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WPLYW INTELEKTUALIZACJI PRACY NA RELACJE SPOŁECZNO-ZAWODOWE

Влияние интеллектуализации труда на социально-трудовые отношения

INFLUENCE OF INTELLECTUALIZATION OF LABOR ON SOCIAL-LABOR RELATIONS

Abstract: The research objective is to prove the trends that concern labour sphere and social and labor relations under the conditions of the knowledge economy formation, their impact on the compensation policy, and to outline the main directions of the compensation policy development under the conditions of the labor intellectualization. An analysis of the current trends in the economy and society has showed that under the conditions of the knowledge economy formation the nature and content of the work have changed, the social and labor relations have become transformed. It has been highlighted trends in the labor sphere and social and labor relations: labor intellectualization, automatization and computerization, innovative component of labor activity, flexibility, labor virtual component, demand for "cross functional" employees are increasing, individualization of social and labor relations is growing, emphasis in management from human resources management to talent management is changing. It has been determined that the transformations of labor sphere and social and labor relations dictate the need to attract and retain competent, talented, innovation-oriented employees, establish socially responsible attitude to work and its results, determine change in the compensation policy. New directions for development of policy of staff remuneration have been proved that include the individualization of labor reward, the development fair, transparent compensation models of labor remuneration, the provision of meaningful, structurally well-balanced, decent compensation packages in accordance with the dominant employees' needs and the market price of labor, the employees' contribution into the business results.

Key words: labor sphere, social and labor relations, labor intellectualization, compensation policy, knowledge economy.

Аннотация: Целью исследования является обоснование тенденций, присущих сфере труда и социально-трудовым отношениям в условиях формирования экономики знаний, их влияния на компенсационную политику, а также обоснование основных направлений развития компенсационной политики в условиях интеллектуализации труда. Анализ современных тенденций в экономике и обществе показал, что в условиях формирования экономики знаний изменяются характер и содержание работы, трансформируются социально-трудовые отношения. Выявлены следующие тенденции в сфере труда и социально-трудовых отношениях: интеллектуализация труда, автоматизация и компьютеризация, увеличение инновационной составляющей трудовой деятельности, гибкости, виртуальной компоненты труда, повышение спроса на «многофункциональных» работников, индивидуализация социально-трудовых отношений, изменение акцентов в управлении от управления человеческими ресурсами к управлению талантами. Установлено, что изменения в сфере труда и социально-трудовых отношениях диктуют необходимость привлечения и удержания компетентных, талантливых, ориентированных на инновации сотрудников, формирования социально ответственного отношения к работе и ее результатам, изменения компенсационной политики. Обоснованы направления развития компенсационной политики, которые включают индивидуализацию вознаграждения за труд, формирование справедливых, прозрачных моделей оплаты труда, предоставление полноценных, сбалансированных, достойных компенсационных пакетов в соответствии с доминирующими потребностями сотрудников и рыночной ценой труда, вкладом сотрудников в результаты деятельности.

Ключевые слова: трудовая сфера, социально-трудовые отношения, интеллектуализация труда, компенсационная политика, экономика знаний.

Streszczenie: Celem badania jest ukazanie tendencji związanych z sferą pracy, stosunkami społecznymi i pracowniczymi w warunkach kształtowania gospodarki opartej na wiedzy, ich wpływu na politykę kompensacyjną, oraz zaprezentowanie głównych kierunków rozwoju polityki kompensacyjnej w warunkach intelektualizacji pracy. Analiza obecnych tendencji w gospodarce i społeczeństwie wykazała, że w warunkach powstawania gospodarki opartej na wiedzy, zmienia się charakter i treść zmian pracy, transformacji ulegają relacje społeczne i zawodowe. Ukazano następujące tendencje w sferze pracy, relacji społeczno-zawodowych: intelektualizacja pracy, automatyzacja i komputeryzacja, wzrost innowacyjnego składnika aktywności zawodowej, elastyczności, wirtualnego komponentu pracy, rosnący popyt na „wielofunkcyjnych” pracowników, indywidualizacja stosunków społeczno-zawodowych, zmiana akcentów w zarządzaniu od zarządzania zasobami ludzkimi do zarządzania talentami. Ustalono, że zmiany w sferze pracy, stosunkach społeczno-zawodowych dyktują potrzebę przyciągnięcia i utrzymania kompetentnych, utalentowanych pracowników zorientowanych na innowacje, kształtowania odpowiedzialnego społecznie stosunku do pracy i jej rezultatów oraz zmianę polityki kompensacyjnej. Ukazano kierunki rozwoju polityki kompensacyjnej, obejmujące indywidualizację wynagrodzenia za pracę, tworzenie sprawiedliwych, przejrzystych modeli wynagradzania za pracę, zapewnienie pełnowartościowych, wyważonych i godnych pakietów kompensacyjnych zgodnie z dominującymi potrzebami pracowników i rynkową ceną pracy, wkładem pracowników do wyników działalności organizacji.

