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New labour market trends and developments

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Subject. The new management paradigm arising from changes in the external and internal environment requires a change in the priority of elements that ensures the successful functioning of an economic entity, maintaining its competitiveness, and preserving the consumer segments of the produced goods and services. The priority of human resources means the need for a timely introduction of the evolutionary and revolutionary processes related to the labour force supply and demand, as its capacity reserve tends to decrease.

Objectives. The purpose of the article is to provide an insight into the development of scientific thought, firstly, by regarding the evolution of traditional trends that characterise the modern labour market. Second, we described the emerging trends in the supply and demand of the labour force and the corresponding transformation of human resource management in organisations.

Methodology. To achieve our objectives, we used general and empirical research methods. Analysis and synthesis were applied to obtain new knowledge on the topic. We used analysis to identify the components of the progress of scientific thought from the signal indicating the emergence of a trend to the identification of its drivers and challenges. Through analysis, we also identified the features of supply and demand of the labour force in the modern labour market, which is characterised by staff diversity. Statistical analysis revealed the current patterns of the changes in the Russian labour market, indicating the emergence of new trends. Synthesis made it possible to gain a single comprehensive view of the current cascade of trends and possible shifts in the behaviour of younger and older workers in the labour market.

Results. The article presents the structured provisions that substantiate the impact of the cascade of trends on the development of the labour market and changes in the supply and demand for the labour force of younger and older workers. The outlined idea promotes the scientists' conclusions about the existence of trend cascades. Managing these cascades in the labour market makes it possible to apply the conclusions of trendwatching to influence the emerging signals indicating the strengthening of a new trend that is undesirable for human resource policy.

Conclusions. Significant shifts in the age structure of the population are changing the ageing megatrend, that has become global, as well as its impact on the labour market. The analysis methods used in the article, first of all, supported the researchers' opinion that "success" as the goal of the new management paradigm can be achieved based on a knowledge of the trends that determine the vector of employer's activities in order to keep up, succeed, and retain their positions several steps

ahead of the competitors. Second, they allowed us to identify the mechanism of the emergence, development, and extinction of trends in the labour market and the formation of trend cascades. Third, they supported the theory of drivers that can change the substance and stability of the trend and, therefore, provide opportunities to manage it. Fourth, they allowed us to substantiate the changes in labour demand, which is characterised by a rapid and frequent change in the requirements for a worker to fill modern positions requiring new knowledge, practical and cognitive skills, and behavioural patterns. Fifth, they allowed us to demonstrate a priority shift towards new forms of dependent labour to match the new values and attitudes of employment applicants and employed personnel. Sixth, they allowed us to substantiate the potential of the segment of older workers in influencing the trend of ageism and the formation of ecosystem and occupational health policies in organisations. Seventh, they can be used to prevent in advance the disruption of the natural personnel rotation of different age generations in the labour market and the transfer of professional experience from the older generation of workers in the internal competitive environment.

Key words: paradigm, management, historical stage.

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Introduction

The increasing intensity of competition and the associated uncertainty in the labour market triggered the use of elements of the scientific concepts that migrate from one area to another in personnel management. One of them was the term “trend”. First it appeared in mathematical and statistical analysis, and then in economic research. Later, trend, as a course of development or change drawn in the form of a curve, became popular in marketing, the beauty industry, modelling, and other businesses where there was a need to outline the prospect. The need to find approaches to balancing the supply and demand of labour force also predetermined the importance of knowing the behavioural patterns of workers and their changing consumer expectations. Therefore, the relevance of identifying trends in the labour market became obvious. The formula of the revised paradigm, which implies the achievement of “success” (Lafley & Martin, 2013; Durakova & Mayer, 2021), indicated the position of employers. Based on the knowledge of trends, they must not only strive to keep up, to succeed, but also to maintain their positions to be several steps ahead of their competitors. A signal is a conventional sign to convey

certain information over a distance, a warning, or a caution. The signal that can indicate an emerging trend in the labour market can come from different sources. For example, it may come from the results of certain studies on the behaviour of employees and job applicants, shifting values, anomalies in the choice of study and workplaces by new generations, migration rate, or a change in family structure.

