Modern American Journal of Business, Economics, and Entrepreneurship
ISSN (E): 3067-7203
Volume 01, Issue 09, December, 2025
Website: usajournals.org

LABOR MARKET TRANSFORMATION IN UZBEKISTAN IN THE ERA OF DIGITALIZATION

Toshpulatov Akhror Tukhtamurod ugli
Institute of Macroeconomic and Regional Studies Under the Cabinet of Ministers of the Republic of Uzbekistan
https://orcid.org/0009-0003-6619-1663
toshpulatovaxror@gmail.com

Abstract
This article provides a comprehensive analysis of labor market transformation in Uzbekistan under the conditions of digitalization. The study examines key drivers of structural change, including technological progress, demographic dynamics, gender equality, environmental challenges, and institutional reforms. Particular attention is paid to the impact of digital technologies — artificial intelligence, the Internet of Things, big data, e-commerce, and cybersecurity — on employment patterns, labor demand, and productivity. Uzbekistan's young demographic structure is identified as a strategic advantage for labor market development; however, realizing this potential requires increased investment in human capital, digital skills, and digital infrastructure. Based on the findings, the paper proposes policy-oriented recommendations aimed at fostering sustainable and inclusive labor market development in the digital economy.

Keywords: Digitalization, labor market, artificial intelligence, human capital, Uzbekistan, employment.

INTRODUCTION

Sustained economic growth increasingly depends on the adoption of new technologies and innovations, which fundamentally reshapes labor demand and accelerates structural transformation in labor markets. Scientific and technological progress not only changes the sectoral composition of

Modern American Journal of Business, Economics, and Entrepreneurship
ISSN (E): 3067-7203
Volume 01, Issue 09, December, 2025
Website: usajournals.org

employment but also increases demand for specialized skills, alters labor productivity, and transforms income dynamics. In this context, digitalization has emerged as one of the key drivers of labor market restructuring worldwide. According to the International Labour Organization, digital transformation in transition economies could contribute to the creation of 90 –100 million new jobs by 2030, highlighting its potential as a catalyst for employment growth alongside productivity gains [1].

At the same time, the impact of digitalization on labor markets is multidimensional. On the one hand, the diffusion of digital technologies stimulates the creation of new jobs, enhances labor efficiency, and opens opportunities in previously underdeveloped or non-existent sectors of the economy. On the other hand, automation, artificial intelligence, and platform-based business models intensify structural shifts in employment, generating new risks related to job displacement, skills mismatches, and inequality [2]. These dynamics make labor market adaptation a central policy challenge, particularly for countries undergoing economic and institutional transformation.

Uzbekistan represents a distinctive case within this global context. Unlike many economies facing population aging and labor shortages, Uzbekistan is characterized by a young and rapidly growing workforce, with 500–600 thousand new entrants joining the labor market annually [3]. While this demographic advantage creates significant development potential, it also requires sustained investment, technological modernization, and job creation at scale to prevent labor market imbalances. Currently, labor supply in the country exceeds demand, reinforcing the urgency of expanding productive employment through innovation-led growth.

In recent years, Uzbekistan has accelerated its digital transformation agenda, particularly following economic liberalization reforms initiated in 2017. The national strategy “Digital Uzbekistan — 2030” aims to promote the adoption of digital technologies across public administration, infrastructure, and key economic sectors [4]. Although the ICT sector has demonstrated rapid growth, its overall contribution to GDP remains relatively modest, indicating the presence of untapped potential. At the same time, challenges such as limited

Modern American Journal of Business, Economics, and Entrepreneurship
ISSN (E): 3067-7203
Volume 01, Issue 09, December, 2025
Website: usajournals.org

digital literacy, uneven infrastructure development, and rising cybersecurity risks constrain the pace and inclusiveness of digital transformation.

Against this background, the transformation of the labor market under conditions of digitalization is influenced by a complex interaction of economic, demographic, institutional, social, and technological factors. Understanding these interactions is essential for designing effective policies that enhance labor market resilience, improve human capital utilization, and ensure that digitalization translates into sustainable and inclusive economic growth. This article aims to analyze the key drivers of labor market transformation in the context of digitalization, with a particular focus on Uzbekistan, and to identify policy directions for strengthening competitiveness and employment outcomes in the digital economy.

