

ZNAČAJ SELEKCIJE LJUDSKIH RESURSA ZA RAZVOJ MEDIJSKIH ORGANIZACIJA

Branislav Sančanin¹

Abstrakt: Privlačenje talenata i njihovo zapošljavanje u medijskim organizacijama u Srbiji, bez obzira na veličinu i vlasništvo, predstavlja kontinuirani proces koji obuhvata izbor kandidata koji ispunjavaju zahtevane uslove radnog mesta i njihovo dugoročno zadržavanje. Kada je fokus aktivnosti na izboru kandidata koji odgovaraju ili su najbliži traženim uslovima, govorimo o kompleksnom i odgovornom procesu selekcije, od koje se očekuje da opravda prognozu uspešnosti odabira kandidata. Pretpostavka uspešne selekcije su definisanje kriterijuma selekcije i specifikacija kandidata. Cilj rada je da se aktuelizuje ova tematika u svetlu globalizacije i turbulentnog tržišta rada i ukaže na značaj selekcije ljudskih resursa u medijskim organizacijama, kao ključnog procesa za ostvarivanje konkurentske prednosti i uspešnog poslovanja medijske organizacije. Pozitivan ishod procesa selekcije direktno je uslovljen privlačenjem dovoljnog broja kandidata sa odgovarajućim znanjima i sposobnostima u procesu regrutacije. Doprinos ovog rada ogleda se u sistematizovanoj vizuelizaciji aktivnosti procesa selekcije ljudskih resursa u medijskim organizacijama, kao i ostvarivanju konkurentske prednosti na medijskom tržištu na osnovu tzv. nevidljive aktive.

Ključne reči: ljudski resursi, selekcija, zapošljavanje, mediji, migracije

¹ Fakultet za menadžment u Sremskim Karlovcima, Univerzitet "Union – Nikola Tesla" u Beogradu
e-mail: branislav.sancanin@famns.edu.rs

UVOD

Najviše zaposlenih u medijima u Srbiji u 2020. godini bilo je u proizvodnji televizijskog programa: 4.553 muškarca i 3.436 žena, što je neznatno više nego u 2019. godini, kada je ugovor o radu, odnosno ugovor o delu ili o obavljanju privremenih i povremenih poslova imalo 4.449 muškaraca i 3.334 žena. Broj zaposlenih na radiju je znatno manji: 133 muškaraca i 159 žena, što je, takođe, više nego godinu ranije (121:158). U štampanim medijima je zaposleno 1.322 muškaraca i 1.455 žena, i za razliku od elektronskih medija, zabeležen je manji broj zaposlenih nego 2019. godine (1.355:1.469). Pad broja zaposlenih u 2020. godini je i u novinskim agencijama, gde radi 147 muškaraca i 181 žena (156:182) (Krstić, 2021).

Glavne i odgovorne urednika medija u Srbiji uglavnom čine muškarci – 62,30%, dok su žene zastupljene u 37,70% slučajeva² (APR, 2021)

Nasuprot pada broja zaposlenih, u Srbiji je vidljiv višegodišnji trend povećanja broja medija. Od ukupno registrovanih 2.508, najviše je dnevnih i periodičnih novina – 937 i internet portala i samostalno uređivački oblikovanih stranica – 835 (APR, 2020). Broj medija nastao u prethodnom priodu je nesrazmeran komercijalnim i budžetskim prihodima, odnosno njihov broj značajno premašuje kapacitet tržišta na kome ostvaruju prihode.

Rad u medijima je sve manje privlačan, a među najvažnijim razlozima prepoznaju se nedefinisano radno vreme, slobodni dani i godišnji odmor, niske zarade, lako raskidivi ugovori o radu, a deo on-lajn medija je u tzv. sivoj zoni, pa je i položaj radno angažovanih nejasan. Sindikat novinara Srbije sproveo je 2018. godine istraživanje o radnim pravima i sindikalnom angažovanju novinara i medijskih radnika, a na bazi 100 ispitanika utvrđeno je da je prosečna zarada kod 70% ispitanika u digitalnim medijima na nivou minimalne, da ugovor na neodređeno vreme ima samo 40% zaposlenih, da više od polovine ističe da radi duže od osam sati dnevno i vikendom (SINOS, 2020). Novinarska, kao i ostale medijske profesije nisu prepoznate u zakonskoj regulativi u smislu propisivanja uslova za obavljanje brojnih specifičnih poslova. Posledično tome, poslodavci ne osećaju obavezu da zaposlenima omoguće obuke i treninge, čime bi se njihova efikasnost i produktivnost, prateći savremene trendove u profesiji, podigli na znatno viši nivo.

² Predstavljeni podatak je presek stanja u elektronskim bazama Agencije za privredne registre na dan 30. septembar 2021.

1. Definisane kriterijuma selekcije

Proces selekcije se najčešće definiše kao izbor kandidata između više njih, koji najviše odgovaraju unapred postavljenim kriterijumima. To je zahtevan proces u kome se teži kreiranju kohorti u kojima se selektuju kandidati prema njihovom znanju, sposobnostima i veštinama. Cilj je da se interes kandidata i medijske organizacije podudara, tako da su šanse kandidata za dobijanje ponude za posao u pozitivnoj korelaciji sa njihovih kompetencijama.

Kriterijumi selekcije se najčešće definišu u odnosu na specifikaciju kandidata (Lewis, 1985):

- **Organizacioni kriterijum selekcije** – sadrži sve karakteristike kandidata koje vrednuje organizacija;
- **Funkcionalni kriterijum selekcije** – definiše brojne i različite kriterijume adekvatnih interpersonalnih sposobnosti pojedinaca u organizacionoj jedinici zaduženoj za ljudske resurse;
- **Individualni kriterijumi radnog mesta** – koji se nalaze u opisu svakog radnog mesta, kao i u specifikaciji zahteva za odgovarajućim kandidatima sačinjenim na bazi analize posla.

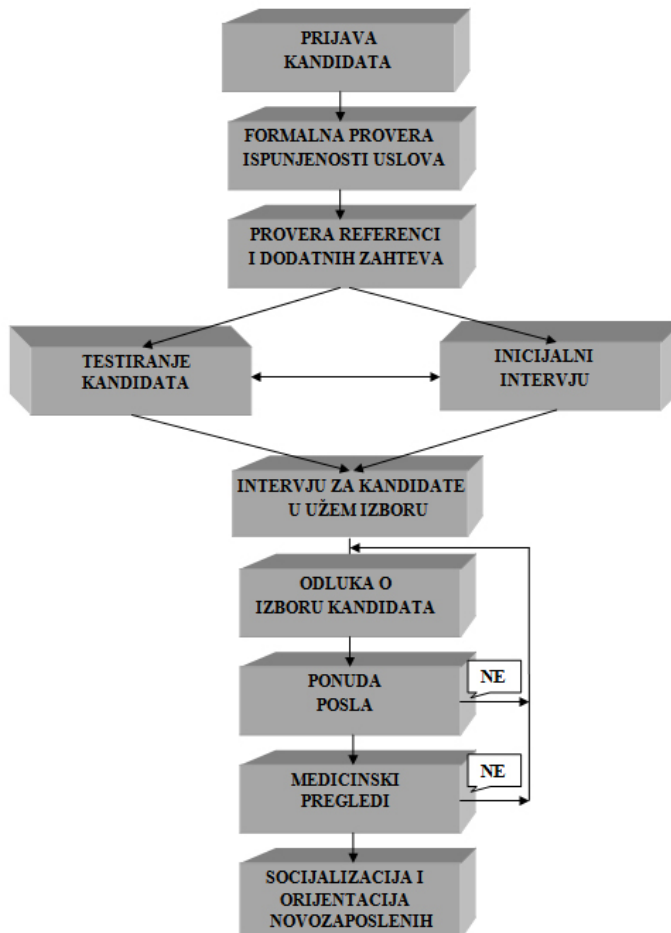
Selekcija je proces u kome zainteresovane strane donose zasebne odluke, pri čemu medijska organizacija treba da odluči da li će ponuditi posao zainteresovanom kandidatu, a kandidat treba da odluči da li će prihvatiti ponudu (Čerović, Knežević, 2019).

Proces selekcije bi trebalo da opravda najbitniji parametar zapošljavanja – prognozu uspešnosti odabranog kandidata, te se kao bazični standardi selekcije naglašavaju opravdanost i pouzdanost (Đorđević Boljanović i sar., 2020: 68). Pojednačno identifikovane razlike koje imaju uticaja na selekciju moguće je sagledavati kroz objektivne sposobnosti, osobine ličnosti i kompetencija (Čerović, 2013). Definiciju sposobnosti, koje mogu da budu intelektualne, perceptivne i psihomotorne, možemo svesti na to da je reč o karakteristikama koje kandidati poseduju, a što predstavlja uslov za ostvarivanje očekivanih rezultata na radnom mestu. Osobine ličnosti objedinjavaju sve ono što kandidata čini različitim od ostalih, a vidljive su kroz ambicioznost, kreativnost, optimizam i zabrinutost, a nekada i kroz agresivnost. Kompetencija označava sposobnost kandidata da uspešno obavlja zadatak ili posao.

