

**How to Cite:**

Nevolina, V. V., Prokhodtsev, K. A., Osipova, N. V., Zharkova, A. A., Karpenko, G. V., Volkova, V. B., & Yudina, A. M. (2021). Effective management in digital era labor sphere in university graduates view: Possible transformations and problems. *Linguistics and Culture Review*, 5(S3), 1468-1478. <https://doi.org/10.21744/lingcure.v5nS3.1682>

## **Effective Management in Digital Era Labor Sphere in University Graduates View: Possible Transformations and Problems**

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**Abstract**---The article analyzes the mutual ideas of university graduates and employers as the main entities of social and labor relations about effective management in the organization. As a research method, the questionnaire method was used, which allows

quick and effective investigating of university graduates' ideas about management in the labor sphere. The authors of the article analyzed the similarities and discrepancies in the views of the labor relations parties from each other and the real actions of the opposite party. The article considers the structure of the basic ideas about the effectiveness of management in the labor sphere. It is determined that on the part of university graduates, the following are important: job security, timely payment of wages, financial assistance to employees in need, good relations with superiors. It is revealed that on the part of employers, it is important to: fulfill one's official duties, keep to discipline, and make trusting relationships. The main discrepancy in the views of university graduates and employers is observed in the understanding of preferential seniority, which gives various privileges to the employee.

**Keywords**---employer, labor relations, management, relationships, university graduates.

## Introduction

Effective management in the labor sphere in the digital age is undoubtedly undergoing changes and is of crucial importance both for the life of society as a whole and for each person in particular. Mutual representations are one of the important factors in determining the specifics of the relationship between the parties to the employment relationship (Sandler et al., 2019; Gimpelson, 2009; Drozhzhina, 2012; Potravnyaya, 2016; Sapryko, 2012; Morkovkin et al., 2016; Bondarenko et al., 2006). Currently, in the conditions of cardinal changes in society, the most significant transformations are those that are in the social and labor sphere, which causes problems for the entities of social and labor relations (Schmalensee, 1989; Weber et al., 1991).

In response to the challenge of the environment, the employer is making new demands on employees, trying to make the sphere of work more flexible (Klimov, 2004; Ilyin, 2010; Volkova et al., 2019; Gorshkova et al., 2015; Cherdymova et al., 2017; Basaev, 2019; Bayanova et al., 2019; Morozov, 2015; Alekseeva et al., 2015; Ugai, 2017; Usak et al., 2020). If earlier university graduates were only required to have perfect mastery of skills within their specialization until the end of their lives, now an employee should be ready constantly to improve their knowledge and skills throughout their career due to the rapid development of information technology (Trofimova, 2019; Zaripova, 2020; Syuntyurenko, 2015; Borisova et al., 2019; Tugun et al., 2020; Qarkaxhja et al., 2021). In modern conditions, the sphere of work is still one of the main spheres in the life of most people. Therefore, the degree of mutual understanding of social and labor relations' entities will influence, first of all, the efficiency of the workflow, and consequently, the state of the economic situation in the organization in particular and in the country as a whole, as well as the well-being of each employee individually, which also directly affects the labor process (Andrienko, 2011; Gileva, 2019; Klimov, 2004; Raiskaya, 2019).

The sphere of social and labor relations can also be considered through the concept of representations. Mutual representations are an important factor in determining the specifics of the interaction of social and labor relations' parties. They are formed in the process of interaction of labor relations' entities (Arbuzova et al., 2008; Mikhailov, 2013; Bodalev & Vasina, 2005). The main entities of such relations within the framework of this work are employees and their representatives, and employers with their representatives. Of all possible types of labor relations, the most favorable is partnership, where all parties to labor relations conduct cooperation based on awareness of common interests (Mahoney, 1995; Edwards & Aronson, 2000).

