

UTICAJ REGRUTOVANJA NA POSLOVANJE ORGANIZACIJE

Nebojša Pavlović¹

Abstrakt: Da li se u našim organizacijama menadžment dovoljno fokusira na zapošljavanje? Zapošljavanje predstavlja jedan od najkritičnijih poslova menadžmenta organizacije, jer osigurava da su potrebni radnici dostupni za uspešno obavljanje dužnosti. Misiju organizacije, kao i njenu viziju, određiće ljudi izabrani da tamo rade. Svrha ovog rada je da ukratko problematizuju aktuelna pitanja sa kojima se menadžment suočava pri zapošljavanju i odabiru radnika za svoju kompaniju. Ovo istraživanje bazira se na literaturi i tekstovima poznatih autora koji su se bavili ovim pitanjima. Pokretanje problema sa zapošljavanjem može dovesti do mnoštva pitanja i predloga.

Ključne reči: ljudski resursi, regrutacija, zapošljavanje

UVOD

Draker (2004) je potpuno u pravu kada tvrdi da je svaka moderna firma ljudska i društvena organizacija. Ljudi, njihove veštine, sposobnosti, znanje i iskustvo čine osnovnu snagu svake organizacije. Na tržištu postoji žestoka konkurencija onih koji žele da vrhunski zaposleni rade isključivo za njih. U isto vreme, preduzeća se bore da smanje fluktuaciju radne snage i zadrže zaposlene u svojim redovima, obezbeđujući poboljšane uslove rada i pogodnosti, kao i mogućnosti za napredovanje. Odeljenja za ljudske resurse, u konsultaciji sa menadžmentom organizacije, treba da budu zadužena za zapošljavanje i brigu o zaposlenima.

Organizacija ne može biti bolja od ljudi koji su u njoj zaposleni. Kompanija je moćna onoliko koliko su jaki njeni najslabiji zaposleni, poput lanca koji je jak onoliko koliko je jaka njegova najslabija karika. Nažalost, često je dovoljno da samo jedan zaposleni napravi grešku koja će imati značajan uticaj na rezultate organizacije (Desler 2015).

Ljudski resursi određuju učinak organizacije. Problem oko toga koga zaposliti postao je fundamentalno pitanje za sve organizacije, bez obzira na njihovu delatnost. U prošlosti je bio problem kako se zaposliti. Danas imamo problem kako naći

¹ Fakultet za hotelijerstvo i turizam u Vrnjačkoj Banji, Univerzitet u Kragujevcu
e-mail: racapn@gmail.com

odgovarajuće ljude koji su nam potrebni kao i kako zadržati zaposlene, tj. sprečiti ih daodu u drugu organizaciju. Očigledno je da menadžment za ljudske resurse sve više dobija na važnosti i preuzima jednu od glavnih uloga u rešavanju ovih problema.

Zapošljavanje je dvosmerni proces. Na jednoj strani imamo organizaciju, a na drugoj strani kandidate. Idealna situacija je kada je organizaciji potreban zaposleni koji se kandidovao za opisano mesto, a da, sa druge strane, kandidatu odgovara takva organizacija za rad. Iako se čini da je ovo jednostavan proces, postoji nekoliko pitanja i prepreka koje koče zapošljavanje, kao što ćemo videti u nastavku teksta. I organizacija i kandidat imaju svoju organizacionu kulturu koja ih ograničava prilikom izbora.

Karakteristike organizacije

Današnje organizacije su pre glagol nego imenica. Sklone su brzom menjanju i imaju privremeni karakter. Takve organizacije mogu jedino garantovati malu pouzdanost i nestandardizaciju i u radu i kod zapošljavanja. Organizacije sve više smanjuju broj zaposlenih, tražeći od onih koje zaposle da poseduju znanja, veštine i iskustva koje su njima potrebne kako bi mogli brzo da reaguju ukoliko dodje do problema na tržištu. Privremenost organizacija za posledicu ima zaključivanje privremenih ugovora za rad sa zaposlenima. Sve je manje ugovora na neodređeno vreme i sve više ugovora koji se vezuju za probni rad, a ustvari se radi o nameri organizacije da bez ikakvih obaveza raskida te ugovore i dogovore sa zaposlenima. Kao što se može očekivati, pronalaženje ljudi za takve pozicije je veoma teško.

U ovakvim uslovima od izuzetnog značaja postaje informacija. Opet, važno je da informaciju imaju i organizacija i kandidat, što se sve češće u praksi i dešava. Organizaciji je potrebna informacija o tome gde može da pronade kandidate koji njoj odgovaraju. Sa druge strane kandidatu su potrebne informacije o organizacijama gde bi on mogao da radi u, za nega, odgovarajućim uslovima. S obzirom na to da je sve ovo teško uklopiti, firme traže rešenja poput obuke ili otpuštanja, a zaposleni koriste prednosti nedostatka čvrstih ugovora sa firmom za prelazak iz jedne organizacije u drugu, bez obzira na lojalnost na koju su se obavezali ili budućnost organizacije iz koje odlaze.

Organizacija i njen menadžment za ljudske resurse imaju težak zadatak, jer treba zaposliti ljude ne zbog onoga što ne mogu da urade već zbog onoga što mogu i znaju-treba naći prave ljude za prave zadatke. Savet Drakera (2004) je da menadžeri koji zapošljavaju slede pet koraka:

1. Utvrditi sa kandidatom o kakvom se poslu radi.
2. Razmotriti tri do pet kandidata dajući im poslove tako da zadatak i osoba odgovaraju jedno drugom. Ovo je sjajna prilika da se uporede kandidati ali je nije uvek moguće izvesti.

3. Dati kandidatima praktične zadatke, zatim birati jednog od njih u zavisnosti od rezultata koji postižu u radu. Utvrđivanje jačih strana kandidata je od izuzetne važnosti za pravi izbor.
4. Razgovarati sa bivšim kolegama i menadžerima kandidata. Ovo je vrlo interesantan korak koji može dati korisne informacije za odlučivanje.
5. Peti korak je sličan drugom. Treba objasniti izabranom kandidatu šta ga očekuje na poslu i koje se promene očekuju od njega.

Nakon ovih pet koraka menadžer, po isteku 90 dana rada, treba zajedno sa kandidatom da analizira postignute rezultate u radu i da odluči o tome da li će zadržati kandidata ili ne.

Magnetna oranzicija

Kao što smo već rekli, organizacija mora da se potruži da bude magnet za kandidate. Veći broj kandidata predstavlja uvek i veću šansu da se pronađe pravi i odovarajući zaposleni za posao koji ga očekuje. Ujedno broj kandidata može biti i prilika da vidimo koliko je naša organizacija popularna među kandidatima. Ukoliko se javlja manji broj kandidata od očekivanog, to može biti jak signal da nešto nije u redu i da treba ubrzano raditi na promenama.

Organizacija treba da razmisli o tome kakvu strategiju da primeni kako bi privukla što više talenata i samim tim sebi obezbedila mogućnost prednosti u odnosu na konkurenciju.

