


CEDEFOP Insights: Exploring Occupational Trends and Employment Dynamics in Poland

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<p>Article Info:</p> <p>Article History: Received: September 11, 2023 Accepted: November 15, 2023 Published: December 1, 2023</p> <p>To cite this: Begum, S. (2023). CEDEFOP Insights: Exploring Occupational Trends and Employment Dynamics in Poland. Eurasian Journal of Management & Social Sciences, 4(2). doi:10.23918/ejmss.V4i2p216</p> <p>DOI: 10.23918/ejmss.V4i2p216</p> 	<p>Abstract</p> <p><i>The European Centre for the Development of Vocational Training (CEDEFOP) plays a crucial role in analysing and understanding the skill supply and demand dynamics of Europe. It helps to identifying emerging skill gap and surpluses. It involves assessing the skills request by different industries and occupations. By addressing skill mismatches and promoting the development of relevant and high-quality skills it supports economic growth, competitiveness, and social inclusion across the European Union. The main objective of this paper is to explore and analyse the data of employment trends in various occupations in Poland retrieved from CEDEFOP and World Bank. Microsoft Excel is used to clean, analyse and visualize the data. Charts and Linear regression forecasting trend lines are the tools used to identify the patterns and change in employment over a period of 2010 to 2035 and insights into evolving labour market dynamics. The findings include both positive and negative trends in employment across different occupational categories. Some professions demonstrate a steady increase in employment figures while other show fluctuations or declines. The insights drawn from this analysis contribute to policy recommendations, emphasizing the need for workforce adaptation, skill development and strategic planning in the evolving Polish labour market.</i></p> <p>Keywords: Employment, Poland, CEDEFOP, Occupation, Gender, Skills,</p>
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1 Introduction:

In the vibrant tapestry of Poland's economic landscape, the intricate threads of occupational trends weave a narrative evolution and adaptation. If we delve into the dynamic world of employment in Poland, questions arise, how have occupational pattern transformed over the years? What sectors are driving Poland's economic engine? And which one are undergoing metamorphosis? Can Poland effectively bridge the widening gaps in the skill demands? Is there gender equality among the men and women? Which Profession require high qualification in the coming years? What occupations have Employment Expansion and Replacements? What is the trend of Job Openings in Poland? The answers to these questions play a crucial role in the context of Europe declaring the year of Skill in 2023. Amid, in the ever-evolving landscape of Europe's labour market, the European Centre for the Development of Vocational Training (CEDEFOP) stands as an inspiration of understanding and analysis for skill requirements. The institution focuses on deciphering the complex dynamics of skill supply and demand within the continent. It identifies emerging skill gaps and surpluses, plays a pivotal role in assessing skills needed across diverse industries and occupations, and contributes significantly to the European Union's economic growth, competitiveness, and social inclusivity.

Adopting new technology was less common in some south and east European Member States like, Cyprus, Bulgaria, and Poland where, three in ten adult workers reported such innovations Cedefop (2022a) According to **Eurostat, (2016)**, incidence of companies indicating that labor shortages are a factor currently limiting their production. Demographic and technological changes, along with shifting global trade patterns and the green transition, are swiftly reshaping the requirement of our labour market. The challenges faced by Europe in recent years, including the corona virus pandemic, the war in Ukraine, the energy crisis, and persistent political upheavals, underscore the imperative of enhanced strategies and measures to respond to the new reality. **Publications Office of the European Union, (2023)**. This paper explores the intricate nuances of employment and occupational trends within Poland, leveraging a rich dataset provided by CEDEFOP and the Enterprise Survey of World Bank. Through this exploration, the researcher aims to gain deep insights into the continually shifting labour market landscape of Poland.

1.1 Research Framework

The research framework for this study serves as a compass to guide the exploration. The background of this study is to provide an overview of the significance of CEDEFOP in analysing European Skill supply and demand dynamics. The data for this research is extracted from CEDEFOP and World Bank especially for the country Poland and analysis employs Microsoft Excel. This framework is crafted systematically to unfold key objectives, including sectoral analysis, examination of gender dynamics and identification of trends across various occupational categories in Poland. This exploratory study seeks not only to reveal patterns and insights but also to provide a foundation for informed policy recommendations in the realm of employment and skill development in Poland.

1.2 Objectives:

1. To examine and analyse CEDEFOP and World Bank data on employment trends in various occupations in Poland from 2010 to 2035.
2. To employ Tables, Charts and linear regression forecasting to identify both positive and negative trends in different occupational categories.
3. To explore the evolving sectoral shifts, locational shifts, size transformation, expansion and contraction of various occupations.
4. To explore the replacement demands and job openings in various sectors.\
5. To highlight the trends in the demand for specific occupations and analyse the gender aspects of the employment.
6. To contribute to the broader European discourse on skill development and provide valuable insights for policy makers based on the analysis with a focus on recommendations for future employment.

2. Review of Literature:

In the survey conducted by **European Commission, Executive Agency for Small and Medium-sized Enterprises, (2020)** states that among the participating countries, notable growth in high skills professional is anticipated, with Poland and Spain identified as key focal points. The research highlights a significant concern in Poland's automotive sector, where 58% of stakeholders express the belief that young graduates lack sufficient preparation to effectively engage with the new

technologies, methodologies, and systems inherent in Industry 4.0. Moreover, both Poland and Chechia are grappling with a growing challenge of staff shortage, attributed to the escalating demand across various sectors and concurrently low unemployment rate.