For the most effective conduct of cooperation, a collective labor agreement is used. It is the written embodiment of the mutual representations of labor relations' entities and consequently the guarantor of their rights (Meshcheryakova, 2005; Parygin, 2013; Shibutani, 2002; Bayanova et al., 2019; Tsabolova et al., 2019). The position of employers in the labor sphere has also changed. If earlier, to a greater extent, a paternalistic system of relationships prevailed, where the head was the only indisputable authority, and the relationship was mostly based on subordination and loyalty to the leadership, now a system of social partnership has appeared and is developing, which assumes the understanding that self-satisfaction is possible only if the interests of the partner are taken into account in labor relations (Yefimova, 2011; Voronova & Prusova, 2008; Golovenchik, 2018).

The term labor relations has an interdisciplinary nature. It is used in economics, law, as well as in other scientific fields. The differences lie in the fact that social and labor relations incorporate important social aspects that are not directly related to labor, but arise in its process. An example here is the social protection of university graduates. That is, these concepts are identical, but social and labor relations are represented by a broader concept, taking into itself the term labor relations (Hurst & Cooper, 1983; Abowd & Kramarz, 1999).

### **The study objectives and structure**

Understanding by one side of the labor relations of the representations and requirements of the other side will help to solve a number of problems and conflict situations arising in the organization. The purpose of the study is to analyze the mutual ideas of university graduates and employers as the main entities of social and labor relations on effective management in the organization. The objectives of the study are:

- To analyze employers and university graduates' views about the obligations that should be reflected in collective agreements of enterprises.
- To study the views of university graduates regarding the fulfillment by the employer of their obligations and other actions of the employer.
- To study the employer's views on the behavior of university graduates in the system of labor relations.
- To conduct a comparative analysis of mutual representations of university graduates and employers.

- To determine what similarities and differences exist between the obligations prescribed in the text of the collective agreement and what the parties to the employment relationship expect in practice.
- To find out whether there are discrepancies between the views of the employment relationship's parties from each other and the actual actions of the opposite party.

The questionnaire consists of several parts that reflect the objectives of the study:

- Awareness of the existence of a collective agreement.
- Involvement in the process of forming a collective agreement.
- Representation in the minds of university graduates and employers about the duties of the opposite entity of labor relations.
- The idea in the minds of university graduates and employers about how these responsibilities are fulfilled.
- The structure of mutual representations of the labor relations' parties, the satisfaction of these representations.
- The idea of the representations of another entity in relation to each other.

Suggested questionnaire questions are the following:

- Are you an employee of the organization?
- Are you aware of the existence of a collective agreement in your organization?
- Did you take part in its compilation?
- Do you know the content of the collective agreement?
- What obligations of the employer towards employees can you recall from it?
- Does the employer fulfill its obligations to employees?
- Are there any obligations that the employer does not fulfill?
- What obligations, in your opinion, should the employer undertake?
- What, in addition to fulfilling the obligations assumed, should an employer do in relation to employees?
- What should an employer do to meet employees halfway?
- In what points should the employer insist on his/her own?
- To what extent does your employer conform to these ideas?
- What do you think your employer can expect from a university graduate?

The sample of the study was 158 people, including 153 university graduates, 5 employers who manage large organizations with their own structural divisions: administration, marketing department, accounting, logistics, design department, engineering, technology, and production (Marsh, 1987; Liaw, 2008).

## Results

In the course of the study, it was revealed that in the representation of university graduates, the following points must be prescribed in the employment contract: mandatory timely payment of wages (it was indicated by 97% of the surveyed university graduates); rest time, determined in accordance with the work schedule (it was indicated by 73% of the surveyed university graduates). Also, university

graduates (57%) indicated that there should be a section in the text of the contract indicating that the employer provides additional days off to those in need, as well as financial assistance. University graduates believe that financial assistance should be provided based on the financial capabilities of the employer and on the written application of the needy (100%). In addition, university graduates believe that a wide range of cases of financial assistance should be prescribed in the collective agreement. One of the tasks set was to study the views of university graduates in relation to employers. In their ideas about the employer, university graduates focus on the informal side (88%) (figure 1).

