

INNOVATIVE FORMS OF EMPLOYMENT

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Nowadays, there are many new employment forms which are emerging across EU, such as employee sharing and job sharing. Employee sharing means that an individual worker is jointly hired by a group of employers. The example is then separate workers rotate between the different firms. Job sharing means that a single employer hires workers to do a specific job (non-ordinary or not fixed). At the same time, the employment forms can be differentiated by employees types, such as fixed employees or self-employed and freelancers; they might apply

to both groups. A third form of employment is a voucher-based work, where the labor relations and related payment is based on a voucher rather than an employment contract. As regards new job patterns these include interim management, casual work, ICT-based mobile work, crowd employment, portfolio work and collaborative employment. Interim management describes situation, in which a worker (usually a highly skilled expert) is hired for a temporary period of time by an employer, often to conduct a specific project or solve a specific hard problem. In opposite of traditional fixed-term arrangements, interim management has some elements of consultancy; however, hired expert has employee status rather than an external advisor. Casual work is also employee-oriented. Such employment supposes that the employer is not obliged to provide the worker with work regularly, vice versa to call on them when it is needed. ICT-based mobile work refers to work

patterns whether employee or self-employed is operating from various possible locations outside the premises of their employer (e. g. at home), supported by modern IT. It differs from traditional teleworking by being less place-bound. Crowd employment is a new option for the self-employed and freelancers; it is characterized by not being place-bound. By analogy, portfolio work supposes that employees work for a large number of clients, providing just small amounts of work for each of them.

It should be noted that new patterns of self-employment, which go beyond traditional socio-labor relations were found in a variety of European countries. Table demonstrates differences in the number of

Table – Innovative forms of employment identified in European countries [1]

Countries	Employee sharing	Job sharing	Interim management	Casual work	ICT-based mobile work	Voucher-based work	Portfolio work	Crowd employment	Collaborative employment
Austria	×					×			×
Belgium	×			×	×	×		×	×
Bulgaria	×								
Croatia				×					
Cyprus					×		×		×
Czech Republic	×	×	×					×	
Denmark					×		×	×	
Finland	×				×				
France	×		×	×	×	×			×
Germany	×				×			×	×
Greece	×		×		×	×	×	×	×
Hungary	×	×	×	×	×		×		×
Ireland		×		×					
Italy		×		×		×	×	×	×
Latvia			×		×		×	×	
Lithuania					×	×	×	×	×
Luxembourg	×								
Netherlands				×	×		×		×
Norway			×		×		×		
Poland		×							
Portugal					×		×	×	
Romania				×					
Slovakia		×		×					
Slovenia		×		×	×				
Spain					×			×	×
Sweden				×	×				×
UK		×	×	×			×	×	
Ukraine*					×				

* created by authors.

countries, where each new above mentioned employment form was reported. It is seen that interim management and voucher-based work are less common and ICT-based mobile work is the most common.

In most European members and Norway, more than one innovative employment form is identified. Just only one emergent employment form identified in Bulgaria, Croatia, Luxembourg and Poland while 7 innovative forms were found in Greece and Hungary. In Eastern European members (Bulgaria, Croatia, the Czech Republic, Poland, Romania, Slovakia and Slovenia) and in some Northern European countries (Finland, Ireland, Luxembourg and the Netherlands), innovative employment forms were identified mostly concern employees, while those found in most Southern European countries (Cyprus, Greece, Portugal and Spain), the Baltic countries (Latvia and Lithuania), Denmark and Germany generally involve the self-employed. New employment forms for both employed and self-employed have emerged in several Central and Northern European countries (Austria, Belgium, France, Hungary, Italy, Norway, Sweden and the UK).

Most of innovative employment forms are based on traditional employment or service delivery contracts. But it should be noted that operating out of the specific legal framework can be problematic in that moment when it will be found out. Thus, ILO scientific research show that illegal (informal, illegalized) employment relations are usually characterized by lower level of employment protection and less advantageous working conditions, e. g. irregular and unguaranteed wage, absence of social protection or liability for harm from work-related injuries. Most of innovative employment forms generally cover all occupations. Today it is possible to adapt practically for each sphere.

In summary we should note, the strongest argument for the using of nonstandard (innovative) employment forms suggests that these new arrangements make strategic sense for jobs that are peripheral to the core business tasks, where the working knowledge and skills are not rare or unique, and where task performance can be easily estimated and controlled.

Bibliography

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