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**LANDSCAPE OF EMPLOYMENT AND HUMAN CAPITAL IN DIGITAL
ECONOMY**

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**ЛАНДШАФТ ЗАНЯТОСТИ И ЧЕЛОВЕЧЕСКОГО КАПИТАЛА В
ЦИФРОВОЙ ЭКОНОМИКЕ**

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The digital economy has transformed the employment landscape, placing a premium on digital skills, adaptability, and continuous learning. Embracing these changes and investing in human capital development are essential for individuals and organizations to thrive in the digital age. The digital economy has significantly reshaped the landscape of employment and human capital. [1]. With the advancement of digital technologies, remote work has become more prevalent. This opens up employment opportunities for individuals regardless of geographical location, provided they have access to the necessary digital infrastructure, where companies need to switch to virtual forms of recruitment, selection, and training. [2]. Toward this end, research is needed to understand the impact on employees' ability to navigate the job search process, how the transition to virtual recruitment affects their ability to develop and assess perceptions of fit regarding potential employment situations, and the efficacy of virtual assessment centers and training programs (Carnevale 2020). The company must understand the coordination between human learning interests, corporate goals, and the requisite resources while designing and developing the enhanced Organizational Learning strategy. [3]. To do this, organizations can identify planned goals, inventory human desires, and choose tools that can help and enrich learners in the enterprise with self-directed and socially built learning activities. This must be achieved when keeping in mind that on demand enhanced Organizational Learning curricula and processes are rapidly displacing traditional static enhanced Organizational Learning curricula and processes (Giannakos *et al.*, 2021).

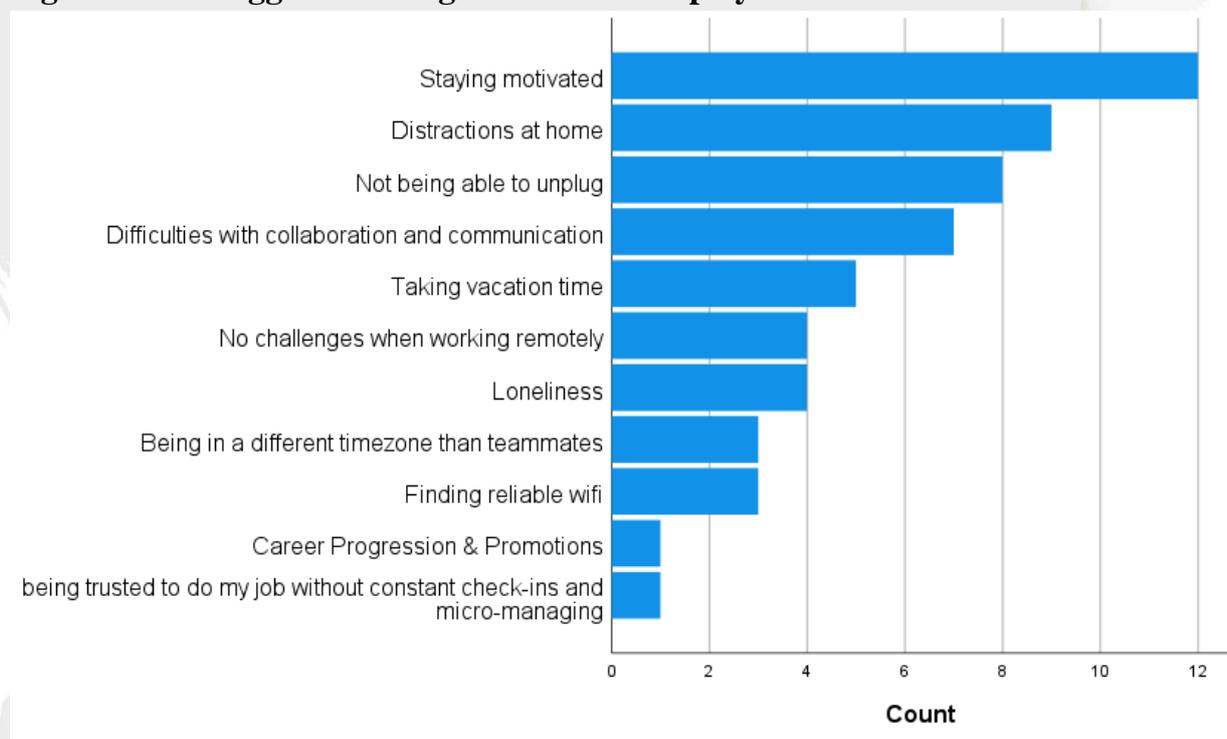
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Organizations' implementation of e-learning is hampered by strict rules, a lack of digital maturity, and organizational difficulties. Switching from being an information-based company to a knowledge-based company is a huge obstacle for today's businesses. [4]. Enterprise employees must work in increasingly intense information and knowledge-oriented environments in order to preserve the productivity of their companies. On the basis of everyday facts and practice, traditional learning methods fail to substantiate learning flow. Humans (e.g., staff, administrators, and civil servants) must be at the forefront of the knowledge and learning flow, and conventional learning must be bridged by experiential, social, and smart learning (Giannakos *et al.*, 2021). To be able to manage those who work remotely, to recognize when they are not dealing with their job, feeling depression at work, and to partner up and innovate new products and services in a virtual environment, managers should be game changers who have social skills and emotional intelligence (Fogarty *et al.*, 2020). With a drop in in-person connection, and an increase in online platform usage, the days of employees schmoozing their way to the top may be on the decline. The future of promotions looks to become more data centric, where the decision is based upon an array of qualitative metrics such as sales figures, year over year performance values, and customer service scores and reviews. We can also expect a rise in app and technology usage that evaluates employees' digital experiences. These additions will provide employers with a more collaborative and data measured sense of the value you are able to add, despite being remote (Stahl 2020).

