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## **Labour efficiency in Belarus within the framework of achieving sustainable development goals**

### INTRODUCTION

The labour market occupies an important place in the development of the economic system of a country; in the conditions of determining labour force and working conditions, the interests of workers and employers interact, and the socio-economic phenomena that occur in society are reflected. In recent years, the problem of the functioning of the labour market in the Republic of Belarus has not only been connected with a reduction in the number of people employed in the economy, but also with a decrease in the share of the employed population in the manufacturing sector, with a simultaneous increase in the number of people employed in the services sector.

The formation of a rational structure of the personnel is one of the possible directions for increasing the effectiveness of an enterprise. In addition, the efficiency of the economy is ensured by a high level of qualification within the workforce, which is an important competitive advantage of the country within the framework of achieving sustainable development goals (Goal 8: Decent Work and Economic Growth).

The object of the study is a statistical analysis of the efficiency of labour use, which includes a description of the state and dynamics of the labour market (employed, unemployed), the rationality of the distribution of labour potential, and the movement of the number and composition of employees of organizations.

The main goal of the study is to investigate the influence of selected factors on labour market indicators in the Republic of Belarus in 2013–2018. The indicators under research characterise the standard of living, unemployment, the rationality of

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personnel policy, employment efficiency, labour productivity and others. Thus, it is possible to assess the efficiency of labour potential management in the framework of achieving sustainable development goals (SDG).

#### THEORETICAL AND METHODOLOGICAL APPROACHES TO RESEARCH

The study conducted by the author is based on methodological approaches to measure the status of a person and his/her labour activity, whereby evaluating the rationality of personnel policy. It is also based on studying the effectiveness of managing labour potential and the optimal structure of the enterprise's personnel, forming optimal organizational management structures reflected in the works of Drucker (2007; 1986), Keren and Levhari (1979), Kreitz *et al.* (2008), O'Shonessi (1979), Simon (1957) as well as in accordance with the standards and recommendations of the International Labour Organization and the legislative and regulatory documents of the Republic of Belarus in the employment sector.

Currently, ILO member countries are moving from the concept of "economically active of the population" to the concept of "labour active" in accordance with the standards adopted at the 19th International Conference of Labour Statisticians on the problems of statistics on labour activity, employment and underutilization of labour (*Recommendations on the application...*, 2015).

In this regard, the methodological approaches to measuring the status of a person and his/her labour activity have been fundamentally changed. This is due to the increasing importance of various forms of labour (except employment). Labour activity is interpreted in the broad sense of the word as any type of productive activity.

At the same time, unemployment is becoming an integral part of the concept of underutilization of labour, as it is supplemented by such categories as potential labour force and persons working in part-time employment.

To achieve the goal set in the study, it is necessary to solve the following tasks: to reveal the essence and economic content of indicators of employment and unemployment in accordance with the recommendations of the ILO; to analyse the dynamics and structure of the employed and the unemployed populations in the Republic of Belarus: by region, type of economic activity, form of ownership, age and education; and finally, to identify factors that influence the labour market indicators in the Republic of Belarus.

As a research tool, statistical methods were used, including the method of comparisons, the construction of multivariate index models, correlation and regression analysis. Using correlation and regression analysis, the influence of per capita GDP growth on the decrease in the number of unemployed in the country

was determined. Using the construction of multiplicative index models, factors were identified that influence the dynamics of employment indicators in the Republic of Belarus.

### EMPLOYMENT ANALYSIS

The specific feature of the labour market of the Republic of Belarus in recent years has been the reduction in the number of people employed in the economy. This is typical for both urban and rural populations. Moreover, the problem of reducing the labour potential is more acute in villages due to the migration of young people from rural areas to cities. In June 2018, 4,328,100 people were employed in the economy of the Republic of Belarus, which is 0.4% less than in June 2017.

In addition, in Belarus, as in many countries of the world (including EU countries, the CIS and other developed countries), there is a tendency towards the aging of the population as a whole, as well as an increase in the share of the older generation among people of the working age.

