

refinement, incorporating feedback and changes in the business environment. Flexibility is essential, as KPIs may need adjustment to remain relevant over time.

Furthermore, the key to effective KPI development lies in collaboration across departments and levels of the organization. Involving relevant stakeholders ensures that KPIs are aligned with business objectives and empower all levels of the organization to contribute to the achievement of strategic goals.

In conclusion, KPIs are essential for gauging organizational performance and driving strategic decision-making. By embodying key characteristics and leveraging industry-specific indicators, organizations can develop KPIs that provide actionable insights for continuous improvement and success. Flexibility and alignment with strategic objectives are central to the ongoing development and refinement of KPIs, ensuring their relevance and effectiveness in a dynamic business environment.

#### References

1. Asih, Ia, Purba, Humiras, Sitorus, Tosty. (2020). KEY PERFORMANCE INDICATORS: A SYSTEMATIC LITERATURE REVIEW. P. 142–155.

UDC 331.5

### **UNEMPLOYMENT AND ITS CONSEQUENCES FOR THE ECONOMY OF THE REPUBLIC OF BELARUS**

### **БЕЗРАБОТИЦА И ЕЕ ПОСЛЕДСТВИЯ ДЛЯ ЭКОНОМИКИ РЕСПУБЛИКИ БЕЛАРУСЬ**

*Staselko V. \*, Zaitseva O. \*\**

*Vitebsk State Technological University, Belarus*

*e-mail: staselko1994@mail.ru \*, olgazaitseva@gmail.com \*\**

*Стаселько В.М. \*, Зайцева О.В. \*\**

*Витебский государственный технологический университет,  
Республика Беларусь*

*Keywords: unemployment, labor market, unemployment rate, employment rate, labor resources.*

*Ключевые слова: безработица, рынок труда, уровень безработицы, уровень занятости, трудовые ресурсы.*

*Abstract. One of the socio-economic problems of any society is unemployment, which is inextricably linked to people and their productive activities. This problem is also relevant for the Republic of Belarus. The article describes the main problems of unemployment and ways of solving them. Special*

---

*attention is paid to the study of labour market indicators in the Republic of Belarus, characterising the trends of their development. The article focuses on the measures of state regulation of the labour market.*

*Аннотация. Одной из социально-экономических проблем любого общества является проблема безработицы, которая неразрывно связана с людьми, их производственной деятельностью. Для Республики Беларусь данная проблема также актуальна. В статье содержатся основные проблемы безработицы и пути их решения. Особое внимание уделено исследованию показателей рынка труда в Республике Беларусь, характеризующих тенденции ее развития. Акцентируется внимание на мерах государственного регулирования рынка труда.*

Unemployment is a phenomenon organically linked to the labour market. According to the definition of the International Labour Organisation, a person is unemployed if he/she is currently without work, is looking for a job and is ready to start it. Unemployment as an official phenomenon was recognised in the Republic of Belarus in 1991, when the first unemployed people appeared. According to the Law of the Republic of Belarus "On Employment of the Population of the Republic of Belarus" [2], the unemployed are "able-bodied citizens of working age who are permanent residents of the territory of the Republic of Belarus, who do not have a job, are not engaged in entrepreneurial activity, are not studying in full-time educational institutions or are not performing military service and are registered with the State Employment Service".

In Table 1, we analyse the labour market indicators in the Republic of Belarus for 2017–2022.

According to Table 1, the number of labour resources of the Republic of Belarus is decreasing every year. Thus, if in 2017 the labour force amounted to 5714.9 thousand people, in 2021 it will be already 5654.6 thousand people. The share of labour resources in the population is within 60 %. The decrease in the number of labour resources is accompanied by a decrease in the employed population from 4353.6 thousand people in 2017 to 4215.9 thousand people in 2022.

The number of unemployed in Belarus decreases every year. If in 2017 the number of unemployed was 293.4 thousand people, in 2022 it will be 180.0 thousand people. The unemployment rate in the country is quite low and will be 3.6 % in 2022. The low unemployment rate in Belarus can be partly explained by the fact that many unemployed citizens do not want to register with employment services or exchanges. The main reason is the low level of the benefit, which is time-limited and paid only for the first six months. Depending on how long a person has been unemployed, the amount of the benefit varies between 0.7 and 2 basic units [2]. In addition, in order to receive a small

allowance, an unemployed person is obliged to take part in social work, such as picking potatoes in collective fields or cleaning streets and yards.

