

YOUNG RESEARCHERS

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Barriers to the Fulfilment of Young People's Potential in Their Work Activities*



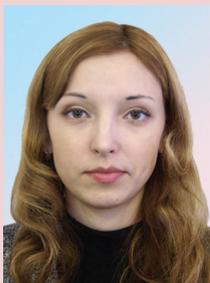
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Abstract. Young people comprise a special social community: on the one hand, it is most open to innovation and to new models of behavior; on the other hand, it is vulnerable from the viewpoint of competition for certain benefits and opportunities. The reason for the latter consists largely in a lack of social experience, whereby young people find themselves at a disadvantage compared to other socio-demographic groups. The paper highlights the problems that young people face when entering the labor market, and the initial problems are those related to the process of employment. Particular attention is paid to the use of young people's labor potential. A monitoring of the qualitative state

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of labor potential in the Vologda Oblast is used to consider the factors that prevent young people from implementing their potential in work activities. According to the analysis, the main factors that impede the use of young people's abilities and qualities on the labor market include lack of professional knowledge, employment outside one's specialty, inconvenient working hours, mismatch between the work, abilities and inclinations, lack of interest in the chosen profession. These barriers do not allow young people to implement their abilities to the fullest extent. The authors provide calculations that estimate the influence of various reasons on the extent of implementation of young people's labor potential quality. Thus, this figure reaches 83% among those whose work matches their abilities and interests; otherwise, it is about 75%. If individuals work within their specialty, then the extent of using qualitative characteristics is about 83%, if they work outside their specialty, the figure is 79%, and if they do not have any specialty, the figure is 73%. In this case the differences in the implementation of an intellectual component (the most important aspect in economic neo-industrialization) in the examples under consideration are even more significant. In conclusion the authors put forward several recommendations aimed to promote the use of young people's potential on the labor market.

Key words: labor potential, young people, barriers to implementation, inequality, discrimination, labor market, government regulation.

Currently, as developed countries are shifting to a socially-oriented economic model and to the sixth technological mode, Russia pays great attention to the problem of neo-industrialization. According to S.S. Gubanov, a key role in the new industrialization is given to social capital, which functions according to the laws of vertical integration and reproduction of man rather than profit [4, p. 50]. It is noted that the qualitative measure of this process is the share of automated workstations and its qualitative characteristic is "progressive changes in the nature of work and structure of employment" in the direction of increasing the share of intellectual work and encouraging labor-saving [4, p. 56]. Therefore, a significant role in achieving neo-industrialization belongs

to the labor potential of territories, which is understood as a generalized feature of the extent and quality of a set of people's abilities to perform socially useful activities [14, p. 14]. Researcher A.V. Topilin shares this viewpoint and believes it necessary to develop a strategy for effective use of the aggregate labor potential as a major driver of neo-industrial reconstruction policy in Russia [21, p. 15]. In addition, he highlights labor reserves that can be used for the development of productive forces. Young people are one such resource; promoting their employment and work activities can contribute to the achievement of the goals.

Indeed, as a social group most receptive to innovation, young people can become a sort of engine for neo-industrialization in Russia.

Due to a flexibility of their axiological field they are better adapted to social change and modern challenges than other socio-demographic groups. But in practice, young people often face challenges that prevent them from fulfilling their potential. In most cases it is due to a lack of social experience, dependence on other people's opinions, imitativeness, lack or shortage of opportunities for self-actualization [5], etc. In addition, young people can "absorb" both positive and negative patterns of behavior, which causes negative transformation of value orientations (spread of hedonism, materialism, consumerism, etc.).

Young people's self-realization is one of the most pressing issues worldwide. Researchers I.V. Bondarenko, W. James, D.V. Egorov, L.A. Korostylyova, K. Campbell, A. Maslow, K. Rogers, A.A. Skripkin, E.F. Yashchenko and others study this phenomenon. According to experts [13, p. 56], the success of self-realization depends on a set of objective (financial situation, social status, place of residence etc.) and subjective (gender, age, education, character, etc.) factors. Moreover, of particular importance are the external conditions, in which the individuals live. According to the findings of a study conducted in the Murmansk Oblast [22, p. 136], solving the housing problem, starting one's own business, finding a good job and making a successful career are among the most pressing issues of self-realization.