LITERATURE REVIEW

From the perspective of economic theory, the labor market represents a complex system of interactions between employers and the labor force, in which workers supply their time and skills, while employers generate demand for labor. This sphere operates in accordance with the classical laws of supply and demand.

The effects of digitalization on socio-economic development have been extensively examined in contemporary academic literature, with a substantial body of research focusing on labor market transformation. A number of studies emphasize the role of scientific and technological progress in reshaping skill demand and employment structures. For instance, (Kudryavtseva T., Skhvediani A. & Arteeva V., 2019) [5], using evidence from the Russian labor market, identify flexibility, adaptability, creative thinking, digital literacy, and teamwork as key competencies in the digital economy, while highlighting the growing importance of lifelong learning and the modernization of higher education through digital platforms.

Another influential strand of literature analyzes cross-country differences in the labor market effects of digitalization. (Marcel Matthess & Stefanie Kunkel) [6], representing the German Institute for Sustainable Development, demonstrate that the benefits of digitalization differ significantly between developed and developing economies. While advanced economies primarily experience

Modern American Journal of Business, Economics, and Entrepreneurship
ISSN (E): 3067-7203
Volume 01, Issue 09, December, 2025
Website: usajournals.org

increased competition in finance, consulting, digital security, and intellectual property–intensive sectors, developing countries tend to benefit from the emergence of new industries, expansion of low-productivity services, and productivity gains in agriculture and extractive sectors.

Empirical evidence on developing and emerging economies is further provided by (A.N. Alekseev, S.V. Lobova & A.V. Bogoviz, 2021) [7], who investigate the relationship between digitalization indicators and labor quality across BRICS, Eastern European, and Latin American countries. Their regression analysis shows that the digital education index consistently exhibits a statistically significant positive impact on labor productivity and human development outcomes. Similarly, (Y. Shuangshuang, W. Zhu, N Mughal, S. Aparcana & I. Muda) [8] examine BRICS countries and find that digital development and female educational attainment significantly increase women's labor force participation, alongside demographic factors such as fertility.

Several studies also highlight the macroeconomic implications of digitalization. (Emara N., Zhang Y., 2021) [9] find that countries with below-average levels of digitalization, including many BRICS economies, attract fewer high-technology foreign direct investments, thereby missing opportunities for job creation in advanced sectors. In contrast, (D. Autor & A. Salomons, 2018) [10] show that automation technologies tend to reduce labor's share in value added and lower employment rates across multiple industries, while simultaneously intensifying intersectoral labor reallocation.

Seminal theoretical contributions by (D. Acemoglu & D. Autor, 2011) [11] and (D. Acemoglu, 2002) [12] provide a foundational framework for understanding skill-biased technological change. These studies argue that technological progress historically increased returns to skills and education, but newer generations of technologies are increasingly oriented toward substituting human labor with automated processes. Complementing this perspective, (A. Korinek, 2022) [13] emphasizes the dual effect of innovation on labor markets: while automation displaces workers, compensatory mechanisms generate new employment in emerging industries. However, the disruptive impact is particularly pronounced in mono-industrial regions, where automation and industrial restructuring intensify structural unemployment.

Modern American Journal of Business, Economics, and Entrepreneurship
ISSN (E): 3067-7203
Volume 01, Issue 09, December, 2025
Website: usajournals.org

Overall, the literature suggests that digitalization exerts heterogeneous and multidimensional effects on labor markets, depending on institutional settings, human capital quality, and the stage of economic development—an insight that is especially relevant for analyzing labor market transformation in Uzbekistan.

RESEARCH METHODOLOGY

This study employs a qualitative analytical approach to examine labor market transformation in Uzbekistan under conditions of digitalization. The analysis is based on secondary data from international organizations, national statistical agencies, and authoritative analytical reports. The empirical basis includes data from the International labor organization (ILO), World bank, OECD, United Nations agencies, International data corporation (IDC), IBM, and official institutions of the Republic of Uzbekistan. These sources provide indicators on employment structure, demographic trends, labor force participation, digital technology adoption, and macroeconomic performance. Peer-reviewed academic literature is additionally used to inform the theoretical framework and support interpretation of observed labor market dynamics.

