

**I.V. ONYUSHEVA,<sup>1</sup>**  
PhD, associate professor,  
professor of RAM, RANH.  
“Turan” University<sup>1</sup>

## **GLOBAL BUSINESS TRENDS AND LABOR ECONOMIC CHANGES: THE FUTURE OF JOBS AND SKILLS**

### **Abstract**

This paper is devoted to global business trends and labor economic changes, particularly considering future jobs and skills in condition of contemporary global economy demand. The primary research methodology of this paper is based on conducting the comparative analysis comparative and systematic analyses, causes and consequences analysis, methods of statistic grouping and expert assessment. The given article is a complex and urgent research covering 2015–2020-year period. The primary research methodology of this paper is based on conducting the comparative analysis comparative and systematic analyses, causes and consequences analysis, methods of statistic grouping and expert assessment. In the research results it is described global business trends from globalization impact and changes point of view. In particular, special attention is paid to changes in the labor economics field. It has been conducted the current analysis, as well as forecasting for the 3 nearest years, of jobs and skills needed in the modern global economic space. The results of the research indicate global business trends in terms of impact of globalization and modern economic transformations. Particularly, it has been paid attention to labor economic changes and contemporary employment trends, new emerging roles, changes in ease of recruitment. Based on global business trends study, it has been analyzed skills required in nowadays global economic space. Moreover, it has been developed the future workforce strategy with further recommendations suggested for 2018–2020 is proposed.

Key words: globalization, global entrepreneurship, employment trends, skills, workforce, analysis, labor economics

The new global economy of the last three decades has transformed the economic, social, educational, and political landscape in human manner. In the past has the pace of structural change been more spreadable, rapid, and global in its context. The new economy is composed of a trilogy of interactive forces that include globalization, trade liberalization, internalization, information and communication technologies, electronic commerce development, global entrepreneurship, and proper contemporary job and skills preferences. Globalization entered to be a part of all countries and also, globalization can convince all countries more reachable. Once free trade has enhanced economic integration, and the information and communications revolution has made geography and time irrelevant. Furthermore, the new economy is built on a culture of innovation. The signature mark of the new global economy is new ideas, new technologies, and new initiatives.

Economic growth and development in the new global economy has been preceded by a complex structural realignment of investment streams, the clustering of business enterprises, the transformation of the production process and the adoption of a niche marketing approach [1]. Furthermore, it has necessitated the effective integration of state-of-the-art technologies in the domain of information and communications to enhance competitive advantage in the forum of international trade. The role of innovation as a catalyst that drives the engine of economic growth needs to be acknowledged as a fundamental postulate of the new global economy. Lifelong learning and the continuous upgrading of skills as well as the structural reorganization of the work place have become essential parameters of a country's contemporary economic profile.

The knowledge based economy is fueled by technology, human capital, and research and development which contribute to accelerating levels of productivity and economic performance. In short, the fuel of the new economy is technology and its currency is human capital. The product of the new economy is knowledge and its market is the virtual marketplace of the internet. Global opportunities require competitive tax levels, investment in research and development, an emphasis on education and training, and industrial clusters of excellence all geared towards worldwide niche markets of the new global economy.

Thus, the key research findings of the research are presented below.

Globalization and Global Business Trends. Globalization is not a new concept. A working definition of economic globalization is the global integration of economies through trade and investment flows, as well as the production of goods and services in order to enhance international competitiveness. More specifically, the economic profile of globalization includes the development of global corporations and global networks; the widespread internationalization of all forms of economic activity in production, marketing, consumption, capital, standards and tastes; a rapid growth in intra-firm and intra-network trade of components and sub-assemblies and finished products leading to a much higher level of specialization; the development and wide diffusion of lean production methods and a much greater disaggregation of production; the migration of labor-intensive, standard-technology production (including components, sub-assemblies and finished products) to low wage economies [1]. It is also characterized by 'brain drain' or migration of highly educated and skilled labor to countries of advanced information technology; the successful integration of a multinational and multicultural workforce in order to strategically deploy the economic and social benefits of diversity; the re-orientation of large-scale production in high wage economies from economies of scale to economies of scope; the shortening of product cycles (placing a high premium on innovation, product quality and niche marketing); the integration of outside financial and other services into the production cycle; and the rapid growth and diffusion of service and knowledge-intensive activities (both products and processes) particularly in advanced industrial economies [2].

