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Ekonomija
teorija i praksa
Economics – Theory and Practice

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VISOKA RADNA UKLJUČENOST I BLAGOSTANJE U IT SEKTORU U REPUBLICI SRBIJI

Jevtić Tamara [1]

Jevtić Jelena [2]

Vidaković Mira [3]

Sažetak: *U savremenom poslovnom okruženju, organizacije se sve više usredsređuju na strategije i koncepte koji im pomažu u jačanju konkurentske pozicije na tržištu. Ovaj rad istražuje koncepte upravljanja ljudskim resursima zasnovane na novim modelima, fokusirajući se posebno na visoku radnu uključenost i dobrobit zaposlenih. Cilj istraživanja je bio ispitati odnos između visoke radne uključenosti i dobrobiti zaposlenih. Teorijski deo istraživanja obuhvatio je pregled dosadašnjih istraživanja o visokoj radnoj uključenosti i blagostanju zaposlenih, dok je empirijsko istraživanje sprovedeno na uzorku od 134 zaposlenih (menadžera i stručnih radnika) u organizacijama IT sektora u Republici Srbiji. Uzorak je prikupljen tokom januara 2024. godine putem elektronskog upitnika. Testiranje predloženog odnosa testirano je primenom t testa nezavisnih uzoraka visoke radne uključenosti i blagostanja zaposlenih prema polu i Spirmanove korelacije u SPSS IBM Statistics 25. Rezultati istraživanja ukazuju da postoji pozitivna srednje jaka korelacija između visoke radne uključenosti i blagostanja zaposlenih.*

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Zaposleni koji su uključeni u donošenje odluka, rešavanje problema i predlaganje novih ideja pokazali su razvijenije mentalne, psihološke i emocionalne aspekte života.

Ključne reči: *visoka radna uključenost, blagostanje, IT sektor, Republika Srbija.*

UVOD

Poslednjih decenija, sektor informacionih tehnologija (IT) je doživeo značajan globalni rast, postajući vitalna komponenta moderne ekonomije. Ovaj trend je posebno izražen u Republici Srbiji, gde se IT sektor ubrzano širi i sve više integriše u nacionalnu privredu. Sa porastom broja IT kompanija raste i interesovanje za zaposlene u ovom sektoru. Stoga postoji sve veća potreba za istraživanjem faktora unutar ovih organizacija koji doprinose motivaciji, posvećenosti i produktivnosti zaposlenih. Visoka radna uključenost je identifikovana kao ključni faktor u organizacionom razvoju i poboljšanju performansi zaposlenih. Ona olakšava razmenu informacija među zaposlenima, podstiče razumevanje misije, vizije i kulture organizacije, te promoviše međusobno poštovanje i uvažavanje. Osim toga, visoka radna uključenost značajno povećava zadovoljstvo i motivaciju zaposlenih. Dobrobit zaposlenih, koja uključuje psihičko blagostanje, tesno je povezana sa različitim aspektima života, uključujući posao, porodicu i društvene faktore. S obzirom na sve navedeno, istraživanje faktora koji utiču na zadovoljstvo i posvećenost zaposlenih ima ključnu ulogu u daljem razvoju i prosperitetu IT sektora u Republici Srbiji. Ovo istraživanje ima za cilj da istraži odnos između visoke radne uključenosti i dobrobiti zaposlenih u IT sektoru Republike Srbije.

PREGLED LITERATURE

Poslednjih godina, IT sektor je prošao kroz značajne transformacije usled digitalne revolucije i pandemije COVID-19. Ovi događaji su oblikovali radno okruženje, uticali na zahteve, očekivanja i potrebe zaposlenih. Na osnovu osnova digitalne transformacije i pandemije koje su promenile način na koji radimo, postoji potreba za naučnim istraživanjem kako bi se utvrdili efekti prakse visokog učešća zaposlenih i uloga blagostanja u IT sektoru

(Zavyalova, Kucherov & Tsybova, 2020). Interesovanje za zaposlene u IT sektoru vremenom se postepeno povećava. U poslednje vreme, sa porastom broja kompanija u IT sektoru, pojavila se potreba za istraživanjem odnosa koji doprinose motivaciji, posvećenosti i povećanju produktivnosti zaposlenih u ovim organizacijama. Visoka uključenost zaposlenih, takođe poznata kao visoka posvećenost, visoki učinak ili sofisticirane radne prakse, sve više je istraživana tema vezana za korišćenje praksi upravljanja ljudskim resursima (Böckerman, Bryson & Ilmakunnas, 2012; Guthrie, Spell & Nyamori, 2002). Visoka uključenost zaposlenih igra ključnu ulogu u organizacionom razvoju, kao i u poboljšanju organizacionih performansi zaposlenih. Upravljanje visokim učešćem je termin koji je Ed Lavler uveo 1986. da bi opisao pristup upravljanja ljudskim resursima fokusiran na uključivanje zaposlenih (Guerrero & Barraud-Didier, 2004; Behery, 2011; Zavyalova et al., 2020). Prakse visokog učešća zaposlenih predstavljaju sinergijske prakse upravljanja ljudskim resursima koje olakšavaju posvećenost i uključenost zaposlenih (Guthrie et al., 2002; Mohr & Zoghi, 2008). Koncept visoke uključenosti zaposlenih je izveden iz upravljanja ljudskim resursima, u okviru kojeg organizacije podstiču zaposlene da doprinose organizacionim procesima, pošto su zaposleni poznati kao vitalni pokretači organizacionog uspeha. Prakse visokog učešća zaposlenih pružaju zaposlenima mogućnosti da donose odluke u vezi sa svojim radom i da učestvuju u celokupnom poslovanju (Guy, 2003; Tahir, Batool, Gul, & Fareed, 2021).

Pregled literature identifikuje četiri osnovne prakse koje povećavaju uključenost i posvećenost zaposlenih, na osnovu informacija, osnaživanja, kompenzacije i razvoja veština. Ove prakse su izvor konkurentske prednosti kada se koriste istovremeno u koherentnoj politici ljudskih resursa (Guerrero & Barraud-Didier, 2004; Camps & Luna-Arocas, 2009; Kim & Sung-Choon, 2013; Tahir et al., 2021). S tim u vezi, različiti istraživači su koristili različite prakse za merenje visokog učešća zaposlenih. Prakse pomoću kojih Guerrero & Barraud-Didier (2004) mere i izražavaju visoku uključenost zaposlenih uključuju prakse priznavanja, prakse osnaživanja, prakse razvoja kompetencija, prakse poštenog nagrađivanja i prakse razmene informacija.

Praksa priznavanja se posmatra kao nenovčana nagrada kojom organizacija signalizira da ceni kvalitetan rad i dostignuća zaposlenih. Istraživači ukazuju da je potreba za priznanjem pokretač ljudskog ponašanja (Kim & Sung-Choon, 2013; Tahir et al., 2021). Prakse

osnaživanja se odnose na opštu organizacionu orijentaciju u kojoj zaposleni imaju pravo da donose svakodnevne odluke o aktivnostima vezanim za posao i učestvuju u rešavanju problema. Osim toga, osnaživanje stimuliše inicijativu i trud zaposlenih da se više angažuju u svom poslu. Osnaživanje omogućava zaposlenima da zaobiđu hijerarhijske nivoe i odmah reše probleme (Kim & Sung-Choon, 2013; Wahyono & Riyanto, 2020; Tahir et al., 2021). Prakse razvoja kompetencija, kao što su programi rotacije poslova, mentorstvo, obuka i razvoj se sve više prepoznaju kao važni aspekti prakse upravljanja ljudskim resursima. Kroz prakse razvoja kompetencija, organizacije mogu ojačati produktivnost postojećih zaposlenih i naglasiti važnost razvoja njihove karijere (Guerrero & Barraud-Didier, 2004; Behery, 2011; Kim & Sung-Choon, 2013). Praksa pravičnog nagrađivanja odnosi se na percipiranu pravednost različitih ishoda posla, uključujući uslove nadoknade i evaluacije učinka. Takva praksa će signalizirati zaposlenima da se organizacija prema njima ponaša pošteno, jer kada zaposleni primete signale pravičnosti od organizacije, oni mogu uzvratiti iskazivanjem korisnog ponašanja prema organizaciji (Guerrero & Barraud-Didier, 2004; Behery, 2011). Praksa razmene informacija je korisna za organizacije na nekoliko načina. Prvo, zaposlenima prenosi pozitivan signal da im organizacija veruje, što pojačava osećaj međusobnog poverenja među članovima i čini da se zaposleni osećaju važnim za organizaciju. Drugo, deljenje informacija olakšava organizacionu efikasnost, što poboljšava sinergijske radne odnose među zaposlenima (Guerrero & Barraud-Didier, 2004). U radu autora Cvjetković i Cvjetković (2023) zadovoljstvo zaposlenih značajno pozitivno utiče na posvećenost organizaciji, dok istovremeno pokazuje statistički značajne veze sa učinkom zaposlenih.

U savremenom poslovnom okruženju, upravljanje mentalnim aspektima članova organizacije koji uključuju emocionalni rad, mentalni stres i ravnotežu između poslovnog i privatnog života postaje sve važnije (Böckerman et al., 2012; El-Shaer & Elsayed, 2018). Relevantna je dobrobit zaposlenih ili psihološko blagostanje ili efikasnost psihološkog funkcionisanja pojedinca u odnosu na primarne aspekte života, kao što su posao, porodica i društvo (Macky & Boxall, 2008; Böckerman et al., 2012; Shuck & Reio, 2014; Stankevičienė,Tamaševičius, Diskienė, Grakauskas & Rudinskaja, 2021). Analiza literature ukazuje da ne postoji

jasna definicija dobrobiti zaposlenih i da je pojam dobrobiti na poslu mnogo širi pojam od lične sreće (Kilroy, Bosak, Flood & Peccei, 2020). Prema Popescu, Bocean, Vărzaru, Avram & Iancu (2022), postoje tri glavna aspekta blagostanja, a to su psihološki, fizički i društveni (Page & Vella-Brodrick, 2009; Uribetxebarria, Gago, Legarra & Elorza, 2021; Lee & Kim, 2023). Psihološko blagostanje se fokusira na subjektivna iskustva pojedinca, dok se fizičko blagostanje odnosi na objektivne fiziološke mere i subjektivna iskustva fizičkog zdravlja. Društveno blagostanje se tiče kvaliteta odnosa sa drugim ljudima (Popescu et al., 2022). Prema rezultatima istraživanja Kooij i sar. (2013), prakse upravljanja ljudskim resursima imaju pozitivan uticaj na psihičko i socijalno blagostanje, ali ne i na fizičko i socijalno blagostanje. Na osnovu istraživanja Zheng, Zhu, Zhao & Zhang (2015), razlikuju se tri oblasti blagostanja zaposlenih: životno blagostanje, blagostanje na radnom mestu i psihičko blagostanje.

METODOLOGIJA ISTRAŽIVANJA

Istraživanje je sprovedeno u periodu od januara do aprila 2024. godine. Uzorak je obuhvatio 134 zaposlena u IT sektoru u Republici Srbiji. Veći broj ispitanika je muškog pola 58,2%, u odnosu na ženski pol koji je učestvovao sa 41,8%. Procentualno je bilo više ispitanika koji imaju između 18 i 25 godina (38,1%) i samim tim najviše ispitanika od 1 do 5 godina radnog iskustva u IT sektoru (60,5%), što sugeriše da su mnogi od njih mladi profesionalci kojima je ovo verovatno prvi posao u IT sektoru. Struktura ispitanika prema nivou obrazovanja pokazuje da 39,6% njih ima četvorogodišnje akademske studije, dok samo 2,2% ispitanika ima završene doktorske studije. Nivo obrazovanja ispitanika odnosi se na obrazovanje u IT sektoru, uključujući relevantne strukovne i akademske programe. Softverski inženjer (stručni radnik) čini 66,4% ispitanika, dok je preostalih 33,6% ispitanika na poziciji menadžera. Što se tiče strukture ispitanika prema broju zaposlenih koje broji organizacija u kojoj su zaposlenih, 39,6% ispitanika je zaposleno u velikim organizacijama sa preko 250 zaposlenih. Ispitanici su zaposleni u organizacijama koje posluju na različitim nivoima tržišta, uključujući lokalna, regionalna, nacionalna, međunarodna i globalna tržišta. Prema strukturi ispitanika 33,6% njih je zaposleno u organizacijama koje opslužuju međunarodno tržište. Dominantni način rada u organizacijama je hibridni model rada (kombinacija rada u kancelariji i rada od kuće)

60,4% ispitanika. Visoka radna uključenost se sastojala od 13 ajtema, dok se blagostanje zaposlenih sastojalo od 18 ajtema koji su ispitanici vrednovali davanjem ocena od 1 do 5, pri čemu navodeći ocenu 1 ispitanici se uopšte nisu slagali sa tvrdnjom, dok su se ocenom 5 u potpunosti slagali sa navedenom tvrdnjom.

Tabela 1: *Opis uzorka*

Pol			
	Frekvencija	Procenat	Kumulativni procenat
Muški	78	58,2	58,2
Ženski	56	41,8	100,0
Ukupno	134	100,0	
Starost			
18-25	51	38,1	38,1
26-30	37	27,6	65,7
31-35	16	11,9	77,6
36-40	6	4,5	82,1
41-45	12	9,0	91,0
46-50	9	6,7	97,8
Iznad 50	3	2,2	100,0
Ukupno	134	100,0	
Nivo obrazovanja			
Srednja škola	14	10,4	10,4
Trogodišnje strukovne studije	37	27,6	38,1
Četvorogodišnje akademske studije	53	39,6	77,6
Master	27	20,1	97,8
Doktorske studija	3	2,2	100,0
Ukupno	134	100,0	
Pozicija u organizaciji			
Menadžer	45	33,6	33,6
Stručni radnik (softverski inženjer)	89	66,4	100,0
Ukupno	134	100,0	

Veličina organizacije			
Mikro (do 10 zaposlenih)	6	4,5	4,5
Mala (11-50 zaposlenih)	46	34,3	38,8
Srednja (51-250 zaposlenih)	29	21,6	60,4
Velika (preko 250 zaposlenih)	53	39,6	100,0
Ukupno	134	100,0	
Tržište koje organizacije opslužuju			
Lokalno	16	11,9	11,9
Regionalno	17	12,7	24,6
Nacionalno	24	17,9	42,5
Međunarodno	45	33,6	76,1
Globalno	32	23,9	100,0
Ukupno	134	100,0	
Broj godina radnog iskustva u IT sektoru			
manje od jedne godine	15	11,2	11,2
1-5 godina	66	49,3	60,4
6-10 godina	24	17,9	78,4
11-15 godina	8	6,0	84,3
16-20 godina	9	6,7	91,0
više od 20 godina	12	9,0	100,0
Ukupno	134	100,0	
Dominantni način rada u organizacijama			
U potpunosti rad u kancelariji	35	26,1	26,1
Hibridni model rada (kombinacija rada u kancelariji i rada od kuće)	81	60,4	86,6
U potpunosti van kancelarije (teleworking-rad na daljinu)	18	13,4	100,0
Ukupno	134	100,0	

Izvor: Proračun autora na osnovu programa SPSS 25

Hipoteza koja se dokazuje ovim istraživanjem je sledeća:

H: Postoji pozitivna korelacija između visoke radne uključenosti i blagostanja zaposlenih

Ova hipoteza je formirana na osnovu teorijskih i empirijskih pretpostavki koje sugerišu da kada su zaposleni aktivno uključeni u radne procese, u donošenje odluka i u rešavanje problema, to može pozitivno uticati na njihovo psihološko, emocionalno i socijalno blagostanje. Pretpostavka je da će zaposleni koji se osećaju uključeni imati veće zadovoljstvo poslom, više motivacije za rad i manje stresa, što će sve zajedno doprineti njihovom opštem blagostanju. Za analizu podataka korišćene su deskriptivna statistika, korelaciona analiza i T-test za nezavisne uzorke, a obrada podataka izvršena je uz pomoć softverskog paketa IBM SPSS Statistics 25.