Methodologically, the study relies on descriptive and comparative analysis within a factor-based framework, examining economic, demographic, institutional, technological, gender, and environmental determinants of labor market transformation. Particular attention is given to the role of key digital technologies, including artificial intelligence, the Internet of Things, big data, e-commerce, and cybersecurity. Cross-country comparisons are used to place Uzbekistan's experience in a broader international context.

The research focuses on structural interpretation and policy-oriented analysis. This approach enables the identification of key challenges and development opportunities shaping Uzbekistan's labor market in the digital era.

ANALYSIS AND RESULTS

Factors determining development trends in the labor market. Under conditions of digitalization, the labor market and labor relations undergo significant transformations. First, the adoption of modern technologies and innovations stimulates the expansion of production capacities, which in turn

Modern American Journal of Business, Economics, and Entrepreneurship
ISSN (E): 3067-7203
Volume 01, Issue 09, December, 2025
Website: usajournals.org

facilitates the creation of new jobs. Second, scientific and technological progress contributes to higher labor productivity, leading to income growth among the working-age population and an overall improvement in living standards. Finally, digitalization enables the emergence and development of innovative sectors of the economy that were previously of limited importance or did not exist, thereby reshaping the structural composition of employment and broadening opportunities for economic growth.

The factors influencing the transformation of the labor market encompass a wide range of dimensions, including economic, demographic, socio-political, environmental, and technological factors.

1. Economic growth. An increase in domestic economic activity has a positive effect on the investment attractiveness of the national economy, which, in turn, contributes to job creation and rising demand for labor. According to the 2024 report of the U.S. Department of State on the investment climate in Uzbekistan [14], the country's economy recorded GDP growth of 6% in 2023 and attracted more than USD 7.2 billion in foreign direct investment (FDI), which is nearly twice as much as in 2022.

1.1. Inflation. It is well established that consumer price dynamics have a direct impact on labor relations. High inflation constrains the purchasing power of the workforce and leads to a decline in demand for goods and services, which, from a cyclical perspective, affects production activity and unemployment levels. At the same time, large-scale economic shocks can generate adverse fluctuations in labor markets not only in developing countries but also in advanced economies. For example, the initial stages of the Great Recession (2008–2010), particularly in the second quarter of 2010, led to a record increase in youth unemployment in the United States, reaching nearly 20% on an annual basis [15].

2. Demographic changes. Population aging is increasingly becoming a global trend. According to data from the United Nations [16], by the middle of the century the global population aged 60 and above is expected to double, reaching approximately 2 billion people. At present, countries such as Japan, Germany, and the United States are among the leaders in terms of population aging. This

Modern American Journal of Business, Economics, and Entrepreneurship
ISSN (E): 3067-7203
Volume 01, Issue 09, December, 2025
Website: usajournals.org

trend is evident not only in developed economies but also in a number of developing countries. In societies experiencing rapid population aging, a wide range of economic and social challenges may emerge in the future. In particular, this process threatens to exacerbate shortages of skilled labor across several sectors of the economy.

The People's Republic of China provides a notable example in this regard. The declining contribution of younger cohorts to the labor force may become one of the key constraints on the country's ability to fully realize its economic potential in the future. In 2020, the share of the elderly population in China reached a historical high of 18 percent, and projections suggest that this upward trend will persist until the end of the current century, potentially resulting in older persons accounting for nearly half of the total population [17].

