ECONOMIC AND LEGAL ASPECTS OF INTERNATIONAL EXPERIENCE HUMAN RESOURCES' MANAGEMENT UNDER CONDITIONS OF SUSTAINABLE DEVELOPMENT THE DIGITAL ENVIRONMENT

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1. Economic and legal analysis of international and domestic experience in the usage of communication skills in human resource management in resolving labour disputes under conditions of COVID-19 and digitalization

Every year, humanity tries to meet its own needs up to date without compromising the capabilities of future generations. This is the message of sustainable development of human resources in today's unpredictable digital environment. However, every day we face many infectious diseases that not only threaten human health, but also seriously affect the economic development of the country during the epidemic, and at the same time cause many problems in labour relations. An example is COVID-19, which was discovered in Wuhan (China) in late 2019 and quickly spread around the world. For example, on April 8, the Chinese News Agency in Beijing reported the "hot" news that the World Health Organization had released an epidemic report, which recorded 12 79722 confirmed cases of COVID-19 and 72 614 deaths worldwide. At the same day, the International Labour Organization said that 81% of the world's working population of 3.3 billion had been affected by the new crown epidemic and that its jobs had been completely or partially closed [1]. That is why, from the global point of view, after the epidemic, the number of labour disputes instantly increased worldwide. And the question of building an algorithm for their rational solution has become relevant. Given that the art of human resource management during the pandemic period is complex and requires the introduction of foreign experience, we highlighted the urgency of using the communication skills of workers and employers to resolve labour disputes.

It should be noted that the works of domestic and foreign scientists such as: N. Dlugunovich [2], J. Lee [1], A. Saliu [3], P. Tamma [4], C. Hong [5], B. Zhang [6], R. Shapravsky [7] are devoted to the issue of the research of the usage of communication skills, management of employees in resolving labour disputes in terms of digitalization of the business environment. The experience of those countries of the world where the first misunderstandings on labour disputes arose during the global COVID-19 pandemic is especially relevant today. After all, the algorithm for solving them is still not properly worked out, which leads to a misunderstanding between the employer and the employee. That is why the purpose of this study was the use of communication skills in human resource management in resolving labour disputes, using economic and legal analysis of international and domestic experience in the context of digitalization.

In 2019, the whole world was paralyzed in the field of production and services. We would like to emphasize that today, in early 2022, according to government orders, due to the severity of infectious diseases, the emergence of new types of COVID-19, most companies, such as China, have suspended certain production lines, and workers have to rest at home. Moreover, if we analyse the movement of the Chinese, even in business affairs around the world outside of China, it is one of the nations that tries its best to follow the rules of hygiene. There is a problem of employers around the world: "How to calculate the preferential rate of the employee, if he or she works remotely at home, or if his or her type of work does not involve remote form? How should the employer pay for the employee's working time in such circumstances? What to do with employment contracts that expired during the epidemic?"

Under such conditions, the communicative abilities of both employees and employers become expedient. It should be noted that when communicating with the owners of companies in post-Soviet countries, we found the answer to why communication is the driving force in labour relations not only in Ukraine but also abroad. In particular, we are talking about the basic principles and strategies of negotiation, the ability to generate reports on the work performed, justify their own value in the enterprise, use nonverbal communication when acquainting the audience or employer with the work performed. All this comes down to "soft skills", it means the universal skills of everyone in society. And it often happens that "hard skills" are developed at the highest level, and "soft skills" only at the basic level. This means that "hard skills", just professional skills of employees, which are related only to the field in which the person works, are devalued. And the person himself or herself does not have the ability to prove what he or she is useful in the team. In this regard, Dlugunovich N. A. emphasizes that "… the higher a person climbs the career ladder, the less weight of hard skills and more soft skills" [2, c. 239]. We agree with the opinion of the scientist, because the professional success of any person is determined by "soft skills", although achieving the desired level has a long duration.

In the publications [8, 9], we analyzed in detail how communication affects a person's ultimate goal. In particular, we came to the conclusion that the combined combination of methods of expressive, informational, paralinguistic, persuasive communication has a phenomenal impact on the process of human resource management. And in the work [10] we conducted the unique scientific study on the optimization of violations of the right to work under COVID-19 in different countries.

Today, at the beginning of 2022, researching the experience of foreign countries, we chose China, because it was the first country to face the problem of mass resolution of labour disputes over wages. Thus, we propose to analyze in details the measures taken by the Chinese government to stabilize labour relations during the epidemic in 2019-2021 years. Firstly, found out how the government's policy was coordinated. For example, in mid-2020, China's state apparatus issued the "State Council Statement on the continuation of the spring 2020 holidays", while the Ministry of Staff and Social Security, the National Federation of Trade Unions, the Chinese Confederation of Enterprises, the National Federation of Industry and

Trade during the outbreak new coronavirus infection actively implemented measures to stabilize labour relations to prevent, control and support the resumption of production in enterprises. Interpretations of the Supreme People's Court and the Supreme People's Prosecutor's Office on a number of issues concerning the special application of the law in criminal cases of violation of prevention and control of sudden epidemics of infectious diseases were published, and "Reports on the proper resolution of labour relations issues in preventing and combating outbreaks of new coronavirus infections" as well were done. In our opinion, all the above measures of the Chinese government have been taken to fight carefully to prevent the COVID-19 epidemic. Moreover, these measures were aimed at harmonizing China's labour legislation with preventing and combating epidemics, protecting the legitimate rights and interests of both employers and workers, and promoting harmonious and stable labour relations.

Looking back at historical events, the similar legal experience used during the severe acute respiratory syndrome of 2003 has been adapted to today's circumstances. Thus, applying the method of statistical analysis, examining the period of 2019-2021 years, we found that by the end of 2021, some Chinese courts have reached appropriate conclusions on the resolution of labour disputes during the global pandemic (Fig. 1).

Analyzing the material given in the Figure 1, it should be emphasized that we made fundamental investigations and identified three main areas that have become the basis for appealing to Chinese courts in the field of labour law violations. In particular, these are issues related to "employees' labour relations", the issue of "employee's wages" and "other (for instance, work injury, leave, statute of limitations)". For example, in employment cases, we investigated that the employer does not pay wages in full and on time due to the epidemic. And if the employee requests to terminate the labour contract on this ground and demands payment of economic compensation, it is usually not confirmed by court decisions, as this rule is intended to prevent excessive burden on the company. Otherwise, it can lead to the destruction of labour relations. Chinese scientist Cao Hong agrees with this position [5].

Researching disputes over employee wages, we found that if, starting from February 3rd, 2020, the company stops working and production due to epidemic prevention and control, the employee is in favour of the employer to pay wages according to the norm of the employment contract. If wage payments are more than one cycle, the employee advocates that the employer pay wages in accordance with the work provided by the employer and the wage standard re-agreed by the employer.

Fig. 1. Generalization and Analysis of Chinese Case Law in the Field of Labour Relations on Human Resource Management During the Global Pandemic COVID-19, 2019-2021. Source: authors' own research

Moreover, the wage standard should not be lower than the local minimum wage standard. Employees advocated that the employer should pay a salary according to the living cost of not less than 70% of the local minimum wage. And this demand was supported by the judgements of the Chinese courts. We consider that this provision gave the two parties in the labour relationship the freedom to negotiate wages, which is conducive to stabilizing the labour relationship.

Lots of attention was devoted to special labour cases concerning the employees' leaves. So we reveled that according to the Chinese labour legislation the employer has the right to arrange employees' annual leave in accordance with the unit's production and work arrangements.

The period of postponed resumption of work can be offset against the annual leave, but the employee's annual leave salary should be guaranteed in accordance with the law. But there were cases when the employee refuses to accept or claimed invalidity of the leaves on the ground that the employer arranges the annual leave "without considering his or her own wishes".

But we want to admit that the judgments of the Chinese courts were that employers should arrange leave based on the wishes of employees, and employees couldn't be made to take a leave.

According to Zhang Bin, vice president of the Shanghai High Court, for the 31st of March 2020, the city's courts had accepted 116 cases involving epidemic situations, including 28 criminal cases, 88 civil and commercial cases, and 24 cases have been completed. Currently, the number of cases of labour lawsuits in the courts related to epidemic situations has decreased significantly [6]. The main reasons are: firstly, there is a process of labour relations contradictions caused by the epidemic situation as well as by the suspension of enterprises' production. Secondly, it also takes place the dissatisfaction by claimants with labour arbitration awards as well as the court proceedings. And it means that there is a certain lag in the time of related cases.

