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## **THE ROLE OF INTERCULTURAL COMPETENCES IN THE PROCESS OF DIGITIZATION OF UKRAINIAN LABOR MARKET**

***Abstract.** The digitization of the labor market is one of the determining drivers of the development of the intercultural competences of its subjects. The digitized labor market ensures effective integration of workers from virtually all countries and regions without changing their physical location. The use of technology in business simplifies the job search process, giving companies access to a wide pool of highly qualified professionals.*

*This creates powerful socio-demographic effects, provides ample opportunity to realize the potential of knowledge, skills and abilities of independent potential professionals. In such circumstances,*

*the issue of eliminating cross-cultural differences in the professional development of personnel from different countries, on which professional basic skills and skills depend, is highly relevant. An important mechanism for counteracting such differentiations is theoretical and practical approaches to the development of intercultural competences, as a set of socio-cultural and linguistic knowledge, communicative skills that can ensure the successful communication of economic entities with speakers of other cultures at all levels of intercultural interaction. This issue is especially relevant for Ukraine, whose employees are actively integrating into outsourced contracts, freelancing, electronic labor exchanges, crowdsourcing platforms and more due to the dynamic development of the global digitized labor market. This makes it possible to solve a number of socially significant problems for our country: reduction of unemployment, job creation, reduction of social tension in depressed regions of different countries of the world, in particular in Ukraine.*

**Анотація.** Діджиталізація ринку праці є одним із визначальних драйверів розвитку міжкультурних компетенцій його суб'єктів. Діджиталізований ринок праці забезпечує ефективну інтеграцію до нього працівників практично усіх країн та регіонів без зміни їх фізичної дислокації. Використання технологій в бізнесі спрощує процедуру пошуку роботи, надає компаніям доступ до широкого пулу висококваліфікованих спеціалістів. Це створює потужні соціально-демографічні ефекти, надає широкі можливості для реалізації потенціалу знань, навичок і вмінь незалежними потенційними професіоналами. За таких умов значною мірою актуалізується питання щодо усунення крос-культурних відмінностей у професійному розвитку персоналу різних країн, від яких залежать професійні базові вміння і навички. Вагомим механізмом нівелювання подібних диференціацій є теоретичні та практичні підходи до розвитку міжкультурних компетенцій, як сукупності соціокультурних та лінгвістичних знань, комунікативних умінь та навичок, здатних забезпечити успішне спілкування економічних суб'єктів з носіями інших культур на всіх рівнях міжкультурної взаємодії.

Дане питання є особливо актуальним для України, працівники якої в силу динамічного розвитку глобального діджиталізованого ринку праці активно інтегруються у нього за каналами виконання аутсорсингових контрактів, фрілансу, електронних бірж праці, краудсорсингових платформ та інше. Це дає змогу вирішити цілу низку суспільно-значущих для нашої держави проблем: скорочення рівня безробіття, створення робочих місць, зменшення соціальної напруги у депресивних регіонах.

**Keywords:** labor market, digitization, intercultural communication, intercultural competences.

**Ключові слова:** ринок праці, діджиталізація, міжкультурні комунікації, міжкультурні компетенції.

**Statement of the problem.** The leading trend in the development of the international economy in the first quarter of the 21st century is the development of the digital economy. It is based on the active introduction to business of digital technologies, artificial intelligence, machine learning, chatbots and blockchain, cloud technologies, smart electric networks, digital medicine. Under such conditions, the forms and methods of employment in the world labor market are undergoing profound changes. This takes on a concentrated expression in the emergence and simultaneous disappearance of entire classes of professions and specialties, a significant simplification of job search procedures, active involvement of the population of virtually all countries in the world in outsourcing contracts commissioned by multinational companies.

At the same time, the global entrepreneurial sector gains unlimited access to highly qualified specialists through the use of electronic labor exchange technologies, freelance and crowdsourcing platforms.

Ukraine also does not fall out of the global trend of digitization of the economy. It has a powerful economic impact on Ukrainian society in the form of resource savings, diversification of sources of income of Ukrainian families, reduction of unemployment,

reduction of social tension, as well as active involvement of citizens in international business networks. This requires a significant increase in the level of intercultural competences of Ukrainian workers in order to enhance their competitive position in the global labor market.

**Analysis of recent research and publications.** Among the scientific works devoted to the problems of digitization of the world economy and the labor market, it is worth mentioning the scientific works of such domestic and foreign scientists as: N. Negroponte [Negroponte N. (1995)], L. Karabarounis and B. Neiman [Karabarounis L. and Neiman B. (2014)], O. Sadova [20], B. Matthew [Matthews B. (2019)], A. Kapustin [17], M. Castels [Castells M. (2010)], S. Sukhova, M. Blix [Blix M. (2017)], A. Sundarayan [Sundararajan A. (2017)], T. Ochs, and U. A. Riemann [Ochs T., Riemann U. (2018)], V. Scuotto, F. Serravalle, A. Murray and M. Viassone [Scuotto V., Serravalle F., Murray A., Viassone M. (2019)]. In their works the ways of application of information technologies in business activity are revealed, transformations of economic systems under the influence of digitization, mechanisms of construction of global digital networks, their influence on the formation of demand and supply in the global markets are analyzed.

