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Article



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ON THE EFFICIENCY OF THE REGIONAL ECONOMY FOR THE SOCIAL AND ECONOMIC SOLUTION TO THE PROBLEMS OF DEVELOPMENT OF THE LABOR MARKET IN THE NORTHWESTFEDERAL DISTRICT

Abstract: The article examines the right to a favorable environment in light of the state's economic policy;

- the problem of aligning the Eurasian Economic Union and One Belt, One Road;
- Management and information technology: inevitability and efficiency;
- Managing organizational change in the face of complexity and uncertainty in the digital environment.

In addition, the authors examined the effectiveness of improving the system for managing the socio-economic development of the region, public-private partnership as a tool for implementing the socio-economic policy of the region, the potential for structural modernization of the economy of the North Caucasus macroregion using the mechanism of public-private partnership, a study of trends in the development of the labor market of the Northwestern Federal District, including the sustainability of entrepreneurship development in Russia.

Key words: macroregions, instrument, implementation, socio-economic policy, public-private partnership, market, federal districts, digital environment, information technology, environment.

Language: English

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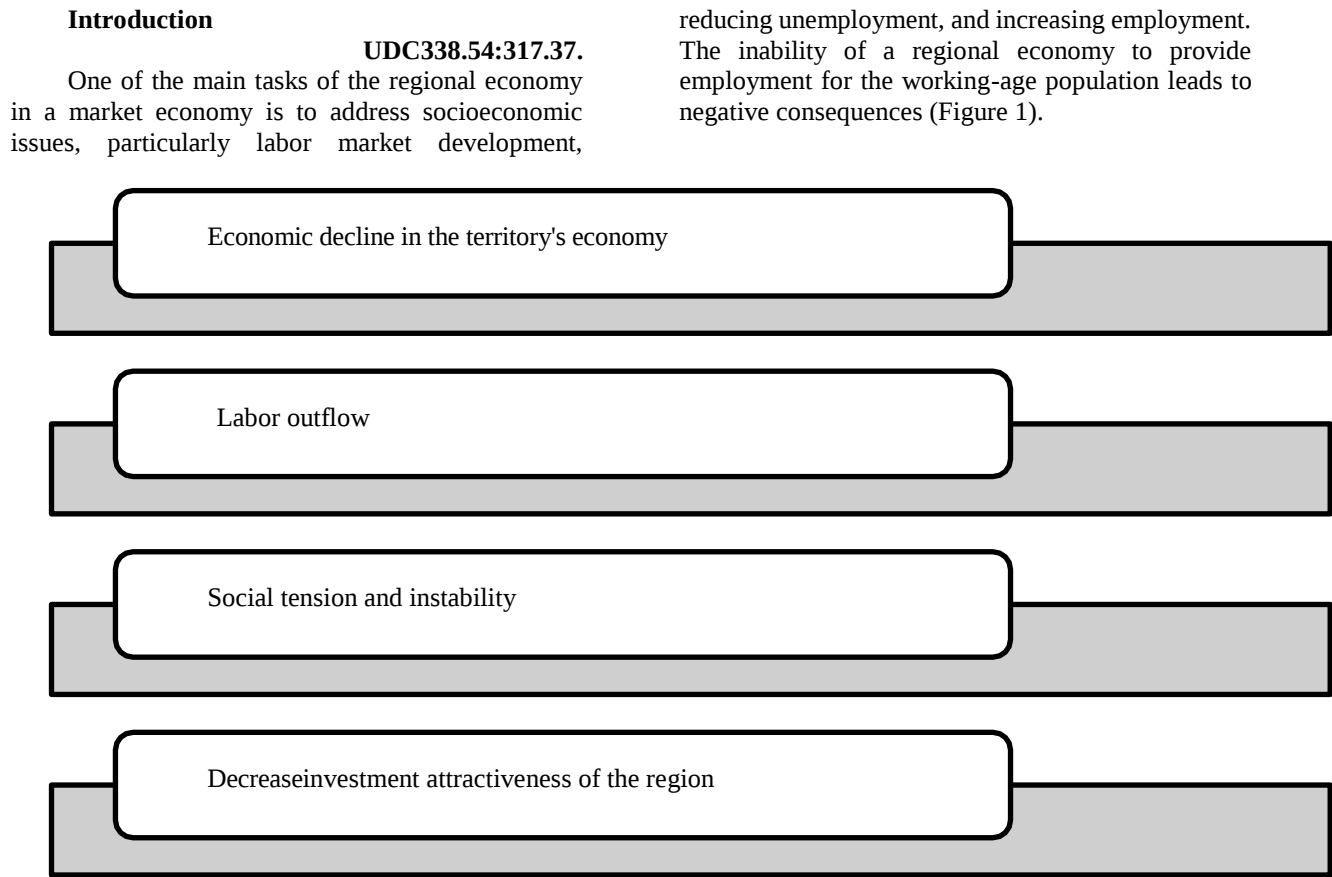


Figure 1. Negative consequences of low employment

Let's examine labor market trends in the Northwestern Federal District (NWFD). The NWFD is one of Russia's largest regions, accounting for 10% of the country's total area and population. The largest contributors to GDP are industries such as mechanical engineering, fuel and energy, wood processing, shipbuilding, and fisheries.

The labor force has fluctuated erratically over the past five years (Figure 2). From 2018 to 2024, it declined by 0.5-0.8% annually, reaching 7,439,600 people at the end of this period. Note: in 2025, there was an increase of 44,600 people (0.6%).

