

Received 15 July 2022; Revised 20 September 2022; Accepted 18 October 2022

DOI: 10.33119/EEIM.2022.65.3

Kyryliuk, V., Ryabokon, I. (2022). Social factors of young researchers' quality of working life. *Education of Economists and Managers*, 65(3), 41–60.

Retrieved from: <https://econjournals.sgh.waw.pl/EEiM/article/view/3050>

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# Social Factors of Young Researchers' Quality of Working Life

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## Abstract

At the current stage of economic and social development, no resources, including knowledge and information, are capable of providing competitive advantages for a long time. Nowadays, success in the global competition between individual companies, regions or even countries depends on the quality of and the ability to create new knowledge and, based on it, engage in the development of new technologies and new products. The key role in creating the triangle of knowledge (education-research-innovation) will belong to universities and research institutes, which should be catalysts of most innovation processes and, ultimately, generators of benefits and well-being. However, the social factors of the quality of working life of young scientists are of no less importance in these processes. The article analyses modern approaches to understanding the essence and

role of the concept of the quality of working life and the influence of social factors on it. The purpose of the paper is to determine the influence of social factors on the quality of working life of young scientists in Ukraine and to find mechanisms for its development, taking into account foreign experience. Indicators of the objective assessment of the quality of working life of young specialists in the scientific and educational sphere are shown. Directions for the development and implementation of measures to improve the quality of working life are proposed.

**Keywords:** social factors, young researchers', quality of working life, social capital, social cohesion

**JEL Classification:** L26, O30, I23, A20

## Introduction

The quality of working life of young specialists in the field of research and teaching increasingly determines society's innovativeness, economic development and stability. At present, it is the quality of working life that can become a key stimulus to the transition to a new social and economic formation. Despite the importance of young researchers in terms of the country's innovative development, the studies of this social and demographic group's quality of working life are still fragmentary.

Quality of working life is an integral concept that characterises comprehensively the level and degree of a person's well-being, his/her social and spiritual development. People's participation in economic activity is characterised by the needs and opportunities to fill them, which are primarily conditioned upon the following characteristics of human potential: health, morality, creativity, education, and professionalism. Thus, in a market economy people act, on the one hand, as consumers of economic goods produced by organisations, and on the other – as owners of abilities, knowledge, and skills needed by organisations, the government, and public bodies.

## Posing the problem

Modern globalisation trends and conditions of competition at the organisational, regional, and national levels increase the importance of all types of resources and especially information and knowledge as the basis of innovation processes. At the same time, academic entrepreneurship plays a leading role, which creates certain prerequisites and opportunities for innovations development in scientific and educational spheres. Institutions of higher education begin to function as a mechanism for accumulation of new knowledge and advanced technological developments as a result of the

interaction of key components: scientific research, education, and innovation. Innovative projects of universities and their implementation under the condition of constant cooperation with business structures and state institutions become the main source of ensuring a significant competitive advantage in entrepreneurship. At the same time, the quality of working life of young scientists in Ukraine is insufficient nowadays. The problem of assessing the quality of working life in relation to young professionals as one of the least protected categories is particularly acute. Economic, organisational, and other factors of the quality of working life of young scientists dominate among the studies that were conducted earlier, while social factors were investigated rather fragmentarily.

## The main findings

The concept of quality of working life is based on the creation of conditions that ensure optimal use of people's labour potential. Quality of working life can be increased by improving any parameters that affect people's lives. This includes, for example, employees' participation in management, their development, preparation of supervisors, implementation of promotion programmes, teaching employees new methods of more effective communication and behaviour in a team, improving organisation of work, etc. It results in possibilities for the maximum development of labour potential and a high level of productivity and maximum profit for organisations (Ryabokon & Madiar, 2018).