Emerging before the trend, the signal can either remain only a weak, fading warning, or mark a strong development vector. In the latter case, it can evolve into a true trend, manifesting itself in the labour markets of many countries.

The term “trendwatching” has appeared in specialised dictionaries, representing an element of design of modern thinking in trend research. First, the term means the technique of recognising an emerging trend, the process of observing it, the practice of monitoring patterns in the development of subcultures, in the behaviour and claims of employees, and in the mobility of the workforce. Second, it is the skill of tracking the life cycle of a trend, the periods of its growth, maturity, and decline.

Understanding the nature and content of trends, recognising them as a reality and

norm allows forming a different, as opposed to traditional, perspective on existing and emerging problems and anomalies in the labour market, modern mechanisms of process and teamwork, the formation of an ecosystem, and the satisfaction of employees' needs. Third, it means getting the full *picture* from fixed signals, i.e. timely forecasting the real possibility of evolution of weakly manifested individual, often multidirectional signals of change into major large-scale shifts.

The hierarchy of trends in the labour market is identical to the other segments of economic and social development. Fashion, as the first step of the hierarchy, is a situational phenomenon, like a flash. As the situation changes, its brightness fades. Microtrends are permanent, faintly noticeable transformations in the supply and demand of labour. In contrast, macrotrends are changes of a medium- or long-term nature. As the changes develop into megatrends, they affect the course of development of the global labour market and cause significant shifts.

Analysing the detected signals and the interrelationships between them allows us to formulate fundamental and applied conclusions. From a fundamental perspective, we add new elements to the set of already studied trends, the speed of spread of the phenomenon, and the affected segments of the labour market. The applied conclusions focus on both external and internal labour markets.

At the same time, the primary signal-based estimate of the direction and speed of trend development can change in response to external and internal factors. In trendwatching, they are often referred to as drivers. Acting as a catalyst or a barrier, drivers either contribute to the development of a trend or hinder it for a certain period of time.

For example, the long-term increase in the Earth's average temperature followed by climate change and ecosystem imbalance was caused by two main reasons: natural and artificial. The

natural reason is the change of ocean phases, the mutual balancing of the La Niña and El Niño phenomena (Bendik & Yakovlev, 2010). The first phenomenon cools the surface of the Pacific Ocean. The second has a warming effect. Heated surface waters, moving from the equatorial region, contribute to the warmer weather in the central and eastern parts of the ocean. The artificial causes of climate change are greenhouse gases emitted from the combustion of gas, coal, and oil, deforestation, and forest fires, which are a barrier to the absorption of carbon dioxide.

The warming trend and failure to reach carbon neutrality result in so-called climate migrants, who move to countries and territories that are more favourable for living. Consequently, there are transformations in the supply and demand of labour, both in donor and recipient countries. Recipient countries get a surplus in labour force, which can act as a driver of economic growth.

The picture of the situation based on the analysis of trends in demographically older European countries (increased life expectancy of the population, higher quality of life, willingness and ability of older workers to continue professional activity) has been enriched with new details. There are weak but growing signals about the demand for women from refugees and migrants in the market for elderly care services. Acceptance of this challenge marks the start of a new trend that characterises the evolution of the behaviour of women earning a living. This trend will also affect society, family, marriage, and parenting.

Therefore, labour market trendwatching is of applied relevance for employers. It provides an opportunity to capture trends and patterns and use their advantages ahead of their competitors to develop a brand, build communications to recruit new candidates, attract talented candidates, and retain key employees.

