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SOCIO-ECONOMIC FACTORS OF THE IMPACT OF ACTORS OF SOCIAL RELATIONS ON THE DEVELOPMENT OF LABOUR MARKET IN UKRAINE

Abstract. The relational perspective of state-business-society relations has been outlined, what allows rethinking the approaches to an alternative understanding of the role of the state at the current level of its development. It has been defined that the institutional approach in solving socio-economic problems of the society not always meet the interests and needs of such actors as the state, business and society. Market transformations, new forms of economic groups, development of corporations require another format of relations between employers and employees.

In the process of studying the activities of different actors in the labour market, there is a firm assumption that the corporate activities of the state and society make their joint decisions more efficient in solving socio-economic problems. The prominent role of the civil society influence on the processes, which occur directly in the economy due to the joint efforts of the state and business in the labour market, has been determined.

The problems of employment through employment center and private recruitment agencies have been studied. The activities of the public employment services in comparison with leading recruitment agencies have been characterized; the competitive benefits of the latter in Ukraine have been outlined. On the basis of this, it has been suggested to narrow down some functions of the public institutions as those which lost their relevance, what will contribute to sufficient savings in public funds. The activities of the employment centers, the employment processes, and socio-economic role of business in the area have been characterized.

It has been concluded that in the strategy of managing various processes both in the state and business there are more common than opposite features, what should be taken into consideration while creating joint programs, projects or scenarios when the state and market unite into a more efficient team. It will result in making the social projects more efficient. The areas of competence of the state have been determined. It has also been indicated that the work of the employment centers should focus on the employment of people in need of additional social protection, namely youth, women with children, citizens of pre-retirement age and other priority social groups.

Mechanisms for resolving complex social and economic controversies that would make social projects more effective have been further developed.

Those areas of socio-economic policy that considered monopoly of the state influence and regulation have been defined as regressive what require immediate reforms.

Keywords: socio-economic conditions, state-business-society relations, employment, labour market, unemployment, corporation, corporatism, employment center, personnel.

JEL Classification J08, J2, J4

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СОЦІАЛЬНО-ЕКОНОМІЧНІ ЧИННИКИ ВПЛИВУ СУБ'ЄКТІВ СУСПІЛЬНИХ ВІДНОСИН НА РОЗВИТОК РИНКУ ПРАЦІ В УКРАЇНІ

Анотація. Окреслено реляційну перспективу відносин держави і бізнесу, яка дозволяє переосмислити підходи до альтернативного розуміння ролі держави на її сучасному рівні розвитку. Визначено, що інституціональний підхід у вирішенні соціально-економічних проблем суспільства не завжди відповідає інтересам всіх суб'єктів: ринку, держави і суспільства. Ринкові трансформації, нові форми економічних угруповань, розвиток корпорацій потребують іншого формату відносин бізнесу і працівників.

У процесі дослідження діяльності суб'єктів на ринку праці виникає стійке припущення, що корпоративність дій держави і суспільства робить їхні спільні рішення більш дієвими у вирішенні соціально-економічних проблем. Визначено провідну роль впливу громадянського суспільства на процеси, які безпосередньо відбуваються в економіці від об'єднання зусиль держави і бізнесу на ринку праці. Досліджено проблеми системи працевлаштування працівників через центри зайнятості і через приватні агенції. Охарактеризовано систему роботи центрів зайнятості у порівнянні з провідними рекрутинговими агенціями, визначено конкурентні переваги останніх в Україні. На основі цього запропоновано звзвити функції деяких державних інституцій як таких, що втратили актуальність, такі дії врешті-решт принесуть більший результат і суттєву економію державних коштів.

Дійшли до висновку, що у стратегії управління різноманітними процесами як у державі, так і в бізнесі є більше спільного, ніж протилежного, що не можна ігнорувати, і під час створення спільних програм або проектів, або сценаріїв, коли ринок і держава об'єднуються в більш ефективну команду. Визначено сфери компетенції держави, зазначено також, що робота центрів зайнятості повинна зосередиться на працевлаштуванні людей, які потребують додаткового соціального захисту, це — молодь, жінки з дітьми, громадяни передпенсійного віку та інші пріоритетні соціальні групи.

Дістали подальшого розвитку механізми вирішення складних соціальних та економічних суперечностей, які б зробили соціальні проекти більш ефективними. Сфери соціально-економічної політики, які вважались монополією державного впливу і регулювання, визначені як регресивні, і вимагають негайних реформ.