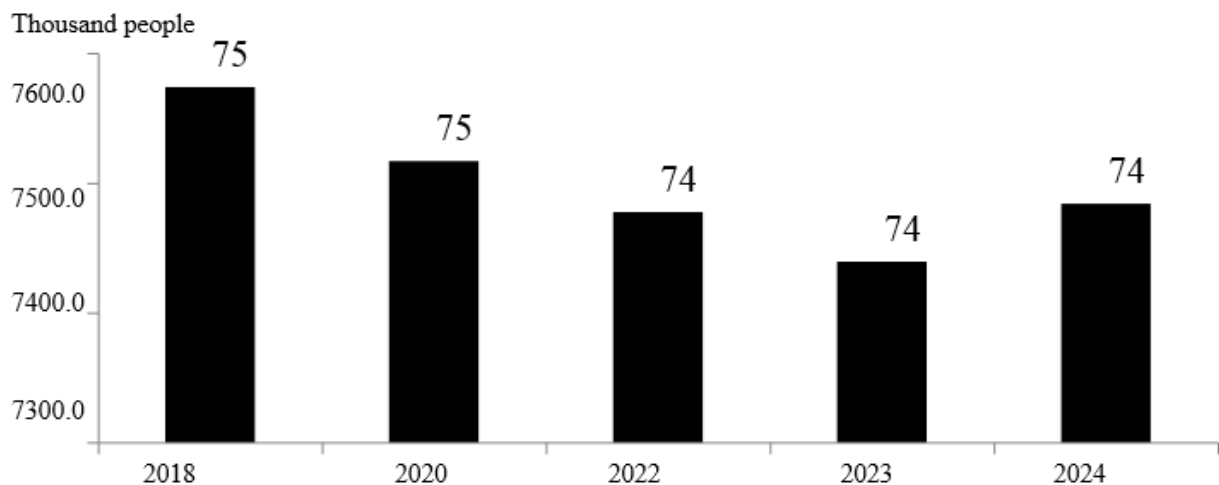


Figure 2. The number of workers aged 15 years and older in the Northwestern Federal District

The largest workforce of all regions in the Northwestern Federal District is found in St.

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Petersburg – 3,106,000 people, accounting for 41.5% of the total workforce in the Northwestern Federal District (Figure 3) and 10.5 times greater than in individual regions within the Northwestern Federal District (such as the Republic of Karelia). This gap between the regions of the Northwestern Federal District and St. Petersburg is explained by the following factors:

- It is a city of federal significance with a

population of about 7 million people;

- significant migration influx of population;
- active construction of housing for the population;
- developed transport and energy infrastructure;
- inflow of investment capital;
- concentration of shipbuilding enterprises;
- advantageous geopolitical location.

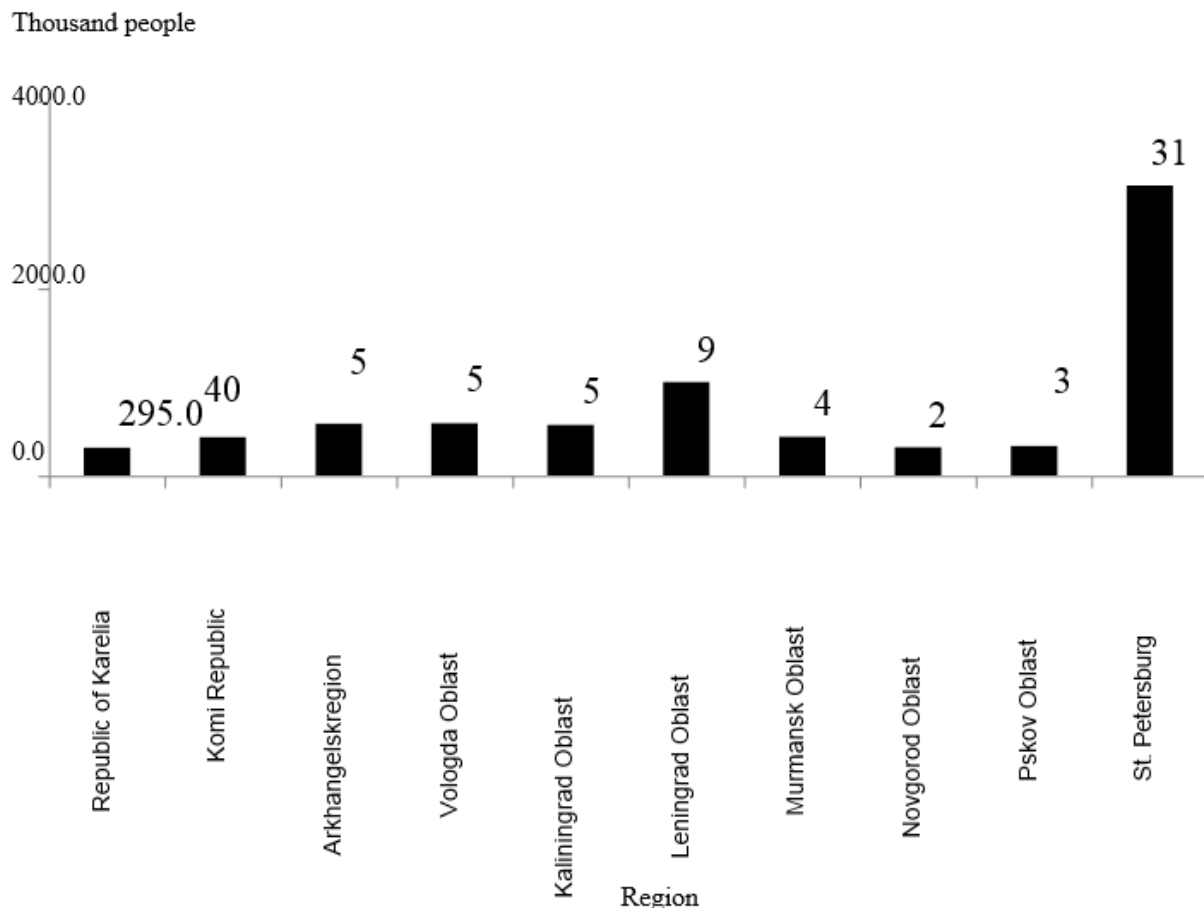


Figure 3. The number of workers aged 15 years and older by region of the Northwestern Federal District in 2024.

The Leningrad Region ranks second in terms of labor force size, as it is one of the leading regions of the Russian Federation, with a high investment rating and development programs aimed at addressing the region's social problems. Figure 4 shows the Leningrad Region's priority economic sectors. The Vologda, Arkhangelsk, and Kaliningrad Regions rank third. It should be noted that the Kaliningrad Region is smaller in size, but has a high population density.

Main part

Let's look at the number of unemployed citizens registered with employment agencies at the end of December 2024. According to statistics, the number

of unemployed in the Northwestern Federal District is 91,200 people (9.9% of the total unemployed in the Russian Federation). Refer to Figure 5.

The largest number of unemployed people, according to the Federal Service for Labor and Employment, is observed in the following regions of the district: Arkhangelsk Oblast without the Nenets Autonomous Okrug (9.7 thousand people), with the Nenets Autonomous Okrug (10.2 thousand people), Kaliningrad Oblast (9.7 thousand people), Vologda Oblast (8.1 thousand people), Murmansk Oblast (6.6 thousand people).