Globalization has been driven by technological change and financial liberalization, and sustained by an appreciation among policy makers that an open, liberal, and rules-based international trading and financial system is essential to global economic progress. The new economy has become truly global in scope and substance and dictated new global business trends.

The role and functions of business in the nowadays global economy have taken on added significance and face compounded challenges. Today we live in a challenging environment of rapidly changing economic events, where the private sector has become the most important engine of economic growth, and the public sector has shrunk in importance and influence. In this context, the entrepreneur has a primary role to play in promoting national well-being through the enterprise of the private sector. Entrepreneurs are defining new rules of engagement on the economic landscape as they come to grips with contemporary challenges and new opportunities [3]. New ideas, new directions, and new initiatives are the signature mark of this time. In this new environment, entrepreneurs need to articulate a pragmatic vision, exercise effective leadership, and develop a competent business strategy. They should have personal qualities to integrate the interactive ingredients of the new economy, globalization, trade liberalization, and the information technology and communications revolution, in order to enhance their competitive advantage. Their business strategy should embrace flexibility, a quick response time and a proactive approach to economic opportunities.

The pervasive economic integration that has taken place in the new global economy has compounded the interdependence of nations, and enhanced the linkages of production and marketing. At the very heart of this transformation is the birth of the global entrepreneur. In other words, the ability to adopt a global mindset in the exercise of entrepreneurial initiatives. Indeed, in addition to a new global vision, new competencies and new skills are necessary tools for the modern entrepreneur [4]. Among those new skills are the ability to cope with the tidal wave of frequent and repeated change, more cost-effective production methods, improving the quality of products, having a faster response time to changing market conditions, selling at lower prices, and being more aggressively competitive. In order to strategize globally, the contemporary entrepreneur must extend his/her mindset to incorporate multidimensional relationships and complex social, cultural, economic and political realities.

One of the most important business requirements is the ability to have a global perspective. Globalization has for all practical purposes melted national borders and made geographical location irrelevant. Entrepreneurs with a global vision have the advantage of reaching out to embrace economic opportunities world-wide.

Second, the new global entrepreneur must have the ability to meet the challenges and take advantage of the opportunities associated with human diversity. This requires the adoption of a progressive multicultural approach in terms of one's workforce as well as one's product clients [5].

The contemporary entrepreneur must develop a knowledge and appreciation of the cultural, social, and economic differences that influence how people perceive and interact in their environment and its relationship to community development.

The third trend of successful entrepreneurship in the global economy depends on pushing the frontiers of innovation in a persistent and deliberate manner. Integrating innovation has become a constant objective for economic efficiency and the development of a successful business strategy [6]. This idea is firstly described by Schumpeter. According to him, innovation is what determines the value of entrepreneurship to economic society. Schumpeter embraced the principle that innovation precipitates a change in production function, and the entrepreneur is the catalyst that brings it about. In this context, entrepreneurship takes on added significance as the engine of growth and a contributor to the wealth of nations.

In this global environment, corporations will require the skills to communicate with diverse groups of people. To do so effectively requires multilingual training and high levels of cross cultural awareness and sensitivity. Besides the positive effects of good communication skills among colleagues and with clients, effective communication is of particular importance to geographically dispersed and culturally diverse organizations. Sensitive communications build trust and send a common message that helps build a strong corporate culture and shared value systems.

Thus, a modern entrepreneur must include an element of creativity in the organizational design as well as reflect a functional global perspective. The organizational structure must be characterized by flexibility and multidimensionality in order to operate effectively in a diverse global environment. Nowadays international business offers more opportunity today than ever before. However, enhanced opportunities also imply compounded challenges that are accompanied by increased complexity, uncertainty, and risk. Indeed, being global is more than simply geography. It means integrating and leveraging the tools for the successful implementation of a global vision. It also means being adept at understanding and utilizing the forces, ideologies and value systems that which shape the way nations and cultures interact, and the way social, political and economic policy impacts every aspect of how modern corporations and organizations operate across the globe. It requires a holistic approach towards harnessing the synergy from economic, human and social capital on an international playing field.

