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- DIGITALIZATION OF SOCIETY - NEW MARKETING CHALLENGES -

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## **LABOR MARKET, DIGITALIZATION OF THE ECONOMY AND SUSTAINABLE DEVELOPMENT**

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### **ABSTRACT**

It is evident that people today are witnessing great changes in the world of work, society and the economy. Does the emergence of new forms of work bring pessimism into people's lifestyles or is it actually a platform for new opportunities and greater individualization? Will these new forms of work make a direct contribution to sustainable development in terms of "greening the economy", saving energy and other resources of the planet Earth. The question justifiably arises as to whether digitalisation creates new jobs, more than it closes them. However, there are jobs that cannot be done "online", such as production processes. Digitization began to spread rapidly in the second decade of the 21st century, and the COVID 19 pandemic only accelerated its spread. People's lives and work are already taking place through various applications and platforms, the mobile phone is becoming a real mini-computer, and it can be concluded that the labor market is above all characterized by mobility and flexibility. Developed countries are largely approaching the development of industry strategies in accordance with the trends of digitalization, according to which the business strategies of companies must be harmonized. It has become clear that the world of work is dominated by the knowledge economy, and that the unemployed have less chances to be educated, improved and included in the process of earning income in order to provide income, and thus contribute to reducing inequality in society. Despite all the changes in the labor market, the main marketing orientation of companies still remains customer orientation.

**Keywords:** labor market, flexibility, digitalization, jobs, sustainable development, customer orientation

## INTRODUCTION

The question justifiably arises, does the fourth industrial revolution bring new opportunities and greater individualization, or does it lead to high unemployment with the loss of certain jobs? Historically, there have been four industrial revolutions. "In the history of human society, industry has been the carrier of economic growth and development of individual countries, but also of the global economy as a whole. Significant economic growth began with the first industrial revolution and the transition from manual to machine production and later the replacement of agriculture with industry, and this continues today. Economic and technological innovations are closely related to industrial development and change." (Maksimović, 2017: 209). Each of the four industrial revolutions brought about major changes in the way society produced and functioned. The very notion of the industrial revolution means rapid social development in a short period of time. The fourth industrial revolution contributed to the fusion of technologies that blur the boundaries between the physical, biological and digital worlds. This latest revolution includes the development of information technology, the development of robotics, task automation, Internet of Things, 3D printing, and in the field of defense and the fight against terrorism and crime the use of drones, cyber weapons, robots and permanent electronic surveillance. "The assumption is that with the help of robotics and 3D printing, the missing resources can be compensated, and that economic development no longer depends on natural resources. The third and fourth industrial revolutions are connected, they are characterized by automation, but as a side effect of the fourth industrial revolution in particular is deindustrialization and a significant loss of jobs." (Maksimović, 2017: 210). In this context, the emergence of new ways of selling goods is also mentioned. More than ever, the sale of goods takes place electronically, through platforms, providing a kind of comfort, such as buying from an "armchair" (the offer is quickly noticeable). Also today, new forms of organization and management include intelligent factories, intelligent work organization, intelligent cities, intelligent shops, intelligent energy production, intelligent infrastructure. Thus, in the services sector, there is a change between seller and buyer, but also a change between employer and employee.

### 1. Labor market and digitalization

Man as an individual, but also as an employee and a consumer, leaves millions of data about himself every day, via e-mail, social networks, search engines, codes, forms, surveillance cameras, electronic sensors. It is found in databases, which are often very distant from ourselves. The world's leading technology, industry and market data provider, International Data Corporation (IDC), shows that big data technology and services market will grow six times faster than the growth rate of the overall information technology market. "The three key things of big data are summed up in 3V: high data

