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## APPLICATION OF FLEXIBLE EMPLOYMENT AT ENTERPRISES ЗАСТОСУВАННЯ ГНУЧКОЇ ЗАЙНЯТОСТІ НА ПІДПРИЄМСТВАХ

Ястремська О. М., Стаматін Г. В. Застосування гнучкої  
зайнятості на підприємствах. *Український журнал  
прикладної економіки та техніки*.  
2024. Том 9. № 3. С. 282 – 286.

Iastremska O., Stamatin G. Application of flexible  
employment AT enterprises. *Ukrainian Journal of  
Applied Economics and Technology*.  
2024. Volume 9. № 3, pp. 282 – 286.

*The article substantiates the need to develop and implement a flexible employment policy for employees of enterprises in connection with the course of transformational processes in the external environment and the related need to adapt to their internal environment. The article aims to study the features of the flexible employment policy of enterprises and develop proposals for the formation and implementation of their target programs using a program-target approach. Based on the generalization of literary sources, the features of flexible employment and its policy are analyzed, including the change of social status, organization of working hours, systems and forms of remuneration, and territorial location of employees' workplaces. The differences between non-standard and flexible employment, their definitions, and the characteristics of crisis and transformational models are clarified. The expediency and advantages of using a program-targeted approach for the formation and implementation of a flexible employee employment policy at the enterprise have been proven. The principles of implementing the program-target approach were formed: planning, purposefulness, systematicity and complexity, compliance with timing and deadlines, limited resources, reflexivity, and success. The content and sequence of the main stages and regularities of applying the program-target approach to forming and implementing the flexible employment policy of the company's employees are proposed. The typical objectives of the program were formed with their decomposition into supporting and providing ones. A typical form of monitoring the results of the implementation of the target program of flexible employment of the company's employees for a certain period has been developed, considering the achievement of the values of the control critical indicators of the program by goals, measures, funding volumes and responsible positions of the executors.*

**Keywords:** employment, flexible employment, non-standard employment, enterprise, employees.

*В статті обґрунтовано необхідність розроблення і впровадження гнучкої політики зайнятості працівників підприємств у зв'язку з перебігом трансформаційних процесів у зовнішньому середовищі та пов'язаною з цим необхідністю адаптації їх внутрішнього середовища. Метою статті є дослідження особливостей гнучкої політики зайнятості працівників підприємств та розроблення пропозицій для формування і реалізації її цільових програм з використанням програмно-цільового підходу. На основі узагальнення літературних джерел проаналізовано особливості гнучкої зайнятості та її політики, які полягають в зміні соціального статусу, організації робочого часу, систем і форм оплати праці, територіального знаходження робочого місця працівників. Уточнено відмінності нестандартної та гнучкої зайнятості, її визначення, характеристики кризової та трансформаційної моделей. Доведено доцільність і переваги використання програмно-цільового підходу для формування і реалізації гнучкої політики зайнятості працівників на підприємстві. Сформовано принципи реалізації програмно-цільового підходу: плановості, цілеспрямованості, системності і комплексності, додержання таймінгу та дедлайну, обмеженості ресурсів, рефлексивності, успішності. Запропоновано зміст і послідовність основних етапів та закономірностей застосування програмно-цільового підходу формування і реалізації гнучкої політики зайнятості працівників підприємства. Сформовано типові цілі програми її формування з їх декомпозицією на підтримуючі та забезпечуючі. Розроблено типову форму моніторингу результатів реалізації цільової програми гнучкої зайнятості працівників підприємства за певний період з урахуванням досягнення значень контрольних ключових показників програми за цілями, заходами, обсягами фінансування та відповідальними посадами виконавців.*

**Ключові слова:** зайнятість, гнучка зайнятість, нестандартна зайнятість, підприємство, працівники.

### Statement of the problem

In the modern conditions of the global transformation of economic relations, which are characterized by nonlinearity, riskiness, non-stationarity, fragility, which all deepen and accumulate, gradually growing from one form of the external environment to another, from VUCA, SPOD, DEST to BANI [1], enterprises must ensure the same rate of change in all functional spheres of life. This especially applies to enterprises in Ukraine, where the external environment is complicated by the state of war, which affects all types of markets and the functioning and use of economic resources. Among the economic resources, it is appropriate to single out human resources, which are influenced not only by objective conditions but also by the subjective perception of socio-economic realities.