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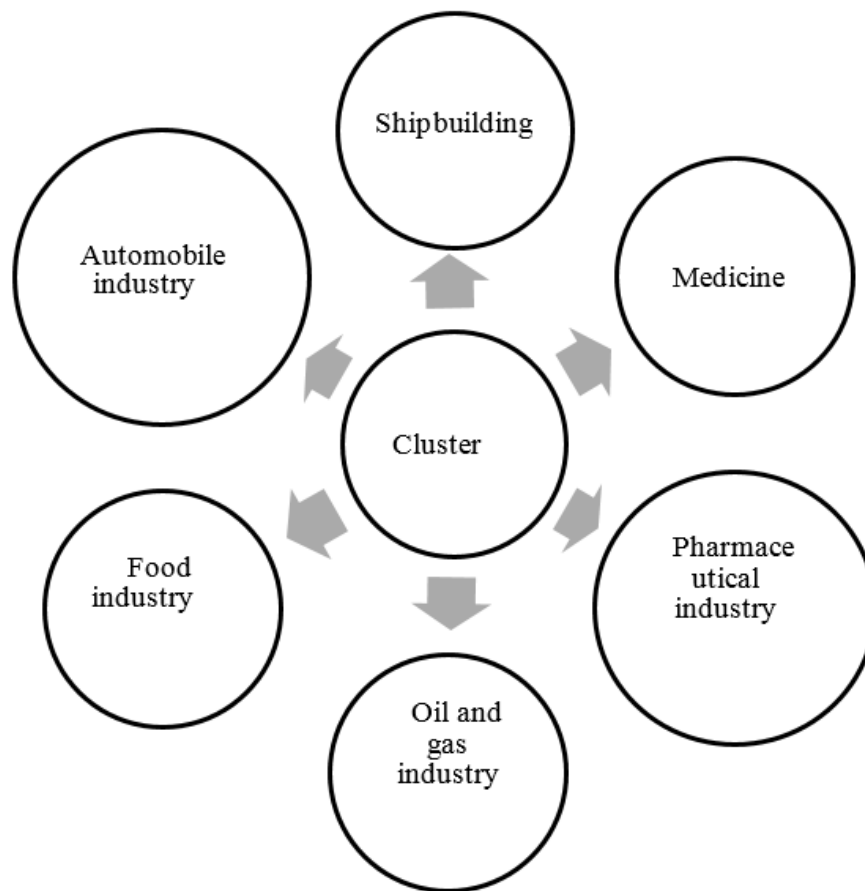
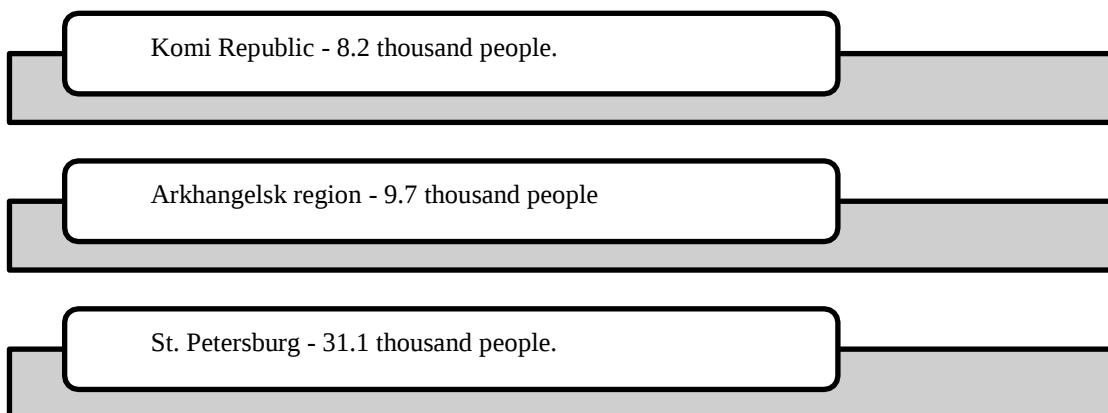


Figure 4. Clusters of the Leningrad Region

Analyzing data for the federal districts of the Russian Federation on the indicator "Number of unemployed citizens registered with employment services" in 2021, we can note:

– The smallest number of unemployed registered persons is observed in the following

districts: Far Eastern Federal District (65 thousand people), Ural Federal District (75 thousand people), Southern Federal District (86 thousand people);



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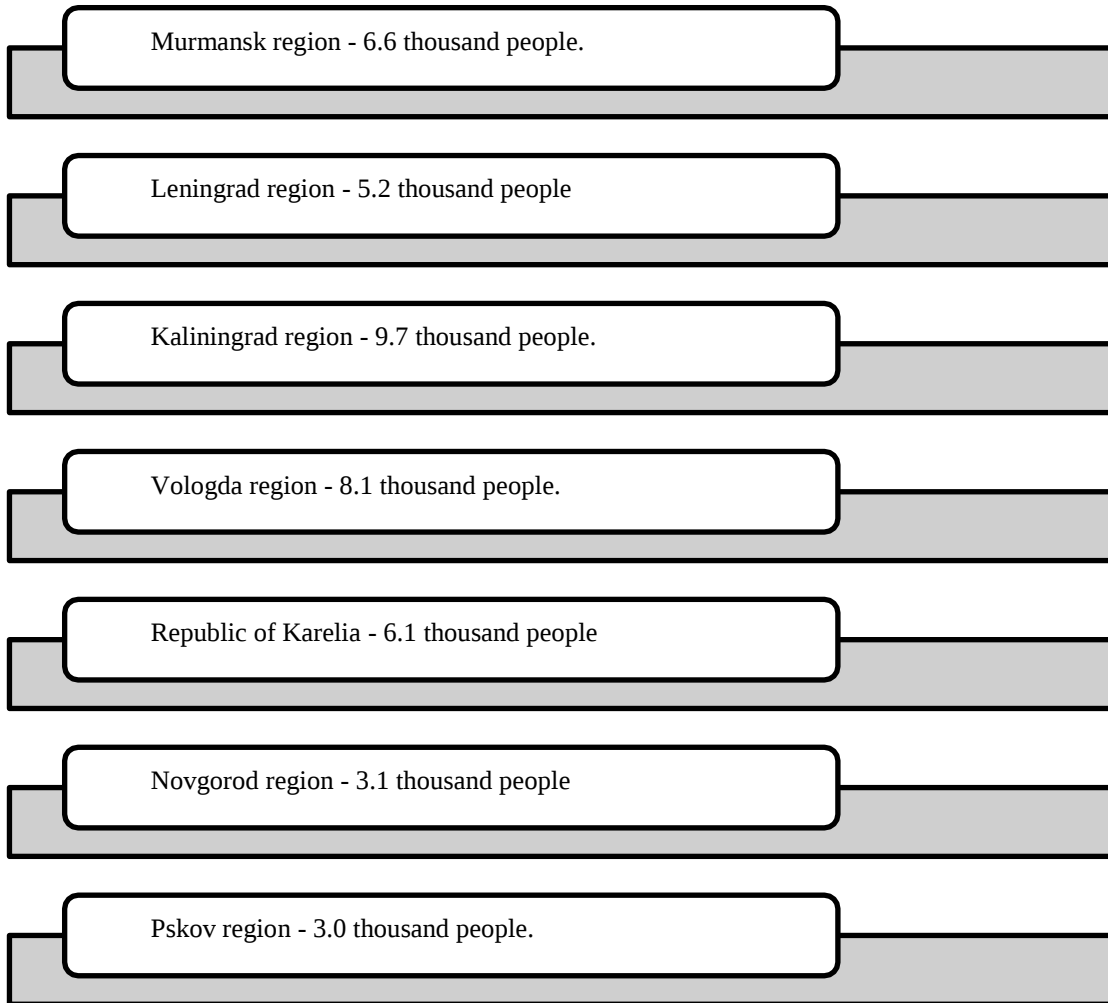