Prvi korak u procesu selekcije kandidata je prikupljanje podataka: popunjen prijavni obrazac i preporuke, a od koristi je intervju koji sa kandidatima obavlja menadžer za ljudske resurse. Intervju je dvosmeran proces, koji nudi šansu za oce-

nu sposobnosti i veština, kao i prethodnog iskustva kandidata, čineći to iz ugla potreba prema opisu radnog mesta. U slučaju kada intervju nije dovoljan, odnosno kada je neophodno načiniti i sledeći korak, primenjuje se testiranje kandidata izborom testova sposobnosti, ličnosti, postignuća, zatim testiranje sposobnosti za obuku, testiranje posebnih, zdravstvenih i fizičkih sposobnosti, a ponekad se upotrebljava i poligrafsko testiranje (Torrington et al., 2004:199). Sledi pisanje kratkog rezimea o kandidatima koji su ušli u užu izbor, provera njihovih referenci, donošenje odluke o zapošljavanju i obaveštenje kandidata o pozitivnom ishodu selekcije, kao i obaveštavanje o rezultatima selekcije svih koji nisu izabrani.

Slika 1. Proces selekcije kandidata



Izvor: autor, 2021.

Mada proces selekcije integriše brojne različite iteracije, koje se prilagođavaju zahtevima posla, Štangl-Šušnjar i Zimanji (2006: 166) sugerišu model selekcije sa sledećim elementima: prijem molbi, testovi, intervju, preporuke i provera dokumentacije, ocena zdravstvene sposobnosti, razgovor sa rukovodiocem, prikaz posla i odluka o zapošljavanju.

Često se menadžerima za ljudske resurse poverava zadatak da ocene sertifikovane kandidate u nekoj oblasti rada, odnosno očekuje se da im daju prednost u odnosu na druge bez sertifikata. Dobrovoljna sertifikacija afirmativno govori o kandidatima sa sertifikatima, s obzirom na to da obim i priroda sertifikata u znatnoj meri olakšava i pomaže menadžerima zaduženim za proces zapošljavanja (Farashah et al., 2019).

Stvarnije pozitivne slike u javnosti o organizaciji kao poželjnom mestu za rad trebalo bi da se posmatra kao kontinuirani proces koji ima značaj i onda kada ishod zapošljavanja nije povoljan za pojedine kandidate, tj. u situaciji kada je neophodno da im se dostavi informacija o okončanju selekcije koja za njih nije povoljna. Insistira se na personalnom pristupu svakom kandidatu, pri čemu treba izbegavati slanja automatizovanih poruka u kojima, po pravilu, izostaju važne informacije o tome šta je bilo opredeljujuće u donošenju konačne odluke kojim kandidatima da se ponudi da potpišu ugovor o radu.

„Oceniti put do posla“, naziv je projekta koji je u 2020. godini realizovala „Infostud grupa“, gde je 14.766 kandidata ocenjivalo 44.908 oglasa kod 5.811 poslodavaca³. Čak 84% kandidata koji su podneli prijave na oglas za upražnjena radna mesta nije dobilo povratnu informaciju, tako da je upravo izostanak obaveštenja o ishodu najlošije ocenjena stavka. Taj podatak ozbiljno urušava imidž organizacija, na šta ukazuje podatak da je 68% anketiranih izjavilo da se ne bi ponovo prijavili na oglas kod istog poslodavca, dok više od 72% kandidata ne bi preporučilo bliskim osobama da se prijave na oglas kod tog poslodavca (www.hrlab.rs, 2020).

Zapošljavanje je moguće sagledati i kao kritičnu fazu upravljanja ljudskim resursima, ceneći da organizacija obezbeđuje šansu da stekne kompetencije koje su neophodne za obavljanje poslova (Vukonjanski i sar., 2012). Za kandidata iz organizacije, primenjuju se dodatne metode koje uključuju ocenu uspešnosti i ocenu saradnika.

Ipak, konačna odluka o prihvatanju posla pod ponuđenim uslovima je na kandidatu, uz zadovoljenje zdravstvene sposobnosti za određeni posao.

Nakon izbora kandidata, kroz proces socijalizacije, novozaposlene je potrebno upoznati sa organizacijom, organizacionom kulturom, kodeksom ponašanja,

³ U istraživanju su učestvovali kandidati koji su putem sajta <https://poslovi.infostud.com/> dobili priliku da ocenama od 1 do 5 vrednuju način na koji su organizacije zakazivale intervju, kvalitet dobijenih informacija o radnom mestu, brzinu procesa selekcije i obaveštenje o konačnom ishodu.

očekivanjima i sl. Organizacija uvodi u posao nove članove kolektiva kroz realizaciju odgovarajućih programa, koji prema autorima Budaković i Peštek (2018) sadrži dve grupe aktivnosti: orijentaciju i obučavanje za rad na poslovima.

Ukazujući na to da je mali broj empirijskih istraživanja koja utvrđuju konačne rezultate i navode konkretne varijable za determinaciju uspeha organizacione socijalizacije, Ratković-Njegovan i Vukadinović (2011:103) preciziraju da je reč o složenom fenomenu, koji zahteva interdisciplinarni pristup, s obzirom na to da delovanje međusobno povezanih subjekata u različitim tehnološkim, socijalnim, ekološkim, etičkim, kulturološkim i drugim uslovima jeste multifaktorsko.

Cilj organizacije je da minimizira rizik kod privlačenja i izbora nedovoljno kvalifikovanog osoblja na svim hijerarhijskim nivoima, a razlog su visoki troškovi i posledice promašaja i grešaka. Pored direktnih troškova, potrebno je ceniti i indirektno, kao što su troškovi oglašavanja, izgubljenog vremena tokom razgovora sa kandidatima, kao i troškovi za vreme socijalizacije novozaposlenih, a oni se procenjuju na dve do pet godišnjih zarada određenog radnika (Pržulj i sar., 2014: 42).

2. Provera radnih biografija i preporuka

Radna biografija predstavlja relevantan izvor informacija o kandidatu, a prilaže se uz prijavu na oglas. Danas su u upotrebi uglavnom standardizovani obrasci, što biografije čini lakše uporedivim sa zahtevanim uslovima za rad, kao i sa ostalim kandidatima. Ona bi trebalo da sadrži ime i prezime kandidata, punu adresu i kontakt telefon, mesto i godinu rođenja, vrstu i stepen stručne spreme, odnosno završene škole ili fakultet sa godinama završetka formalnog obrazovanja, profesionalno interesovanje, obuke i treninzi, radno iskustvo (vrsta i vreme provedeno na svim prethodnim radnim mestima) i lične osobine. Radna biografija pruža uvid u celokupno dotadašnje radno angažovanje, a naročito se uvažava napredovanje u karijeri i moguće praznine u radnom angažmanu, kao i eventualnu promenu zanimanja i profesionalna interesovanja.

Mada preduzeća za vreme procesa zapošljavanja teže da izaberu kandidate koji ispunjavaju zahtevane uslove, bitna je procena da li kandidat svoj profesionalni razvoj vidi u toj organizaciji. Uvažavajući to da promene radnih mesta i preduzeća nije moguće izbeći, taj pokazatelj kod kandidata ne treba posmatrati kao diskvalifikujući. Naime, uvek postoji mogućnost da takvi zaposlenici u određenom vremenskom periodu prepoznaju sve vrednosti koje ranije nisu mogli da uoče i da donesu odluku o ostanku u preduzeću.

Relevantne informacije o kandidatima mogu se dobiti iz preporuka, kao potvrda prethodne uspešnosti. Preporukama se potvrđuju informacije navedene u

prijavi na oglas i radnoj biografiji, ali i vizuelizuje dotadašnji radni angažman u drugim organizacijama. Međutim, Jovanović Božinov i sar. (2008: 133) ističu da neka istraživanja ukazuju da je pouzdanost preporuka veoma niska, pre svega zbog izražene subjektivnosti, a podložne su i greškama, pa čak i zloupotrebama.

3. Testiranje kandidata

Testovi predstavljaju skupove zadataka, izabranih prema određenim principima, koji omogućavaju da se na objektivnan način ispituju određene osobine ili neki psihički procesi (Štangl Šušnjar, Zimanji, 2006: 164). U praktičnoj primeni su uobičajena dva koncepta testiranja: validnost i pouzdanost.

Da bi test bio validan mora da ispituje ono za šta je namenjen, a validnost mu se potvrđuje stavljanjem u odnos rezultata testiranja sa rezultatima koje ostvaruju izabrani zaposlenici. Bez obzira na odluku o tome koja vrsta testova će biti korišćena, medijske organizacije bi trebalo da dodatnu pažnju poklone odabiru testova, ceneći njihovu validnost (Marchington & Wilkinson, 2002). Dva bazična dokazivanja validnosti testa su (Dessler, 2007: 114): test na osnovu kriterijuma i test na osnovu sadržaja. Potvrđivanje testa na osnovu kriterijuma znači da će oni kandidati koji pokažu dobre rezultate na testu, imati i dobre rezultate na poslu. Validnost testa na bazi sadržaja potvrđuje se tako što se obezbedi test koji na odgovarajući način odslikava sadržaj posla.

Pouzdanost se odnosi na koncept doslednog merenja, što u praksi znači da će se svaki put kada se upotrebljava određena metoda selekcije doći do istog rezultata. Relevantnost valjanosti se ogleda u tačnosti merenja i pruža nam tumačenje ocena koje su stečene određenim metodama selekcije, ali samo u odnosu na svrhu za koju se koristi test (Cooper et al., 2003: 49-53).

Pojedini autori izražavaju sumnju u preveliku upotrebu i poverenje u psihometrijske testove, naročito ukoliko se na osnovu rezultata predviđaju budući radni učinci (Bratton & Gold, 2003).

