

Microeconomics

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**SOCIALLY RESPONSIBLE PARTNERSHIP
AS AN INNOVATIVE PLATFORM
FOR EMPLOYMENT DEVELOPMENT
IN THE CONTEXT OF GLOBAL DIGITAL
TRANSFORMATION**

Abstract

Approaches to the modernization of the labour relations system of Ukraine are substantiated in the context of the main trends and problems in the field of employment that arise and worsen under the influence of digital transformations of the economy, which are based on the use of innovative mechanisms and qualitative changes in the system of social dialogue. Its platform is a socially responsible partnership that combines the principles and mechanisms of social dialogue, public-private partnership with the principles and mechanisms of social responsibility. The general direction of the transformation in labour relations is subject to the provision of sustainable and balanced socio-economic development,

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taking into account the opportunities that arise due to the latest digital technologies. The key features of a socially responsible partnership are defined as an innovative system of interaction between subjects of the labour and employment sector development.

Key words:

Social dialogue, socially responsible partnership, employment, digital transformation.

JEL: E24, J21, J41, J53, J58, O33.

Introduction

Ukraine is undergoing profound transformations due to the digitalization of the economy and society. In these conditions, the sectors of labour and employment experience drastic changes – their basic forms, types, content, and nature change, while new risks and imbalances appear. Accordingly, the need to develop and implement mechanisms to ensure sustainable and balanced development of labor and employment in Ukraine is becoming more acute.

Ukrainian labour market is gradually adopting global trends. Staff leasing, remote employment, non-standard working hours, etc. can already be considered principal innovations in the field of employment etc. are becoming part of the Ukrainian realities. The flexibility of the labour market in its various forms and manifestations is transforming. These processes in the field of labour and employment significantly affect the qualitative characteristics of the social and labour sector, its structure, content, the nature of the interaction between the subjects of social and labour relations (hereinafter – SLR). At the same time, many problems and risks in the field of labour and employment have already accumulated. The situation is complicated by the fact that in Ukraine the risks of the traditional unreformed model of the economy mix with the risks associated with the processes of digital transformation and the formation of the digital economy. The latest phenomena associated with digital transformations are becoming more widespread, their intensity is growing, they are changing the content of labour, its nature, and the established parameters of the labour market. New forms of employment and

organization of worker interaction are emerging. The most significant changes are the following:

- spread of new, non-standard forms of employment and atypical models of arranging work hours;
- increasing flexibility of the labour market, which applies to all its parameters – supply, demand, labour costs;
- increasing trend of coexisting highly complex work with the work of low complexity.

At the same time, it is necessary to take into account the features and obstacles that will negatively affect the manifestation and development of new forms of employment. Thus, in Ukraine such negative phenomena include a highly developed shadow market in all sectors of the economy, unregistered forms of employment, informal and unaccounted for wage payments. Minimum wage is used as a basis for calculating the minimum amount of unemployment benefits. The big size of the single contribution to the general compulsory state social insurance leads to mass evasion of its payment. Institutions of general compulsory state social insurance duplicate functions and irrationally spend significant amounts of insurance funds. The consequences of such negative phenomena will increase significantly, which will require a change in the system of social protection of workers, bringing it in line with existing and future trends in employment. This necessitates the creation of a system of conflict prevention, minimization of risks and dangers in the system of public relations in the context of digital transformations.

A comprehensive solution to the problems associated with the need to ensure sustainable development of employment in the digital transformation will require, in particular, ensuring effective interaction of labour market and employment – the parties to the social dialogue (state, employers, trade unions, civil society, joint agencies). This can be done by developing and implementing an innovative platform for relations between these actors, aimed at ensuring constructive social dialogue and transparent public communication in the context of digital transformation (of course, using the opportunities for interaction and communication provided by the latest technologies). The need for such interaction becomes all the more obvious if we take into account that achieving the effectiveness of reforms in conditions of limited resources and time requires significant optimization and rationalization of appropriate mechanisms of practical activity. Constructive communication and interaction of employment development actors are essential to ensure such optimization. Its important areas in particular are:

1) setting strategic priorities – focusing on those aspects and areas of the social system that need to be reformed foremost;

2) expanding the resource base for reforms, first of all, by involving the maximum number of actors who are really or potentially interested in the results of reforms in the relevant processes.

Given the above, the search for and implementation of a comprehensive platform capable of ensuring constructive interaction of employers and employees in the context of digital transformations is currently one of the most pressing tasks in the context of ensuring sustainable socio-economic development of Ukraine in modern conditions.

