

Yuliia Krasnokutska

O.M.Beketov National University of Urban Economy in Kharkiv, Ukraine

MODELING THE SCENARIOS OF DEVELOPMENT OF RELATIONS AMONG INSTITUTES ON THE REGIONAL MARKET OF LABOUR RESOURCES

The scenarios of development of relations among institutes on the regional market of labour resources are simulated in the article. The economic, organizational and public dependences of the market subjects are considered. The choice of the instruments for research is related to the processes of operationalization that is to find out theoretical concepts and terms in operating categories, so that by means of unambiguous empiric maintenance terms, or by means of necessary actions to get to know the described phenomenon. The hypothesis of research process could be verified by forming of the indicators. According to the other approach to the determination of operationalization, it converts the language of theoretical terms into the language of researches. The key elements of relations which give an opportunity to increase the efficiency of collaboration in the field of the labour resources application are analyzed. The models of relations in accordance with every situation are developed.

Key words: labour resources, labour resources application, regional market of labour resources.

The necessity of coordinated actions among institutes on the market of labour resources requires estimation of these relations and definition of its determinants. Hence, it is possible to put forward a hypothesis – assumption that determines the dependence among the subjects of relationship. It is possible to identify economic, organizational and public dependences of the market subjects.

The choice of the instruments for research is related to the processes of operationalization that is to find out theoretical concepts and terms in operating categories, so that by means of unambiguous empiric maintenance terms, or by means of necessary actions to get to know the described phenomenon. The hypothesis put forward at the beginning of research process could be verified by forming of the indicators. According to the other approach to the determination of operationalization, it converts the language of theoretical terms into the language of researches. However, operationalization is first the selection of indicators that come forward as variables. The certain descriptions or phenomena that are confirmed can be the indicators. An indicator can be the cause or the affect, or only correlate of the phenomenon. The existence of this phenomenon we can fix or can set it empirically by means of the indicator¹. However, it is important to specify variables that describe the hypotheses.

A variable must outline only those properties of the object that interest us, characterizing their probabilistic size, state or events occur.

Particular variables can be presented as follows:

- dependent variable: politics of the labour resources use;
- independent variable: relationships;
- intervention variable: economic, organizational and public aspects that form this relationship.

The politics of the labour resources application is the increase of the level of employment and therefore the decline of unemployment rate. It is also a dialogue and engagement of market institutes as for actions in relation to its reduction.

The consequences of this politics depend on the relationship formed among the market institutes, and among the other institutes engaged in politics of labour resources application.

The introduced hypothesis specifies that the labour resources application politics is defined by relations and takes into account their character². The hypothesis specifies economic, organizational and public factors that are different, but they are linked to each other. The indicators perform it.

¹ Решетило, В.П., Міщенко, Н.С., Шубна, О.В. (2014). *Трудові ресурси регіонів: просторове розміщення та підвищення ефективності використання*: монографія. Харків: ХНУМГ.

² Бевз, І.А. (2013). Вплив світових процесів глобалізації на диспропорційність соціально-економічного розвитку регіонів України. *Сталий розвиток економіки*, 4, 175-180.

Operationalization: dependent, independent, intervention variables along with indicators:

labour resources application politics:

- reduction of unemployment rate;
- activation of labour resources;
- beginning of actions;
- collaboration;

economic relations:

- profits and losses;
- importance of collaboration;
- reasons to commence collaboration;
- rate of unemployment;
- level of employment;
- collaboration;
- risk;

organizational relations:

- intervals of contacts;
- method of contact;
- difficulties with contacts;
- timeliness;
- completing tasks;

public relations:

- institutes worked with;
- level of engagement;
- emotions – pleasure, trust;
- communicativeness.

The determination of variables and their indicators specifies on its heterogeneous character. Therefore, the economic determinants include benefits from the formed relations. It can be financial benefits (measurable determinants), prestige and possibility to influence on labour resources application politics (immeasurable determinants)¹.

There are the following organizational determinants: method of understanding, intervals, internal rules that influence the relations.

The public determinants include quality of report, its correctness and availability, awareness, personal culture, respectful attitude, trust, appearance.

Apart from the differences in relations among determinants, it is possible to reveal its community and interdependence. A questionnaire allows us to cover all common and interdependent things.

The conducted analysis allowed distinguishing the key elements of relations which give an opportunity to increase the efficiency of collaboration in the field of the labour resources application.

