MARKETING STRATEGIES FOR THE PREPARATION OF FUTURE PROFESSIONALS WHO WILL BE EMPLOYED IN THE REPUBLIC OF MACEDONIA

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Abstract: The Macedonian society in its transition is characterized by two important dimensions which depict all aspects of life. Firstly, the democratization of the social flows, and secondly, the market orientation of the economy and the public sector. While we could say there is not much to discuss about the business processes, apart from the dynamics and its more authentic accomplishment, the market orientation on the other hand is perceived as a possible concept for accomplishing a certain activity directly or indirectly, except for the for-profit organizations. Hence, this triggers the issue of the market character of the public institutions and the access to the jobs offered within these institutions. The analysis of the basic principles of economy which refer to the establishment of a greater level of economic freedom and equal requirements for obtaining a job position in the economic entities, the support of entrepreneurship, the advancement of the dynamic implementation of the economic reforms for improving the business climate and enhancement of the Macedonian economy’s competitiveness, predicts the continuity of the already established economic reforms. The implementation of the aforementioned projects enables the direct contribution to the increase of the economic growth as well as the reduction in the unemployment rate which is a structural problem of the Macedonian economy. The issue of structural unemployment in the Republic of Macedonia is a top strategic priority in the analysis of this paper.

Key words: strategies, employment, competition, labor market, principles.

JEL: E23, E26, J21, M00.

INTRODUCTION

The development of the technology in the past few years has been happening so rapidly that the majority of the most sought-after job positions on a global level nowadays did not even exist just a few years ago. Modern education system
prepares the future workforce for professions which are yet to be developed. The main role of education is the ability to predict the changes and successfully adjust to them. It is understandable that the education system cannot keep pace with the changes that are being made in the industry. On the other hand, what the education system can do is train the future professionals and allow them to gain skills that could enable them to adjust quickly and easily to the new requirements made by the market. Many skills such as critical thinking, creativity and courage are becoming much more important than the actual professional knowledge. These and other similar skills are considered as the most significant ones in today’s “economy based on knowledge” where being successful is on a par with being competitive. This means investing in people – their education and qualifications which are more important for the new investments than competitive pricing. Combining education with the labor market represents a matter which has always defined their relations, but has never provided the real image i.e. the systematic analysis and definition. In modern society, we put a great emphasis on the marketing strategy as the best means for long-term, complete planning in order to achieve an effective and efficient outcome in regard to the goal that is to be achieved. Long-term planning i.e. the strategy that is being used by many countries in the world has proved to be the best and the most effective means for predicting and planning the changes and challenges which arise in the future, i.e. the adjustments of the old practices and the implementation of the new ones, all in order to achieve success. The biggest problem that future professionals will face after graduating is employment, i.e. putting their knowledge into practice. By analyzing the conditions on the labor market, this research will depict the relation between the future staff and the labor market and how their education affects their preparedness to respond to the needs of the labor market. In the research part of this paper, we will put an emphasis on the unemployment and employment rates, the active politics that is carried out in terms of employment at present and in the future, as well as the most important part i.e. the practical training as part of the future professionals’ education. However, this research aims to offer a comprehensive analysis of the relation and the incompatibility between the future professionals and the labor market and to emphasize the strategy as the best means for predicting the changes on the labor market as well as train successful staffs that will entirely respond to the changes on the labor market in the future. The result of the research provides specific strategies for overcoming the problematic aspects and establishing a more intense cooperation between the future staff and the labor market. Taking into account the complexity of the matter, we applied different methods of collecting data. Quantitative methods include processing secondary data available through the Department
of Statistics and the EARM (Employment Agency of the Republic of Macedonia). They were mainly used for evaluation of the current state of the available staff, their working skills as well as data necessary for long-term planning of employment and responding to the labor market’s necessities.

ANALYSIS OF THE CURRENT STATE OF THE LABOR MARKET IN THE REPUBLIC OF MACEDONIA

- The state of the labor market in the Republic of Macedonia – In compliance with the legal regulations, the rights of the people who are currently looking for a job or already have a job are divided into two groups according to the EARM¹:
  - An unemployed person – a person who is registered in the Agency, who is unemployed and actively seeking employment and meets all the requirements stated by the law on employment and insurance in case of unemployment.
  - Another person who is looking for a job is an economically active or inactive person who is registered in the Agency, but is not actively seeking employment and is not prepared to work.