The trend of an ageing workforce and its impact on the development of the labour market

The signal of labour force ageing as a phenomenon caused by the cumulative effect of the trend cascade (declining birth rate and increased migration activity) was recorded in European countries at the beginning of the new century. It did not fade with time, but developed into a megatrend, manifesting itself in the economies of, first of all, highly developed countries. In 2005, the phenomenon was identified as one of the trends of the business partnership stage in the periodisation of key issues characterising the evolution of personnel management (Kolb et al., 2010).

Ageing, as a process of generational change, was for a long time perceived as a natural replacement of older, retiring employees by younger employees. The current understanding of the phenomenon is based on the fact that replacement in the traditional format has become problematic, partly due to the emergence of other trends appearing as directions of sustainable development. Accordingly, it has become expedient to see the real multifactor picture in the labour market for subsequent forecasting of the situation and design of personnel policies taking into account supply and demand by individual employers.

The movement in *demand*, as compared to retrospect, is justified by the rapid and frequent change of competences required to fill modern jobs. It is no coincidence that the programme of “lifelong development” implies, first of all, the improvement of the established result of training, comprehension and awareness of the employee of the tasks to be solved, theory, principles, and facts, which is defined as “knowledge” in general.

Second, the logical follow-up of knowledge is skills, which are subdivided into practical and cognitive. The former include achieving mastery, choosing optimal methods for solving tasks, using tools, materials, and modern communication platforms and services.

The latter include the logic of work, the creative and intuitive thinking necessary for the development and implementation of know-how.

Third, it requires a new behavioural regime. It is the ability to quickly navigate a work situation, to demonstrate meaningful, goal-oriented co-operation, to take into account the interests and positions of the interlocutor and the current situation. Employers increasingly need employees who are not resistant to change, who are oriented towards independence, and have developed abilities and a readiness to perform tasks without the help of others.

The movement in the *supply* of labour force in the labour market was also tangible for employers. A number of identified trends influenced the evolution of candidates’ attitudes towards the choice of workplace. The trend of reappraisal of values was announced in the specialised literature in the 1970s. In 1971, R. Inglehart put forward a hypothesis that signalled intrageneration value transformations (Inglehart, 1971). Over the past half century, the hypothesis has been confirmed more than once, and the concept of “post-material behaviour” has acquired new features. Thus, the priority of dependent labour as a social norm of life and as a significant, and often the only source of income for the average person first began to decline in the list of values. Then, it was retained only by a certain segment of the working-age population.

The value and societal reset was the source of at least four signals that later developed into corresponding trends: the expansion of female employment, individualism, pluralism of life forms, and the rapidly increasing importance of quality of life. The model of “two earners”, for example (Eby et al., 2005), triggered the transformation of the distribution of behavioural roles in the family, the decline in the birth rate, and the implementation of dual-career plans.

The trend of pluralism of life forms became one of the branches of the trend of individualism

(the desire for freedom, independence, and the domination of egocentrism). The transition from a patriarchal family model to nuclear, then neolocal family continued with signals of the emerging trend of partnerships without creating a family, guest marriage, and same-sex unions (Petzold, 2001; Schobert, 2012). The trend of improving the quality of life is characterised by emancipation, personal autonomy, and hedonism.

The cumulative impact of the above trends was reflected in most groups of employees or job candidates whose labour force is offered to employers. Separated parents of young children, single mothers and fathers, professionals seeking autonomy, and workers who prioritise health, family, and friendship are the reasons for changes in working behaviour. The tendency of young people to be committed to their employers is disappearing, and men are increasingly willing to sacrifice part of their careers to raise their children.