REZULTATI ISTRAŽIVANJA

Rezultati deskriptivne statistike su prikazani u tabeli 2.

Tabela 2: *Deskriptivna statistika*

	N	Minimum	Maximum	Sred. vred.	Std. Devijacija
Visoka radna uključenost	134	1,17	5,00	3,7522	0,82868
Blagostanje zaposlenih	134	1,53	5,00	4,0301	0,68860
Ukupno	134				

Izvor: Proračun autora na osnovu programa SPSS 25

Tabela 3: *T-test nezavisnih uzoraka visoke radne uključenosti i blagostanja zaposlenih prema polu*

	Pol	N	Sred. vred.	Std. Devijacija	Std. greška
Visoka radna uključenost	Muški	78	3,9065	0,85868	0,09723
	Ženski	56	3,5373	0,73995	0,09888
Blagostanje zaposlenih	Muški	78	4,0842	0,69283	0,07845
	Ženski	56	3,9548	0,68169	0,09110

Izvor: Proračun autora na osnovu programa SPSS 25

U tabeli 3 prikazani su rezultati statistički značajnih grupa prema muškom ili ženskom polu, kao i prema posmatranim varijablama. Na osnovu odgovora ispitanika zaključujemo, da veći broj, ukupno 78 ispitanika pripada muškom polu, dok ženskom polu pripada 56 zaposlenih ispitanika. T-test je jedan od najčešće korišćenih testova za utvrđivanje značajnosti razlike između dva uzorka. Ovaj test je omogućio detaljnu analizu i poređenje rezultata između muškaraca i žena u odnosu na posmatrane varijable. Njegova primena je omogućila dublje razumevanje kako pol može uticati na ispitivane faktore, pružajući tako korisne uvide za dalje strategije upravljanja ljudskim resursima i unapređenje radnog okruženja.

Na osnovu sprovedenog T-testa nezavisnih uzoraka, analizirani su rezultati istraživanja prema polu ispitanika, koristeći softverski paket IBM SPSS. Rezultati su pokazali da postoji statistički značajna razlika u visokoj radnoj uključenosti zaposlenih, s obzirom na vrednost Sig. (2 – tailed) koja je manja od 0.05. Ovo ukazuje da razlike između muškaraca i žena u percepciji visoke radne uključenosti u IT sektoru Republike Srbije nisu slučajne, već su statistički relevantne. Detaljna analiza rezultata T-testa pokazuje da su ispitanici muškog pola (M=3,9065) dali više ocene visokoj radnoj uključenosti u poređenju sa ispitanicama ženskog pola (M=3,5373). Ova razlika u percepciji može se tumačiti kroz različite načine kako muškarci i žene doživljavaju i angažuju se u svom radnom okruženju. Muški ispitanici možda imaju više prilika za aktivno učešće u donošenju odluka, rešavanju problema ili predlaganju novih ideja, što ih može dovesti do većeg osećaja pripadnosti i zadovoljstva u radnom okruženju. Ovi nalazi dodatno naglašavaju važnost polne dimenzije prilikom istraživanja faktora koji utiču na radnu uključenost u IT sektoru, istovremeno sugerišući da organizacije treba da razmotre strategije koje

podstiču ravnopravno uključivanje svih zaposlenih bez obzira na pol, kako bi unapredile radno okruženje i efikasnost timova.

Tabela 4*: T-test nezavisnih uzoraka visoke radne uključenosti i blagostanja zaposlenih prema polu*

		Levenov test za jednakost varijansi		t-test za jednakost varijansi						
		F	Sig.	t	df	Sig. (2-tailed)	Srednja vrednost razlike	Razlika stand. greške	95% interval poverenja razlike	
									Donja	Gornja
Visoka radna uključenost	Jednake varijanse	1,061	0,305	2,598	132	**0,010**	0,36922	0,14210	0,08812	0,65031
	Nejednake varijanse			2,662	127,580	**0,009**	0,36922	0,13867	0,09482	0,64361
Blagostanje zaposlenih	Jednake varijanse	0,008	0,928	1,074	132	**0,285**	0,12941	0,12054	-0,10903	0,36785
	Nejednake varijanse			1,076	119,773	**0,284**	0,12941	0,12022	-0,10862	0,36744

Izvor: Proračun autora na osnovu programa SPSS 25

U tabeli 5 je prikazana Spirmanova korelacija koja ukazuje na postojanje veze između visoke radne uključenosti i blagostanja zaposlenih. Prema autorima Schober, Boer & Schwarte (2018), ukoliko je korelacija:

- između 0.00 – 0.10 – zanemarljiva (veoma slaba),
- između 0.10 – 0.39 – slaba,
- između 0.40 – 0.69 – srednja,
- između 0.70 – 0.89 – jaka,
- između 0.90 – 1.00 – veoma jaka.

Tabela 5: *Spirmanova korelacija*

			Visoka radna uključenost	**Blagostanje zaposlenih**
Spirmanova korelacija	**Visoka radna uključenost**	Koeficijent korelacije	1,000	0,696**
		Sig. (2-tailed)	.	0,000
		N	134	134
	Blagostanje zaposlenih	Koeficijent korelacije	0,696**	1,000
		Sig. (2-tailed)	0,000	.
		N	134	134
**. Korelacija je značajna na nivou od 0,01 (2-tailed).				

Izvor: Proračun autora na osnovu programa SPSS 25

Prema kriterijumima koje su definisali Schober, Boer & Schwarte (2018), vrednosti korelacijskog koeficijenta se interpretiraju na sledeći način: korelacija između 0.40 – 0.69 je klasifikovana kao srednje jaka. Analiza ove korelacije pokazuje da postoji srednje jaka pozitivna veza između visoke radne uključenosti zaposlenih i njihovog blagostanja. To znači da što su zaposleni više angažovani u svom radnom okruženju, to je veća verovatnoća da će imati veće osećanje blagostanja. Ova veza je pozitivna, što ukazuje da povećanje radne uključenosti često ide ruku pod ruku sa poboljšanjem blagostanja zaposlenih. Ovi nalazi naglašavaju važnost stvaranja radnih okruženja koja podstiču visoku radnu uključenost kako bi se unapredilo blagostanje zaposlenih. Poboljšanje radne uključenosti može se smatrati ključnim faktorom u strategijama upravljanja ljudskim resursima koje teže unapređenju celokupne produktivnosti i zadovoljstva zaposlenih.

DISKUSIJA REZULTATA

Rezultati istraživanja su pokazali da postoji direktan pozitivan efekat visoke radne uključenosti na dobrobit zaposlenih u IT sektoru Republike Srbije. Visoka radna uključenost, koja podrazumeva aktivno učešće zaposlenih u donošenju odluka, rešavanju problema i predlaganju novih ideja, pokazala se kao ključni faktor koji doprinosi razvoju mentalnih, psiholoških i emocionalnih aspekata života zaposlenih. Prema nalazima istraživanja, većina ispitanika ocenila je visoku radnu uključenost na visokom nivou, što je indikativno za njihovu aktivnu ulogu u

organizacionim procesima. Ovi rezultati su u skladu sa teorijskim osnovama koje sugerišu da visoka uključenost zaposlenih olakšava razmenu informacija, podstiče razumevanje organizacionih ciljeva i kulture, te promoviše međusobno poštovanje i podršku među kolegama (Böckerman et al., 2012; Kim & Sung-Choon, 2013).

Pored toga, istraživanje je pokazalo srednje jaku pozitivnu korelaciju između visoke radne uključenosti i blagostanja zaposlenih. Ova veza ukazuje da su zaposleni koji se osećaju uključenima u radne procese organizacije skloniji da imaju viši nivo psihičkog, fizičkog i društvenog blagostanja. Ovi nalazi podržavaju prethodna istraživanja koja su istakla da visoka radna uključenost može doprineti smanjenju stresa, povećanju zadovoljstva poslom i boljim interpersonalnim odnosima na radnom mestu (Bakker, 2008; Kim & Sung-Choon, 2013).

Dalje analize pokazuju da postoji značajna razlika u percepciji visoke radne uključenosti između muških i ženskih ispitanika, pri čemu muški ispitanici imaju tendenciju da ocenjuju visoku radnu uključenost na višem nivou u poređenju sa ženskim ispitanicima. Ova razlika može biti odraz različitih očekivanja ili iskustava u radnom okruženju među polovima.

Metodološki, istraživanje je koristilo t test nezavisnih uzoraka i Spirmanovu korelaciju kako bi se analizirao predloženi odnos između visoke radne uključenosti i blagostanja zaposlenih. Upotreba ove metodologije omogućila je detaljnu analizu složenih veza između varijabli i dala uvid u njihovu međusobnu zavisnost. Ograničenja ovog istraživanja proizlaze iz specifičnosti uzorka i metodologije. Istraživanje se fokusira samo na zaposlene u IT sektoru u Srbiji, što može ograničiti primenjivost rezultata na druge sektore ili geografske lokacije. Značajan deo ispitanika čine mladi profesionalci sa 1 do 5 godina iskustva, što može uticati na relevantnost rezultata, jer njihova perspektiva može biti ograničena i idealistička. Ovi ispitanici možda nemaju dovoljno dugoročnog iskustva za uvid u trajne trendove u sektoru, a njihova gledišta o radnoj uključenosti i blagostanju mogu biti pristrasna zbog entuzijazma prema prvom poslu. Takođe, ograničeno iskustvo može smanjiti razumevanje širih izazova u IT sektoru, dok odsustvo iskusnijih profesionalaca može dovesti do nedostatka raznolike perspektive u analizi. Takođe, buduća istraživanja mogla bi istražiti dodatne faktore

koji mogu moderirati odnos između visoke radne uključenosti i blagostanja zaposlenih kako bi se dobila dublja razumevanja ove dinamike. Rezultati istraživanja ukazuju na važnost implementacije praksi koje podstiču visoku radnu uključenost u organizacione procese radi unapređenja blagostanja zaposlenih.

ZAKLJUČAK

U ovom istraživanju analizirana je veza između visoke radne uključenosti zaposlenih i njihovog blagostanja u kontekstu IT sektora u Republici Srbiji. Rezultati istraživanja potvrđuju da postoji pozitivna korelacija između visoke radne uključenosti i različitih dimenzija blagostanja zaposlenih, uključujući psihološko, fizičko i društveno blagostanje. Zaposleni koji su više uključeni u organizacione procese imaju bolje mentalno, emocionalno i socijalno stanje, što ukazuje na važnost implementacije praksi visoke uključenosti u upravljanju ljudskim resursima.

Na osnovu rezultata dosadašnjih istraživanja na ovu temu i rezultata istraživanja prikazanih u radu organizacije u IT sektoru u Republici Srbiji treba da nastave da razvijaju strategije koje podržavaju visoku radnu uključenost zaposlenih. To može obuhvatiti uvođenje programa osnaživanja zaposlenih, poboljšanje praksi komunikacije i saradnje među timovima, kao i pružanje adekvatnih nagrada i priznanja za doprinos zaposlenih. Takođe je važno kontinuirano pratiti nivo blagostanja zaposlenih kako bi se osiguralo da implementirane strategije zaista doprinose njihovoj dobrobiti.

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HIGH EMPLOYEE INVOLVEMENT AND WELL-BEING IN THE IT SECTOR IN THE REPUBLIC OF SERBIA

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Abstract: *In the modern business environment, organizations are increasingly focusing on strategies and concepts that help them strengthen their competitive market position. This paper investigates human resource management models, with particular emphasis on high employee involvement and well-being. The aim of the research was to examine the relationship between these two factors. The theoretical part included a review of previous studies on high employee involvement and well-being, while the empirical research was conducted on a sample of 134 employees (managers and professionals) in IT sector organizations in the Republic of Serbia. Data was collected in January 2024 through an electronic questionnaire. The proposed relationship was tested using independent samples t-tests for high employee involvement and well-being by gender, as well as Spearman's correlation in IBM SPSS Statistics 25. The findings reveal a moderately strong positive correlation between high employee involvement and well-being. Employees involved in decision-making, problem-solving, and suggesting new ideas exhibited more developed mental, psychological, and emotional aspects of life.*

Keywords: *high employee involvement, well-being, IT sector, Republic of Serbia.*

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UPRAVLJANJE RAZVOJEM ZAPOSLENIH - IMPERATIV INDUSTRIJE 5.0

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Sažetak: *Razvoj zaposlenih predstavlja imperativ i potrebu organizacija koje strateški osmišljavaju svoje poslovne poduhvate i brinu o njenoj budućnosti, posebno u prelasku na Industriju 5.0 u kojoj zaposleni, svojim znanjima, sposobnostima i motivima prave komparativnu razliku i donose svu prednost organizacijama. U radu se teorijskom analizom i praktičnim istraživanjem razmatraju razvojne mogućnosti zaposlenih, kroz njihove subjektivne procene, kao i upravljački faktori koji imaju uticaja na razvoj. Istraživanje je vršeno na uzorku od 480 zaposlenih, a vršeno je standardizovanim upitnicima od kojih prvi meri Razvojna iskustva zaposlenih (Developmental Experiences Description Scale, Wayne et al., 1997), a za merenje stila upravljanja korišćena je skala podržavajuće i nekontrolišuće supervizije (Supportive and Non-Controlling Supervision, Oldham & Cummings, 1996). Rezultati pokazuju skromne procene mogućnosti za razvoj, ali ukazuju na nedirektivni model upravljanja koji, kako se procenjuje, može imati pozitivan uticaj na razvoj zaposlenih.*

Ključne reči: *razvoj zaposlenih, nedirektivno upravljanje, organizacije, Industrija 5.0.*

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UVOD

U Industriji 4.0 digitalizacija je osnovna karakteristika, sa ubrzanjem implementacije automatizacije i digitalizacije, a cilj je usmeren na bolji kvalitet, jeftiniju i bržu proizvodnju tako što preuzima procese preko robota koji međusobno komuniciraju, detektuju okruženje senzorima i realizuju potrebe vršenjem analize podataka. Industrija 4.0 se fokusira na mrežu između mobilnih uređaja, senzora i računara i predstavlja revoluciju koja označava transformaciju uređaja u svet u kome su sve mreže i informacije međusobno povezane. Za razliku od Industrije 4.0, industrija 5.0 predstavlja transformaciju digitalne tehnologije i usredsređena je pružanje personalizovane proizvodnje/usluge uz saradnju ljudi i robota podržanu algoritmima. Uloga ljudi u proizvodnom procesu je kombinovanje velike brzine industrijske automatizacije sa kognitivnim i kritičkim veštinama razmišljanja. Mehanički i repetitivni rad biće obezbeđen automatizacijom mašina i ljudski faktor će stupiti na snagu u kreativnom radu. Industrija 5.0 donosi revoluciju u načinu na koji ljudi i tehnologija zajedno stvaraju budućnost. Umesto da budu zamenjeni, ljudi su ključni igrači u (n)ovoj eri inovacija. Tehnologija nije konkurencija, već saveznik u rešavanju izazova i stvaranju novih mogućnosti. U takvoj sinergiji između radnika i naprednih tehnoloških čuda poput veštačke inteligencije i robotike, stvara se plodno tlo za produktivnost i kreativnost. Industrija 5.0 je otkrivanje novog horizonta saradnje između ljudi i robota, sa ciljem da se osnaže radnici i ubrzaju procesi, korišćenjem moći analitike velikih podataka (Martos et al., 2021). Dakle, u okviru Industrije 5.0, od zaposlenih se očekuje da povećaju svoju dodatu vrednost usavršavanjem i prekvalifikacijom. Era zasnovana na znanju postavlja mnoge nove izazove za organizacije koje imaju imperativ usvajanja i deljenja znanja bez kojih ne može doći do prilagođavanja i rasta i zaposlenih i organizacije (Uhl-Bien, 2007).