To sum up the functioning of the courts of China during the epidemic period of COVID-19 we can admit the extremely important point is that China has done a productive job in preventing the law. For other countries, including Ukraine, it would be useful to apply China's experience in human resource management in times of uncertainty in order to test properly the preventive function of labour law.

The next task of our scientific and practical research was to analyse the work of the legislative bodies of the Ukrainian authorities. Thus, on March 25, 2020, the Cabinet of Ministers of Ukraine introduced a 30-day emergency regime throughout Ukraine, until April 24, 2020 [11]. On March 17, the Verkhovna Rada of Ukraine adopted a law amending certain legislative acts of Ukraine aimed at preventing the emergence and spread of coronavirus disease COVID-19. It should be emphasized that the Government of Ukraine has adopted a number of laws and decrees to support the private sector for the quarantine's period of the worldwide pandemic COVID-19. For example, from the 1st of March to the 31st of April, private entrepreneurs are exempted from paying a single social contribution, temporarily cancelling fines and penalties for late or incomplete payment of a single social contribution, late filing of a single social contribution reporting, and abolishing commercial real estate [12].

In addition, we also researched the situation of mass unemployment in Ukraine. After all, the main actions of employers in the first weeks of quarantine in Ukraine were: sending employees on leave at their own expense or on account of annual paid leave. There have also been massive layoffs of workers in Ukraine, which has resulted in a large queue of unemployed people who intended to join the State Employment Centre for monthly unemployment benefits. Thus, in the first two weeks of quarantine, the number of unemployed in Ukraine increased by about 500-700 thousand people, in the next two quarters by another 500-600. In total, it reached 2.5-2.8 million people. According to estimates of the Chamber of Commerce and Industry of Ukraine, the unemployment rate is now 13.7-15.4% [13]. We want to underline that this is the highest figure in the last 15 years. However, having analyzed various sources of information, we have come to the conclusion that the number of unemployed in the country will be greatly influenced by migrant workers returning from different countries. According to such forecasts, in the worst case the number of unemployed in Ukraine will increase to 3 million people [7].

At the same time, the government is taking steps to financially support its citizens. Thus, in support of the unemployment fund and the employment centre, the state planned to allocate UAH 5 billion at the end of 2020, and in fact UAH 3 billion was allocated. Moreover, with the newly adopted decrees and amendments to the Labour Code of Ukraine for small and medium-sized businesses, it became possible to compensate part of the salary for the period of idle time in the maximum amount of the minimum wage stipulated by the law, which is 4723 hryvnias. We want to admit that this partial unemployment benefit will be of benefit to those who have worked in areas that have now been idle in quarantine production. In particular, we are talking about mass events, vehicles and establishments that are not subject to a quarantine permit.

We have paid particular attention to scientific research on the current situation regarding unemployment and the emergence of labour disputes over labour issues in Italy. Considering that today in Italy there are a large number of fatalities of the affected by COVID-19. And at the end of 2020, Italy was the leader, because ccoronavirus sparks nationwide strikes in this country. Trade unions called to stop the production of all necessary goods to ensure safety and sanitation in the workplaces. Particularly, Italy's coronavirus epidemic has triggered nationwide strikes running from shipbuilders in Liguria in the North to steelworkers in Puglia in the South, forcing the government to open negotiations with union bosses. While governments across Europe were calling on employees to work from home. Nevertheless there are many Italian workers whose jobs can only be performed in supermarkets, factories, docks and steel mills.

In her research, P. Tamma [4] noted, such trade unions as Cgil, Cisl and Uil reported concerning the protocol that "will allow companies in all sectors, through the use of social safety nets and the reduction or suspension of work, to ensure the safety of the workplace". Prime Minister Giuseppe Conte held a videoconference alongside the Health, Economy, Labour and Economic Development Ministers, to mediate between the two sides (employer and employee). After 18 hours of

negotiations, trade unions and employers signed a safety protocol. Rome adopted a Decree asking employees to work remotely and take paid leave, advising the closure of "non essential" production lines and encouraging social distancing and sanitation in industrial sites. Yet it stopped short of ordering a complete shut-down of production, and left it to companies to "self-regulate". So as we see, the practice concerning annual leaves in the circumstances of COVID-19 are popular in China, Ukraine as well as in Italy.

The employment current situation and labour disputes in Germany have not gone beyond our research. With thousands of confirmed cases of COVID-19 now its borders are closed. So, Germany's businesses face major disruption which raises a range of questions for employers and employee. Accordingly, the question arises, as in other countries of the world: "Can employees refuse to work or stay away from work because they are afraid of becoming infected during their work?" According to German labour legislation employees cannot unilaterally refuse to perform their work, employees are also not entitled to refuse performance their work if they fear that they will be infected with an illness. Rather, employees lose their wage entitlement in the event of a unilateral refusal to perform. In addition, employers may consider taking consequences under employment law. Such as issuing a warning notice, in individual cases even the termination of the employment relationship may be considered.

Another burning question among the employees appeared in Germany: "Can employees demand to work from home?" So, according to the legislation of German employees have no legal right to work from home, to be the so-called "home office". Instead, working from home requires a legal basis, for example, an agreement between employer and employee. However, employers should consider giving this option to employees who can also perform their work from home. Because this can reduce the risk of infection and possible absences from work. Specific requirements must be met for work in the home office, in particular requirements under occupational safety law (existence of a suitable workplace) or data protection law. For example, ensuring that third parties do not gain unauthorised access to protected data. The Works Council may have co-determination rights if the employer wishes to grant home office to employees collectively [3].

We also investigate the approach if the employer can order a company medical examination of employees to rule out infection of employees with the COVID-19. In this instance, employers may not in principle order medical examinations of employees. However, as a milder remedy, employers may unilaterally exempt employees for a certain period of time while continuing to pay their remuneration.

It is worth mentioning separately how diplomatically France escaped labour disputes during the quarantine period. The country's management has proposed payments to parents of children, which in French law is called "arrêt travail" and in translation means "termination of employment". These are benefits and an opportunity for parents who have got children under 16 years of age. So, parents of this category can take almost a vacation while maintaining their pay, and for the

duration of the "arrêt travail", employees will receive 90% of their pay without working at all. Payments can be received within 15 days and only during the quarantine period. To our mind the actions of the French Government are indeed rational, as this will cause to a reduction in the percentage of those who have COVID-19 that will be offset by the costs of treating patients.

As noted in his research A. Saliu [14], the French government took care of the debt of the citizens, introducing a permission to defer payments until the quarantine or until the debtor is again able to pay it. It is possible to arrange such delay in the bank branch. Businesses, as well as individuals, can suspend payments on their loans for 3-12 months without any penalties. Typically, standard loans can be suspended for 3-6 months, while a mortgage can be suspended for up to 12 months.

In conclusion, we would like to emphasize that, firstly, the principles of the United Nations Charter and the Universal Declaration of Human Rights state that the right to life is the most important. Therefore, under the influence of the epidemic, countries must put human rights primarily - the right to life. Secondly, each country must actively formulate the mechanism for the prevention of labour disputes and a mechanism for resolving them in accordance with the national conditions of the states in accordance with current labour legislation and labour legislation. For example, case law countries can promptly publish relevant case law on the easy accessed, open for everybody Internet sources (for example, cases related to wages during the epidemic, cases of "home office" and "remote working hours", etc.). The legislature must immediately issue appropriate instructions, judicial interpretations and legal norms. One of the goals is to stabilize the mentality of workers during the epidemic. The second aim is to resolve labor disputes at the initial level. Thirdly, according to the results of our study, China can adopt the experience of German unions in solving problems and fully play the role of trade unions. Germany, Ukraine and Italy should study China's warnings and publish relevant labour laws as soon as possible, as well as relevant cases, in order to stabilize the mentality of workers.

Using the method of statistical analysis, we systematized foreign practice of China in resolving labour disputes caused by the world pandemic COVID-19 in the context of digitalization and sustainable development of the society. Using the principle of stabilizing labour relations, there was proposed to identify three main areas of action that should be taken by the judiciary to resolve litigation under the conditions of the world pandemic. In contrast to existing research, we proposed a methodology for human resource management by summarizing and analysing foreign experience, including Chinese case law, in the field of labour relations under the conditions of the world pandemic COVID-19 during 2019-2021 years. This methodology provides for the settlement of labour disputes in terms of three main indicators: labour relations, employee wages, leaves or statute of limitations that are the subject of labour disputes. Implementing foreign practice on the domestic level, the author considered it to be the appropriate to apply in the Ukrainian human resource management tools that are based on the decisions of various Chinese courts. So it means: 1) restrict the rights of both workers and employers under the conditions

of the unpredictable global pandemic; 2) provide bilateral protection of participants in labour disputes under the conditions of COVID-19; 3) help to resolve issues with the statute of limitations or the provisions of unscheduled annual leave that arose under the conditions of the pandemic [15]. The implementation of the proposed methodology on practice will accelerate the process of resolving labour disputes that are arising in unforeseen circumstances between labour resources.

