

REGRUTOVANJE I SELEKCIJA LJUDSKIH RESURSA: KONKURENTSKI POTENCIJAL KOMPANIJE

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Sažetak: Strategijski menadžment ljudskih resursa predstavlja planiranje i raspoređivanje ljudskih potencijala, kao i aktivnosti koje bi trebalo da osposobe organizaciju da ostvari svoje ciljeve. Menadžerski tim ima zadatak, da u skladu sa vizijom i misijom kompanije, bude osnovno oruđe implementacije strategije. Ljudski resursi predstavljaju vredan i specifičan resurs što se naravno odražava na način njihovog upravljanja. Ljudski resursi čine osnovnu komponentu u lancu vrednosti, odnosno, znanje i sa njim povezani fenomeni kojim raspolažu zaposleni, predstavlja najznačajniji resurs preduzeća-nematerijalnu aktivnu, i ključni izvor konkurentske prednosti.

Ključne reči: Strategija, menadžment, ljudski resursi, regrutovanje, konkurencija.

Sve naše fabrike i pogoni bi sutra mogli da izgore, ali teško da biste dodirnuli vrednost kompanije; sve to zapravo leži u kvalitetu franšize našeg brenda i kolektivnom znanju u kompaniji.

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Strategijski menadžment ljudskih resursa predstavlja planiranje i raspoređivanje ljudskih potencijala, kao i aktivnosti koje bi trebalo da osposobe organizaciju da ostvari svoje ciljeve. Strategijski menadžment ljudskih resursa podrazumeva formulisanje i sprovođenje politika i praksi upravljanja raspoloživim ljudskim resursima ostvarenih kroz optimalno raspoređivanje ljudi tako da svaki zaposleni bude u prilici da pruži svoj maksimum.

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Pojmovno ljudski resursi predstavljaju sveukupni intelektualni i radni potencijal kompanije. HR (Human Resources), obuhvata ljudski potencijal u organizaciji: znanja, sposobnosti, veštine, kreativnost, ali i motivaciju i radnu energiju usmerenu ka ostvarivanju ciljeva. Menadžment ima zadatak da otkrije i razvije ljudske potencijale u organizaciji i dovede ih u planiranu funkciju organizacije, stoga se za strateško upravljanje ljudskim resursima može reći da predstavlja "postupak povezivanja funkcije ljudskih resursa sa strateškim ciljevima organizacije radi poboljšanja učinka" (Bratton & Gold, 2012: 36).

Ljudski resursi bitno opredeljuju ostvarivanje konkurentske prednosti preduzeća. Poslovna strategije od ljudskih resursa zahteva da poseduju odgovarajuća znanja, stručnost, iskustvo, veštine i entuzijazam. Menadžerski tim ima zadatak, da u skladu sa vizijom i misijom kompanije, bude osnovno oruđe implementacije strategije. Ljudski resursi predstavljaju vredan i specifičan resurs što se naravno odražava na način njihovog upravljanja. Menadžment ljudskih resursa predstavlja aktivnosti regrutovanja ljudskih resursa, praćenje održavanje i razvoj njihovih kompetencija, razvoj karijere ali i nagrađivanje. Ljudski resursi čine osnovnu komponentu u lancu vrednosti, odnosno, znanje i sa njim povezani fenomeni kojim raspolažu zaposleni, predstavlja najznačajniji resurs preduzeća-nematerijalnu aktivu, i ključni izvor konkurentske prednosti. Značaj nematerijalne aktive raste, tako ona višestruko prevazilazi vrednost materijalne aktive. Stoga je u preduzeću od strategijske važnosti proces učenja usmeren na razvijanje i usavršavanje ključnih kompetentnosti zaposlenih. Suštinu uspešno formulisane i implementirane strategije predstavlja sposobnost učenja i upotrebe znanja. Učenje je stalan proces, a od zaposlenih se zahtevaju brojne promene koje su uslovljene potrebom za uvećanjem fonda znanja kao pokretača budućih performansi preduzeća, koje osiguravaju visoku konkurentsku tržišnu poziciju. Smatra se da u procesu procene vrednosti kompanije, intelektualni potencijal kojim kompanija raspolaže, učestvuje više od 80 procenata u njenom ukupnom raspoloživom kapitalu. Drugim rečima, visok rast tržišne vrednosti preduzeća u odnosu na knjigovodstvenu vrednost, posledica je ulaganja u ljudski kapital. Tako autori Đuričin, Janjošević i Kaličanin (2011: 419) konstatuju: "Permanentno obrazovanje dobija na značaju ne samo zbog bezbolnog prelaska na nova radna mesta, već i zbog razvoja karijere u slučaju ostanka u istom preduzeću. Prema jednoj analizi, preduzeća u SAD godišnje potroše skoro 60 milijardi dolara na programe obuke, treninga i osvežavanja znanja".

Istorijski posmatrano, menadžment ljudskih resursa prolazio je kroz nekoliko faza razvoja. Fizionomija HRM (*Human resources management*), oblikuje se uglavnom pod uticajem američke literature osamdesetih godina prošlog veka. U periodu pre definisanja menadžmenta ljudskih resursa, ova oblast je nazivana

personalni ili kadrovski menadžment. Menadžment ljudskih resursa uglavnom je bio usmeren na rešavanje poslovnih problema organizacije, dok je strategijski menadžment ljudskih resursa usmeren na povezivanje aktivnosti menadžmenta ljudskih resursa sa procesom strategijskog menadžmenta. U devedesetim godinama dvadesetog veka dolazi do redefinisavanja i prestruktuiranja organizacija, što se odražava na promenu uloge menadžmenta ljudskih resursa u strategijski menadžment ljudskih resursa. Potencijal u ljudstvu kojim kompanija raspolaže sada se posmatra kao bitan faktor razvoja i konkurentske prednosti u ostvarenju strategijskih ciljeva. To znači da se pristup strategijskog menadžmenta ljudskim resursima može definisati kao odnos koji obezbeđuje integraciju menadžmenta ljudskih resursa sa strategijskim potrebama organizacije (Schuler, 1992: 18).

Teorijski koreni strategijskog menadžmenta ljudskih resursa povezani su sa člankom: Menadžment ljudskih resursa: Strategijska perspektiva, (*Human resources management: strategic perspective*), objavljenom u časopisu *Journal of Management*, 1981. godine. Objavljeni rad se bavi istraživanjem veze između menadžmenta ljudskih resursa i strategijskih planova organizacije (Devana, Fombrum & Tichy, 1981: 51-67).

U najkraćem, strategijsko upravljanje ljudskim resursima može se objasniti kao povezivanje ljudskih resursa sa strategijskim ciljevima, kroz poboljšanja poslovne uspešnosti i razvoja organizovanja preduzeća, tako da se podstiču inovacije, fleksibilnost a samim tim se postiže neophodna konkurentska prednost. U organizaciji strategijsko upravljanje ljudskim resursima znači prihvatanje i uključivanje ljudskih resursa kao strategijskog partnera u formulisanje i sprovođenja strategija preduzeća, kroz aktivnosti poput zapošljavanja, odabira, obuke i nagrađivanja zaposlenih.