Razvoj internetske komunikacije omogućio je manjim medijskim organizacijama da sprovedu on-lajn selekciono testiranje, što ima snažno uporište kod zagovornika smanjenja troškova, čineći testiranje, bez vremenskih i prostornih ograničenja, pristupačnim za slabije plaćene poslove (Beadwell & Wright, 2003). Glavni nedostatak upotrebe internetskog testiranja je nemogućnost kontrolisanja okruženja u realnom okruženju i vremenu, kao i u otežanoj proveri identiteta kandidata (Bratton & Gold, 2003).

U okviru selekcije kandidata za posao primenjuju se brojni testovi, koji se mogu diferencirati na dve vrste (Jovanović Božinov i sar. 2008: 134):

- Psihološki testovi: koriste se za procenu sposobnosti, znanja i veština, osobina ličnosti i interesovanja kandidata za posa, čime se ispunjavaju dva cilja: dobija se jasna slika o sposobnostima i kvalitetima kandidata i kreiraju kvalitetnije procene o njihovoj budućoj uspešnosti;
- Testovi vezani za posao: ovi testovi podrazumevaju testove uzorka posla, testove sposobnosti sticanja veština i probni rad.

3.1. Psihološki testovi

Najstariji i najučestaliji, ujedno i najsporniji alati za selekciju kandidata za posao su psihološki testovi (Roberts, 2005: 132).

Jovanović Božinov, Kulić i Cvetkovski (2008: 135) načinili su podelu psiholoških testova na osnovu nekoliko kriterijuma:

- Predmeta testiranja: testovi sposobnosti, testovi znanja i veština, testovi ličnosti i testovi interesovanja;
- Način postavljanja i rešavanja zadataka za vreme testiranja (verbalni i neverbalni testovi);
- Načina primene testova: individualni i grupni (individualni i grupni testovi).

Testovi sposobnosti se koriste kako bi se procenile primarne mentalne sposobnosti potencijalnih kandidata, (testovi verbalnog ili apstrktnog zaključivanja, numeričkih sposobnosti i sl.). Učestalost upotrebe ovih testova rezultat je njihovog doprinosa egzaktnosti i pravičnosti procesa selekcije. Autorke Štangl Šušnjar i Zimanji (2006: 167) ukazuju na to da testovi sposobnosti nude informacije o latentnim mogućnostima pojedinaca, odnosno predispozicijama za sticanje određenih veština i znanja.

Testovi znanja i veština treba da potvrde znanja, veštine i navike kandidata, s obzirom da su to preduslovi za obavljanje određenog posla.

Testovi ličnosti se koriste kada je potrebno ispitati osobine kandidata koje su važne za obavljanje poslova. Razlikuju se dve vrste testova ličnosti: objektivni testovi i projektovani testovi ličnosti. Kod objektivnih testova ličnosti (testovi prisilnog izbora) kandidatima se daje niz pitanja i tvrdnji iz svakodnevnog života, a od njih se očekuje da izaberu jedan od ponuđenih odgovora. Projektovani testovi ličnosti su koncipirani da kandidat sam treba da da interpretaciju ponuđenog sadržaja, a osobine ličnosti procenjuju se na osnovu odgovora.

Čerović (2019: 136) ističe da se primena testova ličnosti u prognostičke, odnosno selekzione svrhe bazira na njihovoj prirodi koju karakteriše: ispitivanje kvalitativnih osobina ličnosti, kompleksnost i fluidnost osobina, rezultati koji se baziraju na iskazima, što je ponekad zbog neiskrenosti kandidata diskutabilno i izostanku pravih i pogrešnih odgovora.

Testovima interesovanja treba otkriti profesionalna interesovanja kandidata i njihovu kompatibilnost sa interesima zaposlenih koji uspešno obavljaju radne zadatke. Ovi testovi su zasnovani na pretpostavci da su ljudi uspešniji u poslu ukoliko rade posao koji vole.

3.2. Testovi vezani za posao

Najučestaliji testovi vezani za posao su testovi uzorka posla, testovi sposobnosti sticanja veština i probni rad.

Testovi uzorka posla zasnovani su na pretpostavci da je uspešnost u prethodnom periodu dobar pokazatelj radne uspešnosti u narednom vremenu. Provera je bazirana na odabranom uzorku standardizovanih radnih zadataka, tako da se od kandidata očekuje da obave konkretan i unapred definisan posao na osnovu čega će biti procenjeno njegovo umeće u odnosu na zahteve radnog mesta.

Testovi sposobnosti sticanja znanja služe za proveru sposobnosti kandidata da ponove pokazane radnje i aktivnosti, a uglavnom se preferiraju za proizvodne poslove.

Probni rad je jedan od najprimenjivanijih provera znanja, veština i sposobnosti kandidata potrebnih za obavljanje određenog posla, čime se dobija jasna procena o usklađenosti potencijala kandidata sa zahtevima posla. Pavlović (2016: 141) ističe da će poslodavac povećati šansu da zaposli poštenu osobu ukoliko kandidat uradi test integriteta kojim se procenjuje njegovo poštenje za posao koji će mu biti poveren. U tom smislu koriste se *otvoreni test integriteta* (direktno postavljanje pitanja o tome šta kandidat oseća ili misli o krađi ili sankcionisanju neetičkog ponašanja) i test zasnovan na ličnosti (procena poštenja kandidata na bazi psiholoških karakteristika, kao što su pouzdanost i savesnost).

S obzirom na to da rezultati na testu najčešće pokazuju samo 25% varijacija u merenju učinka, preporuka je da se testovi ne koriste kao jedina tehnika u procesu selekcije, već kao dopuna drugim tehnikama. Testovi uglavnom pokazuju one kandidate koji će biti neuspešni, nego što pokazuju one koji će ostvariti željeni uspeh na radnom mestu (Dessler, 2007: 116).

4. Intervju

Intervju je ciljno usmeren razgovor s namerom da se ispitaju sposobnosti kandidata za obavljanje posla za koji je podneo prijavu (Buble, 2006: 392) i predstavlja dominantnu metodu selekcije prijavljenih kandidata (Roberts, 2005) s ciljem da se još u inicijalnoj fazi detektuju znanja, veštine, iskustvo i specifične osobine važne za obavljanje posla.

Milić (2011) naglašava da je intervju neizostavan u procesu selekcije, čak i kada se upotrebljavaju drugi metodi s obzirom da je to prilika da se prikupe neophodne informacije o kandidatu, ali i mogućnost koja se daje kandidatu da dobije potrebne informacije o organizaciji, kao i vreme kada je potrebno utvrditi sposobnost kandidata za uspešno obavljanje posla.

Kao najučestalije greške koje se javljaju tokom intervjuja, Stojadinović i Marinović (2015: 76-77) navode:

- Prebrzo donošenje ocena, uglavnom zbog pridavanja prevelikog značaja prvom utisku o kandidatu;
- Nedovoljno poznavanje radnog mesta, što posledično onemogućava izbor najboljeg kandidata za to radno mesto;
- Prevelika usmerenost na negativne informacije;
- Greške uzrokovane redosledom kandidata dovode ispitivača u situaciju da ponekad daju bolje ocene prosečnom kandidatu nakon nekoliko lošijih kandidata;
- Tenzije da se zaposle radnici negativno utiče na ispitivače tako da daju bolje ocene kandidatima kada je kvota regrutovanja niža;
- Neverbalno ponašanje ima snažan uticaj na odluku ispitivača.

U odnosu na kriterijume, diferencirano je nekoliko vrsta intervjuja koji se koriste prilikom selekcije kandidata:

- Vrsta intervjuja prema obliku;
- Vrsta intervjuja prema broju učesnika;
- Vrsta intervjuja prema njihovoj ulozi u procesu selekcije.

4.1. Vrsta intervjuja prema obliku

Intervju na osnovu oblika može da bude nestrukturisan, polustrukturisan i strukturisan.

Karakteristika nestrukturisanog intervjua se ogleda kroz način postavljanja pitanja, gde ispitivač postavlja pitanja prema svom nahođenju (Dessler, 2007: 122). U suštini, ova vrsta intervjua ima visok stepen fleksibilnosti, što posledično generiše nekonzistentne podatke o kandidatu (Bogićević Milikić, 2006: 134; Noe et al., 2016: 186), odnosno rezultati nestrukturisanog intervjua nisu dosledni i teško ih je koristiti u međusobnoj komparaciji prijavljenih kandidata, pa je prosečan koeficijent valjanosti znatno ispod strukturisanog intervjua (Cook, 2004), a to u praksi može da predstavlja važan razlog za različitu procenu kandidata (Roberts: 2005).

Prilikom strukturisanog intervjua koristi se set standardnih pitanja, koja se postavljaju svim kandidatima s ciljem jednostavnijeg poređenja njihovih referenci (Jovanović Božinov i sar., 2008: 152), a u idealnom kontekstu pitanja su povezana sa zahtevima posla i integrišu znanja, veštine i iskustvo (Noe et al., 2016: 186). Kako se ista pitanja postavljaju svim kandidatima po unapred utvrđenom redosledu, značajno su smanjene moguće greške prilikom ocenjivanja.

Intervju koji unapred sadrži sva strukturisana pitanja, ali se dozvoljavaju i dodatna pitanja, naziva se polustrukturisani intervjui.

4.2. Vrsta intervjua prema broju učesnika

Karakteristika individualnog intervjua je što se realizuje *jedan-na-jedan*, gde se nalaze osoba koja je zadužena za sprovođenje intervjua i kandidat, mada postoji i opcija organizovanja *panel-intervjua*, odnosno intervjua gde više ispitivača postavljaju naizmenično pitanja. Ceneći to da više osoba sluša iste odgovore, može se zaključiti da panel-intervju osigurava veću pouzdanost i efikasnost u odnosu na individualni intervjui (Noe et al., 2016: 187).