2. Comparison of international experience of the impact's disclosure of the COVID-19 pandemic on fundamental human rights in the context of sustainable development

Quarantine in the country is the emergency, for which it is simply impossible to prepare in advance. The precautionary measures taken by the leaders of the states have become such that they have restricted the access of many people to their usual and everyday things. The information released today encourages humanity to totally re-evaluate priorities, and the daily routine has become unattainable due to imposed bans and restrictions. The World Health Organization [16] concluded that the coronavirus pandemic was recognized in March 2020, and the impact of Europe's isolation was felt almost immediately. Therefore, it was forbidden to: visit educational institutions by its applicants; carrying out all mass events involving a certain number of persons, except for measures necessary to ensure the work of public authorities and local governments, restrictions on public transport in cities and the ban on transport between settlements, ban on peaceful assemblies, closure of institutions, which deprived people work. Such measures make it necessary to pay attention to whether they do not contradict what is guaranteed to people by conventions, international treaties; do legislative acts have absolute force over freedoms and human rights? That is why the research topic is relevant and urgent.

The COVID-19 pandemic has led to the emergence of a wealth of information from various sources on major social issues, community initiatives, and lawmakers' actions – but it is difficult to assess the impartiality and credibility of information in a crisis. Due to the lack of collectively formed opinion, general recommendations, etc., it can be concluded that modern publications are primarily descriptive in nature and have not acquired sufficient practical application. This topic is the subject of research by such practitioners as I. Bergo [17], O. Whitfield-Miocic [18], A. Zayonts [19], E. Snowden [20], N. Huet [18]. However, there remains a long list of issues that is to be studied in details. That is why we set out to study the international experience of the impact of published information on the COVID-19 pandemic on fundamental human rights, the usage of this information in accordance with international conventions and treaties.

During the time that countries around the world spent in isolation, the topics of violation of human rights and freedoms became widely known against the background of quarantine restrictions. Social networks and the media often disseminate emergency information, which has many conflicting points, but analysing the state of the country today, we can conclude that some restrictions still balance between legality and chaos.

Among restrictions that have become the most discussed are: 1) the emergence of applications that monitor the movement of persons and their contacts with others, such as violations of the right to respect for private life under Article 8 of the European Convention on Human Rights; 2) forced observation of citizens, as a restriction of the right to liberty and security of person, as referred to in Article 5 of the European Convention on Human Rights [21]; 3) blocking transport links between settlements, restricting movement across the state border – as the violation of the right of citizens to freedom of movement (Article 2 of the Protocol 4 to the Convention for the Protection of Human Rights and Fundamental Freedoms); 4) restrictions of the right to freedom of peaceful assembly and assembly of more than two persons (Article 11 of the same Convention); 5) ban on visiting churches and educational institutions, relevant events (Article 9 of the European Convention on Human Rights); 6) restrictions on access to medical care, which is expressed in the temporary cessation of planned hospitalization and operations, except for urgent (Article 14 of the Convention on the Prohibition of Discrimination in All Circumstances).

So, we can say that it is today that the state's interference in everyday life is becoming invisible, but real. In particular, European countries are establishing total surveillance of their citizens. This is done in order to quickly reproduce the chain of contacts between patients and healthy people and control those who are in quarantine. However, we would like to emphasize that if Western Europe is trying to do this in a rather democratic way, then in some Asian countries the rights and freedoms of citizens are being directly violated. And the leaders of the states even openly admit it. For example, Israel has passed new laws that allow spying on its citizens. This means that from March 17, 2020, the Israeli Security Agency no longer needs to have a court decision on the tracking of telephone conversations and calls of individuals [19]. This is reminiscent of a high-profile story in early June 2013, when the Guardian reported that the US National Security Agency (NSA) was collecting telephone records of tens of millions of Americans. The document issued a secret court order directing "Verizon", a telecommunications company, to transfer all its telephone data to the NSA on a "daily basis". The European Court of Human Rights then ruled that such methods of mass interception of Internet communications violated confidentiality and did not provide adequate safeguards [20]. Analysing the above information, we can say that in such circumstances, the daily routine of society acquires a different meaning as well as, in fact, human life. As in war, actions are taken to preserve the majority, not to protect everyone.

Restrictions on freedoms are a hot topic, as many international conventions and national laws provide for the impossibility of violating fundamental human rights. However, the Convention for the Protection of Human Rights enshrines the principle of the rule of law, which in emergencies becomes a strong argument for the legitimacy of restrictions on human rights. Articles 8, 9, 10 and 11 provide for state intervention in people's lives where it is really necessary. This means intervening in the interests of national and public security or the economic well-being of the country, to prevent riots or crimes, to protect health or morals or to

protect the reputation, rights and freedoms of others, and to prevent the disclosure of confidential information or to maintain authority and impartiality of the court [21]. Article 5 of the same Convention also provides for a derogation from certain rights, namely: "any High Contracting Party may take measures derogating from its obligations under this Convention only to the extent required by the urgency of the situation and subject to that such measures do not contradict its other obligations under international law" [21]. Therefore, public authorities cannot interfere in the exercise of rights except when the interference is carried out in accordance with the law and is necessary in a democratic society.

Labour relations are the most affected, because with the introduction of restrictions on travel, fees, etc. – almost the entire population of the planet has lost its source of income. Thanks to journalists, the fact of mass job loss was called "Job catastrophe". According to the survey, due to general restrictions, approximately 2.7 billion people have experienced the effects of a pandemic – meaning 81% of the world's working population, 38% of whom are particularly vulnerable [18]. This workforce works in hotels, restaurants, retail and manufacturing, in sectors that have experienced one of the biggest declines in production. America and Europe have the highest proportions of workers in these high-risk sectors and are more vulnerable to labour market shocks, but they also enjoy greater social protection coverage.

According to the survey conducted by Info Sapiens, 35% of employees have no guarantee that the employer will comply with labour laws in quarantine due to informal employment [22]. The problem of illegal dismissal has become one of the most common problems in the labour sector. Employers are trying to save on taxes and payments, which is a significant violation of both national law and the rights of employees. In this situation, it should admitted that the employee may be dismissed only in the event of changes in the organization of production and labour of the employer. Thus, the fact of quarantine on the territory of the state does not provide an independent basis for employers to dismiss employees, and therefore all dismissals should take place exclusively in accordance with the norms of labour legislation and not violate the fundamental rights and freedoms of citizens.

Since the US President Donald Trump declared a state of emergency in the country, more than 22 million people have applied for unemployment. According to sources, the United States has not seen such a level of job loss since the Great Depression, and the government is still trying to respond quickly to the deaths from the COVID-19 crisis and the economic downturn it has caused [23].

At the time, French Economy Minister Bruno Le Mert outlined the government's financial plan for the country in the coming months to combat COVID-19. The information provided: "Any employee will lose a penny" – gave the population faith in a sustainable and secure future, the Minister promised that the state will intervene to avoid economic disruption for the country's business [17]. France has stressed the importance of the safety of workers who have to go to work even during the quarantine. Employers, in turn, are required to take the necessary measures to ensure the physical and mental health of their employees. Thus, on the one hand, due to administrative closures, a significant number of enterprises can no

longer operate at all or partially. The administrative closure of some companies actually requires employers to temporarily dismiss employees. In France, administrative closures will last at least until May 11, 2020. And companies that are not fully covered by these measures can continue to operate. However, in such cases, the government's recommendation to give absolute priority to remote work, it means "work at home", has been officially published. If this is not possible, employers must provide employees with conditions that protect their health and safety as much as possible. For example, this involves arranging workstations in a format that allows a distance of one meter between employees. In the event of significant changes in the organization of work, it is necessary to consult with staff through, for example, videoconferencing. Employers must also provide pass certificates that allow these workers to travel from home to work. In addition, it is recommended to stop any physical meetings that are not vital for training [24].

In addition, we also examined the urgent question among German workers as to whether they could require an employer to work remotely from home. As it turned out, an employee, according to current German law, has no legal right to arrange an "office at home". Given the basic provisions concerning the legal regulation of labour in Germany, which are enshrined in the sixth chapter of the German Civil Code [25], we propose to resolve this issue in favour of the employee by concluding an additional agreement between employer and employee. Therefore, we have proposed during the implementation of this agreement that the employer has the right to require the employee to comply with labour protection legislation. For example, the availability of a suitable workplace. Or compliance with the law on data protection. In particular, it is a matter of ensuring that third parties do not have unauthorized access to protected data.

