained mainly by softening contractual forms of regulation of labor relations) with an adequate level of social security. This new configuration assumes that the impact of labor market deregulation must be balanced by an active labor market, employment promotion policies, and income replacement measures that will offset the short-term effects of unemployment

The conducted terminological research allowed to confirm the presence of three main approaches in the interpretation of the term flexicurity, which were determined based on the results of the bibliometric analysis, namely:

- anti-crisis, which involves the implementation of elements of a flexible employment policy as a reaction to crisis phenomena in the economy and employers' efforts to reduce personnel costs (Tsizhma, 2013; Kaune, 2008);

- institutional, in which the main role is played by the state as an institution that actively influences the labor market (Wilthagen & Tross, 2008; Shahidi et al., 2016; Zhou, 2008; Rogowski, 2008; Tangian, 2008);
- corporate, which mainly focuses on the needs of employees and the implementation of the concept of social responsibility (Becker & Mailand, 2018; Viebrock & Clasen, 2009; Noja, 2018).

We will try to provide our own definition of the concept of flexicurity, which would take into account the positive experience of using this concept abroad and which could be implemented in the best way within the framework of labor market processes taking place in Ukraine (Figure 4).

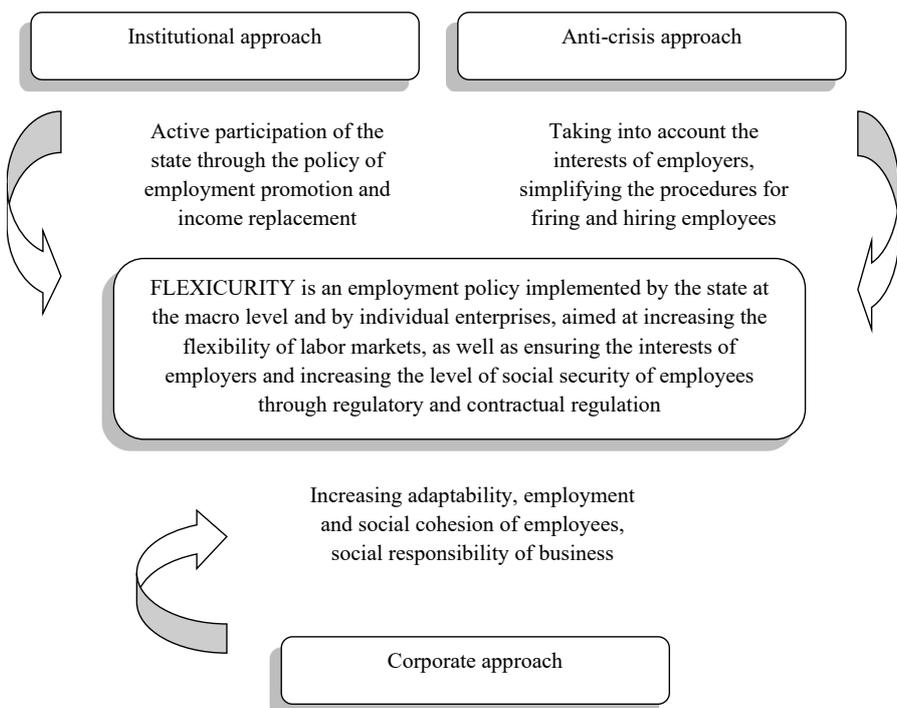


Figure 4. The frequency of searches for the concept of flexicurity in the world, period 2017 - 2022.

The implementation of the concept of flexicurity primarily involves the possibility of implementing a flexible employment policy at enterprises, which can be manifested both in relation to the internal and external environment (Table 2) (Tros, 2004). On the matrix in the quadrants have been presented measures that can be implemented by enterprises, they allow to reflect how the complex combination of flexibility and security takes place.

Table 2. Matrix of flexible employment policy within the concept of flexicurity.

	Job security	Employment security	Security of profit	A combination of security
External numerical flexibility		Firm-firm job pools, Possibilities of intercompany transfer of employees	Arrangements for the retirement of employees	
Internal numerical flexibility	Part time, Flexible retirement, Part-time employees		Flexible retirement (sliding retirement)	Partial retirement, Flexible pre-retirement age, Flexible work schedule, Assistance in the event of dismissal
Function flexibility	Education/ Training, Adaptation at work, Hours/tasks	Education/training, Mentoring/bridging work, Job rotation, Age career and position structures		

For example, consider Firm-Firm Job Pools at the intersection of the External Numerical Flexibility row and the Employment Security column. On the one hand, vacancy pools as a measure of flexibility can be used by employers to *softly* lay off workers (it stands in the line *External numerical flexibility*). In this case, the possibility of social compensation for employees who are dismissed becomes important. On the other hand, job pools can be seen as a safeguard against easy lay off (under the heading *Employment security*).

The peculiarity of the concept, which has been implemented for a long time in Western countries, is manifested in the combination of the flexibility of the labor market on the one hand and the social protection of employees on the other. The best example of the implementation of the concept of flexicurity is Denmark (Bekker & Mailand, 2018), where in 1999 the Law *On flexibility and security* was adopted, which illustrates the possibility of implementing a flexible approach in employment policy. According to this law (Zhou, 2008),

flexibility:

- regulation of fixed-term employment contracts – provides for the extension of fixed-term contracts in the case of 3 consecutive contracts or when the total term of the contract is 3 years or more;
- availability of agencies (temporary employment agencies) for temporary workers. At the same time, the maximum term for this type of employment (6 months) is canceled.
- notice of dismissal is reduced to 1-4 months;

security:

- the introduction of so-called legal presumptions that strengthen the position of atypical employees (the existence of an employment contract and the agreed number of working hours in this contract);
- minimum entitlement to pay for three hours for on-call workers, every time they are called to work;
- regulation of the risk of non-payment of wages in case of absence of work for on-call workers;
- an employee's contract with a temporary employment agency is considered as a regular employment contract;
- special protection against dismissal has been introduced for employees engaged in trade union activities.