In contrast, the data on the Vologda Oblast suggest that a considerable part of young people (65%) is satisfied with their living conditions. However, these estimates depend largely on financial well-being: the proportion of positive responses among young people who do not have financial difficulties in buying certain goods is significantly higher than among those who can afford to spend money only on food and necessary items (81% vs. 47%, respectively)¹. This is confirmed by a widely-known thesis about the prevalence of instrumental values among the younger generation. In particular, the majority perceive work activities as a source of livelihood. Note, however, that the philosophy of personal materialism is typical not only of young people in Russia. For instance, according to a study by R. Easterlin and E. Crimmins [29], this phenomenon is observed in the United States as well: young Americans, who are also affected by consumer society values, consider the prestige of a job and high wages above other things.

Among various areas of self-actualization in the social space, one of the most important is realization of the younger generation's

¹ The survey "Socio-cultural portrait of Vologda Oblast residents" 2015. Total sample is 1,500 people. The representativeness of the sample is ensured by the following conditions: maintaining the proportion between urban and rural population; proportion between the population of settlements of different types (rural settlements, small and medium towns); demographic structure of the adult population of the region; proportion between groups with different levels of education. Sampling error does not exceed 3%.

potential in the labor market. This area includes issues related to employment, which is a necessary condition for the use of the knowledge and skills accumulated by an individual and for their possible application in a particular job. Many Russian and foreign researchers (E.M. Avraamova, M.K. Gorshkov, E. Dunne, Yu.A. Zubok, M. Caliendo, D.L. Konstantinovskiy, I. Murphy, S.Yu. Roshchin, C. Sandor, E.P. Tavokin, I. Tomic, R. Schmidt and others) study various aspects of youth employment, since there is a large number of issues in this sphere.

Job search is the first challenge facing young people as they enter the labor market. Often, young people cannot compete with individuals who already have professional experience, so they do not always manage to get a job that would correspond to their needs. Consequently, they have to take a job that does not meet their own expectations and abilities, which may lead to the development of counterproductive work behavior [18]. In this regard, lack of experience is the main barrier to youth employment, which is typical not only of Russia [15, p. 19], but of foreign countries too [25, 35, 37]. Often, such a circumstance is explained by the phenomenon of adultism² [27, 31], which is manifested in the infringement of children and young people's rights in the labor market by adults [26, 28, 30].

² Originally this term denoted a child's condition, in which they feel grown up and show the behavior of an adult.

When young people get a job, they often have to learn new employment duties and attend training or retraining courses, all this results in additional expenses on the part of the employer [6, p. 121; 3, p. 357]. Consequently, the quality of jobs available for young people is, as a rule, lower than that for other social groups, who have already acquired work experience. As for working conditions, they are not the same even for young people with different levels of education [1]. The problem is aggravated by a mismatch between the structure of vacancies and the professional specialization of young people [20, p. 178]. It stems from a mismatch between the functioning of the education system and the labor market.

The above challenges affect the implementation of the potential accumulated by the young. Since young people constitute a significant part of labor force (over 20%³), the development of individual regions and the welfare of the country as a whole depends on their success in entering the labor market and on the extent to which they use their abilities directly on the job. At the same time, in modern Russia, the extent of young people's involvement in work activities is quite high. *Table 1* shows that in 2000–2015 the employment rate among people 15–29 years of age increased by 5.7 p.p. and reached 53%, thus exceeding the same indicator in the majority of OECD countries, in which the

³ Federal State Statistics Service Data. Available at: <http://www.gks.ru/> (accessed 20.01.2017).

