

- Навчальні програми для HR-професіоналів з етичних практик [3].

Цифровізація HR приносить незаперечні переваги, але також несе значні етичні проблеми. Організації повинні активно вирішувати ці проблеми за допомогою надійних етичних рамок, забезпечуючи справедливе, безпечне та шанобливе ставлення до даних і прав працівників.

#### **Перелік використаних джерел:**

1. Anticipating and managing the impact of change. Ethics in the digital workplace . Eurofund. URL: [https://www.europarl.europa.eu/cmsdata/278311/Eurofound\\_Ethics%20in%20the%20digital%20workplace.pdf](https://www.europarl.europa.eu/cmsdata/278311/Eurofound_Ethics%20in%20the%20digital%20workplace.pdf)
2. What is HR's Ethical Responsibility in the Digital Transformation Age? URL: <https://inside.6q.io/hr-ethical-responsibility/>
3. We need to talk about digital HR ethics! A review of the academic literature on ethical aspects of algorithmic Human Resource Management (HRM) technologies. 2022. URL: [https://www.researchgate.net/publication/357900086\\_We\\_need\\_to\\_talk\\_about\\_digital\\_HR\\_ethics\\_A\\_review\\_of\\_the\\_academic\\_literature\\_on\\_ethical\\_aspects\\_of\\_algorithmic\\_Human\\_Resource\\_Management\\_HRM\\_technologies](https://www.researchgate.net/publication/357900086_We_need_to_talk_about_digital_HR_ethics_A_review_of_the_academic_literature_on_ethical_aspects_of_algorithmic_Human_Resource_Management_HRM_technologies)

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## **MANAGEMENT CHALLENGES IN THE DIGITAL ERA**

The digital era has presented an array of unique challenges for organizations across all industries. As technology continues to evolve at an unprecedented rate, managers must adapt their strategies and skills to keep up with the changing landscape. Here are some of the key management challenges in the digital era.

*1. Keeping up with Technology Trends.* In the digital era, technology trends are constantly evolving. New tools and platforms emerge almost daily, and it's crucial for managers to stay up-to-date with these trends to ensure their organization remains competitive. Staying informed requires regular research, attending conferences and workshops, and networking with industry peers.

*2. Managing Remote Teams.* With the rise of remote work, managing distributed teams has become a significant challenge. Managers must establish clear communication channels, ensure team members have the necessary resources and support, and foster a culture of trust and collaboration. This can be difficult, especially when dealing with time zone differences and language barriers.

*3. Securing Data and Systems.* Cybersecurity is a top priority in the digital era. As organizations increasingly rely on technology to store and transmit sensitive information, the risk of data breaches and system hacks increases. Managers must

ensure their organization has robust security measures, including firewalls, antivirus software, and regular security audits. They must also train employees on best practices for password management, email security, and identifying phishing scams.

4. *Leveraging Big Data and Analytics.* Big data and analytics offer organizations unprecedented insights into customer behavior, market trends, and operational efficiencies. However, leveraging these tools effectively requires a significant investment in time and resources. Managers must understand how to collect, store, and analyze data, and they must have the ability to interpret the results and make informed decisions based on the insights they gain.

5. *Managing Change.* The digital era is constantly bringing new challenges and opportunities, which requires organizations to adapt and change. Managers must be willing to embrace change, encourage experimentation and innovation, and create a culture that supports continuous improvement. They must also be able to communicate the need for change effectively and lead their teams through the transition process. In conclusion, the digital era presents a range of management challenges that require organizations to stay agile, innovative, and focused on meeting the needs of their customers and employees. By staying up-to-date with technology trends, managing remote teams effectively, securing data and systems, leveraging big data and analytics, and managing change, managers can help their organizations thrive in the digital era.

6. *Data Security.* With the rise of cyberattacks and data breaches, data security has become a top priority for managers. It's crucial to develop robust security protocols and train employees on secure practices to safeguard sensitive information.

7. *Employee Engagement.* In a remote and distributed work environment, maintaining employee engagement is a challenge. Managers need to create a culture of trust, communication, and recognition to keep employees motivated and engaged.

8. *Technology Integration.* Integrating new technologies into existing processes can be challenging, especially when dealing with legacy systems. Managers must evaluate the cost-benefit of new technologies, ensure compatibility with existing systems, and provide training to employees on their usage.

To address these challenges, managers need to embrace a holistic approach that combines traditional management principles with digital tools and strategies. This involves fostering a culture of continuous learning, encouraging innovation, and fostering collaboration among teams. By doing so, managers can navigate the complexities of the digital era and lead their organizations towards success.

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## **DOES ARTIFICIAL INTELLIGENCE PROMOTE COMMON PROSPERITY WITHIN ENTERPRISES? - EVIDENCE FROM CHINESE-LISTED COMPANIES IN THE SERVICE INDUSTRY**

As the core driving force of a new round of industrial transformation, artificial intelligence (AI) has brought new opportunities and challenges to global economic and social development. The most significant economic challenge AI triggers is income distribution. These challenges are equally severe in China. Faced with a long-standing wealth gap, China's proposed goal of "common prosperity" has been continuously impacted by AI in recent years. Improving workers' incomes and remuneration is essential for promoting shared prosperity. However, with the widespread application of AI in the service industry, the labor market in the service industry has been increasingly impacted. The challenges brought by AI to the employment absorption capacity of the service industry and the resulting changes in labor income share have attracted strong social attention. We used data from Chinese A-share service industry-listed companies from 2008 to 2022 to examine the impact of AI applications on the labor income share in service industry enterprises and verify its channels of action.

Artificial intelligence is widely used in industrial robots, speech recognition, search engines, computer software, and other fields. It rapidly triggers a wave of machine replacement in the industrial field and profoundly changes the service industry's work mode and job configuration. Owing to the impact of Baumol's disease, the service industry has low productivity and is prone to a structural slowdown during economic servitization. Fundamentally, "Baumol's disease" is caused by a service industry that requires many human resources to be invested and completed face-to-face, slow technological progress, and difficulty achieving large-scale production. However, in recent years, the new generation of AI represented by generative artificial intelligence (AIGC) has continuously made breakthroughs that will have a significant impact on the production mode, factor input, technological progress, and production efficiency of the service industry, thus potentially curing "Baumol disease" in the service industry and improving its productivity.

However, while AI improves productivity in the service industry, can it distribute income fairly and share the cake well? The latest "2022 World Inequality Report" released by the World Inequality Lab shows that at the beginning of China's reform and opening up in 1978, the top 10% and bottom 50% accounted for 27% of income, respectively. The gap between these two levels has widened annually, especially since the 21st century, and the wealth gap has become increasingly