volume (Volume), high data processing and creation speed (Velocity), and high diversity (Variety). Managing this data can enable the discovery of previously hidden information (for example, the impact of the weather forecast on sales)" (Degryse, 2016: 9). For example, in the services sector, there is a change in the relationship between service providers (workers) and the algorithm (employer) that provides work, provides employment contracts, calculates wages and prepares payroll; changes the procedure for releasing or deactivating the account; and social security and occupational safety standards will change. Production methods are also changing in the industrial sector; there is a change in the interaction between workers and the (intelligent) machine, supervision and control of workers is accelerated, management practices increase the pressure on workers. This new approach implies that the one who owns the data creates and retains value, and previously it was the one who owns the infrastructure. Digitization affects the automotive industry the most, and their business strategies must be intertwined with digital strategies that bring network, mobile, social, local and other innovations. Directors of digital technology are being introduced who can have people around them in positions of data mining, data analysts, data managers and similar positions related to data storage, processing and analysis. In Amazon, for example, all the data that the company's teams have must be available on the platform, and all communication must go through it and thus be available. While traditional companies are trying to adapt to the new trends of digitalization, such as teleworking, mobile work, digital companies created by these newspapers are more agile (flexible working hours and jobs, flexible employer-employee relationship), designed in a project way, more open to the ecological way of working, they are more productive and innovative. Digitization will not affect all sectors to the same extent, and the consequences of the changes cannot be measured at the moment I am writing this paper. The fourth industrial revolution makes the line between industry and services more flexible, and an example is the "intelligent car" which functions as a "computer on wheels" and contains all the services offered by mobile applications. However, in order for the car to be able to go alone, it is necessary for the workers to drive around, scan, map what the car will pass through, the altitude, the places of intersection. Thus, it can be concluded that algorithms move workers, that they become invisible, do not change them completely. So, digitalization does not mean a massive loss of jobs, but it means that the vast majority of jobs will be automated, and workers will dedicate themselves to new tasks. According to some estimates, Germany (Europe's industrial driver) could lose about 490,000 jobs by 2025, and create about 430,000 new jobs at the same time. Therefore, workers with new skills will be needed, and the most risky will be workers with the lowest qualifications. Therefore, the initiative "Labor 4.0", which was launched in 2015, remains on the line of decent work, safe and healthy work, striving for a higher percentage of employment, commitment to new personal preferences of workers, striving for new forms of work to be paid and insured. According to this concept, it is important to involve all social actors in the process of coping with anticipation of change,

retraining and retraining of workers, reviving social dialogue and thinking about working hours (Degryse, 2016: 9-14, 18, 20-21).

The new "digital economy" carries nine key trends that change the traditional relations between the employer and the working conditions, namely: *a) division of workers* - one worker is hired by several employers from different companies, so that the worker has a full time job; *b) division of labor* - one employer hires two or more workers to perform a specific job together; *c) temporary management* - hiring highly qualified experts on a specific project or problem; *d) occasional work* - work as needed; *e) mobile work* - workers can perform their work from any location at any time, with the support of information and communication technologies; *f) work based on vouchers* - employment is based on payment by voucher, which covers salaries and social security contributions; *g) portfolio work* - a self-employed individual works for a large number of clients; *h) group employment* - connecting via an online platform of workers and employers, and large tasks are divided into smaller ones; *i) collaborative employment* - freelancers, the self-employed and micro-enterprises cooperate to overcome size constraints. These nine novelties in employment refer to the emergence of the intensity of employment and the status of workers. It is necessary to say that start-ups in the economy are causing the biggest explosion of mobile forms of employment, based on new technologies and a new schedule of working hours. (Degryse, 2016: 26, The Economist 2015a). Thus, two innovations that are increasingly present in the economy are 1) technology and 2) changes in social habits under the influence of the "digital society" (The Economist 2015a).

On the one hand, the emergence of the digital economy brings new opportunities, to return to local funding and cooperation, the opportunity to create new jobs, and modernize the industry through "smart production lines". On the other hand, it creates a fear of losing more jobs. With the advent of Uber in passenger transport (known through the example of taxi vehicles)<sup>1</sup>, there was a fear that this would lead to the complete liberalization of services. At first glance, it seems that anyone who has a mobile phone can provide services, and ownership (over a car, tools) in the digital concept can become a source of income. This approach raises many questions about the "person / worker" and the "platform / employer", leading to the question of where profit is made, where taxes are paid, how competition is formed, where social rights are exercised. There is no doubt that technological innovation will be the engine of future growth, but it will lead to the transformation of life, business and the world economy (Degryse, 2016: 6-8). It is very important to ask whether the emergence of digitalization in the labor market, but also the concept of sustainable development in industry will lead

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<sup>1</sup>With a simple mobile application and several algorithms, anyone can now become a taxi driver: without any training, without paying taxes or social security contributions, without regulatory restrictions (insurance, technical inspection), these self-proclaimed taxi drivers can decide to compete with by traditional taxi. The existing and thoroughly regulated form of service seems to have suddenly replaced the American start-up, which does not have a single vehicle registered in its name."(Degryse, 2016: 7). To whom can consumers complain about a poorly provided service?



to new jobs, new forms of training? The question also arises as to whether technological and digital changes will lead to a reduction in managerial errors, or a reduction in production defects? At the same time, it is very important to point out that the platforms do not offer legal responsibility, nor responsibility for social protection (Uber - there is no employment contract), and the risks previously borne by companies are now being transferred to individuals. There was a simplification of the employment relationship in the following way: 1. publish your project; 2. choose among the best talents; 3. engage and collaborate with ease; 4. pay only for approved work. In the foreground are the working conditions in the form of flexibility and individualization, and the platforms are in parallel a very flexible labor market, no employment contracts, no labor standards governing working hours, jobs, training, unions, and the worker must manage his social protection and health insurance. This form of work is spreading rapidly, and workers and employers can easily slip into "black" status. However, there are still many open questions about working on a "network or platform". For example: the question is whether the workers employed on the platform are platform workers or self-employed; can I refuse an assignment, service my own equipment, pay for insurance myself, or are insured against injury? One of the criteria of self-employment is flexibility, and that is the key item that separates them from employed workers. It is obvious that there will be many more disagreements about the "business model" and the "social model" (Degryse, 2016: 27-28).