Table 1. Employment rate in young people 15–29 years of age, %

Country	Year				2015 to 2000, +/- p.p.
	2000	2005	2010	2015	
Switzerland	71.6	68.7	69.8	70.3	-1.3
The Netherlands	73.8	69.0	70.2	68.0	-5.8
UK	68,5	66,0	60,2	62,8	-5,7
USA	67,2	62,1	55,0	58,4	-8,8
Germany	57,0	51,5	56,9	57,7	+0,7
Sweden	58,6	55,2	50,5	56,3	-2,3
Japan	56,1	55,3	54,0	55,2	-0,9
Russian Federation	47,7	47,8	50,7	53,4	+5,7
Finland	52,7	53,8	52,4	52,6	-0,1
Latvia	42,4	44,9	40,1	52,2	+9,8
France	45,5	45,7	46,1	43,8	-1,7
Turkey	43,6	38,1	38,9	42,6	-1,0
South Korea	43,4	44,9	40,3	41,5	-1,9
Italy	40,1	40,3	36,3	30,5	-9,6
Average in OECD member states	55,3	53,2	50,8	51,8	-3,5

Note. Ranked according to the data as of 2015.
Sources: Organization for Economic Cooperation and Development. Available at: <http://stats.oecd.org/> (accessed 01.03.2017); authors' calculations.

values of the indicator show a declining trend (from 55 to 52%). This enables one to speak about limited labor reserves in young people in Russia. It stands to reason that experts estimate their number at 100 thousand people [21, p. 15].

Thus, a relatively high level of employment of the Russian youth at relatively low labor productivity in the country [10, p. 23] dictates the need to identify key barriers to the implementation of labor potential quality of the younger generation in work activities and develop state policy to address them. This fact determined the goal of writing this paper. The

information base of the research is presented by the data of a monitoring of the quality status of labor potential in the Vologda Oblast⁴ and materials of the Federal State Statistics Service of the Russian Federation.

The research is based methodologically on theoretical statements about the quality of labor potential as a multilevel system that has eight basic elements: physical and mental

⁴ The monitoring of a qualitative status of labor potential of population in the Vologda Oblast is held by ISEDT RAS since 1997. The object of the study is working-age population. Sampling method is zoning with proportional location of observation units. The sample is quoted by sex and age. The sample size is 1,500 people, sampling error does not exceed 3%.

health, cognitive and creative potential, communication skills, cultural and moral level, need for achievement [8]. The degree of implementation is assessed with the help of a technique based on the set of questions like: "How much do you commit yourself to your work? To what extent do you use your qualities and skills?"; the technique was developed by E.A. Chekmareva at the Institute of Socio-Economic Development of Territories of RAS. After the respondents' answers have been mathematically processed, eight indicators are formed that in the aggregate reflect the level of implementation of labor potential quality [24]. For the purposes of the present article, we used two indicators: the level of implementation of labor potential quality (the arithmetic average of all indexes) and the level of implementation of intellectual components (the arithmetic average of the indices of implementation of cognitive and creative potentials⁵). The importance of the second indicator is due to the key role of knowledge in economic neoindustrialization. Let us proceed directly to the findings of our research.

In 2016 in the framework of the monitoring of the quality status of labor potential in the Vologda Oblast, its