Dosta sličnosti sa panel-intervjuom nalazimo u organizovanju *timskog intervjua*, gde osim osoba zaduženih za intervjui, participiraju i buduće kolege, čime se povećava učešće zaposlenih u donošenju odluka, što bi u sledećem koraku, tokom procesa socijalizacije trebalo da pokaže pozitivne efekte.

4.3. Vrsta intervjua prema njihovoj ulozi u procesu selekcije

U odnosu na ulogu u procesu selekcije kandidata, razlikuju se inicijalni, dijagnostički i prijemni intervjui.

Od inicijalnog intervjua se očekuje da već na startu izdvoji kandidate koji ne odgovaraju zahtevima navedenim u oglasu za popunu upražnjenog radnog mesta. Inicijalni ili preliminarni intervjui, po pravilu, traje kratko, a odluku o eliminaciji

iz daljeg procesa donosi osoba koja vodi intervju. Dijagnostički intervju podrazumeva detaljniji razgovor sa kandidatima, s ciljem dobijanja svih relevantnih podataka i informacija o kandidatu, kao i da bi se procenila njihova usklađenost sa potrebama koje proističu iz zahteva radnog mesta. U finalnoj fazi organizuje se prijemni intervju koji označava razgovor sa kandidatima koji su uspešno prošli sve prethodne faze. Za vreme razgovora kandidat dobija priliku da dobije sadržajnije informacije o radnom mestu, a to je istovremeno i dodatna prilika za organizaciju da dobije informacije o personalnim ambicijama i profesionalnim planovima svakog pojedinca.

Multinacionalno poslovno okruženje je dodatni izazov za menadžere koji bi trebalo da cene kulturne razlike, kako bi se prevenirali mogući problemi. To je razlog što se od obučenih i blagovremeno informisanih menadžera zaduženih za selekciju očekuje da procenjuju znanje, veštine i iskustvo, da harmonizuju i prilagode redosled i sadržaj pitanja, ali i da pruže jednake šanse svim kandidatima i garantuju zaštitu podataka o ličnosti.

Intervju je u procesu selekcije gotovo neizostavan, a to potkrepljuju sledeći pokazatelji: u Finskoj i Danskoj – 99%, Portugaliji – 97%, Francuskoj – 92%. Velikoj Britaniji – 90% i Nemačkoj 86% (Cook, 2004).

Za vreme intervjuja procenjuju se brojni različiti atributi kandidata, a najčešće ličnost – 35%, socijalne veštine – 28%, mentalne sposobnosti – 16%, dok se najmanje vremena i pažnje posvećuje interesima i sklonostima kandidata – 4% i pojedinačnoj prikladnosti organizaciji – 3% (Huffcutt et al. 2001).

5. Jednake mogućnosti zapošljavanja

Podsticanje koncepta jednakih mogućnosti zapošljavanja trebalo bi da bude neizostavan segment javnih politika i praksi, kako bi napori na smanjenju diskriminacije imali željene rezultate. Jednak pristup poslovima ima dodatnu relevantnost kada se posmatra u kontekstu procesa globalizacije i "rata za talente", gde se naglašava pravo da svi imaju isti tretman prilikom sprovođenja procesa zapošljavanja. Stoilkovska, Ilieva i Gjakovski (2015: 283) preciziraju da se koncept jednakih mogućnosti prvobitno odnosio na uočenu diskriminaciju zasnovanu na rasi, religiji i polu, ali je kasnije prošireno na starost, trudnoću i osobe sa invaliditetom.

Strategija zapošljavanja u Republici Srbiji od 2021. do 2026. godine predviđa uspostavljanje stabilnog i održivog rasta zaposlenosti koji se zasniva na znanju i dostojanstvu rada. Na taj način, kroz strateški dokument konstituiše se unapređena međusektorska komunikacija i saradnja privrede, finansija, obrazovanja i socijalne zaštite, čiji bi rezultati trebalo da budu vidljivi kroz realizaciju politike zapošljavanja u gradovima i opštinama (Vlada Republike Srbije, 2021).

Radi unapređenja položaja mladih, osoba sa invaliditetom, korisnika socijalne pomoći, kao i ostalih marginalizovanih grupa, predviđene su i posebne mere podrške, ceneći kontekst dinamičnosti, promenljivosti i konkurencije na tržištu rada. Primenu afirmativnih mera u procesu zapošljavanja neophodno je sagledavati u kontekstu unapred identifikovanih ugroženih grupa, kako bi se konkretnim merama osnažile njihove šanse kao objektivno teže zapošljivim kategorijama.

Složen i odgovoran zadatak selekcije, kao i u prethodnoj fazi regrutacije potencijalnih kandidata za radna mesta u medijskim organizacijama, sve češće obuhvata i one koji su ostvarili pravo na penziju po osnovu godina života, odnosno radnog staža. To je jedan od načina da se pomogne starijem stanovništvu, koje se suočava sa materijalnim problemima, a trend povratka penzionera na tržište rada biće izražen u onoj meri u kojoj penzije budu realno manje od zarada zaposlenih. Korist organizacija je u tome što se angžovanjem starijih osoba smanjuje nedostatak veština i iskustva između onih koji su ostvarili pravo na penziju i mladih koji su završili formalno obrazovanje. Nikitović (2019) ističe da se u Srbiji do 2030. godine očekuje zadržavanje trenda rasta starijih od 65 godina, kao i da bi tek sredinom ovog veka broj starijih bio približno današnjem. Na poslodavcima je zadatak i odgovornost da prepoznaju izazove i vrednosti zajedničkog rada starijih i mladih i da na bazi sinergije maksimiziraju korist od starosne raznolikosti u organizaciji (Smeaton & Parry, 2018).

Prema nekim projekcijama, Velika Britanija će u narednih deset godina potraživati 13,5 miliona radnika, a u istom periodu škole i fakultete će završiti sedam miliona mladih (CIPD, 2012). Deficit radne snage vidljiv je i u zemljama Evropske unije, gde se u naredne tri decenije očekuje smanjenje radno sposobnog stanovništva između milion i milion i po godišnje, uz istovremeno povećanje broja starijih od 60 godina brzinom od dva miliona godišnje (Smeaton & Parry, 2018).

Tržište rada je i dalje mesto vidne nejednakosti između žena i muškaraca. U 2020. godini muškarci su u poređenju sa ženama imali veću verovatnoću da participiraju u globalnoj radnoj snazi (74% : 47%). Najuočljiviji rodni jaz i varijacije u pristupu žena tržištu rada u 2019. godini zabeležen je u Južnoj Aziji, Severnoj Africi i Zapadnoj Aziji, gde stopa učešća ženske radne snage nije prelazila 30% (UN DESA, 2020).

U okvirima afirmativnog regrutovanja i selekcije, u fokusu pažnje organizacija trebalo bi da budu nezaposleni samohrani roditelji, uvažavajući objektivne teškoće u vezi sa harmonizacijom obaveza na radnom mestu i privatnog života. Stoga je opravdana preporuka da organizacije krenu u susret ovakvim problemima i kreiraju planove za privlačenje i afirmativnu selekciju žena i drugih teže zapošljivih kategorija, koji mogu na jednom mestu da integrišu procenu personalnih politika, unapređenje fleksibilnih radnih mogućnosti, prilagođavanje postojećih radnih mesta i ponudu inoviranih planova za beneficije (Dessler, 2007: 88).

ZAKLJUČAK

S obzirom da novinarska, ali i brojne druge profesije u medijskoj industriji, nemaju jasno precizirane minimalne kriterijume o tome ko sve može, sa kojim stepenom i vrstom školske sprema da se bavi složenim i odgovornim poslovima u tradicionalnim i digitalnim medijima, definisanje uslova prilikom selekcije kandidata prepušteno je poslodavcima, na osnovu analize i opisa poslova.

Minimiziranje rizika prilikom sprovođenja procesa regrutacije, a zatim i izbora kandidata na svim hijerarhijskim nivoima (pripravnici, administrativno-tehnički, profesionalno-stručni i menadžerski nivo), jedan je od najvažnijih zadataka u kontinuiranim naporima organizacije da obezbedi dovoljno kandidata, kao i da ih dugoročno zadrži.

Pred menadžerima koji su zaduženi za realizaciju procesa zapošljavanja je sve veći izazov uvažavajući višegodišnji trend demografske erozije, kao i nedostatak vlastitog iskustva u zapošljavanju stranih državljanja, marginalizovanih grupa, starijih od 50 godina i penzionera.

LITERATURA

1. Agencija za privredne registre (2020). Registrovni mediji. Dostupno na: <https://www.apr.gov.rs/инфографике.4318.html?infold=50> (22.08.2021).
2. Agencija za privredne registre (2021). Rodna struktura glavnih i odgovornih urednika i vlasnika izdavača medija. Dostupno na:
3. <https://www.apr.gov.rs/%D0%B8%D0%BD%D1%84%D0%BE%D0%B3%D1%80%D0%B0%D1%84%D0%B8%D0%BA%D0%B5.4318.html?infold=98> (10.12.2021).
4. Beardwell, J. and Wright, M. (2003). Recruitment and Selection. In: Beardwell, I., Holden, L. & Claydon, T., *Human Resource Management: A Contemporary Approach*, London: Pearson.
5. Bogićević Milikić, B. (2006). *Menadžment ljudskih resursa*. Beograd, Ekonomski fakultet.
6. Bratton, J. & Gold, J. (2003). *Human Resource Management: Theory an Practice* (3rd ed.), London: Palgrave Macmillan.
7. Buble, M. (2006). *Menadžment*. Split: Ekonomski fakultet.
8. Budaković, A., Peštek, A. (2018) *Upravljanje ljudskim resursima u kontekstu internog marketinga*. Sarajevo: Ekonomski fakultet.