A business mentoring initiative implemented in Poland facilitates the collaboration between accomplished and renowned entrepreneurs and emerging managers of Micro, Small and Medium Enterprises (MSMEs). This program aims to foster the exchange of knowledge and experience, ultimately enhancing the cohesion of the regional business community. The overarching goals include promoting innovation and encouraging competitiveness within the local business landscape. **Cedefop (2023a).**

As per a Study conducted by **European Investment Bank, Brunello, G., Wruuck, P. (2019)** the employment share of middle paying jobs has witnessed a decline from 2002 to 2016, a trend attributed to technological advancements. However, this impact is not uniform across all European countries. Countries like France and the UK experience a more pronounced effect, while the impact is comparatively low in Germany, Poland and Denmark. The study underscores that the economic repercussions of skill mismatches and shortages will have individual level implications.

A Comprehensive investigation conducted by Cedefop (2022b) delves into the dynamics of the digital transition in Europe, utilizing data from the second European skills and Jobs survey of 2021. The survey reveals that in Poland, the prevalence of digital handheld device usage exceeds that of some South and East European Member states, such as Cyprus and Bulgaria. Notable, Poland ranks second with a 29% adoption rate, following Romania with 43%. The study underscores the varying degrees of technology adoption across European countries, with Ireland, Romania and Poland identified as nations where digital innovation manifests in the evolution of job tasks. Furthermore, the research emphasizes the intricate interplay between education and employment. Noting that, while Finland boasts the highest proportion (41%) of individuals exclusively working within their field of study, Czechia and Poland share the lowest percentage at 21% for working in their own fields of study. Interestingly the phenomenon of horizontal mismatch, where individuals secure jobs matching their education level but not their field of study, is notable pronounced in countries like Czechia, Slovakia, Poland, and Croatia. Poland emerges as a focal point in the study, exhibiting a remarkable 75% prevalence of dynamic skill gaps, signifying a significant potential for adult workers in the country to enhance their digital skills. The surge in online education and

training by 50% in Poland further highlights the nation's proactive approach to skill development. The report concludes by noting that perception of skill gaps are particularly pronounced in countries such as Spain, Malta, Poland, and Greece.

Numerous studies, including the work of **Allen J., Van der Velden R. (2001)**, reveal that individual who are overqualified for their positions exhibit higher mobility compared to their well-matched counterpart's possession the same qualifications. This increased job turnover, stemming from the mismatch between skills and job requirement, incurs significant cost for the firms. The additional expenses associated with recruiting and training become a notable financial burden for companies, are discussed in the reference above.

A study by **Świgost-Kapocsi, A. (2021)** Feminisation of occupations in Poland has been driven by false windows of opportunity from limited possibilities and poorer conditions in the male dominated labour market.

The European year of Skills, inaugurated on May 9, 2023, and extending over the next 12 months, is dedicated to fostering skills related actions and initiatives across Europe. **Publications Office of the European Union. (2023)**. Amidst this broader European context, it is noteworthy that there are presently 13 EU funded research projects actively contributing to skill development, albeit with Poland not among the hosting nations. This collaboration effort includes projects such as Beyond 4.0 by Netherlands, Chameleons coordinated by Ireland, DocEnhance by Norway, EuroXess Hubs coordinated by Hungary, Euroship by Norway, Hecat by Ireland, InnoRenew by Slovenia, Mimy by Luxemburg, Mirnet by the Czeche Republic, Nano4Tarmed by Switzerland, Pillars by Germany, ProdPhD by Spain and ySkills by Belgium.

According to various Cedefop reports, the employment growth rate in Poland is (0.2%) per annum from 2010 to 2023 and expected to grow only (0.1%) in 2026-2030. The report reveals that working age population % is going to decrease by (-0.9%) by the year 2030. The average participation rate will reduce by (-1.3%, PP) and labour force percentage will reduce to (-3.4 %) In a parallel vein, the present study, drawing upon Cedefop data specific to Poland assumes a pivotal role in this narrative. **European Commission, Joint Research Centre, Nindl, E. (2022)** As Europe grapples with demographic shifts, technological advancements and the imperative for enhanced skill strategies, the inclusion of Poland in this study provides a unique opportunity. By utilizing Cedefop data, the study aims to offer insights that will not only contribute to the broader

European discourse on skill development but also specifically aid Poland in shaping informed and effective policy- making strategies tailored to its evolving skill landscape.

3. Methodology

The data used in this research is extracted from the CEDEFOP and Enterprise Surveys of World Bank. Microsoft Excel is used to analyse and to visualize the data. Charts and Linear regression forecasting trend lines are the tools used to identify the patterns and change in employment over time of 2010 to 2035 to explore the insights into evolving labour market dynamics. The paper uses quantitative approach, as the objectives is to explore the historical and forecasted data published by CEDEFOP and World Bank, the renowned sources for the validity of the data. This is an exploratory study and no specific hypothesis is drawn. The paper follows a quantitative data analysis using the secondary data. Data is available for all the years from 2010 to 2035. The researcher used five years gap data to minimize the complexity and ease the comprehension of the data. As the objective is to explore the trend, linear trend analysis is used to examine the trend. The main limitation of this study is it uses both CEDEFOP and World Bank data, and the world bank data is available till the year 2022., whereas CEDEFOP data is available with the forecast values until 2035.