Contemporary Employment Trends. Disruptive changes to business models will have a profound impact on the employment landscape over the coming years. Many of the major drivers of transformation currently affecting global industries are expected to have a significant impact on jobs, ranging from significant job creation to job displacement, and from heightened labor productivity to widening skills gaps [5, p. 29]. In many industries and countries, the most in-demand occupations or specialties did not exist 10 or even five years ago, and the pace of change is set to accelerate. By one popular estimate, 65% of children entering primary school today will ultimately end up working in completely new job types that don't yet exist. In such a rapidly evolving employment landscape, the ability to anticipate and prepare for future skills requirements, job content and the aggregate effect on employment is increasingly critical for businesses, governments and individuals in order to fully seize the opportunities presented by these trends – and to mitigate undesirable outcomes.

Nowadays we are at the beginning of a Fourth Industrial Revolution. Developments in previously disjointed fields such as artificial intelligence and machine learning, robotics, nanotechnology, 3D printing and genetics and biotechnology are all building on and amplifying one another. Smart systems as homes, factories, farms, grids or entire cities – will help tackle problems ranging from supply chain management to climate change. Concurrent to this technological revolution are a set of broader socioeconomic, geopolitical and demographic developments, with nearly equivalent impact to the technological factors. It also has been found that on average respondents expect that the impact for nearly all drivers will occur within the next 5 years, highlighting the urgency for adaptive action today. In Table 1 (p. 55) it is presented summary of industries and business models trends affected within timeframe.

Table 1 – Industries and business models trends affected within timeframe

2000–2015	2015–2017	2018–2020
<ul style="list-style-type: none"> <li>*Rising geopolitical volatility</li> <li>*Mobile internet and cloud technology</li> <li>*Advances in computing power and Big Data</li> <li>*Crowdsourcing, the sharing economy and peer-to-peer platforms</li> <li>*Rise of the middle class in emerging markets</li> <li>*Young demographics in emerging markets</li> <li>*Rapid urbanization</li> <li>*Changing work environments and flexible working arrangements</li> <li>*Climate change, natural resource constraints and the transition to a greener economy</li> </ul>	<ul style="list-style-type: none"> <li>*New energy supplies and technologies</li> <li>*The Internet of Things</li> <li>*Advanced manufacturing and 3D printing</li> <li>*Longevity and ageing societies</li> <li>*New consumer concerns about ethical and privacy issues</li> <li>*Women’s rising aspirations and economic power</li> </ul>	<ul style="list-style-type: none"> <li>*Advanced robotics and autonomous transport</li> <li>*Artificial intelligence and machine learning</li> <li>*Advanced materials, biotechnology and genomics</li> </ul>
Note – Source: Compiled on the base of [4–6].		

The global workforce is expected to experience significant churn between job families and functions. Across the countries covered by the research, current trends could lead to a net employment impact of more than 5,1 million jobs lost to disruptive labour market changes till 2020, with a total loss of 7,1 million jobs – two thirds of which are concentrated in routine white collar office functions, such as Office and Administrative roles – and a total gain of 2 million jobs, in Computer and Mathematical and Architecture and Engineering related fields [4, p. 92]. Manufacturing and Production roles are also expected to see a further bottoming out but are also anticipated to have relatively good potential for upskilling, redeployment and productivity enhancement through technology rather than pure substitution.

This research also explicitly asked respondents about new and emerging job categories and functions that they expect to become critically important to their industry by the year 2020. Two job types stand out due to the frequency and consistency with which they were mentioned across practically all industries and geographies. The first are data analysts, which companies expect will help them make sense and derive insights from the torrent of data generated by technological disruptions. The second are specialized sales representatives, as practically every industry will need to become skilled in commercializing and explaining their offerings to business or government clients and consumers, either due to the innovative technical nature of the products themselves or due to new client targets with which the company is not yet familiar, or both. A particular need is also seen in industries as varied as Energy and Media, Entertainment and Information for a new type of senior manager who will successfully steer companies through the upcoming change and disruption.

Given the overall disruption industries are experiencing, it is not surprising that, with current trends, competition for talent in in-demand job families such as Computer and Mathematical and Architecture and Engineering and other strategic and specialist roles will be fierce, and finding efficient ways of securing a solid talent pipeline a priority for virtually every industry. Most of these roles across industries, countries and job families are already perceived as hard to recruit for currently and – with few exceptions – the situation is expected to worsen significantly over the 2015–2020 period.