1. Proces menadžmenta ljudskih resursa

Literatura koja se bavi menadžmentom ljudskih resursa, obično navodi da se proces planiranja ljudskih resursa sastoji od sledećih faza (Mašić et al. 2010: 253):

- Analiziranje okruženja;
- Predviđanje potreba za ljudskim resursima;
- Predviđanje mogućnosti obezbeđivanja ljudskih resursa;
- Donošenje planova;
- Uspostavljanje povratne sprege.

Analiza okruženja podrazumeva analizu eksternog okruženja (ekonomskog, pravnog, političkog, socijalno-demografskog) i analizu internog (misija, vizija, ciljevi, strategije, organizaciona kultura) okruženja. Ovako sprovedena analiza predstavlja ukupno sagledavanje kompanijinih mogućnosti, mesto na tržištu, konkurentske sposobnosti, odnosno svih elemenata koji omogućavaju dugoročnu perspektivu organizaciji.

Vrlo je važno da organizacija dobro prouči relevantno tržište rada. Zapravo, sve odluke koje se odnose na obezbeđivanje resursa zavise od kretanja na tržištu rada. Zato je tržište rada polazna tačka za sve aktivnosti koje sprovodi menadžment ljudskih resursa (Torrington, Hall & Taylor, 2004: 139-142).

Kakva će procena budućih ljudskih resursa biti u jednoj organizaciji zavisi od njene misije, vizije i strategije, pa je i planiranje ljudskih resursa sastavni deo strateškog planiranja svake organizacije. Da bi planiranje ljudskih resursa dalo očekivane rezultate, najpre je neophodno proceniti postojeće stanje ljudskih resursa, zatim pristupiti proceni budućih ljudskih resursa. Ova procena se zasniva na mogućnosti obezbeđenja radne snage, odnosno u kojoj meri preduzeće ima na raspolaganju sopstvene resurse, (interni potencijal), i ponudu eksternih kandidata. Posebno je važno obratiti pažnju na analizu interne ponude, odnosno već zaposlenih u preduzeću, zato što su ti ljudi već upoznati sa programom i modelom poslovanja, sistemom nagrađivanja i ostalim bitnim uslovima rada i ponašanja. Pored direktnog izbora od zaposlenih u preduzeću, značajani resursi kvalitetnih kandidata mogu se obezbediti kroz dodatne interne obuke, stipendije za studiranje, usavršavanje, specijalizacije, doktorske studije, kako u zemlji tako i u inostranstvu.

Eksterna ponuda se zasniva na stanju tržišta rada, odnosno ponudu na biroima za zaposlenje i njihovoj obrazovnoj strukturi. Iz ove ponude, takođe se mogu odabrati kandidati odgovarajuće struke, ali i kadrovi za eventualno dalje školovanje, ili interne specijalizacije i dokvalifikacije za specifične radne zadatke u preduzeću. Eksterna ponuda dobrim delom utiče na planiranje ljudskih resursa, ali treba imati na umu mogućnost migracija, odnosno popunjavanje nekih pozicija u organizaciji sa drugih tržišta rada-ljudi se dislociraju u potrazi za poslom i rešavanju egzistencijalnih problema.

Planovi za popunu ljudskih resursa nisu definitivni, moraju biti u određenoj meri fleksibilni, prilagodljivi datim uslovima. Strateški planovi za popunu ljudskih resursa zapravo proističu iz strateških planova kompanije. Ako se pođe od osnovnih pitanja koje postavlja klasična škola strateškog menadžmenta, ukupno stanje kompanije sagledava se kroz:

- Gde je kompanija sada?
- Gde bi želela da bude?
- Kako tamo da stigne?

Procenjuje se realna slika i tržišna pozicija i sagledavaju se i analiziraju razlozi postignutih rezultata. Da li je rešenje za promenu tržišnog statusa u promeni procesne opreme, nabavci novih mašina i uvođenje drugačijeg tehnološkog postupka, koliko i kakav profil inženjera, tehničara i radnika je potreban? Kroz viziju i misiju kompanije, definišu se ciljevi, zapravo daje se odgovor na pitanje gde bi kompanija želela da bude, odnosno fizionomija i tržišna pozicija kako je vidi top menadžment kompanije. To je slika kompanije u budućnosti, u koju lideri, vizionari kompanije čvrsto veruju. Njihov prevashodni zadatak je da ubede saradnike i niže nivoe menadžera, da ih slede u realizaciji tih ideja. Ovi pristupi su najvažnija raskrsnica u razvoju kompanije. Odabrani model menadžmentskog tima predstavlja put kojim će se krenuti u budućnost, to je kamen temeljac svih planova i akcija koje će se preduzeti u ostvarivanju zacrtane vizije. Tokom faze realizacije usvojenih planova, menadžment dobija povratne informacije o stepenu realizacije, i po potrebi se vrši njihovo prilagođavanje.

1.1. Analiza posla

Analiza posla predstavlja analizu i opis svakog radnog mesta i potreban nivo obrazovanja, veština, specifičnih znanja i iskustva za posmatrano radno mesto, odnosno radnu operaciju u nizu neophodnu za obavljanje konkretnog posla. Analiza posla je konstatna aktivnost menadžmenta ljudskih resursa, pomaže rukovodiocima i zaposlenima u definisanju dužnosti i aktivnosti svakog zaposlenog. Detaljno skeniranje svakog radnog mesta predstavlja podlogu za korekciju ponašanja zaposlenih, obezbeđuje sve informacije o konkretnom radnom mestu potencijalnim kandidatima, kao i definisanje odnosa nadređenih i podređenih, što predstavlja osnov za sve ostale aktivnosti u upravljanju ljudskim resursima. Opis posla predstavlja dokument koji opisuje koje aktivnosti se obavljaju na konkretnom radnom mestu, a takođe sadrži i informacije o opremi ili instrumentima koje je potrebno koristiti na odgovarajućem radnom mestu, kao i radne uslove u kojima se određeni posao obavlja. Ova aktivnost analiziranja svakog radnog mesta predstavlja osnov i za proces redizajniranja i unapređivanja efikasnosti i efektivnosti obavljanja radnog zadatka. Prilikom obavljanja analize posla neophodno je prikupiti i analizirati podatke, a zato se koristi nekoliko metoda:

- Posmatranje zaposlenih;
- Intervjuisanje zaposlenih;
- Razgovor sa ekspertima;
- Opservacija od strane analitičara;
- Vođenje dnevnika od strane zaposlenog;

- Popunjavanje upitnika od strane zaposlenih ili njihovih rukovodilaca;
- Popisivanje kritičnih događaja na nekom radnom mestu od strane zaposlenih.