4. Analysis: The following paragraphs confer the analysis of this paper.

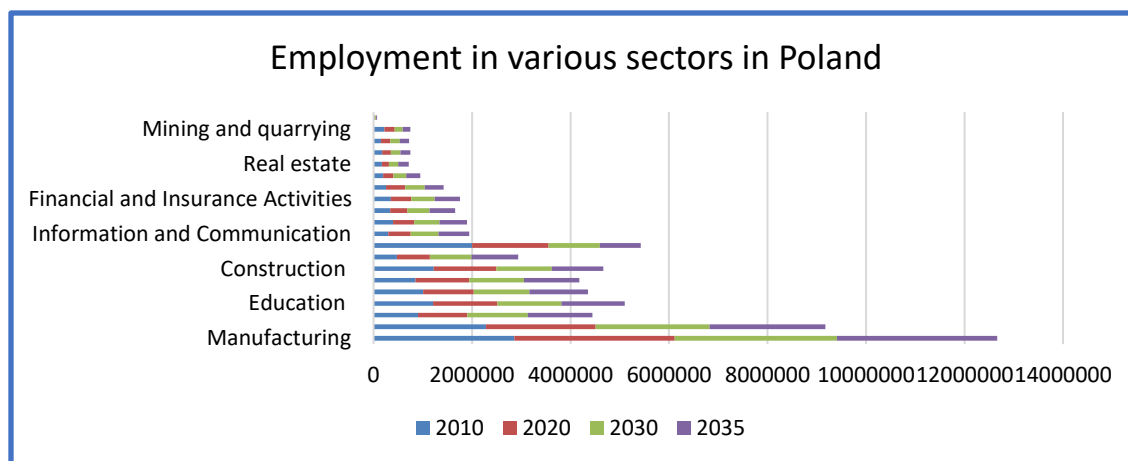
Table 1: Poland's Employment in various Sectors:

Poland' Employment in Various Sectors						
sector	2010	2015	2020	2023	2030	2035
Primary sector & utilities	2,551,800	2,424,500	2,124,800	1,968,148	1,581,480	1,384,400
Manufacturing	2,855,900	3,093,700	3,258,600	3,302,072	3,291,668	3,257,099
Construction	1,220,700	1,156,300	1,273,500	1,241,882	1,124,394	1,047,371
Distribution & transport	3,470,300	3,608,200	3,669,500	3,757,863	3,871,841	3,993,337
Business & other services	2,157,100	2,425,200	2,731,700	2,847,250	3,254,829	3,555,509
Non-marketed services	3,113,300	3,261,600	3,339,200	3,443,649	3,657,051	3,788,385
Total	15,369,100	15,969,500	16,397,300	16,560,864	16,781,263	17,026,101

Source: Author's Compilation data from CEDEFOP

Poland's employment sector dynamics reveal significant trends from 2010 to 2035. The primary sector and utilities experienced a gradual decline reflecting a shift away from traditional industries. Manufacturing maintained a substantial workforce, while construction showed a slight decrease. Distribution and transport sectors demonstrated consistent growth, emphasized their importance in the evolving economy. Business and other services experienced substantial growth, reflecting the changing nature of employment. Non marketed services also showed a steady rise. Overall, the employment trend indicated a dynamic and diversifying Labour market, urging policymakers to consider these sectors shift for strategic planning.

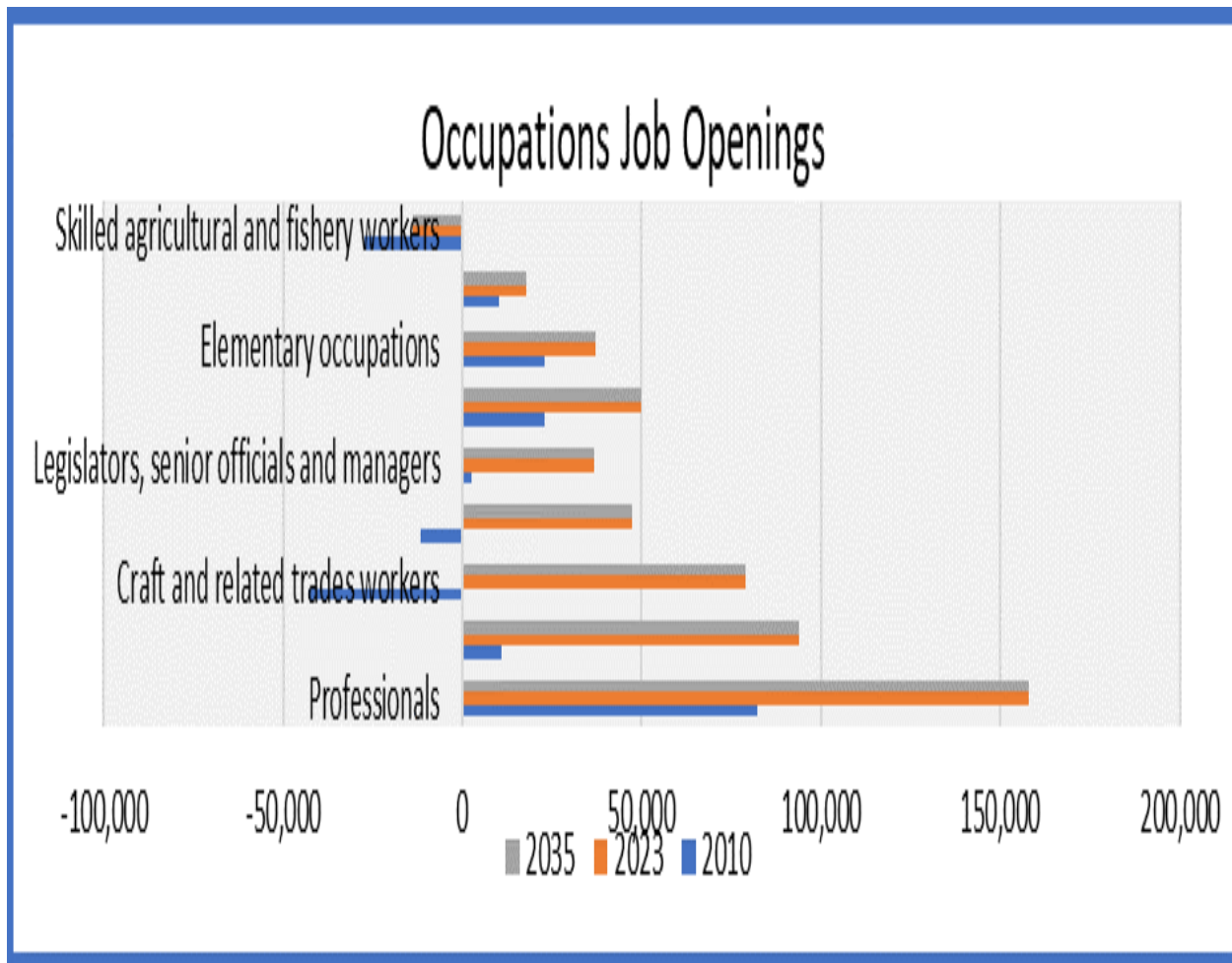
Figure 1 Employment in various sectors in Poland