The proportion of people aged 15–64 years in the total population has decreased from 71.3 to 68.2% over the past eight years in Belarus – a similar trend exists in Poland, which has seen a decrease from 71.3 to 68.4%. The proportion of people aged 65 and over in the total population in Belarus increased from 13.8% to 15%, and in Poland from 13.5% to 16.8%. The record-breakers in this indicator are as follows: in Japan there was an increase of up to 27%, in Italy up to 23%, in Germany and Portugal up to 21.5%, in Finland up to 21.2% (*Belarus and the countries...*, 2018, pp. 28–31).

The level of employment (as a percentage of the labour force) in Belarus in 2017 was 67.2% and it was much higher than in other CIS countries (Russia – 65.5%; Ukraine – 56.1%; Armenia – 50.1%; Moldova – 40.5%), as well as the EU countries (Poland – 53.7%; Italy – 44.2%; Spain – 48.1%; France – 50.5%; Germany – 58.9%; Great Britain – 60.2 %). However, among developed countries there are some states with a higher level of employment – these are Sweden (67.8%) or China (67.9%) (*Belarus and the countries...*, 2018, pp. 62–63).

The total number of unemployed in the Republic of Belarus, who are classified according to the ILO criteria, is much higher than the official number of unemployed. According to a sample survey of households in order to study the problems of employment, the number of unemployed, in accordance with the ILO criteria, in 2017 amounted to 293.4 thousand people (in 2016 – 301.8 thousand people). In 2018, according to the Ministry of Labour and Social Protection, 230.6 thousand people needed employment. The actual unemployment rate in the republic in 2017 amounted to 5.6%, (in 2016 – 5.8%). In 2018, the level amounted to 4.7% of the labour force, and this is the lowest indicator for almost 20 years (*Labour and employment...*, 2018).

The problem of hidden unemployment is associated with a number of factors, including: mandatory participation in public works, low salaries for vacancies on the labour exchange, low unemployment benefits, and others.

The average age of the registered unemployed in the Republic of Belarus increased from 35.7 years in 2011 to 41.1 years in 2018, this once again underlining the trend of increasing unemployment towards older ages. According to age groups, men from 40 to 49 years of age prevailed (15% of the total number of unemployed), women aged 45–49 (5.5%) and 35–39 (4.6%) prevailed. A positive point is the reduction of youth unemployment. So, at the beginning of 2018, the share of unemployed people aged 16–19 was 3.0% compared to 7.0% at the beginning of 2011, and the share of unemployed people aged 20–29 was 17.9% against 31.1% (*Labour and employment...*, 2018).

The current situation can be characterised in two ways: either employers are currently paying more attention to the knowledge of young people than the experience of the older generation, or young people are less likely than older people to apply to employment agencies.

A study of the sectoral structure of employment in 2011–2018 revealed a tendency to reduce the share of people employed in industry (from 25.5% to 23.5%), in agriculture, forestry and fisheries (from 10.1% to 9.3%), construction (from 8.7% to 6.3%). At the same time, the share of people employed in the services sector increased: in wholesale and retail trade, car and motorcycle repair, it increased from 13.2% to 14.4%, which was primarily due to an increase in the solvent demand of the population. In 2017, 60.5% of the total employed population worked in the services sector of Belarus, similarly in Poland – 58.1%. Differences in the structure of the employed population by type of economic activity, according to structural change indices, amount to about 7–9% for the period under study.

The trend of growth in the share of the service sector is characteristic of many CIS countries: Russia (67.2%), Kazakhstan (64.8%), Ukraine (63.2%). Among developed countries, the highest rates were noted in the UK (80.5%), Sweden (80%), the USA (79.4%), Israel (81.6%), Canada (78.4%), Luxembourg (87.1%) (*Belarus and the countries...*, 2018, pp. 64–65). Many post-socialist states, such as Bulgaria, Hungary, Slovakia, Slovenia, Croatia, Estonia, have a similar tendency to increase the share of the service sector by the number of employees.