9. CIPD. (2012). Flexible working provision and uptake: survey report. London: CIPD.
10. Cook, M. (2004). *Personnel selection. Adding Value Through People*, Chichester, West Sussex, England; Hoboken, NJ: J. Wiley.
11. Cooper, D., Robertson, I.T., & Tinline, G. (2003). *Recruitment and Selection: A Framework for Success*, Cengage Learning EMEA (Australia) (1st edition).
12. Čerović S. (2013). *Upravljanje ljudskim resursima u hotelijerstvu*. Beograd: Univerzitet Singidunum.
13. Čerović, S., Knežević, M. (2018). *Menadžment u hotelijerstvu*. Beograd: Univerzitet Singidunum.
14. Čerović S. (2019). *Upravljanje ljudskim resursima u hotelijerstvu*. Beograd: Univerzitet Singidunum.
15. Dessler, G. (2007). *Osnovi menadžmenta ljudskih resursa*. Beograd: Data status.
16. Đorđević Boljanović, J., Dražeta, L., Babić, L., Dobrijević, G. (2020). *Razvoj karijere i poslovnih veština*. Beograd: Univerzitet Singidunum.
17. Farashah, A. D., Thomas J., Blomquist T. (2019). Exploring the value of project management certification in selection and recruiting, *International Journal of Project Management*, 37, 14-26.
18. HRLAB. (2020). Najbolji procesi selekcije u Srbiji 2020. Subotica: Infostud. Dostupno na: <https://www.hrmlab.rs/hr-blog/novosti/oceni-put-do-posla-2020-kandidati-odlucili-da-su-poslodavci-sa-najboljim-procesom-selekcije-continental-subotica-logik-poslovni-softver-i-primus-group-hrm> (10.11.2021).
19. Huffcutt, A., Conway, J., Roth, P., & Stone, N. (2001). Identification and meta-analytic assessment of psychological constructs measured in employment interviews. *Journal of Applied Psychology*, 86(5), 897-913. <https://doi.org/10.1037/0021-9010.86.5.897>
20. Јовановић Божинов, М., Кулић, Ж., Цветковски, Т. (2008). *Основи управљања људским ресурсима*. Београд: Мегатренд универзитет.
21. Krstić, N. (2021). *Оброј запослених у медијском сектору beleži благи скок у 2020*. Београд: Независно удружење новинара Србије.
22. Lewis, C. (1985). *Employee Selection*. London: MacDonald & Evans Hutchinson
23. Marchington, M. and Wilkinson, A. (2002). *People Management and Development: Human Resource Management at Work*. Chartered Institute of Personnel and Development, (2nd Ed.)
24. Milić, Z. (2011). *Menadžment ljudskih resursa*. Beograd: Visoka strukovna škola za preduzetništvo.
25. Nikitović, V. (2019). *U susret regionalnoj depopulaciji u Srbiji*. Beograd: Institut društvenih nauka.

26. Noe, A. R., Hollenbeck, J. R., Gerhart B., & Wright, P. M. (2016). *Human resource Management*(6th ed.). New York: McGraw-Hill Education.
27. Pavlović, N. (2016). *Poslovna kultura i etika*. Vrnjačka Banja: Fakultet za hotelijerstvo i turizam.
28. Pržulj, Ž., Janković, M., Vemić Đurković, J. (2014). *Put do najbolje odluke*. Pale: Dis-Compny.
29. Ratković-Njegovan, B, Vukadinović, M. (2011). Sadržaj i efekti organizacione socijalizacije u poslovnim integracijama. *Škola biznisa*, 3.
30. Roberts, G. (2005). *Recruitment and Selection* (2nd ed.). London: Chartered Institute of Personnel and Development.
31. Sindikat novinara Srbije SINOS (2020). Sindikalni objektiv – Povećan broj digitalnih medija, smanjena prava zaposlenih. Beograd. Dostupno na: <http://www.sinos.rs/srpski/sindikalni-objektiv/12/2020/12/31/6352/povecan-broj-digitalnih-medija-smanjena-prava-zaposlenih.html> (20.11.2021).
32. Smeaton, D. & Parry, J. (2018). *Becoming an age-friendly employer: Evidence report*. London: Center for Ageing Better.
33. Stoilkovska, A., Ilieva, J, & Gjakovski, S. (2015). Equal employment opportunities in the recruitment and selection process of human resources. *UTMS Journal of Economics*, 6(2): 281-292. Skopje: University of Tourism and Management.
34. Stojadinović, Z., Marinković, D. (2015). *Upravljanje ljudskim resursima u građevinarstvu*. Beograd: Akademska misao.
35. Štangl Šušnjar, G., & Zimanji, V. (2006). *Menadžment ljudskih resursa*. Subotica: Ekonomski fakultet.
36. Torrington, D., Hall, L., & Taylor, S. (2004). *Menadžment ljudskih resursa* (5. izd.), Beograd: Data Status.
37. United Nations. (2005) - *Population Challenges and Development Goals*. New York. Available at: <https://www.un.org/en/development/desa/population/publications/pdf/mdg/population-challenges.pdf> (30.10.2021).
38. Vlada Republike Srbije. (2021). Strategija zapošljavanja u Republici Srbiji za period od 2021. do 2026. godine. Službeni glasnik RS, br. 16/21 I 36/21 – ispravka.
39. Vukonjanski, I., Šartije, T., Konstans, P., Hefer, H., Borojević, T., Radosavljević, K., Barber, Dž., Terijen, O., Rambo, T. (2012). *Priručnik za upravljanje ljudskim resursima*. Beograd: Kancelarija Saveta Evrope.

THE IMPORTANCE OF HUMAN RESOURCES SELECTION FOR THE DEVELOPMENT OF MEDIA ORGANIZATIONS

Branislav Sančanin¹

Abstract: Attracting talent and its employment in Serbian media organizations, regardless of size and ownership, is a continuous process that includes the selection of candidates who meet the required job conditions and their long-term retention. When the focus of activities is on the selection of candidates who meet, or are closest to, the required conditions, we are talking about a complex and responsible selection process that is expected to justify the prognosis of the success of the selection of candidates. The preconditions for successful selection is the definition of selection criteria and candidate specification. The aim of the paper is to streamline this topic in the light of globalization and a turbulent labor market and point to the importance of human resources selection in media organizations, as a key process for achieving a competitive advantage and the success of a media organization. The positive outcome of a selection process is directly conditioned by attracting a sufficient number of candidates, during the recruitment process, with appropriate knowledge and skills. The contribution of this paper is reflected in a systematized visualization of activities related to the process of human resources selection in media organizations, as well as the realization of a competitive advantage on the media market based on so-called invisible assets.

Key words: human resources, selection, employment, media, migration

¹ Faculty of Management in Sremski Karlovci, University Union - Nikola Tesla in Belgrade
e-mail: branislav.sancanin@famns.edu.rs

INTRODUCTION

Most media employees in Serbia in 2020 were employed on the production of television programs: 4,553 men and 3,436 women, which is slightly higher than in 2019 when 4,449 men and 3,334 women had employment contracts, *i.e.*, temporary and occasional. The number of radio employees is significantly lower: 133 men and 159 women, but is higher than the year before (121: 158). Print media employed 1,322 men and 1,455 women and, unlike electronic media, a smaller number of employees was recorded than in 2019 (1,355: 1,469). The decline in the number of employees in 2020 was also recorded in news agencies, where 147 men and 181 women work (156: 182) (Krstić, 2021).

The main and responsible media editors in Serbia are mostly men - 62.30%, while women are represented in 37.70% of cases ² (BRA, 2021)

Contrary to the decline in the number of employees, a long-term trend of increasing the number of media in Serbia is visible. Out of a total 2,508 registered, most of the registered are daily and periodical newspapers - 937, Internet portals and self-edited pages - 835 (BRA, 2020). The number of media created during the previous period is disproportionate to commercial and budgetary revenues, *i.e.*, their number significantly exceeds the capacity of the market within which they generate their revenue.

Working in media is less and less attractive, and among the most important reasons are undefined working hours, days off and vacation leave, low wages, easily terminated employment contracts, and part of the online media being in a so-called gray zone in which the position of the employed is unclear. In 2018, the Trade Union of Journalists of Serbia conducted a survey on labor rights and trade union engagement of journalists and media workers, and based on 100 respondents, it was established that the average salary of 70% of respondents in digital media is at a minimum, that only 40% of employees have indefinite term employment contracts, and that more than half work more than eight hours a day and weekends (SINOS, 2020). Legislation does not recognize journalism, as well as other media professions, in terms of prescribing conditions for performing numerous specific tasks. As a result, employers do not feel required to provide employees with training and coaching which would raise their efficiency and productivity to a much higher level, in line with modern trends.

² The presented data is a cross-section of the situation in the electronic databases of the Business Registers Agency as at September 30, 2021.

1. Defining selection criteria

The selection process is most often defined as the selection of a few candidates, from many, who best meet the pre-set criteria. It is a demanding process during which cohorts are created within which candidates are selected according to their knowledge, abilities and skills. The goal is to match the interest of the candidate and the media organization, so that the candidates' chances of getting a job offer are positively correlated with their competencies.

