

McKinsey survey found that about a quarter of independent workers in the U.S. and EU cited flexibility and autonomy as their main motivation for gig employment [2]. Additionally, digital platforms facilitate access to a global market, allowing freelancers to secure opportunities beyond local constraints.

However, gig work also entails significant risks. The lack of employment benefits, such as health insurance, paid leave, and retirement plans, leaves workers financially vulnerable. A 2023 study by the International labour organization [3] revealed that only about 40 per cent of online platform workers have health insurance, less than 15 per cent have protection in the case of work accidents and unemployment, and about 20 per cent have protection for old age. Income instability is another concern, as gigs are often irregular and subject to market fluctuations. Furthermore, the absence of labor protections exposes workers to potential exploitation, with limited recourse for unfair treatment.

Another critical issue is the classification of gig workers. Many platforms classify them as independent contractors rather than employees, exempting companies from providing traditional benefits. This has sparked legal debates worldwide, with some jurisdictions mandating reclassification to ensure worker protections. For example, California's Assembly Bill 5 sought to reclassify gig workers as employees, though enforcement remains contentious.

In conclusion, while the gig economy offers unparalleled flexibility and opportunities, it also poses substantial risks related to job security and worker rights. Policymakers must address these challenges to create a sustainable framework that balances innovation with fair labor practices.

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### THE CONCEPT OF A COMPETENCY-BASED APPROACH IN HUMAN RESOURCE

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In conditions of global competition in the world and domestic markets, the success of an organization largely depends on the personnel potential of the enterprise. It is the staff that is the main element of the internal environment, which is capable of creating and realizing the

competitive advantages of the organization. At the same time, it should be noted that the current stage of development of the labor market is characterized by a shortage of qualified personnel that meets the requirements of jobs in most sectors of the economy. In this regard, the relevance of solving the problems of determining and implementing practical tools that provide an expansion of the set of criteria for the effectiveness of the organization's personnel, which can be solved by the competency-based approach as a unique concept used in the practice of personnel management of modern organizations, is constantly increasing.

A number of authors point out that in order to effectively manage an enterprise, management needs to know the capabilities of its personnel, i.e. pay special attention to its study, identify the competencies of employees in order to maximize the use of their potential, as well as the timely and targeted development of employees.

In general, the competency-based approach allows:

- understanding the employee's level of professional development at any time;
- taking into account the dynamics of this development, carry out incentive measures in the form of additional incentives and career advancement plans for highly competent employees;
- evaluating the effectiveness of implemented personnel measures.

However, it should be noted that in modern conditions more and more new demands are placed on employees. For example, a manager must be able to identify, attract, develop and retain talented employees, create a work atmosphere in the department under his control that will promote high initiative, responsibility and dedication of the staff. He must be able to choose a management style that, when used effectively, will make his department a "good home" for talent and a "bad home" for slackers. That is, of particular importance is the formation of not only narrow-profile competencies or responsibilities of managers, but, for the most part, the presence and development of their creative personal potential, the ability to work with talent, inspire, and motivate people. It can also be said separately that the moral and ethical side of running production or business is of particular relevance for both the enterprise and its employees.

Most scientists distinguish three models of competencies: corporate, managerial and professional. Running a model and making it available to users does not guarantee effective use of the model. Application requires that users be trained to interpret and use the competencies. That means the organization will also need a special tool that will help staff in their work.

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