1.2. Planiranje ljudskih resursa

Planiranje ljudskih resursa predstavlja sastavni deo ukupnih planskih aktivnosti organizacije. Usvojeni planovi služe za uspješnije ostvarivanje i efikasniju kontrolu realizacije postavljenih ciljeva. Brojni autori su isticali da se planiranjem zalazi u budućnost, a kontrolom gleda u prošlost. Uloga planiranja ljudskih resursa, između ostalog, ogleda se i u smanjenju troškova poslovanja, jer uspješno planiranje dovodi do optimiziranja upotrebe raspoloživih ljudskih resursa i racionalizacije poslovanja. Planiranje ljudskih resursa predstavlja proces u kome se na osnovu promena u okruženju, predviđaju potrebe za ljudskim resursima u određenom vremenskom periodu. Konkretno, planiranje ljudskih resursa je aktivnost tokom koje se strategija kompanije i njeni ciljevi, konkretizuju kroz adekvatan broj zaposlenih sa odgovarajućim znanjima, veštinama i sposobnostima, koji se raspoređuju na odgovarajuća radna mesta. Obično se proces planiranja ljudskih resursa može posmatrati kroz (Beardwell, Holden & Claydon, 2004: 160):

- Istraživanje i analizu okruženja;
- Predviđanje razvoja kompanije;
- Planiranje ljudskih resursa;
- Implementaciju planova i kontrolu.

Merenjem učinka zaposlenih i ostvarenja ciljeva u određenom vremenskim periodu, menadžment ljudskih resursa predstavlja *feedback* menadžmentu kompanije. Analizom ostvarenih rezultata rada, zadovoljstva zaposlenih radnika, poslovima i organizacijom rada uopšte, menadžment dolazi do podataka koji su vodilja prilikom planiranja za naredni period. Često je kompanija suočena sa promenama koje mogu uzrokovati redizajniranje postavljenih ciljeva i izmene u programu poslovanja. Upravo je menadžment ljudskih resursa zadužen da kroz analizu planova kadrova i ostvarenja omogući podatke koji će biti putokaz za naredni vremenski period i ublažavanje posledica tih promena.

2. Regrutovanje ljudskih resursa

Regrutovanje je proces privlačenja kandidata koji provodi organizacija u svrhu izbora najboljih za popunjavanje upražnjenih radnih mesta. Istovremeno, to je proces stvaranja baze podataka kvalifikovanih kandidata. Regrutovanje je proces identifikacije potrebe radnika za konkretna radna mesta, i privlačenje kandidata čije sposobnosti, veštine i lične osobine zadovoljavaju zahteve upražnjenih radnih pozicija. Regrutovanje obuhvata nekoliko faza:

- Ispitivanje i sagledavanje zahteva poslova na upražnjenim radnim mestima;
- Traženje i razmatranje izvora regrutovanja pogodnih kandidata;
- Privlačenje i podsticanje za prijavljivanje na ponuđena radna mesta;
- Kontaktiranje sa odabranim kandidatima.

Regrutovanje je proces koji za cilj ima privlačenje što većeg broja kandidata, kako bi kompanija imala što veći izbor. Polazna osnova za izbor kandidata je dokument o sistematizaciji radnih mesta. Ovim dokumentom obuhvaćene su obaveze svakog zaposlenog na određenoj poziciji, ključni zadaci, dužnosti i odgovornost radnika kompanije. Dokument o sistematizaciji poslova organizacije, predstavlja obavezan akt, napisan zakonom.

Kompanija potrebna radna mesta može popuniti u osnovi na dva načina, korišćenjem internih i eksternih izvora.

Interni izvori (unutrašnji izvori), podrazumevaju popunu novih radnih mesta oslanjanjem na sopstvene potencijale u kompaniji. To su radnici koji već rade na određenim pozicijama, ali po mišljenju menadžmenta, ili po sopstvenom uverenju samih radnika, drugačijim rasporedom ili dodatnom obukom, mogu dati bolji doprinos i biti korisniji kompaniji. Dodatnom internom obukom i stručnim usavršavanjem, radnici se dovode do potrebnog nivoa stručnosti za novo radno mesto. Ovaj proces popune obično se odvija kroz interni oglas koji raspisuje kompanija, a ljudstvo se odabira na osnovu preporuke neposrednih rukovodilaca ili preporuke stručne službe za ljudske resurse (Hackman & Oldham, 1976: 250).

Eksterni izvori predstavljaju sva rešenja za popunu koja se iznađu izvan kompanije. Popuna novih radnih mesta se može obaviti angažovanjem nezaposlenih kandidata preko biroa za zapošljavanje ili neke agencije koja se bavi posredovanjem u pronalaženju posla za nezaposlene, kao i preuzimanjem radnika iz druge kompanije. Značajan izvor eksternog regrutovanja ostvaruje se kroz saradnju sa školama i fakultetima. Ovaj vid popune značajno koriste velike, moćne kompanije

koje odabiraju najbolje rangirane studente, nudeći im visoke plate i dodatne pogodnosti koje privlače najbolje da se priključe kompaniji.

Pored pomenutih načina popune novih radnih mesta, u praksi se vrlo često koriste i metode alternativnog regrutovanja, kao što su:

- Privremeno zapošljavanje;
- Pozajmljivanje zaposlenih od drugih preduzeća ili organizacija;
- Ugovorno projektno angažovanje konsultanata (savetnika za određene projekte).

Za obavljanje poslova koji nisu zahtevni, i za koje nije potrebno prethodno radno iskustvo, (obično su to povremeni ili sezonski poslovi), kadrovski problemi se mogu rešiti angažovanjem lica preko omladinske zadruge. Treba imati na umu da se za visoke položaje u kompaniji vrše brojne i temeljne provere kandidata, a često se angažuju profesionalne agencije (tipa *Headhunters Agency*), koje za potrebe kompanije vrše provere i evaluaciju potencijalnih kandidata. Naravno, ovo je skup proces, koji može i vremenski da potraje, pa se ovaj vid provere i vrednovanja kandidata odrađuje samo prilikom izbora za top menadžment, odnosno za ljude visoke odgovornosti u kompaniji.

Često kompanije raspisuju javne oglase u medijima kojima iskazuju potrebu za određenim profilom radnika. Oglasi su otvoreni obično osam dana, u njima se navode karakteristike radnog mesta, potrebne kvalifikacije i eventualno radno iskustvo kao i potrebna konkursna dokumentacija. Ne retko, oglas za određeno specifično radno mesto, može biti otvoren do popune, odnosno do prijavljivanja potrebnog broja kandidata.

3. Selekcija i nagrađivanje ljudskih resursa

“Kada vidite uspešnu kompaniju,
znajte da je neko nekada doneo hrabru odluku”

Peter F. Drucker

Selekcija zaposlenih predstavlja proces u kojem se vrši izbor između prijavljenih kandidata za određeni posao. Ovo je složena i osetljiva faza menadžmenta ljudskih resursa, potrebno je doneti odluke o zapošljavanju, odnosno odbijanju određenog broja ljudi. Zapravo, selekcija ljudskih resursa je pokušaj prognoze uspešnosti budućeg zaposlenog, kao i nastojanje da se kvalitetnim odabirom

minimizira eventualna greška. Jako je teško prognozirati i oceniti ukupan budući učinak kandidata (Hamm, 2011).