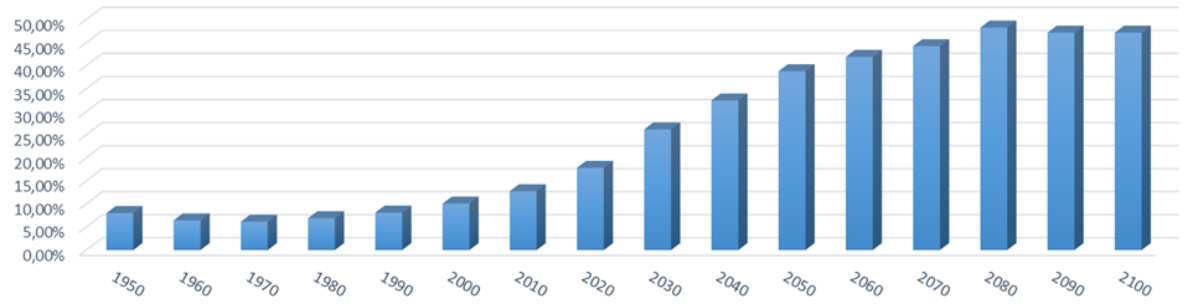

Figure 1. Projected dynamics of the share of elderly population in China

Source: compiled by the author based on data from Statista.

2.1. Demographic trends in Uzbekistan. Against the backdrop of global population aging and the intensification of labor shortages caused by low fertility rates in many countries, Uzbekistan demonstrates a distinct demographic pattern driven by sustained population growth. One of the country's key demographic characteristics is its relatively young population, accompanied by a high number and share of working-age individuals. At present, the total fertility rate stands at 2.43 children per woman, while the average age of the population is 27.8 years, which collectively creates favorable conditions for continued population growth [18].

Modern American Journal of Business, Economics, and Entrepreneurship
ISSN (E): 3067-7203
Volume 01, Issue 09, December, 2025
Website: usajournals.org

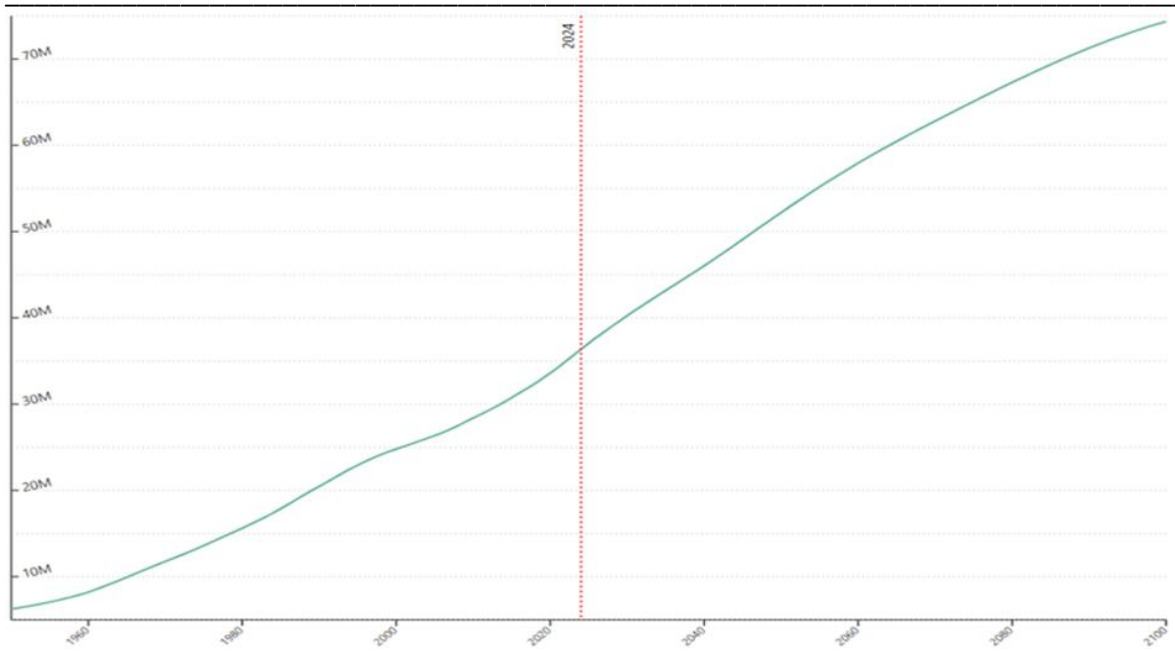

Figure 2. Projected population growth dynamics in Uzbekistan

Source: worldpopulationreview.com

3. Gender equality. In recent years, gender equality has emerged as an important socio-political factor driving structural changes in the labor market. The share of women in the labor force has been steadily increasing, alongside a quantitative rise in their representation in senior and managerial positions. Nevertheless, according to World Bank statistics, while the global labor force participation rate of men stands at around 80 percent, only about half of working-age women (53.4 percent) participate in the labor force [19].