Bil McCann (2021) izvršni direktor CCI Consulting preporučuje sledeće strategije:

1. Treba razmotriti proces zapošljavanja sa pozicije kandidata. Organizacija treba preko svoje Web stranice da objasni proces regrutovanja. Dobro je da taj proces bude što jednostavniji i efikasniji uz mogućnost lakog korišćenja tehnologije prilikom kandidovanja. Kandidat treba da zna šta ga očekuje. To će biti od pomoći za obe strane. Organizacija nastupa transparentno bez skrivenih pitanja a kandidat može da se bolje pripremi za intervju. Iz prakse je vidljivo da mnogi kandidati odustaju od kandidature zbog odugovlačenja i sporog procesa zapošljavanja.
2. Za kandidate neke informacije su posebno značajne. Visina plate nije na prvom mestu, kao što bi svi pomislili. Kandidati žele da znaju kakva je organizaciona kultura organizacije. Na drugom mestu bi želeli da čuju iskustvo zaposlenih u toj organizaciji. Sličan predlog, kao što smo videli, ima i Draker kada se radi o izboru kandidata. Na trećem mestu je informacija o kvalitetima kompanije i šta je to što bi je činilo izborom za kandidata koji želi prvi put da se zaposli

ili promeni organizaciju. Današnje društvene mreže mogu da pomognu oko traženja ovih informacija pa organizacija mora da se pobrine o tome da glas o njoj bude što bolji. Među željama kandidata je i mogućnost napredovanja i razvoja karijere. Dobri i transparentni programi napredovanja su svakako poželjni i treba ih prezentovati na svojoj Web stranici.

3. Najbolji promoteri organizacije su njihovi zaposleni. Zbog toga je od izuzetne važnosti da zaposleni budu zadovoljni svojim poslom. Oni će tada biti najbolji navijači i zagovornici svoje organizacije. Obezbediti zaposlenima neke pogodnosti poput slobodnog dana, zajedničkog ručka ili besplatnog korišćenja fitnes sale, može biti od velike pomoći. To može imati veći efekat čak i od podizanja visine plate.
4. Menadžeri moraju da pripreme ponudu za svaki tip kandidata. Koristiće se različiti pristupi u zavisnosti od toga da li se traže kandidati koji prvi put traže posao ili kandidati koji već rade takav posao. Isto tako, ukoliko organizacija želi da povрати ljude koji su napustili organizaciju iz nekih razloga koristiće potpuno drugačiju strategiju. Potraga za talentima je veoma važna za organizacije koje žele da zauzmu visoko mesto među konkurencijom. Kada se stvara organizacija koja uči angažuju se kandidati koji su spremni da se usavršavaju i obučavaju. Specifičnost svakog tipa kandidata će odrediti i strateške akcije koje će preduzimati organizacija.
5. Plata može da poremeti dugotrajne i često mukotrpne pripremne razgovore ukoliko se ne znaju startne pozicije oko visine zarada. To može dovesti do toga da organizacija odustane od poželjnog kandidata jer ovaj traži veliku platu kao i da kandidat odustane zbog ponuđene male plate. Zbog toga je dobro, i za jednu i za drugu stranu, na samom početku intervjua dotaknuti pitnje visine plate. Velika očekivanja, pogotovu kandidata, mogu dovesti do velikog razočaranje ukoliko organizacija ima specifičnu politiku vezanu za visinu plate.
6. Izvrsne organizacije ne čekaju da zaposle ljude onog trenutka kada su im radnici neophodni. Ove organizacije će to, na osnovu svojih poslovnih planova, misije i vizije, predvideti i mnogo pre zaposliti ljude kako bi imali vremena da ih usmere, obuče za posao i kako bi novopridošli zaposleni mogli da se priviknu na novu sredinu i novu organizacionu kulturu. Kada bude bilo potrebno ovi novopridošli radnici (sada uveliko zaposleni i prilagođeni) će biti potpuno spremni da pruže svoj maksimum.
7. Sve više u delokrug posla menadžera za ljudske resurse ulaze i pregovori oko zadržavanja zaposlenih koji žele da odu u drugu organizaciju. To je najčešće najteži udarac za organizaciju jer na prvom mestu gubi zaposlenog koji, tražen od strane druge organizacije (najčešće konkurencije), ima bolju ponudu

nego što je imao u svojoj organizaciji. To znači da ukoliko organizacija želi da ga zadrži mora ponuditi mnogo više nego do sada. Na drugom mestu, zaposleni donose važne informacije organizaciji u koju odlaze, koje nekada mogu biti presudne u konkurentskom nadmetanju na tržištu (na primer ako odlazi važan menadžer). Na kraju, možda i najveću štetu pravi priča da se iz organizacije odlazi zbog loših uslova koje daje svojim zaposlenima.

8. Učinite posao zabavnim. Bendžamin Frenklin je govorio da ako radite posao koji volite nećete imati ni jedan radni dan. Ako kandidati znaju da je u organizaciji takva organizaciona klima sigurno je da će biti više zainteresovani za rad u njoj.
9. I pored svega što smo naveli mora se imati na umu da menadžeri ne smeju da prihvataju osrednjost. Upravo je to najveći problem za svaku organizaciju.

Koga mi u stvari želimo da zaposlimo?

Ovo je naizgled besmisleno pitanje, ali istraživanja pokazuju da mnogi poslodavci znaju da treba nekoga da zaposle ali ne znaju tačno koga (Kleiman, 2021).

Oko pitanja da li je bolje zaposliti mlađe ili starije kandidate svaki dan se lome koplja. Mnoge organizacije ciljaju na mlade ljude zanemarujući tako stručne, odgovorne i iskusne starije ljude, koji su ostali bez posla ili žele da promene posao.

Istraživanja su pokazala neke iznenađujuće podatke. Većina ljudi (74%) bi želela da radi kraće radno vreme (30 sati nedeljno). Veliki procenat ljudi traži posao blizu kuće ili u blizini dobrih prevoznih sredstava. Mnogi traže posao na mestu gde neće imati problem sa gužvom u saobraćaju. Takođe, istraživanja pokazuju da poslodavci najčešće traže nezaposlene ljude propuštajući tako priliku da zaposle ljude koji već rade ali su nezadovoljni svojim poslom.

Mnogi poslodavci zapošljavaju ljude zbog toga što je mesto ostalo upražnjeno odlaskom zaposlenog u penziju ili u drugu organizaciju. Dobar savet je svakako da prvo treba iskoristiti svoje kapacitete. Možda nije potrebno uposliti nove radnike, jer najčešće može neko od zaposlenih da preuzme neki deo poslova. Često uvođenjem nove tehnologije a samim tim promenom procesa, mnoga radna mesta nestaju. Promenom procesa rada organizacija ne gubi. Naprotiv, može da poveća obim proizvodnje i kvaliteta i sa manjim brojem zaposlenih. Podaci koji se dobijaju od kompanija upravo pokazuju ovakav trend (Potocnik i dr., 2021).