Analysis of recent research and publications

Problems of prevention of socio-economic risks and threats posed by the development of the digital economy, and, as a consequence, loss of jobs in many sectors of the economy are studied in detail in the works of V. Heyets, E. Libanova (Heyets et al. 2015), A. Kolot and O. Herasymenko (2019), O. Novikova and Ya. Ostafiychuk (Novikova & Ostafiychuk 2018; Novikova 2019), V. Vishnevsky and S. Kniaziev (2018), V. Liashenko and V. Vyshnevskiy (2018), G. Karcheva (2017), S. Koliadenko (2016), N. Kraus (2018), V. Fishchuk (2017) and many other scientists. The works devoted to this topic reveal the factors and conditions of increasing socio-economic risks and threats in the labour sector and propose preventive measures to minimize their impact. However, the issue of forecasting the possible consequences is given insufficient attention.

The problem of identifying the main drivers of digitalization of the economy and their importance for social development and for the system of social and labor relations is revealed in the scientific works of foreign scientists P. Spagnoletti, A. Resca, G. Lee (2015), J. Bloomberg (2018), H. Lindskog (2004) and many others.

However, the multifaceted and debatable issues of ensuring the development of employment in the context of digital transformations necessitate further research to find optimally effective models of interaction in social and labour relations in the conditions of a transition to a digital economy.

Problem statement

The aim of the article is to substantiate the conceptual, organizational, managerial, and resource support for the development and implementation of a system of socially responsible partnership as an innovative platform for sustainable development of employment in the context of digital transformations.

Main findings

The transition from imbalance to coordinated joint action of the parties to the social dialogue is a critical task, the implementation of which is a necessary condition for institutional reform in Ukraine. It is directly related to the state's ability to produce, propose clear reform measures, compensate for emerging risks, and establish links between major internal influence groups. Thus, we are considering a **social dialogue** that should be conducted on the characteristics and ways of building a new model of development capable of uniting society and ensuring the mobilization of its resources on the basis of constructive social self-organization.

Social dialogue is one of the main factors inherent to the development of civil society and labour conflicts are prevented through activities of the actors of social and labour relations. One of the main conditions for optimal social dialogue is to reach a compromise between the interests of its parties. Traditionally, in the field of labour, social dialogue is understood as a system of collective labour relations between employees (or their representatives), employers (or their representatives), public authorities and local governments, as well as other participants in these relations and stakeholders based on mutual consideration and coordination of the interests of the parties (entities) in the regulation of labour and related socio-economic relations, as well as in resolving labour disputes. Thus, social dialogue is an important means of achieving social justice. In times of global economic crises, in the face of rapid change and instability, consensus and balance of interests between key stakeholders and their democratic participation in the search for solutions are of paramount importance.

Implementation of the Association Agreement between Ukraine and the European Union (EU) is one of the key tasks of the Ukrainian authorities in the medium term. Ukraine and the EU have already reached a political consensus on joining a number of EU initiatives to improve the capacity to counter cyber threats. These include the European Union Agency for Cybersecurity (ENISA); European Cybersecurity Industrial, Technology and Research Competence Centre; trainings on coordination of joint response of the EU and Member States to large-scale incidents and crises in the field of cybersecurity. The action plan for the implementation of the strategic course for Ukraine's full membership in the EU provides for the elaboration (2019-2020) of integration into the EU internal market in the field of digital economy. This will require compliance of Ukrainian legislation with current EU legislation, namely the establishment of a modern, effective and harmonized legal framework for development, operation, public administration and regulation in the field of electronic communications, relations connected to public networks and electronic communications services.

An important component of the Agreement is Chapter 21 *Cooperation on Employment, Social Policy and Equal Opportunities* (hereinafter – Chapter 21 of the Agreement), the implementation of which requires a change in approaches to the interaction between trade unions, employers, civil society organizations and the state in solving socio-economic problems. (5th Working Group on Social and Labour Justice and Social Dialogue of the Eastern Partnership Civil Society Forum 2014). Chapter 21 of the Agreement, Articles 419, 420, 421 in particular, provides for the promotion of effective social dialogue, ensuring active participation of social partners in the implementation of reforms in Ukraine, and their involvement in the development and implementation of relevant regulations and organizational steps (Journal «Robotodavets» 2019).