Observations indicate that the increasing trend in women's labor force participation is more characteristic of developed economies. This trend is largely driven by relatively more equal wage distribution, higher levels of educational attainment, and effective policy measures implemented by legislators.

Modern American Journal of Business, Economics, and Entrepreneurship
ISSN (E): 3067-7203
Volume 01, Issue 09, December, 2025
Website: usajournals.org

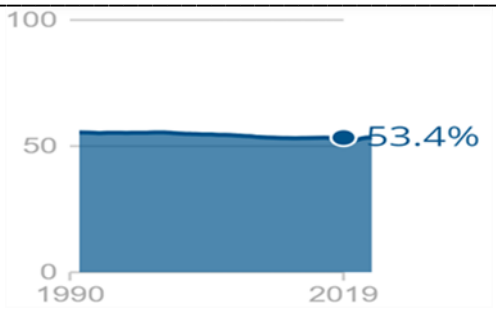

Figure 3. Labor force participation of working age women

Source: worldbank.org

4. Legislative changes. Examples include Germany's Pay Transparency Act (2017) [20] and France's Law on Promoting Gender Equality in the Workplace (2021) [21]. These legal frameworks, adopted in two Western European countries, establish requirements aimed at ensuring equality between men and women in labor relations. Another distinctive example is Sweden's Work–Life Balance Act [22], which guarantees equal rights to paid parental leave for both mothers and fathers following childbirth. Earlier, Japan adopted the Equal Employment Opportunity Act [23], which prohibits discrimination in hiring based on gender and imposes penalties for violations, while also promoting balanced gender representation within the workforce.

Uzbekistan has likewise undertaken a number of reforms to advance gender equality. In particular, under the Resolution of the Cabinet of Ministers of the Republic of Uzbekistan "On measures to organize the activities of centers for ensuring employment and strengthening the health of women in Mahallas" [24], commercial entities that provide employment to women belonging to certain categories are granted a range of incentives.

5. Environmental agenda. Against the backdrop of global population growth and industrial development, humanity is facing increasingly serious climate-related challenges. Issues such as climate change and global warming, pollution of the atmosphere and oceans, depletion of the ozone layer, loss of biodiversity, soil erosion, desertification, and the reduction of forest areas are among the most pressing global concerns. At the same time, according to scholars and experts,

Modern American Journal of Business, Economics, and Entrepreneurship
ISSN (E): 3067-7203
Volume 01, Issue 09, December, 2025
Website: usajournals.org

addressing environmental challenges can serve as a driver for the development of new sectors of the economy. The transition toward sustainable development and an environmentally oriented (green) economic model is expected to lead to profound changes in labor markets, including shifts in employment across economic sectors. On the one hand, new jobs are created as demand emerges in environmentally sustainable industries; on the other hand, employment opportunities in carbon-intensive and extractive industries may decline, potentially resulting in the partial or complete elimination of certain jobs. According to a joint report by the International Labour Organization (ILO), the United Nations Environment Programme (UNEP), and the International Union for Conservation of Nature (IUCN), increased investment in environmental management and resource-use projects could generate up to 20 million new jobs by 2030, while simultaneously contributing to efforts to address climate change, food and water security, and disaster risk reduction [25].

Key digital technologies influencing the labor market. In recent years, the evolution of digitalization has increasingly permeated various spheres of modern society. During the first decade of the 2000s, the initial generation of IT products emerged, including e-services markets, online search engines, communication and social networking platforms, and digital aggregators. In the second decade of the twenty-first century, these technologies not only underwent substantial qualitative transformation but were also accompanied by the emergence of technologies embodying the transition to Industry 4.0 across virtually all sectors of the economy and business.

