

## Regulating Working Hours in the Transition to Flexible Work

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### ABSTRACT

The COVID-19 pandemic has led to a global shift toward remote and hybrid work, significantly transforming traditional work models. This study examines how these changes have impacted the structure of working hours and analyzes the adjustments made to Ukrainian legislation to address the new realities. It also explores strategies for improving Ukraine's legal framework to foster better work-life balance and employee productivity. The research employs a combination of methods: analysis to evaluate changes in work schedules, synthesis to integrate various elements, induction to draw general conclusions, deduction to apply theories in practice, and abstraction to highlight core traits. Additionally, the study uses generalization to form broader statements. Findings indicate that the global move to flexible work has posed challenges to conventional working time regulations, necessitating new policies that protect workers' rights while balancing flexibility and fairness. With the increasing prevalence of remote and flexible work arrangements, legislative reforms are essential to ensure equitable and fair working hours for all. The findings offer recommendations for reforming Ukraine's labor laws, aligning them with global trends, and advancing education in labor law and social security disciplines.



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## 1. Introduction

The development of a new transnational infrastructure—the Internet—has brought about fundamentally significant changes, impacting not only technology and the economy but also the social structure of society, its value system, employment, and the labor market.<sup>1</sup> For instance, the advent of the World Wide Web has greatly expanded access to labor market information, enabling the creation of databases of job vacancies and facilitating the establishment of multinational companies that employ workers from

<sup>1</sup> Krisha Darji and others, 'DNN-Based Secure Remote Patient Data Analysis Framework for Improving Human Life Expectancy in Healthcare 4.0', *Procedia Computer Science*, 235 (2024), 549–58 <https://doi.org/https://doi.org/10.1016/j.procs.2024.04.054>

anywhere in the world.<sup>2</sup> This transformation of the technological landscape has, in turn, created socio-economic conditions that support the emergence of modern forms of employment.<sup>3</sup>

These conditions are reflected in the intellectualization of labor, the adoption of more efficient manufacturing methods, and the introduction of new forms of relationships in the labor processes of those involved in labor relations. The rapid proliferation of innovative labor organization forms can be attributed to three primary factors: technological, social, and economic.<sup>4</sup> Economic openness acts as a powerful driver of the global expansion of modern Information and Communication Technology (ICT). The growth of transnational corporations and international enterprises is fueled by key factors of economic globalization, such as the international division of labor, cross-border disparities in labor costs, and enhanced capabilities for swiftly acquiring highly skilled labor due to reduced information transmission costs.<sup>5</sup> ICTs play a pivotal role in this transformation, seamlessly integrating into this historical trend. By automating routine tasks through computer-directed production processes, ICTs not only replace traditional labor but also enhance efficiency, productivity, and innovation across industries, reshaping global labor markets.<sup>6</sup>

In recent years, remote employment has emerged as a significant challenge in labor relations globally. Young and ambitious employees increasingly prefer remote work, operating from cafes, their homes, or other convenient locations. This trend stems from shifting business priorities, as organizations aim to reduce labor costs while enhancing employee comfort and engagement.<sup>7</sup> Large Ukrainian companies are gradually transitioning their IT, accounting, marketing, and creative teams to remote work arrangements. While these changes have brought positive outcomes, significant gaps remain in Ukrainian legislation regarding the regulation of working hours within the framework of flexible employment.<sup>8</sup> These legal shortcomings create obstacles to the effective implementation of modern work models, necessitating urgent research and reforms in labor norms. Revising organizational and legal frameworks can address

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<sup>2</sup> Harry Spaling, 'Analyzing Cumulative Environmental Effects of Agricultural Land Drainage in Southern Ontario, Canada', *Agriculture, Ecosystems & Environment*, 53.3 (1995), 279–92 [https://doi.org/https://doi.org/10.1016/0167-8809\(94\)00567-X](https://doi.org/https://doi.org/10.1016/0167-8809(94)00567-X)

<sup>3</sup> Yifei Ding and others, 'Digitized Fuel Load Survey in Commercial and University Office Buildings for Fire Safety Assessment', *Fire Safety Journal*, 150 (2024), 104287 <https://doi.org/https://doi.org/10.1016/j.firesaf.2024.104287>

<sup>4</sup> Anna Bottasso and others, 'Labor Market Regulations and Firm Adjustments in Skill Demand', *Journal of Public Economics*, 242 (2025), 105292 <https://doi.org/https://doi.org/10.1016/j.jpubeco.2024.105292>

<sup>5</sup> Quan Li and others, 'Impact of Financial Regulation on Labor Income Share: Evidence from China', *Pacific-Basin Finance Journal*, 88 (2024), 102538 <https://doi.org/https://doi.org/10.1016/j.pacfin.2024.102538>

<sup>6</sup> Fen Qin and Zhe Liu, 'Environmental Regulation and Labor Demand: Evidence from China's Air Pollution Prevention and Control Action Plan', *Heliyon*, 10.13 (2024), e33310 <https://doi.org/https://doi.org/10.1016/j.heliyon.2024.e33310>

<sup>7</sup> Hao Wang and others, 'The Social Effects of Energy Regulation: Energy-Consuming Rights Trading System and Corporate Labor Demand', *Journal of Environmental Management*, 366 (2024), 121842 <https://doi.org/https://doi.org/10.1016/j.jenvman.2024.121842>

<sup>8</sup> Md Mahmudul Hoque, 'A Critical Review of Bangladesh's Child Labor Regulations and Policies', *World Development Sustainability*, 5 (2024), 100177 <https://doi.org/https://doi.org/10.1016/j.wds.2024.100177>

unemployment challenges and promote stability in the labor market, as labor laws must evolve to align with changing workplace dynamics.<sup>9</sup>

This trend was accelerated by the COVID-19 scenario, which led to a marked increase in the use of remote and hybrid work. This changed the usual methods of workflow management, allowing workers more freedom to organize their working days and more flexibility in planning.<sup>10</sup> With the introduction of new organizational structures, the requirement to appear at work at a certain hour was canceled.<sup>11</sup> Several scholars have explored the issue of flexible forms of work and working hours during the pandemic, in particular, Vyas (2022) has explored how the coronavirus pandemic has affected the labor market, in particular the introduction of flexible working arrangements, the new employee-employer relationship, and work-life balance. He analyses how these changes, in particular hybrid and remote work, will affect traditional practices and the future of the labor market. Toniolo-Barrios and Pitt (2021) explored the impact of the COVID-19 pandemic on homeworking, in particular the difficulties in separating work and personal life. The pandemic led to reduced productivity, and motivation, increased stress, and worse mental health for workers. He suggests using mindfulness as a way to alleviate these problems, improve attention to work, and manage screen fatigue.

Niebuhr et al. (2022) investigated the impact of working from home (WFH) on health and job satisfaction among German workers. The analysis showed that the functionality of technical equipment at home has a positive effect on health and job satisfaction. However, a greater proportion of working from home is associated with increased stress symptoms and reduced job satisfaction. The feeling of increased autonomy positively affects the pleasure of work. The results indicate a need for legal regulations to work from home. Von Gaudecker et al. (2020) investigated the impact of social distancing due to the COVID-19 pandemic on working hours in the Netherlands. It was found that the total number of working hours decreased, especially among self-employed and less educated persons. Workers with higher education work more hours from home. Government support reduces unemployment and working from home is maintained for many workers. Chung and Van der Horst (2020) investigated the impact of different types of flexible working arrangements on unpaid overtime work in the UK. The results show that flexible working hours, often introduced to improve work-life balance, do not significantly increase unpaid overtime. Instead, controlling the schedule introduced to improve efficiency can lead to higher hours, especially for male and female professionals without children. It can also deepen gender inequalities in the labor market.

