

## GLOBALIZATION OF THE LABOR MARKET AS A DRIVER OF WORLD ECONOMIC DEVELOPMENT

## ГЛОБАЛІЗАЦІЯ РИНКУ ПРАЦІ ЯК ДРАЙВЕР РОЗВИТКУ СВІТОВОЇ ЕКОНОМІКИ

*In the article investigated influence globalization to the market labor as a key factor development world economy. Revealed theoretical basics, essence globalization of the labor market and its role in international economic development. Analyzed trends labor migration, in particular mobility workforce, remote work, flexible forms employment and in-depth integration national markets global labor economic space. Defined factors migration and basic international flows, analyzed positive effects (economic growth, efficient distribution resources, innovation) and risks ("leakage brains", inequality income, social voltage). The role of the state is emphasized politics, digitalization and development human capital for the formation sustainable and inclusive global labor market, as well as the need for a comprehensive approach to governance labor resources.*

**Key words:** labor market, globalization, global labor market, migration, international migration, consequences of migration, labor resource provision, international division of labor, employment, economic development, outsourcing.

Стаття досліджує вплив глобалізації на ринок праці як ключовий фактор розвитку світової економіки. Розкрито теоретичні засади глобалізації ринку праці, її сутність та роль у системі міжнародного економічного розвитку. У дослідженні проаналізовано сучасні тенденції міжнародної трудової міграції, зокрема зростання мобільності робочої сили, розвиток дистанційної роботи та гнучких форм зайнятості, а також поглиблення інтеграції національних ринків праці у глобальний економічний простір. Особливу увагу приділено впливу міжнародного поділу праці на формування попиту на кваліфіковану робочу силу та професійну структуру зайнятості. Визначено основні чинники трудової міграції – економічні, соціальні та політичні, а також досліджено ключові міжнародні міграційні потоки й кейси, актуальні для України та світу. Проаналізовано позитивні та негативні наслідки глобалізації ринку праці, зокрема ефективний розподіл трудових ресурсів, економічне зростання та стимулювання інновацій, а також ризики, такі як нерівність доходів, «відтік мізків» і соціальна напруженість. Встановлено, що глобалізація сприяє структурним змінам у зайнятості, зокрема зростанню попиту на висококваліфікованих фахівців і зниженню ролі низькокваліфікованої праці в умовах автоматизації. Визначено роль державної політики у регулюванні міграційних процесів, захисті прав працівників та розвитку професійних компетентностей. Обґрунтовано необхідність комплексного підходу до управління трудовими ресурсами в умовах глобалізації, що передбачає інтеграцію освітніх, економічних і соціальних механізмів. У дослідженні зроблено висновок, що ефективне поєднання глобальних можливостей і національних інтересів є вирішальним чинником забезпечення сталого економічного розвитку та конкурентоспроможності країн у сучасних умовах. Додатково підкреслено роль цифровізації, розвитку людського капіталу та міжнародного співробітництва у формуванні стійкого та інклюзивного глобального ринку праці, що потребує постійного вдосконалення управлінських підходів і стратегій розвитку сьогодні.

**Ключові слова:** ринок праці, глобалізація, глобальний ринок праці, міграція, міжнародна міграція, наслідки міграції, трудові ресурси, забезпечення, міжнародний поділ праці, зайнятість, економічний розвиток, аутсорсинг.

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**Problem statement.** In modern conditions, the world economy is undergoing profound transformations under the influence of globalization processes that affect all spheres of economic life, in particular the labor market. The globalization of the labor market is an important driver of economic development, as it contributes to a more efficient use of labor resources, the formation of international labor flows and the integration of national economies into the global economic environment. The relevance of the study is due to the growth of labor mobility, increased competition in the global labor market and the need

to assess the economic and social consequences of international migration.