The defining features of the Fourth Industrial Revolution include the widespread use of robotic systems in manufacturing, logistics, processing, and other sectors; the customization of goods and services; the adoption of crowdsourcing models in production; the expanding application of big data technologies in marketing and targeted services; the introduction of virtual and augmented reality (VR and AR); the development of neural networks, blockchain technologies, and machine learning; and, notably, the broad application of artificial intelligence (AI) across multiple dimensions of human activity.

Modern American Journal of Business, Economics, and Entrepreneurship
ISSN (E): 3067-7203
Volume 01, Issue 09, December, 2025
Website: usajournals.org

Artificial intelligence (AI). Automation and artificial intelligence exert a profound influence on the structural transformation of labor markets. According to independent research conducted by the Organization for Economic Cooperation and Development (OECD) [26], nearly one-quarter of employed workers in developed countries are at risk of job displacement due to automation processes.

Internet of Things (IoT). IoT technologies, which clearly signal the transition to a new stage of development and have significantly reshaped traditional business models, encourage firms to adopt advanced machine-based algorithms aimed at improving efficiency and reducing operational costs. According to research by the International Data Corporation (IDC), by 2026 the global IoT market is expected to exceed USD 1 trillion, growing at an average annual rate of 10.4 percent, thereby positioning IoT as one of the fastest-growing segments of the global digital economy [27].

E-commerce. E-commerce, as a product of the synergy between information development and capital-driven incentives, encompasses a broad range of digital marketing–related business activities. These include social media marketing, network-based sales models, digital platforms (entertainment, educational, and public services), and business-to-consumer (B2C) service platforms. According to statistical estimates, the global e-commerce market reached USD 5.8 trillion in 2023 and is projected to exceed USD 8 trillion by 2027 [28].

Big Data. The large-scale collection, storage, and analysis of data have become critical factors for success in today's highly competitive environment. According to IBM research [29], approximately 3 quintillion bytes of new data are generated annually, and projections indicate that by 2025 the annual volume of newly generated data will reach 180 zettabytes – nearly double the level recorded in 2022 [30]. As a result, demand for highly skilled professionals engaged in data generation and analytics continues to grow steadily. By 2027, the global big data market is expected to surpass USD 100 billion [31].

Modern American Journal of Business, Economics, and Entrepreneurship
ISSN (E): 3067-7203
Volume 01, Issue 09, December, 2025
Website: usajournals.org

Cybersecurity. Various domains of cybersecurity exert a substantial influence on the global labor market. This is primarily due to the fact that data security threats have become a critical concern not only for modern businesses operating in competitive markets but also for national information sovereignty. According to projections by the U.S. Bureau of Labor Statistics, employment in the information security sector is expected to triple between 2022 and 2032, with approximately 4 million new jobs projected to be created by 2025 [32]. It should also be noted that effective prevention of cybersecurity risks provides a competitive advantage by mitigating potential losses and optimizing costs. According to IBM, the average total cost of corporate data breaches in 2023 amounted to USD 4.5 billion, representing a 15 percent increase compared to 2020 [33].

CONCLUSION AND RECOMMENDATIONS

The findings of this study confirm that digitalization is a fundamental driver of labor market transformation in Uzbekistan, reshaping employment structures, skill demand, and labor productivity. Unlike many economies facing demographic aging and labor shortages, Uzbekistan's young and rapidly growing labor force represents a significant strategic advantage. However, this demographic potential does not automatically translate into economic gains and requires targeted policies, institutional adaptation, and sustained investment to ensure productive employment creation.

The analysis demonstrates that digital technologies—particularly artificial intelligence, the Internet of Things, big data, e-commerce, and cybersecurity—exert heterogeneous effects on the labor market. On the one hand, they stimulate job creation in new sectors, enhance efficiency, and expand opportunities for higher value-added employment. On the other hand, automation and digital business models intensify structural shifts, increasing the risks of job displacement, skill mismatches, and labor market polarization. These effects are especially pronounced in transition economies, where institutional capacity and digital readiness remain uneven.