Słowa kluczowe: sfera pracy, relacje społeczno-zawodowe, intelektualizacja pracy, polityka kompensacyjna, gospodarka wiedzy.

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INTRODUCTION

Strategic objectives of Ukraine are increasing the national economy competitiveness, integration into the European economic area and development of the welfare state. To achieve these objectives is impossible without transformation of a labor sphere towards intellectualization and socialization, the growth of its innovative components, changing values, motivational attitudes and raising personal responsibility of the basic subjects of social and labor relations. Main barriers toward these objectives are inefficient system of social and labor relations and compensation policy that lead to the aggravation of contradictions between labor and capital, asymmetries in the wealth distribution, deepening social inequality, devaluation of labor prestige and reduction of staff interest in labor results.

Business practice shows that traditional approaches to regulation of social and labor relations, labor remuneration cannot harmonize the interests of physical and human capital owners, stimulate innovation development, form a socially responsible attitude of employers to staff and staff – to work, attract and retain competent employees as the major company competitive advantage on the market.

ACTUAL SCIENTIFIC RESEARCHES AND ISSUES ANALYSIS

The theory and practice of social and labor relations and labor remuneration are constantly on the focused attention of scientists and experts. Labor sphere, social and labor relations and labor remuneration have been examined by the following scientists: M. Armstrong, T. Flannery, H. Friedman, S. Gross, M. Hamel, R. Henderson, R. Heneman, D. Hofrichter, O. Hrishnova,

A. Kolot, H. Kulikov, E. Lawler, E. Libanova, L. Lisohor, S. Marcotte, G. Milkovich, J. Newman, O. Novikova, V. Onikiyenko, I. Petrova, J. Pfeffer, P. Platten, S. Rogers, J. Schuster, M. Semykina, P. Thompson, J. Tropman, N. Volhin, P. Zingheim and others.

UNINVESTIGATED PARTS OF GENERAL MATTERS DEFINING

Scientists have made a significant contribution to formulization of theoretical, methodological and practical aspects of the social and labor relations and labor remuneration development. However, the conceptual foundations for constructing a new basis for social and labor relations and compensation policy under the conditions of the innovation component and labor intellectualization growth have been remained underexplored.

THE RESEARCH OBJECTIVE

The research objective is to prove the trends that concern labour sphere and social and labor relations under the conditions of the knowledge economy formation, their impact on the compensation policy, and to outline the main directions of the compensation policy development under the conditions of the labor intellectualization.

THE STATEMENT OF BASIC MATERIALS

An immanent feature of the society's development is the continual change in social structure. Scientists studied the evolution of society and its development stage terminize the modern stage in different ways. A concept of the *post-industrial society*, the main attributes of which are the innovative economy sector, top-quality services and the knowledge industry, has become the most popular. The concept of the post-industrial society received wide recognition after the publication of D. Bella's book "The Coming of Post-Industrial Society" (Bell, 1973).

At bottom of the post-industrial society concept is the division of all social society's development into three stages: agrarian (pre-industrial), industrial and post-industrial. The post-industrial society is the stage of society's development when the service sector generates more wealth than the production sector of the economic activity.