Quality of working life is a very multifaceted concept, which is pre-determined by many factors. System and comprehensive approaches to the study of factors that affect quality of working life contribute to a more accurate and timely formation of organisational and administrative decisions, which in turn has a positive effect on employees' labour potential. There is no unanimous opinion on the systematisation of groups of factors of quality of working life in scientific community. Some researchers suggest that the main factors in the quality of working life development should be organisational parameters, which include decentralisation of power, participation in managerial decisions, training, preparation of supervisors, career management programmes, training employees how to communicate more effectively and behave in teams. Researchers believe that changing these factors will lead to creation of additional opportunities for employees to fill their personal needs and increase the efficiency of the entire organisation (Mescon, Albert, & Khedouri, 2015).

Other researchers divide all the factors that affect social capital quality of working life into two large groups: working conditions and the level of employees' social security and welfare. The first group includes such factors as democracy, occupational

safety, content of work, amount of free time after work. The second group of factors includes such indicators as the amount of compensation, financial aid and incentive payments, relationships with colleagues, the level of social integration (Worrall, Cooper, & Kerrin, 2016). At the same time, researchers pay attention to internal factors, which affect mainly directly quality of working life, without paying much attention to external factors.

All factors of the quality of working life formation can be divided into several main groups: technical and technological, organisational and administrative, legislative, economic, and social (Table 1). Numerous factors of quality of working life can have different effects. One group leads to a direct increase of the quality of working life level. Other factors may inhibit these processes.

**Table 1. Factors of quality of working life**

№	Group of factors	Factors
1	Technical and technological	scientific and technical achievements; level of technical infrastructure; energy intensity and power supply per production unit; development and use of new technologies; logistics;
2	Organisational and administrative	production management; workplace management; administrative management; working conditions and safety; management structure improvement;
3	Legislative	laws and regulations; organisation's ownership form;
4	Economic	labour remuneration and motivation system; quality of life and income level; staff formation;
5	Social	social guarantees and compensations; trust; social capital; workforce's social cohesion; labour activity and satisfaction with working conditions; specific characteristics of individuals; professional qualification training;

Source: the authors' elaboration on the basis of Mescon, Albert, & Khedouri (2015); Dimas, Rebelo, Lourenco, & Rocha (2019).

Most researchers in the field of quality of working life agree that the most important factors have to be identified on the basis of specific conditions, goals, and final outcomes. It should be emphasised that with the existing diversity of factors of

quality of working life in modern conditions, their number is constantly expanding, and their content changes depending on the object of study.

Taking into account that scientific and technological progress, production technology and the level of technical infrastructure always play a role that determines society's development, the most important group of factors will be technical and organisational ones. Development of new technologies and reequipment of production takes place in accordance with scientific and technological progress. Modern types of equipment indicate distinguishing features of knowledge-intensive advanced production that differentiate it from the industrial age production (Heskett, 1997, p. 301).

Organisational and administrative decisions are formed on the basis of the existing technological level of production processes and equipment. Accordingly, some authors combine organisational and administrative factors with technical and technological ones. Workplace management plays the role of one of the main factors of quality of working life. Economic and social factors of quality of working life are no less important due to the growing role of these factors under the conditions of market economy (Grote & Guest, 2016).

Current trends of economic development demonstrate transition to human-centred, flexible social and cultural factors, which determines the social reorientation of the world's leading economies and increases attention to the behavioural components of social interaction. The processes of companies' development dictated by current competitive requirements of market economy become more exposed to the impact of social factors. Based on the above-mentioned statement, as well as on the fact that social factors are key possible reserves for improving quality of working life, it is necessary to consider them in more detail.