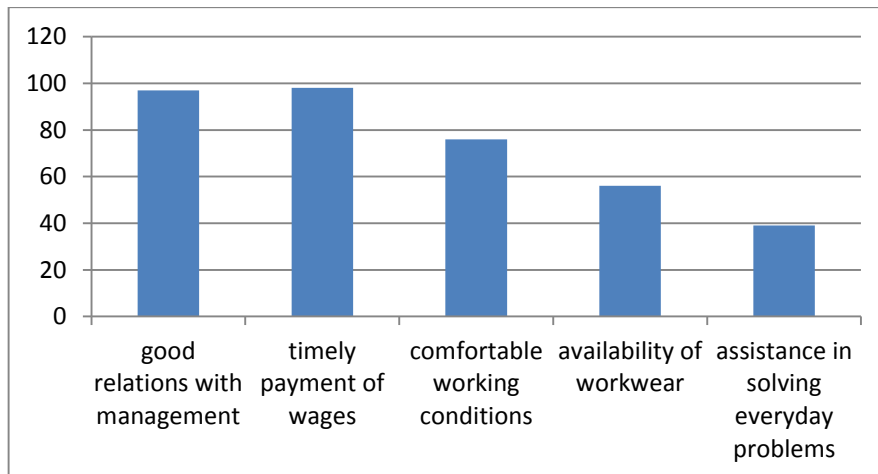


Figure 1. Ideas about desirable working conditions for university graduates

University graduates note the importance of good relations with their superiors (97%), job security (100%), timely payment of wages (98%), payment of work at established rates (91%), comfortable working conditions (76%), provision of workwear (56%), appropriate material and other assistance, mainly in solving everyday problems, from the employer (39%). It is worth noting that the ideas of university graduates are quite vital. In addition, they fully comply with the collective agreements existing at the production facilities, which, according to employers, are drawn up by specialists from the administration of enterprises and members of trade union organizations. They were engaged in reviewing the norms and formulating the provisions of the collective agreement. This is indicative of the fact that the employer as an active entity of labor relations does not consider employees and the administration believes that it should decide on the content of the collective agreement itself, including formulating provisions for university graduates that reflect their views. In the future, the results of the study showed that the administration understood the interests and hopes of university graduates quite well. Absolutely all of the surveyed university graduates, and now employees of enterprises (100%), speak very well about their manager. They are satisfied with everything; they are completely satisfied with the employer. As for the collective agreement, everyone knows about its existence, but almost none of the interviewed university graduates took part in its conclusion, is not familiar with its contents, and spoke about it uncertainly (Zahra & Covin, 1995; Johnson & Grayson, 2005).

In the responses of the employees, recent graduates of universities, it was traced that they want different, newer equipment, working conditions, but they noted that this was in an ideal representation, and so they understood the situation of the head, they understood that it was difficult to implement, and therefore did not require the impossible things. The next research task concerns the employer's views in relation to employees, recent graduates of universities. The employer does not expect more from university graduates than the performance of labor functions and compliance with labor discipline. Managers note that all people are different, and one cannot expect the same results from everyone, that each employee needs an individual approach. It is worth noting that in most of the enterprises considered, the culture that was formed back in Soviet times is preserved. It is quite informal, paternalistic: employees turn to the head on various issues, he/she will listen to them and help. Employees, recent graduates of universities, expect from their employer, first, the fulfillment of obligations related to the main issues of labor relations: job security, occupational safety and health, timely wages. Nevertheless, even here, the ideas of university graduates are not devoid of paternalistic attitudes: many employees also note the importance of financial assistance from the employer to solve everyday problems. It is very important, according to university graduates, that the employer can help them financially if such a need arises. Mentions of financial assistance, by the way, were observed in the responses of various enterprises' employees - recent graduates of universities (Quoc et al., 2021; Thoyib et al., 2021).

Determining whether there are discrepancies between the views of the employment relationship's parties from each other and the actual actions of the opposite party, it is possible to single out only a preferential length of service that gives privileges to the employee. Such a remark about the discrepancy between the views of employees, recent graduates of universities, and the real actions of the employer is the only one of all these views. The most important expectation from university graduates from the employer is the fulfillment of their job duties, work schedule, discipline. In addition to the duties prescribed in individual employment contracts, the management notes another separate item concerning quality work (Zong & Zhen, 2021; Nyandra et al., 2018).