A. Toffler distinguished three "waves" in the society's development: agrarian, industrial and informational during the switch to a knowledge-based society. A characteristic feature of the third stage, according to the scientist, is the humanization of all spheres of human life (Toffler, 1980).

The post-industrial society concept intimately connects with a *theory of innovative economy* founded by J. Schumpeter (1939) in the early 20th century. The basic characteristics of the innovative economy are the development of education and science, high quality of living, the economy competitiveness, the large part of innovative enterprises and innovative products,

high level of knowledge industry and their export, etc. The concepts of post-economic society, postmodern society, society of the fourth formation are close to post-industrial society concept as well.

Some researchers describe the modern stage of society using a concept of *informational society*. Informational society is a society in which the processes of information creation, transferring, exchanging, using, accumulation and processing are the major economic, political and cultural activities. The purpose of the informational society is to obtain competitive advantages at the global level by virtue of the creative and productive utilization of information technologies (Beniger, 1986).

The concepts of *new economy* and *knowledge economy* intimately connect with the concepts of the post-industrial and informational society. The German scientists during studying the forms of appearance of a new economy give notice that the transition toward new economy finds expression in the penetration of information benefits in practically all sectors of the economy, what is more it concerns both expenses and output. Consequently the new economy can be defined as an economy that characterized by the creation, processing and dissemination of information. In contrast to the old economy, which characterized by producing material goods, the benefits of the new economy mainly have non-material nature (Klodt, Bukh & Khristensen, 2006, p. 26).

The scientists of Institute for economics and forecasting of National Academy of Sciences of Ukraine state that the intellectual potential of the society is crucial in the knowledge economy. Intellectual potential represents by the set of everyday (ordinary) and specialized (scientific) knowledge accumulated in the consciousness of people and materialized in technological methods of production (Heyets', Aleksandrova & Bazhal, 2005, p. 27).

Based on the results of the research conducted, we can conclude that all concepts of modern society resolve themselves into *crucial role of human capital* in the creation of competitive advantages, national wealth, economic growth and society's development. Innovative products, scientific research results, modern information technologies and models, creative methods and approaches are solely the result of development, accumulation and using human capital and especially its intellectual component.

Competence and professionalism, innovative mindset and creativity, logical and unconventional thinking, ability to generate new ideas, solve atypical tasks, produce and implement innovations – critical characteristics of social development, welfare and wealth. Therefore, these characteristics are becoming the fundamental “engines of production” and the owners of these characteristics – the main competitive advantage and the driving force of economic and social development, and, therefore, the dominant factor of the knowledge economy formation.

Humanitarian components of human capital are gaining a greater importance under the conditions of the knowledge economy formation. Among them: high national consciousness, high level of culture, loyalty to the national ideas and corporate values of the company, tolerance, respect for own environment (employer and colleagues, leaders and subordinates, suppliers, consumers and even competitors). All these components characterize the level of social responsibility of a person to his/her employer, colleagues, the state, the nation, etc. The development of these components of human capital facilitates formation of employees' loyalty, increasing engagement, willing to contribute to the development of the enterprise, country and society.

The changes in social structure are leading to structural changes in the economy. These changes are influencing on the nature and content of labor. It is resulting in transformation of social and labor relations. A. Kolot (2009, p. 3-4) gives notice that

„the new hierarchy of economic development factors, the intensive implementation of new higher technologies and, first of all, information and communication ones, are increasingly stipulating the transformation of employment forms and the severization of requirements for the subjects of labor activity. Mainstreaming the role of a creative person in production is leading to growth of demand for intellectual, creative work, for highly skilled workers with ability to continual learning, acquisition of new knowledge”.