Source:

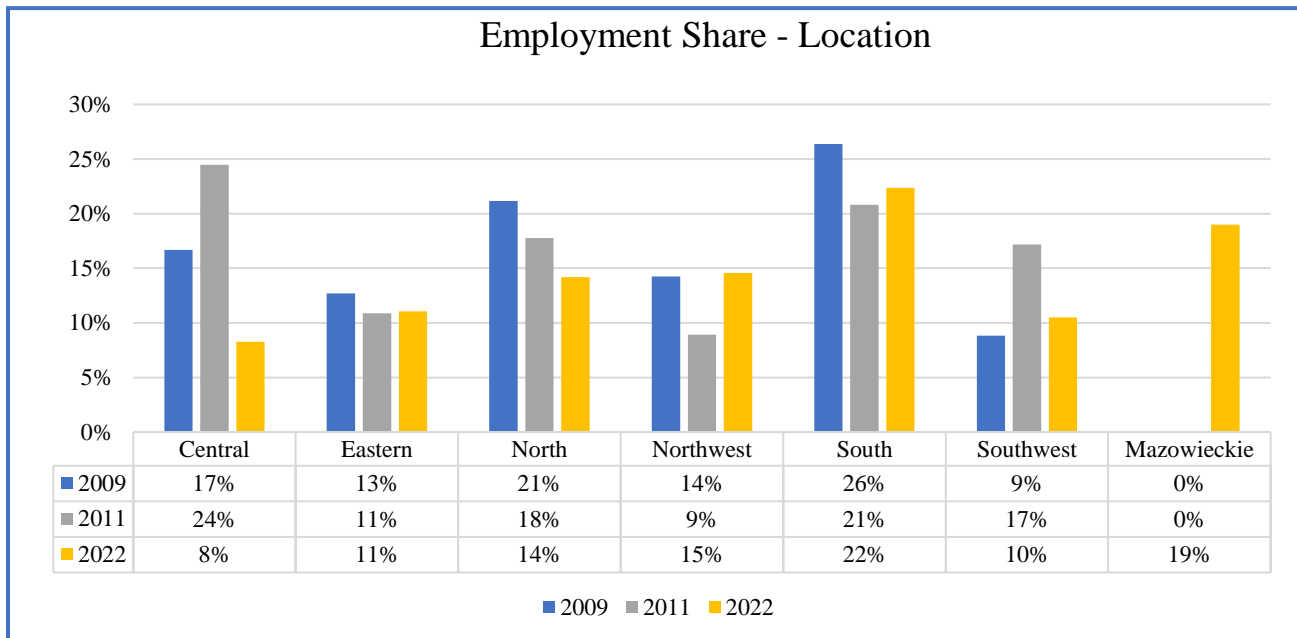
Author's Computation data from CEDEFOP

From the figure 1, it can be observed that there is shift towards service-oriented economy. There is significant shift in the employment from traditional sectors like manufacturing and Agriculture towards service-oriented sectors like Information and communication, health and education. This shift suggest that Poland's economy is evolving into a more knowledge based and service-oriented economy. The data reveals challenge to the agricultural and manufacturing sectors. There is a slow decline in employment potential due to automation and technological advancements. Administrative and support service activities experienced consistent growth. These findings highlight the changing landscape of Poland's labour market, with a notable transition towards service based and technologically driven industries. Policymakers and stakeholders should consider these trends when planning for workforce development, education, and economic policies to ensure the country's continued economic growth and competitiveness.

Figure 2 Occupations and Job Openings

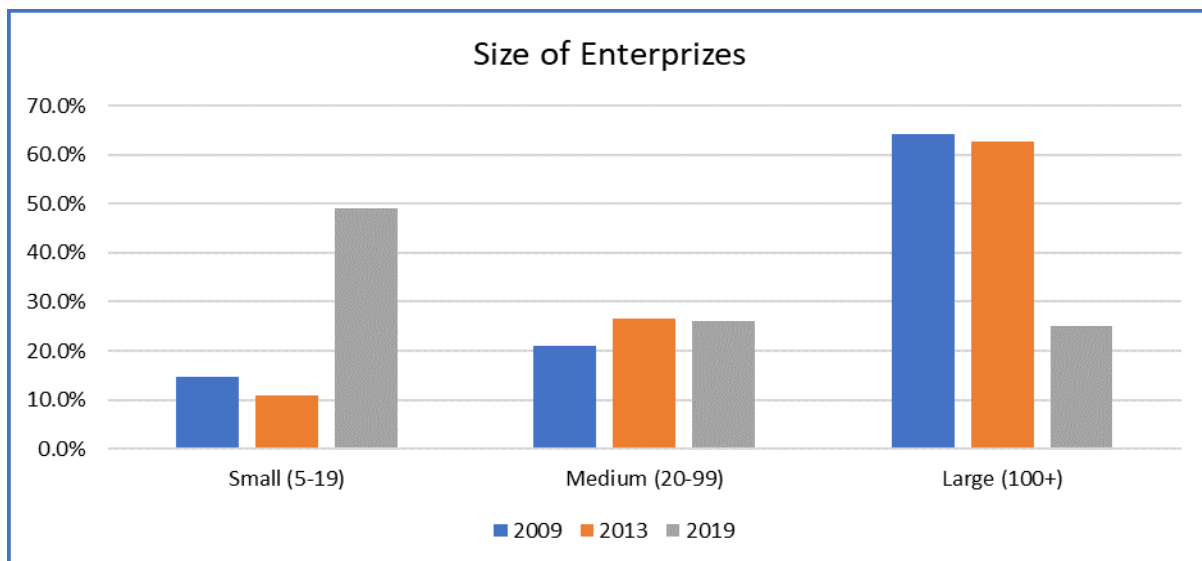
Source: Author's Computation data from CEDEFOP