Figure 5. Number of unemployed in 2024

- The Northwestern Federal District occupies an intermediate value (91.2 thousand people), which is 1.4 times higher than the value of the Far Eastern Federal District, the district that will have the lowest value in 2024;

- The largest number of unemployed registered individuals is represented in the following districts: the Siberian Federal District (136 thousand people), the Volga Federal District (138 thousand people), the North Caucasus Federal District (153 thousand people), and the Central Federal District (164 thousand people). The leader (the Central District) has a 1.8-fold higher figure than the Northwestern Federal District.

The main reason for the current situation is

explained by the high population density in these districts, favorable climatic conditions for living, and the influx of population from other regions.

Figure 6 presents information on the number of unemployed persons aged 15 years and older in 2024 based on data from a sample survey of the labor force in the Northwestern Federal District.

In the Northwestern Federal District, the number of unemployed persons aged 15 and over in 2024 totaled 289,000 people (8% of the total unemployed in Russia). This is 22.9% lower than the 2023 figure. A review of the "Number of Unemployed Persons Aged 15 and Over" indicator by federal district of the Russian Federation for 2024 showed that:

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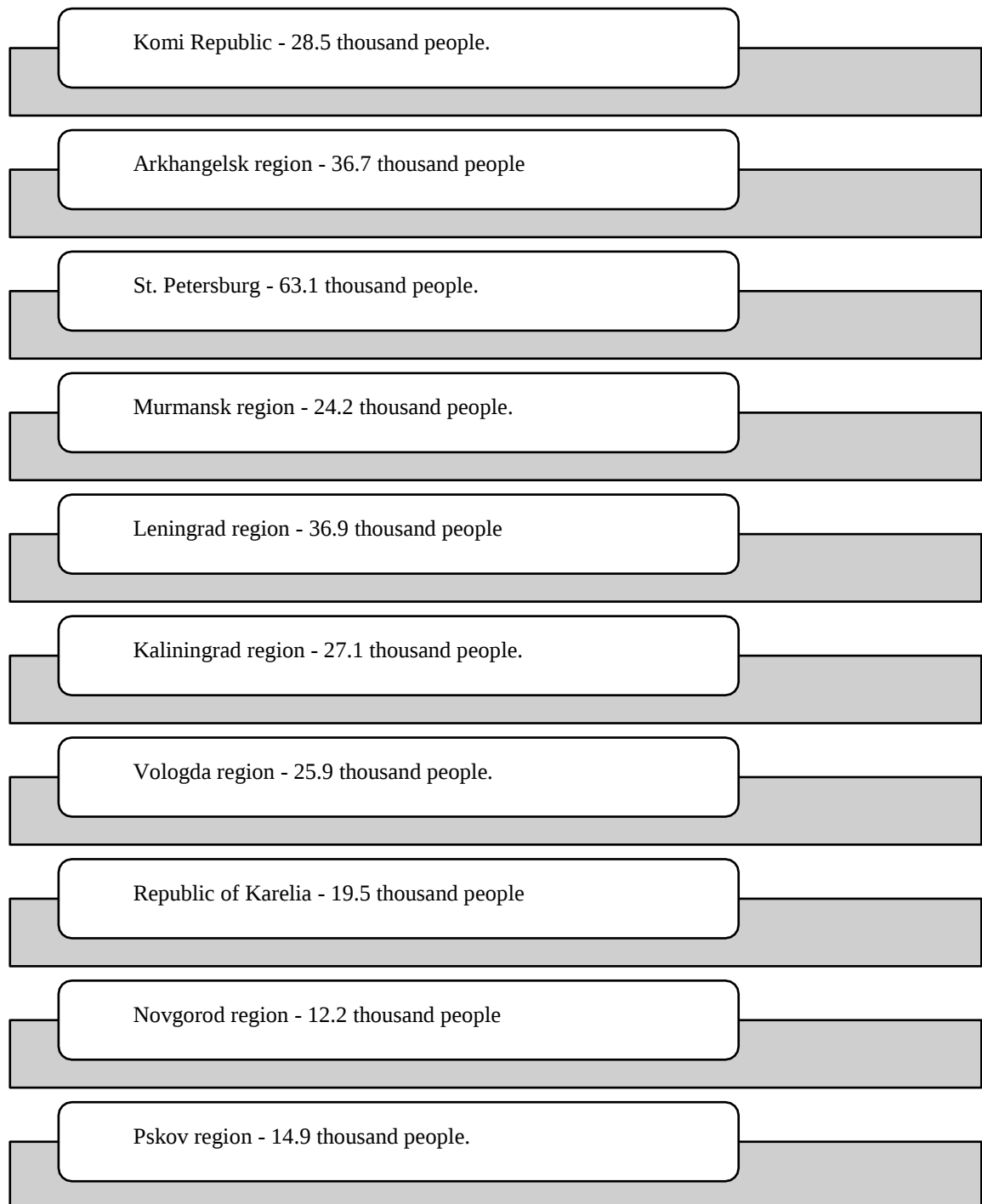


Figure 6. Number of unemployed persons aged 15 years and older in 2024

- The lowest values are in the Far Eastern Federal District (239 thousand people), the Ural Federal District (268 thousand people), and the Northwestern Federal District (289 thousand people); that is, the Northwestern Federal District is among the top three;