The aim of this study is to examine the impact of COVID-19 on working hours by analyzing remote and hybrid work models alongside Ukrainian legislation. The research

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<sup>9</sup> Hui Xu and Xin Liu, 'Urban Environmental Regulation, Firms' Emission Reduction Strategies and Labor Demand: Evidence from China', *Economic Analysis and Policy*, 84 (2024), 589–609 <https://doi.org/https://doi.org/10.1016/j.eap.2024.09.018>

<sup>10</sup> Juan S Mora-Sanguinetti and Andrés Atienza-Maeso, 'How Effective Is Equality Regulation in Reducing Gender Gaps in the Labor Market? ☆', *Journal of Policy Modeling*, 46.5 (2024), 823–46 <https://doi.org/https://doi.org/10.1016/j.jpolmod.2024.05.003>

<sup>11</sup> Pavel Chakraborty, Devashish Mitra, and Asha Sundaram, 'Import Competition, Labor Market Regulations, and Firm Outsourcing', *Journal of Development Economics*, 168 (2024), 103272 <https://doi.org/https://doi.org/10.1016/j.jdeveco.2024.103272>

evaluates changes in corporate schedules to enhance productivity and compares these practices with Ukrainian legislative adaptations. The focus is on developing solutions to improve the legal regulation of working hours and promote a healthier work-life balance. A key aspect of the study involves a comprehensive analysis of Ukrainian legislation to assess its alignment with contemporary working conditions, particularly in the context of global trends. This includes evaluating existing laws on remote work and identifying gaps that may obstruct the effective implementation of flexible working hours.

## 2. Research Method

The study employs a range of analytical methods to assess how remote and hybrid work, which emerged post-COVID-19, has influenced working time planning.<sup>12</sup> The first step involves a detailed analysis of adjustments to work schedules in global organizations such as Microsoft, Google, and Unilever. This analysis evaluates the impact of new work patterns on employee satisfaction, productivity, and overall well-being, establishing a relationship between flexible working hours and work outcomes.<sup>13</sup> Data analytics facilitated the collection of insights on changes in working hours, conditions, and employee satisfaction. Data synthesis was used to integrate findings into a cohesive whole, revealing broader patterns. An inductive approach enabled the formulation of generalizations based on specific examples, such as changes in work schedules in transnational companies and the Ukrainian context. This helped identify best practices and determine which aspects could be adapted to Ukraine. Deductive reasoning was employed to evaluate the effectiveness of initiatives, applying theoretical ideas such as work-life balance to assess their impact on employee motivation and productivity.<sup>14</sup>

The dialectical method further enriched the analysis by examining the interaction between social, economic, and legal factors influencing working time organization. The analytical method allowed for extensive data collection from diverse sources, including employee surveys, performance reports, and legal documents.<sup>15</sup> These insights led to proposals for improving working conditions and adapting to evolving requirements. Comparative analysis highlighted parallels and differences between the strategies employed by multinational companies and those in Ukraine. For instance, comparing the introduction of a shorter workweek in Western organizations with practices in Ukraine revealed actionable features to enhance productivity and reduce stress for Ukrainian workers.<sup>16</sup> The final step, generalization, enabled a careful synthesis of findings to draw

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<sup>12</sup> Jawade Hafidz and others, 'The Corruption Reduction with an Administrative Law Approach : Evidence from Australia', *Journal of Human Rights, Culture and Legal System*, 4.3 (2024), 822–41 <https://doi.org/https://doi.org/10.53955/jhcls.v1i3.396>

<sup>13</sup> Lis Julianti, 'The Digitalization of Investment Developing Tourism Industry Impact On', *Journal of Human Rights, Culture and Legal System*, 4.3 (2024), 655–81 <https://doi.org/https://doi.org/10.53955/jhcls.v4i3.289>

<sup>14</sup> Norma Sari and others, 'The Regulations of Protection Tourists in High-Risk Tourism Destination', *Journal of Human Rights, Culture and Legal System*, 4.3 (2024), 803–21 <https://doi.org/https://doi.org/10.53955/jhcls.v4i3.366>

<sup>15</sup> Bambang Manumayoso and others, 'Oil and Gas Fiscal Term Regulations Based on Ecological Justice', *Journal of Sustainable Development and Regulatory Issues*, 2.3 (2024), 233–63 <https://doi.org/https://doi.org/10.53955/jsderi.v2i3.50>

<sup>16</sup> Reza Octavia Kusumaningtyas and James Kalimanzila, 'The Impact of Tax Incentive on Increase Foreign Direct Investment', *Journal of Sustainable Development and Regulatory Issues (JSDERI)*, 1.2 (2023), 51–63 <https://doi.org/10.53955/jsderi.v1i2.7>

broad conclusions. This step ensured the development of detailed proposals aimed at improving Ukraine's legislative framework and advancing time management practices to meet the demands of modern labor dynamics.<sup>17</sup>

### 3. Results and Discussion

#### 3.1. Regulating Working Hours in the Transition to Flexible Work

Working time is the amount of time that an employee needs to perform tasks defined in his employment contract by the law or mutual agreement of the parties. The number of hours worked during the working day or working week determines the length of working time. Under the working day understand the time that the employee spends on work during the day according to the established schedule. The number of hours worked per week determines the working week. Employee with flexible work schedules can change their schedule, place of work, or job responsibilities according to their unique needs or circumstances. By increasing business efficiency and productivity, these types of employment emphasize helping workers find a balance between personal and professional life. Employers can encourage their employees to work more productively and perform more innovative and creative tasks, by providing flexible working hours.<sup>18</sup>

Flexible employment allows employees to demonstrate their dedication, increase motivation, and reduce absenteeism by providing greater control over their work arrangements. Some of the most popular types of flexible employment include flexible work schedules, where employees can independently choose their start and end times while maintaining a set number of hours per day or week, and remote work, which allows employees to work from home or any location without being physically present in the office. A shorter working week enables employees to work fewer days while keeping their total hours, often paired with longer workdays. Workplace division involves two employees sharing one position by distributing responsibilities and working hours between them. Part-time work reduces the number of hours per week to fewer than the standard, such as 20–30 hours instead of 40. Lastly, a compressed working week allows employees to work the full number of hours over fewer days, such as four 10-hour days instead of five 8-hour days.<sup>19</sup>

There are working weeks of five and six days. The rules of internal labor regulations, or schedules of variability, which are approved by the owner or his authorized body in agreement with the elected body of the primary trade union organization of the enterprise, institution, or organization, determine the duration of daily work. Work with a five-day working week by the established duration of the working week. Nevertheless, there are cases when a six-day working week with one day off is established at individual enterprises, institutions, and organizations by the nature of their production, and the use of

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<sup>17</sup> Lego Karjoko and Makhabbat Ramazanova, “ ‘ Good Faith ’ in Land Transaction : A Comparative Analysis of the USA and Netherlands Law”, *Journal of Sustainable Development and Regulatory Issues*, 2.3 (2024), 185–208 <https://doi.org/10.53955/jsderi.v2i3.49>