The above Figure 2 on the Occupational Job openings reveal that there is a shift towards professional and technical roles. The data reveals a recovery in the Plant and machine operators and Craft and related trade workers. This trend indicates a resurgence in trade and manufacturing industries in Poland. While some occupational categories are experiencing robust growth, others are more stable or declining. For example, clerks show slower growth and skilled agricultural and fishery workers are projected to decline. This shows the diverse and dynamic nature of Poland's labor market, with varying employment prospects across different occupational groups. Understanding these trends is crucial for policy makers, educators and job seekers in planning for the future workforce needs and skill development strategies.

Figure 3: Employment Share- by Location in Poland

Source: Author's Computation data from Enterprise Survey of World Bank

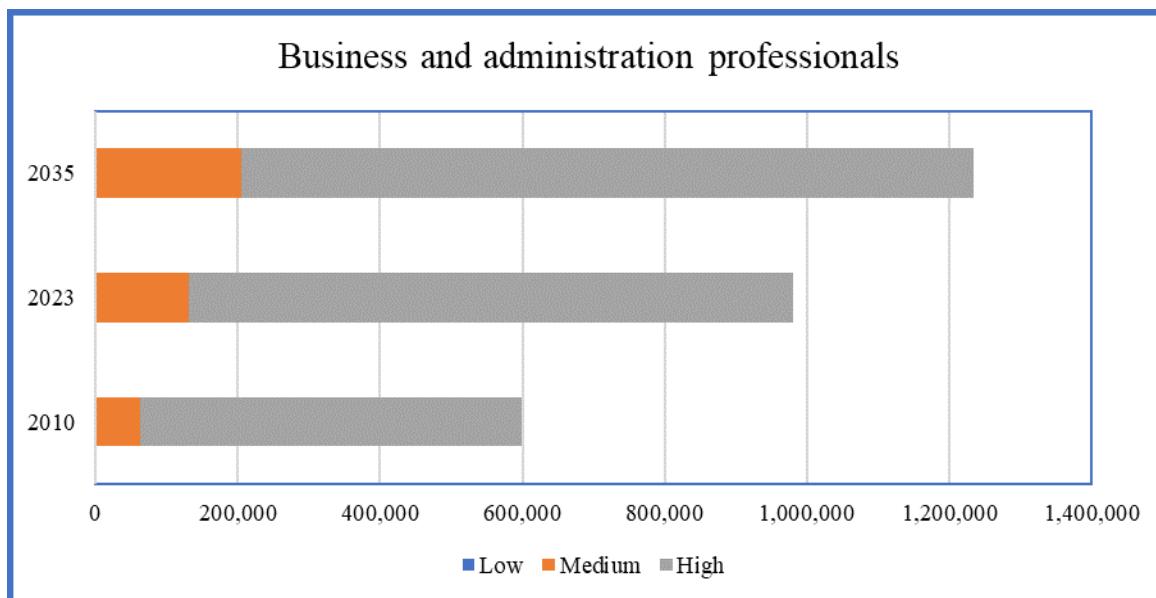
From the above figure 3, the data reveals that there is shift in regional employment in Poland from 2009 to 2022. The central region dropped from 17% to 8% in employment, while south remained stable at 22%. In some regions there is minor fluctuations and Mazowiecki region went from 0% to 19% signalling significant changes in employment opportunities in this region.

Figure 4: Size of the Enterprises

Source: Author's Computation data from Enterprise Surveys

It can be observed from the **Figure 4** that there is a shift towards small enterprises. The most significant finding is the substantial shift in the distribution of enterprises towards smaller businesses. In percentage 2009, small enterprises account for 16% of the total, but by 2022, this had surged to 50.9%. This trend suggests a growing prevalence of small businesses within the economy. There is a decline in the dominance of large enterprises. In 2009, large enterprises represented the majority at 58.7% but by 2022, their share had declined significantly to 23%. This indicates a potential shift away from the traditional dominance of large corporations. Also, it can be observed that there are medium enterprises demonstrated steady growth. There is dynamic evolution in the composition of enterprises with a trend towards small businesses. This transformation may have implications for economic competitiveness, employment patters and policy considerations. **A study by Drejerska, N. etal (2017)**, concludes that there is a cluster of subregions in southeast Poland, where unemployment in agriculture, forestry and fishing is a significant trend of predominantly rural areas. The study also reveals that due to such accumulation there is low proportions of employment in industry, trade and construction and information and communications sectors.