When it comes to the state of emergency in the country, it is important to analyse the appropriateness of the bans, whether they are valid and sufficiently justified, because in such periods as never before, there is a risk of restricting people's fundamental rights and freedoms. Taking into account the case law of the European Court of Human Rights on state interference in human rights and freedoms, the Court notes that justified interference requires 3 important factors: 1) national legislation must be clear, predictable and properly accessible ("Silver and Others v. the United Kingdom") [26]; 2) the legitimate goal is to set specific, measurable, achievable, realistic and time-bound goals to change and improve the situation in the future; 3) social necessity – the correspondence of the balance of rights of one person with the balance of the rights of the whole nation to a healthy existence and safe environment. The balance of individual and public health interests is reflected in Case "Solomakhin v. Ukraine" [27], where the ECtHR noted that violations of the applicant's physical integrity could be considered justified by public health considerations and the need to control the spread of infectious diseases in the region. It is important to understand that the European Court of Human Rights, first of all, draws attention to the lack of quality law, as this automatically indicates non-compliance with the last two factors: "The conclusion that the measure was not "in accordance with the law" is sufficient for the Court to find that there was a

violation. Therefore, there is no need to examine whether the interference pursued a "legitimate aim" or was "necessary in a democratic society" (M. M. v. the Netherlands) [28].

The reaction of the state during the quarantine and emergency situation should be supported only by facts. There must be a clear scientific and practical justification for emergency measures, and it is at this stage that the opinions of the leaders of the countries are divided. Crisis, pandemic, isolation – did not bypass anyone. Therefore, in our opinion, there should be not only an action plan, but also a clear mechanism for its implementation, which today, unfortunately, not every state demonstrates.

Thus, according to our research, we propose to implement the French experience in creating the safest possible conditions for those who work on a regular schedule during COVID-19: to apply statutory restrictions on allowable distance, protective ammunition, etc. Taking into account the actions of the German government, it will be appropriate to apply subsidies and benefits to those employers who will pay wages to their employees in telecommuting or remote work.

We also proved that the regulation of complex modern labour relations requires the state to introduce an integrated approach by creating economic and financial conditions, raising unemployment benefits to the subsistence level, providing subsidies and social benefits to workers, helping families and those layers of the populations that need it most because of the loss of earnings, the introduction of control over the illegal dismissal of workers, improving occupational safety and control over injuries and illnesses among workers, including through improved labour legislation and prevention programs. Under quarantine conditions, the principle of "the right to life is paramount" cannot be ignored. That is why, under the influence of the COVID-19 epidemic, countries must put human rights first. Restrictions on movement should be eased by providing information on safety recommendations, as well as social assistance to those who have lost access to work or emergency facilities due to the suspension of public transport (grocery stores, hospitals, pharmacies, etc.). To help society with the transition to remote communication, we propose to create initiatives to improve skills in the use of video communication systems, conferences, teleworking services. And because of the outbreak of doctors, create supervision over the safe environment in hospitals, because people who need help need to be reassured that hospitals do not endanger their health during an epidemic. Thus, the right to life is a fundamental principle of the Charter of the United Nations and the Universal Declaration of Human Rights [29]. Today, there is a gap between ensuring national health and violating state-guaranteed human rights. In our opinion, lawmakers need to justify whether their actions aimed at maintaining health have no alternative. After all, the rights and freedoms of the own population must always be in priority for the state. The implementation of the proposed measures in practice may be the optional method of overcoming the effects of isolation in business relations, as well as overcoming human rights restrictions during the COVID-19 pandemic.

We couldn't but mention that during the global pandemic COVID-19, the daily routine of our life, business and home problems, monotony, catastrophic lack of time are the result of quarrels, misunderstandings, and the main unwillingness to contact and discuss issues at the "negotiating table". As the COVID-19 World Pandemic has shown, these are the key factors leading to the divorce of many families, even those who knew how to find a compromise over the long span of family life.

Unfortunately, today Ukraine is in the first place by the number of divorces in Europe. This mark reaches 61%. In Europe, the number of spouses is decreasing every year: from 3.48 million in 1975 to 2.0 million in 2019, which means that in 1975 around 9.5 thousand marriages were made in Europe every day, and in 2019 they were barely registered 5 thousand a day [30]. And this is despite the continent's population growth of nearly 60 million over the decades. Terrifying figures, but rather irrational is considered when the couple ignores the peaceful settlement of problems, finding the border of compromise, to discuss all the details even when the woman is pregnant. In the course of our research, it was difficult to evaluate the indicators and realize that the life of a little baby is simply taken away because of a misunderstanding or inability to communicate.

By analysing, we can say that in European countries every 30 seconds they perform a registered abortion. It means that 116 of them perform in an hour, and about 2.8 thousand a day. There are statistics that the most abortions were performed in 2015 in France (over 216 thousand), followed by the United Kingdom (197.9 thousand) and Germany (99.2 thousand), and the least abortions were in Poland (1040), Croatia (3002) and Slovenia (3682). These data indicate that the spouses are not aware of one of the priority functions of communication – meeting the need for communication. So, all humans are social beings. We need other people just like food, water, a roof over our heads. Two people can talk for hours about different little things that they don't even mention over time, and some can't communicate even three minutes. The meeting the basic need for human communication should be the first step in establishing the communication compromise.

For example, in 2017, the Polonsky District Court of Khmelnytskyi Oblast considered 105 cases of divorce, of which 85 were dissolved [31]. As practice has shown, the plaintiffs in the cases were 29 men and 76 women. According to statistics, 62% of divorces are for young families, and the peak itself falls for a period of 3 months to 1.5 years of married life [32]. This indicates that the period of adaptation in spouses almost did not happen.

Last months practice in China proves that there has been a sharp increase in the number of divorce applications filed against the background of lunar quarantine due to coronavirus. So, last week, the Global Times reported that a record number of divorce requests were registered in Xi'an, China in recent weeks. Divorce lawyer Siv Lee says the divorce rate in his practice increased by 25% after quarantine restrictions eased in mid-March.

One of the main causes of divorce is domestic disputes. Often they arise from the reproaches of her husband's wife, that she is poorly prepared, lazy, enjoys having

fun, enjoys watching TV shows, does not care about family comfort. That is, the husband believes that the wife systematically incompletely performs his "legitimate" homework, and in the woman's view, the husband demands too unrealistic, thus violating her right to rest after a hard day's work or week. And the fact is that the husband does not require so much work, but just wants to see his wife in the economic chores from morning to evening. It is from these household quarrels that a conflict arises that will lead to divorce in the future. In such cases, the first step is to use the "negotiating table". This method will help to avoid the negative consequences, train the ability not only to listen but also to hear the interlocutor, to respect his point of view, to be able to adapt his own aspirations to the aspirations of the communicator. In particular, in this case, a spouse living in constant disputes should be aware of further chronic encounters – an indicator of a rather serious incompatibility that threatens misunderstandings in future relationships. If the family does not overcome this stage, it moves in small steps to a persistent disagreement, which becomes a defining feature of the psychological climate not only in relationships but also in communication with a partner, friends, society, etc. When there is a stage of systematic misunderstanding in communication, the energy of goodwill disappears, attention and non-verbal communication also have no effect, and on the contrary, energy of hostility picks up. In practice, this is reflected in the fact that family encounters are becoming more irreconcilable, relationships are aggravated, and estranged partners are growing. In such conflicts, they no longer seek the truth, but turn to accusations, abusive epithets, and mention past mistakes and failures of each other.

Particular attention should be paid to step-by-step measures to overcome this kind of situation in life. If there is a misunderstanding with the interlocutor, there is no need to resolve the issue immediately, since time can help to understand and analyse the situation in a different way. If, in your opinion, you do not manage to reach an understanding in the communicative negotiations, then you can involve a psychologist or mediator who will act as negotiators – they will hold a neutral position and relieve psychological tension, directing the dialogue in a constructive way. The result will be either a compromise in the future or the use of new methods of reconciliation.