**Skills and Skills Stability.** In this new environment, business model change often translates to skill set disruption almost simultaneously and with only a minimal time lag. Our respondents report that a tangible impact of many of these disruptions on the adequacy of employees’ existing skill sets can already be felt in a wide range of jobs and industries today.

Given the rapid pace of change, business model disruptions are resulting in a near-simultaneous impact on skill sets for both current and emerging jobs across industries. If skills demand is evolving rapidly at an aggregate industry level, the degree of changing skills requirements within individual job families and occupations is even more pronounced. Even jobs that will shrink in number are simultaneously undergoing change in the skill sets required to do them. In Table 2 below, it is

represented skills stability, industries overall. Across nearly all industries, the impact of technological and other changes is shortening the shelf-life of employees’ existing skill sets.

Table 2 – Skills stability, 2018–2020, industries overall

Industry Group	Unstable	Stable
1. Industries Overall	35%	65%
2. Media, Entertainment and Information	27%	73%
3. Consumer	30%	71%
4. Healthcare	29%	71%
5. Energy	30%	70%
6. Professional Services	33%	67%
7. Information and Communication Technology	35%	65%
8. Mobility	39%	61%
9. Basic and Infrastructure	42%	58%
10. Financial Services & Investors	43%	57%
Note – Source: Compiled on the base of [4–6].		

For example, technological disruptions such as robotics and machine learning – rather than completely replacing existing occupations and job categories – are likely to substitute specific tasks previously carried out as part of these jobs, freeing workers up to focus on new tasks and leading to rapidly changing core skill sets in these occupations. Even those jobs that are less directly affected by technological change and have a largely stable employment outlook – say, marketing or supply chain professionals targeting a new demographic in an emerging market – may require very different skill sets just a few years from now as the ecosystems within which they operate change.

On average, by 2020, more than a third of the desired core skill sets of most occupations will be comprised of skills that are not yet considered crucial to the job today, according to our respondents. Overall, social skills – such as persuasion, emotional intelligence and teaching others – will be in higher demand across industries than narrow technical skills, such as programming or equipment operation and control. In essence, technical skills will need to be supplemented with strong social and collaboration skills.

Several industries may find themselves in a scenario of positive employment demand for hard-to-recruit specialist occupations with simultaneous skills instability across many existing roles. For example, the Mobility industries expect employment growth accompanied by a situation where nearly 40% of the skills required by key jobs in the industry are not yet part of the core skill set of these functions today. At the same time, workers in lower skilled roles, particularly in the Office and Administrative and Manufacturing and Production job families, may find themselves caught up in a vicious cycle where low skills stability means they could face redundancy without significant re- and upskilling even while disruptive change may erode employers’ incentives and the business case for investing in such reskilling.

Thus, analyzing current situation, the main competitive working skills are complex problem solving, coordinating with others, people management, critical thinking, negotiation, quality control, service orientation, judgment and decision making, active listening, creativity.

As research shows, for the future perspective it must be paid attention to emotional intelligence and cognitive flexibility as well. Taking into consideration these studied skills and abilities it is possible to build the future workforce strategy with further recommendations.

Future Workforce Strategy. The impact of technological, demographic and socio-economic disruptions on business models will be felt in transformations to the employment landscape and skills requirements, resulting in substantial challenges for recruiting, training and managing talent. Not anticipating and addressing such issues in a timely manner over the coming years may come at an enormous economic and social cost for businesses, individuals and economies and societies as a whole.

According to the research findings, business leaders are aware of these looming challenges but have been slow to act decisively. Just over two thirds of our respondents believe that future workforce planning and change management features as a reasonably high or very high priority on the agenda of their company's or organization's senior leadership.

However, many of the respondents are also acutely aware of the limitations to their current planning for disruptive change and its implications for the talent landscape.

Currently, only 53% of CHROs surveyed are reasonably or highly confident regarding the adequacy of their organization's future workforce strategy to prepare for these shifts. The main perceived barriers to a more decisive approach include a lack of understanding of the disruptive changes ahead, resource constraints and short-term profitability pressures and lack of alignment between workforce strategies and firms' innovation strategies [6]. In Figure 1 it is summarized the future workforce strategies in context of industries reflecting share of respondents pursuing strategy.