Kako je to uopšte moguće u eri brzog i gotovo neverovatnog razvoja tehnologije? Jednostavno je, jer samo čovek svojim razvojem određuje svoj položaj između prirode i kulture, između onoga sa čim je rođen i onoga šta može da uradi. Razvoj čoveka podrazumeva brojne korake u implementaciji promena i realizovanju čovekovih potencijala koje doprinose smisaonim razvojnim promenama. Lični razvoj pojedinaca mora prethoditi ili bar pratiti promene u organizacijama, jer će u

protivnom neodlučnost i haotičnost stvarati nestabilnu atmosferu koja bi otežavala napredak i razvoj (Grubić Nešić, 2014).

Razvoj zaposlenih se može posmatrati kroz razvoj znanja i veština, razvoj kompetencija i iznad svega razvoj ličnih osobina. Osnovna poluga razvojnih aktivnosti se odnosi na proces učenja i povećanje znanja, na promene u sferama ličnosti i motivacije zaposlenih, i kao posledicu stvaranje svesnog, odgovornog ponašanja u radnom procesu.

TEORIJSKI OKVIR ISTRAŽIVANJA

Razvoj znanja

Znanje kao resurs je osnova kreativnosti i sposobnosti da se stvori nešto novo ili nađe drugačije rešenje za nešto već postojeće i predstavlja suštinski način stvaranja nove vrednosti. Način na koji organizacija koristi i razvija znanja ima odlučujući uticaj na efektivnu upotrebu ostalih resursa organizacije. Znanje kao najvažniji resurs organizacije određuje njenu ekonomsku snagu i sposobnost razvoja ostalih resursa, kao i njihovu efektivnu upotrebu. Postoje različite definicije znanja i načini na koje se ono sagledava. Suštinski, svi pristupi su saglasni da znanje podrazumeva svesnost ili razumevanje činjenica, informacija ili prostog opisa pojave, predmeta, događaja koje se zasniva na kognitivnim procesima opažanja, učenja, pamćenja, mišljenja... Sticanje znanja predstavlja najvažniju razvojnu kariku za čoveka i zato je pažnja koja se pridaje procesima sticanja i razvoja znanja ključno pitanje jednog društva.

U novoj globalnoj ekonomiji i informatičkom dobu znanje dobija veću ulogu nego ikad pre i postaje strateški faktor razvoja. Industrije zasnovane na znanju kao što su telekomunikacije, računarska ili softverska industrija, doživele su munjevit razvoj u poslednjih dvadesetak godina, a isto važi i za sve ostale sektore privređivanja koje su zasnovane na znanju.

Svrha savremenog poslovanja je korišćenje savremenih informacionih i komunikacionih tehnologija tako da se znanje čuva, distribuira i širi kroz celu organizaciju povezivanjem zaposlenih sa dokumentovanim znanjem, a sve putem složenog sistema upravljanja znanjem. Znanje i veštine imaju tendenciju da budu vidljive i relativno površinske karakteristike ljudi. Ali stav, osobina i motiv kompetentnosti su skriveniji dublje u

unutrašnjosti ličnosti. Površinsko znanje i veštine se relativno lako razvijaju. Ali osnovni motiv i obeležje su u osnovi ličnosti i teže im je pristupiti i razvijati ih.

Razvoj kompetencija

Kompetencije čine unutrašnje karakteristike pojedinca i obuhvataju grupu znanja, veština, ličnih stavova i osobina koje utiču na individualne sposobnosti za realizaciju određenog posla. Neki naučnici kompetencije vide kao kombinaciju znanja, veština i ponašanja koja se koristi za poboljšanje performansi, kao dobro kvalifikovano stanje kvaliteta, ili mogućnost da dobro obavljaju specifičnu ulogu. Kompetencije uključuju primenu znanja pretvoreno u ponašanje koje proizvodi uspeh, a moguće ih je klasifikovati u dve grupe: osnovne i profesionalne. Osnovne kompetencije su svojstvene svim pojedincima, ali se one razlikuju u stepenu postojanja kod svakog pojedinca (Campion et al., 2011). Profesionalne kompetencije su iznad osnovnih i povezane su sa poslom. Brojne podele kompetencija koje predstavljaju osnovu različitih poslova, nisu uvek u mogućnosti da pruže saznanja o kompleksnosti i višeslojnosti kompetencija (Boyatzis, 2008). Elementarne podele samo ukazuju na najvidljivije faktore koji određuju poslovne kompetencije i skreću pažnju na najvažnije:

- Intelektualne kompetencije – određuju intelektualne mogućnosti osobe, komukativnost, kreativnost, analitičke sposobnosti, planiranje i organizacija.
- Motivacione kompetencije – određuju stepen motivisanosti pojedinca, kontinuirano učenje, istrajnost, orijentacija ka uspehu, upravljanje vremenom.
- Emocionalne kompetencije – određuju emocionalni koeficijent pojedinca, kao što su optimizam, samopouzdanje, liderstvo, upravljanje stresom i upravljanje promenama.
- Socijalne kompetencije – određuju nivo socijalne sposobnosti pojedinca, timski rad, interpersonalne veštine, odgovornost.
- Profesionalne kompetencije, koje podrazumevaju sledeće dimenzije:

1. Znanje koje zaposleni mora da ima da bi mogao da obavlja posao, kao što je poznavanje pravila i procedura. Znanje se sastoji od mnogo faktora, kao što su memorija, numeričke sposobnosti i jezičke sposobnosti, koje zapravo predstavljaju kompleks kompetencija. To mogu biti i naučna saznanja, tehničko znanje i poznavanje posla.
2. Veštine predstavljaju sposobnosti stečene kroz praksu, kao inteligentnu primenu znanja, iskustva i alata. Ovo se odnosi na proceduralno znanje, ili prikriveno znanje ili primetne veštine koje su pokazatelji mogućnosti i znanja koji su razvijeni i naučeni u prethodnom poslu i stečeni kroz životno iskustvo.
3. Stavovi predstavljaju predispozicije za koje određuju pristup ka izabranom ponašanju ili ka njegovom izbegavanju i mogu biti koncipirani kao pozitivni ili negativni. Pozitivni stavovi utiču da se određeni objekat, tehnologija, metod, situacija, osoba ili grupa tretira pozitivnije.

U podjednakoj meri je važan razvoj različitih kompetencija koje su značajne i za pojedinca i za organizaciju:

- Osnovne/generičke kompetencije: kompetencije koje se smatraju od suštinskog značaja za sve zaposlene bez obzira na funkciju ili nivo. Ove kompetencije obuhvataju faktore uspeha koji nisu vezani za specifičnu funkciju posla ili industrije (često se fokusira na liderstvo ili emocionalnu inteligenciju). Osnovne kompetencije se odnose na vrednosti organizacije, misiju i strategiju, to su kompetencije koje odražavaju osnovne organizacione mogućnosti, koje treba da poseduju svi zaposleni bez obzira na njihovu funkciju (Jolee & Chapman, 2010).
- Konceptualne kompetencije, koje podrazumevaju:
  1. kreativno mišljenje predstavlja set ljudskih osobina potrebnih za generisanje rešenja;
  2. strateško mišljenje čini skup ljudskih osobina potrebnih za vizualizaciju stanja u bližoj i daljoj budućnosti i razvijanje odgovarajućih organizacionih odgovora;
  3. toleranciju na nepridržavanje, nepodudarnost i neusaglašenost – definiše se kao set ljudskih osobina potrebnih za uspostavljanje stava nedefinisanosti u nepoznatim i neprihvatljivim situacijama.

- Menadžerske kompetencije koje su ključne za menadžere bilo kog nivoa odgovornosti. Kompetencije koje se odnose na veštine koje su potrebne za obavljanje menadžerskog rada i procesa, interakciju kako sa pojedincima tako i sa grupom ljudi.
- Funkcionalne/tehničke kompetencije su specifične kompetencije koje se smatraju od suštinskog značaja za obavljanje bilo kog posla u organizaciji u okviru definisanih tehničkih ili funkcionalnih oblasti rada (Kim et al., 2016).

Znanje o kompetencijama doprinosi prednostima za menadžere jer olakšava identifikovanje kriterijuma rada koje poboljšava preciznost i jednostavnost zapošljavanja i procesa selekcije, obezbeđuje više objektivnih standarda rada, tačno definisanje standarda kvaliteta omogućuje lakšu komunikaciju performansi učinka zaposlenih koji su direktno podređeni, obezbeđivanje jasne osnove za dijalog između menadžera i zaposlenih o radu, razvoju i pitanjima vezanim za karijeru (Van der Heijde, 2006).

Razvoj ličnih osobina zaposlenih

Savremeni uslovi poslovanja doprineli su da se u psihologiji rada i organizacije osmislio koncept samoproširivanja radnog mesta. Povećano je naučno interesovanje za odnose između samopercepcije i procesa razvoja grupnog identiteta, kao i implikacije na ponašanje ovih procesa u organizacionim kontekstima.

Najznačajniji aspekti vezani za razvoj zaposlenih odnose se na mogućnosti samoproširenja posla u skladu sa razvojem ličnih karakteristika, kao što su veštine i sposobnosti, zatim razvoj samoefikasnosti i samopercepcije u poslovnim procesima koji uslovljavaju razvoj, kao i motivacionog korpusa koji je odgovoran za aktivizam i kompletnu konativnu – dinamičku stranu ličnosti.

Model samoproširenja naglašava da je proces obogaćivanja sopstvenih znanja, veština i sposobnosti, povezan sa promenama u samopoimanju. Konkretno, ljudi koji ispunjavaju svoju potrebu da se razvijaju i stiču nove perspektive, identitete i mentalne resurse, omogućavaju sebi drugačije sagledavanje izazova svakodnevnog života, kao i borbu sa složenim zadacima na radnom mestu. U početku se većina istraživanja o

samoproširenju fokusirala na pitanja o tome kako uključivanje nekog drugog ili drugih ljudi, utiče na nečiju samopercepciju i ponašanje (Aron & Aron, 1996). U tom smislu, Aron i saradnici su otkrili da velike emocije, kao što su, na primer, zaljubljenost, povećavaju veličinu nečijeg samopoimanja i samoefikasnosti. Sve veći broj studija ispituje druge puteve ka mogućnostima proširenog osećaja sebe. Na osnovu prethodnih istraživanja, Mekintajer (McIntire, 2014) naglašava da se samoproširivanje obično dešava kao rezultat ispunjavanja novih i izazovnih zadataka kao i direktnim sticanjem novih perspektiva, resursa i identiteta. U ovom pogledu, angažovanje u aktivnostima koje se doživljavaju kao nove, uzbudljive i zanimljive moglo bi da ima slične posledice kao i širenje sebe kroz proces uključivanja drugih (Mattingli & Levandovski, 2013).

Model samoproširenja smatra da se sticanje novih identiteta, sposobnosti, perspektiva i resursa prvenstveno dešava u kontekstu različitih sadržaja i aktivnosti, koje donose brojne prednosti za međusobne odnose. Međutim, samoproširivanje se teoretski može desiti izvan konteksta odnosa, ali se malo zna o prednostima samoproširujućih aktivnosti za pojedince. U šest eksperimentalnih studija, Matingli i Levandovski su ispitivali da li nove i zanimljive aktivnosti dovode do samoproširivanja i da li angažovanje u nerelacionim samoproširujućim aktivnostima rezultira većim naporom. Pojedinci koji su se bavili novim, uzbudljivim i zanimljivim aktivnostima iskusili su veću samoproširenost od onih koji su se bavili kontrolisanim aktivnostima. Sa druge strane, pojedinci koji su se bavili aktivnostima visokog samoproširenja uložili su više napora na kognitivne i fizičke zadatke od onih koji su se bavili niskim samoproširujućim aktivnostima, a ovaj efekat nije bio posledica iscrpljenih samoregulacionih resursa, promenjenog raspoloženja, ili promene u samopoštovanju (Mattingly & Lewandowski, 2013). Rezultati koji pružaju uvid u mehanizme pomoću kojih implicitne teorije utiču na funkcionisanje odnosa i uspostavljaju implicitne teorije kao prethodnicu iskustvu samoproširenja na nivou pojedinca su pokazali da samoproširivanje posreduje u vezi između verovanja u rast i zadovoljstva, posvećenosti, prilagođavanja i razmatranja uzroka raspada (Mattingly et al., 2019).

Važnost samopoimanja na radnom mestu bila je u centru mnogih istraživanja (Judge & Bono, 2001). Na primer, prethodne analize su otkrile da su neuroticizam, samopoštovanje i lokus kontrole povezani sa

dva centralna faktora u upravljanju ljudskim resursima: zadovoljstvo poslom i radni učinak (Bono & Judge, 2003). Istraživanje koje su uradili holandski naučnici van Knipenberg i Slibos je pokazalo da je identifikacija sa organizacijom povezana sa samoreferencijalnim aspektom organizacionog članstva i odražava osećaj identiteta, dok je posvećenost povezana sa percipiranom organizacionom podrškom i zadovoljstvo poslom (van Knippenberg & Sleebos, 2006).

Neretko, istraživači su se bavili samoproširujućim karakteristikama posla i radnog mesta, kao što su sposobnost razvoja novih perspektiva, sposobnosti, društveni identiteti, kao i izazovne nove aktivnosti, za radno angažovanje i organizaciono produktivno ponašanje. Konkretno, jedno od poznatijih istraživanja od pre deset godina, analiziralo je, na osnovu prethodnih istraživanja o samoproširenju radnog mesta, da li je iskustvo samoproširenja radnog mesta povezano sa radnim angažovanjem i organizaciono produktivnim ponašanjem i da li posreduje u odnosu između resursa posla kao što su kompenzacije i beneficija radnih zadataka i radnog angažovanja i organizacionog produktivnog ponašanja, sa zahtevima posla kao kontrolnim varijablama (McIntire et al., 2014). Rezultati su otvorili brojna pitanja vezana za samoproširenje i definisala grupacije faktora koji na samoproširenje utiču. Rezultati istraživanja su pokazali da zahtevi za poslom kao što su dvosmislenost uloge i preopterećenost, mogu negativno da utiču na samoproširivanje posla zaposlenih (Urec & Besta, 2021).

Prema dosadašnjim istraživanjima, ispunjenje potrebe za samorastom je od suštinskog značaja za zaposlene, ali i za organizaciju koja koncipira motivacione strategije za motivisano izvršenje izazovnih poslova i zadataka (Lin et al., 2016). Ova pretpostavka je testirana na različite načine u različitim organizacionim okruženjima. Na primer, Hiti i saradnici su ispitivali uticaj novih i izazovnih zadataka na zadovoljstvo poslom. Njihovo istraživanje je pokazalo da zadovoljstvo poslom zavisi od ispunjenja potrebe za angažovanjem na poslovima koji imaju visoku autonomiju, raznovrsnost i značaj zadatka (Killen et al., 2013).

Drugi pogledi na to kako radno okruženje može dovesti do samorasta imaju za cilj da identifikuju karakteristike posla koje se odnose na organizacione performanse. Na primer, ispitivanje samopoštovanja kod zaposlenih koje je zasnovano na odnosu sa organizacijom, pokazalo je da

je složenost posla jedna od njegovih važnih determinanti (Lee, 2003). Psihološki procesi koji dovode do samorasta takođe su analizirani, ali ovog puta u kontekstu ravnoteže između posla i privatnog života. Studija na zaposlenima u australijskim organizacijama, zapravo četiri različite organizacije, otkrila je da su obogaćivanja posla pozitivno povezani sa samoefikasnošću, što je zauzvrat imalo pozitivan efekat na ravnotežu između poslovnog i privatnog života (Chan et al., 2016).