**Analysis of recent research and publications.** Foreign scientists, in particular Manuel Castells, Saskia Sasen, and Joseph Stiglitz emphasize that globalization creates both new opportunities for employment and upgrading of workers' skills, as well as serious risks associated with income inequality, "brain drain", and social tension. Among Ukrainian researchers, important developments have been made by Kalini-na S.P., Lanska S.P., Podunai V.V., and Marshavin O., who studied labor market transformations under the

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influence of globalization and international migration, as well as Kim T., and Kudlai V., who highlighted the problems of youth employment and the underutilization of labor resources in Ukraine in the context of global competition. At the same time, the issues of the impact of remote work on international labor flows, the effectiveness of state policies on migration regulation, and the long-term consequences of the integration of national labor markets into the global economy remain insufficiently researched [2-5].

**Statement of the task.** The purpose of this article is to analyze the impact of globalization on the labor market and determine its role as a factor in the development of the world economy. To achieve this goal, the following tasks are planned: to investigate the theoretical foundations of labor market globalization, to analyze current trends in international migration, to assess structural changes in employment under the influence of globalization processes, and to determine the consequences for the economic development of countries.

**Presentation of the main research material.** The globalization of the labor market is an integral part of the processes of economic globalization in general and is characterized by the strengthening of the interconnection of national economies, the integration of labor markets, and the mobility of labor resources on an international scale.

The essence of labor market globalization lies in the ability of national labor markets to integrate into the global economic space, ensuring the efficient use of labor resources, increasing the competitiveness of the economy and forming global labor mobility. The scientific literature emphasizes that labor market globalization is a multidimensional phenomenon that includes economic, social, political and technological aspects.

The global labor market is the set of all national labor markets that interact within the global economy through international labor flows, foreign trade in services, and transnational corporations. The main characteristics of the global labor market are: international labor mobility; interconnectedness of economies; diversity of forms of employment; uneven development.

Theories of the international division of labor explain how countries specialize in the production of certain goods and services on a global scale and how this affects the demand for labor. David Ricardo's classical theory emphasizes the concept of comparative advantage, when countries specialize in the production of those goods in which they have relative efficiency. This, in turn, shapes the demand for certain professions and skill groups of workers in different countries. Modern theories of the international division of labor emphasize global value chains, where production processes are divided between countries depending on labor and technological resources.

Economic globalization is forming an integrated global labor market, in which international migration, the international division of labor, and the activities of transnational corporations are key mechanisms. These mechanisms ensure the redistribution of labor resources between countries, determine the demand for qualified personnel, and influence the structure of employment and the development of professional competencies.

At the same time, globalization processes create a complex spectrum of economic and social consequences, including stimulating economic growth and increasing employment levels, along with potential income inequality, a shortage of skilled workers, and social tension, which requires the development of regulatory and adaptation mechanisms (Fig. 1).

International migration is one of the key mechanisms for shaping the global labor market. The main reasons for the movement of labor resources are economic, social, and political factors [2].