## **Discussion**

Based on the materials obtained, it is possible to draw conclusions about the scope of representations of university graduates and employers from each other and the degree of their compliance. There is mutual understanding between employees, recent graduates of universities, and employers. Despite the fact that the employer does not expect a large number of representations from university graduates, employees are satisfied in their representations, according to their answers, everything is being done. The employer is quite modest about the possibilities of university graduates. According to employers, there are two main ideas among university graduates: a good salary and decent working conditions. About other requirements, according to employers, one can always contact them and resolve the issue personally.

If we talk about the views of the employer in relation to employees, recent graduates of universities, then there are very few of them. The most important of

them is the fulfillment of their official duties and discipline. It can be judged that employees understand the employer's ideas largely than he/she understands their. It is important to study the mutual representations of the labor relations' parties, since the sphere of labor is currently being actively transformed, and, accordingly, social and labor relations. The employer is making new demands on employees, their professionalism and personal qualities, employees, in turn, expect better working conditions, certain guarantees. All this affects the efficient and well-coordinated work of the organization and the economic situation as a whole (Dewi et al., 2021; Srivastava, 2016).

Analyzing the entities of labor relations, the main participants, undouble, should be recognized as the employee and the employer, since they are the ones forming this concept, that is, without them, these relations are impossible. Then goes, the most significant entity is the state. Acting in this capacity, it can perform a number of functions. Among them are the establishment of laws that regulate social and labor relations, protection of the interests of social and labor relations' entities, as well as mediation in resolving labor conflicts. In addition, the state is a major employer. In connection with this there is set of roles performed by the state, they may conflict with each other. At the same time, the problem of conflicts at work is closely related to mutual representations. Conflicts are an inevitable element of labor relations, and the severity of labor conflicts will depend on how well the subjects understand each other's representations and how acceptable these representations are. Therefore, the study and coverage of the issue of mutual representations in the field of labor is one of the important components of effective labor relations. Consequently, both entrepreneurs and employees, to a greater extent, try not to turn to the state for help in conflict situations, put up with it, try to resolve the conflict on their own, which hinders the development of labor relations. Currently, there are gaps in the literature in the study of mutual representations in the field of work. The influence of the collective agreement on the structure of representations of social and labor relations' entities remains unexplored. In addition, due attention is not paid to what employees and employers who have worked together for a long time expect from each other, and at the same time, how understanding these ideas affects the relationship between the manager and subordinates.

## **Conclusion**

Summing up the results of the study, it should be said that in the surveyed organizations, employers and employees, recent graduates of universities, understand each other, although not fully. It can be noted that university graduates understand the employer largely, and have a wider range of representations compared to the employer. The collective agreement, according to the results of the analysis, is a reflection of the mutual representations of the entities of social and labor relations. Nevertheless, there were no serious differences in the mutual representations of the parties between the organizations where it is concluded and where it is absent. Thus, after analyzing the similarities and differences in the views of the employment relationship's parties from each other and the actual actions of the opposite side, a number of conclusions can be drawn:

- On the part of university graduates, the following things are important: job security, timely payment of wages, financial assistance to employees in need, good relations with superiors.
- On the part of employers, it is important: to fulfill their official duties, keep to discipline, and make trusting relationships.
- The main discrepancy in the views of university graduates and employers regarding preferential seniority, which gives various privileges to the employee.

The workers, recent graduates of universities, noted the absence of equipment that is more advanced and working conditions in the production, which were in their representations. University graduates understand the employer's representations about the effectiveness of labor relations management more than he/she understands their representations, and have a wider range of representations compared to the head. Thus, the structure of the main representations of university graduates, current employees of enterprises is the same. At present, the sphere of labor is still one of the main spheres in the life of most people. Therefore, the effectiveness of the work process, and consequently the economic stability of the organization, as well as the well-being of each employee individually, which also directly affects the work process, will depend on how well the entities of social and labor relations understand each other. Mutual understanding exists between employees, recent graduates of universities, and employers. It is worth noting that university graduates understand the employer's representations largely than he/she understands their representations, and have a wider range of representations compared to the head.

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