Ключові слова: соціально-економічні умови, відносини між державною, бізнесом і суспільством, зайнятість, ринок праці, безробіття, корпорація, корпораційність, центр зайнятості, персонал.

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СОЦИАЛЬНО-ЭКОНОМИЧЕСКИЕ ФАКТОРЫ ВЛИЯНИЯ СУБЪЕКТОВ ОБЩЕСТВЕННЫХ ОТНОШЕНИЙ НА РАЗВИТИЕ РЫНКА ТРУДА В УКРАИНЕ

Аннотация. Определена реляционная перспектива отношений государства, бизнеса и общества, которая позволяет переосмыслить подходы к пониманию роли государства в процессе экономического развития.

Исследование деятельности субъектов на рынке труда дает возможность утверждать, что согласованные действия государства и общества делает их совместные решения более эффективными в процессе разрешения социально-экономических проблем.

Проанализированы некоторые аспекты работы центров занятости в сравнении с работой ведущих рекрутинговых агентств, определены конкурентные преимущества последних в Украине.

Предложено сузить функции некоторых государственных институтов как потерявших актуальность, что принесет большую результативность и существенную экономию государственных средств.

Предложены варианты дальнейшего развития механизмов решения сложных социальных и экономических противоречий, которые сделали бы социальные проекты более эффективными.

Ключевые слова: социально-экономические условия, отношения между государством, бизнесом и обществом, занятость, рынок труда, безработица, корпорация, корпоративность, центр занятости, персонал.

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Introduction. Most of the reforms that are taking place today in various spheres of economy and social policy are caused by time and problems that have been accumulated over the decades.

Joint efforts of state, market and society are indicators of development, perspective and further stability. Unfortunately in Ukraine the inheritance of the past, dependence on internal and external factors hinder the convergence of these key actors of socio-economic relations. The inconsistency of actions in making socially important decisions and providing material assistance, corruption in public authorities, delaying legislative initiatives, and low orientation to foreign experience are the subjects of the scholars' attention. Harmonization of interests of the state representatives, individuals and business actors has a corporative nature both for a particular territory, the whole regions of our country, and many countries in the nearest future.

The state as one of the main actors of social relations controls the mechanisms and conditions necessary for existence of systems and markets, though these mechanisms are not "natural" tributes as they are funded by market (business) entities in the forms of taxes and distributed via budget to the social sphere and economy.

That is why, it is mistaken to consider the state, market and society opposite actors which exist in a certain opposition to oneself, thus improving themselves. The same can be said about the newly created national product, which in its final form is the result of social work. The state here can be considered an analogous of a large public corporation with the elements of public administration, targeted funding etc.

Analysis of the research and problem statement. Based upon scientific research on institutionalism, economics of public sector Stiglitz J. [2], Kuhn T. and others determine the role of primacy of the state with a certain set of rights for direct and specific actions of the influence. However, these works are of great value in terms of contemporary society and economy relations, where corporations, their influence are considered by Serafeim G. [1], Butler W., Gashi-Butler M. [6], Berle A., Means G. C. [8]. The current research has been grounded on the main directions of contemporary economic thought represented in neoclassical, Keynesian, and institutional and sociological doctrines, as well as well-known theory of laissez-faire («natural freedom»), which defends the maximum freedom of private enterprises from the state.

The research problem is the lack of interest from the state, market and society to cooperate on their own initiative and for the benefit of each other, what transforms them into rivals and not partners.

The essence of the study is to determine the tools of the civil society impact on the processes that are directly taking place in the economy from the combined efforts of the state and business in the labour market. It is also suggested to consider the nature of these relations as relational, what, in our opinion, is inevitable in the conditions of the society's transformations and not always efficient public administration.

The objective of the research is to study the main socio-economic factors of impact of the key actors of social relations on the development of labour market in Ukraine.

Research results. This research considers the existence of the relational perspective of state-business relations what allows rethinking the approaches to an alternative understanding of the role of the state at the current level of its development. It is considered that innovative social projects will be more efficient in case they are implemented by entrepreneurs in the public sector and directed at the common good. The most part of areas of socio-economic policy which were considered a monopoly of state influence and regulation are identified as regressive which require immediate reforms.

In the process of studying the employment issues the authors of the research together with entrepreneurs turned to employees of the employment centers with the question, considered a prerogative of the state, if they can provide vacancies on the labour market to citizens who need official employment, work experience, or retraining. It appeared that the public employment service is not able to compete with private recruitment agencies.