**Purpose of the research.** The purpose of the research is to reveal the quantitative and qualitative parameters of the digitization of the Ukrainian labor market and to substantiate the role of intercultural competences in ensuring high competitive positions of Ukrainian workers.

**The key findings.** The beginning of the 2000s was marked by the emergence of a global digital economy that is linked to the development of information networks based on advances in information and telecommunications. According to the research by McKinsey & Co., in the coming decades, robotization will displace 69% of total data processing employment and 64% of data collection [19, p. 85]. One of the latest PWC reports provides data on the reduction of jobs under the influence of automation in different countries of the world by 2030: in the US by 38%, in Germany — by 35%, in the UK — by 20% [15, p. 30]. Thus, in the global format of global trends, the digitization of the world labor market has become one of the main driving forces behind its transformation.

Ukraine has considerable potential for the formation of a digitized labor market due to the active development of digital infrastructure, large-scale coverage of digital production processes, widespread mobile broadband Internet access, improving the quality of communication networks, availability of a wide range of mobile devices. Ukraine's service sector is fully focused on the active introduction of digital technologies, and a significant portion of the service economy's business processes are already undergoing active digitization, including trade, information and communication services, financial services, travel services, and educational services.

According to a report from the International Telecommunication Union Measurement of the Information Society for 2018 [9], the proportion of the population covered by the 3G network was 90% of the population of Ukraine. The three largest generators of Internet traffic in Ukraine are the following digital devices: laptops and personal computers (81%), mobile phones (17%), tablets (2%) [3].

Modern digital technologies form powerful prerequisites for systematic digitization of the labor market in Ukraine, namely: the establishment in the country of high-

performance and flexible employment without attachment of workers to a specific workplace and work schedule; a significant increase in the speed of information transfer between the employee and the employer; improving the quality of information processing on labor market participants; significantly simplify transactions related to pay and cash flow; accelerating the process of transition to electronic document flow (e-contracts, e-signatures, e-invoices, etc.).

However, the most significant impact of digitization on the Ukrainian labor market is the attraction of the national intellectual resource to the global labor market, which is realized through channels of integration with international online employment platforms. Today, Ukraine is an active participant in the global outsourcing and freelance services market. In particular, the results of the research of A.T. Kearney [13] testify that our country is ranked 20th today in the global outsourcing of information technology and business processes. According to the Tech Ecosystem Guide to Ukraine [5], today over 100 international companies in the telecommunications, e-commerce, software and gaming sectors (Samsung, Oracle, Siemens, Ericsson, Wargaming, etc.) have their own research centers. The total number of Ukrainian IT specialists is about 172 thousands and 23 thousands graduates of technical specialties annually fill the Ukrainian labor market [14].

In recent years, Ukrainian IT companies have been actively involved in outsourcing projects in the service industry under the scheme: “product development — operation — transfer”. In Ukraine, the following basic models of outsourced labor are used: outsourcing: staffing model, fixed price outsourcing model, dedicated team model, captive center / unit model, build-operate-transfer outsourcing model. The largest number of employees in the digitized labor market of Ukraine are freelancers, who view their employment as an additional way of realizing intellectual and creative potential and related kind of earnings.

Thus, the active inclusion of Ukrainian workers in the digitized labor market puts forward a number of priority tasks for the formation of a system of intercultural competences in them. Their relevance is due to the fact that effective communication of representatives of different cultures is a prerequisite for successful activity in all spheres of economic activity. Therefore, society is always interested in highly qualified professionals with a high level of professional competence and exceptional understanding of intercultural communication [18, p. 129].

As the interaction of individuals who are carriers of different cultures, intercultural communication is based on symbolic interaction between individuals and groups whose cultural differences can be recognized; perception and attitude to these differences influence the type, form and result of contact [16, p. 141].

Exactly intercultural communication allows to prepare future specialists for effective contacts with other cultures, promotes the development of their intercultural competence. In order to prepare students, they should interact with each other on the basis of active use of active forms and methods of teaching: discussions, didactic games, analysis of specific situations, trainings. These methods allow you to immerse students in active controlled communication, where they can manifest themselves and interact effectively with each other.

It should also be noted that the core of intercultural competences is deep linguistic knowledge as a tool for cognition of another culture and a condition for intercultural communication, as they provide an adequate perception and understanding of the cultural values of another country. The expressiveness and accuracy of the language, the use of winged expressions, sayings, proverbs will provide the student with a higher level of professional competence.

**Conclusion.** Summarizing the above, we can say that the high dynamics of digitization opens up unlimited opportunities for workers to enter the world labor market. This actualizes the problem of active development of students of the system of intercultural competences in order to expand their ability to communicate with foreign partners at the domestic and professional levels.

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