First of all, it is worth highlighting the influence of such a social factor as trust. The philosophical context of trust as the basis of social capital involves the use of concepts such as the common good, common and individual interests, collective identity, solidarity, which allows for effective cooperation and achievement of certain goals in the long-term perspective. Trust is conditional by nature, because the result of trust is subjectively predicted and depends on the objective conditions of implementation in an indefinite field of perspectives, which also leads to the attribution of trust to the implicit components of the establishment and maintenance of interactions. Trust is an essential indicator of reliability, and hence stability, fruitfulness of relationships between people. Each person is characterised by a certain level of trust towards other people and the trust of others towards him or her. World practice confirms the close relationship between the level of trust in the organisation and organisation's economic development. Development of the quality of working life of employees is built on these bases. Fukuyama in his academic work *Trust: The Social Virtues and the Creation of Prosperity* proves convincingly that "law,

contract, and economic expediency are a necessary but clearly insufficient basis for stability and prosperity in the post-industrial era – these categories must be based on such virtues as interaction, moral obligations to society, and trust, which in turn are nourished by tradition rather than rational calculation. In modern society they are not anachronisms; on the contrary, they are the prerequisites for its successful development” (Fukuyama, 1996, p. 231).

Trust as a factor, tool, and means of social capital accumulation reflects current, past, individual, and social experience of individuals, social groups, society at large. The trust mechanism ensures accumulation and development of social capital, which is easy to lose and very difficult to form again.

Trust demonstrates the nature and development of social partnership on the level of society and its individual spheres on the basis of interpersonal, intergroup, interinstitutional interaction, which is designed to ensure coherence, sustainability of society. It is a productive social structure based on reliability, duration, and strength of social interaction. Underestimation of this factor of interaction leads to irrational costs in terms of time and resources, unpredictability, uncertainty, risks in various spheres of public life, decrease in employees' adaptive potential (Qurniati, Febryano, & Zulfiani, 2017).

The practical value of trust is to ensure the effective functioning of both large social and economic systems and micro-level subsystems. The lack of trust blocks potential, depletes resources, and indicates an unhealthy state of social organism, immaturity of social capital which ensures social integrity, low viability of society as a whole, which in turn affects negatively social, economic, and human development.

Another important social factor in the quality of working life development is the level of social capital. Moreover, quality of working life is influenced by both the level of social capital of the youngest researchers and the social capital of the institution in which he or she works. For example, Grishnova (2014) identifies several levels of social capital: the personal level, enterprise level, and macro level (Table 2).

Coleman uses the concept of social capital to analyse relationships within a group of people united by a commonality of norms, values, worldviews, as well as mutual obligations and expectations. He notes: “social capital arises from such changes in people's attitudes that facilitate their interaction... Like physical or human capital, social capital contributes to the results of productive activities. Therefore, a community of people with a solid reputation and great potential for trust can be much more successful than a similar group of people who do not have these qualities” (Coleman, 1988, p. 91).

Coleman identifies the norm of collectivism, willingness to make efforts and direct resources to the common good as a fundamental norm that takes origin from traditional societies, but represents one of the most important forms of social

capital of modern societies. According to Coleman, social capital is a resource of social relations, their networks, which facilitate the actions of individuals through formation of mutual trust, definition of mutual obligations and expectations, setting and establishment of social norms, education of associations. It is important that the scientist takes into account significance of information for social capital. He emphasises the role of social capital in the formation of human capital. He argues that human capital consists of knowledge, skills, and an ability of people to create a certain community with each other (Coleman, 1988, p. 92).

**Table 2. The essence of social capital at different levels of analysis**

Analysis level	Essence	Network-carriers of social capital
Personal level	Ability of an individual to use purposefully real or potential resources available through the membership in a particular group or network and/or receive certain benefits	Family, friends, a network of personal connections, informal groups and associations
Enterprise level	Intangible assets created by the organisation through a system of social relations at the internal organisational, inter-organisational, and organisational-institutional level that has a synergistic impact on the results of its activities through the ability to mobilise resources or reduce costs	Educational and vocational training institutions, enterprises, entities, public organisations, political parties, economic alliances, associations
Macro level	The set of norms, traditions, values, and trust that, through a system of specific structural forms (social networks) and institutions determines the nature of social interaction	Society, social groups, social institutes

Source: Grishnova (2014).