Summarizing the analysis of the implementation of the concept of flexicurity in the activities of foreign companies, we can conclude that in each country such a concept was modified in accordance with specific market realities and took into account the trends occurring in the labor market. A summary of the foreign experience of implementing the concept of flexicurity is presented in the Table 3 (Tangian, 2008).

Table 3. Summarizing the foreign experience of implementing the concept of flexicurity.

Social welfare (insurance payments in case of unemployment)	Flexibility: strictness of employment protection legislation	
	High level	Low level
High level	<p>Denmark</p> <p>Protection of employment 8 Social protection 27 Unemployment rate 4.4%</p>	<p>France</p> <p>Employment protection 21 Social protection 20 Unemployment rate 9.3%</p>
Low level		<p>Japan</p> <p>Protection of employment 14 Social protection 4 Unemployment rate 4.7%</p>

4 Results

The conducted research made it possible to conclude that the concept of flexicurity has been widely used in Western countries for a long period of time. This was confirmed using such bibliometric methods as VOSviewer and Google trends. As noted by leading researchers (Bekker & Mailand, 2018; Zhou, 2008; Tangian, 2008; Tros, 2004; Blaiton, 2002; Kolot, 2009; Buda, 2016; Liubokhynets, 2011), the best example of the implementation of this concept was the experience of Denmark, which in 1999 introduced a legal basis for the possibility of implementing a flexible approach in employment policy. All of the above allows us to come to a conclusion about the possibility and expediency of introducing the concept of flexicurity into the activities of Ukrainian enterprises in view of the high level of social protection of employees, which fully complies with the norms of domestic legislation. In addition, this concept will allow to regulate relations in those types of employment that are currently not regulated by the norms of domestic labor legislation (such as freelancing, crowdsourcing, self-employment).

The conducted study of the terminological context and features of the implementation of the concept of flexicurity abroad allows us to conclude that there are advantages that can be used in the labor market of Ukraine in wartime conditions. According to leading domestic researchers, there may be an obstacle on the way to its implementation (Inshyn, 2011; Doshchenko, 2014; Sereda, 2014; Huk, 2016; Obikhod, 2017; Bokov, 2018; Novozhylova, 2008):

- a) full or partial cancellation of workers' rights to decent working conditions and social security won by trade unions by taking employees outside traditional forms of interaction in labor relations;
- b) weakening and complicating the regulatory system of collective protection, as well as breaking permanent labor relationships;
- c) decrease in the level of welfare of employees, increase in the use of *shadow* payment schemes (wages in envelopes, *amorphous* (non-fixed) payments, etc.);
- d) discrimination against the status of hired and freelance workers, absence in many cases of opportunities to improve their qualifications or retrain;
- e) an increase in the level of social tension as an objective reaction to the loss of sustainable forms of interaction both between individual employees and between labor teams;
- f) separation (in some cases) of employees from the workforce, the impossibility of their identification with the enterprise and, as a result, a decrease in motivation to perform work responsibly (production of products, provision of services, etc.);
- g) loss by *temporary employees* of a certain number of social benefits and components of the social package that employees of one or another enterprise have;
- h) the development of mechanisms for increasing the exploitation of personnel by *detaching* employees from collectives and using non-traditional forms of interaction between them, etc.

5 Discussion

Flexible approaches to the implementation of employment policy have become especially relevant in Ukraine in the conditions of the full-scale invasion of the Russian Federation on the territory of our country, as well as in the conditions of the COVID-19 pandemic.

Many foreign scientists underlined different motivations of using flexible work arrangements. For example, Freches (2017) in her work has been distinguished push motivations, pull motivations and voluntary motivations as the reasons for the use of flexible work arrangements. Atkinson (1985) identified economic recession as one of the factors that led to the increasing use of flexible work arrangements. For Ukrainian enterprises operating in conditions of war, economic and political instability, the possibility of introducing flexible forms of employment, which on the one hand characterize the flexibility of the relationship with the employer, and on the other - provide social protection for employees, is very relevant.

Prospects for further research in the implementation of the concept of flexicurity in Ukraine are:

- first, regulatory and legal provision of non-standard forms of employment such as freelancing, crowdsourcing, self-employment (Hnidenko, 2021; Valetska & Prykhodko, 2016);
- secondly, the development of ways to attract to non-standard forms of employment those categories of the population that cannot compete on the labor market (people with limited opportunities, young people who are looking for work for the first time, women with children, people of retirement age);
- thirdly, the use of flexible forms of employment for a large number of internally displaced persons who have left their homes and refugees, which will reduce the unemployment rate in the country (Petrenko, 2014).

6 Conflict of Interest

The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

7 Author Contributions

Conceptualization, Nazarova G.; methodology and software, Sotnikova Y; writing—original draft preparation, review and editing, Churkin A.; visualization, Baliasnyi V. All authors have read and agreed to the published version of the manuscript.

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