The survey has been conducted among 400 remote/flexible workers on different sectors and countries indicate challenges and expectations of employees from managers. [5].

Figure 1. The biggest challenges of remote employees

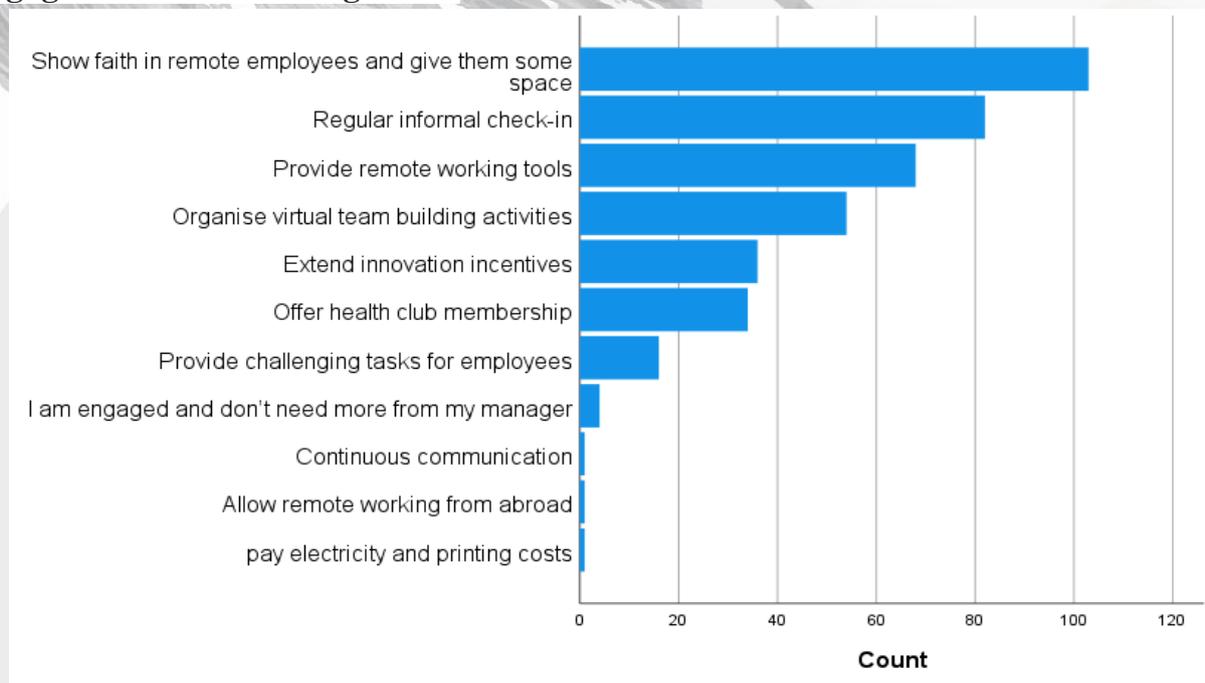


22-23.04.2024

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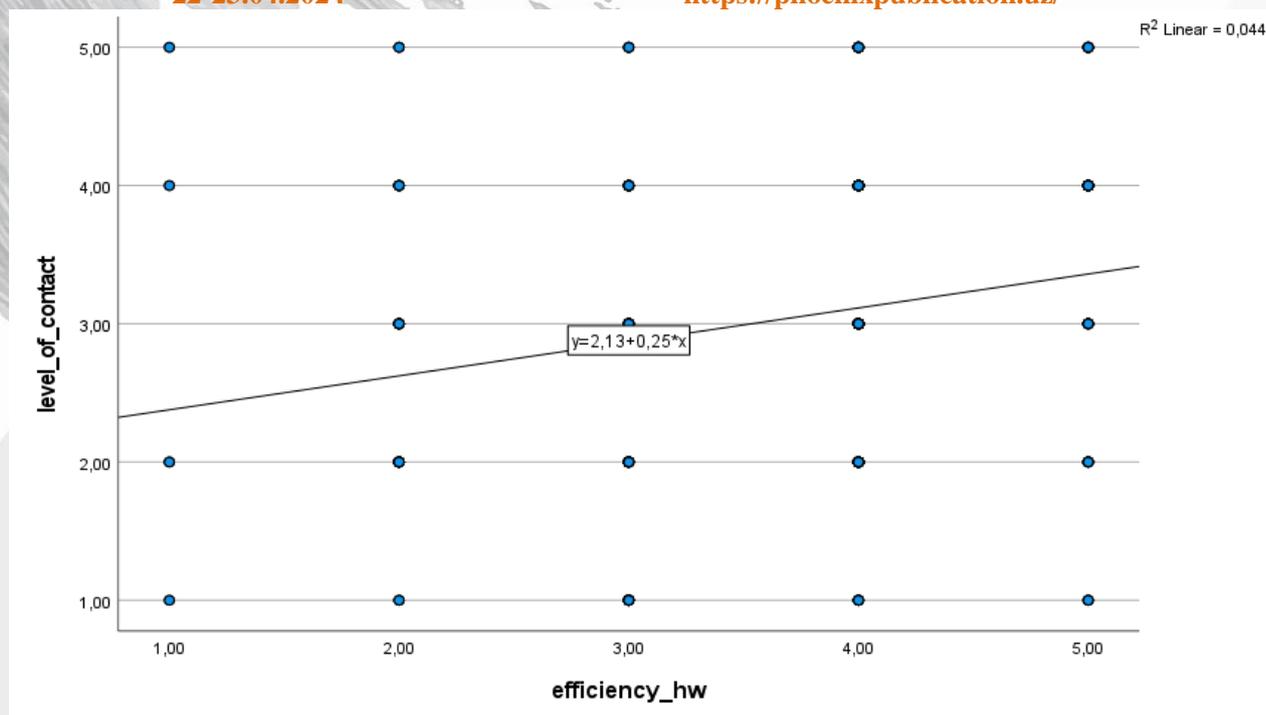
For those who are very satisfied with current efficiency of current hybrid style of working compared to pre-covid office work, biggest challenge is staying motivated. [6]. It was followed by distractions at home and not being able to unplug.

Figure 2. Expectation of remote workers from their managers to keep them engaged and maintain high level