Selection criteria are most often defined in relation to the candidate specification (Lewis, 1985):

- **Organizational selection criteria** - contains all the characteristics of the candidate being evaluated by the organization;
- **Functional selection criteria** - defines numerous and various criteria of adequate interpersonal abilities of individuals in the organizational unit in charge of human resources;
- **Individual job criteria** - which are in the job description, as well as in the specification of the requirements for the appropriate candidates made on the basis of a job analysis.

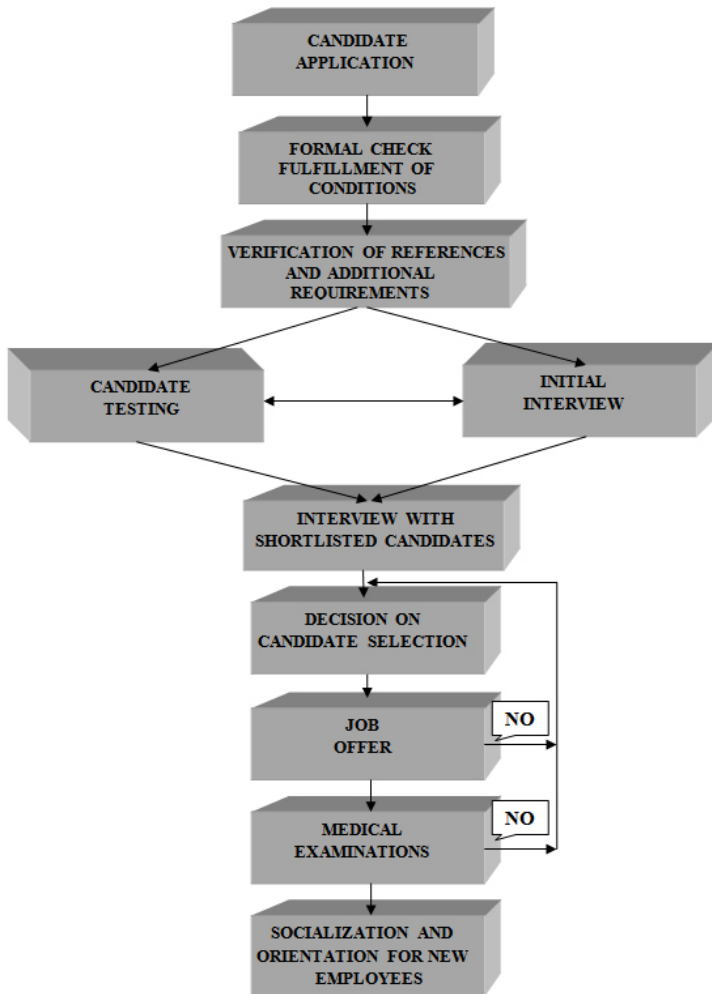
Selection is a process in which stakeholders make separate decisions, during which a media organization should decide whether to offer a job to an interested candidate, and the candidate should decide whether to accept that offer (Čerović, Knežević, 2019).

The selection process should justify the most important employment parameter - the forecast of success of the selected candidate, thus justification and reliability are emphasized as the basic selection standards (Đorđević Boljanović et al., 2020: 68). Uniformly identified differences that have an impact on selection can be viewed through the lens of abilities, personality traits and competencies (Čerović, 2013). The definition of abilities, which can be intellectual, perceptual and psychomotor, can be reduced to the fact that these are the characteristics that candidates possess, which is a condition for achieving expected results in a workplace. Personality traits unite everything that makes a candidate different from others and are visible through ambition, creativity, optimism and concern, sometimes even aggression. Competence means the ability of a candidate to successfully perform a task or job.

The first step in the candidate selection process is data collection: completed application form and letters of recommendation, while an interview conducted with the candidate by the human resources manager is useful. The interview is a

two-way process which offers a chance to assess abilities and skills, as well as the previous experience of the candidate, doing so from the angle of need according to the job description. In case the interview is not enough, *i.e.*, when it is necessary to take the next step, candidates are tested using tests for abilities, personality, achievements, then training abilities, specific health and physical abilities, and sometimes polygraph testing (Torrington et al., 2004: 199). This is followed by a brief summary of the shortlisted candidates, reference verification, arriving at a decision on employment, and informing the candidate on a positive outcome, as well as informing all those who were not selected.

Image 1. Candidate selection process



Source: author, 2021.

Although the selection process integrates a number of different iterations, which are adapted to the requirements of the job, Štangl-Šušnjar and Zimanji (2006: 166) suggest a selection model with the following elements: receipt of applications, tests, interview, recommendations and verification of documentation, assessment of medical fitness, interview with the manager, job description and employment decision.

Human resources managers are often entrusted with the task of evaluating certified candidates in some work fields, *i.e.*, they are expected to receive an advantage over others without a certificate. Voluntary certification speaks affirmatively about a candidate given that the scope and nature of the certificate significantly facilitates and helps managers in charge of the employment process (Farashah et al., 2019).

Creating a positive public image of an organization, as a desirable place to work, should be viewed as a continuous process that is important even when the employment outcome is not favorable for individual candidates, *i.e.*, in a situation when it is necessary to notify a candidate that the selection was not favorable for them. A personal approach to each candidate is stressed. Sending automated messages in which, as a rule, important information is conveyed as to what was missing in the decisive final decision regarding offering employment should be avoided.

“Oceniti put do posla” (Evaluate the Path to a Job) is the name of a project implemented by Infostud group in 2020, in which 14,766 candidates evaluated 44,908 job postings from 5,811 employers³. As many as 84% of candidates who submitted applications for a job vacancy did not receive any feedback, so that the lack of a notice as to the outcome was the worst rated item. This data seriously damages the image of organizations as indicated by the fact that 68% of respondents said they would not re-apply for a posting with the same employer, while more than 72% of candidates would not recommend people close to them apply for a posting with that employer (www.hrlab.rs, 2020).

Employment can also be viewed as a critical phase of human resources management, while appreciating that an organization provides a chance to acquire the competencies necessary to perform a job (Vukonjanski et al., 2012). For candidates coming from within an organization, additional methods are applied which include an assessment of success and a colleague performance evaluation.

However, the final decision on accepting a position under the offered conditions is up to the candidate, while satisfying the health capacity for a specific job.

³ The research involved candidates who, through the <https://poslovi.infostud.com/> website, had the opportunity to evaluate, on a scale of 1 to 5, the way in which organizations scheduled interviews, the quality of information obtained about the job posting, the speed of the selection process and a notification of final outcome.

After the selection of candidates, new employees need to be introduced to the organization, organizational culture, code of conduct, expectations and the like, through the process of socialization. An organization introduces new members through the implementation of appropriate programs, which according to authors Budaković and Peštek (2018) contains two groups of activities: orientation and work training.

Pointing out that there is a small quantity of empirical research that determines the final results and lists specific variables for determining the success of organizational socialization, Ratković-Njegovan and Vukadinović (2011: 103) specify that this is a complex phenomenon that requires an interdisciplinary approach, given that the action of interconnected entities in different technological, social, environmental, ethical, cultural and other conditions is multifactorial.

The goal of the organization is to minimize the risk of attracting and selecting insufficiently qualified staff at all hierarchical levels, the reason being high costs and consequences of failures and mistakes. In addition to direct costs, it is necessary to assess indirect ones such as advertising costs, lost time on candidate interviews, as well as costs associated with the socialization of new employees, which costs are estimated to be two to five times the annual salary of a particular worker (Pržulj et al., 2014: 42).

2. Checking CVs and recommendations

A CV is a relevant source of information about a candidate and is attached to the application. Today, mostly standardized forms are used which make comparing biographies with the required working conditions, as well as with other candidates, easier. It should contain the name and surname of a candidate, full address and contact number, place and year of birth, type and level of education, *i.e.*, completed school or faculty with years of formal education, professional interests, training, work experience (type and time spent on all previous jobs) and personal characteristics. The work biography provides insight into a candidate's previous work engagement, while special consideration is given to career advancement and possible gaps in work history, as well as possible changes in occupations and professional interests.

Although companies during the recruitment process tend to select candidates who meet the required requirements, it is important to assess whether a candidate sees his professional development in that organization. Considering that changes in jobs and employers cannot be avoided, this indicator should not be considered disqualifying for candidates. Namely, there is always the possibility

that such employees will, in time, come to recognize all the values that they could not notice before and make a decision to stay at a company.

Relevant information on candidates can be obtained from letters of recommendations, as confirmation of previous success. Recommendations confirm the information stated in the application for the job posting and the work biography, but they also visualize previous work engagement within another organization. However, Jovanović Božinov et al. (2008: 133) point out that some research indicates that the reliability of recommendations is very low, primarily due to expressed subjectivity, and they are subject to errors and even abuse.

3. Candidate testing

Tests are sets of tasks, selected according to certain principles, which enable an objective examination of certain characteristics or certain psychological processes (ŠtanglŠušnjar, Zimanji, 2006: 164). In practical application, two testing concepts are common: validity and reliability.

In order for the test to be valid, it must examine what it has been intended to measure, and its validity is confirmed by comparing the test results with the results achieved by the selected employees. Regardless of the choice of test, media organizations should pay extra attention to the selection of tests, appreciating their validity (Marchington & Wilkinson, 2002). Two basic proofs for test validity are (Dessler, 2007: 114): criterion-referenced test and content-referenced test. Criteria-based confirmation of a test means that those candidates who show good results on the test will also achieve good work results. The validity of a content-based test is confirmed by a test that adequately reflects the content of work.

Reliability refers to the concept of consistent measurement, which in practice means that every time a certain method of selection is used, the same result will be achieved. The relevance of validity is reflected in the accuracy of measurement and provides us with an interpretation of the estimates obtained by certain selection methods, but only in relation to the purpose for which the test has been used (Cooper et al., 2003: 49-53).