The world's economies are actual institutional production systems, in which the so-called "material density" of the state, both in organization and its administration, is essential. J. Stiglitz states that the public sector issues in the countries with a mixed economy will always be debatable. Thus, some representatives consider public sector too large and skeptical about the government's

ability to solve social and economic issues [3]. Other economists find that the inadequate funding, the size and objectives which should be increased and expanded, are the reasons of the government's failure.

That is why the institutional perspective needs to be refined in order to show that the state is more than a political and legal person. As for business, the so-called "invisible hand" is one the tools for realizing the social and economic functions of the state. Another "hand" is nothing else but a state mechanism for regulating the processes occurring on the market in its various spheres. The state and business can be partners; their relations exclude such manifestations as protectionism and intervention, at least in those spheres where the state withdrew some obligations.

There are many reasons for centuries-old search of a reasonable state-business relations paradigm by economists and sociologists. Thomas Kuhn considered the paradigm "the research that firmly based upon one or more past scientific achievements, achievements that some particular scientific community acknowledges for a time as supplying the foundation for its further practice" [4]. Regarding the time, it is possible to add that it is a long-term period and it goes by quite fast during the economic crises, scientific and technological revolutions, or, for instance, during the rapid growth of digital technology. It should be remembered that the ties in the state-business-society triad are always blurred, one sphere of influence inevitably confront with another, and it seems that all these so-called "blurred" functions and initiatives, objectives and tasks are automatically self-regulated and self-organized. Thus, the initiator (as well as the executor) of solving many problems in the state is either a person – an individual-manager, or an organization – state or private. However, it is necessary to remember about a precedent, a phenomenon that once one way or another led to the appearance of a socio-economic problem which should be solved by the state.

Turning back to the study of some aspects of the public employment service activities, it was considered that such body as the employment center which is funded by the state budget should have a set of tools for engaging employees in various spheres of economy. However, in real life the situation is different and can serve as an example of how state social mechanisms demotivate society. These are unemployment benefits, subsidies, and shadow salaries that all together exceed the salary in the enterprise and are a solid demotivator for employment in general.

There is no more skeptical scenario for the state than the one in which it has to implement reforms, constantly appealing to the term "transition economy". Business feels fierce tax pressure on the part of the state which results in the labor migration, because the tax precedents created by the state do not give room for the development of the wage fund. Government officials in such countries do not understand that in crisis conditions business is an indicator of "the state immunity". Business protects its economic and social interests, constantly strengthens staff positions, uses mathematical calculation of the consequences of its main, emergency, and alternative decisions, and develops criteria that can be applied to assess their own actions within their goals and objectives.

It is possible to make a conclusion that in the strategy of managing various processes both in the state and business there is more common features what should be taken into consideration while creating joint programs, projects or scenarios when the state and market unite into a more efficient team. Unfortunately, state-business-society relations triad describing relations as "efficient because the opposite" is, in our opinion, not timely at all. The same can be said about "healthy competition".

Under the conditions of division of the world's market for goods and services by corporations, when the process and conditions totally owned by leading companies, interaction of the state market, and society is unlikely, and in most cases utopian. In the mentioned triad, a close relationship exists only in the "state-business" tandem, the object of economic and political attention of which has always been and will be civil society. In this case the equity in decision-making is hardly can be reached.

Having studied the research related to the system theories by other scientists, there is firm believe that the corporativeness of the state and society actions makes their joint decisions more efficient in solving social and economic problems. The phenomenon "relational" as a characteristic of the coexistence of various elements of the system is defined as "communication", "relationship",

“dependence”, “interdependence” and “corporation” [5]. In the works by Butler W. and M. Gushi-Butler first terminology to distinguish differences between terms corporativeness, used in the broader sense, and the narrower Anglo-American version of this term “corporatism” appeared [6].

Corporatism is a characteristic of relations formed over the years with a set of rights and responsibilities. The specific form of such union is able to balance the interests of many actors, not counting the simple enrichment of the company stakeholders and not mentioning that the sizes of such corporation can be equal to the budget of small cities. In general, foreign literature provides an alternative view of the role of corporation in society where the corporation`s purpose depends on its size [7]. The role and place of such formations, communes, and cooperatives led to their location in specific territories. Education, merger and transformation of large corporations have much more significance than people are accustomed to thinking. In many countries increase in their economic activity has led to power in local and regional markets.

All this benefited to the fact, predicted by researchers A. Berle and G. Means more than 80 years ago, that both owners and “controllers” consider public interests corporation`s purpose [8].