Samoproširivanje se može smatrati potrebom za ispunjenjem, a ova potreba je posebno važna u motivisanju ljudi kada je spoljašnje okruženje bezbedno i sigurno Samoproširivanje je u rezultatima istraživanja takođe povezano sa motivima kontrole. Iako se potreba za autonomijom često smatra ključnom za razvijanje osećaja delovanja (Little et al., 2006), veći osećaj delovanja može se postići ispunjavanjem potrebe za samoproširivanjem (Aron & Aron, 1996; Besta et al., 2016; Mattingli & Levandovski, 2014). U ovom kontekstu, realizacija motiva samoproširenja smatra se preduslovom vere u nečiju samoefikasnost i pokazalo se da je zaista povezana sa povećanim osećajem samoefikasnosti (Mattingli & Levandovski, 2013). Samoproširivanje je takođe povezano sa većom verovatnoćom postizanja ciljeva i spremnošću za angažovanje u kolektivnoj akciji (Besta et al., 2018) i povećanom motivacijom za rad (Mattingli et al., 2012).

U isto vreme, nalazi dokazuju da visoki zahtevi za poslom kao što su dvosmislenost uloge, preopterećenost, ne slabe samoproširivanje zaposlenih ako uzmemo u obzir efekat resursa posla (Aron & Aron, 1996). Samoproširivanje posla, nije samo problem zaposlenog i njegovih potencijala, i često ne posreduje u odnosu između percipiranih resursa za posao i ponašanja zaposlenih u organizaciji.

METODOLOŠKI OKVIR I REZULTATI ISTRAŽIVANJA

Problem istraživanja je posmatran u svetlu zahteva posla u Industriji 4.0 i projekciji zahteva za Industriju 5.0, kroz razvojne potencijale zaposlenih koji čine osnovnu pokretačku polugu uspešnosti organizacije. Pošto se u organizacijama u Srbiji veoma malo pažnje poklanja razvoju zaposlenih, dok se u razvijenim zemljama veoma mnogo radi na tome, istraživački zadatak je bio usmeren na sagledavanje i subjektivnu procenu zaposlenih o sopstvenom razvoju, kao i faktorima koji na njega utiču.

Cilj istraživanja je sagledavanje subjektivne procene mogućnosti za razvoj zaposlenih u organizacijama. Takođe, istraživački zadatak je i da se ustanovi da li upravljački mehanizmi doprinose pozitivnim razvojnim performansama i na koji način.

Očekivani rezultati istraživanja, odnose se na definisanje složenih, kompleksnih faktora uticaja na ponašanje zaposlenih u organizacijama, kako bi se znanja pretvorila u aktivacijski potencijal i učvrstilo poželjno ponašanje kod zaposlenih.

Na osnovu definisanog cilja istraživanja, u radu su postavljene i razvijene dve hipoteze istraživanja.

H1: Postoje razvojne potrebe kod ispitivanih zaposlenih u organizacijama.

H2: Nedirektivno upravljanje doprinosi povećanju razvoja potencijala zaposlenih.

Istraživanje je sprovedeno na uzorku od 480 ispitanika. Struktura uzorka u odnosu na obrazovanje je posmatrana kroz sledeće obrazovne kategorije – srednja škola, osnovne akademske studije, master studije i doktorat. Istraživanjem su obuhvaćena 32 (6,7%) ispitanika sa završenim srednjom školom, 208 (43,3%) ispitanika sa završenim osnovnim akademskim studijama, 224 (46,7%) ispitanika sa završenim master studijama, a doktorat je završilo 16 (3,3%) ispitanika.

U kontekstu karakteristika preduzeća, istraživanjem su obuhvaćeni ispitanici – zaposleni koji rade u preduzećima različite veličine – malo, srednje i veliko. Prema rezultatima frekventne analize utvrđeno je da 128 (26,7%) ispitanika radi u malim preduzećima, 152 (31,7%) radi u srednjim preduzećima, dok 200 (41,7%) ispitanika radi u velikim preduzećima. Struktura uzorka prema tipu vlasništva definisana je kroz kategorije privatnog i javnog preduzeća. Istraživanjem je obuhvaćeno 296 (61,7%) ispitanika – zaposlenih u privatnom preduzeću i 184 (38,3%) zaposlenih koja rade u javnom sektoru. Istraživanjem je obuhvaćeno 231 (48,1%) ispitanika iz preduzeća pretežno uslužne delatnosti i 249 (51,9%) ispitanika u preduzećima pretežno proizvodne delatnosti.

Na osnovu deskriptivne statistike utvrđeno je da se opseg godina starosti kreće od 25 godina do 65 godina starosti sa prosečnim godinama starosti

od AS = 43,98 (SD = 9,490). Dužina radnog staža se kretala od 1 do 36 godina radnog staža sa prosečnom vrednošću od AS = 16,25 (SD = 8,452). Odstupanja aritmetičke sredine prema pokazateljima skjuniša (Sk) i kurtozisa (Ku), nisu značajna i stoga se utvrđuje da su podaci normalno raspoređeni.

Razvojna iskustva zaposlenih su merena skalom Developmental Experiences Description Scale (Wayne et al., 1997), koja opisuje formalna i neformalna razvojna iskustva koja posao pruža zaposlenima. Mera se fokusira na stepen do kojeg organizacija diskreciono ulaže u formalnu i neformalnu obuku i razvoj zaposlenog. Upitnik meri 4 ajtema, petostepene Likertove skale. Format stavki su takođe uređene petostepene kategorije (1 = u potpunosti se ne slažem, 3 = nisam siguran i 5 = u potpunosti se slažem).

Za merenje kooperativnosti zaposlenih korišćena je Skala podržavajuće i nekontrolišuće supervizije (engl. Supportive and Non-Controlling Supervision) razvijenu od strane Oldhama i Kumingsa (Oldham & Cummings, 1996). Skala se sastoji od 12 ajtema petostepenih uređenih kategorija koje opisuju percepciju zaposlenih o tome u kojoj meri dobijaju podržavajuću superviziju (osam stavki), odnosno podležu nekontrolisanom nadzornom pristupu (četiri stavke). Format odgovora je od 1 do 5 (1 = u potpunosti se ne slažem, 3 = nisam siguran i 5 = u potpunosti se slažem).

U istraživačkom procesu, za analizu podataka u svrhu provere hipoteza korišćen je program SPSS 24. Od tehnike analize podataka korišćene su sledeće analize: frekventna analiza, deskriptivna statistika, Pirsonova korelacija.

Deskriptivna statististička analiza numeričkih varijabli za varijablu Razvojni potencijal je umereno izražen (M = 10,95; SD = 2,561). Podržavajuća supervizija (M = 30,35; SD = 8,061) izraženija je, u odnosu na Nekontrolišuću superviziju (M = 11,70; SD = 2,971), što ukazuje na kooperativnost i podršku zaposlenima.

Nema značajnih odstupanja u analiziranim podacima prema izraženosti skjunisa i kurtozisa, sve vrednosti su u opsegu od -2 do +2.

Tabela 1. *Deskriptivna statistika numeričkih varijabli uključenih i model*

	Minimum	Maksimum	M	SD	Sk	Ku
Podržavajuća supervizija	10,00	40,00	30,25	8,061	-,817	,007
Nekontrolisana supervizija	4,00	20,00	11,70	2,971	,324	1,500
Razvojni potencijal	4,00	15,00	10,95	2,561	-,597	,231

Odsustvo značajnih odstupanja u podacima, na šta ukazuju kurtozis i skjunis, sugeriše normalnu distribuciju odgovora.

Podržavajuća supervizija je izraženija, u odnosu na Nekontrolišuću superviziju, a Razvojni potencijal je takođe umereno izražen. Kada nadređeni pružaju podršku, oni pokazuju brigu za osećanja i potrebe zaposlenih, ohrabruju ih da izraze sopstvenu zabrinutost, pružaju pozitivne, uglavnom informativne povratne informacije i olakšavaju razvoj njihovih veština. Umerena izraženost razvojnih iskustava zaposlenih sugeriše da postoji prostor za poboljšanje u podsticanju mogućnosti za profesionalni rast i unapređenje veština unutar organizacije. Ovo je u skladu sa literaturom koja naglašava ključnu ulogu razvojnih mogućnosti u povećanju zadovoljstva poslom, angažovanja i posvećenosti (Eisenbeiss et al., 2008).

Povezanost između razvojnog iskustva zaposlenih i različitih aspekata supervizije – Podržavajuća supervizija i Nekontrolišuća supervizija, utvrđivana je Pirsonovom korelacijom. Na osnovu rezultata, utvrđeno je da postoji statistički značajna povezanost između ovih varijabli i to, Razvojno iskustvo ostvaruje pozitivnu korelaciju sa aspektom Podržavajuća supervizija (r=,098; p=,032), dok sa Nekontrolišućom supervizijom (r=-,116;p=,015) ostvaruje negativnu korelaciju. Rezultati Pirsonove korelacije prikazani su u Tabeli 2.

Tabela 2. *Pirsonova korelacija*

		Podržavajuća supervizija	Nekontrolišuća supervizija
Razvojno iskustvo	R	,098*	-,116**
	P	,032	,015

Ovi nalazi su u skladu sa postojećom literaturom koja naglašava ključnu ulogu stilova rukovođenja u oblikovanju razvojnih iskustava zaposlenih. Stilovi rukovođenja koji naglašavaju kontrolu, rutinu i hijerarhijsko donošenje odluka mogu umanjiti nivo podržavajućih organizacionih ponašanja. Rezultat naglašava potencijalne nedostatke birokratskog upravljanja u stvaranju radnog okruženja koje podržava i osnažuje (Bass & Riggio, 2006; Yukl, 2010).

ZAKLJUČAK

Prepoznavanje ličnih potreba pojedinaca od strane menadžera i stvaranje preduslova za osećanje legitimnosti tih potreba čini osnovu mogućnosti za razvoj i jedan od najsnažnijih motivatora zaposlenih. Pozitivna podrška pojedinačnim naporima da se obave zadaci i dostignu pretpostavljeni ciljevi čini osnovu kontinuiteta uspeha. Od ključnog značaja za razvoj, pa samim tim i uspeh organizacije je kooperacija i komunikacija svih nivoa zaposlenih, saradnika i spoljašnjih grupa od značaja za organizaciju. Takođe, pružanje mogućnosti zaposlenima da redizajniraju svoje radne procese na način koji im omogućava da u potpunosti iskoriste svoje veštine i sposobnosti mogu da unaprede poslovne procese te da postanu izazovniji i korisniji. U eri industrije 5.0, pokušaji da se poveća nivo angažovanja, osnaživanja i učešća su smisleni pristupi. Zasnovano na Lataneovoj teoriji društvenog uticaja (1981), društveni uticaj se definiše kao društveni efekat u kome se mogu promeniti vrednosti, osećanja, misli, stavovi i ponašanja drugih. U eri Industrije 5.0, očekuje se da će uticaj na ljude kako unutar tako i izvan organizacije biti među glavnim karakteristikama.

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EMPLOYEE DEVELOPMENT MANAGEMENT – AN IMPERATIVE FOR INDUSTRY 5.0

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Abstract: *Employee development represents both an imperative and a necessity for organizations strategically planning their business ventures and caring for their future, especially during the transition to Industry 5.0, where employees' knowledge, abilities, and motivations create a comparative advantage and bring significant benefits to organizations. The paper examines the developmental opportunities for employees through theoretical analysis and practical research, considering their subjective assessments, as well as managerial factors influencing development. The research was conducted on a sample of 480 employees, using standardized questionnaires. The first questionnaire measured developmental experiences using the Developmental Experiences Description Scale (Wayne et al., 1997), while the management style was assessed using the Supportive and Non-Controlling Supervision Scale (Oldham & Cummings, 1996). The results indicate modest assessments of development opportunities but suggest that a non-directive management model may have a positive impact on employee development.*

Keywords: *employee development, non-directive management, organizations, Industry 5.0.*

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UPOTREBA RAZLIČITIH TEHNIKA VIŠEKRITERIJUMSKOG RANGIRANJA U PROCENI RAZVIJENOSTI ORGANSKE PROIZVODNJE

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Sažetak: *Organska poljoprivreda nametnula se kao alternativa konvencionalnoj poljoprivrednoj proizvodnji, što je posebno izraženo u državama članicama Evropske unije. S obzirom na veliki broj indikatora kojima se u statističkom sistemu izražava stanje organske proizvodnje, cilj ovog rada usmeren je na primenu tehnika multivarijacione statističke analize i višekriterijumskog odlučivanja u postupku rangiranja država članica Evropske unije na osnovu razvijenosti organske proizvodnje. Primenjene su dve tehnike – Ivanovićevo I-odstojanje i MABAC uz korišćenje pet kriterijuma. Navedene tehnike pokazale se se pogodnim za ovu vrstu rangiranja i preporučuje se upotreba najmanje dve tehnike u cilju validacije dobijenih rezultata.*

Ključne reči: *I-odstojanje, MABAC, organska poljoprivreda, rangiranje, biljna proizvodnja, animalna proizvodnja, članice EU.*

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UVOD

Savremena poljoprivreda suočava se sa mnogo izazova, gde se s jedne strane, u skladu sa očekivanim porastom broja stanovništva, očekuje povećanje obima proizvodnje hrane, dok sa druge strane, stoji čitav set ograničenja koji otežavaju taj proces.

Prelazak na organsku i održivu proizvodnju hrane, čiji je cilj zadovoljavanje potreba globalne populacije od osam milijardi ljudi, praćeno je velikim izazovima (UN, 2022). Organska proizvodnja kombinuje tradiciju, inovacije i nauku kako bi poboljšala okruženje, razvila fer odnose i dobar kvalitet života (Ilić, 2016). Organska poljoprivreda, kao održiva alternativa konvencionalnoj proizvodnji hrane, privukla je značajnu pažnju poslednjih decenija (Mondelaers et al. 2009). Ovaj pomak ka organskoj poljoprivredi usklađen je sa globalnim inicijativama koje se bave kritičnim pitanjima kao što su klimatske promene, iscrpljivanje biodiverziteta i sigurnost hrane (Krajewski et al. 2024). Široko usvajanje održivih poljoprivrednih praksi u 191 zemlji dovelo je do toga da je najmanje 3,7 miliona farmera uključeno u sistem organske proizvodnje sa preko 76 miliona hektara poljoprivrednog zemljišta, kao i da je prodaja organske hrane i pića dostigla skoro 125 milijardi evra u 2021 (Pânzaru et al. 2023). Ipak, ovi iznosi predstavljaju manje od 10% ukupne globalne poljoprivredne proizvodnje, gde su posebno vidljive velike razlike po regionima i pojedinim državama (IFOAM, 2021, IFOAM 2023, EUROSTAT 2023).

Organska poljoprivredna proizvodnja predstavlja sistem upravljanja koji promoviše i pojačava zdravlje zemljišta, ekosistema i ljudi. Osnova ovog pristupa je održavanje i poboljšanje plodnosti zemljišta te proizvodnje hrane koristeći prirodne procese i materijale, umesto sintetičkih đubriva, pesticida, genetski modifikovanih organizama (GMO) i drugih industrijskih aditiva. Organska proizvodnja teži postizanju ekološke ravnoteže kroz raznovrsne poljoprivredne prakse koje uključuju rotaciju useva, kompostiranje, biološku kontrolu štetočina i očuvanje vodnih resursa. Pored ekoloških i zdravstvenih prednosti, organska poljoprivreda igra značajnu ulogu u socio-ekonomskom razvoju ruralnih područja. Organski poljoprivrednici često koriste tradicionalne metode i lokalne sorte biljaka, što doprinosi očuvanju kulturnog nasleđa i bioraznovrsnosti.