On the supply side of the labour market, there is a category of older workers who have retained the modus operandi and social behaviour habitual for employers, who have not lost their professionalism, and who have implicit knowledge. According to the trendwatching results, as the megatrend of population ageing became stronger, there appeared first a weak and then a growing signal of the ageism trend. The contradiction between the retention of older workers and their discrimination by employers is a challenge. Resolving it in favour of the “silver” workforce will, first of all, allow for the timely filling of vacancies without the dominance

of migrants in organisations. The adaptation and training of repatriates, acceptance of their subcultures are often more costly than providing professional health care to existing employees who are still able to work. Secondly, it will create the preconditions for the fading of the trend of decreasing purchasing power of the population due to the growing segment of pensioners in countries with older population. Third, it will increase the probability that organisations and the state will form an ecosystem policy enabling the acceptance of the diversification and diversity of ageing teams as a new norm, through cooperation, altruism, and mutual assistance (Durakova, 2023).

The trend of structural and substantive transformation of the youth segment of the labour market

The main signals of the developing trend of structural and substantive transformation of the youth segment of the labour market were formed quite a long time ago. Nowadays they have become global megatrends.

1. The first signal is the global demographic process of population ageing. It is a dramatic shift in the age structure of the population in favour of the elderly. Its root cause is the interplay of the world’s main demographic trends: a decline in mortality, leading to an increase in life expectancy, and a decrease in the birth rate (Gimpelson & Kapelyushnikov, 2020). Experts predict that according to the UN demographic forecast scenario, by 2100 almost one third of the world population will be elderly (Kapelyushnikov, n.d.) (Table).

Table

Projected growth in the proportion of the elderly and very elderly people in the total world population

Indicator	Indicator value, %		
	2022	2050 (forecast)	2100 (forecast)
Percentage of elderly people (65+) in the total world population	10	20	30
Percentage of very elderly people (80+) in the total world population	2	4	8

Source: (Kapelyushnikov, 2019).

Ageing, in turn, leads to an older labour force and a decrease in the share of young workers in the labour market. For the Russian labour market, another driver of these processes is the consequences of the so-called demographic hole of the 1990s due to the low birth rate at that time. Thus, according to FinExpertiza, the total number of workers under the age of 35 in the Russian labour market decreased by 1.3 million people and reached the minimum since the early 1990s (Figure).

In addition to demographics, another signal of the trend of structural and substantive transformation of the youth segment of the labour market is higher unemployment rates among young people: With the average unemployment rate of 3.7 % at the end of 2022, youth unemployment in Russia among 20 to 24 year olds was 12.5 %, among 25 to 29 year olds – 4.8 %, among 30 to 34 year olds – 4.4 %, while for older ages it was only 2.9 % and lower¹. It should be noted that the trend of a significant excess of youth unemployment over the average

¹ The number of young employees in Russia reaches a historical minimum [Electronic resource]. URL: <https://finexpertiza.ru/press-service/researches/2023/chisl-mol-rab-min> (Accessed on 8.07.2023).

unemployment rate in the country has persisted over the past decade².

In addition, the relocation of a significant number (about 500 thousand people in 2022) of young specialists from the country contributed to the decrease in the share of young people in the Russian labour market. Given that over 300 thousand young people were called up for military service in the same period of time, we can state that in 2022 the Russian labour market as a whole, taking into account all factors (demography, emigration, unemployment, etc.), lost at least 1.2–1.3 million young workers³.

Another driver negatively affecting the youth segment of the Russian labour market is the issues of the education system, in particular, the unbiased difficulties in training specialists for the IT and manufacturing industries⁴.

² Labour Force, Employment, and Unemployment in Russia (based on the results of sample labour force surveys). 2022 Statistics digest/Rosstat. Moscow, 2022. P. 113.

³ Young people swept out of the labour market [Electronic resource]. URL: <https://www.rbc.ru/newspaper/2023/04/11/6433e7499a7947356c70a065> (Accessed on 8.07.2023).

⁴ Officials notice the shortage of young people in the labour market [Electronic resource]. URL: https://www.ng.ru/economics/2023-04-25/1_8715_youth.htm (Accessed on 8.07.2023).