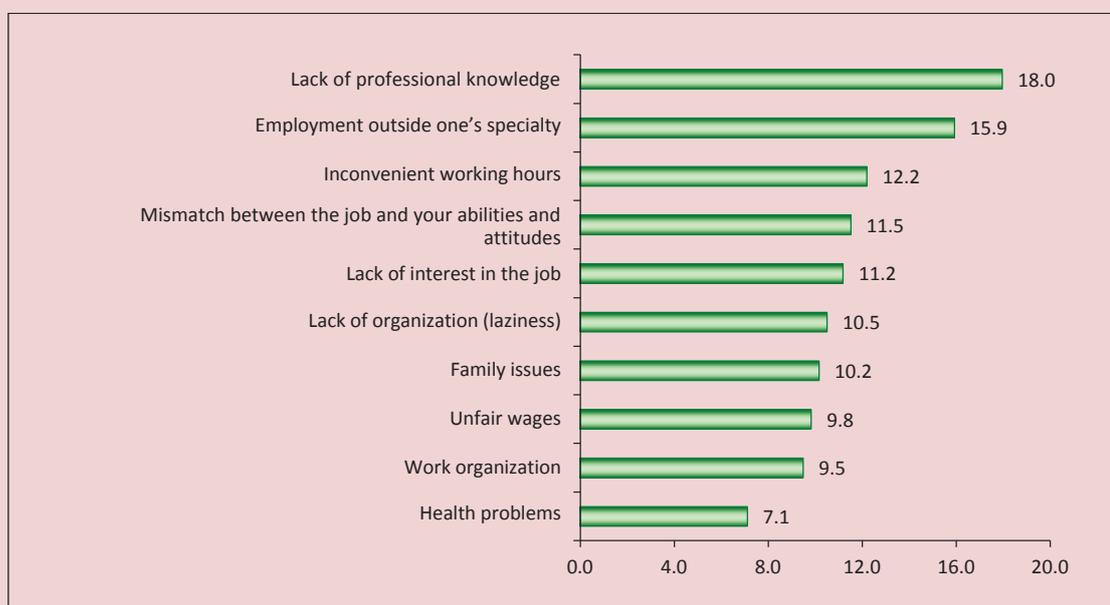
⁵ Cognitive potential includes the following components: basic education and qualifications; attitude toward knowledge and education in general; activities aimed to replenish their general and professional knowledge and sources of knowledge by the respondents. Creative potential characterizes the attitude to creative activity and also includes the identification of real participation in creativity in professional activities and everyday life [8, p. 14].

respondents were asked the question: "In your opinion, what prevents you from realizing your personal potential, qualities and abilities in work activities?" Having analyzed the data obtained, we identified the main barriers that, according to the young people's opinions⁶, hinder their professional realization (*Fig. 1*). These barriers are as follows: lack of professional knowledge (18%), employment outside one's specialty (16%), inconvenient working hours (12%), mismatch between the job and one's abilities and attitudes (12%) and others. All in all, we selected ten most significant answers (out of 18 available). Since factors such as lack of organization (laziness) and family problems are virtually not amenable to state regulation, in our future work we excluded them from the analysis. Let us consider the remaining factors in more detail in the context of the implementation of labor potential quality.

1. The lack of professional knowledge. Studies show that professional competence is the most important criterion in choosing young professionals for a job [17]. Obviously, the performance of official duties, regardless of the type of economic activity of the enterprise is impossible without proper training. Unfortunately, at present, many Russian scientists mark that the quality of training is deteriorating. About 50% of heads of organizations believe that the level and quality of professional education in Russia

⁶ Age limit for young people are defined in accordance with Russian statistics: from 15 to 29 years.

Figure 1. Distribution of answers to the question: "In your opinion, what prevents you from realizing your personal potential, qualities and abilities in work activities?" (2016; percentage of young people)



Note. Each respondent could select up to three answers. The diagram shows 10 most popular answers.

Source: monitoring of the qualitative status of labor potential of the population in the Vologda Oblast (ISEDT RAS); authors' calculations.

does not meet modern requirements [2, p. 16-17], and the qualification of 30–40% of workers do not meet job requirements [9, p. 51]. This trend is observed at the regional level too [7, 16, 19]. Judging by the results of a monitoring of the functioning and development of industry in the Vologda Oblast⁷ in 2016, professional training of approximately 15% of young professionals is of low quality.

⁷ The monitoring of the functioning and development of industry in the Vologda Oblast is carried out by ISEDT RAS annually since 1993. In 2016, 68 leaders of large and medium industrial enterprises specializing in metallurgy, forestry, machinery, food, chemical, light and construction industries participated in the questionnaire survey.

However, the calculations indicate that the correspondence between the qualification of young people and the requirements of the job provides the most complete implementation of their labor potential (81%; *Tab. 2*). First of all, it concerns an intellectual component (77%) as the most important component of innovation economy.