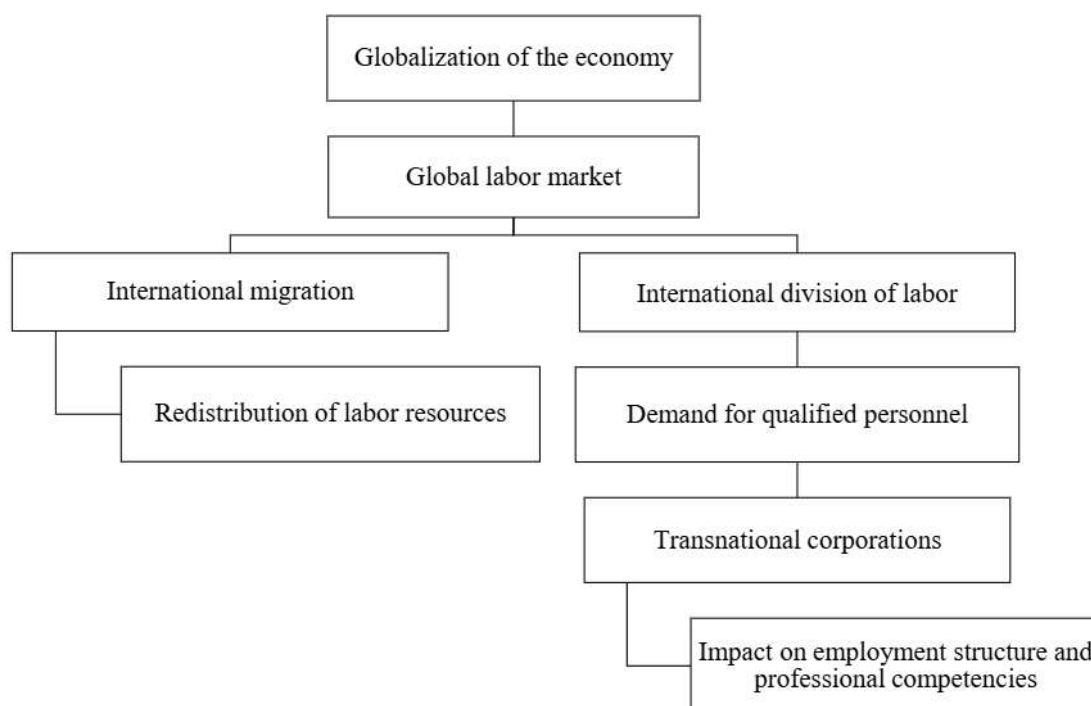
Labor migration in the world is concentrated in several main flows: from low-income countries to high-income countries; between regions of Europe; migration within regional economic unions.

Economic consequences of labor migration for: labor-importing countries – replenishment of personnel shortages, development of economic sectors, especially in the services and industry sectors; exporting countries – reduction of unemployment, receipt of remittances, but at the same time the risk of "brain drain".

Migration has an ambiguous impact on employment: exporting countries – the pressure on the labor market decreases, especially among unskilled workers; competition for highly qualified specialists increases, which leads to a shortage of specialists in critical industries; importing countries – the shortage of jobs in low- and medium-paid professions is filled; there is a risk of a temporary decrease in wages for local workers due to competition with migrants (Table 1).

There are many socio-economic challenges and risks associated with migration: social challenges (integration of migrants into new communities, cultural and language barriers, discrimination); economic risks (brain drain, uneven distribution of income, pressure on social systems in importing countries); state regulation (the need to create effective migration control policies, adaptation programs and protection of workers' rights).

The globalization of the labor market not only affects the mobility of labor resources, but also stimulates profound structural changes in employment and the professional organization of work. The integration of economies, technological innovations, and the international division of labor change the demand for worker qualifications, forms of employment, and the competitiveness of states.



**Fig. 1. Globalization of the economy and its impact on the labor market**

*Source: compiled by the authors based on data [3–5]*

**Table 1**

**The impact of international migration on the labor market**

| Category              | Key factors/indicators                                                            | Impact on exporting countries                                  | Impact on importing countries                                    |
|-----------------------|-----------------------------------------------------------------------------------|----------------------------------------------------------------|------------------------------------------------------------------|
| Reasons for migration | Economic (salary, work), social (education, family), political (conflicts, wars)  | –                                                              | –                                                                |
| Migration flows       | From low-income to high-income countries, between regions, within regional unions | Labor outflow                                                  | Filling the staff shortage                                       |
| Economic effect       | Remittances, family income growth, professional development                       | Increasing incomes of the population, investment opportunities | Development of economic sectors, filling vacancies               |
| Socio-economic risks  | Brain drain, income inequality, integration problems                              | Shortage of qualified personnel                                | Pressure on housing, social services, and children's integration |
| Regulatory aspects    | State migration policy, adaptation programs                                       | Incentive for return or partial compensation for losses        | Integration programs, employee licensing                         |