The conduct of effective politics of the labour resources application requires implementation of effective partner relations². Its development must take into account a number of determinants that forms the relations. Among them, it should be mentioned understanding and authentication of problem spheres, determination of engaged partner institutes, and suggestion of possibility of problems decision and terms that promote and complicate their implementation, and the set of appropriate tools that forms the relation. For this purpose, it is important to create a specific scheme of actions or models of actions scenarios that cover basis of economic, organizational and public relations. The effect of these relations is the labour resources application strategy.

The process of model construction starts from recognition of the problems occurs. Let us consider the following situations:

- professional activation of unemployed person;
- implementation of the employment expansion project;
- conveying information about unemployment rate.

¹ Бідак, В.Й. (2012). Трудоресурсне забезпечення регіону і специфіка трудової мобільності: аспекти взаємовпливу. *Науковий вісник Луганського національного аграрного університету*, 34, 2, 247-254.

² Буркинський, Б.В., Нижник, В.М., Ніколайчук, М.В. (2009). *Ефективність використання трудового потенціалу: теорія і практика*. Хмельницький: ХНУ.

It is essential to filter the actions on the regional labour market from all the operations mentioned above, taking into consideration the current problems of the labour resources application. As the public hiring organizations make efforts to solve the labour resources application problems, they communicate with entrepreneurs and organizations creating jobs.

Realization of the employment expansion project relates to maintenance and tasks of the project. Regional labour exchange and other institutions are engaged in the labour resources application.

Not only the institutions but also the participants of the labour market need information concerning the problem of the labour resources application¹. Statistical information is to be accessible without limitations, thus the method of contact, presentation and building of relationships with the goal of its transmission provokes the forming of particular scenarios models different from previous ones.

Let us scrutinize the model of scenarios construction in accordance with every situation mentioned.

The scenario construction starts from the problem identification that is an impulse to origin of relationship. As to professional activation, there is an unemployed person that looks for a job and ready to work in the centre of relationships.

The solution of this problem connected with the answers for a few questions: Who is an unemployed person? What education does he or she have? What qualification does he or she have? What kind of work experience does he or she have? What is his or her marital status? What does a person expect from future job? What kind of social skills does he/she have?

Apart from this person, the basic subjects of relations are employers. First of all professional activation of unemployed person requires networking with persons that have a requirement in creation a job, in particular with employers, representatives of local self-government establishments, state administration, and non-governmental organizations.

A regional labour exchange with a registration of unemployed persons has the necessary tools for them to be prepared to get a job. It also helps them to establish contacts with employers and to find job. As to employers a regional labour exchanges represent candidates that meet their needs most. Thus, there is a chain "regional labour exchange – an employer – unemployed person".

Employer:

- creates jobs;
- organizes work places for getting professional experience;
- organizes the places for professional training;

Unemployed person:

- is willing to start to work;
- participates in training and development;
- takes part in activation classes;
- is interviewed.

Regional labour exchange:

- communicates with employers;
- gives suggestion of collaboration;
- diagnoses the needs of employers;
- estimates an unemployed person;
- sends an unemployed person to the studies, trainings;
- offers the forms of active or passive support of unemployed person in job search;
- develop relation between an unemployed person and employer.

Establishing a good relationship among these basic subjects characterized in different directions. It is very common when initiator is an unemployed person himself. A person that lost a job registers in a regional labour exchange and demonstrates a desire to get work. A regional labour exchange investigates the status of person and searches a job by establishing contacts with potential employers. Employers are interested in a person and with a regional labour exchange contact unemployed person – candidate for a job.

The second alternative of relations shows that an employer offers a job to regional labour exchange. The regional labour exchange in its turn, searches in the registers an unemployed person that meet the needs of employer.

¹ Пустовіт, М.В. (2012). Удосконалення інфраструктури трудових ресурсів регіону. *Економіка и управління*, 2, 129-135.

The third alternative of relations works in the case of activity of person looking for a job. The person himself finds an employer eager to employ him. In this case, this person is an initiator of trilateral relationship. Basis of such relations is that an employer signs an agreement with a regional labour exchange about the use of state funding provided for employment. It is important to pay attention that an unemployed person and regional labour exchange are the main subjects of relations. Such situation takes place when an unemployed person searches resources for starting up his own business.

The scheme of relations “regional labour exchange → unemployed person → employer” has the following scenario:

- The goal of unemployed person is to get a job.
- The goal of regional labour exchange is to activate an unemployed person looking for a job.
- The goal of employer is to get a worker.
- Participant is a person that lost a job / an unemployed person / a person who has never worked / regional labour exchange / employer.

Phase I (initial).

Initiator is a regional labour exchange / unemployed person (via personal contact).

The main tasks are presentation of regional labour exchange possibilities; producing documents about skills, qualifications and work experience of unemployed person.