<sup>18</sup> Christian Braathen, Julio C Goetz, and Mario Guajardo, ‘Autonomous Ferries in Light of Labor Regulations—A Passenger Perspective’, *Maritime Transport Research*, 7 (2024), 100115 <https://doi.org/https://doi.org/10.1016/j.martra.2024.100115>

<sup>19</sup> Samuel Dodini, ‘The Spillover Effects of Labor Regulations on the Structure of Earnings and Employment: Evidence from Occupational Licensing’, *Journal of Public Economics*, 225 (2023), 104947 <https://doi.org/https://doi.org/10.1016/j.jpubeco.2023.104947>



a five-day working week is inappropriate. Working time is divided into two categories: basic working time, the amount of time an employee is required to work by law or contract, and non-basic working time, which is a legally protected deviation from basic working time. The first type consists of regular, reduced hours for part-time work. And now about the non-essential: additional work, weekends, and holidays.<sup>20</sup>

The most necessary human need is a healthy regime of work and rest. In this sense, the promotion of rest and control over working time are the two most important components of increasing incentives for labor participation. Increased autonomy of workers has always been associated with flexible working hours. Some professionals perform their tasks quickly, and then wait in the wings until the end of the day. In this case, a flexible schedule can be an excellent motivation. If someone works quickly and well, he will understand that he does not need to sit at the table.<sup>21</sup>

Flexible work schedule is governed by the provisions of the collective agreement or internal labor rules of the enterprise, approved by the trade union. Flexible working hours and non-standard employment have increased the introduction of a new management philosophy as a result of it. This is because it has improved work discipline and instilled in workers a conscientious and innovative work ethic. The employer can guarantee the qualifications and aspirations of employees, increase productivity and efficiency, and maintain the financial stability of the company by creating individual work schedules and workloads for each employee. In addition, they can prevent problems that arise from the need to lay off employees in the event of an economic crisis or organizational or managerial changes.<sup>22</sup>

Giving workers the freedom to choose when to finish work helps them balance work and personal commitments. However, it is more difficult to distinguish working time from personal time, as employees can collaborate and complete projects outside the normal working day. However, blurring boundaries causes problems with emotional exhaustion and overload. Employees working from home are often encouraged to work more hours as there is no clear line between business and personal commitments. This is especially true for people who have a flexible schedule without a clear end of the working day or work remotely full time. The physical barriers that separate work from home are absent, which increases stress and reduces recovery and rest time. This effect can persist even in a hybrid work structure where workers spend some time in the office.<sup>23</sup>

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<sup>20</sup> Guanghui Cui and others, 'Does Environmental Regulation Affect the Labor Income Share of Manufacturing Enterprises? Evidence from China', *Economic Modelling*, 123 (2023), 106251 <https://doi.org/https://doi.org/10.1016/j.econmod.2023.106251>

<sup>21</sup> Louis A Okwaro and Judith Korb, 'Epigenetic Regulation and Division of Labor in Social Insects', *Current Opinion in Insect Science*, 58 (2023), 101051 <https://doi.org/https://doi.org/10.1016/j.cois.2023.101051>

<sup>22</sup> Samuel N Beshers, 'Regulation of Division of Labor in Insects: A Colony-Level Perspective', *Current Opinion in Insect Science*, 61 (2024), 101155 <https://doi.org/https://doi.org/10.1016/j.cois.2023.101155>

<sup>23</sup> Letizia Dal Santo and others, 'Emotional Labor as Emotional Regulation: Italian Adaptation and Longitudinal Validation of the Scale among Undergraduate Nursing Students', *Nurse Education in Practice*, 66 (2023), 103516 <https://doi.org/https://doi.org/10.1016/j.nepr.2022.103516>

Moving from controlling working times to evaluating performance is another important step. In the traditional office model, employees were assessed on the number of hours they worked, but remote and hybrid working requires a change in perspective that focuses on performance and productivity rather than time spent at work. To this end, many European countries have introduced new digital tools for monitoring development and results. These tools include online communication platforms, project management software, and other technologies that enable performance monitoring. The growth of remote work has changed the rules of work in European countries, in addition to productivity and time management. States began to think about whether to create new standards governing work in remote environments. One of these important measures was to consolidate the rights of workers to break away from work at the end of the working day, as it was, for example, in France. This privilege protects employees from undue interference by the employer in their personal lives and reduces the risk of professional burnout.<sup>24</sup>

One of the important effects of the growth of hybrid work is the change in the interaction of employees. Online solutions have become more important for remote teams to manage work and organize tasks. Also, it made it difficult to maintain team spirit and communication. The difference between remote workers and those most likely to be in the office can be worrying. To prevent this, companies are introducing new collaboration models and encouraging open communication between all team members, even if they are physically absent. The COVID-19 epidemic caused a significant acceleration in the global transition to flexible forms of labor, which necessitated new methods of regulating working hours. Ukrainian businesses have created various methods of time management in response to changing market conditions, with an emphasis on achieving a balance between employee productivity and job satisfaction. The experience of Ukrainian business is an intriguing illustration of how to adapt to changing circumstances and methodological variations.<sup>25</sup>

One of the most popular strategies has become the use of flexible working hours, which allow employees to organize their working time while maintaining the same number of hours worked. This is practical for companies in the creative or IT sectors, where deadlines are less important than results. Flexible working is now actively used by companies such as SoftServe and Genesis. Employees now have greater freedom to decide when their working day starts and ends, allowing them to better manage their personal and professional lives. The introduction of remote work is another such. Many companies, including Grammarly and Ajax Systems, have switched to a fully remote or hybrid work style, with employees working both at home and in the office.<sup>26</sup>

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<sup>24</sup> Pavel Chakraborty, Anindya S Chakrabarti, and Chirantan Chatterjee, 'Cross-Border Environmental Regulation and Firm Labor Demand', *Journal of Environmental Economics and Management*, 117 (2023), 102753 <https://doi.org/https://doi.org/10.1016/j.jeem.2022.102753>

<sup>25</sup> Maria Koumenta, Mario Pagliero, and Davud Rostam-Afschar, 'Occupational Regulation, Institutions, and Migrants' Labor Market Outcomes', *Labour Economics*, 79 (2022), 102250 <https://doi.org/https://doi.org/10.1016/j.labeco.2022.102250>

<sup>26</sup> Chunhua Chen and others, 'Does Environmental Regulation Affect Labor Investment Efficiency? Evidence from a Quasi-Natural Experiment in China', *International Review of Economics & Finance*, 80 (2022), 82–95 <https://doi.org/https://doi.org/10.1016/j.iref.2022.02.018>

In addition to increasing production volumes, this allowed us to save on renting office space, which was especially important for large businesses in Kyiv and other large cities. Also, enterprises use creative methods to monitor employee productivity to standardize working hours. For example, Rozetka has introduced a system of KPI (Key Performance Indicators), which is focused on achieving specific results, and not on hourly accounting of working hours. Therefore, it is important not how much a person worked in his position, but the results that he achieved in a certain period. It is also important to note that some industrial enterprises, such as Metinvest, are testing the concept of a shorter working week. Employees can work more but get more vacation days, which increases motivation and reduces exhaustion.<sup>27</sup>