A relatively small gap between the values of the indicators in the cases of compliance with the demands of the jobs and overqualification/lack of professional knowledge in young people is largely due to the need for strict execution of their official

Table 2. Distribution of answers to the question: "To what extent does your qualification (training) correspond to your job?" (2016; percentage of respondents among young people)

Answer option	Proportion	Level of implementation of labor potential, %	
		Intellectual component	Total
My qualification is higher than my job requires, I can perform more skilled work	27.5	73.0	79.1
My qualification meets the requirements of the job	48.5	76.6	81.2
My qualification is lower than my job requires	6.8	75.0	80.5
I don't know, it is difficult to say	17.3	64.7	73.4

Sources: Data of the monitoring of the qualitative status of labor potential of the population in the Vologda Oblast (ISED T RAS); authors' calculations.

duties; as a result, they have to spend all their efforts to do the job. However, it should be emphasized that such mismatch in the future may cause various deformations in the work behavior (restrictionism, excessive activity, opportunism, etc.). In addition, studies show that the development of basic professional skills required by the job directly determines the degree of using the acquired knowledge, skills and abilities (43% at a low and lower-than-median level of development versus 78% at a high level) [23, p. 734].

2. Working outside one's specialty. Mismatch between professional education and the needs of the real economy along with an underdeveloped system for vocational guidance of young people in Russia mainly caused the spread of employment outside one's obtained specialty. This is largely a negative trend in the labor market. In the first place, due to the fact that the professional knowledge and skills that young people acquired over the years of continuous

learning are not in demand; consequently, it is possible to draw a conclusion about a low efficiency of spending state funds to train the required specialists. Besides, employers (and sometimes even candidates) also bear additional costs due to a necessity to train new employees at the expense of own resources.

According to statistics, in 2015 among the graduates who completed their studies at professional educational organizations in 2012–2014 the correlation between the main job and the specialty obtained was identified on average in 66% of the cases (*Tab. 3*). The highest degree of compliance of obtained specialty with the job was observed in young people with higher education (69%) and the lowest degree – in young people with initial vocational education (56%).

Data of the monitoring indicate a similar situation in the Vologda Oblast (*Tab. 4*). Almost half of employed young people (48%) work within their obtained specialty, 36% are engaged in completely different activities and

Table 3. Correlation between the job and the obtained specialty in the graduates of professional education organizations in Russia (percentage of the number of those whose job is connected with the specialty obtained)

Education level	Graduates 2010–2012 as of 2013	Graduates 2011–2013 as of 2014	Graduates 2012–2014 as of 2015
Higher professional education	70.1	70.5	69.3
Secondary vocational education	59.2	58.8	60.9
Initial vocational education	56.4	57.6	56.2
Average for all levels of education	65.6	65.9	65.6

Sources: data of a survey on employment issues. Federal State Statistics Service of the Russian Federation; authors' calculations.

Table 4. Distribution of answers to the question: "Do you work within the specialty obtained in a professional school (university, college, technical school)?" (percentage of respondents among young people)

Answer option	Proportion	Level of implementation of labor potential, %	
		Intellectual component	Total
Yes	36.6	79.4	82.7
I work within similar specialty	11.6	74.6	78.6
No, I work within other specialty	35.6	72.1	79.2
I haven't been trained in any specialty	16.1	63.6	72.5

Sources: Data of the monitoring of the qualitative status of labor potential of the population in the Vologda Oblast (ISED T RAS); authors' calculations.

16% do not have any profession yet. And just in the first case there is the greatest level of realization of labor potential quality (83%), and the smallest level is in the third case (73%). In turn, an intellectual component shows more sensitivity to the existence of a relationship between main job and obtained specialty.

As a result, the prevalence of employment outside the obtained specialty among young people is a significant factor in the reduction of their labor activity. As a result, a significant portion of the accumulated potential remains

underutilized. Among the main reasons for working outside their specialty young people note the following: dissatisfaction with working conditions offered by the employer, inability to gain a high income and no prospects for professional growth in the future [10].

3–5. Inconvenient working hours; unfair wages; work organization. In our opinion, these barriers represent a consequence of the expansion of informal employment in the country. This form of employment, in addition to several positive aspects, involves

many risks, which adversely affects the realization of labor potential quality. So, growing welfare of workers caused by tax and some obligatory payments evasion on the part of their employers is often accompanied by non-transparency of payroll management and arrears in it payment, poor working conditions and schedules that operate outside the traditional workweek, absence of social guarantees, etc.