- intermediate values are observed in the Southern Federal District (421 thousand people), the

Siberian Federal District (487 thousand people);

- The outsiders are the Central Federal District (744 thousand people), the North Caucasian Federal District (577 thousand people), and the Volga Federal District (606 thousand people). The value of this indicator in the region with the highest number of unemployed (the Central Federal District) is 2.6 times higher than the figure for the Northwestern Federal

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District. The share of unemployed in the Northwestern Federal District who have been looking for work for 12 months or more in the total number is 17.9% in 2024. The worst situation is observed in the Republic of Karelia (31.9%) and the Komi Republic (35%), which is 9.4-12.5% lower than the Russian average (22.5%). The lowest value is observed in the Arkhangelsk Region, taking into account the Nenets Autonomous Okrug (9%), and in St. Petersburg (5.1%) (Figure 7). The highest value (Komi Republic) is 7 times higher than the lowest (St. Petersburg).

The average job search time in the Northwestern Federal District is 6 months. The shortest job search

times are observed in the federal city of St. Petersburg (4 months), the Leningrad Region (4.9 months), and the Arkhangelsk Region, including the Nenets Autonomous Okrug (5.9 months). The longest job search times are in the Republic of Karelia (7.9 months) and the Komi Republic (8 months). In the remaining regions, the average job search time ranges from 7 to 7.5 months. The main reason for the variation in this indicator is that the leading regions have favorable geographic locations, high investment activity, and higher labor demand.

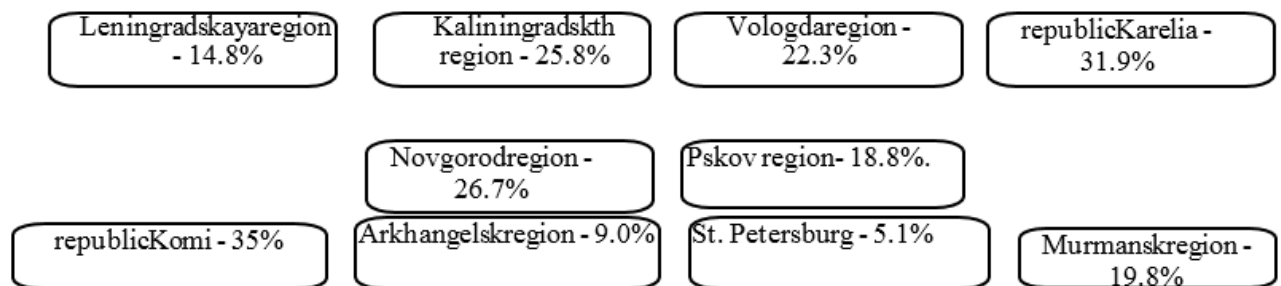


Figure 7. The proportion of unemployed in the Northwestern Federal District seeking work for 12 months or more in 2024 in the total number of unemployed

When assessing unemployment, it's important to use not only absolute values but also relative ones.

Let's look at the unemployment rate in the Northwestern Federal District by region (Figure 8).

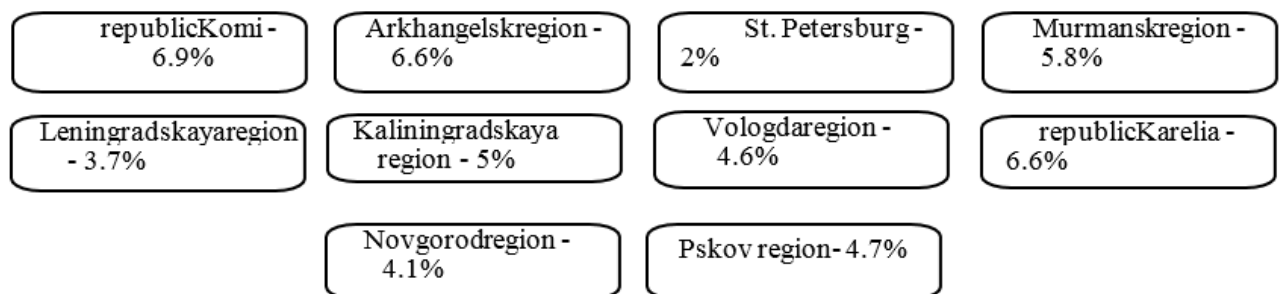


Figure 8. Unemployment rate in the Northwestern Federal District by region

The unemployment rate, being a relative value, allowed us to adequately assess the level of unemployment in the Northwestern Federal District, namely:

- the lowest rate is in St. Petersburg (2%) and the Leningrad region (3.7%);
- the range from 4 to 5% is observed in the following regions: Novgorod region (4.1%), Pskov region (4.7%), Vologda region (4.6%), Kaliningrad region (5%);
- The highest unemployment rate is observed in the Murmansk region (5.8%), in the Arkhangelsk region (6.6%), in the Republic of Karelia (6.6%), and in the Komi Republic (6.9%).

The presented figures indicate that the most

attractive regions are St. Petersburg, the Leningrad Region, the Vologda Region, the Kaliningrad Region, the Pskov Region, and the Novgorod Region. Other regions, such as the Murmansk Region, the Arkhangelsk Region, and the Republics of Karelia and Komi, are located north of these territories and are characterized as regions with unfavorable climatic conditions.

Let's look at the data on labor needs reported by employers to employment agencies at the end of 2024. Refer to Figure 9. The total need reported by employers in the Northwestern Federal District is 206,684 people (10.8% of the total need for the Russian Federation). Compared to 2020, this figure increased by 20.6% (10.8% for the Russian

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Federation). The total need for workers in the Russian Federation amounted to 1,922,439 people. It should be noted that the greatest need for workers was reported by employers in the following territories:

St. Petersburg (34,136 people), Leningrad region (54,720 people), Kaliningrad region (20,023 people);