When studying the processes of movement of labour between business entities of various forms of ownership, an increase was noted in the share of employees in private ownership organizations from 40.1% in 1995 to 56.0% in 2017, foreign – from 0.1% to 3.9% respectively.

According to the Ministry of Labour, at the beginning of 2019, employers announced the availability of 77,600 free jobs, which is 26.5% of the number of unemployed according to the ILO methodology or 1.35% of the labour force.

There is a tendency towards an increase in the number of free jobs: compared with last year, it has increased by 42.9% (54.3 thousand). Demand for workers in working professions is increasing – they amounted to 62.7% of the total number of vacancies against 58% in 2018 (<http://www.mintrud.gov.by>).

The employee replacement ratio (the ratio of the number of employees to the number of those laid off) in June 2018 amounted to 0.96 (in June 2017 – 0.932).

The coefficient of tension in the labour market of Belarus at the beginning of 2019 amounted to 0.2 unemployed per vacancy. It halved compared to the level of the indicator in 2018.

There are regional differences in Belarus' labour resources. The indicator of tension in the Brest, Vitebsk and Mogilev regions was slightly higher and amounted to 0.3 unemployed for the vacancy; in the Gomel and Grodno regions – 0.2; and in the city of Minsk and the Minsk region – 0.1 unemployed for vacancies.

Moreover, labour markets in a number of districts and small cities are more tense than regional ones. 38.5% of the workforce is located in the central part of the country (Minsk and the Minsk region), while their smallest share is to be found in the Grodno (10.6%) and Mogilev (10.8%) regions. More than two thirds of the country's labour resources are concentrated in urban areas.

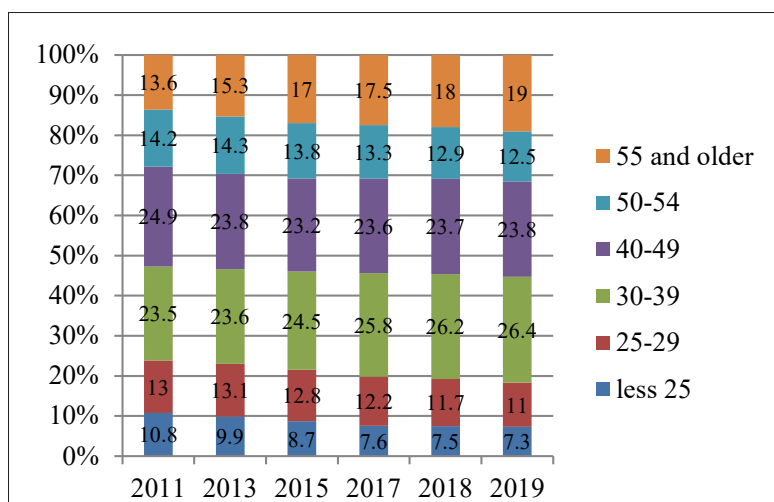
#### ANALYSIS OF PERSONNEL STRUCTURE EFFICIENCY

The role of effective personnel management has been growing in modern conditions. It is aimed at meeting the personnel needs of the company, the rational placement of the personnel, and the effective use of labour potential. It is not possible to achieve these goals without a rational staff structure.

Managers of organizations ensure that for their companies the problem of employees' average age being too advanced is non-existent, as this may adversely affect the image of the enterprise: on the efficiency of functioning, on a decrease in labour productivity, on the production and sale of products.

With a competent personnel policy, a stable structure is observed, with the ratio between individual age groups in favour of workers whose age is in the range of 30–50 years, i.e. the most productive age. Moreover, in 2019, the average age of the employed population of Belarus was 42 years. The most productive age of workers corresponds to a higher level of employment of the population of Belarus, ranging from 90.3% to 91.1%.

Analysing the diagram presented in Figure 1, it can be noted that the largest share of workers in the Republic of Belarus in 2011–2019 was at the age of 30–39 years and 40–49 years. At the same time, at the beginning of 2011, these age groups accounted for 48.4% of the total number of workers in the country, and at the beginning of 2019 – 50.2%.