**Table 1.**

**Jobs in the digital economy**

<i>Jobs at greatest risk from automation / digitization</i>	<i>Low-risk automation / digitization jobs</i>	<i>New jobs</i>
-Office work and administrative tasks -Sales and trade -Traffic, logistics -Manufacturing Industry -Construction -Some aspects of financial services Some types of services (translation, tax consulting)	-Education, art and media -Legal services -Management, human resource management -Business Some aspects of financial services -Health care providers -Computer workers, engineers and scientists -Some types of services (social work, hairdressing, beauty care, etc.)	"Top of the ladder" -Data analysts, data miners, data architects -Program and application developers -Experts in networking, artificial intelligence, etc. -Designers and manufacturers of new intelligent machines, robots and 3D printers -Digital marketing and e-commerce experts "Bottom of the scale" -Digital "slave galleys" (data entry or filtering workers) and other "mechanical workers" working on digital platforms -Uber drivers, occasional jobs in the "collaborative" economy

Izvor: Degryse, 2016:19.

Analyzing the table, it can be seen that the current jobs that require prior acquisition of knowledge, ie. intellectual affairs. There is still concern that the least educated will be the least paid, and that the share of those jobs in the production process will be reduced by a percentage. The question justifiably arises as to what will happen to social security, a very important element of the rule of law. Namely, it should be emphasized that the first model of social insurance was established by the Iron Chancellor Bismarck in Germany in the 19th century, and soon after that, at Mitsubishi in Japan, she established a comprehensive model of social insurance. The welfare state actually takes care of the quality of life of the population, social inclusion, in addition to those guaranteed civil liberties, the right to choose an occupation and legal and property security. Is the welfare state at a new turning point, because new challenges are increasing in the form of informal work and "undeclared work", then, growing poverty, social inequalities, family destabilization, technological change, increasing stress, pandemics (HIV, various types of influenza, COVID 19), population aging, as well as declining birth rates, and perhaps the most drastic increase in crime and other forms of social deviation (prostitution, drug addiction) (Jašarević, 2009: 158-163). "The main problems facing the welfare state today are: 1. Insufficient development of social security and social protection in all parts of the world; 2. emergence of new risks and requirements caused by changes in the global context and structure of society (so-called risk society); 3. imbalance (in terms of risk coverage or circle of persons); 4. crisis in financing." (Jašarević, 2009: 163).

The rules of business in many industries, from the automotive industry onwards, are changing: great multidisciplinary knowledge is needed. "In many cases, successful companies will no longer be the ones that make the best products, but the ones that collect the best data and combine it to offer the best digital services. And the biggest winners of all may be those who control the "platform", a layer of software that combines different types of devices, data and services, on top of which other companies can build their own offerings" (The Economist, 2015b). The capacity for production, storage and sharing of data and information is infinite, and is enabled by technologies in the field of IoT, robotics, artificial intelligence, autonomous vehicles, 3D printing, nanotechnology, biotechnology, quantum informatics (Maksimović, 2017). New services are often the result of combining information from different sources. "He who controls the platforms will rule the future." (The Economist, 2015b).

In the context of major changes in the labor market, in addition to digitalization, the "green economy" plays an important role. It brings its "package" of changes in certain sectors, and those occupations that must be modified or disappear. In economics, sustainable development implies the rational use of natural resources in the process of creating sustainable economic (industrial) development and the possibility of creating new jobs and managing human resources. Such jobs are called green jobs. Sustainable development enables production that does not endanger nature and the

ecosystem, and does not jeopardize the ability of young people to meet their own needs in the future. Industrialization under the influence of the "green agenda" is accompanied by two challenges, namely 1) sophistication accompanied by the strengthening of knowledge factors and 2) ecology through the preservation of the environment and ecosystems (Maksimović, 2020: 245-246, 249). The essence is to harmonize structural adjustment in the labor market with social protection services, because the transition to green growth contributes to facing the challenge called "flexibility". Also, in the economic revitalization of local economies, labor development initiatives have a positive role, but not a leading one. It is also important to ensure the rights of workers in the growing sector, which would actually legalize and promote the social inclusion of workers, by enabling vulnerable working groups to access new "green" jobs. These jobs should enable them to work decently, and their families to get out of poverty, and that includes sectors such as agriculture, forestry and the informal waste collection sector. Another important item is the "greening" of small and medium enterprises (SMEs). As these companies are more innovative, energy and resource efficient, pollute the environment a little, increasing employment in them can be characterized as positive and inclusive, with a regulatory and institutional environment that will support it" (Maksimović, 2020: 254-255).