Phase II (basic).

Initiator is a regional labour exchange (via telephone, e-mail, personal contact).

The main task is to analyze work experience and professional qualifications of unemployed person, to send him to develop qualifications or to get documents about professional activity.

If there is no suggestion of jobs, a worker of regional labour exchange contact with other subjects and with employment agencies that can suggest employment.

If it takes long to find a job, a worker of regional labour exchange can offer other forms of professional activation or retraining.

The second phase might last very long. If there is a potential employer, it is its second stage.

Phase III (decreasing).

Initiator is a regional labour exchange (via telephone, e-mail, personal contact)

The main task is to give information about willingness of unemployed person to begin work, signing an agreement between regional labour exchange and employer as to terms of creation jobs, signing of agreement between employer and job candidate.

Phase IV (maintaining / declining).

Initiator is a regional labour exchange (via telephone, e-mail, personal contact)

The main task is informing about the news and programs organized by regional labour exchange, about problems confronting an employer.

This scenario creates such a situation at that an unemployed person is passive, so she does not involve in job search. There is a completely different situation when a person that does not have work tries to find it independently. The initiator of such relations is a person that does not have work and has a status of unemployed person. If a person has not registered in a regional labour exchange, there are two possible ways of actions. Relations are very strong, so operations become more active until the employment moment.

Scenario of relations is “person that looks for a job → employer → regional labour exchange”.

- The goal of unemployed person is to get a job.
- The goal of employer is to get a worker.
- The goal of regional labour exchange is to activate an unemployed person looking for a job.
- Participant is a person that looks for a job / an unemployed person regional labour exchange / employer.

Phase I (initial).

Initiator is a person that looks for a job / unemployed person (via telephone, e-mail, mail, personal contact).

The main task is monitoring the portals with suggestions of work, placing and reviewing announcements by media, sending CV, participating in interviews, informing acquaintances about the job search.

Phase II (basic).

Initiator is a person that looks for a job / unemployed person (via personal contact).

The main task is to find an employer, interested in employment of person that looks for a job, agreement terms negotiation. It is essential to consider the option of additional financing or reimbursement of employment process. In case of the use of suggestion of regional labour exchange a person that looks for a job has to pay a fee covering expenses of regional labour exchange for registration and choosing an employer who is interested in offering him a job. An employer has to pay a fee covering expenses of regional labour exchange for employment process (training, terms of money receipt for creation a workplace).

Phase III (decreasing).

Initiator is a regional labour exchange (via telephone, e-mail, personal contact)

The main task is to give information about willingness of unemployed person to begin work, signing an agreement between regional labour exchange and employer as to terms of creation jobs, signing of agreement between employer and job candidate.

Phase IV (maintaining / declining).

Initiator is a regional labour exchange (via telephone, e-mail, personal contact)

The main task is informing about the news and programs organized by regional labour exchange, about problems confronting an employer.

Activity of unemployed person can also demonstrate his entrepreneurship skills and desire to create jobs by himself.

The scenario of relations "employer → regional labour exchange → unemployed" has the following principles:

- The goal of unemployed person is to get a job.
- The goal of employer is to get a worker.
- The goal of regional labour exchange is to activate an unemployed person looking for a job.
- Participants are employer, regional labour exchange, unemployed person.

Phase I (initial).

Initiator is an employer (via telephone, e-mail, mail, personal contact).

The main task is to suggest jobs for regional labour exchange.

Phase II (basic).

Initiator is a regional labour exchange (via telephone, e-mail).

The main task is analysis of unemployed persons database, communicating with potential job candidates, presentation of employer`s suggestion, sending candidate`s suggestions to employer, analysis of candidates by employers, agreement about meeting "employer – unemployed person", choice of candidate, negotiations concerning employment (training, terms of money receipt for creation a workplace).

Phase III (decreasing).

Initiator is a regional labour exchange (via telephone, e-mail, personal contact)

The main task is to give information about willingness of unemployed person to begin work, signing an agreement between regional labour exchange and employer as to terms of creation jobs, signing of agreement between employer and job candidate.

Phase IV (declining).

The initiator is the regional labour exchange / employer (via telephone, e-mail).

The main task is informing about the news and programs organized by regional labour exchange, about problems confronting an employer.

Professional activation of unemployed persons has to be realized in effective and rapid way. It signifies that an unemployed person has to find a job, and employer has to find a worker for a minimum time.

The scenarios of relations, the primary objective of that is professional activation, are not completed. They specify on complication of relations that, apart from general goal for all parties of relations, each of them try to get a maximum benefit. There is a similar situation in case of establishing relations among the employment project executives.

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