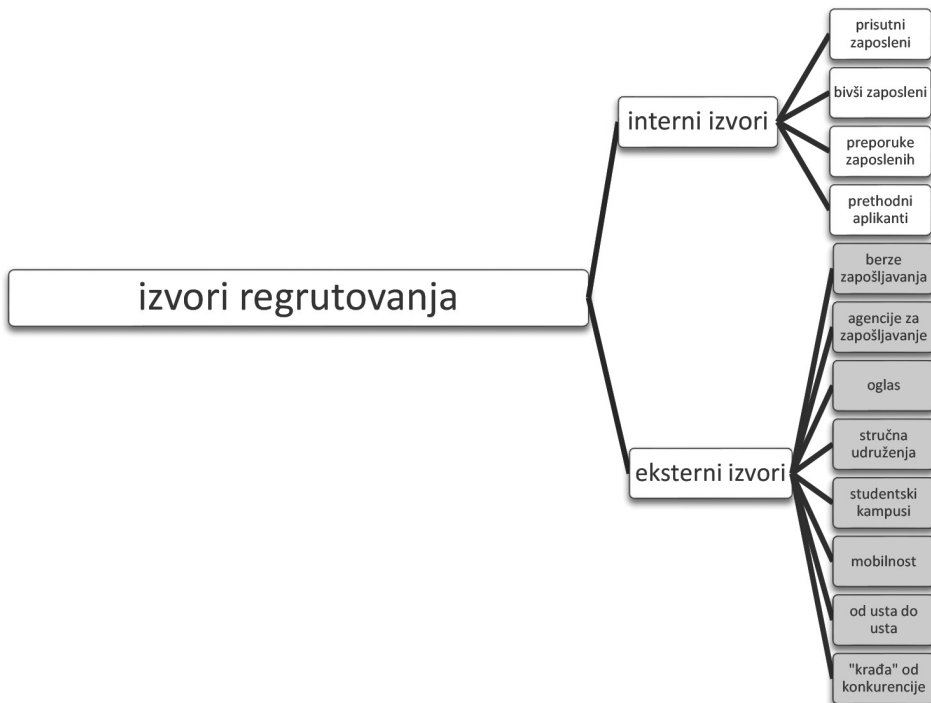
Uticaaj menadžera za ljudske resurse na regrutovanje

Oni koji zapošljavaju imaju značajan uticaj na ishod, bilo da su kandidati angažovani ili odbijeni. Odgovornost regrutera je da osigura da neko bude angažo-

van. S druge strane, kao predstavnik organizacije koja želi da regrutuje ljude, on mora biti dobro informisan ne samo o poziciji za koju se kandidat prijavljuje, već i o ogromnoj količini informacija koje su važne i odražavaju rad njegove firme. Često je osnov tužbe protiv organizacije upravo „nesporazum“ prilikom davanja netačnih podataka bilo da se radi o preciznom opisu radnog mesta ili plate, godišnjeg odmora ili bilo kog drugog pitanja. Loš regruter pravi dvostruku štetu jer stvara lošu (lažnu) sliku o svojoj organizaciji i svojim postupanjem odbija kandidata koji bi možda bio odličan izbor.

Izvori regrutovanja

Na grafikonu 1 su prikazani izvori regrutovanja. Od velike važnosti je da odaberemo pravi izvor regrutovanja radnika za našu organizaciju. Često informacije dobijene od pojedinih izvora nisu tačne i mogu naneti velike štete. Menadžeri za ljudske resurse su veoma oprezni i više puta proveravaju izvor regrutovanja kako ne bi došlo do zapošljavanja pogrešne osobe. Draker navodi da je od svih zadataka koje imaju menadžeri, izbor pravog radnika ubedljivo najvažniji.



Grafikon 1: Izvori regrutovanja

Interni izvori

Interni izvori su u prednosti zbog poznavanja sopstvenih zaposlenih, boljeg korišćenja talenata, ekonomičnijeg zapošljavanja, veće motivisanosti zaposlenih. Ograničen izbor je nedostatak kod internih izvora jer nemamo dovoljno veliki broj kandidata. Kao nedostatak možemo da navedemo i to što je moguće da mnogo bolji kandidat izvan organizacije neće dobiti šansu. Menadžeri moraju veoma oprezno da unapređuju ljude jer mogu da naiđu na velike prepreke i nezadovoljstvo zaposlenih zbog pogrešnog izbora zaposlenog za napredovanje (Cand, 2021).

- 1. *Prisutni zaposleni radnici*** su najbolji izbor organizacije koja traži kandidate za posao. Dobro bi bilo kada bi zapošljavanje na ovaj način izgledalo kao *napredovanje ili unapređenje*. To bi dovelo do pojačane motivacije zaposlenog koji se sada premešta na drugo radno mesto. To drugo radno mesto možda traži veće anažovanje i veću odgovornost pa se često dešava da zaposleni odbijaju unapređenje pravdajući to time da nisu spremni za takav posao. Isto tako unapređenje jednog radnika može da izazove negodovanje ljudi koji nisu napredovali, a radili su u istom odeljenju ili timu. Napredovanje je dobro rešenje jer smanjuje potrebu za obukom. Ali, sa druge strane, zbog manjeg broja ljudi koji mogu da napreduju, izbor može da se svede na par ljudi što ne rešava problem koji organizacija ima. Ako se zaposleni premešta sa jednog na drugo radno mesto govorimo o *transferu*. Kod transfera nemamo povećanje odgovornosti, unapređenja ili promene statusa. Nekada ovo može biti sasvim odgovarajuće za organizaciju dok se ne pronađe konačno rešenje. Na kraju imamo i *rotaciju* koja podrazumeva premeštanje radnika sa jednog mesta na drugo po horizontalnoj osnovi.
- 2. *Bivši zaposleni, otpušteni ili penzionisani zaposleni*** mogu biti dobar unutrašnji izvor za regrutovanje. Pošto se organizacije brzo menjaju ova vrsta zaposlenih možda ima želju da se ponovo vrati u svoju bivšu organizaciju. Ovaj izvor je dobar i zbog toga što su ovi ljudi već naviknuti na organizacionu kulturu i klimu u organizaciji pa je samim tim i privikavanje manje. Poslodavci na taj način dobijaju zaposlene koji su spremni da odmah rade bez dodatne obuke koja može biti veoma skupa.
- 3. *Preporuke zaposlenih*** koji predlažu svoje prijatelje, članove porodice, rođake i one za koje zanju da bi odgovorili zadatku.
- 4. *Bivši aplikanti*** se računaju kao pripadnici grupe koja dolazi iz unutrašnjih izvora mada nije radila u organizaciji. Prijave ovih kandidata su već u organizaciji i u jednom trenutku organizaciji može odgovarati da pokrene te ljude. Ovo organizaciji posebno odgovara kada su joj preko potrebni kvalifikovani i nekvalifikovani radnici.

Eksterni izvori

Eksterni izvori imaju dosta prednosti, a najbitnija od njih je dostupnost većeg broja kandidata, pa samim tim i veći broj talenata. Sa spoljnim kandidatima biće zdravija konkurencija jer može da se sprovede pravedniji postupak zapošljavanja. Kod eksternog zapošljavanja najveći nedostatak je što je postupak zapošljavanja skup, mada problem predstavlja i to što novi zaposleni ne poznaju dobro organizacionu kulturu. Za neke organizacije koje su multikulturalne to može biti veliki problem. Na nove zaposlene stari radnici neće gledati sa oduševljenjem. Naprotiv, videće ih kao konkurenciju i pretnju svom unapređenju koje očekuju.