3. Improvement of the Ukrainian Legislation on Labour Migrants by Implementation of the Foreign Countries' Experience under Conditions of Sustainable Development

In the context of sustainable development, the consequences of COVID-19 lead to both forced labour migration and restrain the flow of migratory labour resources. However, the emergence of modern needs of the world's migrant population requires the development of migrant labour market infrastructure, institutionalization of regional intercultural management – an important tool for effective social policy in the country. Thus, an important task for any country is the formation and implementation of such a migration policy that would take into account the current social and economic effects of migration [33]. That is why the study of the employment of migrant workers in Germany is gaining urgency, as this

issue is highly debated among practitioners and scholars around the world. Today, in early 2020, Germany has experienced another economic recovery, and therefore the country's companies need the additional 1-1.7 million new employees. Thus, according to our previous research, in 2018, 59% of Ukrainians of working age migrated from Poland to Germany [34]. The main reason for this migration process is the low level of wages for work performed at home. In particular, comparing the wages of migrant workers in Germany and Poland, the income of employees for similar work in Germany, labour migrants receive 2 times more than in Poland and 3 times more than in Ukraine. In terms of professions, the highest paid are civil engineers, energy engineers, information security specialists, programmers, economists and sales managers. The reforms that are gaining momentum in Germany include the liberalization of access to the labour market for foreigners from outside the European Union, but not without certain restrictions. Moreover, in the field of our research over the past year, the new German Migration Law has aroused the greatest interest among practitioners, which has contributed to a positive image of the country to attract skilled labour migrants from Ukraine. And, therefore, this topic is relevant and urgent for a detailed analysis in the legal field of a favourable working environment for migrants from Ukraine.

The issue of international migration of the working population, in particular the implementation of the experience of foreign countries, including Germany, in the context of the legal field of Ukraine is the object of study of both domestic and foreign scientists and practitioners. In particular, such as T. Weinman [35], J. Volosko [36], O. Kvasha [37], I. Kizima [38], O. Kornienko [39], U. Sadova [33]. Along with this, there is a list of issues that need to be solved. We are talking about the generalization of the new rights of migrants in Germany, new requirements for migrant employees, analysis of the current legal framework for migrant workers in the country, which came into force in early 2020.

When the employee comes to the country, the first thing that draws attention to and causes difficulties for the migrant is the very legal field that applies to foreigners. Therefore, our research will focus on the legal framework of the country to which labour resources migrate, their rights and responsibilities in the host country during the period of labour migration. As we noted earlier, the vast majority of migrants go to work abroad to improve their living standards [40, p. 75]. According to analytical data, Germany is one of the three countries that most accept the number of migrants and provide decent enough conditions for work or permanent residence. Such scientists as Volosko O. [36], Kvasha O. [37, p. 537], Kizima I. [38, p. 366], Kornienko O. [39, p. 6] emphasize that migrants in Germany have always had and still have many privileges. In particular, the new migration bill, the so-called New Migration Act ("Einwanderungsgesetz") [41], opens up new employment opportunities for qualified foreigners from countries outside the European Union (EU). Thus, Lydia Gibadlo from the Polish Institute of International Relations notes that changes in Germany's migration policy are primarily due to demographic problems. For example, since the 1970s, Germany has seen low natural growth and a marked increase in life expectancy and, consequently, a shortage of

sufficient labour. An analysis prepared by the Federal Employment Agency shows that in 2018, 60% of companies identified a shortage of workers as a risk for further development and investment in Germany, and the biggest problems in finding skilled workers were companies working in maintenance, construction, information technology and health care [42]. That is why, according to the newly adopted laws, immigrant workers have to eliminate this shortage of professionals in the German labour market.

Thus, we have summarized the rights and opportunities of migrant workers in Germany, which were enshrined in the New German Migration Act, as well as labour legislation applicable to the regulation of labour relations of migrants and employers in this country (Fig. 2).

If we analyse block 2 in Figure 2 legislation governing the work of migrant workers in Germany, we note that it consists of national and international law. Accordingly, there are local regulations that apply to specific enterprises. Thus, there are a number of international agreements on the labour of migrant workers that are in force in EU countries, including Germany: 1) ILO Convention № 97 on Migrant Workers (revised 24.06.1975) [43], which provides for equal treatment and non-discrimination on the grounds of nationality, race, religion or sex between those who are legally present in the territory of the state – migrant workers and their own citizens; 2) ILO Recommendation № 86 on Migrant Workers (June, 24, 1975) [44], in addition to Article 8 of the Convention № 97, contains provisions aimed at protecting migrant workers admitted to permanent residence from deportation due to lack of funds or lack of employment. Thus, paragraph 18 of this Recommendation states: "When a migrant worker is lawfully admitted to the territory of any member of the Organization, that member of the Organization have to, as far as it's possible, refrain from evicting that person and, where appropriate, his family members on the grounds of inadequacy the resources of the worker or the situation of the employment market, except where there is an agreement between the relevant authorities of the territories of emigration and immigration concerned"; 3) Convention № 143 on Abuse in Migration and Ensuring Equal Opportunities and Equal Treatment for Migrant Workers (1975) [45], provides for certain safeguards for migrants who have lost their jobs; 4) Recommendation № 151 on Migrant Workers (1975) [46] deals with practical measures to ensure compliance with the principles of equal opportunities and treatment.

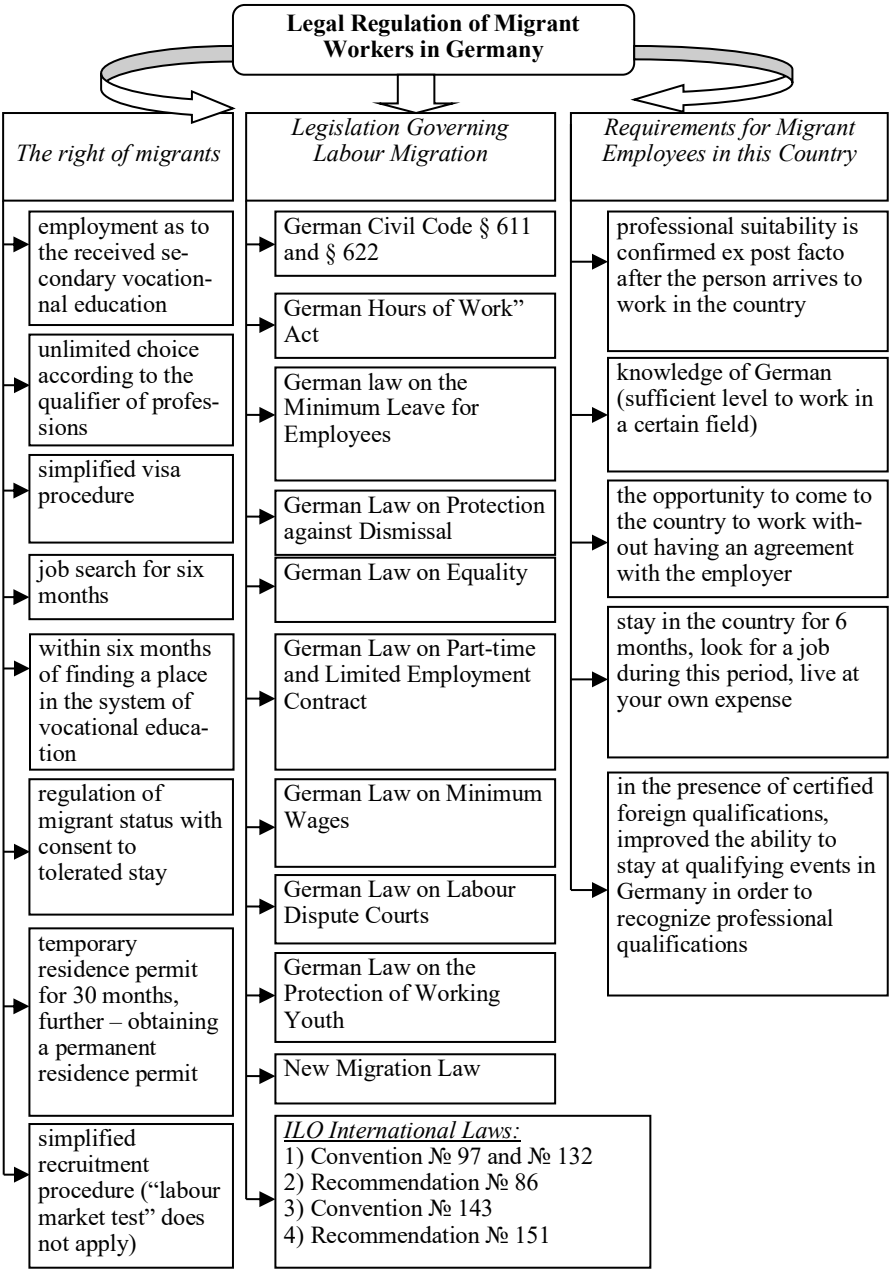

Fig. 2. Legal Regulation of Migrant Workers in Germany Source: authors' own research

This recommendation reaffirms the rights of migrant workers, including workers with unresolved situations, to join a trade union and fulfil their trade union rights. The recommendation calls on the authorities to create conditions for migrants with unresolved situations to find out in a short time whether their status can be settled. In the case of deportation, the migrant should not be responsible for its implementation.