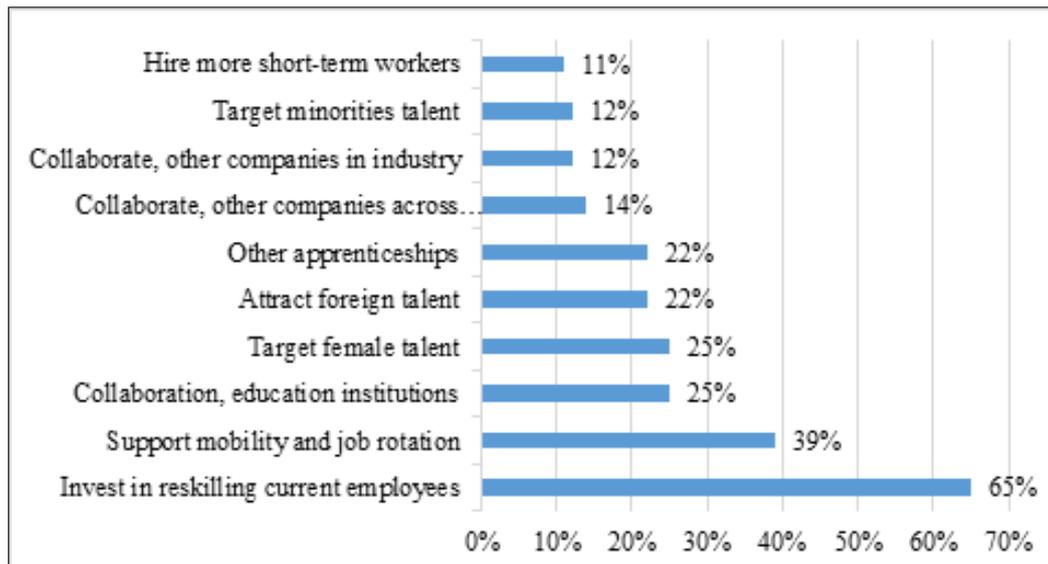


Figure 1 – Future workforce strategies, industries overall

Note – Compiled on the base of WEF Reports data [6].

Across all industries, about two thirds of the respondents' report intentions to invest in the reskilling of current employees as part of their change management and future workforce planning efforts, making it by far the highest-ranked such strategy overall. However, companies that report both that they are confident in the adequacy of their workforce strategy and that these issues are perceived as a priority by their top management are nearly 50% more likely to plan to invest in reskilling than companies who do not. This group of companies is also more than twice as likely to be targeting female talent and minority talent and over 50% more likely to be supporting employees' mobility and job rotation within the firm. They are significantly less likely to plan to hire more short-term workers or to use expatriate talent.

Recommendations. Recent discussions about the global business trends and employment impact of disruptive change have often been polarized between those who foresee limitless opportunities in newly emerging job categories and prospects that improve workers' productivity and liberate them from routine work, and those that foresee massive labor substitution and displacement of jobs. Both are possible. It is our actions today that will determine whether we head towards massive displacement of workers or the emergence of new opportunities.

During previous industrial revolutions, it often took decades to build the training systems and labor market institutions needed to develop major new skill sets on a large scale. Given the upcoming pace and scale of disruption brought about by the Fourth Industrial Revolution, however, this is simply not being an option. Without targeted action today to manage the near-term transition and build a

workforce with futureproof skills, governments will have to cope with ever-growing unemployment and inequality, and businesses with a shrinking consumer base.

Moreover, these efforts are necessary not just to mitigate the risks of the profound shifts underway but also to capitalize on the opportunities presented by the Fourth Industrial Revolution. The talent to manage, shape and lead the changes underway will be in short supply unless we take action today to develop it. For a talent revolution to take place, governments and businesses will need to profoundly change their approach to education, skills and employment, and their approach to working with each other.

Businesses will need to put talent development and future workforce strategy front and center to their growth. Firms can no longer be passive consumers of ready-made human capital. They require a new mindset to meet their talent needs and to optimize social outcomes.

Governments will need to re-consider fundamentally the education models of today. As the issue becomes more urgent, governments will need to show bolder leadership in putting through the curricula and labor market regulation changes that are already decades overdue in some economies. While it is clear from our data that momentous change is underway across the board, these forecasts vary in nature in different industries and regions. Efforts aimed at closing skills gaps will increasingly need to be grounded in a solid understanding of a country's or industry's skills base today and of changing future skills requirements due to disruptive change.