1. **Nacionalna služba za zapošljavanje** je berza rada u Srbiji. Ova služba raspolaže sa podacima o nezaposlenim licima koje poslodavac može da angažuje.
2. **Agencije za zapošljavanje.** Ovde se misli na privatne agencije koje imaju dobre rezultate prilikom spajanja poslodavaca sa kandidatima. Agencije su se posebno "proslavile" kod odvođenja naših ljudi na rad u inostranstvo.
3. **Oglasi** koji mogu biti postavljeni na oglasnoj tabli u organizaciji, pa do oglasa na radiju, TV, novinama ili specijalizovanim časopisima koji se bave podrškom kandidata i zatevima poslodavaca za radnom snagom.
4. **Stručna udruženja** mogu biti od velike koristi kada se traže ljudi u određenim sektorima (na primer medicina, građevinarstvo ili mašinstvo). Ova udruženja imaju dostupne podatke o potrebama poslodavaca kao i o ponudi kandidata za specifične i određene poslove.
5. **Studentski kampusi** su sjajna prilika za studente da pre nego što završe svoje studije dobiju ponudu za posao. Ovo je dobra prilika i za poslodavce da putem stipendije ili na neki drugi način obezbede za svoju organizaciju talente ili potrebnu radnu snagu u budućnosti (ukoliko imaju viziju). Bez saradnje fakulteta i poslodavaca diplome se čine suvišnim (Bodrijar, 1991).
6. **Mobilnost** je takođe dobra prilika da zaposleni ode na „pozajmicu“ u drugu organizaciju. Ovim dobijaju svi. Kandidat će biti motivisan da unapredi svoje kapacitete, poslodavac se oslobađa zaposlenog koji mu nije potreban u tom trenutku, a novi poslodavac dobija zaposlenog sa dobrom preporukom i referencama.
7. **Od usta do usta** je ubedljivo najbolji eksterni izvor. Dobar glas daleko se čuje (mada loš još dalje) pa to može biti dobro i za poslodavca i za kandidate. Zaposleni obično prenose informacije van organizacije što može da pospeši zainteresovanost ljudi da se prijave za posao.
8. **„Krađa“ zaposlenih** je danas uobičajen metod regrutovanja i u današnjem svetu prevladavajući. Na razne načine se nude zaposlenima i (posebno)

menadžerima iz drugih organizacija bolji uslovi, tako da je ovo čest razlog pojave fluktuacije radne snage. Šteta za organizaciju može da bude velika i nepopravljiva ukoliko odu ljudi sa posebnim kompetencijama, veštinama i znanjima.

Uticao kulture na regrutovanje u Srbiji

Kulturni obrasci snažno utiču i na poslodavce i na kandidate za posao u Srbiji. Kultura nekada može da pomogne u stvaranju povoljnijeg poslovnog okruženja, ali je na žalost, češće kočnica za promene.

Karakteristikama kulture u Srbiji su se bavili istraživači-antropolozi sa ovih prostora, pre svih Jovan Cvijić (Cvijić & Andrić, 1988). Sa druge strane imamo veoma poznata (i priznata) istraživanja Hofsteda koji je opisao kulturu većine zemalja sveta pa i naše zemlje.

Jovan Cvijić opisuje poslovnu kulturu u Srbiji kroz opis mentaliteta ljudi sa ovih prostora (Balkansko poluostrvo). Iako je delo Balkansko poluostrvo Cvijić pisao još 1931. godine, ono je izuzetno aktuelno i danas, jer se može dobro videti da se nije mnogo toga promenilo. To dokazuje tvrdnje mnogih antropologa da je promena obrazaca kulture veoma teška (ako ne i nemoguća misija).

Po Cvijićevom mišljenju, u Srbiji postoji ekonomska i socijalna solidarnost, izražena nacionalna svest, pravda i sloboda. Srbima su svojstvena impulsivnost koja često dovodi do nepromišljenih postupaka, mistična logika, asketizam, iracionalno rasuđivanje, živi duh, duboka imaginacija, sklonost ka improvizaciji, nestalnost, nesistematičnost, istorijska tuga, razvijeno predanje, sklonost verbalizmu i zamenjivanju realnosti. Što se radnih navika tiče, Cvijić naglašava da u Srbiji postoji stvaralačka mašta koja dostiže velike „visine“, ali se razvija i sklonost ka sporom načinu rada, radu bez naprezanja i sklonost besposlici. Ljudi više vole da gledaju kako drugi rade i navijaju. Ovde možemo naći i odgovor na pitanje zbog čega većina zaposlenih želi da bude osrednji a ne vrhunski radnik. Radom u osrednjoj sredini radnik će se pre istaći iako ne radi mnogo. U izvrsnim sredinama bi morao da uči i ulaže veliki napor da bi bio kao i ostali zaposleni. Ovde nalazimo i odgovor na pitanje zbog čega za rukovodioce ne biramo najbolje (kao na primer u Nemačkoj poslovnoj kulturi). Ovde ljudi više vole da ih vode oni koji su po rezultatima bliži dnu tabele nego oni na vrhu. Ako je šef loš radnik ni zaposleni ne mora da ulaže mnogo napora, jer takav šef neće tražiti mnogo ni od svojih zaposlenih. Jedna od važnijih stvari koje pominje Cvijić, a koja dobro opisuje našu kulturu, je i to da naš čovek ne voli planiranje i pravljenje prioritenih lista. Kada se trgne iz nerada hteo bi da uradi sve i odmah. Nedostatak strpljivosti i upornosti najčešće se i zavr-

šava lošijim rezultatima. Izuzetno su nezadovoljni svojim statusom ma šta radili i često možete da čujete žalbe na sve i svašta. Iako su skoro uvek protiv nadređenih (vlasti i zakona), vole da postoji vođa, ali iz razloga da se mogu sakriti iza njega od odgovornosti za svoje rezultate. Cvijić je još pre stotinu godina primetio da Srbi više vole da izbegavaju zakonske norme i traže rupe u zakonu bez obzira što će ih to koštati mnogo više!

Hofšed (2021) razlikuje nacionalnu kulturu prema sledećim dimenzijama: distanca moći, izbegavanje neizvesnosti, individualizam-kolektivizam i muško-ženske vrednosti.

Srbija ima visoku distancu moći (86 na skali od 100) koja upućuje na izraženu autoritarnost. Autoritarnost se uvek oslanja na kulturu moći što ne ide baš u prilog ambijentu za kvalitet. Manje moćni članovi društva očekuju da je moć nejednako raspoređena (ljudi prihvataju hijerarhiju). Ova karakteristika kulture pokazuje svoje pravo lice onda kada treba da se naprave timovi ili da se daju predlozi i rešenja kada stvari u organizaciji krenu naopako.