*Source: summarized by the authors based on scientific publications on the problems of international migration and the labor market*

One of the key trends of globalization is a shift in the professional structure: the demand for highly qualified specialists in the fields of information technology, finance, logistics and science is growing – employment in traditional sectors of industry, agriculture and low-skilled services is decreasing due to automation and relocation of production to countries with lower labor costs; the structure of employment by qualification level is changing – Medium-skilled workers are being replaced by automated systems, and demand for managerial, analytical and IT professions is growing. According to the International Labor Organization, in 2023 the share of highly skilled workers in the world

increased to 35%, while the share of low-skilled workers decreased to 25%.

The modern globalization of the labor market contributes to the spread of new forms of employment, including: flexible employment – part-time employment, temporary contracts, freelancing. This allows companies to quickly respond to changes in demand, and employees to independently regulate their work schedule; remote work and online services – especially common in the IT, education and finance sectors. According to Statista, about 22% of the global workforce in 2025 worked remotely at least partially; international outsourcing and offshoring – transfer

of part of business processes to other countries to reduce costs and optimize resources (outsourcing of IT services from the USA to India provides companies with savings of up to 30% on personnel costs). Such changes form a new employment structure, where the main resource is knowledge and skills, not the physical presence of the employee.

The international division of labor determines which sectors of the economy will be competitive in the global market. Countries specializing in high-tech manufacturing, knowledge-intensive services, and finance gain strategic advantages: increased per capita income through increased productivity; development of professional skills – a constant need for training and retraining of personnel; improved competitiveness – participation in global value chains.

At the same time, countries focused on traditional manufacturing or raw materials may experience restrictions in employment development and lower wages, which emphasizes inequality in the global labor market.

Table 2 illustrates the transformation of the occupational structure of employment under the influence of globalization.

The main trend: an increase in the share of highly skilled workers and flexible forms of employment. Remote work and outsourcing are becoming an important channel for integrating national labor markets into the global context.

The globalization of the labor market has a multifaceted impact on the economies of states, transforming the structure of employment, forming new professional competencies and creating conditions for international labor mobility. The effects of globalization can be divided into positive and negative, and the role of states in this process becomes critically important for the stabilization and development of the economy.

Let's summarize: positive effects of labor market globalization – efficient use of labor resources,

economic growth, stimulation of innovation and advanced training, labor market flexibility; negative effects – inequality in earnings, "brain drain"; social tension.

Effective management of labor market globalization requires an active role of the state in three areas: regulation of labor flows; protection of workers' rights; and stimulation of competence development [1].

The globalization of the labor market creates new challenges and opportunities for labor resource management. Effective state policies and strategic planning of human resources are key factors in ensuring stability, competitiveness and social integration. Practical aspects of global labor market management include labor resource strategies, integration of national labor markets and implementation of international programs and policies [5].

Managing the global labor market requires a comprehensive approach to labor mobility.

Forecasting human resource needs. States and large corporations use analytical models to estimate demand for specific professions and skill categories. For example, in Germany, the Federal Employment Agency annually forecasts shortages in the healthcare and IT sectors, which allows planning for the recruitment of foreign workers.

Stimulating temporary and seasonal mobility. Short-term employment programs can meet peak demand for labor without creating a surplus of vacancies in the country. Poland, for example, actively attracts Ukrainian workers for seasonal work in agriculture and construction.

Upskilling and adaptation of workers. Mobile workers need to quickly adapt to new working conditions, language and cultural environments. Retraining programs and language courses are an important tool for reducing the risk of social tension and increasing work efficiency.

