

“Job-Sharing” As A Form Of Work Organization

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Abstract — The article analyzes the features of the new form of labor organization in the age of the digital economy. Strengths and weaknesses of the new approach are shown, and the requirements of how to develop new competences of employees are provided. Article performs the structure of functions of HR management and the trajectory of their development in the digital economy in the organization and management of personnel. Due to digitalization the necessity for updating the forms of work organization changed the areas of responsibility for personnel management which are covered in the paper. The article reveals a new approach to solving the problem of unemployment and immigration. Despite the planned unavoidable mass release of workers from positions, in whose places modern technologies are introduced - automation, robotization, platformization, artificial intelligence, the rationale for the need for manpower is explained. This approach reveals a new problem, which is associated with an acute shortage of highly qualified specialists who have completely new competencies, which are still few in the labor market.

Keywords — labor organization, digitalization, unemployment, working time, competences, collaboration, workplaces

I. INTRODUCTION

The division of labor, as a form of labor organization, has long been known both in scientific literature and in practical training since Henry Ford. However, even today we talk about the division of work, but as a new form of work organization, called "job-sharing". It means the combination of the words "job" and "sharing" and is actively developed in America, the United Kingdom, the Netherlands, Switzerland [1].

At present, this form of organization of labor is becoming increasingly popular due to the growth of unemployment and mass immigration. In fact, it is a matter of dividing the responsibilities of one workplace / position into two half-time jobs. Classically, when the employment during the working day is less than eight hours (the maximum reduction of working hours is possible up to four hours per shift), it is fixed as an incomplete or shortened working day. This approach to the labor regime can be called flexible, although, from the point of view of Russia's labor legislation, the flexible working hours are somewhat different from those that are organized within the "job-sharing".

In modern conditions, when robotization and digitalization are being actively introduced into all spheres of the economy and public life, when in many workplaces artificial intelligence displaces workers from traditional types of activity, new functional responsibilities become relevant, new

professions and positions appear. In such conditions, "job-sharing" provides flexibility and non-standard solutions in terms of optimizing the workforce and organizing the work of the staff.

We made an attempt to reveal the advantages and weaknesses of this new form of labor organization, to outline approaches to reduce the negative aspects of the employment of a significant part of the population who has been left behind active professional activities.

II. THE ADVANTAGES AND WEAKNESSES OF NEW FORM OF LABOR ORGANIZATION

A. Advantages of “Job-Sharing”

Here are the results of the research obtained by Robert Half, which reported that the UK is the leader among countries using the opportunity to share the rate with a colleague - 48% of the firms and enterprises surveyed. The average European indicator is at the level of 25%, in Switzerland - 19% of firms offer their employees the possibility of "job-sharing" [1] [2] [4]. Note that this is every fourth or fifth firm! Studies published in 2014 by the Higher School of Applied Sciences of Northwestern Switzerland (Fachhochschule Nordwestschweiz) noted even higher percentage: among 400 Swiss companies (the total number of employees - 180 thousand people) 27% of firms offer their employees the opportunity to share their working rate with a colleague at work.

Consequently, there are significant advantages if a large number of firms recognize this form of work as an effective one and introduce it in their organization. Moreover, this topic has long been the subject of scientific and practical seminars held in Friborg, Switzerland. Representatives of the Swiss State Secretariat for Economic Affairs (SECO, a subdivision of the Ministry of Economy), representatives of trade unions and employers' associations take part in it. What are the advantages of "job-sharing"? [1].

First of all, "job-sharing" (division of rates) allows employees to effectively restore their working capacity in their free time, and accordingly, the motivation for highly productive work also increases. Employees have more free time to spend with their families, be engaged in the upbringing of children, in favorite activities not related to work. After the popular referendum (February 9, 2014), which voted for the introduction of quotas for labor immigrants from the EU, many Swiss firms and businesses even began to fear that in the

future, qualified personnel might not be enough for everyone. According to this fact, they are even more willing to offer their own staff to work part-time together with a colleague. Note that this is not about excess, but about the shortage of labor in the labor market!

The separation of rates turned out to be attractive for all employees, regardless of their age or gender, since it meets the moral and physiological needs of employees. The result of the introduction of a new form of labor organization was the reduction of staff turnover, the active integration of employees into the company's affairs, as it is necessary to delve into the results of the organization's work as a whole in order to competently act on the situation at its own workplace. The new approach increases the involvement, and, after it, the loyalty of employees.

B. Why did it become possible to introduce a new form of labor organization?

There are several grounds for introducing "job-sharing".

On the one hand, due to the fact that each organization seeks development, and to do this, staff must be creative within their professional duties. But it is very difficult to accomplish, if a worker has been loaded with diverse work for a long time. To switch from one type of activity to another, working time can be lost (according to the statistics, labor productivity is reduced to 15%). There appears a lot of unreasonable interruptions in work. The regularity of errors in the work is growing, irrational actions or decisions are no longer perceived exacerbated, a worker is becoming less perceptive of things. There is no desire to fight with shortcomings and correct them.

On the contrary, when the rates are divided, the illusion of a more compressed time frame is created to carry out the usual types of work in its position. The employee is more focused on fulfilling his professional duties, spending less time wasting. He is more energetic, because he has time to recover for the next working day. The work day ends sooner than the satiety of work. In addition, the newly arrived employee (at a time-divided rate) with a fresh look may notice the shortcomings of his partner and proceed with their immediate correction. Why is it important for him? Because they are both responsible for the overall result.