Another concept is based on an individualistic approach – investing in social relations (connections) with the expectation of certain results. Scientists identify three factors that explain why social capital can help increase efficiency. Firstly, useful information that can provide choices, warn of possible consequences, reduce transaction costs, and provide appropriate rewards. Secondly, the impact that social connections can have on key actors who play a crucial role in decision-making. And thirdly, evidence of social achievements that reflect a person’s access to resources through social networks and relationships. Thus, Lin considers social capital in terms of social networks, defining them as resources embedded in social structures that are available and/or are activated in targeted actions (Moore et al., 2009).



Social networks provide a 'mechanism' for social capital functioning through the structure of links between actors. By mobilising and gaining access to resources through the social networks in which they are rooted, actors engage, create, and reproduce social practices that exist in accordance with the network rules that are reflected in the content and symbolic side of social capital: norms, values, and trust. The other side of the question of structural and substantive aspects of social capital is the differentiation of individual and collective levels of this phenomenon. Division into levels relative to individual and collective good also becomes the basis for systematising of theories. The individualistic approach states that social capital is a property of individual actors, which brings it closer to the interpretations of the theory of human capital (Frane & Roncevic, 2003).

Social capital of the organisation can be seen as an informal relationship between employees and teams regarding transformation of social potential into labour potential of employees, which, in turn, is realised into human capital, providing increase in value added. The nature of the social network depends on the participants of social contacts (employees), their activity, management style, corporate culture, etc. Social capital affects indirectly economic efficiency of labour by increasing labour potential, which, in turn, can provide competitive advantages and increase the profits of the organisation through social activity.

At the organisational level, social capital can be defined as an intangible asset that is created by an organisation through a system of social relations at the intra-organisational, inter-organisational and organisational-institutional levels and which has a synergistic impact on its performance through the ability to mobilise resources and reduce costs. Social capital mobilises internal and external resources of the organisation, making them available through business or personal networks of individual community members. Without social capital, established connections of the company with the near and far environment, these resources would remain inactive or not fully involved (Wenpin, 2017).

The benefits of the membership in a socially cohesive group (network) are constantly expanding, allowing the transformation and exchange of other types of capital (economic, political, cultural) that belong to the members and are useful in achieving a common goal. In this sense, the capacity of the network (social or production) is clearly increased by adding members who hold leadership positions or have significant professional experience. In this study, the concept of social cohesion is considered as the quality or characteristics of networks; more specifically, the degree to which values are shared within a group, or their sense of connection, trust, and friendship. In this sense, social cohesion is an important element of social capital; that is without social cohesion social capital resources are not so easy to mobilise for a specific purpose.



It is known that the success of any organisation is determined by many factors, both economic and social, like quality of working life, which is significantly influenced by social components: social capital, social cohesion of the team (organisation), the role and place of people, the relationship between them and management. If each team is by definition endowed with social cohesion, then in terms of operational value of this concept the level (or measure) of social cohesion in the team and its relationship with the goals and increase in social capital acquires key importance.

The difference between forms of capital can also be characterised by the degree of sensory touch of capital. Physical capital can be fully experienced since it is embodied in obvious material forms, but the ability to experience human capital is much smaller. It is manifested in the skills and competencies acquired by the individual. A vast majority of intellectual capital is concentrated in the human mind, so it is also insignificant. Social capital is even less tangible because it exists only in the relationships of individuals.

Individuals who successfully use social capital get better jobs, a better compensation package, faster promotion, i.e., more efficient use of their human and intellectual capital compared to those who are unable or unwilling to connect the power of social capital. Thus, many people find work through personal contacts. They get better jobs than those available through formal channels; and they stay in these jobs longer. People with rich social capital are paid more and are more successful in getting a promotion. Thus, social capital has a number of individual benefits: people achieve better results faster through the use of social capital. Social capital as an innovative resource of economic modernisation is an institutionalised structural component of social capital, the result of fruitful social collective interaction based on trust, understanding, and responsibility, it objectively characterises the real contribution of various actors in creating new value, branching social ties and social development in general. The core of social capital creates human capital, represented by the natural abilities of man, which are realised in economic practice, creative thinking, life experience, moral values, work culture, as well as health potential, and motivation for productive activities. Sources of social capital, according to research by Portes and Sensenbrenner, are the following:

- 1) value orientation, which encourages subjects to be guided in their behaviour not only by selfish motives, because it is itself an imperative, assimilated by individuals in the process of socialisation (in such a case a union of people based on moral values occurs);
- 2) individual social interaction – social capital is formed as a result of interpersonal interaction in the process of exchanging services, information, and other resources.