In the market for goods and services some companies can be examples of consistency of goals and efficient company management. Among them are Google, Amazon, Netflix, Uber and many others, that made a search better and faster by simplifying on-line purchases and sale, solving most problems related to media streams, making services faster, not limiting to their own resources. It is a real breakthrough and an example for the state. If any public body or organization consumes a lot of financial resources and does not fall under the criterion of cost-effectiveness, that means that there is a necessity to transform it into organization that cares about the problems of the partnership.

Public goods, projects, services are the main needs of the partnership that determine the importance and necessity of public organizations, as well as their existence and expediency. If business copes well with the problems the state solves for years, it means that there is a necessity for the latter to cooperate with business and engage into its motivation [9].

The above mentioned thoughts are based on the real facts that have taken place in the labour market for many years. As known, the problems of unemployed population should be taken care of by society represented by the employment center, which is an authorized body from the state. Similar issues are also addressed by private structures, the so-called recruitment agencies. The point is in the dilemma that has existed for a long time: does the society have to keep employment centers in a country where recruitment agencies are seriously competing?

The public employment service is a public institution which on the basis of social insurance provides services for both the population and employers free of charge [10]. Moreover, the state invests funds received from the unified social tax for the payment of vocational training for the unemployed, grants to employers etc. Both the state employment service and private employment agencies work as an intermediary in the labour market helping the employer find the right specialist and the person the corresponding place of work. But the forms and methods of providing services in them are different.

The main problem posed by society in the labour market situation is the regulation of the professional-qualification misbalance. It is possible to solve the problem, in particular, by organizing vocational training, retraining and upgrading the unemployed for those professions that are in demand in the labour market. As the most state functions are social, the state must be an initiator in the labour market as well.

In real life, the situation is the follows: the funds of enterprises and workers create a fund that opens a network of vocational training centers for the adult population, along with the possibilities of financial support at the beginning of the establishment, or the opening of business all over the world. Thus, for example, in Ukraine such funds train and upgrade the qualification of 300 professions. During 2016 in the public employment centers more than 303.3 thousand unemployed were trained. 85.9% of them are employed. In January-April 2017, 150.5 thousand people were trained. Within the framework of cooperation with employers, there has been worked out the topics of the courses for advanced training in such specialties as modern accounting technologies, the use of search systems in professional activities, foreign languages in professional activities [10].

All professions identified as priorities are formulated in accordance with the needs of the labour market. However, everyone forgets that the important factor is the fact of the quick employment for an individual after the training completion. As a rule, the most problematic issue is that many employers consider that among those who apply to the public employment services there are no professionals. They consider that a good specialist cannot become unemployed and apply to such organizations. Can anybody argue with it? In this aspect the scientific achievements of J. Goldthorpe, who built a scale of class relations with the precise class categories based on the principle of “market-work”, are interesting [11].

The public statistics states that the level of employment after retraining is 86%! It is really true, due to the fact that these people cannot be fired during a certain period of time, thus creating some obligations to the state. In 2010 about 200 thousand entrepreneurs turned to the employment centers for assistance in recruiting staff. In 2018, the number of employers doubled, and those who wanted to find an official job became three times less. Can it be associated with overcoming of the unemployment? No, it cannot, as a half of potential employees either left the country and found jobs in European countries, or is in the so-called “grey” zone, where as it was mentioned before, it is more convenient to be given the subsidies and wages “in envelopes”.

The most popular professions, which are in great demand in the labour market, are highly-skilled workers (locksmiths, turners, drivers, electrical engineers), as well as high-level specialists such as top-managers, economists, doctors, engineers, IT-specialists. At the same time, employers place high requirements to the employees` level of training, work experience, require knowledge of foreign languages, new informational technologies and so on.

Who is the main competitor of the state in the sphere of employment? Or, on the contrary, should the state have no competitors, but a monopoly right to exercise this function?

Recruitment agencies are commercial entities that receive income from entrepreneurship. Their services are paid by the employer or the candidate for the vacancy. Agencies are only looking for work or personnel, do not pay unemployment benefits, or help to acquire a new specialty or improve their qualifications, or encourage their clients to open their own business, or create innovative employment technologies.

Thus, the public employment service and recruitment agencies are not competitors in its direct sense, they duplicate each other`s functions though occupy their own segment in the labour market. For example, in the labour market there are such search sites as rabota.ua, work.ua, DOU, LinkedIn, Jobs.ua and others, more than 20 of which are among the first that have been helping applicants to find work for 20 years. Thousands of active vacancies are available on these sites, the number of which is updated and increases daily.