Table 1–Analysis of labor market indicators in the Republic of Belarus for 2017-2022

Показатель	Year					
	2017	2018	2019	2020	2021	2022
Labour resources, thousand people	5714,9	5697,6	5697,9	5684,3	5654,6	н.д.
Share of labour resources in population, %	60,4	60,4	60,5	60,6	60,8	н.д.
Employed population, total, тыс. чел.	4353,6	4337,9	4334,2	4319,6	4284,5	4215,9
Employment rate of the population, %	67,2	67,5	67,7	67,5	67,3	67,7
Number of unemployed (ILO), in thousands	293,4	244,9	213,3	206,2	196,9	180,0
Unemployment rate, as a percentage of the labour force	5,6	4,8	4,2	4,0	3,9	3,6
Nominal accumulated average monthly wage of employees, rubles	822,8	971,4	1092,9	1254,6	1443,5	1633,2
Ratio of average monthly wages to the minimum subsistence budget of the active population, %	386,9	416,2	429,4	445,6	461,1	494,5

Source [4, 5, 6, 7, 8].

The nominal accrued average monthly wage of employees increased by 98.49 % and amounted to 1,633.2 roubles in 2022. However, the increase in the average monthly wage is taking place against a background of high inflation, which means that real household incomes are low.

The ratio of the average monthly wage to the minimum subsistence budget of the working population in 2022 is 494.5 %. This means that the average monthly salary is 4.9 times the size of the minimum subsistence budget.

The main problems of the labour market in Belarus include

- an increase in the number of informal workers, the growth of shadow employment, which does not allow for an analysis of employment in the country, a decrease in the amount of taxes received by the budget;
- low wages in most regions of the country;

- hidden unemployment, which makes it impossible to monitor the state of the labour market;
- low unemployment benefits;
- a reduction in production, which subsequently serves as a surplus of labour;
- a decline in the number of economically active people;
- strong territorial differentiation of employment: differences in unemployment rates between active and depressed regions.

The challenge for the government of the Republic of Belarus is to provide opportunities and incentives to increase productive investment and create jobs, while ensuring the protection of workers' rights.

Ensuring effective employment of the population is a priority in the social policy of the Belarusian state. The right to work, as the most dignified way of self-affirmation of a person, is enshrined in the Constitution of Belarus [1].

In order to ensure the implementation of the state policy in the field of employment promotion, labour protection and effective development of the labour market, the Council of Ministers of the Republic of Belarus adopted the State Programme "Labour Market and Employment Promotion" for 2021–2025. Within the framework of the programme implementation it is planned to [3]:

- Improving the regulatory legal framework in the field of labour and employment of the population in order to stimulate the development of employment, including flexible forms that do not require permanent presence at the workplace;
- Improving the quality of employment services based on the development of the State Employment Service;
- Using new information opportunities and ensuring the availability of information resources in the field of employment for the population in order to improve the mechanism of informing them about employment in various regions of the Republic;
- Raising awareness of the population about employment opportunities when moving to another locality; developing new directions of active employment policy;
- Raising the population's awareness of employment opportunities when moving to another locality; developing new directions of active employment policy;
- Promoting the employment of young people to gain practical work experience;
- Promoting the employment of women with minor children and children with disabilities;
- Creating conditions for the integration of people with disabilities into the labour market;
- Creating conditions for prolonging working lives by encouraging the use of the labour potential of older workers;

- Developing a system of work motivation for certain categories of citizens who have lost their social ties as a result of prolonged isolation;
- etc.

Summarizing the above, it should be noted that the radical reform of the labour market in Belarus, the stabilisation of employment and employment require a change in approaches to regulating the labour market, the creation of a national regulatory concept regulating the implementation of a set of measures ensuring the effective functioning of the labour market and its elements at three levels: the state (or macro), regional and local.