Along with international law, the lion's share belongs to Germany's domestic regulations. Therefore, the German Working Time Act [47], which regulates the length of a migrant's working day, breaks, night shifts, shift work, and work in certain areas, deserves attention. Thus, this law stipulates that full-time work in Germany is 40 hours per week, but this law also provides for a maximum weekly working time – 48 hours per week for certain sectors of the economy. In exceptional situations, the work schedule can be up to 60 hours per week.

All migrants must also have information on daily working hours. Thus, according to German law, as in Ukraine, working hours per day should not exceed 10 hours and 60 hours per week. The practice of functioning enterprises in Germany shows that, as a rule, migrant workers are employed eight hours per day from Monday to Thursday and seven hours on Friday. According to the German Labour Code, a 10-hour working day is provided during seasonal work or when the company receives an exceptionally large number of orders. In such cases, working hours can be extended to 60 hours per week, but provided that the average length of the working day for six months or 24 weeks is 8 hours per day.

In Fig. 2 was allocated by us in a separate block and thoroughly analyzed the German Law on Minimum Leave for Employees. Thus, the German Federal Law On Holidays of January 8, 1963 proclaims the right to annual paid leave for all employees and students of industrial training. The right to leave arises after six months of work, which is fully consistent with the norm enshrined in paragraph 2 of Art. 5 of the ILO Convention № 132 on Paid Leave. Vacation duration – 24 working days. If after 6 months of continuous work the employee is dismissed, he acquires the right to leave lasting one twelfth of the annual leave, multiplied by the number of full months actually worked. Leave is granted to employees in full or in part upon request. In addition, we found that the amount of paid annual leave in Germany depends on the rules established in the collective agreements of enterprises. As a rule, the annual leave at enterprises is 30 working days per year, despite the fact that the minimum duration of leave is 24 working days in a calendar year. There are companies that pay more than that. According to statistics, half of all employees in Germany receive additional leave (Urlaubsgeld). It should be noted that the surcharge of the holiday allowance is a voluntary gesture of the employer – or his personal decision, or the surcharges are agreed with the employers of the union, concluding tariff agreements. According to a survey conducted by the WSI-Tarifarchiv, a trade union institute close to trade unions, it was found that companies with such collective agreements have twice the chances of additional vacations than companies (usually small ones) with any tariff agreements [35]. We found that, on average, the amount of surcharge for holidays in Germany is 1280 euros before

taxes. However, this amount is average, because the difference between the spheres of employment and individual regions of the country is really significant (Fig. 3).

Special attention should be paid to the sick leave. Thus, according to German law, if an employee is unable to go to work due to illness, the employer must be informed immediately. A medical certificate or certificate of incapacity for work due to illness issued by a doctor should usually be submitted no later than the fourth day of illness. However, it's necessary to keep in mind that the law may require the staff to submit a medical certificate on the first day of absence from work. At the same time, it is important to be aware that under German law, information about an employee's illness is protected and subject to confidentiality. This means that the doctor who provides a sick note only indicates the number of days away from work, but does not disclose the type of illness. And only in exceptional situations, such as in the case of a serious infectious disease, the employer can be informed about the diagnosis of a migrant worker [48]. The next step in sick leave is the payment. Thus, German law stipulates that the employer is obliged to pay the employee 100% of his average monthly salary for the first six weeks of illness. At the end of this period, the employee must apply to the insurance company and apply for sickness benefit. The amount of benefits will depend on where the employee is insured – in a federal or private hospital fund.

It is interesting to note that under German law, a sick leave confirmed by a medical certificate is not included in the duration of the leave. If we compare domestic legislation, in accordance with Part 2 of Art. 80 of the Labour Code of Ukraine and Part 2 of Art. 11 of the Law of Ukraine "On Leaves" of 15.11.1996 № 504/96-VR only annual leave and additional leave for children must be postponed or extended, in particular, in case of temporary incapacity of the employee, certified in the prescribed manner. However, this provision does not apply to other types of leave. Therefore, in our opinion, this aspect of labour relations in the field of social protection of employees in the period of non-performance of working duties would be relevant to implement the amendments in domestic legislation for all types of leave, in particular the Law of Ukraine "On Leave". This would give employees and migrant workers a sense of security and attractiveness during their illness, regardless of the leave's type.

The issue of the release of migrant workers in Germany is particularly relevant. Unlike domestic law, German law allows an employer to dismiss an employee during sick leave. In addition, there is the German Law on Protection against Dismissal [49], which can be applied to companies with more than 10 employees and which protects against so-called socially unjustified dismissals of pregnant women and mothers on maternity leave. The new project of the law approved in Germany, which showed that there is a shortage of workers in the country and which cannot be solved at the expense of the state's internal reserves, has received considerable discussion. Thus, this project of the law provided new opportunities for workers from non-Eurozone countries to obtain legal employment. So, the new approach to the policy of attracting labour migrants to Germany, focused primarily on qualified professionals. There are two main requirements for them –

professional suitability and knowledge of the German language. Confirmation of the professional suitability of migrant workers will be ex post facto after the person arrives to work in the country. The new legislation eliminates unnecessary bureaucratic formalities to speed up the recognition of certificates issued in other countries. As for the level of German language proficiency, the knowledge must be sufficient for a migrant worker to work in his or her specialty. For example, a cook may have one set of vocabulary and a locksmith may have another, but this will be enough to perform their duties.

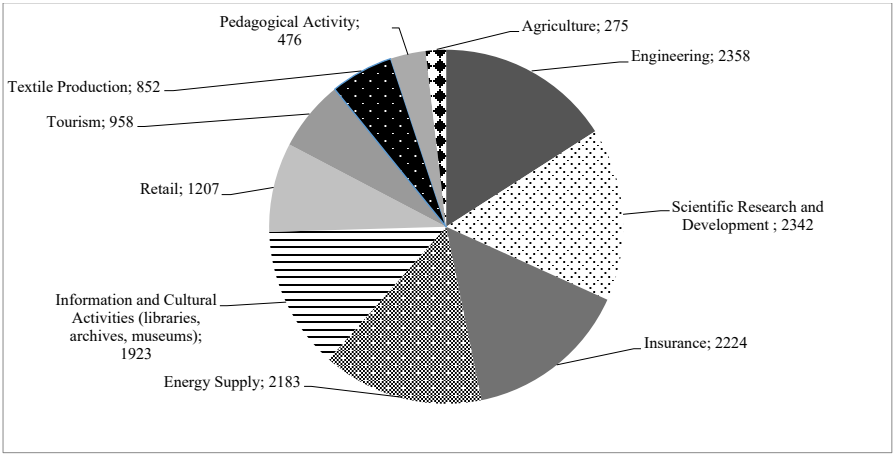

Fig. 3. The Amount of Holiday Pay for Migrant Workers and Employees to the Basic Salary in Germany in Terms of Sectors of the Economy During 2019, Gross (in Euros)

Source: built by the authors according to the Federal Statistical Office of Germany and using the source [35]

Secondly, it was the New German Law that abolished the so-called "labour market test". This means that, starting in 2020, there are equal conditions for applicants for a vacant position – either a German citizen or a migrant worker. Prior to this period, in the so-called "rare professions", as well as depending on the regional situation in the labour market, local employees – Germans or citizens of the European Union had priority in employment. It means, if a third-country employee applied for a job, the employer had to first check that there were no other candidates with priority for the position. And if there were no such applicants, the vacancy could be offered to a citizen from outside the EU. We would like to emphasize that in practice this procedure was quite a barrier to integration into the labour market. And the New Migration Act abolished this procedure, which will accordingly promote Germany's integration into the world of migrant workers.

Thirdly, the breakthrough in labour relations with migrants in Germany is that you can come to work without even having an agreement with your employer.

Moreover, migrant workers are allowed to stay in the country for six months, during which time they can find employment. However, they will have to live at their own expense during this period, as the German government will not provide social assistance in such circumstances.