**Figure 1. Distribution of workers in the Republic of Belarus in 2011–2018 by age groups (at the beginning of the year), as a percentage of the total**

Source: own study based on (*Statistical Yearbook...*, 2019, p. 81).

The number of employees at pre-retirement and retirement age is also increasing: for 2011–2019 the proportion of workers over 55 years old increased from 13.6% to 19.0%. This can be explained by the ongoing process of aging of the population of the Republic of Belarus.

However, attention is drawn to the reduction in the number of employees under the age of 29: at the beginning of 2011, this group of workers accounted for 23.8% of all employees, at the beginning of 2019 their share decreased to 18.3%. This phenomenon is a consequence of the low birth rate in the 1990s.

A study of the population by the level of education showed that for 2011–2019 the proportion of employees with higher education increased from 25.4% to 33.7%. The proportion of workers with secondary specialised education for the study period remained virtually unchanged (approximately 22%), at the same time, the share of workers with a common basic, general secondary and vocational education decreased to 44.1%. Thus, in recent years, the educational level of workers in the Republic of Belarus has increased. In addition, employees with higher education have the highest level of employment, followed by those with vocational education and specialised secondary education. This characterises the personnel policy as aimed at rational personnel management.

The effectiveness of personnel policy can be assessed using indicators of the ratio of headcounts. The ratio of headcounts is the regulated value of the headcount ratios of various categories and officials of management personnel in specific organizational and technical conditions. One of the indicators of the ratio of headcounts is an indicator of the effective personnel structure:

$$K_{Ef.pers.str.} = \frac{Specialists}{Workers} + \frac{Managers}{Workers} \quad (1)$$

In essence, the indicator is a relative amount of coordination, which is used to characterise the relationship between the individual parts of the statistical population. It shows how many times the compared part is larger or smaller than the part taken as the basis or base of comparison.

An analysis of the dynamics of the indicators allows us to draw the following conclusions:

- the growth of indicators of the effective staff structure (the ratio of headcounts) occurred during the analysed period, both in the economy of the Republic of Belarus as a whole and in industry, by 14.1% and 8.4%, respectively;
- the level of the indicator of the effective personnel structure in the economy in 2018 is 2.14 times higher than the value of the same indicator among industrial workers (against 2.03 times higher in 2013). This indicates a more than double excess of the number of employees per worker employed in the economy compared with those employed in industry;
- first differences in the coefficient of the structure of personnel employed in the economy for the period from 2013 to 2018 amounted to 10.3 percentage points, and the contribution to this increase in the ratio of specialists and the number of workers amounted to 8.2 percentage points, whereas the contribution of the share of managers amounted to 1.1 percentage points;
- the coefficient of the effective personnel structure in industry in 2018 compared with 2013 increased by 3 percentage points, due to an increase in the ratio of the number of specialists to the number of workers by 1.9 percentage points, and due to an increase in the ratio of the number of managers to the number of workers by 1.1 percentage points.

**Table 1. The significance of factors in the increase in the coefficient of the effective personnel structure of the Republic of Belarus for 2013–2018**

Indicators	The significance of factors in the overall growth over the years (%)		
	2013–2015	2015–2018	2013–2018
Economy			
Indicator of the effective personnel structure	100	100	100
The ratio of the number of specialists to the number of workers	79.7	80.3	79.7
The ratio of the number of managers to the number of workers	20.3	0.19	0.20
Industry			
Indicator of the effective personnel structure	100	100	100
The ratio of the number of specialists to the number of workers	65.1	61.3	63.5
The ratio of the number of managers to the number of workers	34.9	38.7	36.5

Source: own study.



The solution of the additive model of changing the coefficient of the effective structure of personnel (by changing the specific gravity of specialists and the specific gravity of managers to the number of workers), allowed us to draw the following conclusions (Table 1):

- the greatest influence on the studied indicator in the economy is exerted by the ratio of the number of specialists to the number of workers, which in 2013–2015 determined a change in the structure efficiency coefficient to the total of 79.7%, in 2015–2018 – to the total of 80.3%, and in 2013–2018 it determined the change in the coefficient of efficiency of the personnel structure equaling 79.7%;
- the greatest influence (63.5%) on the change in the coefficient of the effective structure of personnel in industry is exerted by a change in the ratio of the number of specialists to the number of workers, and the significance of the ratio of the number of managers to the number of workers is 36.5%.