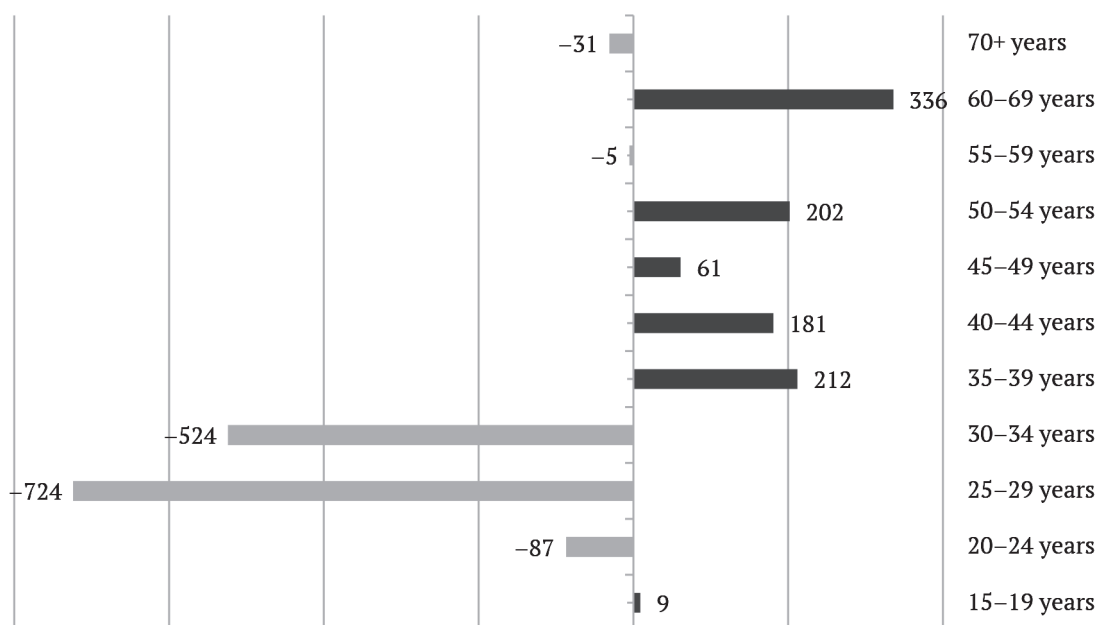


Figure. Change in the number of employed people of different age groups, 2022, thousand people.

Source: [The number of young employees in Russia reaches a historical minimum.

URL: <https://finexpertiza.ru/press-service/researches/2023/chisl-mol-rab-min/>]

2. The second signal indicating the structural and substantive transformation of the youth segment of the labour market is the arrival of generation Z (zoomers) on the labour market. In the concept of trendwatching, they are trendsetters, one of the cutting-edge groups, who “carry and transmit new values, stereotypes, and attitudes”⁵. In the near future, this generation will constitute the most active and qualified part of the working-age population in the labour market. Therefore, it is already necessary to understand and take into account the specific values of generation Z (individualism, self-fulfilment, freedom of self-expression, bright emotions, health, digitalised life, and etc.) in order to adequately reflect them in the requirements for the representatives of this generation in the labour market.

The COVID-19 pandemic and digitalisation were the most important drivers of this signal. According to a survey of young people, the lockdown during the pandemic significantly hindered the implementation of their educational and/or career plans. As a result, generation Z has not formed or has underdeveloped the most important soft skills: negotiation, public speaking, emotional intelligence, and etc⁶.

Digitalisation of all spheres of life as a driver of transformation of the youth segment of the labour market causes a number of effects of the destructive influence of digitalisation on how young people in Russia form strategies of adaptation to the labour market, professional and social spheres. These strategies are not always constructive, for example, cognitive reduction, digital alarmism, and game addiction, communicative destruction, and etc. (Mitrofanova & Mitrofanova, 2021).

Another signal of the transformation of the youth segment of the labour market is the growing number of young people who are neither

employed nor studying (NEET – Not in Education, Employment, or Training). Currently, the share of the NEET group in the total number of young people aged 15 to 24 is 10.2 %⁷. The main reason for young people to belong to this group is the insufficient level of education.