Figure 5 Business and Administrative Professionals:



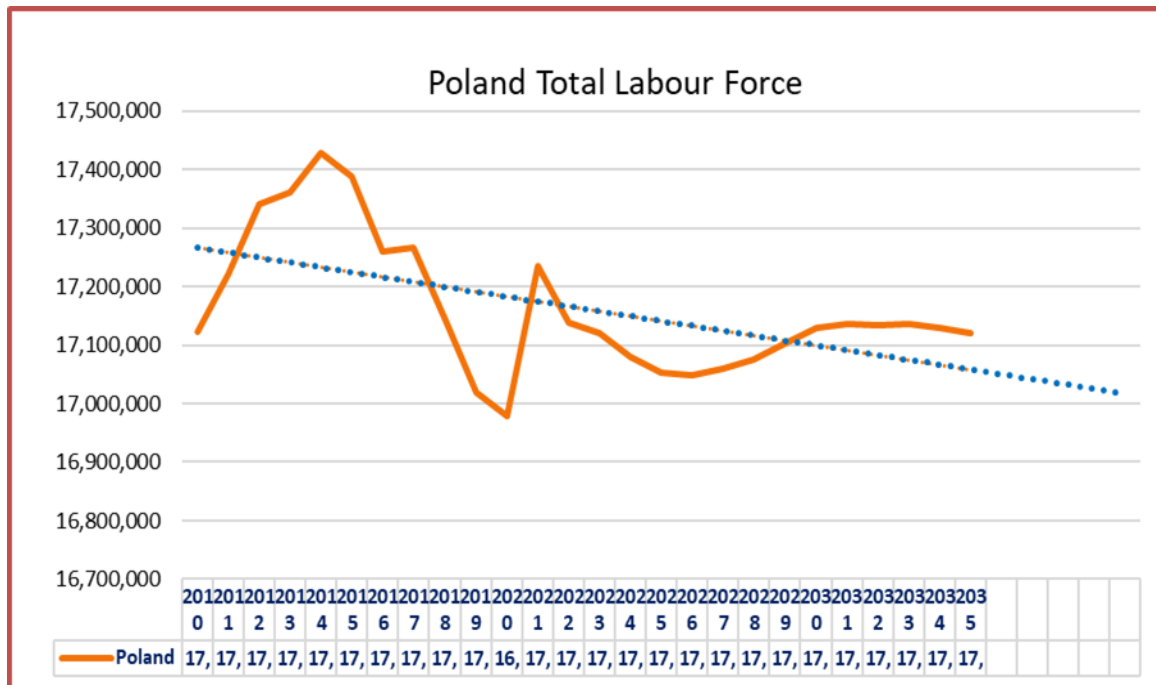
Source:

Author's computation data from CEDEFOP

The Figure 5 illustrates the trend of Business and Administration Professionals across all qualification's levels (Low, medium, and high) from 2010 to 2035. High qualification

professionals consistently dominate this category. In contrast, the data from Business and Administration associate professionals show fluctuations in the qualification levels, with growth in highly qualified individuals and decline in medium-qualified one. This suggests a trend towards a more specialized workforce in this sector over time.