Table 1². State of the labor market in the Republic of Macedonia in 2015/2016

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>959 388</td>
<td>945 821</td>
<td>697 248</td>
<td>714 435</td>
<td>262 140</td>
<td>231 386</td>
</tr>
<tr>
<td>No education</td>
<td>(3399)</td>
<td>(4972)</td>
<td>(1721)</td>
<td>(3064)</td>
<td>(1678)</td>
<td>(1908)</td>
</tr>
<tr>
<td>Incomplete primary education</td>
<td>28 497</td>
<td>18 752</td>
<td>18 500</td>
<td>14 894</td>
<td>9 997</td>
<td>(3859)</td>
</tr>
<tr>
<td>Primary education</td>
<td>194 230</td>
<td>186 569</td>
<td>133 504</td>
<td>128 706</td>
<td>60 726</td>
<td>57 862</td>
</tr>
<tr>
<td>3 years of high school (secondary) education</td>
<td>79 771</td>
<td>69 694</td>
<td>55 393</td>
<td>53 901</td>
<td>24 378</td>
<td>15 793</td>
</tr>
<tr>
<td>4 years of high school (secondary) education</td>
<td>434 285</td>
<td>421 961</td>
<td>314 973</td>
<td>315 229</td>
<td>119 312</td>
<td>106 732</td>
</tr>
<tr>
<td>Higher education (associate’s degree or similar)</td>
<td>23 025</td>
<td>18 590</td>
<td>18 445</td>
<td>16 314</td>
<td>(4580)</td>
<td>(2276)</td>
</tr>
<tr>
<td>University Higher Education (Bachelor’s degree or higher)</td>
<td>196 182</td>
<td>225 283</td>
<td>154 713</td>
<td>182 327</td>
<td>41 469</td>
<td>42 956</td>
</tr>
</tbody>
</table>

¹ Državen zavod za statistika “Godišen izveštaj”, Skopje, 2016 godina.
² Državen zavod za statistika “Pazar na trud”, Skopje, 2016 godina.
From the table above we can see the current state of the unemployed persons and other persons who are looking for a job. In the last quarter of 2016 there has been an increase in the number of unemployed people and in the other part i.e. other people who are looking for a job there has been a certain percentage of reduction.

- **Employment rate in the Republic of Macedonia** – The term “employed” refers to all the people who have formed a working relationship with a business entity, regardless of whether they are employed under fixed-term or indefinite-term contracts, as well as whether they work full-time or shorter than full-time. The data on the number of employees, presented in the annual report, are gathe-
red based on the “Report on employees and wages” which comprises the selected business entities and their constituent units that perform a business activity in different communities in the Republic of Macedonia. The working-age population consists of all persons aged 15 to 79 (including 79). Economically active population includes both employed and unemployed people (workforce). Table 1 shows the employment of both males and females. Male-employment rates are higher, but there is a high percentage of employed women as well. The majority of people are employed in the following industries: manufacturing, trade, public administration, agriculture and services.

Table 2. Unemployed persons according to age in the Republic of Macedonia

Source. EARM, Annual report for 2016.

- **Unemployment rate in the Republic of Macedonia** – Unemployment is one of the most serious problems that modern society faces. Unemployment is a socially-economic occurrence during which part of the active workforce in a certain country or region is looking for a job but is unable to find one. According to the law, unemployed are those persons who are at least 16 years old, who are capable of working and are willing to work, but cannot find a job.