Thus, throughout the entire period of 2013–2018, a positive dynamic was noted both in the coefficient of the effective structure of personnel and its factors, however, the strength of the influence of the factors changed somewhat: the importance of coordinating the number of specialists decreased from 65.1% in 2013–2015 to 63.5% in 2015–2018, respectively, the influence of the ratio of the number of managers increased from 34.9% to 36.5%.

Another indicator of the ratio of headcounts is the manageability rate – this is the regulated number of employees (or units) subordinate to one manager in specific organizational and technical conditions. In general, the indicator can be calculated as follows:

$$R_{\text{manageability}} = \frac{\text{Specialists}}{\text{Managers}} + \frac{\text{Workers}}{\text{Manager}} \quad (2)$$

It is obvious that the capabilities of the heads of organizations in their work with the staff are limited and they vary depending on the emerging management situations in the organization. When optimizing managerial work, it is necessary to remember the rate of controllability, how many subordinates can come directly under one leader. This is due to the fact that the number of questions that the human brain can simultaneously pay attention to in the process of its activity has a limited scope. In addition, the worktime of the head is limited.

The calculated manageability rate (Table 2) comprises averaged indicators for the economy and industry. They are individual for different fields of activity, different types of organizational structure, types of administrative apparatus of management, and different for small and large enterprises. Manageability standards depend on the ability and talent of managers (management skill), the level of labour motivation and qualifications of workers, the level of standardisation, the degree of automation of technological processes, and the nature of work.



**Table 2. Indicators of the manageability rate in the Republic of Belarus in 2013–2018**

Indicators	Years		First differences
	2013	2018	
Economy			
Manageability rate	8.799	8.285	-0.514
– ratio of specialists to managers	3.127	3.213	0.086
– ratio of workers to managers	5.671	5.072	-0.599
Industry			
Manageability rate	8.525	8.034	-0.491
– ratio of specialists to managers	1.511	1.527	0.016
– ratio of workers to managers	7.014	6.507	-0.507

Source: own study based on (*Statistical Yearbook...*, 2018; *Labour and employment...*, 2018).

The average manageability rate of the employed population in the Belarusian economy has reduced from 8.799 employees per manager in 2013 to 8.285 in 2018, or by 0.514. This is due to a decrease in the ratio of the number of workers and managers by 0.599, and it is slightly offset by an increase in the share of specialists by 0.086.

The significance of these factors in the overall decrease is (-) 116.5% and (+) 16.5%, respectively.

The average manageability rate of industrial personnel decreases from 8.525 to 8.034 people per manager. The significance of the factors in the decrease is as follows: due to a decrease in the share of workers, the manageability rate decreased by 0.507 (the contribution of the factor (-) 103.3%), due to an increase in the share of specialists, the norm increased by 0.016 (the contribution of the factor (+) 3.3%).

Levels of manageability in industry are slightly higher than in the economy as a whole. As in the previous indicator, this indicates that among the workers in industry the proportion of workers is more than four times the proportion of specialists. In economics, the excess of the share of workers over the share of specialists amounts to approximately 1.5 times.

This indicates an increase in the effectiveness of personnel policy, which is aimed to ensure sustainable development.

#### STATISTICAL ASSESSMENT OF THE INFLUENCE OF SELECTED FACTORS ON LABOUR MARKET INDICATORS IN THE REPUBLIC OF BELARUS

To assess the influence of factors on labour market indicators, we have analysed a multiplicative model of the effect on the employed population (E) on the annual resident population (S), the share of labour resources in the annual resident population (LR/S), the proportion of the able-bodied population of working age in the labour

resources (AB/LR), the ratio of the employed population of working age to the number of the able-bodied population of working age (E/AB). In general, the model can be represented as follows:

$$E = S \times \frac{LR}{S} \times \frac{AB}{LR} \times \frac{E}{AB}. \quad (3)$$

An assessment of the influence of the factors of model (3) on the absolute and relative increase in the number of employed people in the Republic of Belarus in 2018 compared to 2011 is presented in Table 3.