Sedeća karakteristika kulture Srbije je visoko izbegavanje rizika (92 indeksna poena). Ljudi ne vole promene i imaju jak otpor prema njima. Ne vole neodređenost i neizvesnost što je jak pokazatelj autoritarizma. U izbegavanju rizika treba tražiti odgovor na pitanje zbog čega kandidati traže da budu zaposleni na neodređeno vreme. U Americi imamo potpuno drugačiju kulturu, gde i poslodavci i zaposleni vole „meke“ ugovore koji se lako raskidaju. To dovodi do toga da su zaposleni slobodniji da potraže drugi posao, a poslodavac može da zadrži radnike davanjem određenih benefita.

Veoma nizak stepen individualizma (25 indeksna poena) pokazuje da ljudi u Srbiji vole više da se oslone na kolektiv nego na svoje individualne sposobnosti. To znači i da izbegavaju odgovornost krijući se u grupi. Današnje organizacije traže visok stepen odgovornosti i visok stepen individualnih sposobnosti zaposlenih. Pošto su zahtevi organizacija potpuno suprotni od karaktera kulture Srbije, obično poslodavac ima problem da objasni zaposlenom da mora da odovara za ostvarivanje postavljenih zadataka (Pavlović, 2016).

Na kraju pregleda karaktera kulture Srbije posmatramo „muške“ i „ženske“ vrednosti kulture. Srbija je u polju „ženske“ kulture. Kod ženskih vrednosti kulture cene se socijalni odnosi i status u društvu kao instrument za sticanje materijalnog bogatstva. To bi značilo da su ljudi spremni da koriste veze i poznanstva kao i svoj status u društvu nego znanje, kompetencije i veštine. Ova karakteristika kulture nije povoljna ni za zaposlenog niti za poslodavca. Poslodavci su često primorani da primaju na posao ljude koji im nisu potrebni kao i radnika koji im ne odgovara. Međutim, pošto ovakvi kandidati dolaze preko različitih veza stiču prednost u odnosu na druge kandidate (Vujić, 2008).

Ova kratka analiza karaktera kulture Srbije pokazuje da njene karakteristike ne daju prednost ni poslodavcima niti kandidatima i zaposlenima. Ali, to ne bi smela da bude prepreka za izgradnju povoljne poslovne klime koja će dovesti do izgradnje povoljnijeg poslovnog okruženja.

ZAKLJUČAK

Osnovni zadatak regrutera je da pronade što bolje kandidate za svoju organizaciju. Ne postoji čarobni štapić za izbor najboljih kandidata. Regrutovanjem se obezbeđuje budućnost organizacije pa ovom procesu treba posvetiti posebnu pažnju. Jedan od prvih koraka je potražiti ljude u svojoj organizaciji, zbog toga što je uvek bolje regrutovati ljude iz svoje organizacije nego sa strane. To je puno jeftinije, dobijate zaposlenog koga znate, zaposlenog koji poznaje organizacionu kulturu i koji će se mnogo brže uklopiti u radni proces. Kandidati van organizacije imaju prednost kada postoji želja da se privuče veći broj ljudi. Prednost spoljnim izvorima se daje i kada organizacija želi da obezbedi zdravu konkurenciju unutar organizacije uvodeći „nove“ ljude. I unutrašnji i spoljni izvori imaju svojih mana koje se mogu prevazići ukoliko se pažljivo proveravaju i kontrolišu informacije o kandidatima. Ne sme da se zaboravi ni veliki uticaj organizacione i nacionalne kulture na poslodavce i kandidate prilikom izbora.

LITERATURA

1. Bodrijar, Ž. (1991). *Simulakrumi i simulacija*. Svetovi, Novi Sad
2. Chand, S. (2021). Sources of Recruitment: External and Internal Sources of Recruitment. Preuzeto sa: <https://www.yourarticlelibrary.com/recruitment/sources-of-recruitment-external-and-internal-sources-of-recruitment/35267>
3. Cvijić, J., Andrić, I. (1988). *O balkanskim psihičkim tipovima*. Prosveta, Beograd
4. Dessler, G.(2015). *Upravljanje ljudskim potencijalima*. MATE, Zagreb
5. Drucker, P. (2004). *The Daily Drucker*. HarperColins Publisers, New York
6. Hofstede, G. (2021). The 6 dimensions of national culture. Preuzeto sa: <https://www.hofstede-insights.com/models/national-culture/>
7. Kleiman, M. (2021). How to Find and Recruit the Best Hourly Employees. Preuzeto sa: <https://workforceinstitute.org/wp-content/uploads/2008/06/kleiman-recruit-the-best-hourly-06.pdf>

8. McCann, B. (2021). 7 Tips For Recruiting Talent In A Tight Labor Market, Preuzeto sa: <https://www.cciconsulting.com/7-strategies-for-recruiting-talent-in-a-tight-labor-market/>
9. Pavlović, N. (2016). *Poslovna kultura i etika*. Univerzitet u Kragujevcu, Fakultet za hotelijerstvo i turizam u Vrnjačkoj BanjiVujić, D. (2008). *Menadžemnt ljudskih resursa i kvalit*. Centar za primenjenu psihologiju, Beograd
10. Potočnik, K., Anderson, N. R., Born, M., Kleinmann, M., Nikolaou, I. (2021). Paving the way for research in recruitment and selection: recent developments, challenges and future opportunities. (2021). *European Journal of Work and Organizational Psychology*, 30(2)

IMPACT OF RECRUITMENT ON AN ORGANIZATION'S OPERATION

Nebojša Pavlović¹

Abstract: Does management in our organizations focus enough on employment? Recruitment is one of the most critical tasks of an organization's management as it ensures that the necessary workers are available to perform their duties successfully. The mission of the organization, as well as its vision, will be determined by the people chosen to work for it. The purpose of this paper is to briefly problematize the current issues that management faces when hiring and selecting workers for its company. This research was based on literature and texts published by well-known authors who have dealt with these issues. Initiating employment issues can lead to many questions and suggestions.

Key words: human resources, recruitment, employment

INTRODUCTION

Drucker (2004) is absolutely right when he claims that every modern firm is a human and social organization. People, their skills, abilities, knowledge and experience are the basic asset of any organization. There is fierce market competition for those who want top employees to work exclusively for them. At the same time, companies are struggling to reduce labor turnover and retain employees among their ranks, providing improved working conditions and benefits, as well as opportunities for advancement. Human resources departments, in consultation with management, should be in charge of hiring and caring for employees.

An organization cannot be better than the sum of its employees. A company is as powerful as its weakest employee, not unlike a chain that is as strong as its weakest link. Unfortunately, it is often enough for only one employee's mistake to significantly impact an organization's performance (Desler 2015).

Human resources determines the performance of an organization. The problem of when to hire has become a fundamental issue for all organizations, regar-

¹ Faculty of Hospitality and Tourism in Vrnjačka Banja, University of Kragujevac
e-mail: racapn@gmail.com

dless of their activities. In the past, the problem was how to get a job. Today, the problem is how to find the right people as well as how to retain employees, *i.e.*, prevent them from joining another organization. It is evident that human resources management is gaining in importance and is taking on one of the main roles in solving these issues.