For example, efforts to place unemployed youth in apprenticeships in certain job categories through targeted skills training may be self-defeating if skills requirements in that job category are likely to be drastically different in just a few years' time. Indeed, in some cases such efforts may be more successful if they base their models on future expectations. It is therefore critical that broader and longer term changes to basic and lifelong education systems are complemented with specific, urgent and focused reskilling efforts in each industry. This entails several major changes in how business views and manages talent, both immediately and in the longer term. In particular, according to the current findings, there are four areas with short term implications and three that are critical for long term resilience.

The immediate focus should be put on the followings.

1. Reinventing the HR Function: As business leaders begin to consider proactive adaptation to the new talent landscape, they need to manage skills disruption as an urgent concern. What this requires is an HR function that is rapidly becoming more strategic and has a seat at the table – one that employs new kinds of analytical tools to spot talent trends and skills gaps, and provides insights that can help organizations align their business, innovation and talent management strategies to maximize available opportunities to capitalize on transformational trends.

2. Making Use of Data Analytics: Businesses and governments will need to build a new approach to workforce planning and talent management, where better forecasting data and planning metrics will need to be central. To support such efforts, it needs to conduct in-depth analysis on industries, countries, occupations and skills for future perspectives.

3. Talent diversity – no more excuses: As study after study demonstrates the business benefits of workforce diversity and companies expect finding talent for many key specialist roles to become much more difficult by 2020, it is time for a fundamental change in how talent diversity issues perceived and well-known barriers tackled. In this area, too, technology and data analytics may become a useful tool for advancing workforce parity, whether by facilitating objective assessment, identifying unconscious biases in job ads and recruitment processes or even by using wearable technologies to understand workplace behaviors and encourage systemic change.

4. Leveraging flexible working arrangements and online talent platforms: As physical and organizational boundaries are becoming increasingly blurred, organizations are going to have to become significantly more agile in the way they think about managing people's work and about the workforce as a whole. Businesses will increasingly connect and collaborate remotely with freelancers and independent professionals through digital talent platforms. Modern forms of association such as digital freelancers' unions and updated labor market regulations will increasingly begin to emerge to complement these new organizational models.

5. Reconsidering education systems: Most existing education systems at all levels provide high training and continue a number of the twentieth century practices with lack of training of independent and self-education that are hindering progress on today's talent and labor market issues. Two such legacy issues burdening formal education systems worldwide are the dichotomy between Humanities and Sciences and applied and pure training, on the one hand, and the prestige premium attached to tertiary-certified forms of education – rather than the actual content of learning – on the other hand. Businesses should work closely with governments, education providers and others to imagine what a true 21st century curriculum might look like.

6. Incentivizing lifelong learning: The dwindling future population share of today's youth cohort in many ageing economies implies that simply reforming current education systems to better equip today's students to meet future skills requirements – as worthwhile and daunting as that task is – is not going to be enough to remain competitive. Ageing countries won't just need lifelong learning, they will need wholesale reskilling of existing workforces throughout their lifecycle. Governments and businesses have many opportunities to collaborate more to ensure that individuals have the time, motivation and means to seek retraining opportunities.

7. Cross-industry and public-private collaboration: Given the complexity of the change management needed, businesses will need to realize that collaboration on talent issues, rather than competition, is no longer a nice-to-have but rather a necessary strategy. Multi-sector partnerships and collaboration, when they leverage the expertise of each partner in a complementary manner, are indispensable components of implementing scalable solutions to jobs and skills challenges. There is thus a need for bolder leadership and strategic action within companies and within and across industries, including partnerships with public institutions and the education sector. These efforts will need to be complemented by policy reform on the part of governments.

The economic profile of the new global economy has been driven by technology, fueled by innovation and entrepreneurial initiative, and is based on new ideas, new perspectives and new business strategies. It has opened the door to new investment opportunities and acted as a catalyst for employment creation. At the same time the new economy has altered the economic landscape and realigned the linkages between different sectors of the economy. In short, technological innovation and entrepreneurial initiative is alive and well in the contemporary global economy.