The transition to a flexible form of work in Ukraine shows how the company can adapt to new problems. Employees` productivity can be improved through flexible work schedules, which also improves their physical and mental health. This is especially useful when stress and uncertainty are high. The usage of a flexible (free, sliding) work schedule, where the employee is given the freedom to determine the beginning and end of the working day, provided that the required number of hours are worked, was originally introduced in Germany in 1967. Under pressure from trade unions, Sweden introduced a system of flexible working hours in the 1960s. It is now the second most flexible country in the EU, after Latvia. Subsequently, the United States, Switzerland, Norway, the United Kingdom, and other industrialized countries adopted a similar approach.<sup>28</sup>

The International Labor Organization has created a set of global labor standards to give men and women the chance to work good and productive jobs while maintaining their freedom, equality, security, and dignity. Based on these proposals, during the response to the COVID-19 crisis, legislation began to form that established labor standards in Ukraine. Decree of the Cabinet of Ministers of Ukraine dated March 11, 2020 No. 211 established quarantine, which prohibits multiple mass gatherings of more than 200 people to prevent the spread of the COVID-19 coronavirus in the country. In addition, several laws were adopted in Ukraine by the needs of the time, including “On Amendments to Certain Legislative Acts of Ukraine on Improving the Legal Regulation of Remote, Home-Based Work and Labor with a Flexible Mode of Labor” and “On Amendments to Certain Legislative Acts of Ukraine Aimed at Preventing the Emergence and Spread of Coronavirus Disease (COVID-19)”. These laws laid the foundation for legal regulation of specific working hours.<sup>29</sup>

The Law of Ukraine No. 540-IX “On Amendments to Certain Legislative Acts Aimed at Providing Additional Socio-Economic Guarantees in Connection with the Spread of Coronavirus Disease (COVID-19)” was adopted by the Verkhovna Rada as a continuation

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<sup>27</sup> Ruixiang Xiong, Qian Wan, and Wenquan Liang, ‘On Foreign-Invested Enterprises’ Exit: Economic Development or Labor Market Price Regulation?’, *China Economic Quarterly International*, 2.3 (2022), 215–26 <https://doi.org/https://doi.org/10.1016/j.ceqi.2022.08.006>

<sup>28</sup> Eva M Berger and others, ‘Self-Regulation Training and Job Search Input: A Natural Field Experiment within an Active Labor Market Program’, *Journal of Behavioral and Experimental Economics*, 98 (2022), 101858 <https://doi.org/https://doi.org/10.1016/j.socec.2022.101858>

<sup>29</sup> Yu Fang and others, ‘Major Royal Jelly Proteins Influence the Neurobiological Regulation of the Division of Labor among Honey Bee Workers’, *International Journal of Biological Macromolecules*, 225 (2023), 848–60 <https://doi.org/https://doi.org/10.1016/j.ijbiomac.2022.11.150>



of the legal regulation of labor relations. The final provisions provide that during the quarantine or restrictive measures related to the spread of coronavirus disease (COVID-19), the employer can send an employee to perform work determined by an employment contract from home for a certain period. The employer may also grant the employee leave with the consent of the employee. In addition, the rights of the employer to change the ways of activities of bodies, institutions, enterprises, and organizations, in particular regarding the reception and service of citizens and legal entities, have been expanded. In such situations, employers should make it possible to inform the public through websites and other communication channels.<sup>30</sup>

Taking into account the requirements of the present, the corresponding amendment to the Labor Code of Ukraine is Article 21, which improves the definition of the concept of “employment contract” and abolishes the requirement for the employee to comply with the rules of internal labor regulations. The list of reasons for concluding an employment contract in writing has also been extended. Thus, Article 24 of the Labor Code of Ukraine is supplemented by paragraph 6-1 “Conclusion of an employment contract on remote (home) work”. In addition, this law amended the previous version of Article 60 of the Labor Code, which was entitled “Dividing working time into parts”. It is noted that in enterprises with special requirements and the nature of work in the manner and cases provided for by law, the working day can be divided into parts, provided that the total duration of working time does not exceed the established working day. As a rule, a certain form of article was used to facilitate the service of the population, especially trade institutions, catering establishments, household and communal services, urban transport drivers, etc. The aim of the Ukrainian Labor Code version of Article 60 was to regulate the idea of flexible working hours. This concept today should be understood as a form of labor organization that allows the establishment of a labor regime that differs from the established rules of internal labor regulations, subject to the established daily, weekly, or for a certain accounting period (two weeks, a month, etc.) working hours.<sup>31</sup>

Following improvements in March 2020, this paper has gained a deeper understanding of the individual working time regimes. This is a written agreement between the employer and the employee, regardless of the form of ownership, which allows the employee to work flexible hours for an indefinite period. One of the novelties is that homework can be introduced by order of the employer without concluding a written employment contract in the event of an emergency related to a man-made, natural, or other disaster, the threat of an epidemic or pandemic, the need for self-isolation of the employee in cases established by law, and in the event of an armed attack. Before the introduction of homework, but within two days from the date of issue of the order, the employee must familiarize himself with the order.<sup>32</sup>

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<sup>30</sup> Akhil Shetty and others, ‘An Analysis of Labor Regulations for Transportation Network Companies’, *Economics of Transportation*, 32 (2022), 100284 <https://doi.org/https://doi.org/10.1016/j.ecotra.2022.100284>

<sup>31</sup> Won Ju Hwang and Eun Hee Park, ‘Developing a Structural Equation Model from Grandey’s Emotional Regulation Model to Measure Nurses’ Emotional Labor, Job Satisfaction, and Job Performance’, *Applied Nursing Research*, 64 (2022), 151557 <https://doi.org/https://doi.org/10.1016/j.apnr.2021.151557>

<sup>32</sup> John Allen and Linn Axelsson, ‘Border Topologies: The Time-Spaces of Labour Migrant Regulation’, *Political Geography*, 72 (2019), 116–23 <https://doi.org/https://doi.org/10.1016/j.polgeo.2019.04.008>

The evidence of such a distinction regarding the approval of the necessary written form of registration of an employment contract on remote work is currently insufficient. Given the possibility of disagreement between the parties to the employment contract regarding the feasibility of introducing such structures of labor organization. Additionally, the authors believe that the definition of the organization of the use of home labor in Art. 601 and Art. 602 of the Labor Code of Ukraine is not entirely clear, especially given the uncertainty about obtaining consent for such a labor organization.<sup>33</sup> For example, the legislation provides that to establish flexible working hours, the employer and the employee must obtain written consent. However, this need does not apply to work performed at home or remotely. Employers can use this loophole to hide the true number of employees. Although this is a restriction on the rights of the employees themselves, it is also advisable to note that for those who work remotely, an agreement between the employer and the employee is still required, but only if the employee works at the workplace in the property or the premises of the enterprise, institution, organization or authorized person of the body. Given the above, it can be concluded that modern methods of labor organization and timely updating of labor legislation made it possible to combine the personal and professional interests of employees during the coronavirus as efficiently as possible, as well as reduce staff turnover and increase efficiency ratios, and improve job satisfaction.<sup>34</sup>