The German scientists highlight the following global trends in the labor market that are taking place under the conditions of the new economy formation:

- mainstreaming the importance of the information technology sector in the labor market in consequence of the high rates of its development;
- uprising the demand for new qualifications as a result of the intensive using new communication and information technologies that influences the system of training and education;
- occurring the new forms of labor organization and remuneration resulting from mainstreaming human capital of workers in the production process;
- uprising possibility of separation of the enterprises and workplaces location by virtue of new information and communication technologies;
- actualization of the need for a more flexible labor supply due to the reduction of the production cycles duration. Such supply can be given by special agencies providing temporary work that stipulates the development of staff leasing;
- reduction of information deficit due to development of Internet technologies, that has a positive effect on the search of employment for candidates and recruitment in the labor market (Klodt, Bukh & Khristensen, 2006, p. 158).

As for the labor organization, the scientists give notice that in the new economy work in networks, temporary cooperatives and short-term projects are actualizing. Traditional Taylorism often replaces by holistic work forms. At the same time, the main characteristic of the

Taylor model of the labor organization is specialization in solitary tasks and the holistic model provides occupations rotation, integration of various tasks and learning in various spheres of activity (Klodt, Bukh & Khristensen, 2006, p. 177).

Yu. Zaytsev and D. Verba consider that attributes of the evolution of the labor sphere include labor intellectualization, acquisition of creative nature by labor processes, reduction of opportunity of work results evaluation and rationality of the organization according to formal criteria, etc. (Zaytsev & Verba, 2010, p. 14).

I. Petrova, T. Shpyl'ova and N. Sysolina state that the changes of labor content naturally lead to the acquisition of new features by labor and the transformation of social and labor relations. Labor is becoming more and more creative, it requires a wider freedom of an employee during the professional tasks performance and the management process of own actions. The share of nonstandard solutions is increasing that requires personal development, enrichment of value and motivational sphere. According to the scientists, there are two important trends in the development of labor. On the one side, it is becoming a sphere of realization of the employee's individual characteristics, his exclusive competences, unique abilities, and on the other side – it is increasing the social nature of labor, cooperation, professional engagement and interaction (Petrova, Shpyl'ova & Sysolina, 2010, p. 15).

Many scientists highlight that various sectors of economic activity have such characteristic as flexibility (changeability). R. Kolosova and Ju. Stal'nova give notice that under the influence of flexibility it is taking place transition to a new era in the labor organization and social and labor relations. These trends are significantly changing the nature of such components of social and labor relations, as employment, working conditions, mobility, quality of work force, decision-making process, labor regime, remuneration, etc. These processes are leading to the expansion of another global trend in the development of the social and labor sphere – the individualization of social and labor relations (Kolosova & Stal'nova, 2012, p. 554-555).

Beside the positive changes in the labor sphere and social and labor relations there are negative trends, among which a central position is occupied by unstable employment. In contrast to traditional employment characterized by full-time working day, unlimited-term work contract unstable employment realizes on other principles of relations of the economically active population and employers. Among the forms of unstable employment, it is possible to distinguish fixed-term work contract, part-time work, staff leasing, outsourcing and distance employment.

Based on the results of the research conducted, it has been highlighted trends in the labor sphere and social and labor relations under the conditions of the knowledge economy formation. Among them:

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- increasing innovative component of labor activity as a result of the domination of the innovative technologies and knowledge-intensive production role in the creation of competitive advantages and economic growth;
 - labor intellectualization, increasing proportion of employees engaged in mental and creative work that influences the vocational and qualification structure of enterprises staff, increases the requirements for the level of employees training, requires continual learning, including self-education;
 - automatization and computerization of labor, dissemination of information and communication technologies in all spheres of human activity, in particular in different labor activity spheres, including traditional ones;
 - increasing the share of employees engaged in the information systems and technologies sphere, that leads to growth of demand for IT-specialists, severization of employers' requirements to specialists in different spheres regarding the level of information technologies knowledge, optimization of personnel;
 - growth of the virtual component of labor due to development of information technologies and virtualization of markets, in particular the labor market, that facilitates increasing the availability of information, reducing the time for its search and processing;
 - increasing the demand for "cross functional" employees who have the competence of solving complex tasks, problems relating to different spheres of activity. In that context it is actualizing the need for post-graduate education of employees, acquisition of new knowledge and skills, expanding professional horizons, mastering not only new technologies, but also new professions and specialties;
 - impossibility of heavy regulations not only of the labor process, but also of labor hours, especially for employees engaged in intellectual work that leads to changes in the labor organization;
 - complication of maintaining control over the labor process that leads to increasing employees' autonomy, raising personal responsibility of employees not only for the results of activities, but also for the entire working process;
 - increasing possibilities for creative work due to the growth of the innovative component of labor, on the one side, and the necessity for providing facilities for self-organization, self-control and independent decision-making – on the other;
 - it is often impossible to evaluate work results, and in many cases it isn't necessary to stimulate quantitative indicators, while the requirements for qualitative components of labor are significantly increased, the needs for using resource-saving technologies and cost optimization are updated;
 - changing emphasis in management from human resources management to talent management;