Demographic dynamics, gender equality, legislative reforms, and the environmental agenda further shape labor market outcomes. Rising female labor

Modern American Journal of Business, Economics, and Entrepreneurship
ISSN (E): 3067-7203
Volume 01, Issue 09, December, 2025
Website: usajournals.org

force participation, supported by legal and institutional measures, emerges as an important reserve for inclusive growth. At the same time, the transition toward a green and digital economy is expected to generate new employment opportunities while reducing labor demand in carbon-intensive and extractive industries, underscoring the need for proactive labor market adjustment mechanisms.

Based on the results of the study, several policy-oriented recommendations can be proposed. First, strengthening human capital development should be prioritized through improvements in education quality, expansion of digital skills training, and the promotion of lifelong learning systems aligned with labor market needs. Second, labor market institutions should be adapted to technological change by supporting workforce reskilling, facilitating labor mobility, and improving employment matching mechanisms. Third, policies aimed at increasing female labor force participation should be further expanded, including targeted incentives, flexible employment arrangements, and continued enforcement of gender equality legislation. Fourth, investment in digital infrastructure and innovation ecosystems should be accelerated to support job creation in high-productivity sectors. Finally, labor market policies should be integrated with environmental and industrial strategies to ensure a just and inclusive transition toward a digital and green economy.

Overall, the study highlights that the effectiveness of digitalization in Uzbekistan will depend not only on technological adoption but also on coherent policy coordination across education, labor, innovation, and social protection systems. Implementing these measures will be crucial for ensuring sustainable, inclusive, and resilient labor market development in the digital era.

REFERENCES

1. International Labour Organization, The Just Ecological Transition: an ILO Solution for Creating 100 Million Jobs by 2030 // ilo.org: https://www.ilo.org/global/topics/green-jobs/news/WCMS_846279/lang--en/index.htm
2. Ministry of Digital Technologies of the Republic of Uzbekistan, Uzbekistan Digital Economy Overview and Vision 2030 // aict.uz:

Modern American Journal of Business, Economics, and Entrepreneurship
ISSN (E): 3067-7203
Volume 01, Issue 09, December, 2025
Website: usajournals.org

https://aict.uz/caict_uzbekistan_digital_economy_overview_vision_2030.pdf
3. IMRS, Узбекистан как ключ к решению глобальной проблемы старения населения // imrs.uz: https://imrs.uz/publications/articles-and-abstracts/population_aging
4. Ministry of digital technologies of the Republic of Uzbekistan, Uzbekistan Digital Economy Overview and Vision 2030 // aict.uz: https://aict.uz/caict_uzbekistan_digital_economy_overview_vision_2030.pdf
5. Kudryavtseva T., Skhvediani A., Arteeva V. Theoretical analysis on the effect of digitalization on the labor market // Proceedings of the European conference on knowledge management, Eckm. – 2019. – Т. 1. – С. 672-679
6. Researchgate, Structural change and digitalization in developing countries: conceptually linking the two transformations // researchgate.net: https://www.researchgate.net/publication/347205914_Structural_change_and_digitalization_in_developing_countries_Conceptually_linking_the_two_transformations
7. Alekseev A. N., Lobova S. V., Bogoviz A. V. Digitalization and quality of labor: contradictions in developing countries and the prospects of harmonization //International journal for quality research. – 2021. – Т. 15. – №. 3. – С. 733.
8. Shuangshuang Y. et al. The impact of education and digitalization on female labour force participation in BRICS: an advanced panel data analysis // Humanities and social sciences communications. – 2023. – Т. 10. – №. 1. – С. 1-9.
9. Emara N., Zhang Y. The non-linear impact of digitization on remittances inflow: evidence from the BRICS // Telecommunications policy. – 2021. – Т. 45. – №. 4. – С. 102112.
10. Autor D., Salomons A. Is automation labor-displacing? Productivity growth, employment, and the labor share // National Bureau of economic research, 2018. – №. w24871.