Applicants have an opportunity to write their resume with the help of CV-designer created by the team of programmers with the participation of practicing HR specialists. The resource blog is full of interesting and useful articles on different topics concerning employment. These resources have convenient resume designers, as well as regular mailings of new vacancies. A flexible notification system can be tailored specifically to the vacancy requirements.

Such databases have more than 3 million CVs and more that 200 thousand actual vacancies. On the pages of the site there is always fresh information about the labour market and possibility of on-line interviews with a representative of the leading companies. Thus, when a person needs a place of work she/he most likely chooses the easiest way to find a job. For example, in Table 1 there is a public form in which an employer provides information about the vacancies. To compare, there given an example of how the state uses information technology for achieving information on vacancies in enterprises. It is a № 3-PN “Information on labour force (vacancies)” form [12]. This form is filled in by employers and submitted to the employment center regardless of the employer`s location, if the employer has a demand for a labour force (vacancy) no later than 3 business days after the opening of the vacancy. It is definitely possible to say that the form is easy and convenient in use, though, firstly, it does not correspond to the principle of completeness. Brief data in a concise form are given in 7 columns, where only 4 of them are truly informative: profession, number of vacancies, place of work, and the size of wages.

Table 1

The vacancy placement in the employment center (№3-PN form)

	Profession (vacancy)	Number of vacancies	The size of wages		The place of work (region, rayon, city, district in a city, village, settlement)	Comments in the application (yes/no)
			Total (including bonuses, allowances, other incentive and compensatory payments) (UAH)	Including the main wages (UAH)		
	1	2	3	4	5	6
	Locksmith-sanitary technician	3	3500	1900	Kyiv	no
	Hairdresser	1	3200	1700	Kyiv	yes

Source: [9]

Secondly, in the instructions for filling in the form it is indicated that "...the date of the opening of the vacancy is the next business day after the creation of the vacancy or the termination of the employment relationship with an employee whose place of work becomes vacant, or the date from which the employment contract may be concluded with the hired employee...". It is not clear, why a vacancy cannot be opened for a training period with another form of monetary incentives. This tool requires further development as well as a contractual form of recruitment.

There are other issues worth attention. In column 3 of the form the public body requires the employer indicate the size of wages including the size of the main wages, bonuses, allowances, other incentives and compensatory payments. If an employer specifies the real wages, he can expect the tax audit the next period. If to specify the official wages, the employees cannot be expected at all. Box 4 only mentions the main wages, which is usually minimum in most companies. That is an example of how the state uses inefficient forms and tools to attract business representatives to create database unlike professional recruiters who track market trends and do not resort to senseless regulatory constraints.

Another debatable issue is the need to introduce employment in Ukraine exclusively through the public employment service, as it the case in many countries of the world. What will be the benefits from getting rid of private recruitment agencies? The public employment services in many countries used to be public organizations for mediation in employment, often with a monopoly position. Over the past two decades, the situation has changed, since a single monopoly organization is not able to meet the requirements of a flexible, time-moving labour market. Moreover, in most countries the public employment services have become an object of government spending constraints, what means the narrowing of the opportunities. Understanding of the problem led to the adoption of the ILO Convention № 181 "Private Employment Agencies Convention" [13]. In many European countries (Portugal, Denmark, Netherlands, Sweden, Germany, Finland and others) the monopoly of the public employment services was officially liquidated. At present, 23 countries have ratified the Convention. Ukraine is not in the list. Regarding the question about the exclusive role of the public employment service in overcoming unemployment, the answer is apparently negative, as the unemployment rate depends not on the form of work search, but socio-economic processes in the country.

Nowadays, according to the current legislation, employers are obliged to inform the public employment services on the availability of the vacancies monthly. But this does not mean that they have to employ only the clients of the public employment services. The employers have the right to independently search for the necessary workers. Only the employer makes a decision which of the candidates to employ, whether a person-client of the public employment service, selected independently, or proposed by a private recruitment agency. In our opinion, the approach of employment only through the public employment service will limit the right to choose of both the employer, and the employee.