Recruitment is a two-way process. We have an organization on one side and candidates on the other. The ideal situation is an organization in need of an employee and a candidate, who has applied for the job posting, who is suited for such a work organization. Although this seems to be a simple process, there are several issues and obstacles that hinder employment, as we will illustrate below. Both the organization and the candidate have their own organizational culture that limits them when choosing.

Characteristics of an organization

Today's organizations are more of a verb than a noun. They are prone to rapid changes and have a temporary character. Such organizations can only guarantee low reliability and non-standardization, both in terms of work and employment. Organizations are increasingly reducing the number of their employees, asking those they hire to have the knowledge, skills and experience which will allow them to react quickly when faced with a market issue. The temporary nature of organizations results in the conclusion of temporary employment contracts. There are ever fewer indefinite term employment contracts and ever more probationary employment contracts, with the organization's intention being to be able to terminate those contracts without any obligations. As can be expected, finding people for such positions is very difficult.

Under such conditions, information becomes extremely important. Again, it is important that both the organization and the candidate have that information, as has been happening ever more frequently in practice. The organization needs information on where it can find suitable candidates. On the other hand, the candidates need information about organizations who nurture conditions appropriate for them. Due to all of this being difficult to reconcile, firms seek solutions such as training or layoffs, and employees take advantage of a lack of firm contracts to move from one organization to another, regardless of their loyalty or the future of the organization they have chosen to leave.

The organization and its human resources management have a difficult task. They need to hire people not because of what they cannot do but because of what they can and know how to do - find the right person for the right job. Drucker's advice (2004) is that managers in charge of hiring follow five steps:

1. Establish the nature of the job with the candidate.
2. Consider three to five candidates assigning to them jobs so that the task and the person match each other. This is a great opportunity to compare candidates but may not always be possible to achieve.
3. Give candidates practical tasks and, depending on the results, select one. Determining the strengths of the candidates is extremely important to making the right choice.
4. Talk to former colleagues and candidates' managers. This very interesting step can provide useful information for decision-making.
5. The fifth step is similar to the second. The selected candidate should receive information as to what is expected of him and what changes are expected of him.

After these five steps, the manager, after 90 days of work, should, together with the candidate, analyze the achieved work results and decide whether to keep the candidate or not.

Magnetic organization

As already stated, the organization must do its best to be a magnet for candidates. A larger number of candidates always represents a greater chance of finding the right and suitable employee for the job that awaits him. At the same time, the number of candidates can be an opportunity to see how popular our organization is among the candidates. If there are fewer candidates than expected, it can be a strong signal that something is wrong and that we need to work quickly on implementing changes.

The organization needs to think about what strategy to implement in order to attract as much talent as possible and thus provide itself with the possibility of an advantage over the competition.

Bill McCann (2021) CEO of CCI Consulting recommends the following strategies:

1. The recruitment process from the position of the candidate should be considered. The organization needs to explain the recruitment process through its website. It is favorable for this process to be as simple and efficient as possible, with the possibility of easy use of technology when applying. The candidate should know what awaits him. This will be helpful to both parties. The organization should be transparent, without hidden questions, so that the candidate can better prepare for the interview. It is evident from practice that many candidates withdraw their applications due to delays

and a slow recruitment process.

2. For candidates, some information is more important than others. Contrary to what most may think, salary is not the most important. Candidates want to know what the organizational culture is like. This is followed by the experience of other employees of that organization. As already seen, Drucker has a similar proposal when it comes to choosing a candidate. In third place is information about the company's qualities and what would make a candidate, first entering the job market or changing an organization, choose that particular organization. Today's social networks can help with this information, so the organization must make sure that its reputation is as good as possible. Among the list of candidate wishes, is the possibility of advancement and career development. Good and transparent promotion programs are certainly desirable and should be presented on a company's website.
3. The best promoters of an organization are its employees. That is why it is extremely important for employees to be satisfied at work. They will then be its best fans and advocates. Providing employees with some benefits such as a day off, lunch or free use of a fitness room, can be very helpful. This can have a greater effect than even raising salaries.
4. Managers must prepare an offer for each type of candidate. Different approaches will be used depending on whether candidates are looking for their first job or are already employed on a similar job. Likewise, if an organization wants to reclaim people who have left it, for some reason or other, it will use a completely different strategy. The search for talent is very important for organizations that want to assume a high place among the competition. When a learning organization is being created, candidates are hired who are ready to improve and train. The specificity of each type of candidate will determine the strategic actions to be taken by the organization.
5. A salary can disrupt long and often arduous preparatory talks if the starting positions regarding the salary is unknown. This can lead to the organization giving up on the desired candidate because he is asking for a large salary, as well as for the candidate to give up because of an offered smaller salary. That is why it is good, for both sides, to touch on the issue of a salary at the very beginning of the interview. High expectations, especially from candidates, can lead to great disappointment if the organization has a specific salary policy.
6. Excellent organizations do not wait to hire people when they need employees. Based on their business plans, mission and vision, these organizations will anticipate this and hire people much earlier so that they have

time to guide them, train them and so that new employees can get used to a new environment and new organizational culture. When needed, these newly hired workers (now already employed and adjusted) will be fully prepared to give their best.

7. Negotiations on retaining employees who want to go to another organization are increasingly becoming part of the scope of work of the human resources manager. This is usually the hardest blow for the organization as it is, first and foremost, losing an employee who, wanted by another organization (most often the competition), has a better offer than he had in his previous organization. This means that if an organization wants to retain this employee, it must offer much more than it was willing to offer before. Secondly, employees take important information to the organization they leave to, which can sometimes be crucial in a competitive market competition (for example, if an important manager leaves). Finally, perhaps the biggest damage is caused by the narrative that employees are leaving an organization due to poor work conditions.
8. Make work fun. Benjamin Franklin said that if you do the job you love you will not have a single working day. If the candidates know that such an organizational climate exists within an organization, it is certain that they will be more interested in working in it.
9. Despite everything we have stated, it must be borne in mind that managers must not accept mediocrity. This is precisely the biggest problem for any organization.

Who do we really want to hire?

This is a seemingly pointless question, but research shows that many employers know they need to hire someone but do not know exactly who (Kleiman, 2021).

The question of whether it is better to hire younger or older candidates is still up to debate. Many organizations target young people, thus neglecting a professional, responsible and experienced older generation who have lost their jobs or want to change jobs.

Research has shown some surprising data. Most people (74%) would like to work shorter hours (30 hours per week). A large percentage of people look for work near home or near good means of transportation. Many are looking for a job in a place where they will not have to put up with traffic jams. Also, research shows that employers are most often looking for unemployed people, thus mi-

ssing the opportunity to hire people who are already working but are dissatisfied with their jobs.