Kroz selekciju kandidata za posao, nastoji se izvršiti izbor kvalitetnih, sposobnih, ambicioznih i perspektivnih ljudi sa ciljem da se sa onima koji najviše odgovaraju zahtevima određenog posla zasnuje radni odnos. Proces selekcije obično se obavlja kroz sledeće postupke i provere:

- Prijem molbi;
- Testovi (inteligencije, motorički testovi, testovi ličnosti, medicinski test na drogu);
- Intervju (slobodni, standardizovani-set pitanja za određenu radnu poziciju);
- Preporuke i provera dokumentacije (provera verodostojnosti priložene dokumentacije);
- Lekarsko uverenje (ukupno zdravstveno stanje, radna sposobnost kandidata);
- Razgovor sa neposrednim rukovodiocem;
- Prikaz radnog mesta;
- Odluka o kandidatu.

Treba naglasiti da se proces selekcije kandidata obavlja po unapred utvrđenim kriterijumima, odnosno uslovima koje kandidat mora da ispuni da bi zasnovao radni odnos. Zasnivanje radnog odnosa predstavlja poslednju fazu u procesu selekcije i završava se odlukom kandidata o prihvatanju ili neprihvatanju ponuđenog posla. Radni odnos zasniva se sa kandidatom koji prihvati ponuđeni posao, a pritom je zadovoljio sve tražene uslove. Uspešne organizacije svoje postignuće baziraju na kvalitetno odabranom ljudstvu, i svoje ljude smatraju primarnim razvojnim resursom.

Specifičnost radnog angažovanja u medijskim kompanijama, posebno rad na televiziji ili radiju povlači i neke posebne osobine i veštine potencijalnih kandidata. Kandidati za rad na radiju trebaju posedovati visok nivo opšteg obrazovanja, sposobnost tačnog izražavanja, pravilnu dikciju i naravno da je sve što kažu gramatički i pravopisno korektno. Pored toga i kandidat koji ispunjava sve ove uslove, treba da poseduje prijatan radiofonski prihvatljiv glas, koji će jednostavno slušaoci voleti. Nažalost, sve češće se mogu čuti "novinari" koji iskazuju žalosno nizak nivo poznavanja gramatike maternjeg jezika, sa često komičnim ispadima. Neke je govornike tako teško pratiti, nemaju ritam u izlaganju, često koriste poštapalice (ovaj, onaj, pa, itd), što često može iritirajuće delovati na slušaocima. Rad na televiziji dodatno pooštrava kriterijume, pored navedenih uslova kandidat treba da

izgleda privlačno, da ga "kamera voli" ili čak da zna na koji način da neke estetske nedostatke zamaskira i učini manje upadljivim. Naravno šminka, promena frizure, izbor odgovarajuće garderobe i pratećih detalja, mogu znatno da doprinesu povoljnijem opštem utisku.

Vrednovanje radnog učinka predstavlja proces u kojem se ocenjuje individualni doprinos zaposlenih u ostvarenju organizacionih ciljeva u jednom vremenskom periodu. Ovaj proces uključuje i pružanje povratne informacije zaposlenom o tome koliko je bio uspешan, u poređenju sa definisanim standardima (*feedback*).

Proces procene i vrednovanja radnog učinka je postupak koji se sastoji od segmenata:

- Planiranje modela za ocenjivanje i vrednovanje;
- Način implementacije i realizacije plana.

Bitno je napomenuti da tokom procesa izrade kompanijskih internih normativnih akata od značaja za kvalitetnu procenu rezultata rada dokumenti moraju biti usklađeni sa zakonskim propisima. Interna normativna akta omogućavaju bliže definisanje i kvalitet procene rezultata rada zaposlenih, odnosno merenja radnog učinka. Nagrađivanje zaposlenih je jedna od aktivnosti menadžmenta ljudskih resursa koja se prvenstveno odnosi na određivanje količine novca, dobara i usluga koje zaposleni dobijaju od poslodavca u zamenu za uloženi rad. Adekvatno dizajniran sistem nagrađivanja jedan je od uslova za stabilno poslovanje, uspešno obavljanje radnih aktivnosti, ali i ostvarivanje postavljenih ciljeva svake organizacije. Sistem nagrađivanja u širem smislu pored naknada, podrazumeva i sistem za ocenu performansi zaposlenih, s obzirom na to da ocene često imaju i važnu ulogu za određivanje različitih naknada (Bogićević-Milikić, 2008: 275). Osnovni vid nagrađivanja je izražen kroz platu zaposlenog.

Već je rečeno da kompanija, na osnovu internih dokumenta koja regulišu ovu oblast, utvrđuje cenu rada i to je osnov za obračun periodične novčane nadoknade, odnosno plate. U današnje vreme, strogo formalni opis radnog mesta ide u drugi plan, a glavno postaje pitanje koliko rezultati pojedinačnih zaposlenih doprinose strateškim ciljevima organizacije. Znanje koje poseduje pojedinac, njegove veštine i umešnost predstavljaju osnov za stvaranje konkurentne prednosti savremenih organizacija. Zaposleni se, u ovom slučaju, ne nagrađuju po opisu radnog mesta na kome rade, već po znanju i veštinama koje primenjuju tokom obavljanja svog posla. Najčešći vidovi stimulacija koji se javljaju u praksi su: doatak na platu, priznanje, plaćanje po komadu, timski podsticajni planovi, podela profita, vlasništvo nad akcijama, itd. (Đorđević-Boljanović, 2018: 193-194).

4. Obuka i razvoj zaposlenih

“Učenje je kao veslanje uzvodno.
Čim se prestane, odmah se kreće u nazad”
Lao Ce

Obuka i usavršavanje zaposlenih predstavljaju skup mera i aktivnosti u organizaciji usmerenih na prilagođavanje i unapređenje znanja, sposobnosti i veština, aktuelnim ali i budućim zahtevima poslovanja. Uslovi savremenog poslovanja su podložni raznim promenama, stoga je kompanija u obavezi da budno prati nove trendove i adekvatno odgovori na izazov. Ljudski resursi su sa ekonomskog stanovišta u savremenoj teoriji definisani kao ključni faktor proizvodnje. Posmatranje ljudskih resursa podrazumeva različite ljudske attribute, kao što su znanje, veštine, kompetencije i druge attribute ostvarenih individua koje su relevantne za ekonomsku aktivnost. Termin ljudski atributi znači da se ne uzima u obzir samo nivo na kojem je osoba edukovana, već i veštine kojima osoba raspolaže a proizvodno su korisne. Elementi kao što su timski rad, entuzijizam, motivacija i otvorenost za nove ideje su veoma važni u pogledu kognitivne sposobnosti direktno povezane sa znanjem. Proces ulaganja u ljudske resurse koji dovodi podizanja nivoa kvaliteta ljudskog kapitala bi se mogao predstaviti sledećim redosledom (Zubović, 2010: 20-21):

- Dobrovoljno predškolsko obrazovanje;
- Obavezno osnovno obrazovanje;
- Obavezno i neobavezno srednjoškolsko obrazovanje;
- Visoko obrazovanje;
- Obuka;
- Razvoj zaposlenih;
- Razvoj talenata – stvaranje menadžera;
- Svih sedam navedenih koraka je istovremeno praćeno uticajem okruženja.