Prilikom razmatranja ekonomskih karakteristika organske proizvodnje, u literaturi se često pominju faktori koji utiču na pozitivne finansijske rezultate, među kojima se izdvajaju cene organskih proizvoda kao i struktura troškova. (Milić, 2023). Takođe, organska proizvodnja može pružiti veće ekonomske benefite za poljoprivrednike zbog premijum cena koje organski proizvodi postižu na tržištu.

Organska poljoprivreda je razvijena kao alternativa konvencionalnoj poljoprivredi zbog visokog zagađenja zemljišta, vode i vazduha (Galić, 2024). Organska poljoprivreda se definiše kao način poljoprivredne proizvodnje koji koristi metode organske proizvodnje sa naglaskom na zaštitu životne sredine i divljači. Ona podrazumeva znatno smanjenje upotrebe veštačkih hemikalija, kao što su đubriva, pesticidi (fungicidi, herbicidi, insekticidi), aditivi i veterinarski lekovi, zamenjujući ih kada je to moguće kulturnim, biološkim i mehaničkim metodama. Kao posledica toga, organski proizvođači doprinose zdravom i plodnom zemljištu adekvatnom agrotehnikom, izbegavajući proizvodnju genetski modifikovanih useva (Seufert 2019, Shennan et. al 2017).

Evropska unija (EU) je prepoznala značaj organske poljoprivrede kroz niz regulativa i strategija. Jedan od ključnih dokumenata je Uredba (EU) 2018/848 koja definiše pravila za organsku proizvodnju i označavanje organskih proizvoda. Ova uredba osigurava visoke standarde kvaliteta i transparentnost za potrošače, omogućavajući im da donose informisane odluke prilikom kupovine. EU je definisala cilj usmeren ka postizanju 25% organske poljoprivrede do 2030 (EC, 2020). U cilju dostizanja navedenog cilja, EU je definisala „Akcioni plan za razvoj organske proizvodnje" gde centralnu ulogu imaju tri razvojne ose (EC 2021, EC 2023):

- Osa 1: Potrošači: stimulirati potražnju i osigurati poverenje potrošača;
- Osa 2: Proizvođači: stimulirati konverziju i ojačati celi lanac vrednosti;
- Osa 3: Održivost: poboljšati doprinos organske poljoprivrede održivosti.

U poslednje tri decenije površine pod organskom proizvodnjom u EU povećavale su se u kontinuitetu, tako u periodu 2000-2017, površina organske poljoprivrede u EU porasla je za preko 8,43 miliona ha, sa oko 4,38 miliona ha na skoro 12,82 miliona ha (Kowalska and Luboinska, 2020).

U državama članicama EU primetna je velika heterogenost u pogledu zastupljenosti organske proizvodnje. Ovaj pristup posebno može biti interesantan za nove članice, ali i države koje su u procesu pristupanja EU. Kowalska and Luboinska (2020) naglašavaju da organska poljoprivreda ima velike mogućnosti razvoja u novim zemljama EU, uključujući:

- nizak nivo zagađenja prirodne sredine,
- kašnjenje u odnosu na zapadnjačke načine uzgoja (tj. manja specijalizacija i koncentracija, tradicionalne tehnologije),
- veliki broj regiona sa uslovima pogodnim za razvoj organske poljoprivrede (nizak stepen industrijalizacije),
- niska potrošnja hemikalija (mineralnih đubriva i pesticida).

Razvoj metoda multivarijacione statističke analize i tehnika operacionih istraživanja sa jedne strane, te kompjuterskih aplikacija s druge strane, omogućili su njihovu širu upotrebu, kako u naučnim istraživanjima, tako i u praktičnim problemima. Poseban značaj imaju u slučajevima gde se pojavljuje potreba odlučivanja ili rangiranja entiteta uz korišćenje više kriterijuma.

Višekriterijumsko odlučivanje (eng. MCDM - Multi-Criteria Decision Making) predstavlja set metoda i tehnika koje se koriste za donošenje odluka u situacijama kada postoji više ciljeva i kriterijuma koje treba uzeti u obzir. U poljoprivredi, ove tehnike se sve više koriste za rešavanje kompleksnih problema koji uključuju ekonomske, ekološke, tehničke i socijalne aspekte.

Prema Taherdoost & Madanchian (2023) MCDM tehnike imaju široku primenu i sa uspehom se mogu primeniti u problemima odlučivanja i rangiranja različitih oblasti, od finansija do inženjerskih projektovanja. Iako sa relativno kratkom istorijom od 40 godina, ove tehnike operacionih istraživanja dostigle su veliku popularnost, kako u akademskim istraživanjima, tako i u menadžerskim procesima (Chowdhury & Bharadwaj, 2021).

S obzirom da se u statističkim sistemima organska proizvodnja izražava preko više indikatora, cilj ovog rada usmeren je ka rangiranju država EU prema zastupljenosti organske proizvodnje uz korišćenje izabranih metoda multivarijacione statističke analize i tehnika višekriterijumskog odlučivanja.

METOD RADA

Rast organskog sektora u Evropi nije uniforman; neke zemlje su postigle značajne uspehe u razvoju organske poljoprivrede, dok druge još uvek tragaju za efikasnim modelima implementacije. Razlike u organskoj proizvodnji između evropskih država često su rezultat varijacija u nacionalnim politikama, dostupnosti subvencija, stepenu svesti potrošača o prednostima organskih proizvoda i slično. Rangiranje država na osnovu pokazatelja organske proizvodnje može se bazirati na različitim kriterijumima, uključujući površinu obradivog zemljišta pod organskim uzgojem, ukupan broj organskih farmi, tržišni udeo organskih proizvoda, kao i inovativne prakse i politike koje promovišu razvoj organske poljoprivrede.

Za potrebe ovog istraživanja korišćeni su zvanični statistički podaci iz dostupnih baza podataka, a odnose se na 2021. godinu. Istraživanjem su obuhvaćene države članice Evropske unije (27 država), a analiza se zasniva na ukupno pet indikatora (kriterijuma):

- K1 – Ukupna organska poljoprivredna površina (hektara)
- K2 – Udeo organskih površina u ukupnim površinama (%)
- K3 – Udeo oraničnih površina u ukupnim organskim površinama (%)
- K4 – Udeo krava (mliječnih) grla u sistemu organske proizvodnje u ukupnom broju grla (%)
- K5 – Udeo svinja u sistemu organske proizvodnje u ukupnom broju grla (%).

Prva tri kriterijuma odnose se na biljnu proizvodnju, dok su poslednja dva pokazatelji razvijenosti organske stočarske proizvodnje u pojedinim državama.

Samo rangiranje država članica izvršeno je uz korišćenje dve metode.

U prvom delu istraživanja rangiranje država članica EU izvršeno je upotrebom Ivanovićevog I-odstojanja. Ivanovićevo odstojanje ili I-odstojanje predstavlja jednu od metoda multivarijacione statističke analize koja se može koristiti za rangiranje različitih entiteta (Lakić i Stevanović, 2003, Knežević et al. 2012, Dobrota, 2013, Račić et al. 2022).

U drugom delu istraživanja rangiranje država članica EU, uz korišćenje istog seta podataka izvršeno je pomoću MABAC metode. Metoda MABAC

razvijena od strane domaćih istraživača (Pamučar i Ćirović, 2015) temelji se na definisanju udaljenosti kriterijumske funkcije svake posmatrane alternative od granične aproksimativne oblasti.

U oba gorenavedena slučaja pri analizama primenjena su po dva scenarija, te su podaci predstavljeni i međusobno upoređeni. Primarna obrada i procesiranje podataka izvršeni su u odgovarajućim aplikacijama.

REZULTATI ISTRAŽIVANJA

Pokazatelji razvijenosti organske proizvodnje po državama članicama EU

Zahvaljujući uticaju velikog broja faktora, prisutna je velika razlika između država članica EU u pogledu karaktera poljoprivredne proizvodnje. Sličan je pejzaž i kada je organska poljoprivreda u pitanju. Dostignuti nivo rasta organske proizvodnje u pojedinim državama članicama EU razlikuje se u zavisnosti od posmatranog kriterijuma što je vidljivo u Tabeli 1.

Države EU prema korišćenim kriterijumima za procenu razvijenosti organske proizvodnje imaju različite rangove. Tako, na primer, Francuska je prvoragnirana prema kriterijumu K1, dok se prema drugom kriterijumu nalazi tek na 13. mestu, prema kriterijumu K3 zauzima deseto mesto. Austrija je najbolje rangirana prema kriterijumu K2, Finska prema kriterijumu K3, Grčka prema kriterijumu K4, dok je opet Francuska najbolje rangirana prema kriterijumu K5.

Tabela 1. *Vrednosti odabranih kriterijuma razvijenosti organske proizvodnje*

Država	K1 (ha)	K2 (%)	K3 (%)	K4 (%)	K5 (%)
Austrijja	679992.00	26.13	40.49	22.25	3.02
Belgija	102413.00	7.48	37.27	4.59	0.63
Bugarska	86310.00	1.71	51.12	1.17	0.00
Hrvatska	121924.00	8.26	42.05	0.28	0.05
Kipar	7738.00	6.27	58.23	1.56	0.00
Češka Republika	548792.00	15.55	18.00	2.01	0.14
Danska	303093.00	11.58	83.08	14.60	3.68
Estonija	226605.00	22.97	57.77	2.21	0.23
Finska	365379.00	16.11	99.11	4.24	0.44
Francuska	2775671.00	9.67	57.27	5.75	3.80
Nemačka	1601316.00	9.65	47.61	6.28	0.81
Grčka	534629.00	10.41	32.25	23.11	0.74
Mađarska	293597.00	5.81	34.12	0.55	0.16
Irska	86868.00	2.00	18.83	0.31	0.04
Italija	2186159.00	16.83	50.04	4.40	0.70
Letonija	302177.00	15.34	53.21	12.55	0.50
Litvanija	261782.00	8.91	61.90	6.01	0.03
Luksemburg	6893.00	5.19	44.96	1.64	1.00
Malta	66.00	0.62	59.09	0.00	0.00
Holandija	76375.00	4.22	40.93	2.68	0.95
Poljska	549443.00	3.78	78.54	0.60	0.05
Portugal	768800.00	19.31	18.91	2.31	0.20
Rumunija	578718.00	4.42	59.24	1.37	0.00
Slovačka	162565.00	8.76	52.23	4.85	0.19
Slovenija	51826.00	10.81	14.09	4.52	1.44
Španija	2635442.00	10.79	21.72	1.60	0.12
Švedska	606669.00	20.20	77.22	19.12	2.72

Izvor: Eurostat (2022).

Vrednosti pokazuju razlike i u pogledu varijacija unutar jednog obeležja, tako je najviše variranje iskazano kod vrednosti unutar K5, sa koeficijentom varijacije od 142,41 %. Najmanje variraju vrednosti unutar

K3 (Udeo oraničnih površina u ukupnim organskim površinama) sa koeficijentom varijacije od 43,47 %.

Rangiranje država članica EU korišćenjem I-odstojanja

I-odstojanje agregira više pojedinačnih pokazatelja u jedan indikator i na taj način obezbeđuje merenje višekriterijumskih pojava. Da bi se entiteti koji pripadaju posmatranom skupu rangirali koristeći Ivanovićevo I-odstojanje najpre treba fiksirati jedan entitet kao referentni. Kasnije se rangiranje entiteta zasniva na izračunatom odstojanju od referentnog entiteta. Vrednosti fiktivnog baznog entiteta se definiše na sledeći način.

$$x_i^- = \min_{1 \le r \le n} \{x_{ir}\}, \qquad i \in \{1, 2, \ldots k\}$$

A obrazac za izračunavanje Ivanovićevog odstojanja glasi

$$D_r^- = \sum_{i=1}^{k} \frac{x_{ir} - x_i^-}{\sigma_i} \prod_{j=1}^{i-1} \left(1 - r_{ji.12\ldots j-1}\right)$$

U cilju otklanjanja eventualnih „dupliranja" obeležja, te za potrebe definisanja najvažnijeg kriterijuma, u prvom koraku kreirana je korelaciona matrica obuhvaćenih kriterijuma.

Tabela 2. Međuzavisnost odabranih kriterijuma razvijenosti organske proizvodnje

	K1	*K2*	*K3*	*K4*	*K5*
K1	1				
K2	0.24	1			
K3	-0.07	0.04	1		
K4	0.06	0.53	0.16	1	
K5	0.31	0.38	0.24	0.62	1

Na osnovu vrednosti u prethodnoj tabeli vidljivo je da ne postoji nijedan koeficijent korelacije koji ima izuzetno visoku vrednost, tako da nije potrebno izuzimati iz dalje analize neki od kriterijuma.

S obzirom da je prihvaćen pristup po kojem se redosled obeležja izračunava na osnovu sume apsolutnih korelacija, utvrđeno je da najveću sumu ima K5 „Udeo svinja u sistemu organske proizvodnje u ukupnom broju grla" (1,54), te je ovaj kriterijum u prvom scenariju i izabran kao najvažniji.

S obzirom da je K5 pokazatelj organske stočarske proizvodnje, u drugom scenariju je prihvaćen pristup u kojem je favorizovana organska biljna proizvodnja na način da je K2 „Udeo organskih površina u ukupnim površinama definisan kao najvažniji kriterijum."

U prvom scenariju Francuska je zauzela najviši rang. Ista država je zauzela najviši rang i u dva slučaja rangiranja prema pojedinačnim kriterijumima (K5 i K1). Iza Francuske slede Danska, Švedska, Austrija i Finska. U pitanju su države koje se i pojavljuju u prvih pet država sa najvišim rangom pri rangiranju po pojedinačnim kriterijumima. Grčka, iako ima najviši rang pri pojedinačnom rangiranju po kriterijumu K4, ipak nije ušla u prvih pet država, nalazi se tek na devetom mestu. Razlog tome je zato što je Grčka loše plasirana prema drugim obeležjima. Najlošije su rangirane Hrvatska, Češka, Mađarska i Irska.

U drugom scenariju došlo je do izmene redosleda država. Švedska je u prethodnom slučaju bila na trećoj poziciji, a sada ima rang 1, dok je Francuska prešla na drugo mesto. Danska je sa drugog prešla na četvrto mesto, a Austrija sa četvrtog na treće. U poslednje četiri države zadržale su se Mađarska i Irska, dok su umesto Hrvatske i Češke u tu grupu ušle Slovenija i Bugarska.