#### References

1. Конституция Республики Беларусь 1994 года / Бизнес-инфо [Электронный ресурс]. – Режим доступа: <https://bii.by/tx.dll?d=32170&f=%E1%E5%EB%E0%F0%F3%F1%E8#f>. – Дата доступа: 24.03.2023.
2. О занятости населения Республики Беларусь / Бизнес-инфо [Электронный ресурс]. – Режим доступа: <https://bii.by/tx.dll?d=87949&f=%EF%EE%F1%EE%E1%E8%E5+%E1%E5%E7%F0%E0%E1%EE%F2%E8%F6%E5#a16>. – Дата доступа: 24.03.2023.
3. Рынок труда и содействие занятости» на 2021–2025 годы / Министерство труда Республики Беларусь [Электронный ресурс]. – Режим доступа: [https://mintrud.gov.by/system/extensions/spaw/uploads/flash\\_files/GP-employment-2021-2025-2.pdf](https://mintrud.gov.by/system/extensions/spaw/uploads/flash_files/GP-employment-2021-2025-2.pdf). – Дата доступа: 24.03.2023.
4. Труд и занятость в Республике Беларусь, 2020 / Национальный статистический комитет Республики Беларусь [Электронный ресурс]. – Режим доступа: <https://www.belstat.gov.by/upload/iblock/c17/c1758aafc21ec069dafba92b27dea768.pdf>. – Дата доступа: 24.03.2023.
5. Труд и занятость в Республике Беларусь, 2022 / Национальный статистический комитет Республики Беларусь [Электронный ресурс]. – Режим доступа: <https://www.belstat.gov.by/upload/iblock/f8d/khx7ijznwe89pxggf1p0qbmfrtvpec0.pdf>. – Дата доступа: 24.03.2023.
6. Уровень безработицы / Национальный статистический комитет Республики Беларусь [Электронный ресурс]. – Режим доступа: <http://dataportal.belstat.gov.by/Indicators/Preview?key=204013>. – Дата доступа: 24.03.2023.
7. Численность занятого населения в среднем за период / Национальный статистический комитет Республики Беларусь [Электронный ресурс]. – Режим доступа: <http://dataportal.belstat.gov.by/Indicators/Preview?key=153171>. – Дата доступа: 24.03.2023.
8. Численность трудовых ресурсов в среднем за период / Национальный статистический комитет Республики Беларусь [Электронный ресурс]. – Режим доступа: <http://dataportal.belstat.gov.by/Indicators/Preview?key=153171>. – Дата доступа: 24.03.2023.

ресурс]. – Режим доступа: <http://dataportal.belstat.gov.by/Indicators/Preview?key=153128>. – Дата доступа: 24.03.2023.

UDC 330.322

**SYSTEM FOR MANAGING THE INVESTMENT  
ATTRACTIVENESS OF RUSSIAN REGIONS  
СИСТЕМА УПРАВЛЕНИЯ ИНВЕСТИЦИОННОЙ  
ПРИВЛЕКАТЕЛЬНОСТЬЮ РОССИЙСКИХ  
РЕГИОНОВ**

**Tarasova E.V.**

*Smolensk Institute of Economics is a branch of the private educational institution of higher education "St. Petersburg University of Management Technologies and Economics", Russian Federation*

*e-mail: i@tarasova-top.ru*

**Тарасова Е.В.**

*Смоленский институт экономики – филиал частного образовательного учреждения высшего образования «Санкт-Петербургский университет технологий управления и экономики», Российская Федерация*

*Keywords: investments, region, risks, ecosystem, state, business, production.*

*Ключевые слова: инвестиции, регион, риски, экосистема, государство, бизнес, производство.*

*Abstract. The investment attractiveness of regions is largely determined by the support and stimulation of investment activities by regional authorities that develop and implement socio-economic development programs, as well as individual targeted programs that require significant financial investments. The investment attractiveness of a region depends on a number of conditions that investors pay attention to when deciding to invest in regional projects. In developed foreign countries, the acceleration of innovative and technological development of regions occurs due to foreign direct investment. Therefore, increasing investment attractiveness is a promising direction for modernizing the regional economy, focused on attracting foreign direct investment and transfer of foreign technologies*

*Аннотация. Инвестиционная привлекательность регионов во многом определяется поддержкой и стимулированием инвестиционной деятельности региональными органами власти, разрабатывающими и реализующими программы социально-экономического развития, а также отдельные целевые программы, требующие существенных финансовых вложений. Инвестиционная привлекательность региона зависит от ряда условий, на которые обращают внимание инвесторы, принимающие решение об инвестировании в региональные проекты.*