**Table 3. The impact of factors on the dynamics of the number of employed in the Republic of Belarus in 2011–2018**

Indicator	Index, %	Change in the number of employees due to factors	
		in absolute terms (thousand people)	in relative terms (%)
Average annual population	100.1	5.1	0.1
The proportion of labour resources in the total population	94.9	-239.5	-5.1
The proportion of the able-bodied population of working age in the number of labour resources	99.2	-37.4	-0.8
The ratio of the employed population to the able-bodied population of working age	98.1	-83.9	-1.8
The number of employed population	92.4	-355.7	-7.6

Source: own study based on (*Labour and employment*..., 2018).

An analysis of Table 3 showed that the number of employed people in the Republic of Belarus in 2018 decreased by 355,700 people, or 7.6% compared to 2011. This happened due to the influence of the following factors:

- a decrease in the share of labour resources in the population of the country caused a decrease in the number of employees by 5.1%, which in absolute terms is 239,500 people,
- a decrease in the ratio of the employed population to the able-bodied population of working age led to a decrease in the employed by 1.8%, or 83,900 people,
- a decrease in the share of the able-bodied population of working age in the number of labour resources led to a decrease in the employed by 0.8%, or by 37,400 people,
- the combined influence of the three factors led to a decrease in the employed population by 360,800 people,
- a slight increase in the population had a positive effect on the growth of the employed population (0.1%, or 5,100 people).

The unemployment rate is one of the indicators of the labour market. It depends on the quality of life of the population. Characteristics for the formation of a high standard of living, which include such personal qualities as innovation, mobility, professional orientation, motivation, are a source of income for both personnel, in particular, and society as a whole. The formation of characteristics of a high standard of living can significantly reduce the risk of such workers falling into the number of unemployed. Therefore, an increase in the level and quality of life of the population can be a factor in reducing unemployment in the country. When constructing a regression model, the per capita GDP indicator is taken as an indicator of the standard of living of the population. This is due to the fact that a high level of GDP per capita in the country positively affects the standard of living in the country as a whole. The results of constructing a regression model of the dependence of the number of registered unemployed on GDP per capita can be represented as a model:

$$Y = 425.9 - 12.04 X, \quad (4)$$

which indicates that with an increase in per capita GDP of 1000 Belarusian rubles, the number of registered unemployed decreases by an average of 12 people. A correlation coefficient of 0.905 indicates a close relationship between the result and the attribute. The calculated determination coefficient means that 82.0% of the variation in the number of unemployed is explained by the variation in GDP per capita and other factors, not taken into account in the model, affect only 18.0%.

## CONCLUSIONS

A study of the sectoral structure of employment revealed that there is a decrease in the share of the employed population in the production of goods, in agriculture and construction, with a simultaneous increase in services (in trade, information and communication, education, health, etc.). Many post-socialist states, such as Poland, Bulgaria, Hungary, Slovakia, Slovenia, Croatia, Estonia, have a similar tendency towards increasing the share of the service sector in terms of employment. The decrease in the employed population was due to the combined influence of three factors characterising the structure of labour resources, but a slight increase in the resident population had a small positive effect on an increase in the employed population.

Creating a rational structure of personnel at an enterprise is one of the ways to increase the effectiveness of its activities. This includes such areas as professional and qualification level, level of education, age, the ratio of categories of workers (staff structure), labour motivation, and the creation of a favorable psychological climate in the team.

Among those employed in the economy and industry of Belarus, each leader has an ever-smaller number of subordinates, including a decrease in the number of workers. It is necessary to ensure that a decrease in the manageability rate leads to positive results: increasing the time for making managerial decisions and reducing the workload of managerial employees. On the one hand, this will help to reduce the damage associated with making wrong decisions due to overloading managers, and on the other hand, it will help to improve the quality of managerial work and increase the 'throughput' of managers. Ultimately, this will allow managers to make timely, more effective management decisions, and to ensure rational personnel management.