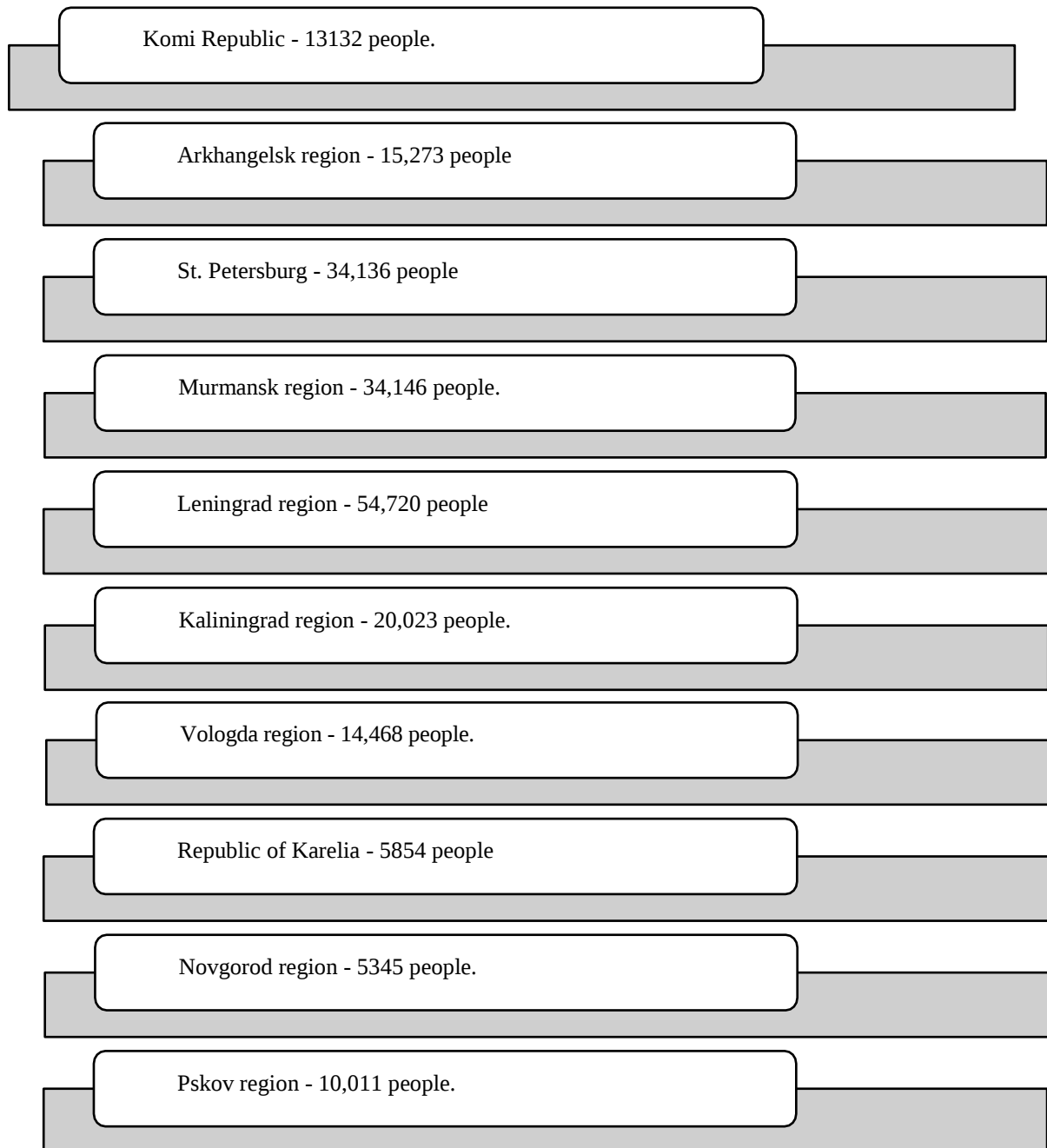


Figure 9. The need for workers in the Northwestern Federal District, as reported by employers to employment service agencies at the end of 2024

- have an intermediate value
- Arkhangelsk region (15,273 people), Komi Republic (13,132 people), Vologda region (14,468 people), Pskov region (10,011 people);
- The lowest need is observed in the Novgorod region (5,345 people), the Republic of Karelia (5,854

people).

The highest value of the indicator (Leningrad region) is 10.2 times higher than the lowest (Novgorod region).

The structure of labor demand by region of the Northwestern Federal District is presented in Figure 10.

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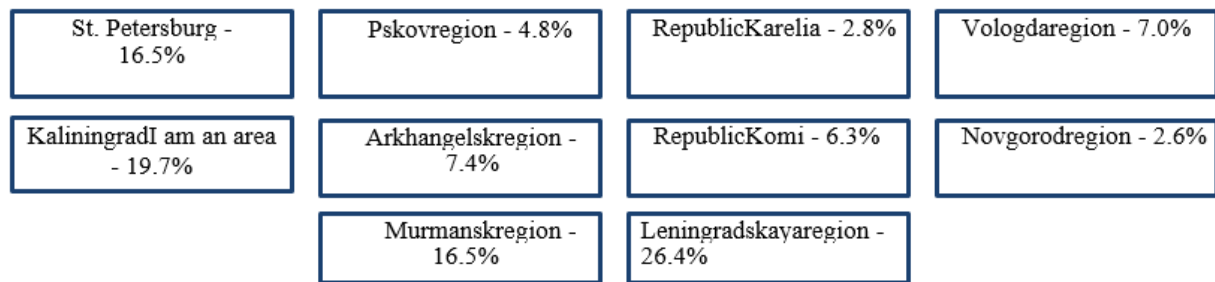


Figure 10. Structure of labor demand by region of the Northwestern Federal District