Tabela 3. *Rezultati rangiranja na osnovu korišćenja I-odstojanja*

Scenaio 1 (S1)			Scenario 2 (S2)		
Država	**I-odstojanje**	**Rang**	**Država**	**I-odstojanje**	**Rang**
Francuska	8.2515	1	Švedska	8.0122	1
Danska	7.9046	2	Francuska	7.5174	2
Švedska	7.7774	3	Austrija	7.3400	3
Austrija	6.9961	4	Finska	7.1344	4
Finska	5.4803	5	Danska	6.8757	5
Italija	5.0658	6	Italija	6.6806	6
Nemačka	4.3013	7	Estonija	5.8682	7
Letonija	3.9033	8	Njemaćka	4.9966	8
Grčka	3.7080	9	Letonija	4.9407	9
Estonija	3.6416	10	Španija	4.5586	10
Poljska	3.5050	11	Poljska	4.2253	11
Španija	3.1896	12	Litvanija	4.0387	12
Litvanija	3.1174	13	Portugal	3.9224	13
Rumunija	2.7199	14	Grčka	3.7594	14
Slovačka	2.6824	15	Slovačka	3.4581	15
Luksemburg	2.5735	16	Rumunija	3.4034	16
Holandija	2.4145	17	Kipar	3.0795	17
Kipar	2.3324	18	Češka Republika	3.0710	18
Belgija	2.2815	19	Hrvatska	2.6706	19
Portugal	2.1551	20	Belgija	2.5950	20
Slovenija	2.1170	21	Luksemburg	2.5675	21
Malta	1.9659	22	Holandija	2.3044	22
Bugarska	1.8123	23	Malta	2.2219	23
Hrvatska	1.7976	24	Slovenija	2.1459	24
Češka Republika	1.6640	25	Mađarska	2.1195	25
Mađarska	1.5653	26	Bugarska	2.1090	26
Irska	0.4046	27	Irska	0.5470	27

Rangiranje država članica EU korišćenjem MABAC metode

MCDM je skup moćnih alata za procenu održivosti poljoprivrede (Cicciù, et al. 2022). Ove tehnike su posebno korisne u donošenju odluka o korišćenju zemljišta u poljoprivredi, gde je potrebno oceniti relativnu važnost različitih kriterijuma, uključujući ekonomske, ekološke i društvene kriterijume (Dooley et al. 2009). Vrlo često se ove metode koriste za različite slučajeve rangiranja u sektoru poljoprivrede. Vico i sar. (2017) u svom istraživanju koristili su dve vrste kriterijuma ekonomske efektivnosti i dve vrste kriterijuma ekonomske efikasnosti, kao i tri indikatora nutritivnog kvaliteta za rangiranje različitih tehnologija uzgoja zimske salate. Koristeći dve metode donošenja odluka sa više atributa, rangirali su četiri različite tehnologije uzgoja zimske salate u zaštićenom području. Predstavili su rezultate rangiranja na osnovu obe korišćene metode, SAW i TOPSIS i tri scenarija koja se razlikuju po težinskim koeficijentima. Veliki je broj istraživača koji su u sektoru poljoprivrede koristili i druge VKO metode (Matejcek & Brozova, 2011, Matejcek & Brozova, 2012, Velasquez & Hester, 2013, Blagojević, et al., 2012).

U ovom istraživanju korišćena je metoda MABAC koja prema Božaniću et al. (2016) u poređenju sa drugim metodama višekriterijumskog odlučivanja kao što su SAW, COPRAS, MOORA, TOPSIS i VIKOR daje stabilnija (konzistentnija) rešenja i predstavlja racionalan izbor u procesu donošenja odluka.

Iako je u pitanju relativno novija metoda višeatributivnog odlučivanja, svoju primenu već je pronašla u rešavanju brojnih višekriterijumskih problema (Bodiroga, 2023; Ševkušić et al, 2022; Wang et al, 2020; Wei et al, 2019; Xue et al, 2016; Peng and Yang, 2016).

Procedura rangiranja država članica EU prema razvijenosti organske proizvodnje korišćenjem MABAC metode izvršena je u šest koraka, prema algoritmu navedenom u referentnim izvorima (Božanić et al. 2016). Kao u prethodnom i u ovom delu, istraživanje je sprovedeno kroz dva scenarija, gde se isti razlikuju prema težinskim koeficijentima dodeljenim određenim kriterijumima.

Tabela 4. *Težinski koeficijenti po scenarijima*

Scenario	Simbol	K1	K2	K3	K4	K5
S1	wi	0,20	0,20	0,20	0,20	0,20
S2	wi	0,15	0,20	0,15	0,25	0,25

Tabela 5. *Rezultati rangiranja MABAC metodom*

Scenario 1			Scenario 2		
Država	Si	Rang	Država	Si	Rang
Austrija	0,40	1	Austrija	0,40	1
Belgija	-0,08	19	Belgija	-0,08	16
Bugarska	-0,15	25	Bugarska	-0,15	25
Hrvatska	-0,13	23	Hrvatska	-0,13	23
Kipar	-0,10	22	Kipar	-0,10	22
Češka Republika	-0,08	17	Češka Republika	-0,08	17
Danska	0,32	4	Danska	0,32	3
Estonija	0,06	10	Estonija	0,06	10
Finska	0,14	6	Finska	0,14	8
Francuska	0,36	3	Francuska	0,36	4
Nemačka	0,10	9	Nemačka	0,10	9
Grčka	0,13	7	Grčka	0,13	5
Mađarska	-0,14	24	Mađarska	-0,14	24
Irska	-0,23	27	Irska	-0,23	27
Italija	0,18	5	Italija	0,18	6
Letonija	0,10	8	Letonija	0,10	7
Litvanija	-0,02	12	Litvanija	-0,02	13
Luksemburg	-0,09	20	Luksemburg	-0,09	19
Malta	-0,16	26	Malta	-0,16	26
Holandija	-0,10	21	Holandija	-0,10	20
Poljska	-0,04	14	Poljska	-0,04	18
Portugal	-0,02	13	Portugal	-0,02	12
Rumunija	-0,08	18	Rumunija	-0,08	21
Slovačka	-0,05	15	Slovačka	-0,05	15
Slovenija	-0,07	16	Slovenija	-0,07	14
Španija	0,04	11	Španija	0,04	11
Švedska	0,39	2	Švedska	0,39	2

U prvom scenariju prihvaćen je pristup u kojem svi kriterijumi imaju podjednak težinski koeficijent, drugim rečima svi su isto značajni. U drugom scenariju izvršena je korekcija na način da su pojedinačnim kriterijumima koji se odnose na stočarsku proizvodnju (K4 i K5) povećani težinski koeficijenti, tako da ta dva kriterijuma zajedno imaju sumu težinskih koeficijenata kao tri kriterijuma koja se odnose na biljnu proizvodnju.

Austrija u oba scenarija ima najviši rang, zatim sledi Švedska sa istim rangom u oba slučaja. Na trećem mestu u prvom scenariju je Francuska, a na četvrtom Danska, dok ove dve države menjaju mesta u drugom scenariju. Na petom mestu je Italija u prvom scenariju, dok je to slučaj sa Grčkom u drugom scenariju. Grčka je država koja u pojedinačnom rangiranju prema K4 ima najviši rang i samo malo povećanje težinskog koeficijenta za K4 odražava se na rang Grčke.

Pri rangiranju I-odstojanjem, Austrija je u prvom scenariju zauzela četvrto mesto i u drugom scenariju treće mesto. U oba scenarija, među prvih pet država nalazila se i Finska, dok nje nema pri rangiranju MABAC metodom. U prvom scenariju, u prvih pet država ušla je Italija, a u drugom Grčka.

ZAKLJUČAK

Organska proizvodnja na prostoru EU postaje sve aktuelnija i sve više obuhvaćena razvojno-planskim aktima u sektoru poljoprivrede. Postoji izražena heterogenost u pogledu nivoa razvijenosti organske proizvodnje u državama članicama EU. Veliki je broj indikatora kojima se iskazuje stanje organske proizvodnje, što zahteva korišćenje prilagođenih alata za agregatno obuhvatanje širokog spektra indikatora. Metode multivarijacione statističke analize kao što je Ivanovićevo I-odstojanje i metode višekriterijumskog odlučivanja kao šo je MABAC metoda, mogu se sa uspehom koristiti za različite potrebe rangiranja u sektoru poljoprivrede uključujući i organsku proizvodnju. U slučajevima korišćenja obe metode Austrija, Švedska i Francuska pokazale su se kao države sa najrazvijenijom organskom proizvodnjom, dok je ista najlošije razvijena u Irskoj, Mađarskoj i Bugarskoj. U cilju validacije dobijenih rezultata, korišćenje dve ili više različite metode može biti rešenje.

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USE OF DIFFERENT MULTI-CRITERIA RANKING TECHNIQUES IN ASSESSING THE DEVELOPMENT OF ORGANIC PRODUCTION

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Abstract: *Organic farming has emerged as an alternative to conventional agricultural production, which is particularly pronounced in the member states of the European Union. Given the large number of indicators used in statistical systems to describe the state of organic production, this paper aims to apply techniques from multivariate statistical analysis and multi-criteria decision-making to rank EU member states based on the development of organic production. Two techniques, Ivanović's I-distance and the MABAC method, were applied with the use of five criteria. These techniques have proven effective for this type of ranking, and it is recommended to use at least two techniques to validate the results obtained.*

Keywords: *I-distance, MABAC, organic farming, ranking, crop production, animal production, EU member states.*

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CRISIS PREVENTION AS A CHANCE FOR BUSINESS RECOVERY IN THE EUROPEAN UNION

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Abstract: *With the entry into force of Directive No. 2019/1023 on Frameworks for Preventive Restructuring, clear and transparent legal instruments were introduced for crisis prevention in business operations of economic entities throughout the single market of the European Union. They involve early detection of circumstances that may lead to insolvency and encourage a response without delay. The key goal is to overcome the debtor's financial difficulties at an early stage, and when possible, prevent insolvency and ensure business sustainability. With the introduction of new instruments into the national legislation, the area traditionally governed by the norms of bankruptcy law, which are mostly of an imperative nature, has been entered. This was done by defining the circumstances that precede the reasons for bankruptcy and by providing instruments to protect the debtor from enforcement. The new instruments, on the other hand, are of a consensual legal nature, that is, governed by dispositive norms. The authors of this paper analyze the preventive instruments, their way of introduction into the legislation, as well as the particularity of*

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the new legal regime in important economies in the EU, using the normative and comparative law method. This article presents an analysis of the application of the new regulations, which have been in force for two years, and the results of their implementation.

Keywords: *Preventive restructuring, European Union, business recovery.*

1. INTRODUCTION

Since July 16, 2019, Directive No. 2019/1023 on preventive restructuring frameworks, on discharge of debt and disqualifications, and on measures to increase the efficiency of procedures concerning restructuring, insolvency and discharge of debt, and amending Directive (EU) 2017/1132 (Directive on restructuring and insolvency) has been effective in the European Union, accompanied by the EU Directive Amendment No. 2017/1132 on Restructuring and Bankruptcy, or, shortened, Directive on Preventive Restructuring Frameworks (EU Directive 2019/1023 on preventive restructuring frameworks). As the Directive was not directly implemented, member states were given the deadline until July 17, 2021 to comply their national legislations with the relevant provisions. Namely, the subject Directive provides the introduction of one or more precise and transparent legal procedures for early detection of circumstances that lead to possible incapacity to pay, as well as incentives to act without delay. In addition, legal frameworks for preventive restructuring available to debtors are introduced, with the objective to overcome financial difficulties in their early stage, and, when possible, to prevent bankruptcy. Finally, the Directive provides procedures aimed at debt relief for the entrepreneur being in bankruptcy, as well as measures for increasing the efficiency of procedures related to restructuring, bankruptcy and debt discharge. Such a wide legal framework had been adopted before global crisis caused by COVID-19 epidemic broke out, and, therefore, such crisis was the additional factor in the process of compliance of the EU member states legislations. Regardless of the circumstances, the Directive provides the possibility to postpone the introduction of preventive instruments. However, member states faced with specific difficulties in

its implementation were entitled, until January 17, 2021, to require the extension of the term for compliance for, mostly, one year, with the obligation of prior notification to the EU Commission, accordingly. Most of the member states avail themselves of the subject possiblity. The reasons for such an extension were both slow legislative activity and the general situation caused by COVID-19 epidemic.

2. REFORM OBJECTIVES

By this Directive No. 2019/1023 on the Preventive Restructuring Frameworks, the European Union legislator defined the objectives being the contribution to orderly functioning of the internal markets and elimination of obstacles for realizing basic freedoms, such as free capital movement and free business establishment, resulting from differences in national legislations and procedures related to preventive restructuring, incapacity to pay, debt relief and restrictions. Moreover, the Directive does not question basic rights and freedoms of the workers and is focused to eliminate the stated obstacles by providing: 1) to sustainable enterprises and entrepreneurs facing financial difficulties the access to efficient national frameworks for preventive restructuring which would enable them to continue with their operations; 2) to decent entrepreneurs who are incapable to pay or heavily indebted the possibility of full debt discharge after a reasonable period or time, thus availing them of the second chance; and 3) the improvement of the procedures efficiency related to restructuring, bankruptcy and debt discharge, particularly in respect of shortening the respective length[4].

On one hand, in implementing this Directive, member states may exclude the procedures related to debtors that are financial entities, but differ from those who render financial services governed by specific

[4] This Directive does not refer to procedures related to debtors that are insurance and reinsurance companies, investment companies and participants in the financial market, central securities registries and other financial institutions and entities, public bodies defined by national legislations and natural persons who are not entrepreneurs. Insurance entities and financial market participants are subjet to Directive 2013/36/EU of the European Parliament and the Council dated June 26, 2013 on access to the credit institutions industry and the supervison of the credit standing of relevant credit institutions and investment companies, to the Amendment of the Directive 2002/87/E3 and declaring null and void of the Directive 2006/48/E3 and 2006/49/E3, *OJ L 176*, 27.6.2013, p. 338–436, *https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex%3A32013L0036*, 24.08.2019.

arrangements according to which national supervisory or sanation authorities have broad intervention powers, comparable to powers stipulated by the Union legislation and the national legislation related to financial entities. On the other hand, memeber states may extend the implementation of the debt discharge procedures to natural persons who are not entrepreneurs[5] and limit the implementation of the framework for preventive restructuring to legal entities. Likewise, certain types of receivables may also be excluded from the implementation. Such receivables are the following: a) existing and future receivables of present or former employees in relation to the debtor, b) receivables related to alimony payments resulting from family relations, parenthood, marriage or in-law relations, and c) receivables arising from offensive liability of the debtor. However, frameworks for preventive restructuring do not have effect on the acquired rights to professional pension.

EU member states were obliged, in the period from 2019 to 2021, to provide the debtors with the access to a number, or a larger number, of clear and transparent early warning instruments (Đurić, Jovanović, Legal Frameworks for Preventive Restructuring in the European Union, 157-170.) for determining the circumstances that could result in threatening incapacity to pay and that could warn to the necessity of immediate action. For that purpose, member states may use state-of-the-art information technologies for notification and communication.

3. NEW LEGAL INSTRUMENTS

Directive No. 1023/2019 on Preventive Restructuring Frameworks comprises the following early warning instruments: a) warning mechanisms when the debtor does not effect certain types of payments, b) consulting services rendered by public or private organizations, and c) incentives in accordance with national legislation for third persons with relevant information on the debtor, such as accountants, tax authorities and organizations competent for social insurance, aimed at warning the debtor in case some negative tendencies are spotted

[5] *Ibidem*, Art. 2 para. 1. item 9., of the Directive considers every natural person performing trade, business, artisan or professional acitivity as entrepreneur.

(Preamble of the Directive no. 2019/1023 on Preventive Restructuring Frameworks). Likewise, this Directive stipulates the necessity of providing the access for the debtors and representatives of employees to relevant and updated information on availability of early warning instruments, as well as of procedures and measures related to restructuring and debt discharge. In that respect, EU member states are obliged to avail the information on access to early warning instruments to the public via Internet in a manner which is easily available and disclosed in the way adjusted for the users. This particularly refers to small and medium enterprises. Additionally, the states may support the representatives of employess in assessment of the debtor`s economic position.

Preventive instruments have, for several years, been in the focus of legislative activities at the EU and member states level. Such activities are aimed at encouraging the debtors to duly and timely react to financial difficulties and crisis situations, in general, in order to overcome the same with the assistance of court and agreement with creditors (Đurić, Jovanović, *idem*, 161). When debtors are in threat of incapacity to pay, the Directive requires the member states to provide access to frameworks for preventive restructuring enabling restructuring aimed at prevention of incapacity to pay and maintenance of the sustainability, without questioning other solutions for prevention of incapacity to pay aimed at protecting jobs and maintaining business activity (Item 23. and 85. of the Preamble of the Directive on Frameworks for Preventive Restructuring No. 2019/1023). Restructuring comprises measures for restructuring of the debtor`s operations including changing of composition, conditions or property and liabilities structure of the debtor or any other part of the debtor`s capital structure such as sale of property or parts of business (Čolović, Restructuring of the Debtor, 5-20) and, if provided by the national legislation accordingly, sale of the business as permanently operating company, as well as all necessary operative changes or combination of respective elements (Art. 2. para. 1. item 1. Directive no. 2019/1023 on Preventive Restructuring Frameworks). Legal grounds for restructuring procedure are disclosed in the schedule binding only for familiar creditors and those who participated in its adoption (Jacobi, EU-Restrukturierungsrichtlinie 2019/1023: Wirkungen des bestätigten Plans, S. 257).