### Table 3.1. Occupied posts and job vacancies by sectors of activities

<table>
<thead>
<tr>
<th>Сектори на дејности</th>
<th>Број на заполнети работни места</th>
<th>Број на слободни работни места</th>
<th>Стапка на слободни работни места</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number of occupied posts</td>
<td>Number of job vacancies</td>
<td>Vacancy Rate (%)</td>
</tr>
<tr>
<td>Вкупно</td>
<td>435,681</td>
<td>6,973</td>
<td>1.58</td>
</tr>
<tr>
<td>Б Рударство и вадење на камен</td>
<td>4,116</td>
<td>20</td>
<td>0.48</td>
</tr>
<tr>
<td>В Преработувачка industrija</td>
<td>107,724</td>
<td>2,533</td>
<td>2.30</td>
</tr>
<tr>
<td>Г Снабдување со електрична енергија, гас, пара и климатизација</td>
<td>7,166</td>
<td>5</td>
<td>0.07</td>
</tr>
<tr>
<td>Д Снабдување со вода; отстранување на отпадни води; управување со отпад и дејности за санација на околната средина</td>
<td>9,878</td>
<td>93</td>
<td>0.93</td>
</tr>
<tr>
<td>Градежништво</td>
<td>23,963</td>
<td>658</td>
<td>2.67</td>
</tr>
<tr>
<td>Е Трговија на големо и трговија на малко; патрена на моторни возила и мотоциклети</td>
<td>72,995</td>
<td>1,135</td>
<td>1.53</td>
</tr>
<tr>
<td>Ж Транспорт и складирање</td>
<td>25,839</td>
<td>885</td>
<td>3.31</td>
</tr>
<tr>
<td>З Објекти за сместување и сервисни дејности со храна</td>
<td>16,483</td>
<td>207</td>
<td>1.24</td>
</tr>
<tr>
<td>И Информирацији и комуникација</td>
<td>8,567</td>
<td>115</td>
<td>1.32</td>
</tr>
<tr>
<td>Ј Финансиски дејности и дејности на осигурување</td>
<td>9,583</td>
<td>73</td>
<td>0.76</td>
</tr>
<tr>
<td>Ѕ Дејности во врска со недвижен имот</td>
<td>1,519</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>К Стручни, научни и технички дејности</td>
<td>12,016</td>
<td>119</td>
<td>0.98</td>
</tr>
<tr>
<td>Л Административни и помошни услуги, услугенија со дејности</td>
<td>14,834</td>
<td>169</td>
<td>1.13</td>
</tr>
<tr>
<td>Љ Јавна управа и одбрана; задолжително социјално осигурување</td>
<td>43,363</td>
<td>100</td>
<td>0.23</td>
</tr>
<tr>
<td>М Образование</td>
<td>32,874</td>
<td>319</td>
<td>0.96</td>
</tr>
<tr>
<td>Н Дејности на здравствена и социјална заштита</td>
<td>30,336</td>
<td>241</td>
<td>0.79</td>
</tr>
<tr>
<td>Њ Уметност, забава и рекреација</td>
<td>9,681</td>
<td>183</td>
<td>1.86</td>
</tr>
<tr>
<td>О Други услуги, услугенија</td>
<td>3,942</td>
<td>118</td>
<td>2.91</td>
</tr>
</tbody>
</table>

**Sectors of activities**

- Total
- B Mining and quarrying
- C Manufacturing
- D Electricity, gas, steam and air conditioning supply
- E Water supply; sewerage, waste management and remediation activities
- F Construction
- G Wholesale and retail trade; repair of motor vehicles and motorcycles
- H Transportation and storage
- I Accommodation and food service activities
- J Information and communication
- K Financial and insurance activities
- L Real estate activities
- M Professional, scientific and technical activities
- N Administrative and support service activities
- O Public administration and defence; compulsory social security
- P Education
- Q Human health and social work activities
- R Arts, entertainment and recreation
- S Other service activities

**Source.** EARM, Annual report for 2016.

Based on the data provided in this table, we can determine the number of unemployed persons throughout the entire territory of the Republic of Macedonia. The data provide clear view of the fact that the most affected persons are aged 30-34, 40-44, 60-64. The least endangered category of unemployed persons is of those aged 15-19. The rest of the categories are less endangered because they are already employed or they have resigned due to lack of fulfillment of the working assignments.

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⁴ Državen zavod za statistika “Anketa za rabotna sila”, Skopje, 2016 godina.
- **Necessary professions in the Republic of Macedonia** – The Republic of Macedonia is facing major changes in the supply and demand of professional staff that will respond to the needs of the market, thus allowing them to obtain the status – employed in a certain company. The discrepancy between the education system and the needs of the market is one of the reasons why many of the necessary occupations in Macedonia are not even included in the education system, and the deficient staff, due to higher wages, usually remains employed because they cannot find a suitable place in the system.