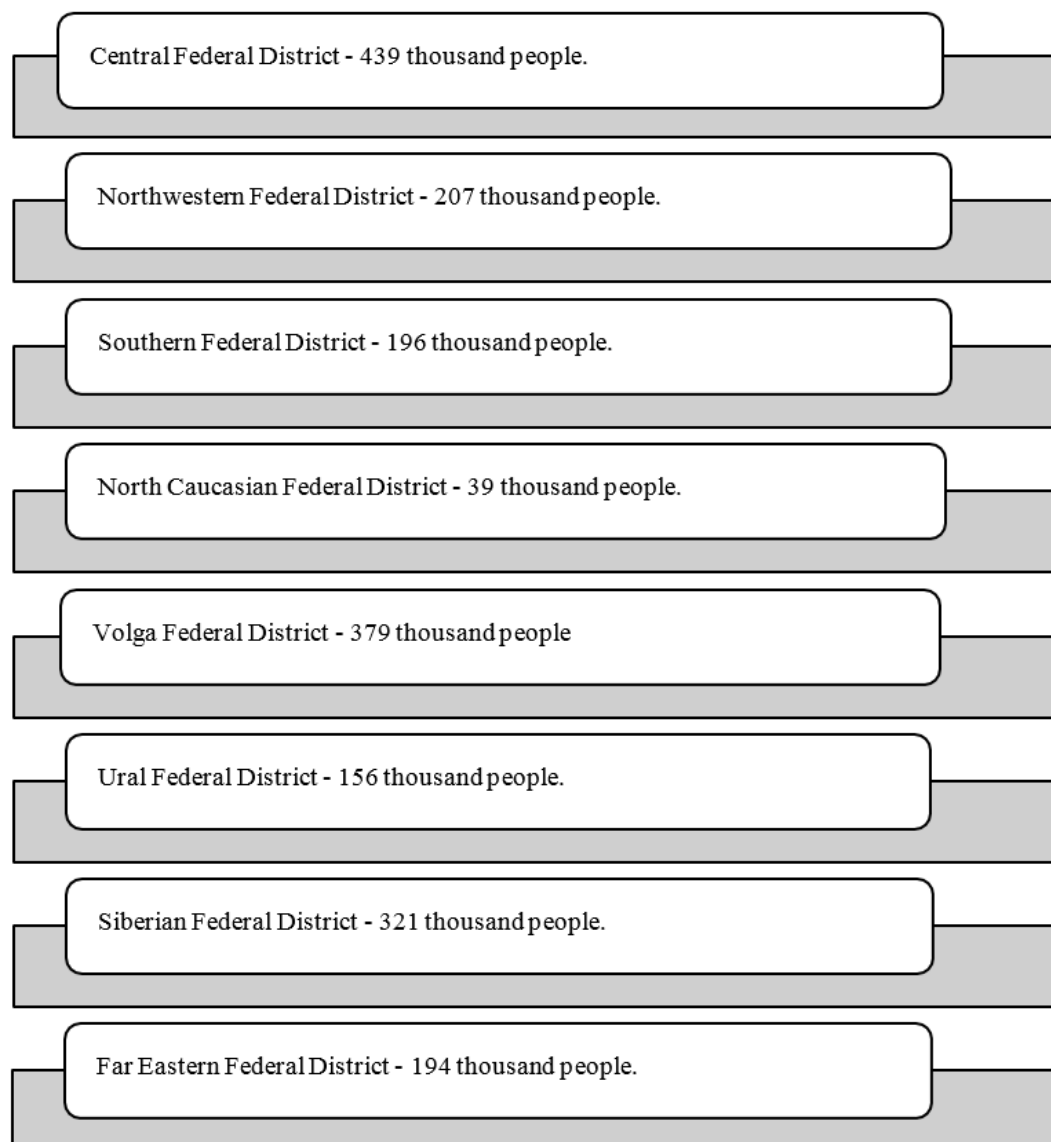


Figure 11. The need for workers declared by employers to employment service agencies in the federal districts of the Russian Federation for 2024.

Figure 10 shows that the highest demand for workers is reported in the following regions: Leningrad Oblast (36.4%) and Murmansk Oblast

(16.5%). At the Murmansk Oblast level, demand is also represented in the federal city of St. Petersburg (16.5%). Territories such as the Komi Republic,

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Arkhangelsk Oblast, Kaliningrad Oblast, and Vologda Oblast range in size from 6.3% to 9.7%. The lowest proportions of this indicator are observed in Novgorod Oblast (2.6%), the Republic of Karelia (2.8%), and Pskov Oblast (4.8%).

This suggests that the supply on the labor market in the Northwestern Federal District is variable and depends on the geographical location of the territory, population density, demographic and migration policies, the level of socio-economic development, and the investment attractiveness of the region.

Let us compare the need for workers declared by employers to employment service agencies in the federal districts of the Russian Federation for 2024 (Figure 11).

The data presented demonstrate the following, namely:

– The leaders in terms of job vacancies are the Central Federal District - 439 thousand people (22.8%), the Volga Federal District - 370 thousand people (19.3%), the Siberian Federal District - 321 thousand people (16.7%);

- The outsider was the North Caucasus Federal District - 39 thousand people (2.0%);

- The Northwestern Federal District occupies an intermediate value (207 thousand people or 10.8%) with such districts as the Southern, Ural, and Far Eastern.

The main reasons for the negative impact on the development of the labor market in individual regions of the Northwestern Federal District are shown in Figure 12.