Unlike value orientations, individuals are not expected to act in accordance with

moral values. They are expected to follow pragmatic rules in order to achieve their own goals;

- 3) limited solidarity – the situational reaction of a social group whose members face common problems. This type of solidarity leads to the fact that members of the group begin to adhere to the norms of mutual support, and this can be seen as a resource;
- 4) forced trust – is based not on direct trust in the individual, but on the belief that the community or group of people is able to bring the offender to justice (Wenpin, 2017).

We believe that the development of social capital in the current trends of social cohesion should be aimed at improving social dialogue, strengthening network communication, increasing the level of interpersonal trust and team confidence in management; raising the level of personal values of employees; increasing the level of staff commitment to collective values (in particular, through staff involvement) and others, which should be generalised in the form of organisational and economic mechanism.

Another important social factor that, in our opinion, affects quality of working life, is the social cohesion of the community in which the young researcher works. If we consider social cohesion from a sociological point of view, it is necessary to single out the cooperation between people (social groups), which becomes effective due to the formed procedural aspects of cohesion. Such procedural aspects of community cohesion (consolidation) are the processes of social integration, inclusion, and solidarity of employees. At the same time, social integration is one of the cross-cutting processes, since, for example, it can be a factor of social inclusion, and is closely related to social solidarity, which is formed with the help and on the basis of the association of people (Dimas et al., 2019).

A considerable part of modern research on social cohesion focuses on the changes that take place in a world fragmented by egocentric individualisation. This approach is associated with the development of certain negative phenomena: the loss of a sense of belonging to a community or a group, indifference to the common good, decline of traditional landmarks and expansion of information systems combined with the desire to access a wider range of consumer goods and to meet ever-growing needs. The emphasis on growing individualisation in no way eliminates their need for collective discourses (social cohesion; belonging to a particular group, community, organisation) with which individuals could identify themselves by finding in their framework recognition, dignity, and opportunities for self-development.

We suggest considering social cohesion in the following meanings: as a process (in its first meaning) – inclusion and participation of all members of a group (community), without the loss of their individual characteristics in all areas (directions)

of the group's (community's) activity. In its second meaning, social cohesion should be considered as a result – quality or characteristics of social network of a group or community. At the same time, social cohesion should be rightfully considered (in its third meaning) as a necessary environment for the formation and development of social capital – the association of individuals, groups, communities on the basis of common goals, tolerance, trust, which ultimately leads to positive results in the formation and development of social capital (Kyryliuk, 2018).

Unity of goals, support of positive social interactions, stability of social life, strengthening control over the behaviour of individuals causes homogeneity and balance of the social system, stability of the structure and allows forming and developing social capital of high quality in future. That is, social cohesion acts in this case as a necessary environment for quality of working life, a social factor of its development (Fonseca, Lukosch, & Brazier, 2019).

The fact that the concepts of 'quality of working life', 'social capital', and 'social cohesion' interact with each other becomes clear also because of their close semantic content of terms. Examples include trust or network communications. These terms can be referred to as components or indicators of both social cohesion and social capital. This fact demonstrates the existence of a sociological tradition of the study of social cohesion, social capital and the presence of various approaches to these phenomena of socio-economic life. Unity of goals, support of positive social interactions, sustainability of social life, strengthening control over the behaviour of individuals determines the homogeneity and balance of the social system, stability of its structure and allows forming and further developing social capital of high quality. That is, social cohesion acts in this case as a necessary environment for the formation and growth of social capital. Similarly, developed social capital has a positive effect on increasing the level of social cohesion in teams and society as a whole.