Despite the changes made, there are still some gaps and problems in the Ukrainian legislation on flexible working that need to be corrected to improve regulation. Even though the law allows remote work, there are legal loopholes when it comes to the process of concluding such employment contracts. In particular, it is not always necessary to reach a formal agreement, which can lead to legal conflicts between employers and employees. In emergencies, the legislation allows businesses to use remote work or flexible hours without a formal agreement. When companies unofficially change working conditions without consulting employees, this can lead to misuse. In defiance of these obstacles, the legislation adopted during the epidemic laid the foundation for the emergence of a flexible form of labor in Ukraine. However, for the successful use of these achievements, additional changes and clarity of the law are required.<sup>35</sup>

A remote working environment requires clear regulations governing workers' rights, in particular working hours, breaks, and the protection of health and safety in the workplace. One persistent problem is the lack of a defined process for resolving disputes arising from flexible schedules or remote work. More regulation is needed on issues such as vacation, paying workers to work outside of office hours, and separating work and personal time. Remote work and flexible work schedules may have clear requirements regarding social

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<sup>33</sup> Ousmanou Njikam, 'Trade Liberalization, Labor Market Regulations and Labor Demand in Cameroon', *International Review of Economics & Finance*, 43 (2016), 525–41 <https://doi.org/https://doi.org/10.1016/j.iref.2016.02.001>

<sup>34</sup> Irène Selwaness and Chahir Zaki, 'On the Interaction between Exports and Labor Market Regulation: Evidence from the MENA Countries', *The Quarterly Review of Economics and Finance*, 73 (2019), 24–33 <https://doi.org/https://doi.org/10.1016/j.qref.2018.05.011>

<sup>35</sup> Emmanuel Mamatzakis and others, 'Does Labour Regulation Affect Technical and Allocative Efficiency? Evidence from the Banking Industry', *Journal of Banking & Finance*, 61 (2015), S84–98 <https://doi.org/https://doi.org/10.1016/j.jbankfin.2015.06.012>

guarantees, such as paid sick leave. Gaps remain in the current legislation regarding the social protection of these workers.<sup>36</sup>

It is necessary to develop a clear regulation of the legal status of remote work, establishing the mandatory conclusion of written labor contracts for all types of remote work, even in emergencies, to eliminate the shortcomings of legislation in the field of flexible forms of labor in Ukraine. To maintain a balance between business and home life, it is also important to control working hours by setting precise guidelines for working hours and breaks. Social protections such as paid leave, leave and pension plans offered to workers in typical workplaces should also apply to workers with flexible hours and remote work. Laws should determine the employer's obligation to reimburse employees for expenses incurred while working at home and provide them with the tools necessary for this. The introduction of flexible working hours can lead to labor conflicts. To resolve these conflicts, it is important to implement effective labor dispute resolution systems, such as simplified employee complaint processes.<sup>37</sup>

Government programs or tax breaks for companies that actively promote flexible working arrangements are a good idea. It is also advisable to offer training programs for employees that will help them adapt to changes in the working environment. By carrying out these actions, it will be possible to eliminate existing legislative loopholes and ensure fairer working conditions for all participants in labor relations. Today, companies around the world use numerous strategies to maintain a balance between work and personal life and change their work schedule, trying to increase productivity and satisfy employees. Adopting a flexible work schedule that promotes productivity and allows employees to work when they feel comfortable is an important first step.<sup>38</sup>

Removing the constraints of the standard 9-hour week and giving employees more flexibility over their schedules results in happier employees. International companies are introducing new technological solutions to ensure the effectiveness of such flexibility. They coordinate projects through online platforms, interact through digital technologies, and track their progress through software. Teams working in different countries or time zones may now be easier to coordinate. However, the main goals of these technological solutions are to ensure efficiency and give employees more choices regarding work schedules. Employees stress levels are reduced and they remain motivated unless they feel constant observation or pressure to get the job done on time.<sup>39</sup>

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<sup>36</sup> Andrea Filippetti and Frederick Guy, 'Labor Market Regulation, the Diversity of Knowledge and Skill, and National Innovation Performance', *Research Policy*, 49.1 (2020), 103867 <https://doi.org/https://doi.org/10.1016/j.respol.2019.103867>

<sup>37</sup> Ritam Chaurey, 'Labor Regulations and Contract Labor Use: Evidence from Indian Firms', *Journal of Development Economics*, 114 (2015), 224–32 <https://doi.org/https://doi.org/10.1016/j.jdeveco.2014.12.008>

<sup>38</sup> Tengfei Zheng, Yao Zhao, and Jiarong Li, 'Rising Labour Cost, Environmental Regulation and Manufacturing Restructuring of Chinese Cities', *Journal of Cleaner Production*, 214 (2019), 583–92 <https://doi.org/https://doi.org/10.1016/j.jclepro.2018.12.328>

<sup>39</sup> Rita K Almeida and Jennifer P Poole, 'Trade and Labor Reallocation with Heterogeneous Enforcement of Labor Regulations', *Journal of Development Economics*, 126 (2017), 154–66 <https://doi.org/https://doi.org/10.1016/j.jdeveco.2017.01.004>

Moreover, many multinationals, imitating France, have policies that allow workers not to work after hours. Imposing an official restriction on calls and emails sent after hours is one strategy to protect employees' "personal time" and prevent burnout. Some companies even implement "quiet hours" or weeks without meetings, which allows employees to work without interruption through calls or meetings.<sup>40</sup> In addition, as they realize how important it is for their workers to have good mental health, global corporations are providing more and more opportunities for recreation and rehabilitation. Some companies offer additional paid leave or special wellness programs, including sports teams, meditation groups and counselling services. This encourages emotional balance and prevents burnout, which negatively affects the outcome. The next significant change was the introduction of a shorter working week. Individual enterprises test a four-day working week without reducing wages. This strategy demonstrates how reducing working hours without compromising quality can sometimes lead to comparable, if not better, results through improved concentration and productivity. Employees work with more enthusiasm because they have more time for family, personal life, and leisure, which increases overall productivity.<sup>41</sup>

Next, look at examples of international companies which changing their working models in a several ways to increase productivity and improve work-life balance. One notable example is Microsoft. Employees of the Japanese headquarters tried to shorten the working week in 2019, requiring them to work only four days a week. Production grew by 40%, despite a shorter working day. Employees found that a shorter work week improved their ability to focus on their most important activities as they worked fewer hours. They also had more time to relax and spend with family, which greatly reduced stress levels and increased job satisfaction. Thanks to the success of this experiment, Microsoft decided to explore the possibility of introducing a similar approach in other offices around the world.<sup>42</sup>

Google has taken another big step towards a flexible working day. It has long supported flexible working hours, giving employees the freedom to choose the start and end of working days to better manage their personal and professional obligations. Google also introduced a policy known as "no-appointment weeks", allowing employees to focus on their work without interrupting them with calls and meetings during the week. This allows people to reduce the stress caused by constant breaks and the obligation to attend meetings, as well as increase productivity. In 2020, Unilever experienced a shortened working week in New Zealand. Although the workers only worked four days a week, they received full pay. His goal was to discover how a shorter working day would affect productivity and overall job satisfaction. The experiment proved successful as employees improved their time management, became more focused, produced a lot, and had more time for family and

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<sup>40</sup> Elena Del Rey, Sergi Jimenez-Martin, and Judit Vall Castello, 'Improving Educational and Labor Outcomes through Child Labor Regulation', *Economics of Education Review*, 66 (2018), 51–66 <https://doi.org/https://doi.org/10.1016/j.econedurev.2018.07.003>