In the context of the European integration vector of Ukraine's development, it should be taken into account that the EU social and labour policy and participation of social partners in its formation moves to a new – supranational – level of social protection and welfare. It is important that social dialogue is an effective democratic way of solving social problems as proven by the experience of the EU. It is a modern and dynamic process with unique potential and ample opportunities to promote progress on issues of globalization, regional integration and transition. Therefore, there is no alternative to social dialogue in the field of social and labour relations for a state undergoing digital transformations and to the social market economy.

Thus, following the World Economic Forum in Davos in 2019, it was determined that the peculiarities of the employment sector in Ukraine in modern transformational conditions require the development and implementation of a number of measures aimed at forming a sustainable social partnership system (Sharov & Reznikova 2019). Implementation of the model of interaction between local authorities, business and society in regulating the regional labour markets on the basis of partnership will ensure opportunities for:

- defining the criteria for the effectiveness of interaction between government, business and civil society in partnership;
- shaping of ideology and culture of social partnership both in the labour sector and at the level of society;
- favourable investment climate;
- creating conditions for improving the welfare of the population and strengthening the middle class, promoting the development of small and medium-sized businesses;
- improving the moral climate in society, overcoming corruption, ensuring law and order, restoring trust in state institutions and civil servants;
- increasing productivity; improving the structure of human capital;
- improving public welfare.

The success of reforms depends on understanding the social context in which these reforms are planned. The potential perception of reforms by citizens depends on the general attitude of people to the processes taking place in the state. In Ukraine, this condition is quite unfavourable.

Therefore, it is important to determine the current general state and conditions in Ukraine regarding digital transformations. What are the shortcomings, successes and peculiarities of Ukraine in this regard? First, Ukraine significantly lags behind the developed countries of the world in several categories, including introduction of digital economy in the life of the state and society, transition to high standards of cybersecurity, and promotion of Industry 4.0. Also lacking are: digital transformations of security, education, trade, labour, and other sectors; development of digital infrastructure; development of the electronic market; creation of a purposeful state policy to overcome the negative consequences of digitalization, such as underdeveloped and low demand for digital rights, digital employment, digital competencies, etc. There was a significant emigration of the best Ukrainian programmers abroad in 2014-2016. As of 2019, the share of Ukraine's digital economy is 3%, but a significant number of Ukrainian programmers work for other countries. The demand for IT professionals is growing. If the situation does not change, we should expect Ukrainian employers to struggle for domestic intellectual resources. In the digital competitiveness rating for 2018, the weaknesses of Ukraine were the protection of intellectual property rights, banks and financial services, high investment risks, cybersecurity and piracy. The strengths included business start-ups, speed of Internet connections, e-democracy, use of big data and quality of education, as in Ukraine there ratio of teachers and students is high and many researchers and graduates of scientific specialties are women (Bris & Cabolis 2018). In 2018, exports of Ukrainian computer services grew by 20%, exports of information services – by 19%. Telecommunications, computer and information services reached 3rd place in the structure of foreign trade in services and brought the country 2 billion USD (Novikova 2019).

In the labour sector, however, the long-term aggravation of contradictions in the relations between the participants of the social dialogue – the state, employers and trade unions – continues. In particular, employers seek to maximize the opportunities and benefits associated with digitalization (in terms of optimizing the number of staff, forms of employment, reducing tax payments, etc.). The state does not rush responding to new challenges due to its bureaucratic approach, mostly concentrating on finding opportunities to tax new forms of employment. Trade unions have essentially not refocused on protecting labour rights in the face of the challenges of the digital economy and are virtually on the sidelines. As a result, there is a low level of public confidence in the activities of trade unions. According to the sociological service of the Razumkov Centre (2019), in September, only 3.7% of respondents fully trusted the unions, 22.0% rather trusted them, making the total figure 25.7% of respondents.

The deteriorating economic situation in Ukraine leads to an increased potential for social protest. The sharp decline in the welfare of employees and their lack of legal protection cause risks of radicalization and politicization of socio-economic protests, destabilization of the situation in some industries and regions of Ukraine. Disappointing trends are observed in the areas of employment and income, which are the main factors in raising living standards and protection against the risk of poverty (Petrova & Blyzniuk 2018, p. 269). At the same time, the relentless process of growing spatial heterogeneity of regions is caused primarily by the imperfection of state and regional policy and inconsistencies in the reforms on the convergence of regional development and social justice. The consequences of the military conflict in Donbass are another important factor in intensifying negative trends. As a result, a significant number of the population have found themselves in conditions of «sudden poverty», lost their jobs, housing, property, access to social services, and severed social ties.