The growth of social cohesion and social capital at the organisational level is possible provided that appropriate conditions are created at the national level and comprehensive support from the state and relevant institutions. The introduction of the concept of social cohesion in the legislation of Ukraine is the first necessary step in this direction. Our state needs to form ideological attitudes, develop institutions and mechanisms to ensure the cohesion of society, the involvement of individual citizens and social groups in active civic life. The first signs of the welfare state began to form in Ukraine, which allows its citizens to form civil society and social dialogue, improve the mechanisms of social partnership. As in most European countries, the key role in shaping social cohesion is played primarily by a high employment level (effective fight against unemployment), sufficient income level (ideally, the formation, development, and support of the middle class), equal access to social

services and social networks. The government and society should emphasise these areas in their cooperation.

It is obvious that quality of working life is not only a structural continuation of the concepts described above. The mechanism of its provision and effective functioning is extremely complex and multifaceted. Ukraine's economic development is determined by the achieved level and quality of life of the population, in particular the quality of working life of employees at domestic enterprises. In modern conditions of development it is necessary to change the concept of social policy of the state, to emphasise the improvement of social protection of the whole population, ensuring the constitutional rights and guarantees of people regarding their standard and quality of life. Today in Ukraine, due to the deepening social stratification, it is impossible to fully meet the basic social needs of the population. Problems of the low level and quality of life of workers become especially relevant in the period of radical socio-cultural transformations, reassessment of values, a growing need for real quality services. In determining the quality of working life of workers in the enterprise it should be noted that the basis for the development of human labour potential is its potential as an individual. Accordingly, the potential of the state, region, enterprise is formed on the basis of the potential of the population. The main problem is that the state and employers must create such quality conditions of working life for employees that would give way to their creative abilities, when the main motive is not salary, position, working conditions, but satisfaction with work achievements as a result of self-actualization and self-expression. However, this is not the case at the present stage, as most Ukrainians remain dissatisfied not only with the level of wages or legal protection, but also with the range of social guarantees or their absence.

If we analyse the current situation regarding the quality of working life of employees, in almost all respects it does not meet the requirements. This is confirmed by the fact that one of the main conditions for the proper quality of working life – fair remuneration for work – does not meet international standards and cannot ensure the proper level of society development. After all, according to the European Social Charter, the poverty line is considered to be per capita income below 60% of the median wage. Today, one of the priority issues in the field of improving the quality of working life in Ukraine is the problem of wage reform, which will prevent the loss of the most productive workforce of active working age.

Quality of working life in terms of digitalisation of the economy depends on the general socio-economic situation in the country and is due to both the general level of economic development and the intensity of the implementation of digitalisation processes. In view of this, one of the internal components of determining and

assessing quality of working life at the macro level is a component that characterises the conditions of its formation and provision (Wenpin, 2017).

Quality of working life is also significantly affected by social changes. The main properties of the modern business environment in which domestic organisations operate, are variability, uncertainty, and instability. Such conditions require managers of organisations to be able to feel intuitively the problems of market economy, approach them professionally (avoid, if possible, or accept through effective management). To ensure the latter, managers must have highly professional skills, abilities, and experience, must be aware of the factors inherent in their field of management, situational managerial mechanisms, etc.

There are several types of social change:

- structural social changes (changes in the structure of the family, organisation, government structures, institutional sphere);
- changes in social processes (interaction of communities, institutions, organisations; relations of solidarity, tension, conflict, subordination, which are constantly in the process of change);
- functional social changes (changes in the functions of different social systems);
- motivational social changes (changes in the motivation of individual or collective activities).