## **2. Sales and consumer orientation**

Although major changes in the field of labor and consumption are caused by digitalization and the concept of sustainable development, in terms of marketing, there remains a focus on sales and consumers. This is evidenced by the concern for sales channels - distribution during the crown and now, during the war in Ukraine. The paper gives the example of Toyota, a successful automobile industry from Japan, which has weaved consumer care into its vision and mission. This was shown through an interview with Mr. Robert Lukic, CEO of Toyota Serbia and Toyota Adria. Thanks to him, Toyota has been paying much more attention to the promotion and marketing of its hybrid vehicles in Serbia since 2018. She has maintained that manner to this day. The interview was published in 2021, and a part of the interview is given here (Maksimović, 2021, 288-290).

MM: What is Toyota's production philosophy based on?

RL: The basis on which Toyota's mission and vision are based are: respect for the customer (colleagues, company), then for the dealer, intermediary and finally the distributor; challenge - courage and creativity are needed to realize a long-term vision; team work - to develop and maximize the individual and team performance of people who work together professionally; kaizen - continuous improvement and genchi genbucu (genchi genbutsu) - go to the source. Respect and teamwork apply to people, and challenge, kaizen and genchi genbucu to continuous improvement. Japanese

employees spend 90% on planning and 10% on execution. The Japanese strive for harmony, there is a collectivist approach, where everyone needs to agree on the topic to be decided. What is important is the attitude towards the job, positive in every situation, with the inevitable taking of responsibility.

MM: What is Toyota's vision?

RL: Toyota's vision reflects a long-term strategic direction, striving to enable people to drive safely and securely. This is achieved through a commitment to quality, constant innovation, respect for the planet, while engaging the talent and passion of people who believe in constant change for the better (human resource development). Toyota is committed to sustainable growth in harmony with the environment.

MM: What is Toyota's mission?

RL: The brand (product) must always be liked by the customers. It is necessary to anticipate customer needs and deliver products that meet and exceed customer needs and expectations. As you can see, Toyota's mission is focused on customers.

MM: What are Toyota's business goals?

RL: The goals are new mobile solutions for social contribution, channel development (sales), corporate governance, people development and value chain development. As I said, the buyer is in the first place, the dealer in the second, and the distributor in the third (Maksimović, 2021, 288-290).

It is clear that the "man" is the focus of Toyota, both as an employee and as a consumer. Extensive research is being conducted, examining the possibilities of material selection, several years before a certain car model appears on the market, in order to comply with customer requirements and environmental requirements. Also, Toyota has been working intensively on management programs since 2002. human resources, and since 2015 has been working intensively on the implementation of the "green agenda" of the United Nations and its seventeen principles in its production process. Based on the "customer first" philosophy, this company develops and provides quality, safe and innovative products and services, while protecting customers' personal data. In line with environmental protection, it does everything to ensure that its business operations do not affect environmental pollution, develops and promotes technologies (cleaner technologies) that are in line with sustainable development (Toyota, 2022).

## CONCLUSION

The world from the end of the 20th century and today are by no means the same. Man, as an employee and as a consumer, is constantly facing challenges, challenges of education, new forms of work, transformation of society. Many have justifiably wondered whether there will be enough jobs in the future that will be able to employ a larger

working population. Developed market economies are making great efforts to either close or "fill" the jobs where lower-skilled employees worked. Does this mean that there will be winners and losers of digitalization? Will various machines make decisions instead of people about the fate of workers and their salaries? Also, the big question is how much people are ready to accept change. There is no digital education subject in schools in the Western Balkans, which would prepare young people for the real world that awaits them. It is very important to ask whether the emergence of digitalization in the labor market, but also the concept of sustainable development in industry will lead to new jobs, new forms of training? It is certain that he will. The role of the union has long been not in the traditional style of fighting for workers' rights, but to help workers adapt to new trends. On the other hand, sales orientation is extremely important for management in companies, which requires them to produce quality products, but in such a way as to satisfy the customer's needs as much as possible. For example, with the advent of Uber in passenger transport (known through the example of taxi vehicles), there was a fear of complete liberalization of services. Isn't this just an introduction to the end of business and social models that are known to this day, that working hours are starting to lose their form, and thus the regulations on working hours are changing. What definitely characterizes new business relationships is flexibility vs. defined form of relationship, velocity vs. precision, new knowledge vs. old knowledge as well as new ways of working vs. old forms of sales, employment and life in general..

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