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LABOUR MARKET: MODERN APPROACHES TO INCREASING THE EFFICIENCY OF LABOUR RESOURCES USE

РЫНОК ТРУДА: СОВРЕМЕННЫЕ ПОДХОДЫ К ПОВЫШЕНИЮ ЭФФЕКТИВНОСТИ ИСПОЛЬЗОВАНИЯ ТРУДОВЫХ РЕСУРСОВ

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ABSTRACT

LABOUR MARKET, THE EFFICIENCY,
LABOUR RESOURCES, DIGITALIZATION
OF THE ECONOMY, SKILLS AND
COMPETENCIES, EMPLOYABILITY

The article discusses the efficiency of the use of labour resources in the national economy in the context of the digital transformation of the labour market. The author proposes modern approaches to improving the efficiency of the use of labour resources based on foreign experience. The primary attention is focused on the use of big data analytics in human resource management, the formation of a professional standard for a specialist in human resource management, as well as the effective employability of graduates of higher education institutions.

АННОТАЦИЯ

РЫНОК ТРУДА, ЭФФЕКТИВНОСТЬ,
ТРУДОВЫЕ РЕСУРСЫ, ЦИФРОВИЗАЦИЯ
ЭКОНОМИКИ, НАВЫКИ И КОМПЕТЕН-
ЦИИ, ТРУДОУСТРАИВАЕМОСТЬ

В статье рассматривается проблема эффективности использования трудовых ресурсов в национальной экономике в условиях цифровой трансформации рынка труда. Автором предложены современные подходы к повышению эффективности использования трудовых ресурсов на основе зарубежного опыта. Основное внимание сконцентрировано на применении аналитики больших данных в области управления человеческими ресурсами, формировании профессионального стандарта специалиста по управлению человеческими ресурсами, а также эффективной трудоустроиваемости.

сти выпускников учреждений высшего образования.

Today, the problem of efficient use of labour resources is one of the key problems not only for the labour market but also for the economy, since, in current conditions, there are rapid changes due to the progressive development of the national economy, wide integration and globalization processes that constantly dictate the need in new knowledge, skills and competencies for specialists of various professional-qualification groups. Fierce competition between countries for leadership in terms of labour productivity determines the need to identify ways to increase human capital and the efficiency of its use. In addition, the issue of the quality of human resources and what effect they should bring for the successful development of the country's economy comes to the fore. In a market economy, one of the most important tasks of increasing the profitability of production is to take into account and measure the factors that determine the efficiency of the organization's personnel, in particular the level and structure of personnel costs, since the organization's personnel as a bearer of unique knowledge and skills becomes one of the company's primary resources. In the global market, competition has already shifted from finance and technology to human resources. The necessary finances can be found within a few hours, new technologies cease to be new within a few months. Thus, only the companies that managed to place people at the center of the solution of corporate problems achieved an undeniable competitive advantage. A characteristic feature of contemporary management is the recognition of the growing role of the human factor in the production system and the development of new forms and methods of personnel management, primarily at the level of organizations [8]. Today, the main factors of competitiveness are the provision of labour resources with the required level of qualifications and competence. Investments in personnel are viewed as investments that add value to human capital.

In the modern world, the development of human resources is inextricably linked to the processes of widespread digitalization and computerization. In this regard, the nature of labour activity is significantly changing, which is associated with advanced training of workers, their constant training, and the formation of creative potential. The development of the labour market based on digital technologies leads to the modernization of labour relations: in communication between employers and performers, there is an active use of information and communication technologies and the formation of new norms of behavior [3]. One of the ways to increase the efficiency of the use of labour resources based on

the use of digital technologies can be the use of big data analytics to determine the skills and competencies in demand in the labour market. According to a 2015 survey by the IBM Institute [6], business companies use Big Data analytics in 3 main areas: customer service, operational efficiency, and risk management. At the same time, in the past few years, the term "Big Data" has come to be used in relation to analytics in the field of human resource management (HRM).

On the one hand, such a personnel technology will make it possible to determine the skills and competencies in demand in the context of certain categories of personnel in real time. On the other hand, it will help higher education institutions in drawing up curricula for students, taking into account the requirements of employers in the current labour market conditions, as a result, it will significantly facilitate the search for work for graduates and increase efficiency of their employability. In this regard, there is a need to train qualified HRM specialists on a national scale; moreover, the functions of big data analysis should be clearly formulated and spelled out in the professional standard of a HRM specialist in the context of specific job responsibilities. As a result, the applied methods, educational formats, educational programs, approaches to interaction with potential employers require adaptation to the new needs of the digital economy [3].

A fundamentally new direction for improving the efficiency of the personnel management system in Belarus can be the formation of a professional standard for a specialist in human resource management (HRM) of an organization. The use of professional standards makes it possible to clearly define the functional responsibilities of the employee, the requirements for his competencies, to optimize the placement, workload of personnel, which ultimately has a positive effect on the effectiveness of the HRM specialist and his/her contribution to the formation of the final result of the organization. The use of professional standards throughout the organization will ensure the effective employment of all employees in the workplace, optimize the organizational structure of management [7] and the employer's personnel costs. The basis of the professional standard is the HRM specialist's profессиogram, which clearly formulates the knowledge, skills and abilities necessary for the performance of labour functions, as well as the requirements for the level of education and the availability of practical experience in the field of HRM. The introduction of the professional standard of a HRM specialist into the activities of organizations of Belarus will ensure effective work with human resources, increase the level of professionalism in solving personnel problems, and the effectiveness of the information and analytical system of the labour market being formed [2].

The concept of increasing the efficiency of the use of labour resources is closely

related to the graduate's ability to find employment (employability). While the education system responds to this challenge with a significant time lag, there are imbalances between the structure of supply and demand in the labour market due to the shortage and surplus of personnel in the context of various professional-qualification groups. Methods for forecasting the need for personnel used in Belarus include only a quantitative forecast based on extrapolation (1; 5), which does not allow identifying skills in demand for graduates in the labour market. The employability of a graduate should be formed systematically in the educational process by developing an appropriate set of skills (in demand in the labour market, included in the curriculum, agreed with employers). The modern labour market formulates completely new challenges: educational institutions need to form algorithms for managing the employment of graduates, which must be adaptable, that is, the ability to respond in advance and quickly to changes in external and internal factors that have a significant impact on its functioning by making adequate management decisions (4), up to making adjustments to the strategy for regulating youth employment. The answer to these challenges should be the formation of the necessary competencies for employability among graduates, which will allow a young specialist to enter the labour market as an active subject and successfully adapt in the face of dynamic changes.

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