Današnje organizacije pod uticajem tehnološko-inovativnih i demografskih promena, kao i sa povećanjem konkurencije koja je posledica globalizacije privrednih aktivnosti menjaju odnos prema procesu rada, i prihvatajući znanje kao ključni resurs koje nastaje kroz proces neformalnog obrazovanja (Zubović, 2010:

28). Bitno je razumeti da je školsko obrazovanje samo osnov za nadogradnju niza obrazovnih aktivnosti tokom celog radnog, pa i životnog veka, i cilj je prilagođavanje postojećih znanja i sposobnosti novim zahtevima rada, i uopšte životnim izazovima.

5. Konkurentska prednost

Razvoj talenata je u suštini sposobnost organizacije da uskladi stratešku obuku i razvoj karijere mlađih zaposlenih. Većina zaposlenih nakon nekog perioda obuke i iskustva koje steknu kroz rad postaju produktivne osobe na koje može da se osloni u kvalitetnom obavljanju poslovnih aktivnosti. Na taj način organizacija može da stekne konkurentsku prednost nad svojom manje progresivnom konkurencijom.

Planovi obuke i obrazovanja deo su celovite aktivnosti planiranja ljudskih resursa baziranih na potrebama i strateškim planovima organizacije (Pržulj, 2007: 221). Ulaganje u ljudske resurse je višestruko korisno, proces koji neće obezbediti samo veštiji i produktivniji kadar, već će korist postojati u lojalnosti i etičnosti. Stoga planiranje i programiranje aktivnosti obrazovanja u organizaciji kroz set aktivnosti za realizaciju obuke i obrazovanja, treba posmatrati kao dobru i dugoročnu investiciju, a nikako kao trošak.

Pitanje razvoja nacionalnih ekonomija danas, na početku XXI veka umnogome je evoluiralo i prevazišlo teorijska razmatranja koja su bila važeća u drugoj polovini prethodnog veka. Naime, od nekadašnje teorije razvoja zasnovanog na „prirodnim“ ograničenjima u ostvarivanju visokih stopa rasta u dugom vremenskom roku, na početku poslednje decenije XX veka uobličava se i danas važeći razvojni koncept – koncept održivog razvoja. Taj koncept zasnovan je na novoj teoriji rasta u čijem su centru primenjeno znanje i kompleks naučno-tehnološkog razvoja (Pržulj, 2007: 67). U nastojanju da obezbede mlad, edukovan i obučen kadar za specifične zahteve, neke kompanije razvijaju sopstvene školske centre koji variraju od nekoliko kompjutera pa sve do korporativnih univerziteta. Kompanije kao što je *Ford* su uvele šeme kojima ohrabruju zaposlene da se vrate učenju, a slične inicijative postoje i kod sindikata u Velikoj Britaniji (Rainbird, 2000: 12). Kompanija *Mini Moris*, ima svoju akademiju u kojoj se obrazuju budući alatničari, mehaničari, limari, majstori specijalizovani za rad u auto-industriji, i na taj način se favorizuju, odnosno ostvaruju visoku konkurentnost kao superiornost u odnosu na rivale, druge konkurente na tržištu (Unković, 2010: 207). Kotler konkurentsku prednost vidi kao: „prednost nad konkurencijom koja je zadobijena ponudom veće vrednosti za kupca, ili nižim cenama ili davanjem više pogodnosti koje opravdavaju više

cene" (Kotler, et al. 2007: 159).

Mnoge kompanije razvijajući svoje modele konkurentskih strategija nužno su implementirale benčmarking kao posebnu strategiju. Sam proces benčmarkinga podrazumeva nekoliko koraka (Dess et al. 2007: 87):

- Određivanje koje će se funkcije analizirati benčmark tehnikom;
- Identifikovanje ključnih varijabli performanse koja će se meriti;
- Identifikovanje kompanija koje su najbliže u klasi;
- Merenje performansi kompanija koje su najbolje u klasi;
- Merenje performansi kompanije;
- Specifikacija programa i akcija da bi se premostio jaz;
- Implementacija i praćenje rezultata.

Porter objašnjava konkurentski benchmarking, u poređenju sa direktnom konkurencijom, kao identifikaciju najboljeg proizvoda, usluge ili posredovanja, njihovu analizu i identifikaciju elemenata koji su doveli do konkurentске prednosti (Porter, 2007: 86).

Konkurentska prednost je uslovljena sposobnošću njenih resursa. Zarad ostvarivanja uspeha, kompanija treba da vrši procenu slabosti i snaga koje njeni resursi imaju u odnosu na konkurente. Potrebno je uraditi objektivnu strategijsku analizu resursa po unapred utvrđenim kriterijumima za ocenu performansi. Kroz ovakvu analizu sagledava se realni kapacitet ljudskih resursa, na osnovu koje se mogu uraditi ostvarivi i održivi planovi.

ZAKLJUČAK

Konkurentnost izvire iz sposobnosti organizacije da kontroliše svoje troškove i da se razlikuje od svoje konkurencije, odnosno konkurentska prednost je uslovljena sposobnošću njenih resursa. Prema tome, jasno je da konkurentnost zavisi od okruženja, brzine i načina prilagođavanja novonastalim situacijama na tržištu. Savremeni tržišni uslovi poslovanja, postavljaju pred preduzeće izbor odgovarajuće strategije koja može obezbediti konkurentsku prednost na tržištu. Analiza tržišne pozicije, internih i eksternih faktora, kupaca i dobavljača, stvorice neophodnu pretpostavku za izbor strategije održivog razvoja preduzeća. Ulaganja u ljudske resurse i njihovo usavršavanje kao najvrednijeg činioca imovine kompanije, predstavlja kapitalnu investiciju strategijskog značaja, i ulog u sigurnu i uspešnu budućnost kompanije.

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RECRUITMENT AND HUMAN RESOURCES SELECTION: THE COMPETITIVE POTENTIAL OF A COMPANY

Nenad Tanasić¹, Branislav Tanasić¹

Summary: Strategic human resources management is the planning and allocation of human resources, as well as activities that should enable an organization to achieve its goals. The management team has the task, in accordance with the vision and mission of the company, to be the basic tool for implementing strategy. Human resources is a valuable and specific resource reflected in the way it is managed. Human resources is the basic component in the value chain, *i.e.*, knowledge and related phenomena available to employees is the most important resource of a company - its intangible asset, and a key source of competitive advantage.

Key words: strategy, management, human resources, recruitment, competition.

