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Collaboration of different generations in the digital environment of the economy

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Abstract. This article discusses the features of personnel adaptation in modern organizations, taking into account domestic and foreign experience. A variety of approaches to personnel management, its productive work is caused by the need to take into account a set of qualitative characteristics, an important among which is the age of the participants in labor activity. The authors of the article focus on intergenerational problems that arise in the organization during the period of innovative transformations associated with the introduction of digital technologies. A retrospective of the theory and practice of updating adaptation processes in domestic and foreign organizations allows us to identify patterns and trends inherent in this area of the work with people. The authors also consistently explore the specifics of adaptation in the context of the digitalization of the economy and society, and propose a system of measures to overcome barriers and minimize threats and risks associated with changes in the organizational environment in these conditions. The suggestions and recommendations presented in this paper allow us to coordinate approaches to the organization of adaptation, which will ensure harmonization in the field of social and labor relations and will increase the efficiency of joint activities of workers of different generations. In conclusion, the study presents the main findings and results of the work.

1. Introduction
The formation of the digital economy is associated with transformations in the organizational environment, since it is at this managerial level that the processes associated with the reaction of people to fundamental changes in the sphere of social and labor relations become the most noticeable. Understanding the transition period to the digital economy, first of all, should take place in the plane of determining the role of the employee in the digital society. How to ensure the reproduction of high-quality human capital with an appropriate production culture for new tasks in a digital society. In such conditions, specialists in the new generation are in demand. The introduction of modern information technologies is associated with the need to intensify the processes of adapting a person to life in new realities, which causes an increase in investment flows into the infrastructure of society, requires significant time and material costs, as well as social and psychological support for a population in a
state of tension and frustration. Of course, the development of digital technologies has its undeniable advantages, which leads to the active development of all areas of activity, increases comfort, promotes rapid updating and promotion of knowledge, their accumulation and development, is a start for innovation in various directions, provides a high degree of reliability and transparency of information when various operations, etc. At the same time, risks may increase due to a lack of supportive measures in the field of education and training, adaptation of the population to new living conditions in the digital format of socio-economic relations, which causes many socio-psychological problems and can provoke crisis phenomena in society [1, 2].

It is widely believed that the age-related contradictions caused by digitalization will soon be resolved taking into account the fact that the new generation that was formed in the digital era will supplant those who, born in an earlier period, could not fully penetrate the new format and adapt as much as possible in the new conditions [3, 4]. However, the speed of spreading digital innovations is so high that it can be assumed that the future generation may also be in a similar situation and, like today, those who will have earlier access to the latest technology will be ahead of those who, perhaps even very successfully mastered the present [5]. Therefore, the problem of adapting generations to change will always remain relevant, and monitoring the overcoming of social inequality of different generations will be an important topic for the future of all mankind. The key strategies should be based on projects on the active involvement of the older generation in the development of new information technologies, which would ensure the maintenance of their activity in professional activities, would allow the most mobile response to changes, and improve the quality of working life [6].

2. Materials and methods

The purpose of this study is to analyze Russian and foreign experience in the field of adaptation of personnel to the digital environment of the organization. To achieve this goal, the following tasks:

- identify the main trends in the labor market and in the personnel management system in the context of digitalization;
- analyze the degree of coverage of various generations with digital resources and digital literacy as an indicator of readiness for work in the digital environment of the employer;
- to study the sources of publicly available, revealing world experience in solving the issues of adaptation of different generations to the digital environment;
- propose a mechanism for adapting different generations to the digital environment and develop mechanisms for their involvement in joint work for the purposes of the organization.

In this study, the authors relied on an analysis of the available statistical materials collected by the statistical authorities of various states, as well as analytical materials provided in the public domain by private corporations and agencies. The study used descriptive, comparative, economic, statistical and logical methods. In this study, the authors relied on the achievements of such sciences as sociology, philosophy, economics, demography, and management. The dialectical approach allowed us to develop a comprehensive view of the problems of generations in the digital environment.

3. Results

For an objective study, it is advisable to analyze the level of Internet penetration among the population, as well as the gender and age composition of the users of the Internet. The level of Internet penetration among the population of the Russian Federation will be presented in the form of the following graph (figure 1) [7].

At the same time, it is important to emphasize that among young people the level of Internet use has reached almost limit values in 2016, which leads to an increase in the Internet audience in recent years, mainly due to older people. So, in 2017, among people aged 55 and over, the share of Internet users increased by a quarter, and the share of mobile Internet users - doubled. However, the level of Internet penetration here remains low - only one in three (36%) Russians over 55 use the Internet. For
comparison, in the age group of 30-54 years, this indicator amounted to 83% by the beginning of 2018, and among youth - 98% [8]. And only 9% of mobile Internet users are representatives of the older generation (figure 2) [7].