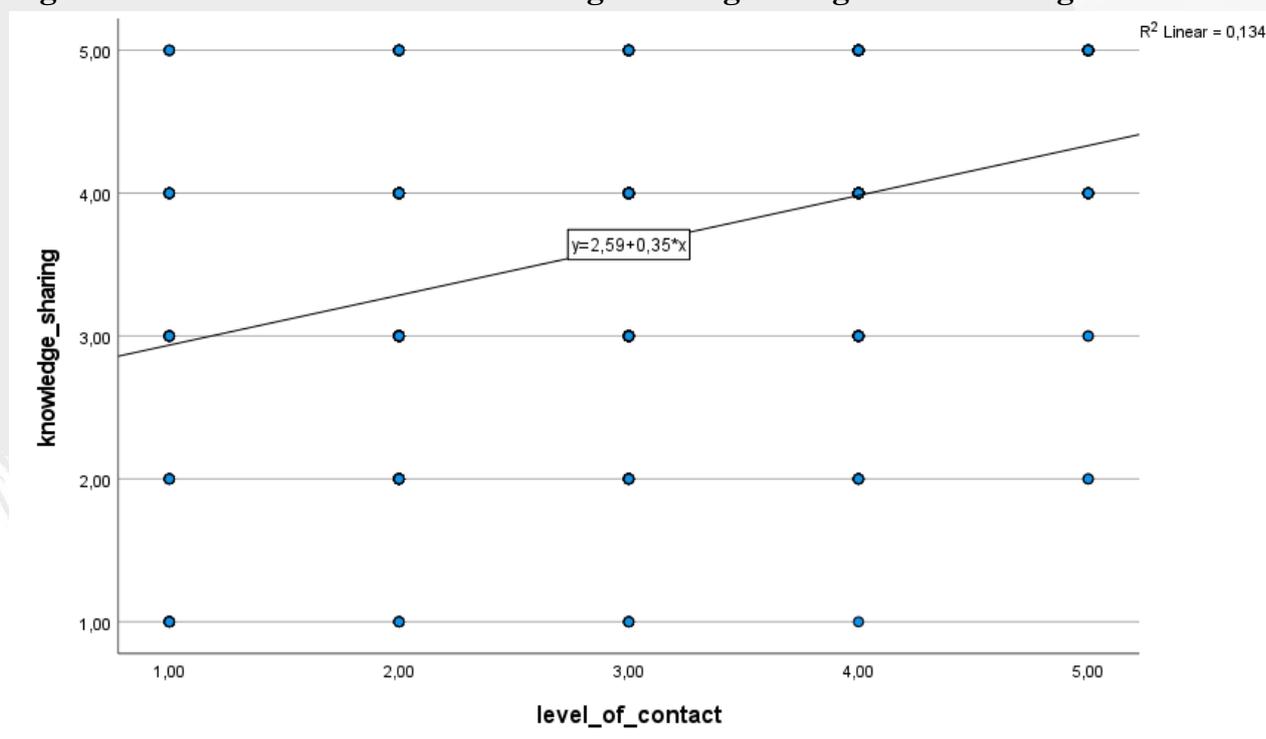
In general, those who are very dissatisfied or dissatisfied with efficiency of remote working compared to traditional office work, have found not being able to unplug as the biggest challenge. [7]. For neither dissatisfied nor satisfied, satisfied and very satisfied with efficiency of remote working compared to traditional office have found staying motivated as the biggest challenge managers need to take into account. [8].

Figure 3. Level of contact among remote workers and efficiency of remote working



There is correlation between home working and level of contact with co-workers. The higher level of contact, the higher efficiency in home working. [9].

Figure 4. Level of contact and knowledge sharing among remote colleagues



There is correlation between level of contact and knowledge sharing among remote colleagues. The higher level of contact, the higher knowledge sharing among remote colleagues.

Conclusion.

22-23.04.2024

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The digital economy has transformed the employment landscape, placing a premium on digital skills, adaptability, and continuous learning. [10]. Embracing these changes and investing in human capital development are essential for individuals and organizations to thrive in the digital age [11]. The rise of digital platforms has led to the emergence of the gig economy, where individuals work on a freelance or contract basis. [12]. This offers flexibility but also requires individuals to continuously update their skills to remain competitive. [13]. Given the rapid pace of technological change, continuous upskilling and reskilling are essential to stay relevant in the digital economy. [14]. Employers and individuals alike need to invest in learning new technologies and adapting to evolving job roles. [15]. In a data-driven economy, the ability to analyze and interpret data is crucial. [16]. Employees need to be proficient in data literacy to make informed decisions and drive business growth. [17]. Remote work and global teams require proficiency in collaboration tools such as project management software, video conferencing platforms, and messaging apps. [18]. Effective communication and teamwork skills are essential in a digital workplace. [19]. The digital economy is characterized by rapid change and disruption [20]. Individuals need to be adaptable and agile, willing to learn new skills and pivot to new roles as technology evolves [21]. Efforts to promote diversity and inclusion are crucial in the digital economy to ensure that opportunities are accessible to all regardless of gender, race, or background [22]. Diverse teams are more innovative and better equipped to tackle complex challenges.

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