All our factories and plants could burn down tomorrow, but it's hard to touch the company's value; all this actually lies in the quality of our brand's franchise and the collective knowledge of the company.

Roberto C. Goizueta

INTRODUCTION

Strategic human resources management is the planning and allocation of human resources, as well as activities that should enable an organization to achieve its goals. Strategic human resources management involves formulating and implementing policies and practices for managing available human resources achieved through optimal deployment of people so that each employee has the opportunity to give his maximum.

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Conceptually, human resources represents the overall intellectual and work potential of a company. HR (Human Resources), includes human resources in an organization: knowledge, abilities, skills, creativity, as well as motivation and work energy aimed at achieving goals. Management has the task to discover and develop human resources within an organization and bring them to the planned function of the organization, as such strategic human resources management can be said to be “the process of linking human resources to strategic goals of the organization so as to improve performance” (Bratton & Gold, 2012: 36).

Human resources significantly determines the realization of a company's competitive advantage. Business strategy requires human resources to possess appropriate knowledge, expertise, experience, skills and enthusiasm. The management team has the task, in accordance with the vision and mission of the company, to be the basic tool for implementing strategy. Human resources is a valuable and specific resource, reflected in the way it is managed. Human resources management are activities associated with recruiting human resources, monitoring the maintenance and development of their competencies, career development and rewarding. Human resources are the basic component in the value chain, *i.e.*, knowledge and related phenomena available to employees is the most important resource of a company - its intangible asset, and a key source of competitive advantage. The importance of intangible assets is growing, so it far exceeds the value of tangible assets. Therefore, in a company of strategic importance, the learning process is aimed at developing and improving the key competencies of employees. The essence of a successfully formulated and implemented strategy is the ability to learn and use knowledge. Learning is an ongoing process, and employees are required to make numerous changes that are conditioned by the need to increase the knowledge fund, as a driver of future performance which ensures a high competitive market position. It is believed that during the process of assessing a company's value, the intellectual potential that the company has participates with more than 80 percent in its total available capital. In other words, the high growth of the market value of a company in relation to the book value is a consequence of investing in human capital. Thus, authors Đuričin, Janjošević and Kaličanin (2011: 419) note: “Permanent education gained importance not only because of the painless transition to new jobs, but also because of career development in the event of staying in the same company. According to one analysis, companies in the United States spend almost 60 billion dollars a year on training programs, training and refreshing knowledge.”

Historically, human resources management has gone through several stages of development. The physiognomy of HRM (*Human Resources Management*) has primarily been shaped by the influence of American literature from the 1980s.

During the period preceding the definition of human resources management, this field was called personnel or personnel management. Human resources management was mainly aimed at solving the business problems of an organization, while strategic human resources management was aimed at linking human resources management activities with the strategic management process. During the 1990s, organizations were redefined and restructured, reflecting a shift in the role of human resources management to strategic human resources management. The human potential of a company is now viewed as an important factor in development and a competitive advantage in achieving strategic goals. This means that the approach of strategic human resources management can be defined as a relationship that ensures the integration of human resources management with the strategic needs of an organization (Schuler, 1992: 18).

The theoretical roots of strategic human resources management are related to the article: Human Resources Management: Strategic Perspective, published in the *Journal of Management* in 1981. The published work deals with research into the connection between human resources management and an organization's strategic plans (Devana, Fombrum & Tichy, 1981: 51-67).

In short, strategic human resources management can be explained as linking human resources with strategic goals, through improvements in business performance and development of an enterprise organization, for the purpose of encouraging innovation, flexibility and thus achieving the necessary competitive advantage. In an organization, strategic human resources management means accepting and involving human resources as a strategic partner in formulating and implementing company strategies, through activities such as hiring, selecting, training and rewarding employees.

1. The human resources management process

Literature dealing with human resources management usually states that the process of human resource planning consists of the following phases (Mašić et al. 2010: 253):

- Analyzing the environment;
- Anticipating human resource needs;
- Anticipating the ability to secure human resources;
- Making plans;
- Establishing feedback.

Environmental analysis includes analysis of the external environment (economic, legal, political, socio-demographic) and analysis of the internal (mission, vision, goals, strategies, organizational culture) environment. The analysis conducted in this manner represents an overall view of the company's capabilities, market place, competitiveness, and all the elements that provide a long-term perspective for the organization.

It is very important that an organization study its relevant labor market well. In fact, all decisions regarding the provision of resources depend on labor market developments. Therefore, the labor market is the starting point for all activities carried out by human resources management (Torrington, Hall & Taylor, 2004: 139-142).

What the assessment of future human resources will be in an organization depends on its mission, vision and strategy, so human resource planning is an integral part of the strategic planning for each organization. In order for human resources planning to give the expected results, it is first necessary to assess the current state of human resources and only then can it approach with the assessment of future human resources. This assessment is based on the ability to provide labor, *i.e.*, the extent to which the company has its own resources (internal potential), and the offer of external candidates. It is especially important to pay attention to an analysis of the internal offer, *i.e.*, employees already employed by the company, because these people are already familiar with the program and business model, reward system and other important working and behavioral conditions. In addition to direct selection from employees from within a company, a significant resource for quality candidates can be secured through additional internal trainings, scholarships, trainings, specializations, doctoral studies, both in the country and abroad.

The external offer is based on the state of the labor market, *i.e.*, the offer at employment firms and their educational structure. From this offer, a company can choose a candidate of the appropriate profession, but also staff for possible further education, or internal specializations and additional qualifications for specific work tasks. External supply largely influences human resources planning, but one should keep in mind the possibility of migration, *i.e.*, filling some positions in an organization from other labor markets - people dislocated in search of work and resolving existential problems.

Plans for replenishing human resources are not definitive, they must be flexible to an extent, adaptable to the given conditions. Strategic plans for replenishing human resources actually derive from the company's strategic plans. If we start from the basic questions posed by the classical school of strategic management, the overall state of the company is seen through:

- Where is the company now?
- Where would you like it to be?
- How can it get there?

The real picture and market position are assessed and the reasons for the achieved results are considered and analyzed. Does the solution to changing a company's market status lie in a change of its process equipment, the procurement of new machines, and the introduction of a different technological procedure, the number and profile of its engineers, technicians and workers? Goals are defined through a company's vision and mission. They also provide the answer to the question of where the company would like to be, *i.e.*, the physiognomy and market position as seen by top management. It is a picture of the company in the future, in which the leaders, visionaries of the company firmly believe. Their primary task is to convince associates and lower levels of managers to follow them in the implementation of these ideas. These approaches are the most important crossroads in a company's development. The chosen model for the management team represents the path to the future, it is the cornerstone of all plans and actions that will be taken to achieve the set vision. During the implementation phase of the adopted plans, management receives feedback on the degree of implementation and, if necessary, performs adjustments.