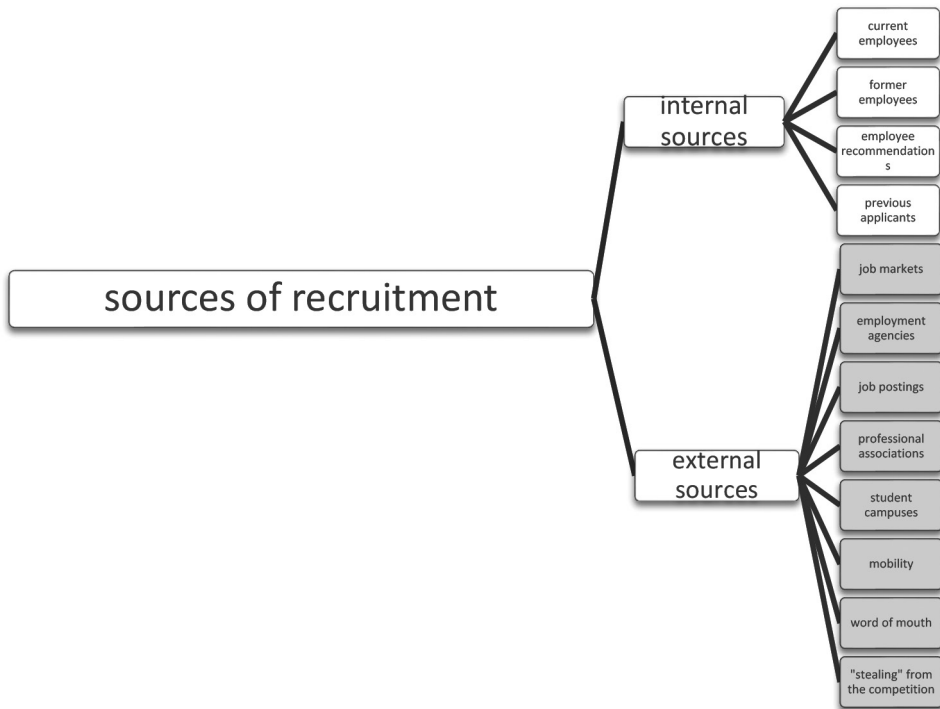
Many employers decide to hire new employees due to a vacancy resulting from a former employee retiring or joining another organization. Sound advice is certainly that own capacities should be utilized first. It may not be necessary to hire new workers, because most often one of the employees can take over some part of the vacant position. Often, with the introduction of new technologies and inevitable process changes that follow, many jobs disappear. The organization does not lose by changing the work process. On the contrary, it can increase the production volume and quality, even with a smaller number of employees. Data obtained from companies illustrates this trend (Potocnik et al., 2021).

Influence of human resources managers on recruitment

Those who hire have a significant impact on the outcome, regardless of whether the candidates are hired or rejected. It is the recruiter's responsibility to ensure that someone is hired. On the other hand, as a representative of an organization that wants to recruit people, he must be well informed not only about the position for which the candidate is applying, but also about the huge amount of information that is important and reflects the work of the company. Often, the basis of lawsuits against an organization is precisely the "misunderstanding" regarding incorrect information, whether it is a precise description of a job or salary, vacation leave or another issue. A bad recruiter does double damage because he creates a bad (false) image of his organization and by his actions rejects a candidate who might be a great choice.

Sources of recruitment

Graph 1 shows the sources of recruitment. It is very important to choose the right source for recruiting workers for our organization. Often the information obtained from individual sources is inaccurate and can cause great damage. Human resources managers are very careful and check the sources of recruitment several times to avoid hiring the wrong person. Drucker states that of all the tasks that managers have, choosing the right employee is by far the most important.



Graph 1: Sources of recruitment

Internal sources

Internal sources are at an advantage due to the knowledge of their own employees, better use of talent, more economical employment, greater employee motivation. Limited choice is a shortcoming in internal sources because we do not have a large enough number of candidates. As a disadvantage, we can also mention that it is possible that a much better candidate outside the organization will not get an opportunity. Managers must be very careful in promoting people because they may encounter major obstacles and employee dissatisfaction due to the wrong choice of an employee for promotion (Cand, 2021).

1. Present employees are the best choice for an organization that is looking for candidates. It would be preferable if employment in this manner appeared as *advancement or promotion*. This would lead to increased motivation of the employee who is now transferring to another position. That other position may require more effort and greater responsibility, so it often happens that employees refuse to be promoted, justifying it by saying that they are not ready for such a position. Also, the promotion of one worker can

cause resentment of people who did not advance although they worked in the same department or team. Advancement is a good solution because it reduces the need for training. On the other hand, however, due to the smaller number of people who can advance, the choice can be reduced to a few people, which does not solve the problem that the organization has. If employees move from one position to another, we are talking about a *transfer*. With transfers, there is no increase in responsibility, improvement or change of status. Sometimes this can be appropriate for an organization until a final solution is found. Finally, we have a rotation that involves moving workers from one position to another along a horizontal basis.

2. **Former employees, laid off or retired employees** can be a good internal source of recruitment. As organizations change rapidly, this type of employee may have a desire to return to their former organization. This is also a sound source because these people are already used to the organizational culture and climate, so that adaptation is less. In this manner, employers get employees who are ready to work immediately without additional training, which can be very expensive.
3. **Recommendations from employees**, who propose their friends, family members, relatives and those they know are ready to answer the task.
4. **Former applicants** are viewed as members of the group that comes from internal sources, although he has not worked for the organization. These candidates' applications are already at the organization and at some point it may be appropriate for the organization to initiate these people. This is especially suitable for the organization when it desperately needs skilled and unskilled workers.

External sources

External sources have many advantages, the most important of which is the availability of a larger number of candidates, and therefore a larger number of talents. There will be healthier competition with external candidates because a fairer recruitment procedure can be conducted. The biggest disadvantage of external employment is that the recruitment process is expensive, and that new employees do not know the organizational culture well. For some organizations that are multicultural, this pose a great problem. Older workers will not look at new employees with enthusiasm. On the contrary, they will see them as competition and a threat to the advancement they expect.

1. The **National Employment Service** is the Serbian job market. This service has data on the unemployed and hiring employers.
2. **Employment agencies.** This refers to private agencies that have good results when merging employers with candidates. Agencies are especially "famous" for taking people to work abroad.
3. **Job postings** that can be placed on the bulletin board of an organization, advertisements on the radio, TV, in newspapers, or specialized magazines that deal with support to candidates and the demands of employers for labor.
4. **Professional associations** can be very useful when looking for people in specific sectors (for example medicine, construction or mechanical engineering). These associations have available data on the needs of employers as well as on the offer of candidates for certain and specific jobs.
5. **Student campuses** are a great opportunity for students to get a job offer before they finish their studies. This is also a good opportunity for employers to secure talents, or the necessary workforce, for their organization in the future (if they have a vision) through scholarships or other ways. Without the cooperation of the university and employers, diplomas seem superfluous (Bodrijar, 1991).
6. **Mobility** is also a good opportunity for employees to go on "loan" to another organization. This is to the benefit of everyone. The candidate will be motivated to improve his capacities, the employer can free an employee he does not need at that moment, and the new employer gets an employee with good recommendations and references.
7. **Word of mouth** is by far the best external source. Word of mouth is heard afar (although a bad one resonates even further) so it can be good for both the employer and the candidates. Employees usually pass on information outside the organization, which can increase people's interest in applying for a job.
8. **"Theft" of employees** is a common recruitment method and prevalent in today's world. In various ways, employees and (especially) managers from other organizations are offered better terms, so this is a common reason for labor turnover. The damage to the organization can be great and irreparable if people with special competencies, skills and knowledge leave.