Legal grounds for preventive restructuring stipulated by this Directive may comprise one or more procedures, measures or provisions. The same may, also, be conducted out of court, without questioning other frameworks for restructuring in compliance with the nation legislation (Đurić, Jovanović, *Legal Instruments for Corporate Crisis Prevention*, 2020, 162). Member states are authorized to establish some restrictions related to the participation of the court or other administrative body during the procedure for preventive restructuring for the cases in which it is necessary and proportional. Thus, they are obliged to provide the right of each respective party and relevant stakeholder. In general, preventive restructuring procedures related to the debtor`s operations are commenced at the request of creditors (Art. 4. item. 7. of the Directive no. 2019/1023 on Preventive Restructuring Frameworks). However, the Directive on Preventive Restructuring Frameworks also provides the possibility to initiate the preventive restructuring procedure at the request of both creditors and representatives of employees, with the debtor`s consent, as well as to limit the request for obtaining consent for cases in which debtors are small and medium enterprises (Deppenkemper, Der präventive Restrukturierungsrahmen: Schweizer Taschenmesser oder zahnloser Tiger? 600).

Debtors with the imposed charge for heavy breach of accounting or bookkeeping obligations provided by the national legislation of the respective member state may be allowed to access the framework for preventive restructuring. Prior to such access, they are obliged to undertake appropriate measures for correction of the actions that led to imposition of the respective charge, while the request for examining the sustainability of operations within the national legislation may be imposed or introcuced. The objective of the subject provision is to exclude the debtors having no possibility for sustainable operations, i.e., with the possibility of causing possible damages to the debtor`s property. Finally, the Directive allows the debtor to have limitations in respect of number of attempts to access the framework for preventive restructuring within a certain time period.

Directive No. 2019/1023 on Preventive Restructuring Frameworks imposes to the EU member states the obligation to maintain certain specificities of the procedures in introducing the framework for preventive restructuring. They are: 1) maintaining rights and

authorizations of the debtor (*debitor in possession*), 2) suspending individual enforcement actions (*moratorium*), 3) contents of the restructuring schedule, its adoption and effect, 4) mechanism of imposing the schedule to disapproving creditors (*cross-class cram-down*), 5) protection of new financing and temporary financing, and 6) duties of the director. The issue is about the procedures or instruments that may be used in the early stage of operation crisis. Although they do not prevent the occurrence of reason for bankruptcy, they are not compulsive and do not have negative connotation, as bankruptcy has, but represent voluntary, consensual instruments for solving crisis situations (Đurić, Joavnović, *Legal Instruments for Corporate Crisis Prevention*, 2020, 44-46), without too much publicity, while the operation is still sustainable. Participation of the court is limited to protection of debtors from the enforcedment-oriented statements of creditors and acknowledgement of the agreement being the basis for the preventive restructuring schedule, but also representing the important element of creditors` protection by way of reviewing the legality of the schedule and providing its implementation.

Finally, the Directive No. 2019/1023 on Preventive Restructuring Frameworks provides the obligation for the court and administrative bodies` members dealing with procedures related to restructuring, bankruptcy and debt discharge to gain the adequate knowledge and have necessary expertise for performing their duties. This implies that such procedures should be settled efficiently with the aim to provide prompt actions during the procedures. Furthermore, the terms for selection and appointment procedure, as well as the procedure for releasing of duty and resignation of the administrator must be clear, transparent and fair. It is stipulated that member states have to establish appropriate supervision mechanisms and regulatory mechanisms in order to guarantee the effective supervision of the administrator`s activities, with the aim to provide efficient and competent services of administrators and their unbiased and independent attitude in relation to the involved parties.

4. ADOPTION OF THE DIRECTIVE PROVISIONS IN THE EU MEMBER STATES

For the majority of member states, the EU Directive No. 2019/1023 on Preventive Restructuring Frameworks stipulates extremely ambitious

term for introduction of new instruments. Namely, the provision of Art. 34(1) stipulates that member states should, until July 17, 2021, adopt and aknowledge the laws, regulations and administrative provisions necessary for compliance with this Directive. Therefore, Art. 34(2) of the Directive stipulates a possibility of variation from the Paragraph 1., in case a member state faces particular difficulties in its implementation, stating that the compliance term may be extended for mostly one year. Member states that decided to extend the term were obliged to notify the EU Commission on the relevant postponement of implementation for the period after July 17, 2021. In practice, majority of EU member states availed themselves of the respestive possibilty. Until expiration of the additional term all member states adjusted their national legislations with the provisions of the Directive No. 2019/1023 on Preventive Restructuring Frameworks.

In respect of compliance with the provisions of the Directive, EU member states can be divided in two groups. The first group includes states that implemented the Directive within the first term provided for its implementation. The second group comprises states that required the extension of the term. Access to mutual framework remained open for the United Kingdom of Great Britain and Northern Ireland, as well, although it left the European Union in 2020. Namely, the United Kingdom adopted a new Law on Corporate Insolvency and Administration in 2020. године, which was significantly, but not completely, in compliance with the Directive requirements.

In addition to mentioned division, the EU state members may be divided in groups as per their manner of national legislations compliance. Therefore, some of them decided to enact a new comprehensive law, e.g., Federal Republic of Germany and Austria. Others selected the approach of partial amendment of prevailing laws, either by their changes and amendments or by granting special powers to the executive authorities, e.g., France and Romania.

As concerns the implementation of the Directive No. 2019/1023 on Preventive Restructuring Frameworks, the legislator in Germany introduced its provisions into the legal system by enacting a separate law, Law on Frameworks for Stabilization and Restructuring of Enterprises (*Unternehmensstabilisierungs- und -restrukturierungsgesetz*

vom 22. Dezember 2020 (BGBl. I S. 3256)). This regulation has been implemented since January 1, 2021 and, at the same time, it implements the provisions of the Directive and regulates the right to restructure as a separate branch. It regulates the implementation in enterprises in the early crisis stage, partial inclusion of the court in the procedure, the possibility of inclusion of all creditors and capital owners, the adequate majority in decision making, preparation of agreements, moratorium, new financing, restructuring proponents, etc. On July 15, 2021, Austria adopted the Fedaral Law on Restructuring of Enterprises (*Bundesgesetz über die Restrukturierung von Unternehmen (Restrukturierungsordnung – ReO), Bundesgesetzblatt I Nr. 147/2021*). This law regulates the restructuring procedure initiated at the request of the debtor, thus enabling the debtor to restructure its business in order to avoid bankruptcy and mainatin sustainability. Furthermore, this law regulates the activities related to restructuring of debtor`s operations, including change of composition, conditions or structure of property and liabilities or any other part of capital structure of debtor`s operations, such as sale of property or operations and total sale of enterprise and any other necessary operational measures or combination of the respective elements.

Even prior to effectiveness of the Directive No. 2019/1023, France had adopted the Law on Business Growth and Transformation (Loi Pacte - Loi n° 2019-486 du 22 mai 2019 relative à la croissance et la transformation des entreprises, JORF n°0119 du 23 mai 2019) and Article 196 thereof authorizes the Government to enforce the provisions of the EU Directive by the legislative act (ordonnance) within 24 months from the effectiveness of the Law. Act No. 2021-1193 of September 15, 2021 (Ordonnance n° 2021-1193 du 15 septembre 2021 portant modification du livre VI du code de commerce, JORF n°0216 du 16 septembre 2021) made some changes in the Book VI of the Trade Law related to operating difficulties of businesses. The subject Act became effective on October 1, 2021 and was to be applied only to forthcoming procedures. Preventive procedure introduced the possibility of conciliation, the initiation of which results in enforcement moratorium in relation to the debtor.

In 2020, Greece enacted the Law No. 4738/2020 on Debt Settlement and Second-Chance Arrangement (Law 4738/2020 (Official Government Gazette A' 207/27.10.2020) «Debt Settlement and Second Chance

Provision», aiming to address for the first time holistically the insolvency issues of natural and legal persons and incorporate the provisions of the Directive (EU) 2019/1023). By this Law, Greece provided early warning mechanisms, out of court settlement procedure, pre–bankruptcy business sanation procedure, and initiated more flexibile approach to the bankruptcy procedure and automatic debt discharge in relation to the debtor, upon expiry of the legally set date.

Homologation Private Agreement in Bankruptcy Prevention Act (WHOA) (Wet van 7 oktober 2020 tot wijziging van de Faillissementswet in verband met de invoering van de mogelijkheid tot homologatie van een onderhands akkoord (Wet homologatie onderhands akkoord), Staatsblad 2020, 414) entered into force on January 1, 2021 in the Netherlands. Due to similarities with the British Scheme of Arrangement, the professional circles refer to it as the Dutch Scheme. By this Act, the efficient mechanism of restructuring was for the first time introduced in the Netherlands, out of the formal bankruptcy procedure. Dutch Scheme is based on the elements of agreement conclusion procedure, similar to the solution stated in Chapter 11 of the USA Bankruptcy Act. This Act stipulates that the company itself may offer the agreement for restructuring its debts out of bankruptcy procedure or for liquidation of the company out of bankruptcy procedure in private (not public) or public procedure of concluding the agreement. Only the process of public conclusion shall be included in Annex A of the EU Act No. 848/2015 on the bankruptcy procedure. Public agreements shall be registered in relevant public registries, while private ones shall not be registered accordingly. The company itself decides which procedure shall have most chances for success. The first agreement was confirmed in February 2021.

As concerns Spain, the Bankruptcy Law from 2003 was replaced by the consolidated text of September 1, 2020 and, presently, it has been the primary law regulating the bankruptcy procedure in Spain (*Ley 38/2011, de 10 de octubre,de reforma de la Ley 22/2003, de 9 de julio, Concursal, BOE-A-2011-15938*). In addition, although for temporary purposes, the Royal Decree-law 16/2020 of April 28, 2020 on procedural and organizational measures to address COVID-19 under the administration of justice shall be applied to all bankruptcy and restructuring procedures in the several forthcoming years (*Real Decreto-ley 16/2020, de 28 de*

abril, de medidas procesales y organizativas para hacer frente al COVID-19 en el ámbito de la Administración de Justicia,BOE-A-2020-4705). During the pre-bankruptcy procedure, debtors and creditors may reach the agreement on refinancing, court (homologized) restructuring schedule or the agreement on out of court payment (intermediation). Although the court is initially included, formal institutional participation during the negotiation process is quite limited, with the exception of negotiations on out of court payment agreement concluded with the assistance of the bankruptcy intermediator (*mediador concursal*) (*Art. 5 bis. Ley 38/2011, de 10 de octubre,de reforma de la Ley 22/2003, de 9 de julio, Concursal,BOE-A-2011-15938*). On August 3, 2021, the Council of Ministers approved the proposal of the Law on Bankruptcy Legislation Compliance with the EU Directive 2019/1023 on Frameworks for Preventive Restructuring, and, therefore, it is expected from Spain to introduce new procedures, in the near future.

In case of Hungary, firstly, the Government Decree 345/2021 (VI 18) was enacted (Avállalkozásokreorganizációjáról, valamintacsődeljárásról ésafelszámolásieljárásrólszóló 1991. évi XLIX. törvény, továbbá acégnyilvánosságról, abíróságicégeljárásról ésavégelszámolásrólszóló 2006. éviV. törvényeltérő alkalmazásárólszóló 345/2021. (VI. 18.) Korm. Rendelet). By the said Act, the institute of reorganization as a type of bankruptcy procedure was introduced into the Hungarian legislation. It is important to note that, according to the said provisions, the unsuccessful reorganization does not, automatically, lead to bankruptcy. Besides, two types of reorganization were introduced: confidential and public. Subsequently, the Parliament adopted the LXIV Law from 2021 on restructuring and changes and amendments of certain acts in order to harmonize the law, which was to become effective on July 1, 2022, thus introducing the preventive restructuring procedure in the legislation (2021. évi LXIV. törvény a szerkezetátalakításról és egyes törvények jogharmonizációs célú módosításáról, Magyar Közlöny; Number: 102).

It should be noted that some states already had preventive instruments similar to those provided by the Directive No. 1023/2019 on Preventive Restructuring Frameworks in their legislations, such as Ireland, Italy, Latvia, Poland and Portugal.

5. SPECIFICITY OF REFORMS IN CERTAIN EU MEMBER STATES

Germany is the most efficient country in respect of implementation of Directive no. 2019/1023 on Preventive Resytructuring Frameworks and introduction of new instruments. Therefore, this chapter deals with the procedures that have been, during the latest bankruptcy legislation reform, introduced into the German legislation. However, due to the fact that the procedure for bankruptcy prevention has been prevailing in France for almost 15 years, this chapter shall address the issue of incorporation of the provisions of the Directive 2019/1023 on Frameworks for Preventive Restructuring into the French legislation.

German legislator decided to enact a completely new law and, therefore, adopted a set of regulations named the Law on Further Development of Recovery and Bankruptcy Legislation (German abbreviation is *SanInsFoG*) (Gesetz zur Fortentwicklung des Sanierungs- und Insolvenzrechts vom 22. Dezember 2020 (BGBl. I S. 3256)), which became effective on January 1, 2021. Main regulation in this set of regulations is the Law on Stabilization and Restructuring of Enterprises (German abbreviation is StaRUG - Gesetz über den Stabilisierungs- und Restrukturierungsrahmen für Unternehmen vom 22. Dezember 2020 (BGBl. I S. 3256)). This Law established a new legal institute, i.e., the restructuring procedure as bankruptcy prevention.

Main innovations introduced by the above Law are: 1) personal administration in the preventive procedure, 2) ¾ majority as per the volume of receivables obliging the opposing creditors in every class, as well as the possibilty for the court to incur the restructuring schedule to opposing classes, in cases when majority of classes supports the schedule, provided that, in such a way, the creditors are not unfavourably positioned, 3) possibilty of opening preventive procedure in the early stage and beyond formal bankruptcy procedure, when the occurrence of incapacity to pay threatens within 24 months, 4) introduction of moratorium to enforced execution in regard to the debtor`s property for the period of 3 to 4 months, with the possibility of extension of up to 8 months, at most, 5) debt to equity swap and other measures of the corporate law as a part of restructuring schedule, 6) restriction of clauses on contract termination for the reason of bankruptcy or financial position of the party (*ipso facto* clauses), 7) selection of either public or

confidential procedure, 8) set of entire restructuring company management duties in respect of creditors, and 9) exclusion of specific rights, in the restructuring schedule, to terminate the contract and possibillity of change in claiming the compensation for damages due to early contract termination. Moreover, at the level of actual competency, 24 courts of specific competence for restructuring were selected (Mailly M., Omar P., StaRUG: A model for Europe? p. 11).

Preventive procedure is initiated at the proposal of the debtor. Debtor may be any legal entity and natural person being subject of bankruptcy procedure (*insolvenzfähig*) (§30. Abs. 1. StaRUG). The debtor should submit to the court the said proposal together with the draft restructuring schedule and the receipt confirming that the company is in threat of insolvency. The condition for implementing the restructuring procedure is that the actual insolvency or excess indeptedness have not, yet, incurred. However, it is necessary that the actual danger of insolvency exists, as well as the fact that it is more than possible that inability to pay shall occur in the forthcoming 24 months, unless adequate restructuring measures are implemented. The indication that the obligation shall be due in 24 months is not sufficient to justify the existence of actual reason. Moreover, the debtor may choose a wide range of instruments for successful implementation of restructuring schedule (Vallender, Das Sanierungs- und Insolvenzrechtsfortentwicklungsgesetz, Neue Sanierungsoptionen für Unternehmen in der Krise, 2021, S. 202). Some instruments may be implemented by the debtor itself, while the others require the court confirmation. Thus, the moratorium on the enforced execution or imposing the schedule to opposing creditors requires the court confirmation (§ 49 ff. StaRUG).