Socio-economic and political crisis has led to a significant decrease in the employment opportunities and unregulated migration of the working population that does not take into account the structural features of regional labour markets in Ukraine. It has the effect of increasing the burden on local labour markets and generates problems in terms of employment, increasing poverty, social reintegration and adaptation. Deformation of the structure of labour resources due to negative demographic processes, reduction of their numbers and lack of appropriate conditions for efficient use of available labour are exacerbated by the lack of effective public policy aimed at improving the quality and competitiveness of human resources. Analysis of the organizational support of state regulation of the labour market in Ukraine showed that public authorities have a wide range of powers, but they lack coherence in regulating the quality of human resources (Iordanov 2011). There is a lack of coordination in the actions of state bodies at different levels that are trying to improve the quality of human resources in Ukraine. A similar situation is typical for other institutions in the social and labour relations.

In view of the above, a simple replication of European models of social dialogue will not achieve the desired results and ensure the stable development of employment. Development and implementation of certain *social innovations* is a necessary condition for achieving significant results in this area. They would transform traditional approaches to the organization of constructive interaction of all actors in the labour market and provide the social dialogue in the changed conditions. Such social innovations must be embodied in a new model of social dialogue. The ideal model should be flexible and highly adaptive to the latest changes, both global and local. Therefore, it is no coincidence that in Europe there has been a noticeable recent trend of reducing effectiveness in the centralized models of social dialogue and growing popularity of decentralized ones. However, such a pattern cannot serve as a basic guideline when choosing the Ukrainian model of social dialogue.

The formation of a new type of innovative economy requires a revision of existing global norms, standards, policies and agreements in order to increase public confidence. As noted by K. Schwab (2018), «Rather than closing off economies through protectionism and nationalist politics, we must forge a new social compact between citizens and their leaders, so that everyone feels secure enough at home to remain open to the world at large. Failing that, the ongoing disintegration of our social fabric could ultimately lead to the collapse of democracy».

Ukraine is looking for its own model of social dialogue and its own innovative model of social dialogue cannot be implemented without a strong inclination of the state towards creating and ensuring constructive cooperation in social and labour relations in order to address acute problems and contradictions. The introduction of effective social dialogue in Ukraine is complicated not only by extremely unfavourable starting conditions, but also by the fact that it is necessary to plan ahead, taking into account current global trends in this area. After all, what is relevant and advanced now may become obsolete and irrelevant in a few years, especially given the fact that the changes in socio-economic life generated by the processes of digital transformation are extremely dynamic.

At the present stage of institutional development of social dialogue, established forms of social dialogue (negotiations, consultations, agreements and treaties between the classical social partners) are already insufficient to resolve many fundamental problems of post-industrial society, as is known from the experience of other countries. New forms of interaction based on the use of digital technologies are becoming widespread, including e-government. The latter significantly diversifies the possibilities of interdepartmental contacts, ensures the transparency of the decision-making process, enables the active participation of social partners in social and political processes, opens access to state information resources and provides a new quality service to citizens and businesses.

Therefore, solving this problem necessarily requires a *socially innovative approach*, which must meet at least the following basic requirements:

- combine the global experience of social dialogue with the peculiarities of modern Ukrainian society (social, cultural, economic, domestic and foreign policy, etc.), to take into account these features in the relevant model of social dialogue in Ukraine;
- incorporate basic principles and mechanisms of the concepts of social dialogue, public dialogue and social responsibility within an integrated system of social dialogue to ensure sustainable social development and the organization of constructive interaction of social actors;
- effectively use the potential of modern information and communication technologies, e-government and the potential of the digital world and related opportunities for cooperation of various stakeholders, and in

the future, implementation of a comprehensive digital platform for social dialogue in European countries, and in Ukraine in particular (State Agency for e-Government of Ukraine 2018).

Transition to a *platform of socially responsible partnership* as a basic framework for attracting and organizing the interaction of socio-economic development actors can be the basis for developing and integrating social innovations necessary to create an effective system of social protection of workers during digital transformations. At the conceptual level, the platform of socially responsible partnership should combine the principles and mechanisms of social dialogue, public-private partnership with the principles and mechanisms of social responsibility – in the broader general context of the requirements for sustainable and balanced socio-economic development.