The influence of culture on recruitment in Serbia

Cultural patterns strongly influence both employers and job candidates in Serbia. Culture can sometimes help create a more favorable business environment, but unfortunately, it is more often a hindrance to change.

Anthropologists from this region, primarily Jovan Cvijić (Cvijić & Andrić, 1988), dealt with the characteristics of culture in Serbia. On the other hand, we have well-known (and recognized) research conducted by Hofstede, which described the culture of most countries in the world, including our own.

Jovan Cvijić described the business culture in Serbia through a description of the mentality of people from this area (*The Balkan Peninsula*). Although Cvijić wrote *The Balkan Peninsula* in 1931, it is still extremely relevant today as it is clear that not much has changed. This proves the claims of many anthropologists that changing cultural patterns is very difficult (if not an impossible mission).

In Cvijić's opinion, there is economic and social solidarity in Serbia, expressed national consciousness, justice and freedom. Serbs are characterized by impulsiveness that often leads to reckless actions, mystical logic, asceticism, irrational reasoning, lively spirit, deep imagination, propensity for improvisation, instability, unsystematically, historical sorrow, developed tradition, propensity to verbalism and substitution of reality. As far as work habits are concerned, Cvijić emphasized that there is a creative imagination in Serbia that reaches great "heights", but there is also a tendency towards a slow way of working, work without effort and a tendency towards unemployment. People prefer to watch others work and cheer them on. Here we can find the answer to the question why most employees want to be mediocre and not among the top. By working in a mediocre environment, the worker will stand out more, although he does not do much. In excellent environments, he would have to study and make a great effort to be like other employees. Here we find the answer to the question as to why we do not choose the best for our managers (as for example in German business culture). Here, people prefer to be led by those who are closer to the bottom than the top. If the boss is a bad worker, the employee does not have to invest much effort as such a boss will not ask much of his employees. One of the most important things mentioned by Cvijić, which illustrates our culture well, is that our man does not like planning and making priority lists. When he gets out of trouble, he would like to do everything right away. Lack of patience and perseverance usually lead to even worse results. They are extremely dissatisfied with their status no matter what they do and you can often hear complaints about anything and everything. Although the population is almost always against its superiors (government and law), they like to have a leader, but for the reason that they can hide, from accountability, behind them.

One hundred years ago, Cvijić noticed that Serbs prefer to avoid legal norms and look for loopholes, regardless of the fact that it will cost them much more!

Hofstede (2021) distinguishes national culture according to the following dimensions: power distance, uncertainty avoidance, individualism/collectivism, masculinity/femininity and long-term orientation.

Serbia has a high power distance (86 on a scale of 100), which indicates a pronounced authoritarianism. Authoritarianism always relies on a culture of power, which is not in favor of a quality environment. Less powerful members of society expect power to be unequally distributed (people accept hierarchy). This cultural characteristic shows its true face when teams need to be made, or suggestions and solutions given, when things in an organization go wrong.

The next characteristic of Serbian culture is high-risk avoidance (92 index points). People do not like change and have a strong resistance to it. They do not like ambiguity and uncertainty, which is a strong indicator of authoritarianism. In order to avoid risk, one should look for an answer to the question why candidates ask to be employed for an indefinite period of time. In America, we have a completely different culture, where both employers and employees prefer "soft" contracts that are easy to terminate. This leads to employees being free to look for other jobs, and the employer can keep the workers by giving certain benefits.

A very low degree of individualism (25 index points) shows that people in Serbia prefer to rely on the collective rather than their individual abilities. It also means avoiding responsibility by hiding in a group. Today's organizations require a high degree of responsibility and a high degree of individual ability. Since the requirements of organizations are completely opposite to the character of Serbian culture, the employer usually has a problem explaining to an employee that he must be responsible for accomplishing the set tasks (Pavlović, 2016).

At the end of this review of the character of Serbian culture, we observe the "male" and "female" cultural values. Serbia is in the field of "female" culture. According to female cultural values social relations, and status in society as an instrument for acquiring material wealth, is valued. This would mean that people are more willing to use connections and acquaintances, as well as their status in society, than knowledge, competencies and skills. This cultural characteristic is not favorable for either the employee or the employer. Employers are often forced to hire people they do not need as well as workers who do not suit them. However, since such candidates have been proposed by various connections, they gain an advantage over other candidates (Vujić, 2008).

This brief analysis of the character of Serbian culture shows that its characteristics do not give preference to employers or candidates and employees. Nonetheless, that should not be an obstacle to building a favorable business climate that will lead to the construction of a more favorable business environment.

CONCLUSION

The basic task of a recruiter is to find the best possible candidates for his organization. There is no magic wand for choosing the best candidates. As recruitment ensures the future of an organization, this process warrants special attention. One of the first steps is to look for people within your organization, because it is always better to recruit people from your own ranks than from the outside. It is much cheaper, you get an employee you know, an employee who knows the organizational culture and who will fit into the work process much faster. Candidates outside the organization have an advantage when there is a desire to attract more people. Preference is given to external sources when the organization wants to ensure healthy competition within the organization by introducing "new" people. Both internal and external sources have their shortcomings that can be overcome if the information about the candidates is carefully checked and controlled. We must not forget the great influence of organizational and national culture on employers and candidates during the selection process.

LITERATURE

1. Bodrijar, Ž. (1991). *Simulakrumi i simulacija*. Svetovi, Novi Sad
2. Chand, S. (2021). Sources of Recruitment: External and Internal Sources of Recruitment. Preuzeto sa: <https://www.yourarticlelibrary.com/recruitment/sources-of-recruitment-external-and-internal-sources-of-recruitment/35267>
3. Cvijić, J., Andrić, I. (1988). *O balkanskim psihičkim tipovima*. Prosveta, Beograd
4. Dessler, G.(2015). *Upravljanje ljudskim potencijalima*. MATE, Zagreb
5. Drucker, P. (2004). *The Daily Drucker*. HarperColins Publisers, New York
6. Hofstede, G. (2021). The 6 dimensions of national culture. Preuzeto sa: <https://www.hofstede-insights.com/models/national-culture/>
7. Kleiman, M. (2021). How to Find and Recruit the Best Hourly Employees. Preuzeto sa: <https://workforceinstitute.org/wp-content/uploads/2008/06/kleiman-recruit-the-best-hourly-06.pdf>
8. McCann, B. (2021). 7 Tips For Recruiting Talent In A Tight Labor Market, Preuzeto sa: <https://www.cciconsulting.com/7-strategies-for-recruiting-talent-in-a-tight-labor-market/>

9. Pavlović, N. (2016). *Poslovna kultura i etika*. Univerzitet u Kragujevcu, Fakultet za hotelijerstvo i turizam u Vrnjačkoj Banji Vujić, D. (2008). *Menadžemnt ljudskih resursa i kvalitet*. Centar za primenjenu psihologiju, Beograd
10. Potočnik, K., Anderson, N. R., Born, M., Kleinmann, M., Nikolaou, I. (2021). Paving the way for research in recruitment and selection: recent developments, challenges and future opportunities. (2021). *European Journal of Work and Organizational Psychology*, 30(2)