Some authors express suspicion as to the overuse and trust in psychometric tests, especially if the results predict future performance (Bratton& Gold, 2003).

The development of Internet communication has enabled smaller media organizations to conduct online selection testing, which has a strong foothold among advocates of cost reduction, making testing, without time and space constraints, affordable for lower paid jobs (Beadwell& Wright, 2003). The main disadvantage of using online testing is the inability to control the environment in

real environment and time, the second is the difficulty in verifying the identity of the candidate (Bratton & Gold, 2003).

As part of candidate selection, numerous tests are applied which can be differentiated into two types (Jovanović Božinov et al. 2008: 134):

- Psychological tests: assess a candidate's abilities, knowledge and skills, personality traits and interests, and meet two goals: they paint a clear picture of the abilities and qualities of the candidate and they allow for a better assessment of his future success;
- Job-related tests: these tests include job sample tests, skill tests and probationary tests.

3.1. Psychological tests

Psychological tests are the oldest and most common tool, while at the same time being the most controversial tool for selecting candidates (Roberts, 2005: 132).

Jovanović Božinov, Kulić and Cvetkovski (2008: 135) made a division of psychological tests based on several criteria:

- Test subjects: aptitude tests, knowledge and skills tests, personality tests and interest tests;
- Manner of setting and solving tasks during testing (verbal and non-verbal tests);
- How to apply the tests: individual and group (individual and group tests).

Ability tests are used to assess the primary mental abilities of potential candidates (tests of verbal or abstract reasoning, numerical abilities, etc.). The frequency of use of these tests is a result of their contribution to the accuracy and fairness of the selection process. Authors ŠtanglŠušnjar and Zimanji (2006: 167) indicate that aptitude tests offer information on the latent abilities of individuals, *i.e.*, predispositions for acquiring specific skills and knowledge.

Tests of knowledge and skills should confirm the knowledge, skills and habits of the candidate, since these are prerequisites for performing a specific job.

Personality tests are used when it is necessary to examine the characteristics of the candidate that are important for performing a job. There are two types of personality tests: objective tests and projective personality tests. In objective personality tests (forced choice tests), candidates are given questions and statements from everyday life, and they are expected to choose one of the offered answers. Personality tests are designed so that the candidate should give his own interpre-

tation of the offered content, and personality traits are assessed on the basis of received answers.

Čerović (2019: 136) emphasizes that the application of personality tests for prognostic or selection purposes is based on their nature, which is characterized by: an examination of qualitative personality traits, complexity and fluidity of traits, results based on statements, which is sometimes debatable due to the insincerity of the candidate and the lack of right and wrong answers.

Interest tests should reveal the professional interests of candidates and their compatibility with the interests of employees who successfully perform work tasks. These tests are based on the assumption that people are more successful at work if they do the job they love.

3.2. Job-related tests

The most common job-related tests are the job sample test, the skills test and the probationary test.

Job sample tests are based on the assumption that performance during the previous period is a good indicator of future performance. The evaluation is based on a selected sample of standardized work tasks, so that the candidate is expected to perform a specific and predefined task on the basis of which his skills will be assessed in relation to the requirements of the job position.

Knowledge acquisition tests are used to check the candidate's ability to repeat shown actions and activities, and are generally preferred for production jobs.

Probationary work is one of the most widely used tests for knowledge, skills and abilities of candidates required to perform a particular job, which provides a clear assessment of the compliance between the candidate's potential and the job requirements. Pavlović (2016: 141) points out that the employer will increase the chance of hiring an honest person if the candidate takes an integrity test that assesses his honesty for the job that will be entrusted to him. In this sense, an open integrity test (directly asking questions about what a candidate feels or thinks about stealing or sanctioning unethical behavior) and a personality-based test (assessing a candidate's honesty based on psychological characteristics such as reliability and conscientiousness) are used.

Given that the results on the test usually show only 25% of variations in performance measurement, it is recommended that tests not be used as the only technique in the selection process, but as a supplement to other techniques. Tests generally show those candidates who will fail, rather than those who will achieve the desired success in the workplace (Dessler, 2007: 116).

4. The interview

The interview is a targeted interview with the intention of examining the candidate's ability to perform the job he has applied for (Buble, 2006: 392) and represents the dominant method of candidate selection (Roberts, 2005) with the aim of detecting knowledge, skills, experience and specific characteristics important for the job during the initial phase.

Milić (2011) emphasizes that the interview is indispensable in the selection process, even when other methods are used, given that it is an opportunity to gather necessary information on a candidate, but also an opportunity to allow a candidate to obtain information on the organization, as well as the time necessary to establish a candidate's ability to successfully perform a job.

As the most common mistakes that occur during an interview, Stojadinović and Marinković (2015: 76-77) list:

- Arriving at a grade too quickly, mainly due to attaching too much importance to the first impression;
- Insufficient knowledge of the job position, which consequently makes it impossible to choose the best candidate for the job;
- Excessive focus on negative information;
- Mistakes due to the order of the candidates where the examiner may sometimes give better grades to an average candidate after several poor candidates;
- Tension associated with the need to hire workers negatively affects examiners who may give better grades to candidates if the recruitment quota is lower;
- Nonverbal behavior has a strong influence on the examiner's decision.

In relation to the criteria, several types of interviews have been differentiated:

- Type of interview according to form;
- Type of interview according to the number of participants;
- Type of interview according to its role in the selection process.

4.1. Type of interview according to form;

Form-based interviews can be unstructured, semi-structured, and structured.

The characteristics of an unstructured interview are reflected in the way questions are asked, where the interviewer asks questions at his own discretion (Dessler, 2007: 122). In essence, this type of interview has a high degree of flexibility, which in turn generates inconsistent data on the candidate (BogićevićMilikić, 2006: 134; Noe et al., 2016: 186), *i.e.*, the results of an unstructured interview are inconsistent and difficult for a comparison, so the average coefficient of validity is significantly below the structured interview (Cook, 2004), and this can be an important reason for different assessments of candidates (Roberts : 2005).

During a structured interview, a set of standard questions is used which are posed to all candidates in order to more easily compare their references (Jovanović Božinov et al., 2008: 152), and in an ideal context, issues are related to job requirements and integrate knowledge, skills and experience (Noe et al., 2016: 186). As the same, as the same questions are posed to all candidates, according to a predetermined order, possible errors in assessment are reduced significantly.

An interview that contains all structured questions, with additional questions being permitted, is called a semi-structured interview.

4.2. Type of interview according to the number of participants

The characteristic of an individual interview is that it is conducted one-on-one, between the person in charge of conducting the interview and the candidate, although there is also the option of organizing a panel interview, *i.e.*, where several examiners ask questions alternately. Appreciating that more people listen the same answers, it can be concluded that a panel interview provides greater reliability and efficiency compared to the individual interview (Noe et al., 2016: 187).

We have found a lot of similarities between a panel interview and a *team interview* in which future colleagues are present, in addition to the people in charge of the interview. This method increases the participation of employees in decision-making and should show positive effects during the socialization process.

4.3. Type of interview according to its role in the selection process

In relation to the role in the candidate selection process, there are initial, diagnostic and admission interviews.

An initial interview is expected to single out candidates who do not meet the requirements stated in the job posting. The initial or preliminary interview, as a rule, lasts a brief period of time, and the decision on elimination from the further process is made by the person conducting the interview. The diagnostic interview involves a more detailed interview with a candidate, in order to obtain all relevant data and information on that candidate, and to assess his compliance with the needs arising from the job requirements. An admission interview is organized during the final phase for candidates who have successfully passed all previous phases. During this interview, the candidate can receive more meaningful information on the workplace, while the organization can get to know an individual's personal ambitions and professional plans.

The multinational business environment is an additional challenge for managers who should value cultural differences, in order to prevent possible problems. This is the reason why trained and promptly informed managers in charge of selection are expected to assess knowledge, skills and experience, to harmonize and adjust the order and content of questions, but also to provide equal opportunities to all candidates and guarantee personal data protection.

The interview is almost indispensable in the selection process, and this is supported by the following indicators: in Finland and Denmark - 99%, Portugal - 97%, France - 92%. Great Britain - 90% and Germany 86% (Cook, 2004).

During the interview, many different attributes of the candidate are assessed, most often personality - 35%, social skills - 28%, mental abilities - 16%, while the least time and attention is paid to the interests and preferences of candidates - 4% and individual suitability for the organization - 3% (Huffcutt et al. 2001).

5. Equal employment opportunities

Promoting the concept of equal employment opportunities should be an indispensable segment of public policies and practices so that efforts to reduce discrimination have the desired results. Equal access to jobs is even more relevant when viewed in the context of globalization and the "talent war", which emphasizes the right of everyone to be treated equally during the employment process. Stoilkovska, Ilieva and Gjakovski (2015: 283) specify that the concept of equal opportunities originally referred to perceived discrimination based on race,

religion and gender, but was later extended to age, pregnancy and persons with disabilities.

The Employment Strategy of the Republic of Serbia from 2021 to 2026 foresees the establishment of stable and sustainable employment growth based on knowledge and dignity of work. In this manner, the strategic document constitutes improved intersectoral communication and cooperation between economy, finance, education and social protection, the results of which should be visible through the implementation of an employment policy within cities and municipalities (Government of the Republic of Serbia, 2021).