Using digital platforms to manage mobility. Modern technologies allow for real-time monitoring of labor

Table 2

### Structural changes in employment in the world and Ukraine for 2020–2025.

| Employment category          | World, % in 2020 | World, % in 2025 | Change (2025–2020), pp. | Rate of change in the world, % | Ukraine, % in 2020 | Ukraine, % in 2025 | Change (2025–2020), pp. | Rate of change Ukraine, % |
|------------------------------|------------------|------------------|-------------------------|--------------------------------|--------------------|--------------------|-------------------------|---------------------------|
| Highly qualified employees   | 28               | 35               | +7                      | 125                            | 22                 | 30                 | +8                      | 136                       |
| Medium-skilled workers       | 47               | 40               | –7                      | 85                             | 50                 | 42                 | –8                      | 84                        |
| Low-skilled workers          | 25               | 25               | 0                       | 100                            | 28                 | 28                 | 0                       | 100                       |
| Flexible forms of employment | 12               | 20               | +8                      | 167                            | 10                 | 18                 | +8                      | 180                       |
| Remote work                  | 15               | 22               | +7                      | 147                            | 8                  | 15                 | +7                      | 188                       |
| International outsourcing    | 8                | 12               | +4                      | 150                            | 5                  | 10                 | +5                      | 200                       |

Source: compiled by the authors based on data from the International Labor Organization and the State Statistics Service of Ukraine [8–11]

supply and demand, ensuring efficient redistribution of labor resources across countries and sectors. For example, global freelance platforms (Upwork, Fiverr) allow companies to hire specialists remotely, and employees to get jobs without physical migration [3].

The integration of national labor markets aims to maximize the use of the global labor potential. The main aspects of such integration include:

Harmonizing labor standards and professional qualifications. Common international standards make it easier for workers to find work in different countries and increase competitiveness in the global marketplace. For example, the EU is implementing a directive on the recognition of professional qualifications, which allows doctors and engineers to work in any member state.

Mobility and visa regime systems. Facilitating legal labor migration through simplified visa procedures, work permits, and digital platforms allows for optimal redistribution of labor resources between countries [4].

Interaction of educational and professional systems. Integration of curricula with the requirements of the global labor market ensures the training of competitive specialists. An example is the dual education programs in Germany and Austria, which combine training and practice at enterprises, including international companies.

Flexible employment policy. Integration involves the development of remote work and international outsourcing, which allows companies to attract specialists from different countries, and states to attract foreign investment and reduce unemployment.

Let us give examples of successful international programs and policies.

1. EU youth and worker mobility programmes. The Erasmus+ programme and initiatives for young professionals allow students and workers to undertake internships in different countries, improving their skills and stimulating professional mobility.

2. National programs of Poland for Ukrainian labor migrants. Since 2022, Poland has implemented a comprehensive strategy for the adaptation and employment of Ukrainian migrants, including language courses, training in professions with a shortage of personnel, and a simplified system of work permits. This has allowed for the effective integration of over 1 million workers into the national labor market [6;7].

3. International digital platforms and outsourcing. Companies in the US, UK and Canada are actively using remote workforce from Eastern Europe and Asia via online platforms. This allows them to optimize costs and quickly adapt staff to changes in demand, reducing the risk of staff shortages.

4. Retraining programs in Canada. Canada implements immigrant support programs that include vocational adaptation courses, language programs, and integration measures. This allows for the fastest

possible integration of skilled migrants into the economy and reduces social risks.

Successful international programs demonstrate that a comprehensive labor resource strategy, the integration of national labor markets into the global economy, and an effective migrant adaptation policy allow for maximum economic and social benefits while minimizing risks and social tension.

**Conclusions.** The globalization of the labor market is transforming employment, professional competencies and international mobility of personnel. It contributes to the redistribution of specialists, the development of new professions, remote work and outsourcing, but at the same time generates income inequality, brain drain and social tension. Current trends include the growth of highly skilled specialists, flexible forms of employment, knowledge exchange and technological transformation. Effective mobility management, personnel development and policy adaptation to global changes ensure sustainable economic growth, social stability and competitiveness of states in the global labor market.

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