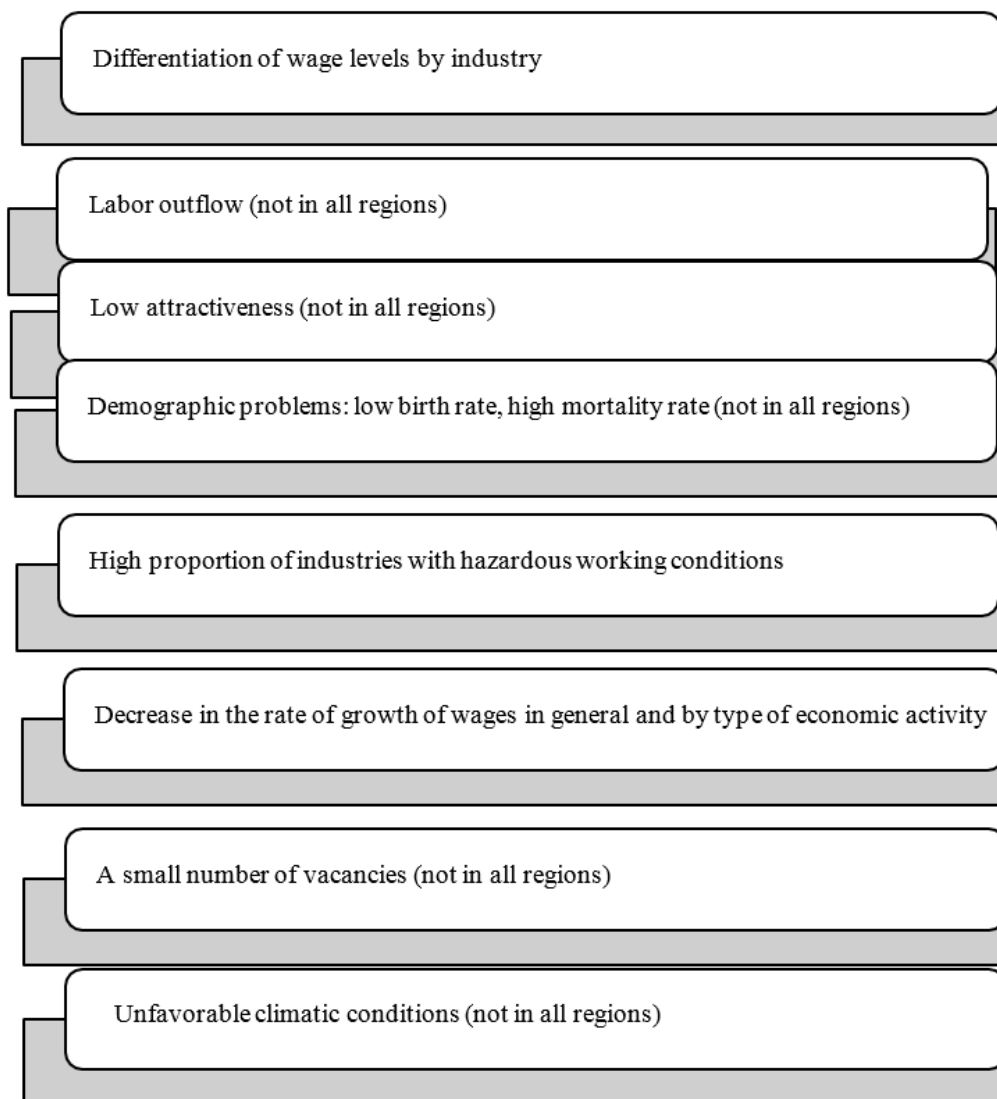


Figure 12. Reasons for negative influences for the development of the labor market

To solve problems related to the development of

the labor market, it is important to implement a

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targeted policy to promote employment of the population (Figure 13).

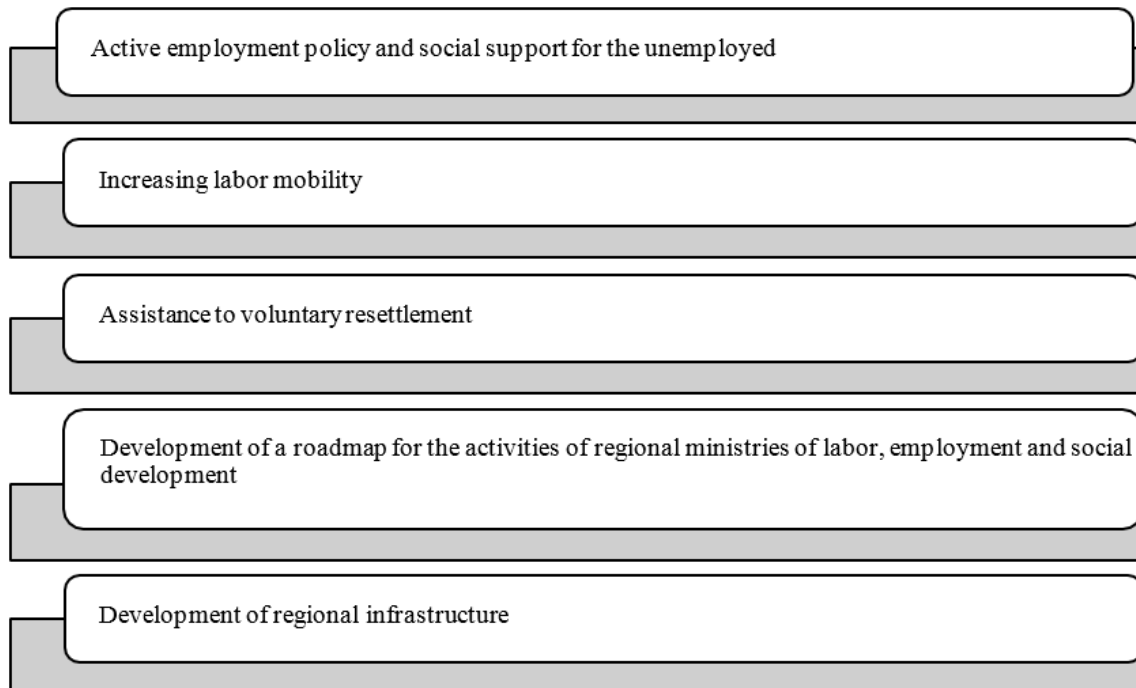


Figure 13. Directions for the development of the employment market

Conclusion

When implementing these areas, it is important to ensure the quality of planning indicators, take into account the trends and specifics of regional economic development, and move away from a formal approach to regulating the labor market.

The article examines the right to a favorable environment in light of the state's economic policy;

the problem of aligning the Eurasian Economic Union and One Belt, One Road;

Management and information technology: inevitability and efficiency;

Managing organizational change in the face of the complexity and uncertainty of the digital environment. Furthermore, the authors examined the effectiveness of improving the regional socioeconomic development management system, public-private partnerships as a tool for implementing regional socioeconomic policy, the potential for structural modernization of the North Caucasus macroregion's economy using public-private partnerships, and a study of labor market development trends in the Northwestern Federal District, including the sustainability of entrepreneurship in Russia. Specifically:

- peculiarities,
- trends,
- patterns;
- development of innovative potential of small and medium-sized businesses in the ferrous metallurgy;
- new forms of innovative management in the warehouse system.

The Russian economy is currently undergoing a period of profound transformation. In the coming years, our country will need to fundamentally renew its economic system to meet the challenges and changes we are witnessing in the global social and economic order. We must create a development model capable of securing our country a significant place in the modern world. The authors examined current and controversial issues related to economic restructuring and the search for ways to improve its efficiency. They also formulated key guidelines for long-term economic policy and the main factors and sources of economic growth. Particular attention must be paid to the theoretical and applied aspects of developing a new paradigm for Russia's socioeconomic development, which should ensure dynamic and sustainable economic growth in the new reality.

The authors' analysis of the socioeconomic situation in Russia in the new reality, taking into account the nuances of structural adjustment, revealed that setting new goals requires changes to current socioeconomic policies and adjustments to the system of national projects and strategic planning documents. In this article, the authors develop theoretical and methodological principles for the balanced development of society and the environment in accordance with the concept of sustainable development and the role of humans as the central link in the eco-socio-ecological system. This study demonstrates the need to reorient the economy from development based primarily on raw materials to the active use of the inexhaustible potential of high-tech

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and human resources. The authors of the article have developed measures aimed at maintaining economic growth through current consumption and a proportional distribution of transfers between current consumption and investment in infrastructure. Its publication can be used to formulate a new economic policy in the current context, aimed at addressing the development objectives of the Russian economy set

by Russian President Vladimir Putin. The general unifying theme will create a broad framework for the participation of specialists interested in current issues of Russia's socio-economic development in the context of the new reality, theoretical and methodological approaches and practical results of research in this scientific field.

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