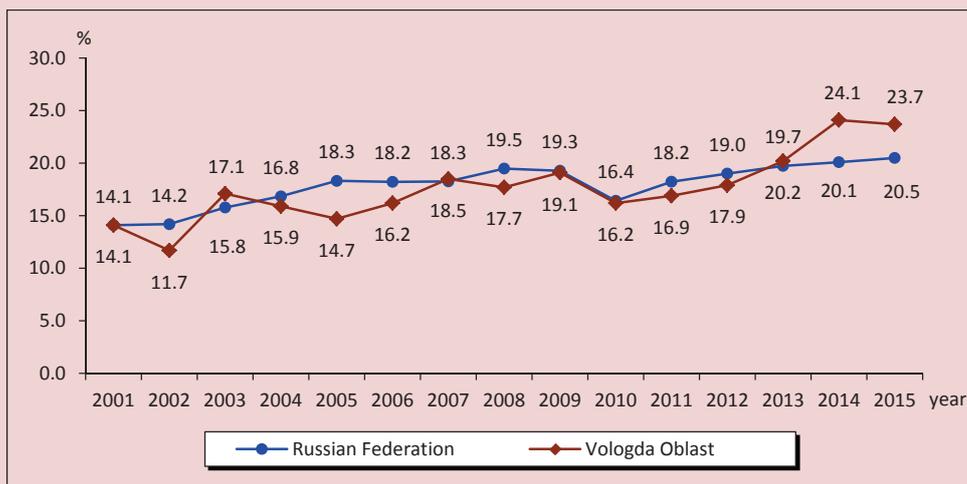
Currently, society perceives the work in the informal sector of the economy as the most attractive form of employment. In 2001–2015, informal employment in the Vologda Oblast and in Russia as a whole shows a growing trend (Fig. 2). At the end of the period under consideration, the values of this indicator in the regions reached their peak

(24%), exceeding the national average (21%). In this case, young people are at the greatest risk of inclusion in temporary, informal employment and precarization [36].

However, the data of the monitoring in the Vologda Oblast suggest that the institutionalization of labor relations gives young people more opportunities than informal employment (Tab. 5). The level of implementation of labor potential quality in the presence of open-term employment contract reaches 81%, while in the presence of verbal agreement it is 75%. The gap in the use of an intellectual components increases even more (up to 9.2 p.p.).

6–7. Mismatch between the job and an individual's abilities and aptitudes; lack of interest in the job. The success of self-

Figure 2. Share of informal sector in total employment



Source: Federal State Statistics Service of the Russian Federation.

Available at: <http://www.gks.ru/> (accessed 01.02.2017).

Table 5. Distribution of answers to the question: "How is your employment relationship formalized at your main job?" (percentage of the number of respondents among young people)

Answer option	Proportion	Level of implementation of labor potential, %	
		Intellectual component	Total
Open-ended (permanent) contract	66.7	76.8	80.9
Fixed-term employment contract	6.9	65.6	74.8
Contracting agreement	5.2	68.3	78.3
Without signing an employment contract (verbal agreement)	13.4	67.6	75.3
Other	2.4	67.9	82.1
It's difficult to answer	5.5	69.5	78.3

Sources: Data of the monitoring of the qualitative status of labor potential of the population in the Vologda Oblast (ISED T RAS); authors' calculations.

Table 6. Correspondence of main activity to abilities, inclinations and vocation, and the level of realization of labor potential (percentage of respondents among young people)

Answer option	Proportion	Level of implementation of labor potential, %	
		Intellectual component	Total
Does your profession (main activity) correspond to your abilities and inclinations?			
Yes	65.8	76.8	81.4
No	18.3	66.2	74.8
It's difficult to answer	15.9	67.8	75.2
Does your profession (main activity) correspond to your vocation?			
Yes	49.2	79.6	83.4
No	24.7	65.6	75.0
It's difficult to answer	26.1	69.3	75.3

Sources: Data of the monitoring of the qualitative status of labor potential of the population in the Vologda Oblast (ISED T RAS); authors' calculations.

realization in a particular activity depends on the internal disposition of an individual to the activity chosen. This statement fully applies to the labor market (*Tab. 6*). Calculations show that absence of relationship between the work being performed and young people's personal preferences (abilities, aptitudes, vocation) has a negative impact on the use

of opportunities they have accumulated. In this case, the level of implementation of labor potential quality is an average of 75%. On the contrary, if main activity corresponds to internal predisposition, this contributes to more complete use of qualitative characteristics (the values of the index increase up to 83%).