1.1. Business analysis

Job analysis is the analysis and description of each job position, and the required level of education, skills, specific knowledge and experience required for the subject position, that is a work operation, one in a series, required to perform a particular job. Job analysis is a constant activity for human resources management and helps managers and employees in defining the duties and activities of each employee. A detailed scan of each position is the basis for correcting employee behavior, it provides potential candidates with required information, as well as defining the relationship between superiors and subordinates, which is the basis for all other activities of human resources management. A job description is a document that describes which activities are performed at a particular job position, and also contains information about the equipment or tools used for that purpose, as well as the working conditions under which a particular job is performed. The activity of analyzing each job position is the basis for the process of redesigning and improving the efficiency and effectiveness of a work task. When performing a job analysis, it is necessary to collect and analyze data, for which purpose several methods are used:

- Employee monitoring;
- Interviewing employees:
- Speaking with experts;
- Observation by analysts;
- Keeping an employee log;
- Completion of questionnaires by employees or their managers;
- Listing of critical events associated with a position by the employees.

1.2. Human resources planning

Human resources planning is an integral part of an organization's overall planning activities. Adopted plans serve to ensure a more successful realization, and more efficient control, of set goals. Numerous authors have noted that planning goes into the future, and control looks into the past. Among other things, the role of human resources planning is reflected in the reduction of business costs as successful planning leads to optimizing the use of available human resources and streamlining operations. Human resources planning is a process during which, based on changes in the environment, the needs for human resources are predicted over a certain period of time. In particular, human resources planning is an activity during which the company's strategy and its goals are specified through an adequate number of employees possessing appropriate knowledge, skills and abilities, and who are assigned to appropriate jobs. Usually the process of human resources planning can be observed through (Beardwell, Holden & Claydon, 2004: 160):

- Environmental research and analysis;
- Predicting company development;
- Human resources planning;
- Implementation of plans and control.

By measuring employee performance and achieving goals over a period of time, human resources management represents *feedback* to the company's management. By analyzing achieved work results, employee satisfaction, the overall tasks and work organization, management will arrive at data which can guide their planning over the upcoming period. The company is often faced with changes that can cause a redesign of set goals and changes to the business program. It is precisely human resources management that is in charge of

providing data that will be a guide for the upcoming period and the mitigation of consequences stemming from changes through an analysis of personnel plans and achievements.

2. Recruitment of human resources

Recruitment is the process by which an organization attracts candidates for the purpose of selecting the best to fill vacancies. At the same time, it is a process of creating a database of qualified candidates. Recruitment is the process of identifying the needs of workers for specific jobs, and attracting candidates whose abilities, skills and personal characteristics meet the requirements of vacant positions. Recruitment involves several stages:

- Examination and consideration of job requirements for vacancies;
- Seeking and considering sources of recruitment of suitable candidates;
- Attracting and encouraging people to apply for offered jobs;
- Contacting selected candidates.

Recruitment is a process that aims to attract as many candidates as possible giving a company as much choice as possible. The starting point for the selection of candidates is a document on job classification. This document covers the obligations of each employee holding a specific position, their key tasks, duties and responsibilities. The document on the classification of the organization's work is a mandatory act prescribed by law.

A company can fill a vacant position in essentially two ways, using internal and external sources.

Internal sources means filling new positions by relying on the potential from within the company itself. These are workers who are already employed in other positions, but in management's opinion, or in the opinion of the workers themselves, could make a better contribution and be more useful to the company with a different schedule or additional training. Additional internal training and professional development will provide the level of expertise required for a new position. This recruitment process usually takes place through an internal vacancy advertised by the company, and the people are selected on the basis of recommendations received from their immediate managers or at the recommendation of human resources (Hackman & Oldham, 250).

External sources represent all filling solutions found outside the company. The filling of new positions can be done by hiring unemployed candidates through the employment bureau, or an agency that mediates in finding work for the unemployed, as well as taking over workers from another company. A significant

source of external recruitment is achieved through cooperation with schools and colleges. This type of recruitment is largely used by large, powerful companies that select the best-ranked students, offering them high salaries and additional benefits thus attracting the best of them.

In addition to the aforementioned, alternative recruitment methods are also used such as:

- Temporary employment;
- Borrowing employees from other companies or organizations;
- Contractual project engagement of consultants (advisors on specific projects).

For non-demanding jobs, which do not require previous work experience (usually occasional or seasonal jobs), staffing problems can be solved by hiring people through a youth cooperative. It should be borne in mind that when it comes to executive positions, candidates are subject to numerous and thorough checks, while headhunting agencies are frequently engaged to perform checks and evaluate potential candidates. Of course, this is an expensive process, which can take time, so this type of verification and evaluation of candidates is done only during the selection of top management, *i.e.*, for people who will assume a high level of responsibility.

Often companies will publish public job vacancies specifying the need for a specific profile of workers. The vacancies are usually open for eight days, they state the characteristics of the position, the necessary qualifications and possible work experience, as well as required documentation. Not infrequently, an advertisement for a specific position can be open until it is filled, *i.e.*, until the required number of candidates has been registered.

3. Selection and rewarding human resources

“When you see a successful company,
know that someone once made a brave decision”

Peter F. Drucker

Employee selection is a process during which candidates for a particular job are chosen. This is a complex and sensitive phase of human resources management as it is necessary to make decisions about hiring, *i.e.*, rejecting a certain number of people. In fact, human resources selection is an attempt to predict the success of a future employee, as well as an effort to minimize possible mistakes with a

high-quality selection. It is very difficult to predict and assess the overall future performance of candidates (Hamm, 2011).

Through the selection of candidates, the aim is to select high-quality, capable, ambitious and promising people in order to establish an employment relationship with those who best meet the requirements of a particular job. The selection process is usually done through the following procedures and checks:

- Receipt of applications;
- Tests (intelligence, motor, personality, medical drug test);
- Interview (free, standardized-set of questions for a specific job position);
- Recommendations and verification of documentation (verification of the authenticity of the attached documentation);
- Medical certificate (total health condition, working capacity of the candidate);
- Interview with immediate supervisor;
- Presentation of position;
- Decision on the candidate.

It should be emphasized that the process of candidate selection is performed according to pre-determined criteria, *i.e.*, the conditions that the candidate must meet in order to establish an employment relationship. Establishing an employment relationship is the last phase of the selection process and is comprised of the candidate accepting or rejecting a job offer. The employment relationship is established with a candidate who accepts an offered job, having met all the required conditions. Successful organizations base their achievement on well-selected people, and consider their people as a primary development resource.

The specificity of working in media companies, especially working on television or radio, entails some special characteristics and skills of potential candidates. Candidates for radio work should have a good general education, the ability to express themselves, they should be fluent when they speak, have accurate diction and, of course, everything they say should be grammatically and orthographically accurate. In addition, a candidate who meets all these conditions should have a pleasant radio voice, which listeners will simply love. Unfortunately, ever more frequent are "journalists" who show very poor grammatical knowledge of their mother tongue resulting often in comical results. Some speakers are so hard to follow due to a lack of rhythm in their speech, or the frequent use of fillers (this, that, well, etc.), that they can often irritate listeners. Working on television narrows the criteria still further, in addition to the above, the candidate should be

attractive, the camera should “love him”, or even know how to mask or reduce his aesthetic flaws. Of course, make-up, change of hairstyle, choice of an appropriate wardrobe and accompanying accessories, can significantly contribute to a more favorable general impression.