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ISSN 2415-8453. Український журнал прикладної економіки та техніки. 2024 рік. Том 9. № 3.

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To ensure and increase the labor productivity of employees and preserve their quantitative and qualitative composition, enterprises need to use such conditions, types, and forms of social and labor relations that would be attractive for personnel and realistic and profitable for economic entities. It is possible to use non-traditional employment as such a form, which will allow enterprises to interest employees in the continuation of labor relations thanks to the formation of a flexible employment policy by changes in the labor market, own capabilities, expectations, and desires of employees, which will increase their loyalty to enterprises. Of course, developing and supporting a flexible employment policy at enterprises requires appropriate modern methods and approaches for its formation, implementation, and monitoring. As such an approach, it is possible to single out a program-target approach, since it allows for the reasonable formation of appropriate flexible employment policy programs in accordance with compliance with legislative norms, considering the capabilities and needs of enterprises and the expectations and wishes of employees. The practical application of the program-target approach at the level of enterprises is a complex and insufficiently developed issue since most researchers suggest its use in budgeting and innovation development. In addition, the economic levels of its applied application and scientific-theoretical research are, as a rule, traditionally much higher, namely: macro- and meso-economic. Therefore, applying a program-targeted approach to developing and implementing flexible employee employment policy at the microeconomic level is an insufficiently developed issue and requires further research.

Many scientists have studied essential aspects of the formation and development of modern forms of employment at enterprises. Author [2] studied the global processes of transformation of the institution of employment in the social and labor sphere, which covers the macroeconomic level and is based on the prerequisites of changes in the global world. Authors [3] focused on forms of employment in crisis conditions, which remains a highly relevant issue in today's conditions. Authors [4] deeply explored the features of classic and non-traditional types of labor relations, employment forms, and factors influencing them. Author [5] considered flexible forms of employment and the labor market in globalization and suggested using the optimistic practical experience of foreign gains at domestic enterprises. Author [6] examined the social benefits and risks accompanying flexible and non-standard employment and proposed measures for their adoption and reduction. Author [7] argued that the use of non-standard forms of employment ensures the flexibility of the labor market, which demonstrates their mutual dependence. Author [8] devoted his research to the legal issues of applying types of remote employment of employees and their advantages for both enterprises and employees. The importance of observing the legal basis of non-traditional employment is emphasized in the article by the author [9], which is highly relevant in crisis and war conditions when a significant number of enterprise personnel are outside Ukraine, mobilized, characterized by gender asymmetry, disability, difficulty in perceiving existing realities and implementing social communications. Such complex conditions for ensuring the employment of employees of enterprises require the implementation of institutional regulation at the macroeconomic level, as pointed out by author [10]. A critical issue today is the consideration of employment from the standpoint of social security, which the author emphasizes [11]. The given analysis of various aspects of employment in general and flexible employment in particular for the last period from 2009 to 2024 allows us to conclude the complexity and complexity of this phenomenon and the need to carry out further research from the point of view of methods. It approaches to provision, among which it is expedient to highlight the program-targeted approach, the advantages and expediency of its use in terms of employment, the labor market, and the development of territories are described in works [12-14]. Thus, the problem of ensuring flexible employment of employees of enterprises using a program-targeted approach is an insufficiently developed issue that requires further research, which determines the relevance of the thematic orientation of the article and its purpose.

#### **The purpose of the article**

The purpose of the article is to study the features of the flexible employment policy of enterprises and develop proposals for the formation and implementation of their target programs using a program-target approach.