Fourthly, a sensible step by German authorities was to create social guarantees for Ukrainian migrant workers. Thus, in early November 2018, Minister of Social Policy of Ukraine Andrii Reva and German Ambassador Ernst Reichel in Kyiv signed an agreement on social security, which provides, in particular, social protection in the field of state pension insurance and accident insurance [40]. Thus, this agreement will provide the opportunity to avoid double insurance in both countries. This could be interpreted as follows: Ukrainian labour migrants who go to work in Germany will be subject to the social norms of German law. For example, Ukrainian migrant workers will be able to receive insurance benefits in the event of an accident, even if they return home after it. In addition, this agreement did not bypass the unlimited transfer of pensions from Ukraine to Germany or vice versa. At the same time, the work experience of migrant workers in both countries will be summed up.

To sum up, according to our research, we can conclude that German labour law on migrant workers is gaining momentum for workers around the world. We have summarized the current rights and opportunities of migrant workers in Germany, enshrined in the New German Migration Act, as well as labour legislation applicable to the regulation of labour relations of migrants and employers in this country. There are three main blocks that are relevant for migrant workers in Germany, in particular: migrant rights; national and international legal framework governing labour migration in Germany; requirements for migrant employees in the country. It is proposed to implement the experience of Germany in the legislation of Ukraine regarding the exclusion from the duration of leave, regardless of its type, the duration of the sick leave.

Another aspect concerning the improvement of the Ukrainian legislation on labour migrants by implementation of the foreign countries' experience is that migration movements in recent decades have contributed to the spread of European values in Ukraine, creating a society open to the world and capable for innovation. The theory according to which labour migration reduces the tension in the labour market becomes relevant. And if there were no migration processes in the world, the unemployment rate would have doubled. According to surveys conducted by a commission under the Dutch Ministry of Foreign Affairs [50], the IOM's Global Migration Data Analysis Center [51] and the International Labour Organization (ILO, OECD, World Bank) [52] wages of migrant workers abroad are three to four times higher than the average wage in Ukraine.

According to a study on the cash flows of migrants to Ukraine and their impact on the development of the country, conducted by IOM (International Organization for Migration) [53] in 2014-2015, remittances of migrants to Ukraine accounted for almost half of the budget of households with migrant workers long-term, and 60% of the budget of households with short-term migrant workers.

According to studies [50], [51] and [52], almost every fifth long-term migrant, speaking as a respondent, expressed their own investment intentions, considering it promising to invest in the development of regions of Ukraine in such areas as agriculture, construction, tourism, retail trade, etc.

In the legal field of Ukraine concerning labour migration, the law of Ukraine "On external labour migration" [54] is relevant, with its latest additions, which clearly defines the legal and organizational principles of state regulation of external labour migration and social protection of Ukrainian citizens abroad (labour migrants) and members of their families. According to the law [54], the legislation on external labour migration consists of the Constitution of Ukraine, the Law of Ukraine "On External Labour Migration" and other acts of legislation governing relations in the field of external labour migration, as well as international treaties of Ukraine, consent to be binding. provided by the Verkhovna Rada of Ukraine [55].

In comparison with other countries of the world, in particular in comparison with such highly developed countries as the United States and Germany, in our opinion, Ukraine does not pay enough attention to labour migration, in particular employees' labour migration. At the same time, we want to emphasize that labour migration is an opportunity to develop the country's economy, improve welfare, gain invaluable experience, self-realization, improve working conditions and human income [56, 57, 58]. And today our society needs to stop hiding behind the negative image of labour migration and erroneously make the entire system of labour migration dependent on the difficult life circumstances of a certain category of workers. It is necessary to cultivate a legal culture in the Ukrainian population and at least a minimum awareness of their rights. If the citizens of Ukraine choose the opportunity to work and earn abroad, the representatives of the state authorities should not prevent this, divide the citizens into groups according to incomprehensible criteria and ignore the life choices of Ukrainians.

Analysing the legislation of Ukraine, we can say with confidence that the legal status of migrants is clearly defined by regulations. However, a number of issues remain that need to be improved. The Verkhovna Rada of Ukraine adopted the Law of Ukraine "On Amendments to Certain Legislative Acts of Ukraine on the Formation of State Policy in the Sphere of Labour, Labour Relations, Employment and Labour Migration" [59], it introduced changes in Ukrainian legislation on labour migration, namely: in the Law of Ukraine "On Remuneration of Labour" [60] and the Law of Ukraine "On Employment" [61]. However, it should be noted that the changes were concerning only the wording of the terms, and not the very procedure of hiring a migrant and providing him or her with appropriate working conditions.

Taking into account that the implementation of foreign countries' experience in the legal field of Ukraine is a very urgent issue for thorough research, we propose our own vision for improving the legal framework of Ukraine for migrant employees [62, 63]. Thus, according to our research, we consider it appropriate, first of all, to implement the experience of Germany in the field of labour migration, in particular, we are talking about certain provisions of the law. In our opinion, the implementation of the provisions of German law regarding the simplified procedure

for hiring migrant employees in such areas of business that require the immediate involvement of production staff or highly qualified specialists, in particular: agricultural industry, engineering, consulting services, etc., will be a motivating measure for skilled employees migrants. We propose to consolidate our own vision in the form of amendments to the Law of Ukraine "On Private International Law" and the Law of Ukraine "On Employment". If this approach is implemented in the legislative field of Ukraine, in practice there will be opportunities to absorb migrant employees with a high level of intelligence, as well as targeted production staff. Therefore, our improved criteria for classification of international migration processes will be put into practice. Therefore, our proposed block "Qualitative characteristics of migrants in the international space" provided the implementation of German legal experience, will have a practical direction, in particular, there will be absorption of three blocks – unskilled workers (production staff), "highly skilled workers (management staff with high intellectual performance") and "Generation Z (creative youth)" which is now, under conditions of War in Ukraine, we propose to rename "Generation UA". Under "Generation UA" we understand two approaches that carry out the "United Young Adults" as well as "Ukrainians". "Generation UA" will be constantly motivated to develop, so that there will be the undoubted extension of the employment contract for the next period of their work.

Secondly, studying the legal framework of migrant employees in the United States, we consider it appropriate to implement the rule of law on the term of the migrant's employment contract. Thus, it is worth emphasizing the amendments to the Law of Ukraine on Wages, stating that the term of the employment contract for immigrants may not exceed one year. Thus, the block of qualitative characteristics of immigrants "representatives of Generation "UA" (creative youth)" which will be constantly motivated to develop that there will be an undoubted extension of the term of the employment contract for the next period of their work will have practical application.

In conclusions, we can see, that the practical application of certain provisions of the legal framework such countries as Germany and the United States in the field of labour migration, will help to attract highly qualified employees – management staff with high intellectual performance [64, 65]. And this will help reduce the growth of illegal labour migration and at the same time stimulate motivated legal migrant employees in Ukraine under conditions of sustainable development.

Revealing the issue of labour migration management in the context of a global pandemic, we conducted a study on the rights of migrants in the context of COVID-19 under sustainable development. In particular, in Ukraine, during the quarantine period, the authorities introduced some amendments to immigration legislation. For example, temporary, for the duration of quarantine and for 30 days after its end, foreigners and stateless persons who violated the migration legislation of Ukraine on non-compliance with the conditions of their stay in Ukraine or extradition, as well as exchange of permanent or temporary residence permits, not shall be punished if such violations occurred during or as a result of the quarantine period. The positive point is that today the government does not divide people into

citizens and migrants, which means that every migrant, on an equal level with the citizens of the country, has the right to legal and social assistance in the country where he is [65].

Analysing the current management of migrant workers, we analyzed the consequences of different countries in terms of professional movement of workers. It was found that labour migration can cause both negative and positive impact on society in the context of COVID-19. Thus, we share the opinion of famous American scientists: O. Alvarado, B. Alvaro, A. Giret, N. Ruiz, M. Philip, W. Julian, F. Jung, T. Jacobi, as well as domestic scientists: L. Bordanova, I. Kyzyma, A. Kovalchuk, N. Roshchyna, who argue that in the management of migrant workers, each country has more positive effects of migration than negative. In particular, we can attribute certain provisions to the favourable consequences. Firstly, countries get cheap, hard-working, creative youth, which at this stage of state development will be the driving force. Workers who purposefully move from one country to another to earn money do the work that is offered to them and for the wages that are beneficial to the employers of the host country. Employers are accordingly interested in such a workforce, as there are savings in the wage bill of employees, taxes, referring to the fact that the person is an immigrant. At the same time, individuals agree to such conditions, because wages in another country are higher than in the country where they came from. We want to emphasize that mostly young people who do not have the opportunity to meet their needs in their own country migrate because they are lack the income they receive.