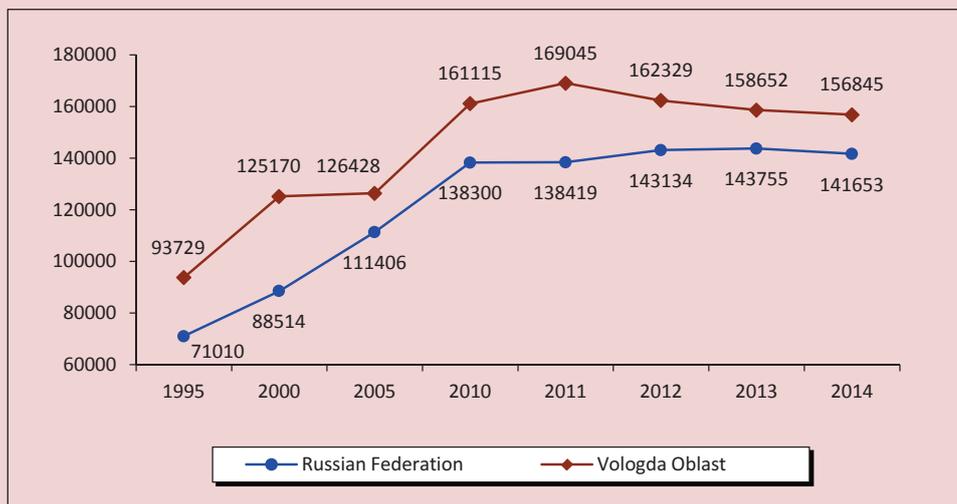
8. Health problems. Health status directly determines the possibilities of participation of an individual in labor activity [11]. Although young people have better health than adults, a substantial part of this age group felt negative impact of this factor at the level of realization of labor potential. This may be due to the fact that over the past 20 years (1995 to 2014) primary morbidity among adolescents 15–17 years of age increased significantly (by 67% in the Vologda Oblast and almost twice in Russia; *Fig. 3*). Despite some improvement observed since 2011, the indicator values remain high.

According to the monitoring data, the gap in the level of implementation of labor

potential among young people who evaluate their health as “excellent” and “poor” is 10 p.p. (*Tab. 7*). An especially significant difference is observed in the extent of the use of an intellectual component (18 p.p.). Meanwhile, the negative impact of this factor on the opportunity to implement one’s potential in work activities is observed not only among the few representatives of the group with the lowest self-assessments of health (2%), but also among young people who assess their health as “satisfactory” and “good”, whose share in the total sample is 37 and 50%, respectively.

Thus, a lack of qualification, employment outside one’s specialty, a job that does not

Figure 3. Morbidity in adolescents 15–17 years of age (diseases in patients with diagnosis established for the first time, per 100 thousand population of corresponding age)



Sources: Federal State Statistics Service of the Russian Federation. Available at: <http://www.gks.ru/> (accessed 20.09.2016); *Osnovnye pokazateli deyatel'nosti uchrezhdenii zdravookhraneniya Vologodskoi oblasti za 2000–2010 god: stat. sbornik* [Key performance indicators of healthcare institutions of the Vologda Oblast for 2000–2010: statistics collection]. Vologda: Departament zdravookhraneniya Vologodskoi oblasti, GUZ DZ VO “MIATs”, 2000–2015.