To conclude, the given research aims to bring specificity to the upcoming disruptions to the employment and skills landscape in industries and regions, and to stimulate deeper thinking and targeted action from business and governments to manage this change. The 2020 focus was chosen so as to be far enough into the future for many of today's expected trends and disruptions to have begun taking hold, yet close enough to consider adaptive action today, rather than merely speculate on future risks and opportunities. The analysis presented in the paper can serve a further platform for labour economic researches and form the basis of dialogue with industry leaders to address industry-specific talent challenges on regional, national and international levels.

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### **Андатпа**

Мақала жаһандық бизнес-трендтерге және еңбек экономикасындағы өзгерістерге, атап айтқанда, қазіргі заманғы жаһандық экономиканың сұранысы жағдайында болашақ кәсіптер мен дағдыларын зерттеуге арналған. Зерттеу әдіснамасы салыстырмалы, салыстырмалы-жүйелік талдау, статистикалық топтастыру және сараптамалық бағалау әдістерін қолдануға және себеп-салдарлық байланыстарды анықтауға негізделген. Мақала 2015 жылдан 2020 жылға дейінгі кезеңді қамтитын кешенді, өзекті зерттеуді қарастырады. Осы мақалада ұсынылған зерттеудің негізгі әдіснамасы салыстырмалы талдау, салыстырмалы-жүйелік талдау, себептері мен салдарларын талдау, статистикалық топтастыру және сараптамалық бағалау әдістерін жүргізуге негізделген. Зерттеу нәтижелерінде жаһандану мен өзгерістердің әсері тұрғысынан жаһандық бизнес үрдістері сипатталады. Атап айтқанда, еңбек экономикасы саласындағы өзгерістерге ерекше назар аударылады. Ағымдағы талдау, сондай-ақ алдағы үш жылда қазіргі жаһандық экономикалық кеңістікке қажетті жұмыс орындары мен дағдыларға болжам жасалынды. Зерттеу нәтижелері жаһандану мен қазіргі экономикалық өзгерістердің әсері тұрғысынан жаһандық бизнес үрдістерін көрсетеді. Атап айтқанда, еңбек экономикасындағы өзгерістерге және жұмыспен қамту саласындағы қазіргі заманғы үрдістерге, жаңа пайда болған кәсіптерге, жалдау процедурасындағы өзгерістерге назар аударылды. Бизнесінің жаһандық үрдістерін зерттеу негізінде қазіргі заманғы жаһандық экономикалық кеңістікте қажетті дағдылар талданды. Сонымен қатар, 2018–2020 жж. арналған одан арғы ұсынымдарын ұсынуымен болашақ кадрлық стратегия әзірленді.

Тірек сөздер: жаһандану, халықаралық бизнес, жұмыспен қамту үрдістері, дағдылар, жұмыс күші, талдау, еңбек экономикасы.

### **Аннотация**

Статья посвящена глобальным бизнес-трендам и изменениям в экономике труда, в частности, изучению профессий и навыков будущего в условиях спроса современной глобальной экономики. Методология исследования основана на применении сравнительного, сравнительно-системного анализа, методов статистической группировки и экспертной оценки и выявления причинно-следственных связей. Статья представляет собой комплексное, актуальное исследование, охватывающее период с 2015 по 2020 гг. Основная методология исследования, представленная в данной статье, основана на проведении сравнительного анализа, сравнительно-системного анализа, анализа причин и следствий, методов статистической группировки и экспертной оценки. В результатах исследования описываются тенденции глобального бизнеса с точки зрения влияния глобализации и изменений. В частности, особое внимание уделяется изменениям в сфере экономики труда. Был проведен текущий анализ, а также прогноз рабочих мест и навыков, необходимых в современном глобальном экономическом пространстве, на ближайшие три года. Результаты исследования указывают на тенденции глобального бизнеса с точки зрения влияния глобализации и современных экономических преобразований. В частности, было уделено внимание изменениям в экономике труда и современным тенденциям в сфере занятости, новым появляющимся профессиям, изменениям в процедуре найма. На основе исследования глобальных тенденций бизнеса были проанализированы навыки, необходимые в современном глобальном экономическом пространстве. Кроме того, была разработана будущая кадровая стратегия с предложением дальнейших рекомендаций на 2018–2020 гг.

Ключевые слова: глобализация, международный бизнес, тренды занятости, навыки, рабочая сила, анализ, экономика труда.