Figure 6 Poland's total labour force from 2010 to 2035

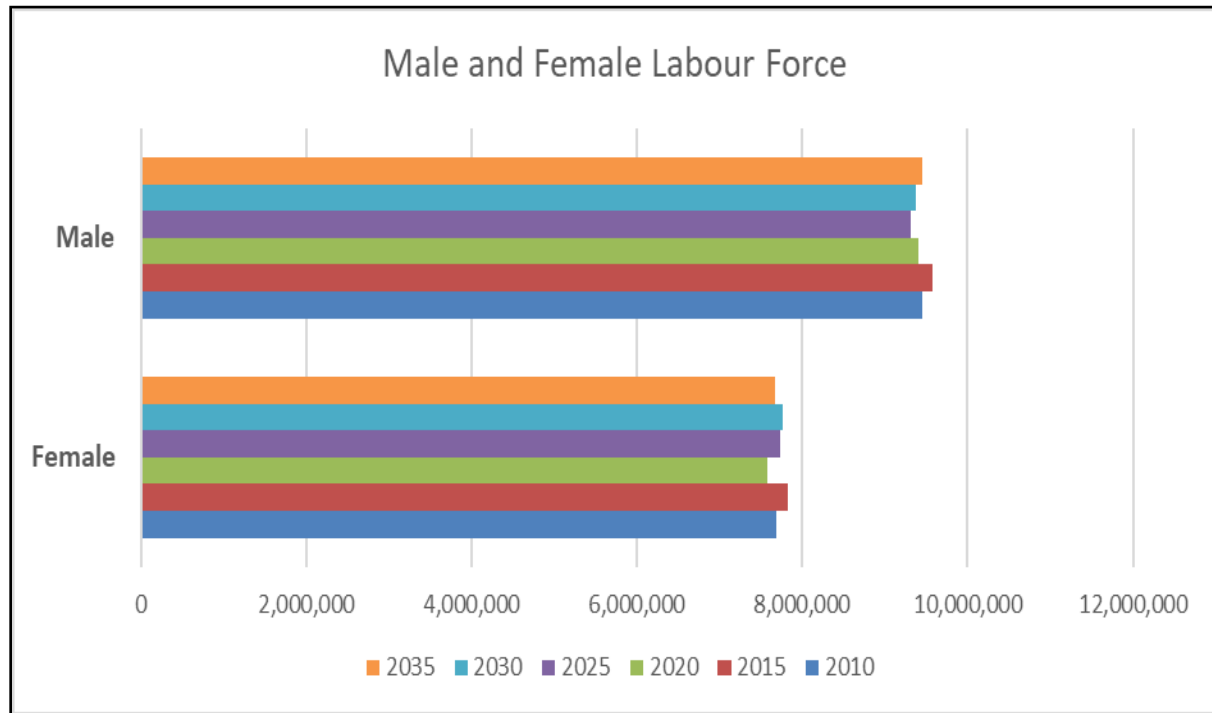


Source: Authors own Computation data from CEDEFOP

Poland's labour force has exhibited a remarkable trend of stability over the years from 2010 to 2035. (Figure 9) Despite minor fluctuations, the overall size of the labour force has remained relatively constant, starting at 17,123,300 in 2010 and projected to be 17,119,467 in 2035. This consistent trend implies that Poland has maintained a reliable and robust workforce, which is a crucial foundation for economic growth and development. However, to ensure sustained prosperity in the face of changing global economic dynamics, it's imperative for policymakers to not only monitor this trend but also focus on enhancing the quality and skills of the labour force, aligning it with emerging industry needs and technological advancements. **A study by Kucharski., L etal (2020)**, contradicts that, Poland's share of employment in GDP growth is lower than in the Eurozone, with higher levels of jobless growth in Poland than in EU 15 and EU 27 groups. Another study by **szubert, Z & Sobala, W (2005)** which explored the factors for early retirement in Poland,

concludes that early retirement in Poland is influenced by work conditions, household characteristics, health conditions and alcohol abuse which can be used to prevent this trend and stimulate occupational activity for elderly workers.

Figure 7: Male and Female Labour Force



Source: Authors own computation data from CEDEFOP

Figure 7 reveals the employment for both the genders. The data reveals that over this 25-year period, the overall levels of employment for both genders have not undergone substantial changes, indicating a certain degree of employment stability in the labour market. Such stability can be influenced by a range of economic, social, and policy factors that maintain a consistent level of employment for both men and women during this period. There is a variation in employment of both genders which consistently women have less opportunity. A study by **Attieh, L., & Begum, S. (2022)** on business obstacles for male owned and female owned businesses in Lebanon taking the data from the Enterprise survey reveals that there is a statistically significant variance among the male and female owned businesses in some factors. There is a study by **Napierala, J (2017)**, which is in consistent with the above finding where Polish women are mainly shaped by labour demand and social policies but tend to occupy disadvantaged positions in low skilled occupations.

Also, another study by **Sandra L etal, (2020)** finds that the cross-country comparison reveals Poland is doing less well than many other countries in Europe and worldwide on access to STEM occupations.

Table 2: Poland's Expansion Demand for various Occupations

Expansion Demand for various occupations in Poland						
occupations	2010	2015	2020	2025	2030	2035
Legislators, senior officials and managers	-28,933	3,901	-3,962	4,576	9,906	9,882
Professionals	6,928	113,307	40,172	66,572	75,654	75,975
Technicians and associate professionals	-38,064	103,855	60,055	36,438	38,536	30,720
Clerks	-18,062	-26,803	33,895	-5,225	-5,830	-3,311
Service workers and shop and market sales workers	-46,107	-54,009	-	-	-	-
Skilled agricultural and fishery workers	-91,713	43,540	75,255	-	-	-
Craft and related trades workers	-	39,310	-	-5,537	-269	2,081
	118,072		51,719			
Plant and machine operators and assemblers	-60,356	15,248	-	-5,954	-5,846	3,573
			35,011			
Elementary occupations	-19,688	-4,675	-	-3,623	-8,098	-7,430
			48,266			
Total	-	238,500	-300	8,799	35,657	50,324
	419,100					

Source: Author's own Compilation data from CEDEFOP

The expansion demand refers to anticipated need for additional workers in an economy due to various impacting factors like economic growth, technological developments and demographic changes. The expansion demand analysis for various occupational categories in Poland between 2010 and 2035 reveals intriguing dynamics. (Table 2). Legislators, Senior officials, and Managers exhibit fluctuating expansion demand, with notable positive shifts in 2035, 2025 and 2035

contributing to a total expansion demand of 9,882 by 2035. Professionals consistently show positive expansion demand. Technicians and Associate Professionals experience fluctuating expansion demand, with a notable decrease in 2035. Clerks display varying demand, reaching a positive peak in 2020, but overall contributing to a negative expansion demand. Service workers and shop market sales workers face consistent negative expansion demand. Skilled agricultural and Fishery workers show mixed trends, resulting in a negative expansion demand. Craft and related trades workers exhibit fluctuating expansion demand contributing to a total expansion. Elementary occupations display mixed expansion demand. The total expansion for all occupations reflects a complex scenario, with an overall positive expansion demand of 50,324 million by 2035 highlighting the nuanced dynamics in Poland's labour market.

Table3: Poland's Replacement Demand in various Occupations

Poland's Replacement Demand in Various Occupations						
occupation	2010	2015	2020	2025	2030	2035
Legislators, senior officials and managers	31,433	33,363	34,200	35,170	36,776	38,368
Professionals	75,379	85,322	94,252	103,358	113,409	124,111
Technicians and associate professionals	48,821	56,696	64,154	68,919	74,687	79,353
Clerks	28,230	27,599	29,256	28,106	27,339	26,284
Service workers and shop and market sales workers	69,073	65,466	62,603	60,304	57,279	53,460
Skilled agricultural and fishery workers	64,474	63,496	55,532	44,929	35,397	27,921
Craft and related trades workers	75,026	75,716	80,204	81,432	82,122	82,935
Plant and machine operators and assemblers	48,809	50,249	53,235	54,723	53,920	54,383
Elementary occupations	42,465	42,618	36,754	36,557	35,052	33,678
Total	485,034	502,174	511,840	514,812	516,980	521,169

Source: Author's own compilation data from CEDEFOP

The Replacement demand refers to the need to fill job openings which emerge because of workers who may leave the labour market due to retirement, career changes or other reasons. In simple terms it is the turnover of the existing workforce. The total replacement demand for various occupations in Poland was 485,034. This figure increased to 502,174 in 2015 and continued to

rise, reaching 511,840 in 2020. The trend is expected to continue, with replacement demand projected to be 514,812 in 2025. The data highlights the ongoing need for workforce replenishment across diverse occupational categories, emphasizing the importance of effective human resource planning and talent management strategies to address turnover and maintain a sustainable labour force. A study by Pacana, A (2019), reveals that industrial processing sector in Poland is a significant advantage and majority of workers working in industry were men.