![Figure 1](image1.png)

**Figure 1.** Percentage of the population who are active users of the Internet in the total population, %.

![Figure 2](image2.png)

**Figure 2.** Distribution of only mobile Internet users in Russia by age, %.

After society enters the digital era, access to electronic resources is unevenly distributed, which leads to social inequality. Moreover, even with the necessary access, there is nevertheless a serious lag in the use of digital information and resources. Such a digital divide leads to an inequality of knowledge and discrimination in the labor market [9, 10].

Thus, statistics on the age and sex composition of users of the most common social network Facebook indicates that is only 2% of the elderly generation present in this social network. However, it is social networks that are currently the most important technology for attracting personnel, organizing communications, etc. This means that the older generation is simply excluded from this information field (figure 3) [7].

![Figure 3](image3.png)

**Figure 3.** The distribution of users of the Facebook social network by age and gender, as a percentage.
As for labor market research, it is worth noting the high proportion of ICT sector specialists under 35 years of age. Russia takes 5th place in the world in the share of ICT specialists under 35 years of age - 53%, behind in this indicator Turkey (64%), Malta (60%), Latvia and Lithuania (54%). This indicator does not exceed 36% in Germany, Great Britain, Switzerland and in Finland, which is rightly considered the most advanced country in digitalization, the share of young people does not exceed 28% [11]. Moreover, the digital skills of the Russian population remain at the lowest positions, ahead of only Bulgaria and Romania. Digital competencies are especially lagging behind in changing software parameters: no more than 3% of the country’s population possess this skill, while in Finland - 54% [11].

4. Discussion
Modern scholars have noted that many countries face an age gap in access to digital technologies and this is a serious problem for using the achievements in the field of digital technologies, as it creates the problem of social inequality and social exclusion. Previous studies have shown that digital inequality is caused not only by lack of access to them [12]. And if according to statistics only about 14% of adults 65 years of age and older in the USA got access to the Internet in 2000, today this number has increased to 58% in 2015 [13] and to 67% in 2017 [14], the key issue of the digital divide is already not access, but unequal ways of using it, which indicates differences in digital skills and the lack of social support and even the demand for the elderly in organizations [15, 16].

The explanation for this is the lack of motivation and the insufficient, weak influence of digital technologies that they have on the effectiveness of work. Thus, we can conclude that the presence of digital skills and competencies does not ensure their automatic targeted use to achieve high results. The problem is that people of different ages rely on different traditions and their own experience, which makes them want to use the resources to which they are more accustomed [17, 18]. It is very important to provide such a conclusion when introducing new technologies. Motivational attitudes of people are determined by the level of their self-consciousness, which is enhanced by experience and previously acquired knowledge, and this cannot be denied. When building adaptation and training events, it is important to take into account precisely these starting capabilities of people. It is obvious today that there is an inequality in the ability to adapt to new working and living conditions in society among those people who begin to form their digital competencies, starting from the school bench, using them everywhere, and accordingly those who begin to master them at an older age [19, 20]. In order to avoid discrimination, it is important to connect special training technologies, taking into account the use of androgenic techniques, and the very practice of using digital technologies can be further stimulated, especially successfully in an organizational environment where you can get targeted assistance, support and advice as part of projects to adapt staff to changes digital work environment.

5. Conclusion
The growth of digitalization processes actualizes research in the field of adaptation of people to changes caused by the active use of electronic devices in all spheres of life, including personal space and the field of professional activity, and requires on this basis the development of an effective system of measures to mitigate the growing risks and exacerbation of conflict situations.

The socio-economic model of society, formed on the basis of the use of digital technologies, predetermines a rethinking of the role of man in the new conditions, which calls for the adoption of managerial decisions at the global, mental and local levels associated with the transformation of the processes of adaptation, training and motivation of people in modern conditions.

The potential accumulated in foreign and domestic practice for conducting adaptation measures should be comprehended and applied in accordance with the goals and objectives of modern society. The basis of the adaptation measures should be laid motivational mechanism, reflecting the values, preferences and social attitudes of people of different generations. The environment of the organization can and should become a launching pad on which adaptation measures are carried out to align digital competencies among representatives of workers of different ages. The measures taken should contribute to the achievement of
economic and socio-psychological effects, which will ensure increased harmonization of the modern sphere of social and labor relations, overcome intergenerational contradictions and prevent conflicts arising from discrimination of people of different generations in the labor market associated with increased competition and the outlined differentiation of candidates in links with varying degrees of digital competency.

The process of adaptation of people of different ages to the conditions of the digital organization should be systemic and integrated, taking into account the interests of all participants in joint activities.

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