Thus, the trend of structural and substantive transformation of the youth segment of the labour market is currently formed at the intersection of two signals. On the one hand, there is a growing number of representatives of older generations and a simultaneous decrease in the share of young workers in the labour market. On the other hand, generation Z is entering the labour market. This trend currently poses a serious challenge for the national labour market, as it causes problems related to the disruption of natural personnel rotation of representatives of different age generations in the labour market and the transfer of professional experience from the older generation in the internal competitive environment.

Results and discussion

The scholarly discussion on distinguishing the two cornerstone groups of the working-age population in the age structure of the employed, i.e. young people and older workers, includes various aspects. For example, the signal of the new behaviour of older workers due to the digitalisation of the workplace, which is becoming a megatrend, has been widely discussed in the scientific community (Komp-Leukkunen et al., 2022). Comparatively low digital skills in the workplace can make older workers’ skills obsolete, reduce their employability, and lead to earlier retirement than the economy needs. This trend conflicts with attempts to extend working life (Hudomiet & Willis, 2022). Therefore, research into the possibility of a prolonged career for older employees is becoming relevant (Brooke, 2009).

According to researchers, trends related to digitalisation also have an ambiguous impact on the youth segment of the labour market. Some

⁵ Value orientations of modern youth.. Analytical review of international and Russian studies [Electronic resource]. URL: <https://www.zircon.ru/upload/iblock/aab/tsennostnye-orientatsii-sovremennoy-molodezhi-analiticheskiy-obzor.pdf> (Accessed on 8.07.2023).

⁶ Quiet hiring instead of quiet firing. 9 labour market trends in 2023 [Electronic resource]. URL: <https://bbbl.dev/articles/working-trends-2023> (Accessed on 8.07.2023).

⁷ Disadvantaged youth are called to work. URL: <https://www.vedomosti.ru/career/articles/2022/11/01/948279-neblagopoluchnuyu-molodezh-zovut-na-rabotu>

experts argue that digitalisation can be a powerful strategy to combat youth unemployment (Albrechtsen, 2018; Başol & Yalçın, 2021). Other studies argue the opposite, for example that technological change leads to job losses and/or conversions and can contribute to inequality between workers and countries (Jaradat et al., 2020; Warhurst & Hunt, 2019). Therefore, the trendwatching methodology requires the substantiation and design of macro and micro policy measures that are consistent with labour market trends and needs (Başol et al., 2023).

Conclusions

The conducted study allowed formulating the following results:

– According to the new management paradigm, the labour market should adapt to the implementation of the formula “person – organisation – success” including through the results of trendwatching. Trendwatching is aimed at “detecting” signals, which may be a warning that fades over time, or form into a true trend that manifests itself in the supply and demand of the labour force in many countries.

– The primary, signal-based, direction and speed of a labour market trend can change due to external and internal drivers, which can act as catalysts for the maturity of the trend or as barriers to it.

– The classification of labour market trends includes such elements as fashion, microtrends, macrotrends, and megatrends.

– The “picture” as the final stage of trendwatching allows timely forecasting the evolution of multidirectional changes in the

labour market into significant, large-scale shifts.

– The trend of an ageing workforce has become a trigger for substantiating changes in the supply and demand of labour. We identified new competences that a job candidate should possess and a revised model of their working behaviour. The transformation of values and attitudes of young specialists was revealed. In accordance with this, we substantiated the idea that it is important for organisations to retain older employees who have relevant knowledge, practical and cognitive skills, who are ready to continue their working life. Employers should be involved in the formation of workplace conditions for them.

– The trend of transformation of the youth segment of the labour market is based on the global demographic process of population ageing, which, in turn, resulted in the ageing of the labour force and a decrease in the share of young workers in the labour market.