Development and implementation of a platform of socially responsible partnership and a set of mechanisms necessary for its operation will help bring Ukraine closer to economic and social standards of developed countries. It requires a **socially just society** and provision of decent living conditions for socially vulnerable groups, as well as increased effectiveness of human rights protection. This will also contribute to the rationalization of budget expenditures (while increasing the social responsibility of society) by attracting more social development actors and the corresponding expansion of the resource base. The burden of social expenditures on the budget will be reduced as well by attracting private investment and transitioning to targeted support. The introduction of a platform for socially responsible partnership will also ensure the transition from paternalism in the social sphere to partnership between the state, business and citizens in all aspects of social assistance.

Thus, the platform for socially responsible partnership will promote the creation of a full-fledged social dialogue in Ukrainian society, ensuring the balanced development of labour and employment. At the same time, this platform will significantly increase the effectiveness of activities that address the priority areas of social and sustainable development and measures for their implementation. Some of them are presented below.

1. Ensuring decent and productive work in the transition to digital transformations:

- creation of structures responsible for strategic forecasting of educational and qualification needs of the labour market at both national and regional levels;
- improvement of training by incorporating the participation of business representatives in accordance with the needs of global, national and regional economies on the basis of strategic forecasts of personnel (educational and qualification) labour market needs, taking into ac-

count socio-economic policy, sustainable development goals, demographic assessment, and regional development data;

- wide involvement of employers in the process of training at various educational and qualification levels, taking into account the needs of digitalization;
- development of systematic forecasts of labour needs, based on the priorities of economic development, including digital requirements, analysis of demographic and migration processes; implementation of systemic measures to optimize the regional distribution of labour on this basis;
- establishment of a link between the education system (including vocational and technical institutions) and the labour market (for example through active participation of employers in the forming a statistical base for forecasting the development of labour potential, determining areas of training and training of employees, organizing professional training, retraining, etc.);
- introduction of a lifelong learning system that reduces the gap between the requirements of a high-tech economy and the special competencies of middle-aged and elderly workers.

2. Legally regulating labour norms of the digital economy, eliminating excessive disparities in the social distribution of income, reducing poverty and social inequality:

- definition of digital labour rights, regulation of labour and employment in the digitalization of the economy, their inclusion in the draft Labour Code;
- significant improvement of state supervision and control over compliance with labour legislation, prevention of its violations and arrears of wages and social benefits;
- further reform of the pension provision by ensuring a tighter bond between the size of the pension and the length of service and the amount of previously paid contributions;
- creation of institutional components of the accumulative system of compulsory state pension insurance.

3. Improving social security, preserving infrastructure, refining social protection mechanisms:

- augmentation of the social responsibility of business, especially in terms of preserving and restoring the social and cultural infrastructure

of areas where production facilities are located, supporting as well as social initiatives of local communities;

- emphasis on targeted social assistance and benefits;
- combination of direct assistance to the poor with measures for social integration and increasing competitiveness in the labour market.

The transition to a platform of socially responsible partnership will contribute to the implementation of the main directions of **state regulation of social and labour relations in the field of innovative labour** in the context of digital transformations:

1) improving the legislation with a focus on promoting economic development and employment in the innovative direction;

2) institutionalizing «new practices» of flexible employment, timely updating existing labour standards and revising labour legislation, collective agreements and contracts to minimize the risks of flexible employment in a changing environment;

3) clarifying and institutionalizing the concepts of «innovative enterprise» and «smart enterprise» in order to establish tax benefits for the introduction period of new products and technologies;

4) increasing funding for science and directing funds towards the implementation of scientific advances based on project-oriented management;

5) introducing a marketing approach in research and management of new forms of employment (segmentation by demographic, educational, professional characteristics, working conditions and pay);

6) improving the quality of education, developing lifelong learning and educational programmes aimed at the creation of advanced competencies and the development of innovative and digital potential of the population;

7) increasing job turnover in the economy due to the introduction of innovative jobs with a high multiplier effect;

8) promoting professional mobility in the field of innovative labour through the development of retraining systems and ensuring communication;

9) updating the social protection system in the field of innovative labour, including protection of its flexible forms;

10) improving the infrastructure of the innovation labour market, developing public-private partnership in the innovation sector and focusing it on accelerating digital transformations.