In order to improve the position of young people, persons with disabilities, beneficiaries of social assistance, as well as other marginalized groups, special support measures have been foreseen appreciating the context of dynamism, variability and competition on the labor market. The application of affirmative measures during the employment process needs to be considered in the context of pre-identified vulnerable groups, as objectively more difficult categories to employ in order to strengthen their chances with specific measures.

The complex and responsible task of selection, as during the previous phase of recruiting potential candidates for media organizations, increasingly includes those who have achieved the right to a pension based on age, or length of employment. This is one of the ways to help the elderly population which is facing financial problems, and the trend of returning pensioners to the labor market will be expressed to the extent that pensions are realistically lower than employees' salaries. The benefit of organizations from this is that by engaging older people they reduce the lack of skills and experience existing between those who have earned the right to a pension and those with only a formal education. Nikitović (2019) points out that the growth trend of people over the age of 65 is expected to continue in Serbia until 2030, and that only in the middle of this century will the number of older people be approximately the same as it is today. It is the task and responsibility of employers to recognize the challenges and values of the joint work of older and younger people, and to maximize the benefits of age diversity within an organization based on synergies (Smeaton & Parry, 2018).

According to some projections, the United Kingdom will claim 13.5 million workers over the next ten years, and seven million young people will graduate from schools and colleges during the same period (CIPD, 2012). Labor shortages are also visible in countries of the European Union, where the working age population is expected to decrease between one and one and a half million per year, while the number of people over 60 will increase at a rate of two million per year (Smeaton & Parry, 2018).

The labor market remains a place of visible inequality between women and men. In 2020, men were more likely than women to participate in the global workforce (74%: 47%). A more noticeable gender gap and variation in women's access to the labor market in 2019 was observed in South Asia, North Africa and West Asia, where the participation of females on the labor force did not exceed 30% (UN DESA, 2020).

Within the framework of affirmative recruitment and selection, the focus of the organization should be unemployed single parents, taking into account the objective difficulties related to the harmonization of obligations at work and private life. Therefore, it is justified to recommend that organizations tackle such problems and create plans for attracting women, the affirmative selection of women and other hard-to-employ categories, which can integrate an assessment of personnel policies, an improvement in flexible working opportunities, adapting existing jobs and offering innovative plans for benefits (Dessler, 2007: 88).

CONCLUSION

Given that journalism, as well as many other media professions, does not have clearly specified minimum criteria as to who, holding what degree and type of education, can perform complex and responsible jobs in traditional and digital media, defining conditions for candidate selection is left up to the employer, based on an analysis and job description.

Minimizing risks during the recruitment process, and then the selection of candidates at all hierarchical levels (trainees, administrative-technical, professional-expert and managerial levels), is one of the most important tasks in the organization's continuous effort to secure enough candidates and to retain them over an extended period of time.

Managers in charge of the employment process are facing an increasing challenge, considering the long-term trend of demographic erosion, as well as the lack of their own experience in hiring foreign nationals, marginalized groups, those over 50 and pensioners.

LITERATURE

1. Business Registers Agency (2020). Registered media. Available at: <https://www.apr.gov.rs/инфографике.4318.html?infold=50> (August 22, 2021).
2. Business Registers Agency (2021). Rodna struktura glavnih i odgovornih urednika i vlasnika izdavača medija. Available at: <https://www.apr.gov.rs/%D0%B8%D0%BD%D1%84%D0%BE%D0%B3%D1%80%D0%B0%D1%84%D0%B8%D0%BA%D0%B5.4318.html?infold=98> (December 10, 2021).
3. Beardwell, J. and Wright, M. (2003). Recruitment and Selection. In: Beardwell, I., Holden, L. & Claydon, T., *Human Resource Management: A Contemporary Approach*, London: Pearson.
4. Bogičević Milikić, B. (2006). *Menadžment ljudskih resursa*. Belgrade, Faculty of Economics.
5. Bratton, J. & Gold, J. (2003). *Human Resource Management: Theory and Practice* (3rd ed.), London: Palgrave Macmillan.
6. Buble, M. (2006). *Menadžment*. Split: Faculty of Economics.
7. Budaković, A., Peštek, A. (2018) *Upravljanje ljudskim resursima u kontekstu internog marketinga*. Sarajevo: Faculty of Economics.
8. CIPD. (2012). Flexible working provision and uptake: survey report. London: CIPD.
9. Cook, M. (2004). *Personnel selection. Adding Value Through People*, Chichester, West Sussex, England; Hoboken, NJ: J. Wiley.
10. Cooper, D., Robertson, I.T., & Tinline, G. (2003). *Recruitment and Selection: A Framework for Success*, Cengage Learning EMEA (Australia) (1st edition).
11. Čerović S. (2013). *Upravljanje ljudskim resursima u hotelijerstvu*. Belgrade: Singidunum University.
12. Čerović, S., Knežević, M. (2018). *Menadžment u hotelijerstvu*. Belgrade: Singidunum University.
13. Čerović S. (2019). *Upravljanje ljudskim resursima u hotelijerstvu*. Belgrade: Singidunum University.
14. Dessler, G. (2007). *Osnovi menadžmenta ljudskih resursa*. Belgrade: Data status.
15. Đorđević Boljanović, J., Dražeta, L., Babić, L., Dobrijević, G. (2020). *Razvoj karijere i poslovnih veština*. Belgrade: Singidunum University.
16. Farashah, A. D., Thomas J., Blomquist T. (2019). Exploring the value of project management certification in selection and recruiting, *International Journal of Project Management*, 37, 14-26.

17. HRLAB. (2020). Najbolji proces i selekcije u Srbiji 2020. Subotica: Infostud. Available at: <https://www.hr-lab.rs/hr-blog/novosti/oceni-put-do-posla-2020-kandidati-odlucili-da-su-poslodavci-sa-najboljim-procesom-selekcije-continenta-subotica-logik-poslovni-softver-i-primus-group-hrm>(November 10, 2021).
18. Huffcutt, A., Conway, J., Roth, P., & Stone, N. (2001). Identification and meta-analytic assessment of psychological constructs measured in employment interviews. *Journal of Applied Psychology*, 86(5), 897-913. <https://doi.org/10.1037/0021-9010.86.5.897>
19. Jovanović Božinov, M., Kulić, Ž., Cvetkovski, T. (2008). *Osnovi upravljanja ljudskim resursima*. Beograd: Megatrend University.
20. Krstić, N. (2021). Obroj zaposlenih u medijskom sektoru beleži blagi skok u 2020. Belgrade: Independent Association of Journalists of Serbia.
21. Lewis, C. (1985). *Employee Selection*. London: MacDonald & Evans Hutchinson.
22. Marchington, M. and Wilkinson, A. (2002). *People Management and Development: Human Resource Management at Work*. Chartered Institute of Personnel and Development, (2nd Ed.)
23. Milić, Z. (2011). *Menadžment ljudskih resursa*. Belgrade: Visoka strukovna škola za preduzetništvo.
24. Nikitović, V. (2019). *U susret regionalnoj depopulaciji u Srbiji*. Belgrade: Institute of Social Sciences.
25. Noe, A. R., Hollenbeck, J. R., Gerhart B., & Wright, P. M. (2016). *Human resource Management (6th ed.)*. New York: McGraw-Hill Education.
26. Pavlović, N. (2016). *Poslovna kultura i etika*. Vrnjačka Banja: Faculty of Hospitality and Tourism.
27. Pržulj, Ž., Janković, M., Vemić Đurković, J. (2014). *Put do najbolje odluke*. Pale: Dis-Company.
28. Ratković-Njegovan, B, Vukadinović, M. (2011). Sadržaj i efekti organizacione socijalizacije u poslovnim integracijama. *Škola biznisa*, 3.
29. Roberts, G. (2005). *Recruitment and Selection (2nd ed.)*. London: Chartered Institute of Personnel and Development.
30. Serbian Journalists' Union SINOS (2020). Sindikalni objektiv – Povećan broj digitalnih medija, smanjena prava zaposlenih. Belgrade. Available at: <http://www.sinos.rs/srpski/sindikalni-objektiv/12/2020/12/31/6352/povecan-broj-digitalnih-medija-smanjena-prava-zaposlenih.html> (November 20, 2021).
31. Smeaton, D. & Parry, J. (2018). *Becoming an age-friendly employer: Evidence report*. London: Center for Aging Better.

32. Stoilkovska, A., Ilieva, J, & Gjakovski, S. (2015). Equal employment opportunities in the recruitment and selection process of human resources. *UTMS Journal of Economics*, 6(2): 281-292. Skopje: University of Tourism and Management.
33. Stojadinović, Z., Marinković, D. (2015). *Upravljanje ljudskim resursima u građevinarstvu*. Belgrade: Akademska misao.
34. Štangl Šušnjar, G., & Zimanji, V. (2006). *Menadžment ljudskih resursa*. Subotica: Faculty of Economics.
35. Torrington, D., Hall, L., & Taylor, S. (2004). *Menadžment ljudskih resursa* (5. izd.), Belgrade: Data Status.
36. United Nations. (2005) - *Population Challenges and Development Goals*. New York. Available at: <https://www.un.org/en/development/desa/population/publications/pdf/mdg/population-challenges.pdf> (October 30, 2021).
37. Government of the Republic of Serbia. (2021). Strategija zapošljavanja u Republici Srbiji za period od 2021. do 2026. godine. Službeni glasnik RS, br. 16/21 I 36/21 – ispravka.
38. Vukonjanski, I., Šartije, T., Konstans, P., Hefer, H., Borojević, T., Radosavljević, K., Barber, Dž., Terijen, O., Rambo, T. (2012). *Priručnik za upravljanje ljudskim resursima*. Belgrade: Office of the Council of Europe.