- building relationships between employers and employees, managers and subordinates, among members of the work team on an equal partnership basis that prevents the domination of a certain subject;
- increasing individualization of social and labor relations with regard to labor conditions, organization and remuneration;
- increasing labor flexibility;
- growth of the unstable employment range (staff leasing, outsourcing, distance employment).

The changes taken place in the sphere of social and labor relations dictate new demands on the employee, on the quality of his/her labor force, human capital, on the level of necessary competences development. The creation of innovative products, scientific research results, the implementation of creative methods and approaches require skilled, competent, talented employees who possess intellectual capital, have unique knowledge and abilities, are able to think unconventionally, to solve creatively current problems at the enterprise, to make effective decisions.

It is forming an *employee of modern (innovative, post-industrial) type* under the conditions of the transformation of labor sphere and social and labor relations. The employee of a modern (innovative) type possesses the following characteristics:

- a) high level of mobility, flexibility and adaptability;
- b) high level of self-development and learning ability;
- c) high level of information technologies knowledge, and consequently, a substantial level of awareness;
- d) the desire to find a balance between personal life (family) and work (professional and career development);
- e) the transformation of the people life values, which acquire asymmetric forms:
 - from the egocentrism to the volunteering;
 - from the focusing only on the basic physiological need (food, clothing, recreation) regardless of income level to the focusing on the needs of higher levels (self-actualization, self-affirmation, driving success);
 - from the striving for freedom and personal independence (freelancers, distance employment, self-employment, independent professional activities, work under civil contracts, etc.) to the unwavering loyalty to the company, teamwork, business values;
 - from the desire in any way to be promoted to the post to complete rejection of career growth (downshifting), etc.;
- f) increasing requirements for labor remuneration, especially it concerns for highly qualified, experienced workers, creative and talented ones, employees with exclusive competence intellectual abilities and competencies.

Under the conditions of the ruthless competition, the growth of the labor innovative component and the labor intellectualization employers are increasing requirements for employees' qualification, competence and motivation. Most employers wish to have talented, creative employees with ability to think unconventionally, take the reasonable risk, with high level of motivation, social responsibility and loyalty to the company. In that context, the competition among employers for such employees is escalating in the labor market. The escalating competition in the labor market for competent, talented employees – owners of intellectual capital *necessitates a compensation policy shift*.

Many scientists emphasize the necessity to improve approaches and models of labor remuneration in accordance with modern requirements. The German scientists give notice that employees' knowledge is a determinative factor of enterprise's property value in the new economy, for this reason, employers will try more than ever to retain employees. This can happen firstly because of a labor remuneration system oriented to success (Klodt, Bukh & Khristensen, 2006, p. 177). According to the scientists, one of the most effective labor remuneration systems is employees' participation in the company's profit.

According to the Ukrainian scientists, the main directions of improvement of labor remuneration models are (Novikova, Amosha & Antonyuk, 2012, p. 391):

- implementation of modern multi-factor and flexible remuneration systems;
- provision of benefits package to employee;
- dissemination of such form of income distribution as employees' participation in the company's profit;
- implementation of remuneration system that is based on the competence approach.

An important direction of changing the compensation policy is shifting focus from fulfilling obligations and providing guarantees in accordance with labor legislation and collective bargaining agreements and accords on the market, innovational and social components. It requires the individualization of labor remuneration and the provision of meaningful, structurally well-balanced, decent compensation packages in accordance with the dominant employees' needs and motives and the market price of labor.