According to the data provided by the state Department of Statistics in this table, the highest rate of 3.31% of job vacancies is within the sector “Transportation and storage”, while the lowest rate of 0.07% can be found in the sector “Electricity, gas, steam and air conditioning supply”. Business entities that employ 10 to 49 people have the highest rate of job vacancies. The Pelagonija region has the highest rate of job vacancies and the largest number of job vacancies is in the process industry. The lack of work experience and additional skills are the main problem which employers have to face in the process of filling the job vacancies.

**HIGHER EDUCATION AND THE LABOR MARKET IN THE REPUBLIC OF MACEDONIA**

Higher education in the Republic of Macedonia is being reformed for a long time already. Certain difficulties need to be dealt with in this process which eventually reflects on its quality. In the period of opening a common European higher education ground, when it is expected of the higher education institutions to enhance in order to become more competitive on the global market of higher education, they are facing criticism for the inappropriately implemented transformation of the system and the programs. These omissions in the teaching methods and programs trigger the question whether the students are prepared for a quick transition to the labor market after finishing their educational cycle. Simultaneously, opening up more and more higher education institutions and the simplified access to higher education are considered to affect the general decrease of its quality. Despite these warnings, there is a lack of comprehensive analyses of the higher education system that would cover all the institutions concerned and would check the grounds of the aforementioned criticism.

- **The state of higher education in the Republic of Macedonia** – There are

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5 Državen zavod za statistika “Slobodni rabotni mesta”, Skopje, 2016 godina.
four public universities and five private universities in Macedonia. Besides these, there are also eight private faculties. The total number of graduates in 2013 was 8,360, and in 2014 this number increased to 10,027, while in the academic year 2014/2015 there were 18,583 people who enrolled in the first year of undergraduate studies. Due to the high rate of unemployment, many young people perceive enrollment in college as a temporary way out of unemployment. According to the data provided by the Ministry of Education and Science, in 2008, 83% of the people who finished high school enrolled at a university (as opposed to 64% in 2013 and 42% in 2014)\(^6\). One of the reasons for this situation is the fact that the number of vocational schools as well as the interest in them decreases and most of the students after completing high school have no specific ‘profession’ that would make them competitive on the labor market. Before the establishment of private universities, a significant number of students with lower high school achievements did not usually continue their education at a university or they enrolled in less popular faculties where the requirements for academic success were lower. At present, many popular programs (business, law, IT) are being offered at the private faculties where the process of selection is less rigorous which makes enrolling in the desired course more available. Although the goal of the private faculties/universities is to follow the needs of the labor market, they are also contributing to the “saturation” of the market with certain profiles/occupations. Consequently, the policies for reducing the enrollment quotas of several public faculties in the field of social sciences cannot really affect the alignment of the supply and demand because the rest of the students find their place at the private faculties, where social sciences programs prevail.

- **Labor supply in the Republic of Macedonia** – Macedonia is facing a serious issue on the labor market. In conditions of reduced, but nevertheless high rate of unemployment of 25.5%, the companies complain about the underqualified professional workforce. The trend of “producing” profiles in the field of social sciences has been predominant for a long time. In the past few years we can note that there has been a largest number of graduated economists and teachers/educators. However, as far as the supply and demand for economists are relatively aligned, the situation remains most problematic for those who receive a Bachelor’s degree from the pedagogic faculties. In the following years, they comprised 19.5% of all graduated staff and the percentage of their demand in one quarter of 2013 was 7.3% of the total number of advertised vacancies. In the meantime, we need to take into account that the analysis of the content of these

\(^6\) Državen zavod za statistika “Obrazovanie”, Skopje, 2016 godina.
adverts was made in the period from August to November when there is a highest demand for this type of staff and the data could be considered as pretty relevant considering the fact that these positions must be advertised in printed media.

IT workers who are the most sought-after staff on the market are insufficiently present among graduates. Hence, a large number of IT companies do not require having a university degree as a condition for employment and some even recruit staff that is still in college. However, despite these alternative ways of recruitment, the stance the most representatives of IT companies have is that what we are lacking is staff with working experience which is why they often prioritize experience over the degree.