#### **Presentation of the main material**

A significant amount of research by domestic and foreign scientists is devoted to the problem of employment. With the changes in the external and internal environment of enterprises, their needs for attracting employees of various qualifications on various bases of work organization changed with the transition to individualized and non-standard forms of employment, such as homework, work on flexible daily, weekly, monthly schedules, and short-term contracts. Such forms of employment have different terminological identifications: non-standard, flexible, and remote employment. As a rule, "non-standard" employment is more commonly used at the macroeconomic and microeconomic levels - "flexible" employment. However, they differ from the traditional, standard one in features such as change of social status, organization of working hours, territorial location of the workplace, systems, and forms of payment.

Summarizing the scientific proposals on flexible employment at the microeconomic level, it is appropriate to view this concept as the social and labor relations between the enterprise and employees. These relations enable the variability of working hours, place of work, and wages, leading to a potential change in the social status of employees. Importantly, this flexibility allows for the satisfaction of goals and interests of both business entities and employees on an equal basis.

All forms and models of flexible employment share a common purpose and respond to objective changes in enterprises' external and internal environment. The crisis and transformational models are two such forms,

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each with its unique characteristics. The crisis model primarily serves the interests and goals of enterprises, while the transformational model aims to reconcile and satisfy the interests of both enterprises and employees. This dual focus makes the transformational model more appealing and effective for the development of both parties and the realization of their aspirations and satisfaction of interests.

To implement flexible employment, enterprises must develop and implement an appropriate personnel management policy - a policy of flexible employment, which involves taking into account its main features and differences, namely in the organization of forms and modes of work, the location of the workplace, forms of work organization and social status, which will have a positive effect on indicators of employment, movement of personnel, and its development and will allow attracting to productive work unprotected sections of the population, the number of which increased during the war period. In order to form and implement a policy of flexible employment, enterprises need to use appropriate approaches suitable for this, namely, a program-targeted approach, because the exacerbation of socio-economic and other problems that are inherent in domestic enterprises and require the implementation of a complex of interrelated measures, the use of various resource sources, the role of program-target methods, target programs, approaches in management is growing, which allows coordinating the actions of enterprises, in this case regarding the flexible employment policy of personnel, based on the application of program methodology. The programmatic approach to the policy of flexible employment of employees of enterprises represents a system of methods and measures, the implementation of which should ensure the achievement of a single, comprehensive goal set in advance - increasing the productivity of personnel, stability of its composition, ensuring development and satisfaction with the quality of working life. The main features of the program-target approach are the presence of a transition from a set of goals and tasks to a system of program actions, the orientation of program measures to the goals of a specific program, in this case, the policy of flexible employment of enterprise personnel, support of two-way movement from goals to means and from means to goals, the division of the system of goal-realizing measures into functional and supporting (addressable), the targeted allocation of resources between goals, measures, the selection of effective options for problem solutions to ensure the formation and implementation of a flexible personnel employment policy, which was adapted by the authors based on [12-14] for flexible policy employment of enterprise personnel.

The formed target program for the formation of a flexible employment policy should consider such construction principles as:

- planning for carrying out a complex of interrelated program activities;

- purposefulness for harmonizing set goals at different levels of decomposition to achieve the main comprehensive goal;

- system and complexity, since flexible employment policy is characterized by multifacetedness, which must be coordinated according to social, psychological, economic, financial, technical-technological, and organizational aspects for their joint consideration in program measures to achieve the goals of flexible employment policy;

- compliance with timing and deadlines, as all measures must be coordinated in axis and space to achieve the goals of the program and its comprehensive main goal;

- limited resources allocated for the formation and implementation of the program by the planned measures;

- reflexivity, which allows to quickly make changes to the goals and measures of the program in the event of a change in the situation in the external and internal environment of enterprises;

- success, which should be considered as a complement of efficiency, that is, compliance with the allocated budget, and effectiveness, which should be understood as the achievement of the set goals of the program.