On the other hand, the introduction the digital economy, increases the intensity of labor of workers whose functions are partially replaced by automats, robots, artificial intelligence. Accordingly, the amount of work, calculated on an eight-hour working day, can be performed by the employee (due to the use of information technology) within a half of the usual shift. Therefore, it becomes possible to make the workplace even more economically feasible by creating additional jobs. Thus, if three full-fledged working shifts could be organized in a day, today this amount can be formally increased to six with the same result of labor (the amount of work performed) from each employed person. In this case, we are not talking about the growth of unemployment due to the introduction of digitalization, platformization, robotization, foresight technology, artificial intelligence, but about the absolute shortage of skilled labor. However, a very important

reservation must be made. For new technologies, a new professional training of personnel is required, who can work in these new conditions. It's not about acquiring a completely new profession, although this is not ruled out, but about the formation of new competencies in their professional sphere of activity [3] [5].

What are these competences? Among them we note the following: the ability to work with a large amount of information ("big data"); the development of flexible skills ("soft skills"), which can be professionally mobile in their professional field of activity, quickly switching to new types of work, taking into account the mastery of new technologies; it is also the dynamic use of the achievements of related scientific knowledge and activities for the performance of their work - co-operation (first of all, perfect knowledge of a foreign language and information technology); it is emotional intelligence - knowledge of the feelings of a stranger, their understanding.

New competencies include creative interaction in project activities - Scrum technology, Adjile-approach, where preference is given not to individual leaders, but to effective teamwork. In this sense, "job-sharing" is the team work of partners in the workplace, work for a single result.

In the trend of new directions of development, the «Worldskills» union was created, whose general director Robert Urazov noted that "the concept of the profession is outdated" [3]. The Agency for Strategic Initiatives has already released an updated version of the Atlas of New Professions 2.0, which contains, not occupations, but updated competencies that are in demand in the future, regardless of what one would really like to do in practice. It is noted that a key set of new competencies will allow to be a professional in any sectors in which the worker wants to develop (it is a question of co-operation).

Thus, the requirements for each employee significantly increase, despite the seeming relief of his work. Moreover, the sphere of responsibility passes from an external level (previously control remained for HR-management) to the level of self-organization [9]. In the sphere of managers, with a new form of labor organization, the emphasis in executing control functions will shift from managing individuals (their behavior, relationships, even individual human resources) to managing processes in personnel work (creating a harmonious creative environment, corporate intellectual capital, providing opportunities for development of corporate culture values, corresponding to new forms of labor organization, updating of motivation systems and personnel policy in general, etc.)

C. Disadvantages of a new form of work organization

The disadvantages of a divided rate between employees can be attributed to the fact that it is not possible for each post to introduce such form of labor organization. For example, when a managerial post is divided into two employees, the boundaries of the distribution of responsibility are blurred.

In that context, it is worth mentioning the result of a survey conducted by the Swiss company Robert Half, providing services in the field of personnel management. Participation in

the survey was taken by several thousand people occupying senior and middle management positions.

Turned out that almost a third of them believed that the separation of responsibility and authority within one post between two employees could complicate relations within the work collective and adversely affect the work as a whole [1] [3]. In our opinion, these data can be interpreted as follows. It is important to understand what kind of organization we are talking about. If it is a strategically important object, it is possible that such form of labor organization for managers is really unacceptable. At the same time, there are a lot of other companies that could even divide even such posts without damage [6-12] [15-18]. Statistics show that in this regard, women are more likely to share power than men [1].

Other shortcomings are: the difficulty of career growth, the reduction in the amount of compulsory pension insurance at the workplace, the reduction in the ability to demonstrate the full range of their professional skills.

In addition, practice has shown that high achievements in the workplace are possible if the rate is shared among people who know and trust each other well. This is an important addition, because when working together, workers have enough time to establish contact during work. With a split rate, there is no such possibility.

If employees do not know, or do not trust each other, then there is a risk of a significant increase in personal burden. Feeling personal responsibility, everyone will try to perform full amount of work within a short period of time. Without the use of special updated competences in work corresponding to new technologies, such work can quickly deplete the labor resource. Therefore, it is important: in parallel with the introduction of new forms of organization, one should change the technology of work and conduct activities to create new competencies for the staff. That is, the task is to be solved in a complex way.

III. CONCLUSION

1. Changing the situation in the economy leads to the need to introduce new forms of organization of labor of personnel. One of such forms is the division of the job ("job-sharing"), which is increasingly used in leading European countries.

2. There is no unambiguous evaluation in the application of this form of organization of labor of personnel. You can identify both the strengths and weaknesses in its application. It is important that "job-sharing" makes it possible to reduce the army of unemployed and immigrants, since it is not liberated for organized workplaces for this form of labor organization, but, on the contrary, additional workforce is required.

3. Possible shortage of qualified specialists necessary to fill job places is connected with the introduction of advanced technologies, digitization, robotization, artificial intelligence. Due to this, the speed of work execution increases, labor productivity rises. As a result, the required amount of work by employees is performed for a half of the working shift.

4. The employees of the organization can have additional time to restore their working capacity, to strengthen the family

and raise children. The level of loyalty of the organization also increases.

5. New technologies require the development of new competencies of employees in their professional field of activity.

6. The control over the development of competencies and performance of work moves from the level of HR management to the level of self-organization and self-control. Accordingly, the structure of functions of HR managers is changing. The zone of responsibility in management shifts from personnel to the regulation of personnel processes, from operational activities to the strategic level.

7. Separation of posts ("job-sharing") organically fits not in all organizations. The barrier to the introduction of this new form of labor organization is the impossibility of dividing the power and responsibility of managers. Women are more inclined to divide the position.

8. It is important to take a comprehensive approach to the implementation of the processes of updating the forms of labor organization, the development of personnel and the introduction of new technologies in the trend of the digital economy.

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