The main function that should remain within the competence of the state is that the public employment services, first of all, should focus on employment of people who in need of additional social protection, namely youth, women with children, citizens of the pre-retirement age, as well as people returned from the places of detention and war zones. These are the priority social groups, as well as graduates studied at public expense. Another function is provision of material assistance to the opening of own business. One can remember charity in this regards which does not provide feedback. But it is not acceptable from the financial point of view, since the “foreign” funds are less responsible. It is possible to neglect the principles of loaning only when the subjects of these relations (the state and the future entrepreneur) are not interested in any socio-economic effect from their investment. Assistance provides the principle of non-payment, which can be used by officials and non-responsible persons. Thus, for the unemployed, for whom there are no vacancies in the labour market, but they have a desire and skills to run business, the public employment services cannot help. It is a utopia, and a tool for corruption.

If an unemployed person on the special courses organized by the public employment service develops his own business-plan and successfully defends it, he can get the necessary on-time financial assistance in the bank's office, and not in the employment service. It can be loans for social responsibility or for volunteer work etc. This direction of financial development is really perspective, but only in case when not only the state, but other stakeholders such as alliances of industrialists and entrepreneurs, financial and credit sector, banks, will be engaged into the process.

The next initiative which can be implemented both in the center of employment and entrepreneurs, is the opportunity to take part in a paid social work for the unemployed, who thus becomes a potential object for employment and earns his social "bonuses" to society. There are lots of such examples in other countries, for example, in Israel a volunteer who has difficult living conditions, twice a week spends time communicating, or in the socialization of an autistic child, or a single-pensioner, has the opportunity to study at public expense in a university, or get money to open own business. It certainly requires making something useful for society for free. Such programs are efficient and not costly.

When analyzing different factors that influence the efficiency of personnel departments at enterprises and public authorities, it is necessary to pay attention to foreign experience where highly trained specialists, HR and intellectual resources managers are engaged in mass selection of personnel of a narrow profile. This experience can be of great use for our country. Such system provides a huge number of benefits. Mass selection of personnel is carried out in a short time and provides specialists selected in advance by HR-companies. A distinctive feature of mass selection of personnel in a particular area is the existence of a great number of similar vacancies (for instance, at the opening of a supermarket – cashiers, sale managers, loaders etc.). In a banking sector, a system of selection and testing is, accordingly, compiled in a certain way, and fully in line with the interests of the company that requests employers.

Finally, such HR department external management system allows an enterprise or organization to release funds, significantly save the wage fund for staff and lawyers. All these functions are fulfilled by HR-company, the budget of which involves income and expenses associated with the sale of one or another candidate in the labour market. HR-company fully controls the following issues: the names of the employer and the employee; start date; the size of salary or remuneration, or the method of calculating the amount of remuneration; terms of remuneration payment (weekly, monthly etc.); working conditions; hours of work; vacations, including the amount of payment at the time of dismissal; sick leave payment; pension scheme; the period of notification about the dismissal which the employee must receive, or the terms of the resignation letter provided by the employee; place of work; expected duration of work (for temporary work) and so on.

In particular, for research it is necessary to have data on significance of economic, social, environmental problems for future financial indicators of public and private corporations. This can become a subject for developing the incentive and supervisory systems, identifying priority strategy, corporate accountability and the role of investors in this new paradigm.

Business as a market institution has its own initiatives in this direction and has more chances to succeed in any socio-economic project. If business is aimed at receiving some income in the limits of constant savings, it is an appropriate example for the state in the acute fiscal deficit, migration, and reforms. The reforms are the incentives for development. Business-projects are always designed for the future; it is the result of a well-considered policy, relational relations with other market players, including competitors. Today, unfortunately, it is easier to find a common language with competitors than with the state.

Conclusions. The governments in most of the countries contribute to raising the level of employment creating special bodies for work search for unemployed citizens. These bodies and institutions develop database containing information on applicants. The organizations have an access to this database and can search there at low cost. However this method does not ensure wide coverage of candidates, since not all the candidates are registered in the public employment services.

The state and business have a set of similar features in the management strategy. These two actors face the similar problems; solve the problems appeared in the labour market simultaneously using the tools similar in their essence, but different in the level of efficiency. The article suggests an innovative view on solving economical and social problems, unity of the common interests of the state and business in matters of employment, functioning and scope of competences of the employment centers, mechanisms for coherence of actions of public social bodies and banks, which best suit for not big countries, in which the share of business groups and state corporations prevails.

The rethinking of the nature of the state-business-society relations has already begun, and the search for common tools and their joint development will be directed at the development of society and its needs. The society in the difficult conditions of the world political and economic crisis is also looking for ways to improve its socio-economic status, choosing the variants, which until now were considered inappropriate and untimely.

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