Taking these principles into account reveals its advantages when following the following main stages of implementing a program-targeted approach:

- formation of a comprehensive goal of a target program for the formation and implementation of a flexible employment policy for the company's personnel;

- forecasting changes in the number and quality of the company's personnel by category in the short- (per year) and long-term (more than a year, depending on the branch affiliation of the company) perspective;

- preliminary formulation of goals and objectives following the comprehensive goal of the target program and the features of the enterprise's flexible employment policy;

- adjustment of goals and objectives, formation of program activities;

- definition of crucial control indicators for each event;

- formation of the functional structure of the program, taking into account the main features of the flexible employment policy in the functional divisions of the enterprise and by functional spheres;

- determination of the address structure of the program and confirmation of responsible executors;

- determination of the general estimate of the program and its distribution by goals, tasks, activities, and functional areas;

- establishing the terms of monitoring of the program according to key indicators;

- develop measures to adjust the program if necessary, i.e., if there are deviations in the values of critical indicators or changes in the situation in the external and internal environment of the enterprise.

The practical use of the program-targeted approach for the development of a flexible employment policy should take into account the following basic patterns: the target program can function effectively in case of

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coordination of goals, tasks, and measures of different levels of decomposition according to different functional areas and critical control indicators characterizing the features of flexible employment policy;

changes in the internal and external environment of enterprises must be promptly taken into account when adjusting the target program; in the process of developing a target program, it is necessary to take into account all aspects of flexible employment policy, namely social, psychological, economic, financial, technical and technological, organizational; when forming and implementing the program, it is necessary to use methods of knowledge and research from the general to the specific to support its systematicity and take into account all the necessary components that characterize the features of flexible employment policy; the volume of information for the formation of goals, tasks, and measures of the program should be reliable, minimally sufficient and timely for making management decisions.

It is appropriate to note that for each level of decomposition, all types of goals of the previous level should be considered; for example, at the second level of decomposition of supporting goals for each unit, it is necessary to clarify the goals of the previous first level of decomposition by categories of personnel who work in each functional unit, and so on. That is, because of the application of the program-target approach, a tree of the goals of the target program for the formation and implementation of the flexible employment policy of the company's employees will be formed, which expands horizontally with each subsequent level of decomposition and specifies the goals of the previous level, considering the characteristics of a specific level of decomposition.

Monitoring the target program of the company's flexible employment policy will allow the company's employees to quickly receive information about the progress and results of its implementation and adopt management measures to ensure flexible employment, which is the basis for ensuring the quality of the company's employees' working lives.

### Conclusions

The flexible employment policy of enterprises' employees is a response to the transformation of economic relations in the external environment, which is characterized by non-linearity, riskiness, unpredictability, and for domestic enterprises these characteristics are intensified in connection with military actions and difficulties that have arisen in the labor market. This policy offers a way for enterprises to adapt their internal environment to these changes, providing reassurance in uncertain times. The main features of a flexible employment policy are changes in the organization of work, work regime, forms of payment, social status, which will positively affect the quality of the working life of employees, its development, employment indicators, labor productivity. This will allow taking into account the interests and opportunities of both enterprises and workers, and it aims to protect the vulnerable population, the number of which is gradually increasing in Ukraine. It is proposed to use a program-target approach for the development of target programs for the formation and implementation of a flexible employment policy for employees of enterprises based on specified principles, main stages and regularities of its use. The typical goals of the formation and implementation of the program of flexible employment policy of enterprise employees and the form of monitoring the results of its implementation are presented, the practical use of which will allow the organization of the implementation of the program-target approach of the flexible employment policy of enterprise employees.

The direction of further research of the proposals outlined in the article is the development of the optimal critical path of flexible employment management.

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**Стаття надійшла до редакції 03.08.2024 р.**