<sup>41</sup> James B Ang and Per G Fredriksson, 'Culture, Legal Heritage and the Regulation of Labor', *Journal of Comparative Economics*, 46.2 (2018), 616–33 <https://doi.org/https://doi.org/10.1016/j.jce.2017.11.007>

<sup>42</sup> Selwaness and Zaki.

hobbies. This demonstrates how productivity gains can be achieved without sacrificing work success, even if the working week is shortened.<sup>43</sup>

Another example is Salesforce; after COVID-19, he introduced a new paradigm of work called “Success from Everywhere”. Employees have full control over how and when they manage their work schedule under this paradigm, allowing them to work from anywhere. Salesforce offers all the requirements for effective work, regardless of whether a person has decided to work remotely or only occasionally visits the workplace. Employees balance their personal and professional lives better when they feel less constrained in the office and free. Because people can work in comfortable environments and feel more responsible for their work, it also helps the organization increase productivity. One of the pioneers of the e-commerce sector, Shopify, has also changed its policy on work schedules, allowing employees to work “anywhere” during the pandemic. Since remote work allows employees to manage their time and resources more efficiently, Shopify has made it an integral element of corporate culture. A key component of this strategy was providing workers with the tools and assistance they needed to work productively at home, as well as setting clear expectations about work-life balance. In addition, Shopify stresses the importance of “disconnecting” from work-related activities at the end of the day to prevent exhaustion and overwork are common problems among remote workers.<sup>44</sup>

The German company Siemens also decided to use planning flexibility in the aftermath of the epidemic. As part of the company’s new approach to prioritizing results over time spent in the office, Siemens employees are allowed to work at home two to three days a week. Siemens is also making significant investments in digital technologies so that employees can interact effectively from anywhere. With this solution, workers can better manage their schedules and improve productivity, while also creating an environment that promotes flexibility and balance. These practical examples show how multinational corporations are actively looking for new ways to change work schedules to the requirements of the modern labor market. They work hard to give their employees greater autonomy and flexibility, which promotes work-life balance, productivity, and employee satisfaction.<sup>45</sup>

Ukraine should adopt several useful strategies used by other countries and international companies to change work schedules to increase productivity, increase employee happiness, and improve work-life balance. A useful approach that deserves attention is a shorter working week. For example, Microsoft and Unilever are testing a four-day workweek without any pay cut, and the results show it improves worker productivity and reduces stress levels. In Ukraine, this strategy can be useful in some areas of the economy, where the emphasis on the result can supplant the need for an extended working day. This can increase employee motivation and help them better manage work and personal

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<sup>43</sup> Adwoa Yeboah Gyapong, ‘How and Why Large Scale Agricultural Land Investments Do Not Create Long-Term Employment Benefits: A Critique of the “State” of Labour Regulations in Ghana’, *Land Use Policy*, 95 (2020), 104651 <https://doi.org/https://doi.org/10.1016/j.landusepol.2020.104651>

<sup>44</sup> Prabirjit Sarkar, ‘Does Labor Regulation Reduce Total and Youth Employment?’, *Structural Change and Economic Dynamics*, 52 (2020), 374–81 <https://doi.org/https://doi.org/10.1016/j.strueco.2019.12.010>

<sup>45</sup> Limin Zhang, Shulin Yu, and Lianjiang Jiang, ‘Chinese Preschool Teachers’ Emotional Labor and Regulation Strategies’, *Teaching and Teacher Education*, 92 (2020), 103024 <https://doi.org/https://doi.org/10.1016/j.tate.2020.103024>



commitments, which in the long run will increase productivity. Another important element worth borrowing is the policy of “suspension” from work at the end of the working day. Many multinationals, such as Siemens, explicitly urge their employees to limit communication by email and phone after hours so they do not take on more work than they can handle. Such policies promote a healthy work-life balance and reduce the risk of burnout. Given the increasingly blurred boundaries between work and home, this is especially true for people who work remotely. This method will increase the welfare of employees and preserve long-term productivity in Ukraine.<sup>46</sup>

Focusing on the mental health of workers is another technique worth applying in Ukraine. Numerous global corporations provide mental health support initiatives such as access to psychological counseling, leisure, and recreational opportunities, participation in sports, and meditation. As a result, the emotional well-being and stress level of employees decreases, which directly affects their productivity. This strategy should be used by Ukrainian businesses, as employees are more often faced with stress, which can worsen their productivity. Another important strategy is to optimize the way people work, including reducing the number of meetings and setting aside time without meetings. Google, for example, has introduced 'appointment-free weeks' where people can focus on their work without having to stop to talk. This increases productivity and allows people to make better use of their time. The strategy should help Ukrainian businesses reduce time losses and increase productivity, especially in cases where a large number of meetings can distract attention from core responsibilities.<sup>47</sup>

The acquisition of new technologies that simplify remote work is another important practice that Ukraine should implement. Employees of multinational corporations work efficiently from a distance thanks to the project management, communication, and performance monitoring systems they use. This will be especially useful in Ukraine, when enterprises seek to develop and enter foreign markets, as well as in regions where access to offices is limited due to infrastructure problems or other circumstances. Applying these methods at the legislative level, Ukraine will be able to introduce advanced methods of managing work processes, increase business competitiveness, increase labor productivity, and improve the overall well-being of employees.<sup>48</sup>

### **3.2. The Impact of Digitization on Global Labor Relations**

Communication technology is essential for overseeing intricate manufacturing processes across several sites and facilitating the relocation of labor-intensive sectors to low-income nations (offshoring). Concurrently, ICTs generate novel employment prospects in the technology sector. The cumulative effect of these characteristics is typically regarded as beneficial in the long term, as indicated by economic theory. The

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<sup>46</sup> Pornpan Srisopa and others, ‘The Role of Emotion Regulation in Pain Management Among Women From Labor to Three Months Postpartum: An Integrative Review’, *Pain Management Nursing*, 22.6 (2021), 783–90 <https://doi.org/https://doi.org/10.1016/j.pmn.2021.05.011>

<sup>47</sup> Mohammed Aminu Sualihu, Alfred Yawson, and Ilyas Yusoff, ‘Do Analysts’ Forecast Properties Deter Suboptimal Labor Investment Decisions? Evidence from Regulation Fair Disclosure’, *Journal of Corporate Finance*, 69 (2021), 101995 <https://doi.org/https://doi.org/10.1016/j.jcorpfin.2021.101995>

<sup>48</sup> Mengdi Liu, Ruipeng Tan, and Bing Zhang, ‘The Costs of “Blue Sky”: Environmental Regulation, Technology Upgrading, and Labor Demand in China’, *Journal of Development Economics*, 150 (2021), 102610 <https://doi.org/https://doi.org/10.1016/j.jdevco.2020.102610>

employment impacts of ICTs may differ based on each economy's particular institutional and policy contexts.<sup>49</sup>

ICT advancements improve overall performance by enabling enterprises to manufacture goods and services with a reduced workforce, resulting in possible technical unemployment. The effect is more significant when the labor-saving tendency of new technologies is more remarkable, indicating that ICTs diminish labor demand while keeping input prices constant. The labor-saving effects may vary among different labor categories; for example, ICTs may disproportionately influence low- and high-skilled workers. Notwithstanding this, ICT process advances typically decrease manufacturing expenses. In a competitive market, these cost reductions decrease pricing, enhancing demand for products and services. This consequently results in increased output and employment creation, with compensation achieved through a reduction in pricing. The magnitude of this influence is contingent upon factors, including the intensity of competition in product marketplaces and the price elasticity of demand.<sup>50</sup>