It is expected to have an improvement in the supply of IT staff in the future, considering the fact that the quota for enrollment of students will be expanded and there are new faculties that opened up which offer this profession and the overall number of enrolled students is significantly larger. Despite the necessary changes, the quantity should not be prioritized over the quality of education. If we take into account that there is a deficit in terms of academic staff in the IT field, there is a need for activities for further professional academic improvement of new staff, including staff in the practical field as lecturers at the faculties and hiring academic staff from abroad. In terms of social sciences, what is lacking is more intense development of programs in modern interdisciplinary scientific fields such as: public relations, human resources, public administration. While many of the faculties acknowledge these needs and are partially trying to respond to the rapid changes on the market, the majority remain rigid in terms of adapting the teaching programs and introducing new fields which are in demand on the labor market.

TRANSFER EDUCATION – LABOR MARKET

The collaboration from education to labor market is very complex and broad in scope. Future professionals improve and are being directed in their chosen field i.e. their future professional activity while they are still in the educational process. In this part we have divided several segments in order to clarify and explain them better.

- Legal regulations and strategic documents:
  • Law on higher education: This law prescribes the studying method for any

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7 Državen zavod za statistika “Aktivnost na naselenieto”, Skopje, 2016 godina.
cycle of higher education. It lists and defines the obligations that the student needs to fulfill until his graduation, i.e. finishing the first cycle of studies.

- **Law on volunteering:** This law prescribes the volunteer’s rights and responsibilities in a certain institution or company, which the volunteer needs to fulfill and to improve his professionality.

- **Strategy for development of education:** This strategy aims at flexibility in the studying programs and their academic validity and relevance.

- **National employment strategy:** The primary parts which need to be fulfilled in order for the young people to be able to express their potential are being defined with the help of this strategy: conducting analyses for the skills needed, better coordination between education and training and the needs of the employers, voluntary practice of students during their education, employment of trainees, training of young unemployed persons no later than 6 months in the period of unemployment in order to eradicate long-term unemployment among young people.

- **Institutions – a link between education and the labor market:**
  - **Employment agency:** Has made a contract with several universities to track the future professionals who finished their education as well as guide them in the process of employment in the adequate activity.
  - **Career centers:** At universities, these represent a direct link between the students and the companies and serve to facilitate the transition from education to the labor market. They try to train the students to present themselves better on the market, through trainings on how to write CVs, motivation letters etc.
  - **Student organizations:** They are quite active in the development of offering their members the possibility to upgrade their practical skills by connecting them to companies from complementary fields, sending their members to do practical work abroad, organizing job fairs, seminars and workshops for developing various skills and other things.
  - **Centers for training and non-formal education:** They offer trainings for various skills which are sought-after on the labor market (communication, organization, project management, team work, sales etc.) and they are growing in number. Their appearance is mainly due to the discrepancy between the skills acquired in the education system and those considered necessary by the market and the growing necessity for continuous/lifelong learning.
- Harmonization of the educational policies and the labor market in the Republic of Macedonia

The process of transition from the educational institutions to the labor market differs from one country to another. The differences in the education system which could be academically or professionally oriented i.e. oriented towards acquiring general knowledge or profession-specific skills are considered to be especially important. Although potential workers in the second case are quite popular among employers due to their “immediately applicable” skills, these skills are usually relevant for a small number of positions whose absence renders the risk of potential long-term unemployment very high. Companies usually seek already prepared staff that would quickly adapt to their requirements although they are not always open for collaboration with the educational institutions. In order to overcome this obstacle, different national policies are being established for the reduction this occurrence.

More and more frequently, employers have a tightly defined list of competencies (knowledge, skills, abilities, personal features) that the candidates need to possess, which range from specific knowledges and skills to personal characteristics of the candidates. The following steps are in demand and are the best steps to follow in order to get a job: learning foreign languages, knowing how to use MS Office, being communicative, dedicated, to plan and fulfill the tasks and assignments.

- Strategies for preparation of future professionals in the Republic of Macedonia

It is necessary to emphasize that these policies do not have the capacity to influence the reduction of unemployment like macroeconomic stability, legal and institutional security and sustainable economic growth do, because they influence greatly the creation of new job positions and the reduction of the unemployment rate. But, if they are appropriately designed, the active employment policies can affect the improvement of the employment level to a certain extent.