According to their nature, internal structure, the degree of influence on society, social changes can be divided into evolutionary and revolutionary ones. The former include partial gradual changes, which are carried out as quite stable ones with a tendency to increase or decrease any qualities, elements in different social systems. All the above-mentioned types of changes (structural, functional, procedural, motivational) can be evolutionary in nature. Revolutionary changes differ significantly from evolutionary ones. These are extremely radical changes that cause a drastic breakdown of the social order. They are not partial (unlike evolutionary), but universal, and usually rely on violence.

The so-called innovative changes are different in nature. It is a kind of complex process of creating, disseminating, and using a new practical tool and combining with this novelty of changes in the social environment (organisational, technological changes). One of the sources of social change are discoveries and inventions, innovations that always add something new.

A more complex form of social change is cyclical social change – a certain set of phenomena, processes, the sequence of which creates a cycle over a certain period of time (Kyryliuk & Ryabokon, 2021).

The quality of working life of young professionals engaged in science and education areas is characterised by such features as complexity of social and economic environment, a low level of legal protection, remuneration, housing, prestige of the

position, a lack of social and public recognition of the importance of work, difficulties in utilising professional and creative abilities and in career building.

Modern managers face the problem of obtaining relevant and reliable information about the real state of affairs in the organisation during the process of developing measures in the field of human resource management. Of particular importance is the assessment of quality of working life as a set of conditions and workplace management that fill employees' social and labour needs, realisation of labour and creative potential of each employee. A competent assessment of quality of working life allows getting an objective picture regarding the state of the elements of the social and labour sphere, position of employees, degree of their needs satisfaction, possibility of applying their professional knowledge and skills; and outlining ways to resolve identified contradictions.

The problem of assessing the quality of working life in relation to young professionals as one of the least protected categories is especially acute. At the moment there is an active discussion and development of measures of involving graduates of higher education institutions into the field of science and education. One of the ways to increase interest in two related areas of human activity may be improvement of the quality of working life of academic institutions employees (Hipolito et al., 2016). Nowadays, with a large number of approaches to quality of working life assessment, there is no uniform methodology for assessing the quality and level of working life in relation to young professionals that work in science and education fields. In order to assess the quality of working life of young professionals in the fields of science and education objectively, we suggest using the following indicators:

1) Remuneration

- The average level of salaries of young professionals in the scientific and educational field in relation to subsistence rate or minimum wages;
- The ratio of the average salary of young professionals in the studied research and educational institution and the average monthly salary of young professionals in scientific and educational fields;

2) Working conditions

- An integrated indicator of the intensity of work of young specialists in the fields of science and education;
- The amount of research institutes financing per young specialist in the academic institution;
- The size of working area per one young specialist in the academic institution;

3) Legal protection and job security

- The number of young specialists dismissed from the academic institution on the initiative of the administration;



- The number of identified violations of labour legislation toward young specialists in the academic institution;
- 4) Technological infrastructure
  - The level of young specialists' work computerisation in the academic institution;
- 5) Young researchers' career growth
  - The coefficient of career promotion of young specialists in scientific and educational fields;
- 6) Advanced training and education
  - The number of young professionals who have gone through professional education or advanced training.

It should be emphasised that the quality of working life of young researchers assessment cannot be limited to this list, and this list of indicators serves as a guide rather than a benchmark.

Quality of working life systematic assessment can serve as one of the ways to attract and retain young specialists in the fields of science and education. Quality of working life monitoring can be carried out in four main stages: preparatory stage, assessment of objective parameters of quality of working life, assessment of subjective parameters of quality of working life and results, summarisation. Within the framework of this monitoring, assessment is carried out with regard to young specialists and with regard to organisations. The information base for the assessment is the academic institution's internal and external reporting and results of a survey of young specialists conducted through a questionnaire (Hipolito et al., 2016).