In markets characterized by reduced competition, cost savings from ICTs may not ultimately result in decreased pricing, resulting in surplus profits for creative firms. A segment of these surplus revenues is reinvested, enhancing production and employment in the industrial sector (compensation "through the augmentation of machinery"). A part may be allocated as revenue for shareholders (by dividends) or employees (via compensation agreements), who may either utilize it for increased spending or save it. Augmented consumption elevates aggregate demand, whereas savings are allocated to corporate investments or expended by families within the financial framework. These channels enhance ICTs' income, encouraging demand, output, and employment creation (compensation "through income growth"). The magnitude of this benefit may vary based on corporate investment desire, household consumption propensity, and the financial system's efficiency in reallocating savings. Furthermore, the immediate effect of ICT developments on employment may be mitigated by salary reductions, perhaps leading to increased labor intensity or decreased production costs (compensation "through a reduction in wages"). The efficacy of this initial factor is contingent upon the substitutability of labor with alternative production inputs and the degree of pay flexibility within the labor market. The second component pertains to the aforementioned compensation "through a price reduction." The commercialization of novel ICT products and services enhances consumption and output, elevating the need for labor (compensation "through new products").<sup>51</sup>

Rinaldo and Vezzani contend that all forms of innovation, including organizational innovation, indirectly affect employment by enhancing productivity, stimulating increased sales, and generating additional jobs. Differentiating these effects using the conventional distinction between product and process changes becomes challenging. Innovation initiatives that encompass product, process, and organizational improvements generally

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<sup>49</sup> Ronald Fischer and Diego Huerta, 'Wealth Inequality and the Political Economy of Financial and Labour Regulations', *Journal of Public Economics*, 204 (2021), 104553 <https://doi.org/https://doi.org/10.1016/j.jpubeco.2021.104553>

<sup>50</sup> Zhensheng Li and Boqiang Lin, 'Analyzing the Impact of Environmental Regulation on Labor Demand: A Quasi-Experiment from Clean Air Action in China', *Environmental Impact Assessment Review*, 93 (2022), 106721 <https://doi.org/https://doi.org/10.1016/j.eiar.2021.106721>

<sup>51</sup> Lis Julianti.

exert the most substantial beneficial influence on employment. Conversely, manufacturing firms may have adverse consequences when innovations are introduced concurrently with organizational changes. The multipliers vary from 1.92 in Germany to 3.6 in the United States. Mandel and Scherer discovered that each new position generated in the mobile application sector leads to an additional 0.5 jobs in other economic sectors. In their research about the influence of Facebook app development on U.S. employment, Hann, Viswanathan, and Koh employed multipliers of 2.4 for the broadband industry, 2.5 for the communications sector, and 3.4 for the overall economy. Moretti posits that the high-tech job multiplier is 5, indicating that for every new position in the software, technology, and life sciences sectors, five additional jobs are generated in other areas of the local economy—two in high-skill professions (such as physicians and attorneys) and three in low-skill roles (such as servers, barbers, and retail clerks).

Worldwide, digitalization is swiftly altering work relations and the administration of staff productivity. In New Zealand, the firm "ECONZ Wireless" employs information and communications technologies to coordinate and oversee its workforce. This system dispatches automatic notifications to supervisors, indicating that an employee is occupied and specifying their particular tasks. Managers can choose the requisite commands on their phones, initiating messages that record events such as the commencement of the workday, break intervals, job completion, and the initiation of new tasks. All communications are immediately recorded on a password-secured webpage, enabling management to oversee staff activities remotely. Small enterprises especially favor this service in sales, maintenance, consulting, and other sectors, necessitating significant personnel mobility. Likewise, "Telecom" in Italy permits its personnel at seven support desks to telecommute, equipping them with personal computers, modems, fax machines, and telephones. In Barbados, personnel handles insurance claims for the Canadian firm "Manulife." In Ireland, employees at a hotel reservation business in Cork manage calls in seven European languages from 16 nations. Simultaneously, via electronic information and result exchanges, many Singaporean newspapers are partially edited and composed in Sydney, Australia, and Manila, Philippines.<sup>52</sup>

Advancements in the labor process enhance productivity and diminish production expenses. As ICT breakthroughs enhance overall productivity, enterprises, institutions, and organizations can generate a specific volume of goods and services with fewer personnel, potentially resulting in technological unemployment. As this effect intensifies, it becomes a skewed character, indicating that the impact on labor demand diminishes as ICT advances. The bias in labor-saving effects may differ according to the nature of the task performed. For example, ICT is typically more harmful to low- and high-skilled laborers. Nonetheless, ICT breakthroughs lower production costs, and in competitive marketplaces, this cost reduction stimulates increased demand for products. Heightened demand results in elevated output levels and increased employment, a process referred to as "compensation

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<sup>52</sup> Abdul Kadir Jaelani and others, 'Legal Protection of Employee Wage Rights in Bankrupt Companies : Evidence from China', *Legality: Jurnal Ilmiah Hukum*, 31.2 (2023), 202–23 <https://doi.org/https://doi.org/10.22219/ljih.v31i2.25874>

through reduced prices." The magnitude of this effect is contingent upon variables such as the degree of competition in product marketplaces and the price elasticity of demand.<sup>53</sup>

In less competitive marketplaces, the decrease in production costs resulting from ICT advancements increases profitability for innovative firms, institutions, and organizations. A segment of these surplus revenues is reinvested, fostering heightened production and employment within the industrial sector—this exemplifies the phenomenon of "compensation through increased engineering." A part also provides supplementary revenue for shareholders (via dividends) and employees (via salary increments). These revenues may be allocated to increased consumption or conserved. Augmented consumption elevates aggregate demand, whereas savings are allocated to corporate investments or household expenditures within the financial framework. These two routes enhance the money provided by ICTs, thereby stimulating overall demand, production, and employment—the "compensation through increased income" impact. The efficacy of these processes enhances investment levels and propels the financial system.<sup>54</sup>

The immediate effect of ICT advances on employment may be mitigated by a decline in real wages, either resulting in heightened labor intensity or decreased production costs—this phenomenon is termed "compensation through wage reduction." The efficacy of the first element is contingent upon the degree of interchangeability between "old" occupations and "new" talents, together with the adaptability of salaries. The second factor pertains to "remuneration resulting from diminished prices." Commercializing novel ICT products and services elevates consumption and output levels, resulting in heightened labor demand or "compensation through new products." This factor is more effective when substitutability between existing goods and new products is diminished and when the production complexity of new goods escalates. Information and Communication Technology (ICT) goods and services are expected to undergo more rapid reductions in complexity than other sectors due to the heightened intensity with which ICT firms utilize these processes.<sup>55</sup>

The beneficial effect of ICT on labor organizations is contingent upon various factors, including the supplementary money produced by ICT innovations that cannot be entirely expended or invested, as well as the decrease in unit costs. Compensation for the decrease in labor demand due to ICT is enabled by the mobility of resources—capital, knowledge, and labor—among firms and economic sectors. This change necessitates time and may be obstructed by institutional impediments and labor market inadequacies. The global advancement and swift integration of ICTs promote enhancing entrepreneurial competencies, acquiring tangible and intangible assets, and broadening employees' sector-