Performance assessment is a process during which the individual contribution of employees in achieving organizational goals, over a specific period of time, is assessed. This process also includes providing feedback to the employee on how successful he has been, compared to the defined standards (feedback).

The performance assessment and evaluation process consist of the following segments:

- Planning assessment and evaluation models;
- Manner of implementation and plan realization.

It is important to note that during the process of drafting the company's internal regulations relevant to the assessment of work results, documents must be harmonized with statutory regulations. Internal normative acts enable a closer definition and quality of assessment of employees' work results, *i.e.*, performance measurement. Rewarding employees is one of the activities of human resources management, which primarily refers to determining the amount of money, goods and services that employees receive from the employer in exchange for their invested work. An adequately designed reward system is one of the conditions for stable operations, successful performance of work activities, and the achievement of set goals. In a broader sense, in addition to benefits the reward system includes a system for evaluating the performance of employees, given that evaluations often play an important role in determining various benefits (Bogićević-Milikić, 2008: (Bogićević-Milikić, 2008: 275). The basic form of remuneration is expressed through an employee's salary.

It has already been said that a company, on the basis of internal documents that regulate this field, determines the price of labor and that is the basis for the calculation of periodic monetary compensation, *i.e.*, salary. Nowadays, a strictly formal job description is secondary, the main question is how an individual employee's contribution contribute to the strategic goals of an organization. The knowledge possessed by an individual, his skills and abilities are the basis for creating a competitive advantage in modern organizations. In this case, employees are not rewarded according to the description of their position, but according to the knowledge and skills they apply during the performance of their work. The most common types of stimulation that occur in practice are: salary supplement, recognition, pay per piece, team incentive plans, profit sharing, share ownership, *etc.* (Đorđević-Boljanović, 2018: 193-194).

4. Employee training and development

“Learning is like rowing upstream; not to advance is to drop back.”

Lao Tzu

Employee training and development are a set of measures and activities aimed at adapting and improving knowledge, abilities and skills, for current and future business requirements. Contemporary business conditions are subject to various changes, so that a company is required to vigilantly follow new trends and adequately respond to challenges. From an economic point of view, human resources are defined in modern theory as a key production factor. Studying human resources implies various human attributes such as knowledge, skills, competencies and other attributes of accomplished individuals that are relevant to economic activity. The term human attributes takes into account not only the level of a person’s education, but also the skills that the person has which are productively useful. Elements such as teamwork, enthusiasm, motivation and openness to new ideas are very important in terms of the cognitive ability directly related to knowledge. The process of investing in human resources that leads to raising the level of quality of human capital could be presented according to the following order (Zubović, 2010: 20-21):

- Voluntary preschool education;
- Compulsory primary education;
- Compulsory and non-compulsory secondary education;
- Higher education;
- Training;
- Employee development;
- Talent development - creating a manager;
- All seven mentioned steps are simultaneously accompanied by the influence of the environment.

Under the influence of technological-innovative and demographic changes, as well as with increasing competition resulting from the globalization of economic activities, today’s organizations have changed their attitude towards the work process and have come to accept knowledge as a key resource emerging from non-formal education (Zubović, 2010: 28). It is important to understand that formal education is only the basis for upgrading a number of educational activities throughout a working life, and life, with the aim of adapting existing knowledge and skills to new job requirements, and life challenges in general.

5. Competitive advantage

Talent development is essentially the ability of an organization to align strategic training and the career development of younger employees. Most employees after a period of training and experience, gained from working, become productive individuals who can be relied on to perform quality business activities. In this manner, the organization can gain a competitive advantage over its less progressive competition.

Training and education plans are part of a comprehensive human resource planning activity based on the needs and strategic plans of the organization (Pržulj, 2007: 221). Investing in human resources is beneficial in many ways, a process that will not only provide more skilled and productive staff, but will also benefit from loyalty and ethics. Therefore, the planning and programming of educational activities through a set of activities for the implementation of training and education, should be viewed as a good and long-term investment rather than a cost.

The issue of the development of national economies today, at the beginning of the 21st century, has largely evolved and surpassed the theoretical considerations that were valid in the second half of the previous century. Namely, from the former theory, from the beginning of the last decade of the XX century, of development based on "natural" limitations to achieving high growth rates over a long term, the current development concept - the concept of sustainable development - is taking shape. This concept is centered around a new theory of growth which has knowledge and a complex of scientific and technological developments at its core (Pržulj, 2007: 67). In an effort to provide young, educated and trained staff for specific requirements, some companies are developing their own school centers ranging from a few computers to corporate universities. Companies such as Ford have introduced schemes to encourage employees to return to learning, and similar initiatives exist with unions in the United Kingdom (Rainbird, 2000: 12). The *Mini Morris* company has its own academy which educates future toolmakers, mechanics, craftsmen specializing in the automotive industry, thus favoring, or attaining a high-level competitiveness over its rivals and other market competitors (Unković, 2010: 207). Kotler views competitive advantage as: "Competitive advantage gained by offering higher value to the customer, or lower prices or giving more benefits that justify higher prices" (Kotler, et al. 2007: 159).

Many companies, in developing their models of competitive strategies, have implemented benchmarking as a separate strategy. The benchmarking process itself involves several steps (Dess et al. 2007: 87):

- Determining which functions will be analyzed using the benchmark technique;
- Identifying key performance variables to be measured;
- Identifying the closest companies in the class;
- Measuring the performance of best-in-class companies;
- Measuring company performance;
- Program specification and action to bridge the gap;
- Implementing and monitoring results.

Porter explains competitive benchmarking, compared to direct competition, as identifying the best product, service, or mediation, their analysis and identification of the elements that led to the competitive advantage (Porter, 2007: 86).

Competitive advantage is conditioned by the ability of its resources. In order to be successful, a company needs to assess the weaknesses and strengths that its resources have in relation to competitors. It is necessary to perform an objective strategic analysis of resources according to pre-established criteria for performance evaluation. Through this analysis, the real capacity of human resources is considered, on the basis of which achievable and sustainable plans can be made.

CONCLUSION

Competitiveness derives from the ability of an organization to control its costs and to differ from its competition, *i.e.*, competitive advantage is conditioned by the ability of its resources. Therefore, it is clear that competitiveness depends on the environment, speed and ways of adapting to new market situations. Modern market conditions allow a company the choice of appropriate strategies that can secure a competitive market advantage. Analysis of market position, internal and external factors, customers and suppliers, will create the necessary prerequisite for choosing a strategy for a company's sustainable development. Investing in human resources and their improvement, as the most valuable factor in a company's assets, is a capital investment of strategic importance, and an investment in a secure and successful future for a company.

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