At the present stage, the **main priorities** for the development of social dialogue in Ukraine on an innovative basis are (Libanova 2017; Federation of Trade Unions of Ukraine 2017):

- achieving a balance of socio-economic interests of the interacting parties by establishing parity of their representations and limiting the dominant positions of employers who protect the interests of big companies of obtaining very high profits by any means, including by violating labour law;
- real economic strengthening of the position of employees in social dialogue by establishing new progressive standards of remuneration, involving them in management through development of industrial democracy;
- public support for the active work of independent trade unions, facilitating them through the establishment of relevant councils of labour collectives in enterprises and organizations with unsatisfactory work of trade unions, as well as the dissemination of practices that make it impossible for trade unions to perform administrative functions;
- strengthening public control over conflict situations in the field of social and labour relations, preventing the violation of labour rights by entities engaging in non-standard forms of employment;
- using the mechanisms of social dialogue and social responsibility in creating optimal industry, territorial, sectoral proportions of employment in order to limit the excessive concentration of labour resources in certain areas of economic activity and prevent staff shortages in others;
- using the opportunities of socially responsible partnership to ensure the gradual transformation of informal hiring practices into official employment on the basis of increasing the capacity of the labour market and creating new productive jobs in priority areas of economic activity;
- development of e-government in the context of socially responsible partnership to combat corruption in the government, increase trust in government institutions and public control over the activities of government officials at all levels. Today, the social partners in Ukraine are discussing the initiatives of the European Commission on the creation of a single digital market and a full-scale action plan for the creation of e-government. This initiative aims to identify the impact of digital technologies on the labour market.

Conclusions

In the conditions of digital transformations, ensuring balanced development of the labour sector of Ukraine and increasing employment require the application of a *socially innovative approach*, within which the latest models, tools, mechanisms would be created to ensure coordinated responsible interaction of all labour market actors, and improve social, labour and economic relations. The creation of favourable conditions and adequate mechanisms involves the introduction of such strategic measures:

1. Modernization of the system of social and labour relations on the basis of socially responsible partnership as a conceptual framework and an integrated system of social innovations to attract resources and organize constructive interaction of labour market actors and socio-economic development. At the conceptual level, the platform of socially responsible partnership combines the principles and mechanisms of social dialogue and public-private partnership with the principles and mechanisms of social responsibility – in the broader general context of the requirements for sustainable and balanced socio-economic development.

2. Modernization of the system of social dialogue, expansion of the platform of communication interaction of the labour market actors, social-labour and economic relations. This requires the development and implementation of social innovations that would transform traditional approaches to the organization of social dialogue in society in accordance with the latest changes. On such basis, it would also be possible to develop a unique model of social dialogue to ensure constructive interaction of actors, their joint targeted activities, the aim of which would be to minimize the impact of factors that threaten socio-economic stability, lessen the digitalization risks and develop adequate forms and means of social protection.

The Ukrainian model of social dialogue in the labour sector should take into account the positive experience of developed European countries. Creation of an advanced effective system of social dialogue requires effective use of the potential of modern information and communication technologies in organizing interaction between entities, and in the future, introducing a comprehensive digital platform for social dialogue in Ukraine. The effectiveness of such a new system can be achieved through broader programmes and strategies for the development of the national economy, modernization of the SLR system, etc.

3. Expansion of the range of development subjects and introduction of social innovations in the field of employment. In the conditions of digital transformations, it is of utmost importance to ensure the expansion and improvement of the range of entities participating in developing and stabilizing the labour market and maintaining social protection of workers, as in new conditions there are new spe-

cific social groups of workers, organizational forms, methods of interaction, etc. to consider. In particular, in the modern world the importance and potential of civil society institutions is constantly growing and their wider use is becoming a prerequisite for the effective development of employment. Therefore, another task is related to this need for expansion to ensure the development of employment in new conditions, including in its innovative forms, which are created by new technologies and can be implemented using the platform of socially responsible partnerships.

4. Development and implementation of an innovative communication platform of socially responsible partnership of labour market, employment, and socio-economic development of Ukraine, which provides for expanded constructive social dialogue, public communications in the context of digital transformations using the opportunities provided by the latest technologies. The creation of such an expanded platform should gradually be transformed into a comprehensive and systematic digital platform for the development of employment in Ukraine in the context of digitalization. The development of such an innovative communication platform will create a real basis for the implementation of Chapter 21 Cooperation on Employment, Social Policy and Equal Opportunities of the Association Agreement between Ukraine and the European Union (EU).

Maximum expansion of resources for increasing employment with the use of internal capabilities and resources of labour sector entities, which is directly related to the implementation of an expanded innovative communication platform of socially responsible partnership for the development and stable functioning of the labour market. The task of resource provision is unlikely to be solved properly without the involvement of the maximum number of stakeholders. It is necessary to note the fundamental importance of civil society institutions, in particular in the implementation (with the support of the state and business) of non-profit social projects dedicated to the citizens acquiring the skills necessary for effective work in the digital world.

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