The standard (traditional) remuneration system (provision of basic salary and bonuses for the current results) does not attract employees of modern (innovative) type during work search and negotiation with employer (execution of employment agreement) and does not retain at the enterprise. As a result, enterprise cannot attract talented and competent employees and in the case of recruiting them, it will not be able to encourage the achievement of the objectives, key performance indicators and finally retain employees at the enterprise.

It is important to give notice that the modern relationship between the employer and the employee is beyond the scope of traditional distributive relations. At joint-stock companies some employees have become co-owners holding stocks. It is developing different systems of

employees' participation in the company's profit. Such rewards can be equated with an entrepreneurial income, and, consequently, they can more than basic salary or traditional bonuses form employees' sense of participation in business, loyalty to the employer. With the development of social and labor relations, the share of such rewards in the employees' total compensation is constantly increasing.

In addition, in modern conditions it is taking on great importance for employees the following intangible benefits:

- favourable working conditions and psychosocial climate, convenient labor regime;
- possibility to self-actualize;
- possibility to perform creative tasks and work, innovative activities;
- conditions for personal, professional and career development;
- correspondence of life values and suggestion with the business culture of the enterprise;
- company's reputation in the market, in particular in the labor market, the employer brand;
- official recognition of merits (awarding honorary certificates, expression of gratitude, giving gifts with the inscription-gratitude, conferment of title, information of the staff and public about the employee's achievements);
- involvement in business, in particular in designing business strategy and decision-making processes, obtaining reliable information on financial and economic indicators of the enterprise's activities, etc.

These factors have become to play one of the most important roles in the improving company's competitiveness in the labor market, and, therefore, employers cannot include into labor remuneration and propose to employees only tangible rewards and benefits.

It is also important to give notice that remuneration is taken by the employee not only as a reimbursement of time, energy, physical and mental efforts, in particular intellectual abilities, for achievement of the business objectives, key performance indicators, but also as evidence of his/her value for the company. It certainly has a positive influence over employee's self-esteem and self-affirmation, point at his/her social status at the enterprise. The remuneration received by an employee is also a measure of his/her personal and professional self-actualization, professional success, recognition and approval of results and achievements by the company's management and owner.

Fairness, transparency and competitiveness of compensation policy, reward competitiveness, objective differentiation, an integrative approach to the compensation package development, taking into account the employees' basic needs and interests are important not only for encouraging an employees to achieve the necessary results, but also for forming a socially responsible attitude to work, employees' engagement, loyalty, for professional succeeding and further development. It allows for the conclusion that fair and transparent compensation policy based on the labor remuneration individualization and providing decent reward for employees

is an important component of the formation of harmonious social and labor relations between the employer and the employees, and therefore it positively influences the financial and economic business results.

To the contrary, unfairness and nontransparency of compensation policy, nonobjective differentiation, a gap between remuneration and work complexity, position's value, individual and collective results, absence or non-competitiveness of benefits package, not taking into account the employees' basic needs and interests, prejudicial treatment of managers to employees negatively influence their motivation, loyalty, attitude to work and labor productivity. This also negatively influences the employees' attitude to the management, owner, and the company. This policy does not facilitate the harmonization of social and labor relations. It leads to social and labor conflicts and worsening relations in work collective. Ultimately, this situation puts brakes on the innovation development, negatively influences the financial and economic business results; the company loses the competitive position on the market of goods and services.

CONCLUSIONS

Labor intellectualization leads to transformation of a labor sphere and social and labor relations that requires changes of the compensation policy through shifting focus from fulfilling obligations and providing guarantees in accordance with labor legislation and collective bargaining agreements and accords on the market, innovational and social components. It requires the individualization of labor reward, the development fair, transparent compensation models of labor remuneration, the provision of meaningful, structurally well-balanced, decent compensation packages in accordance with the dominant employees' needs and motives and the market price of labor, the employees' contribution into the business results.

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