Table 7. Distribution of answers to the question: "How would you assess your health in general?" (percentage of respondents among young people)

Answer option	Proportion	Level of implementation of labor potential, %	
		Intellectual component	Total
Excellent	10.4	78.1	83.1
Good	50.4	74.4	79.5
Satisfactory	36.9	73.0	78.7
Poor	1.9	60.0	72.5
Very poor	-	-	-

Sources: Data of the monitoring of the qualitative status of labor potential of the population in the Vologda Oblast (ISED T RAS); authors' calculations.

Table 8. Main barriers to the implementation of young people's labor potential in the Vologda Oblast, and ways to overcome these barriers

Barriers	Solutions
Lack of professional knowledge	Improving the quality of professional education and its conformity with the requirements of the economy Creating conditions that help combine study and work for senior students Developing a system for professional adaptation of young specialists, establishing mobile centers for employment Improving interaction between educational system and labor market institutions Promoting participation of employers in the development and adjustment of curricula, etc.
Employment outside one's specialty	Increasing employers' interest in hiring young specialists (providing certain benefits upon employment of graduates of educational institutions within their specialty, etc.) Enhancing the prestige of some socially important professions in education, health, science, social protection, etc. Improving the mechanism for the formation of social order on training specialists in accordance with labor market requirements Inclusion of educational practice of students in work experience with the conclusion of employment contract, etc.
Mismatch between the job and abilities and inclinations	Overcoming the inconsistencies between the aspirations of young people and opportunities to meet them in work activities, by improving the systems of vocational guidance for schoolchildren and supporting the professional development of students and graduates of educational institutions Promoting youth entrepreneurship, etc.
Lack of interest in the job	
Inconvenient working hours	Expanding the formal sector of the economy by removing various administrative barriers to entrepreneurship development Promoting the activities of trade union organizations aimed to protect the rights of working youth Developing effective programs for social support of youth Promoting the preservation of traditional labor values and teaching young people behavioral skills in the labor market, etc.
Unfair payroll management	
Organization of labor	
Health issues	Forming the culture of healthy lifestyle and self-preservation behavior among young people Promoting young people's health: prevention of diseases, among other things, socially significant diseases Promoting involvement of young people in systematic physical culture and sports, etc.

Source: compiled by the authors.

correspond to one's abilities and aptitudes, inconvenient working hours and lack of interest in the job, etc. serve as significant barriers to the self-realization of young people in the labor market. In the end, professional skills of a considerable part of young people obtained in the course of long training are not used in the labor market. It entails the loss of acquired skills and the need for additional training and, thereby, an increase in recruitment costs. It also reduces the effectiveness of public professional education system, as young people choose to work outside their specialty, which is why the demand of priority sectors of the economy for highly qualified personnel remains unsatisfied.

Therefore, it is necessary to undertake real efforts to reduce existing barriers to the implementation of young people's employment potential through the use of public policy measures that were voiced more than once, but were not always implemented in practice (*Tab. 8*).

Expanding employment opportunities and harnessing the potential of young people are among major political challenges in many countries. However, as international experience shows, programs aimed to find solutions to this problem often prove inefficient in the short term and/or are quite costly. For example, in Germany, during Gerhard Schroeder's term as federal

chancellor, a law was passed, according to which unemployed young people up to 25 years of age were deprived of the right to receive unemployment benefit, but the measure did not help solve the problem of long-term unemployment [12, p. 95]. In addition, the implementation of such programs in Europe faces a number of barriers in the labor market, which are a kind of limiters (legislation on employment protection, fixed-term employment contract, minimum wage, etc.) [34]. However, success can be achieved through an integrated approach starting with education and transition from education to work, career guidance, employment assistance, professional development, etc. (programs like Job Corps [32] in the USA, New Deal for Young People [38] in the UK, Jóvenes en Acción [33] in Colombia, etc.).

Efforts of all interested parties, from public authorities, employers and community organizations to representatives of youth itself should direct their efforts to finding a solution to the problem of the full realization of young people's potential in employment. The dialogue between the parties in the labor market can be held in the framework of existing platforms like coordinating councils, youth organizations (parliaments, trade unions, public councils under labor departments, etc.), tripartite commissions on regulation of social-labor relations, etc.

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