Secondly, countries receive established highly qualified specialists, in the training and development of which there is almost no need to invest. For example, the United States employs highly paid young professionals in fields such as medicine, engineering, agronomy, mining, manufacturing, power, metallurgy, and the chemical industry from around the world. While Ukraine accepts migrants for any job, regardless of industry. However, according to the Ukrainian legislation, a foreigner, we mean a migrant worker, has no right to hold public office because he is not a citizen of Ukraine. This, in turn, contributes to both economic and scientific development of the country, in particular the management of human resources.

Thirdly, in countries with large numbers of migrants, economic growth tends to accelerate, in particular, the state budget grows. Labour in the form of migrant workers is involved in production, sometimes even 24 hours a day, which in turn leads to increased budget expenditures, and thus filling the budget. Especially today, economic growth is an important component of economic development, as it is associated with the positive dynamics of changes in absolute and relative real GDP and the formation of socio-economic and environmental conditions that meet the ever-growing needs of man and society as a whole. That is why countries that host large numbers of migrants have built sound strategies for their economic growth, recognizing that migrants are an integral part of the modern economic system.

Fourthly, in the context of the global COVID-19 pandemic, the phenomenon of migrant workers being involved in such sectors of the economy that have moved to remote work under the influence of the digital environment has become very

relevant. For example, businesses in industries such as IT, project managers, consulting, and others may immigrate to one country and work for another. In such circumstances, we can observe two positive scenarios of filling the taxation of local budgets. On the one hand, receiving income in the country where the individual entrepreneur works directly, he or she pays taxes in the same country at the place of registration. On the other hand, receiving certain incomes, human resources spend these funds to ensure a decent level of social life in the country where they live. We would like to give an example when migrant workers, remaining citizens of Ukraine, for example, business entities, according to paragraph 293.3 of the Tax Code of Ukraine, are in the 3rd group of taxation on a single tax and pay either 3% of income and VAT, or 5% of the income received if VAT is not paid.

It is also worth highlighting the additional problems associated with the social protection of immigrants. Of course, each state tries to protect its citizen abroad, thus requiring other countries to provide appropriate social protection for immigrants. Thus, analysing the regulatory framework of Ukraine for the management of migrant workers, we found that for citizens of Ukraine who immigrate, there are certain guarantees. In particular, according to the Law of Ukraine "On External Labour Migration" [54], citizens of Ukraine, even while abroad, have some protection. So, according to Art. 10 of this law, it is clearly stated: "foreign diplomatic missions of Ukraine take measures to ensure that migrant workers and members of their families fully enjoy the rights granted to them in accordance with the law". Moreover, the Ukrainian consulates abroad receive citizens on a regular basis, provide free legal advice on consular issues, as well as information on international law and national law of foreign countries [54].

Special attention needs the Art. 8 of this Law concerning the right of migrant workers to adequate working conditions, social protection, remuneration, rest. These provisions are regulated by the legislation of the host state and international treaties of Ukraine, the binding nature of which has been approved by the Verkhovna Rada of Ukraine. Thus, migrant workers and members of their families can voluntarily participate in the system of compulsory state social insurance in accordance with the laws of Ukraine. At the same time, the pension provision of migrant workers is carried out in accordance with the laws establishing the conditions of pension provision and international agreements in the field of pension provision, the consent of which is also given by the Verkhovna Rada of Ukraine. The care of children of migrant workers and other members of their families who are dependent on them and remain on the territory of Ukraine is carried out in accordance with the legislation and international treaties of Ukraine approved by the Verkhovna Rada of Ukraine.

Citizens of Ukraine who carried out paid activities in the host state before the entry into force of this Law should be equated in their rights and legitimate interests with migrant workers and members of their families. Moreover, it should be emphasized that in addition to the Law of Ukraine "On External Labour Migration" there are a number of agreements between Ukraine and other states that provide decent legal and social protection of migrant workers, and Ukraine has the right to demand direct implementation and compliance. At the same time, the human

resources that come to Ukraine also have certain rights and responsibilities, which are clearly defined by laws and ratified agreements between countries. Summarizing the written above information, we can underline that the labour migration of human resources in the context of COVID-19 has undergone some changes.

At the same time we have found out two main reasons that make the Ukrainian employers to violate consciously the legally established procedure of the employment process as for the domestic staff and migrants [66]. Among them: too high taxes on accrual and deduction from the employee's salary, which contributes to the continuous development of hidden labor relations. We can also define the unpredictable losses in the activity of the enterprise as a result of the unprofessional incapacity of the employee on the occupied position. An optimal solution to this problem is the adjustment of the employee's salary tax scheme. So today, domestic workers receive net salaries, they constantly underline their dissatisfaction with the fact that the really of payment doesn't meet the promised salaries in the employment contract. In order the employees as well as the migrants were satisfied with the level of their own income and aware of the employer's importance, we propose the employees of the enterprise were the vary objects who have to pay the deduction from their salaries (Fig. 4).

It should be noted that, in accordance with the existing tax legislation of Ukraine, salary deduction should be understood as taxes which are deducted from the amount of income paid to an employee, but their transfer to the corresponding budgets is an employer's obligation. Consequently, taking into account the above mentioned calculations, it is necessary to amend Chapter V and Division 10 of Chapter XX of the Tax Code of Ukraine of December and the Law of Ukraine "On Collection and Accounting of Single Fee on Obligatory National Social Insurance".

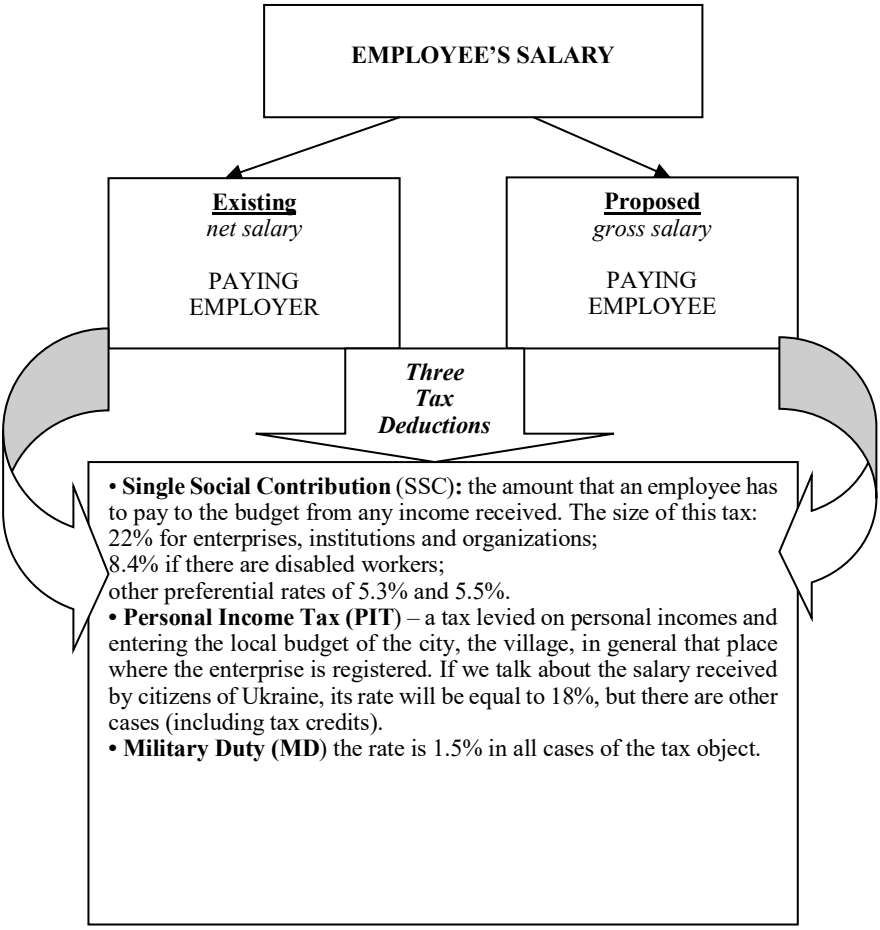

Fig. 4. Methodological Approach to Calculating Net and Gross Salaries of an Employee

Source: own author's suggestions

The proposed methodological approach concerning the employing of an employee in Ukraine by adjusting the salary tax scheme of an employee will enable the employer not to feel guilty against a hired worker. It is a question of the salary's size, which is significantly lower than that which was discussed at the initial interview with an employee and fixed in an employment contract. More over the proposed approach will enable the controlling/fiscal authorities of Ukraine to reduce the percentage of planned and unscheduled inspections of functioning Ukrainian enterprises concerning the hidden labor relations.

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