In Macedonia, the first operational plans for active employment policies were made in 2007 by the Ministry of Labor and Social Politics, and certain types of active measures on the labor market are being implemented since 2002. The budgetary allocations for this type of policies can be compared to that of the new EU Member States, up to 0.2% of the GDP, which is actually a low volume of investments.
In the past few years, the following several active policies within the operational plan have been defined:

- Performing public work in local communities with maximum engagement duration of 3 months. In this part they will directly face real-life work performed in the local communities.
- Supporting self-employment (family business) and support for first employment of persons under 27 (internship) intended for people from deprived areas, long-term unemployed (over 5 years unemployed), beneficiaries of monetary compensation due to unemployment and young people to 27 age of first employment. The goal of the program is to reduce poverty and unemployment by starting new businesses. This program will cover new categories of applicants with greater focus on the efficiency of the support in promoting entrepreneurship.
- Hiring unemployed people in the least developed regions in the execution of civil works, environmental projects: This activity will improve and will fill the jobs vacancies for the relevant category of persons.
- Subsidizing employment of single parents, disabled people and orphans (disadvantaged social categories). Subsidizing employment includes providing gross salary by the state for a period of 6 months, after which the employer is obliged to keep people at least 18 months on the job. Subsidizing employment is done in order to aid the socialization of this category of unemployed persons and their integration in the labor market.
- Training and advice on retraining for the unemployed, contact with the employers, advancement of their knowledge and skills, computer trainings and so on. Under this program, persons are involved in training programs for a known employer (through retraining the unemployed are admitted to work with the agreed employers after completion of the training and with it companies have an obligation not to dismiss these people at least one year).
- Self-employment programs: by assisting in getting loans and irretrievable funds.
- Program to formalize an existing business (the goal is to reduce the gray economy: This activity encourages people to open their own business and be independent in the performance and conduct of business in accordance with the prescribed legal regulations. This measure will include unemployed people with education and skills close to the needs of the employer where the

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employer cannot perform more than one preparation for employment of one person for in the occupation of the same field.

- Trainings and preparations for employment and retraining.
- Programmes for subsidizing employment: The aim of this measure is to provide financial support to orphans for their involvement in the labor market after they are no longer taken care of in institutions or foster families. This will provide financial support for employment of registered unemployed persons having the status of orphans after the termination of their care in institutions or foster families.
- A program for formalization of existing businesses: The purpose of the measure is to enhance the capacities of the EARM to educate unemployed people through training of trainers and training of unemployed people on how to start businesses.
- Training, additional training, retraining: This will reduce the mismatch of qualifications which are required and the existing qualifications on the market, thus improving employment opportunities through training, retraining and reducing the loss of skills and qualifications during unemployment. The measure is aimed at training unemployed people about skills that will help them improve their competitiveness on the labor market.
- Program for subsidizing employment: To increase the demand for workforce, to improve the process of alignment of supply and demand on the labor market.
- Program for organizing public jobs.

**CONCLUSION**

In the past few years, according to the state Department of Statistics, the labor market’s analysis has shown tendencies of growth in regard to the rate of activity of the working population, a slight increase in the employment rate and a reduction of the unemployment rate from 33.8% in 2013 to 29% in 2014. Despite the decrease of the unemployment rate, Macedonia remains a country with the highest level of unemployment in Europe. The lowest rate of activity and employment is seen with the young population and the persons with lowest level of education. The rates of activity and employment of young people in the period between 2013 and 2014 mark a trend of decreasing.

These conditions are greatly affected by the small chances of employment of young and inexperienced workers (especially in times of crisis), the process of transition from schooling to work, unpreparedness of employers to invest in
training the inexperienced workers, but also stimulation policies in the domain of higher education and dispersed studies which influenced the reduction of pressure on the labor market and the postponing of the job-seeking period. Analyses point out an alarming trend of reduction of employment and an increase in the unemployment rate among highly educated persons between 2013 and 2014. The high unemployment rate among young persons and the large percentage of long-term unemployed persons, create state of immobility on the labor market and due to the low level of new job posts creation, the employed tend to remain employed and those seeking employment for a longer period – to remain unemployed.

With the help of the strategies implemented for the preparation of the future professionals who will be employed, not only will the professionals per se improve, but they will also be prepared to respond professionally to the challenges set before them by the job post, i.e. fulfill the working assignments and obligations in the given time period.

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