Table 4: Job Openings in various occupations in Poland

Job Openings in various occupations in Poland						
occupation	2010	2015	2020	2025	2030	2035
Clerks	10,169	796	63,151	22,881	21,509	22,973
Craft and related trades workers	-43,046	115,026	28,484	75,895	81,852	85,016
Elementary occupations	22,777	37,942	-11,512	32,934	26,953	26,248
Legislators, senior officials and managers	2,501	37,264	30,237	39,746	46,682	48,250
Plant and machine operators and assemblers	-11,547	65,498	18,224	48,769	48,074	57,956
Professionals	82,306	198,629	134,424	169,931	189,063	200,086
Service workers and shop and market sales workers	22,966	11,457	1,259	41,787	38,102	31,589
Skilled agricultural and fishery workers	-27,239	107,036	130,787	-10,906	-9,793	-7,166
Technicians and associate professionals	10,757	160,551	124,209	105,357	113,223	110,073
Total	65,934	740,674	511,540	523,611	552,637	571,493

Source: Author's own compilation data from CEDEFOP

Monitoring the Job Openings is a key component of labour market analysis and is often used as indicator of economic health and employment opportunities. The data on job openings represent the anticipated number of new positions available for employment in various occupations. In 2010, the total number of job openings in Poland was 65,934. (Table 4) This figure substantially increased to 511,540 in 2020. Looking ahead, job openings are projected to continue growing and

there is the chance to reach 571,493 by 2035. The data reveals potential opportunity for job seekers and the importance of aligning education and skills development with the emerging needs of the job market.

4.1 Findings

1. The consistent trend in the total labour force implies that Poland has maintained a reliable and robust workforce, which is crucial foundation for economic growth and development. The expansion in the job openings points to a dynamic and evolving labour market with economic recovery and replacement demand as potential driving force.
2. The size composition of firms for the employment share indicates a growing prevalence of small businesses within the economy and potential shift away from the traditional dominance of large corporations. Moreover, the medium sized enterprises have remained a relatively stable segment of the business landscape.
3. The shift towards service-oriented economy suggests that the economy is evolving into a more knowledge based and service-oriented economy which aligns with the global trends and signals the need for workforce adaptation and reskilling in these sectors.
4. The trend in the occupation openings findings underscore the diverse and dynamic nature of Poland's labour market with varying employment prospects across different occupational groups.
5. Business and Administration Professionals, Building and related trades workers, excluding electricians, drivers and mobile plant operators, Health Professionals, Science and Engineering Professionals are going to be in high demand by 2035.
6. Street and related sales and service workers, Forestry, fishery and hunting workers, Agriculture, forestry and fishery labours, handicraft and printing workers, food preparation assistants, assemblers, customer service clerks are going to be in very low demand by 2035. This suggest that there is a trend towards a more specialized workforce om this sector over time.
7. Based on the analysis it is found that over the period of 15 years the overall gender ratio in employment remained stable. This indicates employment stability in the labour market.
8. There is a need for economic reforms in the country. A study by Begum S. (2019) reveals that there is relation between the economic reforms and the ease of doing business index

of a country. More reforms are required in the context of Poland for making the economy suitable for the occupational trends.

5. Conclusions

It is concluded that the occupational trend of Polish Economy is towards service sector growth and steady growth in the job openings of specialized professionals in the future leading to more sophisticated labour force where human skills will be in higher demand compared to mechanized labour force. The employment dynamics and share of employment in various sector indicates that there is a significant change in the size composition, steady gender equality, equal opportunities for all the locations, trend towards major domestic ownership and major non-exporters in the employment share.

5.1 Recommendations

1. There is a dynamic evolution in the composition of enterprises with a clear trend towards smaller business and corresponding reduction in the dominance of large enterprises. This transformation may have economic competitiveness, employment patterns and policy considerations within the business sector. It is strongly recommended to the policy makers to delve into further research and the analysis would be needed to explore the causes and consequences of these changes.
2. It is recommended that the policymakers, educators, and job seekers should plan for the future workforce needs and skill development strategies. A study by **Begum.S & Basiru, M. (2023)** emphasizes upskilling and reskilling for the future workforce for employment and self-reliance.
3. Policy makers and stakeholders should consider the findings of this research analysis and trends when planning for workforce development, education, and economic policies to ensure that the country's economic growth and competitiveness.
4. It is strongly recommended to enhance career management skills to the youth of Poland, as the study on Skills Development and Employment by **European Parliament, Directorate-General for Internal Policies of the Union, Kraatz, S. (2017)** strongly advocates for the incorporation of career management skills as a fundamental competency within the European framework of key competencies. Emphasizing the significant role of

career guidance programs, the report underscores their positive impact on individuals' ability to navigate transitions, enhance learning performance, and improve employability. This recognition highlights the importance of holistic skill development, encompassing not only technical expertise but also the crucial aspect of effective career management in the evolving landscape of employment.

5. It is strongly recommended that Poland should initiate some skill development programs to work on the skill gaps as the occupational trends show a dynamic change over the years. The Poland Government should come out with some initiatives to justify its contribution to the European Year of Skills 2023.

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