– The trend of structural and substantive transformation of the youth segment of the labour market is based on the intersection and interaction of two trends of the modern Russian labour market. First, there is an increase in the share of older employees accompanied by a decrease in the share of the younger generation in the labour market. Second, the so-called “zoomers”, representatives of generation Z, are entering the labour market.

Conflict of Interest

The authors declare the absence of obvious and potential conflicts of interest related to the publication of this article.

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Новые тренды и новое в трендах развития рынка труда

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Предмет. Обусловленная сменой внешней и внутренней среды новая парадигма менеджмента предусматривает измененную приоритетность элементов, обеспечивающих успешное функционирование хозяйствующего субъекта, сохранение его конкурентоспособности и сегментов потребителей производимых товаров и услуг. Приоритетность человеческих ресурсов означает необходимость своевременного представления эволюционных и революционных процессов, связанных со спросом и предложением рабочей силы, запас емкости которой имеет тенденцию к сокращению.

Цель. В статье реализована попытка сформировать представление о движении научной мысли, во-первых, относительно эволюции содержания традиционных трендов, характеризующих современный рынок труда, во-вторых – появления новых тенденций в спросе и предложении рабочей силы и связанной с этим трансформации работы с персоналом в организациях.

Методология. Для достижения цели использовались общенаучные и эмпирические методы исследования. Анализ и синтез были применены для получения нового знания по обозначенной теме. Посредством анализа определены составляющие движения научной мысли от сигнала, свидетельствующего о зарождении тренда, до выявления драйверов, являющихся катализаторами или барьерами его развития. С помощью анализа выделены также особенности спроса и предложения рабочей силы на современном рынке труда, характеризующемся кадровым многообразием. В ходе статистического анализа были выявлены актуальные тенденции происходящих на российском рынке труда изменений, свидетельствующих о формировании новых трендов. Синтез позволил сформировать единое целостное представление о картине современного каскада трендов и возможных сдвигах в поведении молодежи и работников старших возрастов на рынке труда.

Результаты. В статье представлены структурированные на разделы положения, обосновывающие влияние каскада трендов на развитие рынка труда, изменение спроса и предложения на рабочую силу молодых и возрастных работников. Изложенная идея продвигает выводы ученых о наличии трендовых каскадов, управление которыми на рынке труда позволяет через выводы трендотчинга воздействовать на появляющиеся новые сигналы, предупреждающие об укреплении новой нежелательной для реализации кадровой политики тенденции.

Выводы. Значительные сдвиги в возрастной структуре населения вносят изменения в ставший глобальным мегатренд старения и его влияние на рынок труда. Используемые в статье методы проведения анализа позволяют, во-первых, поддержать исследовательские позиции о том, что

достижение «победы» как цели новой парадигмы менеджмента возможно на основании знания трендов, определяющих вектор движения работодателя, чтобы успевать, преуспевать и удерживать свои позиции, на несколько шагов опережая конкурентов. Во-вторых, выявить механизм зарождения, развития и угасания трендов на рынке труда и образования трендовых каскадов. В-третьих, поддержать версию о драйверах, способных изменить содержание и устойчивость тренда, а значит, возможности управлять им. В-четвертых, обосновать движение в представлении спроса на рабочую силу, характеризующегося быстрой и частой сменой требований к работнику для замещения современных рабочих мест, определенных новыми знаниями, практическими и познавательными навыками, моделями поведения. В-пятых, показать смену приоритетности зависимого труда на новые его формы в соответствии с новым трендом ценностей и установок кандидатов на найм и занятого персонала. В-шестых, обосновать перспективность сегмента работников старших возрастов при воздействии на тенденцию эйджизма и формирование политики экосистемы и профессионального здоровья в организациях. В-седьмых, заблаговременно предупредить проявления нарушения естественной кадровой ротации представителей различных возрастных поколений на рынке труда и передачи профессионального опыта от старшего поколения работников в условиях внутренней конкурентной среды.

Ключевые слова: парадигма, менеджмент, исторический этап.

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