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<sup>53</sup> Ahmad Dwi Nuryanto and Abdul Kadir Jaelani, 'The Role of State Official Wealth Report in Realizing the Principles of Maqashid Sharia', *Legality: Jurnal Ilmiah Hukum*, 32.1 (2024), 155–81 <https://doi.org/https://doi.org/10.22219/ljih.v32i1.32879>

<sup>54</sup> Abdul Kadir Jaelani, Anila Rabbani, and Muhammad Jihadul Hayat, 'Land Reform Policy in Determining Abandoned Land for Halal Tourism Destination Management Based on Fiqh Siyasah', *El-Mashlahah*, 14.1 (2024), 211–38 <https://doi.org/https://doi.org/10.23971/el-mashlahah.v14i1.8051>

<sup>55</sup> Bambang Tri Bawono and others, 'The Impact of Islamic Economics Principles on the Tax Compliance Payment Entertainment Policy', *JURIS (Jurnal Ilmiah Syariah)*, 23.1 (2024), 107–27 <https://doi.org/http://dx.doi.org/10.31958/juris.v23i1.12182>

specific skill sets. These modifications promote the emergence of new occupations and facilitate revitalizing the labor market.<sup>56</sup>

In Ukraine, conventional methods of individual and collective labor organization have long prevailed in companies, institutions, and organizations. Nonetheless, the continuous digitalization of various sectors within Ukrainian society is giving rise to novel types of labor organizations, including telecommuting, remote employment, and flexible scheduling. Furthermore, the structuring of labor in the digital era is experiencing substantial transformations. Implementing electronic workbooks and certified electronic signatures has revolutionized the procedural elements of employment, document examination, and termination of employment. The Work Code of Ukraine previously lacked provisions to regulate these growing forms of work organization. The Law of Ukraine "On amendments to certain legislative acts of Ukraine on improving the legal regulation of telework, home working, and work with flexible hours" introduced rules for teleworking, home working, and flexible working hours. These favorable advancements have facilitated the extensive acceptance of remote, home-based employment and flexible working hours.<sup>57</sup>

The emergence of flexible employment structures and virtual work teams, independent of physical office environments, facilitates ongoing communication via mobile devices. This establishes new labor dynamics in cyberspace—dynamics marked by significant freedom yet accompanied by considerable risk, necessitating a degree of self-organization from remote employees. Ukraine is the inaugural nation globally to implement digital passports and the fourth in Europe to adopt a digital driver's license. Digitization is the most effective and straightforward method to tackle corruption. The President of Ukraine noted that it diminishes contact between residents and officials, streamlines procedures, and is crucial for the nation's future. The COVID-19 epidemic expedited the digital transformation of corporate and governmental operations, necessitating rapid governmental adaptation to innovation challenges while ensuring the protection of individuals' rights and freedoms. Digitalization signifies enhancements in service quality, efficiency, utility, and transparency.<sup>58</sup>

A notable continuing development in Ukraine is the adoption of electronic workbooks (EWB). The Law of Ukraine "On amendments to certain legislative acts of Ukraine concerning the accounting of employee employment in electronic form" has initiated the transition to electronic workbooks, substituting paper records with digital formats. The EWB is an information system regarding individuals insured by the state, maintained in the State Register of Compulsory State Social Insurance. Legislators required five years to implement the EWB. Employees retain the choice to save paper records for job-related entries, prizes, or incentives; thus, the paper workbook is currently utilized. Implementing

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<sup>56</sup> Gustavo Leyva and Carlos Urrutia, 'Informality, Labor Regulation, and the Business Cycle', *Journal of International Economics*, 126 (2020), 103340 <https://doi.org/https://doi.org/10.1016/j.jinteco.2020.103340>

<sup>57</sup> Ying Chen, 'Environmental Regulation, Local Labor Market, and Skill Heterogeneity', *Regional Science and Urban Economics*, 101 (2023), 103898 <https://doi.org/https://doi.org/10.1016/j.regsciurbeco.2023.103898>

<sup>58</sup> Abdul Kadir Jaelani, Reza Octavia Kusumaningtyas, and Asron Orsantinutsakul, 'The Model of Mining Environment Restoration Regulation Based on Sustainable Development Goals', *Legality: Jurnal Ilmiah Hukum*, 30.1 (2022), 131–46 <https://doi.org/https://doi.org/10.22219/ljih.v30i1.20764>



a qualified electronic signature (QES) is currently influencing labor relations through the interchange of personnel papers due to digitization procedures.<sup>59</sup>

Consequently, effective February 27, 2021, the amendments to the Labor Code of Ukraine, enacted by the Law of Ukraine "On amendments to certain legislative acts of Ukraine on improving the legal regulation of telework, home working, and flexible hours" dated February 4, 2021, № 1213-IX, stipulate that "Employees may be acquainted with orders (instructions), notifications, and other documents from the owner or their authorized representative regarding their rights and responsibilities through the electronic communication methods specified in the employment contract." The exchange of pertinent electronic documents between the employer or their authorized representative and the employee is confirmation of acknowledgment. Electronic signatures may be represented in several formats, such as barcodes or QR codes. This is referred to as the graphic mark electronic signature. The file certified by the electronic signature may lack a graphic signature or seal, contingent upon the Accredited Key Certification Center (AKCC) that issued the certificate.<sup>60</sup>

#### 4. Conclusion

Effective time management is essential for productivity, as experts evaluate employees' physical and mental characteristics, socio-economic conditions, and labor process qualities when determining working hours. Providing flexible working hours and additional rest periods can substantially enhance employee motivation and productivity, minimizing inefficiencies and augmenting satisfaction and dedication to the firm. The transition to remote and hybrid work, expedited by the COVID-19 epidemic, has transformed conventional time management approaches. Flexible schedules assist employees in reconciling personal and professional obligations; nevertheless, they may also result in emotional fatigue and burnout. Efficient time management, facilitated by innovative digital technologies and policies that promote employee well-being, is essential for sustaining productivity. Flexible working, begun in the 1960s, is now employed worldwide to improve time management. The COVID-19 outbreak in Ukraine necessitated modifications to regulations concerning flexible and remote employment. Legislation enacted in 2020 and 2021 established a framework; however, legal deficiencies persist, especially regarding written contracts and the regulation of remote work. To resolve these challenges, explicit contracts, social assurances, work-hour restrictions, and remote work resources are needed. Progressive work paradigms, such as a condensed workweek, used by firms like Unilever and Microsoft, enhance employee satisfaction and productivity. Ukraine can implement these strategies to improve employee well-being and increase corporate competitiveness.

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<sup>59</sup> Wenbiao Cai and Manish Pandey, 'Size-Dependent Labor Regulations and Structural Transformation in India', *Economics Letters*, 119.3 (2013), 272–75 <https://doi.org/10.1016/j.econlet.2013.02.032>

<sup>60</sup> Kuo Wei Yen and Li Chuan Liu Huang, 'A Review of Migrant Labour Rights Protection in Distant Water Fishing in Taiwan: From Laissez-Faire to Regulation and Challenges Behind', *Marine Policy*, 134. September (2021), 104805 <https://doi.org/10.1016/j.marpol.2021.104805>

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