Using the correlation and regression analysis, it was found that an increase in the level and quality of life of the population can become a factor in reducing unemployment in the country.

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## Summary

The labour market in the Republic of Belarus has been recently developing the conditions which have witnessed a constant decrease in the number of people employed in the economy due to the transformation of the population structure. Among the factors that impede the effective

development of the regions, uneven territorial distribution of labour potential was revealed. It leads to labour redundancy in some regions and a shortage of personnel in others.

The main goal of the study is to investigate the influence of selected factors on labour market indicators in the Republic of Belarus in 2013–2018. The indicators under research characterise standard of living, unemployment, rationality of personnel policy, employment efficiency, labour productivity and others. Thus, it is possible to assess the efficiency of labour potential management in the framework of achieving sustainable development goals. As a research tool, statistical methods were used, including the method of comparisons, the multivariate index models, correlation and regression analysis.

The solution to the problem of territorial inequality in the labour market can be found through a number of measures that are aimed at: stimulating labour mobility of citizens; creation of new attractive jobs in labour-intensive areas; assistance in employment and housing; organization of training for the unemployed in professions that are in demand on the regional labour market; simplification of starting business procedures, etc.

To ensure sustainable development in the face of a decrease in the number of employees, as well as a decrease in the share of workers, this tendency must be correlated with the processes of improving labour methods and techniques, modernizing production, introducing new equipment and resource-saving technologies, automating production processes to ensure increased labour productivity and reduced excess employment.

*Keywords:* economically active, labour force, unemployed, personnel structure efficiency, manageability rate, sustainable development goals.

## **Wydajność pracy na Białorusi w kontekście osiągnięcia celów zrównoważonego rozwoju**

### *Streszczenie*

W ostatnich latach rynek pracy na Białorusi funkcjonuje w warunkach stałego spadku liczby osób zatrudnionych w gospodarce w wyniku zmiany struktury demograficznej ludności. Dodatkowym problemem jest nierównomierny rozkład potencjału siły roboczej między regionami, co prowadzi do zwolnień siły roboczej w niektórych regionach i niedoboru siły roboczej w innych.

Głównym celem opracowania jest określenie wpływu wybranych czynników na wskaźniki rynku pracy na Białorusi w latach 2013–2018. Badane wskaźniki charakteryzują poziom życia, bezrobocie, racjonalność polityki personalnej, efektywność zatrudnienia, wydajność pracy i inne. Pozwoliło to na ocenę efektywności zarządzania potencjałem pracy w ramach osiągnięcia celów zrównoważonego rozwoju. Jako narzędzie badawcze zastosowano metody statystyczne, w tym metodę porównań oraz analizę korelacji i regresji.

Rozwiązanie problemu nierówności terytorialnych na rynku pracy można osiągnąć za pomocą wielu środków mających na celu: stymulowanie mobilności siły roboczej obywateli; pomoc w zakresie zatrudnienia i zakwaterowania; tworzenie nowych atrakcyjnych miejsc pracy na obszarach bogatych w zasoby pracy; organizację szkoleń dla bezrobotnych w zawodach poszukiwanych na regionalnym rynku pracy; uproszczenia zakładania własnej działalności gospodarczej itp.

Aby zapewnić zrównoważony rozwój, w obliczu zmniejszających się zasobów pracy, tendencję tę należy skorelować z procesami doskonalenia metod i technik pracy, modernizacji produkcji, w tym wprowadzania technologii automatyzujących procesy produkcyjne w celu zwiększenia wydajności pracy i zmniejszenia nadwyżki zatrudnienia.

*Słowa kluczowe:* aktywność ekonomiczna, siła robocza, bezrobotni, efektywność struktury zatrudnienia, wskaźnik zarządzania, cele zrównoważonego rozwoju.

JEL: J21, J60.