Modern American Journal of Business, Economics, and Entrepreneurship
ISSN (E): 3067-7203
Volume 01, Issue 09, December, 2025
Website: usajournals.org

11. Acemoglu D., Autor D. Skills, tasks and technologies: implications for employment and earnings // Handbook of labor economics. – Elsevier, 2011. – T. 4. – C. 1043-1171.
12. Acemoglu D. Technical change, inequality, and the labor market // Journal of economic literature. – 2002. – T. 40. – №. 1. – C. 7-72.
13. Korinek A. How innovation affects labor markets: an impact assessment // Brookings center on regulation and markets working paper. – 2022.
14. U.S. Department of State, 2024 investment climate statements: Uzbekistan // state.gov: https://www.state.gov/reports/2024-investment-climate-statements/uzbekistan/
15. Bureau of labor statistics, US. Great recession, Great recovery? // bis.gov: https://www.bls.gov/opub/mlr/2018/article/great-recession-great-recovery.htm
16. World Health Organization, Ageing and health // who.int: https://www.who.int/news-room/fact-sheets/detail/ageing-and-health
17. Statista, Share of population aged 60 and older in China from 1950 to 2020 with forecasts until 2100 // data.statista.com: https://www.statista.com/statistics/251529/share-of-persons-aged-60-and-older-in-the-chinese-population/
18. World Population Review, Uzbekistan population 2024 // worldpopulationreview.com: https://worldpopulationreview.com/countries/uzbekistan
19. World Bank, Female labor force participation // data.worldbank.org: https://genderdata.worldbank.org/en/data-stories/flfp-data-story
20. Federal Ministry of Justice, Transparency in wage structures act // gesetze-im-internet.de: https://www.gesetze-im-internet.de/englisch_entgtranspg/englisch_entgtranspg.html
21. Federal Ministry of Justice, Transparency in wage structures act // gesetze-im-internet.de: https://www.gesetze-im-internet.de/englisch_entgtranspg/englisch_entgtranspg.html
22. Swedish Government, Work–life balance // sweden.se: https://sweden.se/work-business/working-in-sweden/work-life-balance

Modern American Journal of Business, Economics, and Entrepreneurship
ISSN (E): 3067-7203
Volume 01, Issue 09, December, 2025
Website: usajournals.org

23. Japanese law translation, Act on equal opportunity and treatment between men and women in employment // japaneselawtranslation.go: https://www.japaneselawtranslation.go.jp/en/laws/view/4190/en
24. Lex.uz, "Маҳаллаларда хотин-қизларнинг бандлигини таъминлаш ва саломатлигини мустаҳкамлаш марказлари фаолиятини ташкил этиш чора-тадбирлари тўғрисида" // lex.uz: https://lex.uz/docs/6277196
25. UN Environment Programme, State of finance for nature 2021 // unep.org: https://www.unep.org/resources/state-finance-nature-2021
26. OECD, What happened to jobs at high risk of automation? // oecd.org: https://www.oecd.org/future-of-work/reports-and-data/what-happened-to-jobs-at-high-risk-of-automation-2021.pdf
27. IDC, Worldwide spending on the internet of things is forecast to surpass $1 trillion in 2026, according to a new IDC spending guide // idc.com: https://www.idc.com/getdoc.jsp?containerId=prUS50936423
28. Statista, Retail E-commerce sales worldwide from 2014 to 2027 // statista.com: https://www.statista.com/statistics/379046/worldwide-retail-e-commerce-sales/
29. IBM, How to manage complexity and realize the value of big data // ibm.com: https://www.ibm.com/blog/how-to-manage-complexity-and-realize-the-value-of-big-data/
30. Statista, Volume of data/information created, captured, copied, and consumed worldwide from 2010 to 2020, with forecasts from 2021 to 2025 // statista.com: https://www.statista.com/statistics/871513/worldwide-data-created/
31. Statista, Big data market size revenue forecast worldwide from 2011 to 2027 // statista.com: https://www.statista.com/statistics/254266/global-big-data-market-forecast/
32. U.S. Bureau of labor statistics, Information security analysts // bis.gov: https://www.bls.gov/ooh/computer-and-information-technology/information-security-analysts.html
33. IBM, Cost of a data breach report 2023 // ibm.com: https://www.ibm.com/reports/data-breach