A logical continuation of quality of working life analysis is the development and implementation of measures or a comprehensive programme for the improvement of quality of working life. Most researchers of quality of working life problems claim that the main purpose of the development of forms and methods of developing quality of working life is to improve conditions for increasing efficiency and job satisfaction. A number of theorists and practitioners of modern management come to the conclusion that in order to achieve this goal, it is necessary to improve the following aspects of working life:

- labour organisation and its content;
- remuneration and recognition of the employee's work;
- safety and working conditions;
- the company's social and domestic infrastructure;
- the employee's relationship with colleagues and his or her participation in decision-making processes;
- the place of work in the young researcher's life and his or her legal protection in the organisation.



In order to improve the quality of working life of young specialists in the fields of science and education it is necessary to develop a programme. The aim of developing a programme for the improvement of the quality of working life of young researchers is to improve the state of academic staff under the age of 40, stimulate their scientific and innovative activities, which will increase efficiency and competitiveness of the organisation which they work for.

Achieving the goals of the programme will be ensured through the implementation of a number of measures:

- improvement of remuneration forms, methods of material and intangible incentives;
- involvement of young professionals in the implementation of scientific and educational grants, participation in scientific competitions;
- creating safe and healthy working conditions;
- combination of work modes, including the use of flexible work schedules, remote work, etc.;
- improvement of the human resource management system and leadership style;
- application of the continuous professional development of employees system, involvement of young specialists in participation in international conferences and internships;
- creation of a professional development and promotion of young professionals system;
- implementation of measures regarding improvement of young professionals' amenities, housing conditions, etc.;
- increase of the share of young professionals among the total number of the organisation's employees by attracting the talented and active youth from among students and postgraduates.

The achievement of the set goals and implementation of the necessary measures should be conducted in several stages:

- 1) Preparatory stage is conducted through preliminary assessment of the quality of working life of young professionals in the selected academic institution. It also includes formation of a working party that will be responsible for the development and implementation of the programme, analysis of available material and technical resources. Analysis of available resources implies identification of financial, organisational, technical capabilities of the academic institution;
- 2) Development stage of the programme of action plan formation on the basis of the received results of the quality of working life assessment and logistical and organisational resources, which will promote increase in quality of working life. To this end, a detailed elaboration of the direction, content, procedural sequence, deadlines and necessary material support of measures aimed at improvement of

the situation of researchers and educators under the age of 40 should be carried out. The prepared programme must be agreed upon with legal, financial, and economic services of the academic institution and be approved by the relevant order of the head of the organisation;

- 3) At the implementation stage, the working party executes the action plan step by step, taking into account the deadlines and available material and technical resources; periodic performance control and preliminary results monitoring are carried out. Correction of the planned measures implementation process is possible in case of changes in state policy in the field of science and education, personnel policy of the organisation, etc;
- 4) The stage of obtained results evaluation allows carrying out comprehensive monitoring of the measures implementation process for compliance, identifying the main positive and negative sides, analysing obtained results in terms of set goals and objectives, as well as indicators of social and economic efficiency.

## Conclusion

As a result of the conducted research, the set goals and objectives were, to a greater extent, achieved. The peculiarities of social factors and their influence on quality of working life are considered: trust, social capital, social networks. The authors defined and proposed indicators of objective assessment of the quality of working life of young specialists in the scientific and educational sphere. It is necessary to use the following categories of indicators for such an assessment: remuneration for work, working conditions, legal protection and guarantee of employment, technical and technological equipment, career growth of young scientists, advanced training.

Specific measures regarding improvement of the quality of working life of young researchers may be the following: attracting young specialists to participate in research projects, competitions, and grants; development of regulations on additional incentives for young professionals; ensuring access of young professionals to global and national information systems and databases; involvement of young professionals in strategic decision-making processes within the unit and the organisation as a whole by creating separate councils of young academic employees; creating conditions for legal protection of young professionals and many others. It should be noted that the quality of working life, and, accordingly, directions of its improvement may differ in each individual academic institution depending on the prevailing conditions, and may change in the process of certain measures implementation.

## Acknowledgements

The paper is written within the framework of the young scientists' project *Realisation of the young scientists' potential in integration of science, education, and business* (Ukrainian state registration number 0120U102126).

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