In respect of the contents of the preventive restructuring schedule, the legislator offered to the debtor a free selection of economic measures, and therefore, the debtor itself decides on the measures to be included in the schedule (Madaus, Auf in die Moderne! Das SanInsFOG macht den Restrukturierungsstandort Deutschland, 2021). Thus, the only obligation of the debtor is to include financial creditors in the schedule. Preventive restructuring schedule is binding for all included creditors, as well as for creditors with separate satisfaction rights, for creditors with preference payment classes and capital owners (Pogoda, Thole, The new German "Stabilisation and Restructuring Framework for Businesses", 2021). If the restructuring schedule implies the interference with the creditors`

rights provided by the company`s group member, the schedule must also incorporate the position of the related company granting the provision of rights as well as the effects of the schedule to the respective company (§ 2. Ab. 4. StaRUG).

The issue of appointing the trustee to the preventive restructuring is of particular significance. Namely, the law introduces the possibility for the debtor to decide, on its own, whether to require the appointment of trustee or not, except in cases when the said appointment is mandatory. The role of the trustee to restructuring is: 1) to coordinate the procedure, 2) to supervise the administration of the debtor, 3) to inform the court on the course of the procedure, and 4) to perform certain professional powers entrusted to it by the court. Prior to apponting the trustee to restructuring, the court hears the debtor, capital owners and creditors. In some cases, it is mandatory for the court to appoint the trustee to restructuring at the debtor`s request and, only when such proposal is not binding, creditors may propose the trustee to restructuring. Additionally, the Law on Stabilization and Restructuring of Enterprises introduces the recovery mediation procedure. Namely, at the request of the debtor, the court may appoint the competent person to be an intermediary in the preventive restructuring procedure.

The expenses of preventive restructuring procedure implementation shall be paid in accordance with the provisions of the restructuring schedule. Legally binding provisions of the schedule and measures for their implementation may not be disputed in future bankruptcy procedure. The same implies for the financing and security thereof, required within the schedule. Additionally, schedule financing or ``new money`` shall not have priority in the process of settlement in case of bankruptcy procedure.

The company`s – debtor`s (directors) management has specific duty to act in the manner to provide debtor`s restructuring process with due expertise and diligence and with the purpose to protect creditors` interests. Non-compliance with these newly established duties may represent grounds for claiming the responsibility of the respective company (Freitag, Grundfragen der Richtlinie über präventive Restrukturierungsrahmen und ihrer Umsetzung in das deutsche Recht, 2019, S. 544).

At the level of international private law, public preventive restructuring procedures are included into Annex A of the EU Regulation 848/2015 on Bankruptcy Procedures to be applied in cases of cross-border procedure. In case the debtor requires a confidential procedure, the same shall be applied out of the validity domanin of the stated EU Regulation.

Unlike German, French legislator approached to changes of the existing reasons for bankruptcy and to both legal prevention institutes and institutes for overcoming reasons for bankruptcy, as well. In that respect, the provisions of the warning procedures (procédure d'alerte) and reconciliation procedures (*procédure de conciliation*) were extended, while the saving procedure (*procédure de sauvegarde*) and accelerated saving procedure (*procédure de sauvegarde accélerée*) were adjusted, i.e., rearranged. However, we shall not present all, but only key innovations of the French Bankruptcy Law reforms.

As concerns the warning procedure, the reform provides the possibility of accelerated course of the procedure and recognition of signs of weaknesses in the company`s operations (Clouzard, Premier volet de la réforme du droit des entreprises en difficulté : l'ordonnance du 15 septembre 2021). French law also recognizes the preventive procedures that are open for every legal entity or natural person entered into trade and companies` register or artisan register (Art. 611-1.Code de commerce). In order to use the preventive instrument, the relevant entity or person has to document the existance of difficulties that affect the course of operations (*difficultés de nature à compromettre la continuité del'exploitation*), but that did not result in incapacity to pay. Upon receiving the proposal, the chairman of the competent commercial court may request, immediately upon scheduling the hearing of the debtor`s management, to be submitted with all documents clarifying economic and financial position of the debtor (Art. L. 611-2. Code de commerce). In addition, the auditor is authorized to inform the chairman of the competent court on the absence or insufficiency of the undertaken measures immediately upon notifying the debtor`s management thereof, and require to be heard (Nouvel article L. 611-2-2 du Code de commerce, venant pérenniser l'article 1 de l'ordonnance n° 2020-596 du 20 mai 2020).

Further, as concerns the reconciliation procedure, the Regulation No. 2021-1193 of September 15, 2021 limited the maximum duration of receivables due term as per their nature (Art. 2 del'Ordonnance n° 2020-

596 du 20 mai 2020). Namely, when the creditor invited to reconcile, during the conciliation procedure, presents the debtor to be in delay, sues the debtor or does not accept to stoppage of the claim of receivables during the reconciliation period within the term determned by the mediator, debtor may require from the chairman of the competent commercial court commencing the procedure to, based on provisions of Art. 1343-5 of the Civil Code, rearrange the manner of payment of due amounts within two years. Moreover, the court may postpone or rearrange the manner of settlement of undue receivables within the term of the reconciliation procedure (Art. L. 611-7 Code de commerce). Possible failure of reconciliation or termination of the agreement on reconciliation shall not have effect on such settlement rearrangement (Art. L. 611-10-4 Code de commerce).

As regards bankruptcy procedure, French legislator, firstly, adjusted the existing saving procedure (*procédure de sauvegarde*) to the provisions of Directive 2019/1023 on Preventive Restructuring Frameworks. In that respect, the timeframe for saving plan (reorganization) adoption was shortened and management of the company is encouraged to require the court ban in the early stage of crisis. Prevailing review timeframe of 18 months is shortened to 12 months, i.e., 6 months with the possibility of extension for another 6 months (Art. L. 621-3 Code de commerce). In respect of debtor`s obligations comprised by the plan, the same may be set on the basis of bookkeeping or auditing reports before finalization of the procedure for determining the receivables.

Regulation No. 2021-1193 of September 15, 2021, rearranges the procedure of saving acceleration. New provisions combined the procedure of accelerated saving (*procédure de sauvegarde accélerée*) and the procedure of accelerated financial saving (*procédure de sauvegarde financière accélerée*) into one procedure, which was abolished. In such a way, the procedure became more simplified and available to wider range of entities (Lemercier, Réforme du droit des entreprises en difficulté : publication du décret d'application, 2021). The procedure commences at the proposal of the debtor in the mediation process, who submits draft schedule on operations sustainability which should obtain broad consent of the interested parties in the saving procedure, thus enabling its adoption. If the schedule is not adopted, the court dismisses the procedure without commencing the saving procedure, reorganization or

bankruptcy procedure. Additionally, prevailing conditions for commencing the accelerated saving procedure are cancelled except for the required verified auditors` reports or report of the licenced bookkeeper (Art. L. 628-1 Code de commerce). Accelerated saving plan may be adopted within 2 months, with the one possibility of extension. Effects of the plan are limited only to the respective parties. List of creditors` receivables who participated in the reconciliation procedure shall be made by the debtor itself. The debtor has to list the receivables that have settlement priority, as well as security for receivables, and the agreements on less favourable settlement (Art. L. 628-7 du Code de commerce).

As regards the bankruptcy reorganization procedure, minor changes were made in respect of rights to submit the proposal for extension of the term for review and the proposal for settlement of debtor`s liabilities prior to finalization of the receivables determination procedure. Finally, in the bankruptcy procedure, the creditors` receivables settlement sequence is determined to be in 15 payment lines together with receivables with the priority in settlement (Art. L. 643-8 du Code de commerce).

6. CONCLUSION

EU Directive No. 1023/2019 on Preventive Restructuring Frameworks represents a significant innovation for the member states' legislations, and for the states aiming to become members, as well. The point is in the powerful incentive for economic entities facing difficulties in efficiently and timely commencing the process of overcoming the same and in preventing the bankruptcy. First of all, with the aim to incorporate the provisions of the above Directive in the national legislations through reforms, the focus of the bankruptcy law is directed to maintaining the debtor`s personal administration, to establishing preventive procedures with the participation of the court, to moratorium on enforcements during the procedure and preparation of preventive restructuring schedule. Furthermore, the establishment of specific duty of the company`s management in relation to creditors during the restructuring process is an important issue. Finally, the said Directive is an incentive for implementation of mediation in bankruptcy prevention, whereas this institute gained a new dimension. Besides, implementation of new

solutions shall bring to compliance of the part of material bankruptcy law at the EU member states level. However, the set term of two years provided for compliance of national regulations was too ambitious. A large number of states required from the EU Commission to extend the term for compliance of their national legislations with the provisions of the Directive No. 1023/2019 on Preventive Restructuring Frameworks. The reason for that lies in the differences in bankruptcy law constitutions among various states, in complexity of new instruments, and in disturbances incurred as the consequence of COVID-19 pandemic, as well. EU member states, like Germany and France, each in their own way, adjusted their national regulations and they implement new or complied preventive restructruring legal institutes. According to adopted solutions, a specific restructuring or reorganization legislation is established, which, in addition to the prevailing bankruptcy law, represents a broader field, legislation aimed for economic entities facing difficulties. On the part of debtor, new legal framework represents a partial alleviation of the economic situation, incurred both due to business challenges in the last decades and to unforeseeable difficulties caused by the still present pandemic. However, on the part of creditors and particularly professional organizations of administrative receivers, new regulations appear to be unnecessary and excessive. The arrangements with debtors are construed as encouragements to avoid liabilities and to evade creditors. Implementation of Directive No. 1023/2019 on Preventive Restructuring Frameworks has demonstrated certain results in the European Union member states. Both small economic entities and large companies tend to implement preventive instruments.

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PREVENCIJA KRIZE KAO ŠANSA ZA OPORAVAK POSLOVANJA U EVROPSKOJ UNIJI

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Sažetak: *Stupanjem na snagu Direktive br. 2019/1023 o okvirima za preventivno restrukturiranje uvedeni su jasni i transparentni pravni instrumenti za prevenciju kriza u poslovanju privrednih subjekata na celom jedinstvenom tržištu Evropske unije. Oni uključuju sisteme za rano otkrivanje okolnosti koje mogu dovesti do insolventnosti i podstiču na reakciju bez odlaganja. Ključni cilj je da se finansijske teškoće dužnika prevaziđu u ranoj fazi, a kada je to moguće, spreči insolventnost i obezbedi održivost poslovanja. Uvođenjem novih instrumenata u nacionalno zakonodavstvo stupa se u oblast koja se tradicionalno reguliše normama stečajnog prava, koje su uglavnom imperativnog karaktera. To je učinjeno definisanjem okolnosti koje prethode razlozima stečaja i davanjem instrumenata zaštite dužnika od izvršenja. Novi instrumenti su, s druge strane, konsensualne pravne prirode, odnosno uređeni su dispozitivnim normama. Autori ovog rada analiziraju preventivne instrumente, način njihovog uvođenja u zakonodavstvo, kao i posebnosti novog pravnog režima u značajnim privredama u EU, primenom normativnog i uporednopravnog metoda.*

U ovom članku je data analiza primene novih propisa koji su na snazi dve godine i rezultati njihove primene.

Ključne reči: *preventivno restrukturiranje, Evropska unija, oporavak poslovanja.*

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FOREIGN TRADE EXCHANGE OF AGRICULTURAL AND FOOD PRODUCTS OF SERBIA AND BOSNIA AND HERZEGOVINA

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Abstract: *The aim of the paper is to analyze the trends and structure of foreign trade in agricultural and food products between the Republic of Serbia and Bosnia and Herzegovina, classified according to the Standard International Trade Classification (SITC). The analysis covers section 0 - Food and live animals, section 1 - Beverages and tobacco, parts of section 2 - Crude materials, and section 4 - Animal and vegetable oils, fats and waxes. The research is based on available data for the period 2019-2023. The share of individual products in total exports and imports was examined using frequency analysis and variation intervals. In the exchange of agricultural and food products with Bosnia and Herzegovina, the Republic of Serbia achieved an average surplus of 442.4 million USD during the analyzed period. By commodity division, the largest surplus was seen in the exchange of cereals and cereal preparations, averaging 116.5 million USD, while the largest trade deficit was observed in the exchange of fish and processed products, averaging 5.2 million USD. The authors concluded that good export results were achieved during the observed period, with a growth rate of 6.20%.*

Keywords: *agricultural and food products, import, export, Serbia, Bosnia and Herzegovina.*

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INTRODUCTION

Foreign trade exchange represents one of the key aspects of economic relations between countries, enabling the flow of goods, services, capital and technology across national borders. In the context of agricultural and food products, foreign trade plays a vital role, as it allows countries to meet the needs of their citizens, improve product quality and diversify food sources. In that sense, the agricultural and food sector stands as a cornerstone of economic activity, significantly contributing to gross domestic product (GDP) formation and driving trade exchanges within this state and region (Mrdalj et al., 2024).At the same time, it serves as a vital source of income and employment for farmers, workers, and traders across agriculture and the food industry (Zimmermann, Rapsomanikis, 2023).

This sector in the Republic of Serbia is of great importance because it satisfies domestic needs and represents a significant source of income through exports.Serbia's largest food exports are to European Unioncountries, with a 53.9% share, followed by CEFTA (Central European Free Trade Agreement)countries, with a 28.6% share. Within the CEFTA group, Serbia is the largest exporter and importer by value (Filipović, Ignjatović, 2023), and the most important partner country in food trade from Serbia within CEFTA is Bosnia and Herzegovina, which holds 44.9% of this group (Veljković et al., 2023).

Since Bosnia and Herzegovina is a signatory to the CEFTA agreement, it implies that no new burdens on the import or export of agricultural products will be introduced, including quantitative restrictions. The potential for dynamizing the sector exists but is insufficiently used, so the export income is relatively modest.

The Republic of Serbia and Bosnia and Herzegovina, countries with significant agricultural potential and a rich agricultural tradition, have a long history of mutual trade. These countries' agricultural and food sectors significantly differ if self-sufficiency or foreign trade balance is considered.

The characteristics of agricultural and food products, especially when it comes to fresh, i.e. unprocessed products, require special distribution conditions in the optimal time frame, which affects the final price per product unit on the target market.

From the point of view of logistics, for exporting agricultural and food products from the Republic of Serbia, Bosnia and Herzegovina represents an essential export destination, primarily due to the proximity of the market, which enables lower transport costs, i.e. greater competitiveness.

In that order, the paper aims to identify pivotal products involved in bilateral trade, analyze existing challenges, and assess the economic repercussions of this exchange for both countries. The ultimate objective of conducting a comparative analysis is to enhance mutual understanding and strengthen trade relations between the Republic of Serbia and Bosnia and Herzegovina. Our focus will be on uncovering prospects for future collaboration and improving trade relations, all while considering global trends and regional integration. This comprehensive analysis promises valuable insights for policymakers and business leaders alike, aiming to foster stronger economic ties and promote sustainable growth within the agriculture and food industry.

DATA RESOURCES AND WORKING METHOD

The goal of the research is to review the trends and structure of the foreign trade exchange of agricultural and food products of Serbia and Bosnia and Herzegovina in the period 2019-2023. The research is based on the available data, with the applied "desk research" method.

The analysis includes the products that belong to the sections 0- food and live animals and 1- beverages and tobacco, part of the section 2- crude materials and section 4 - animal and vegetable oils,fats and waxes, which are determined by the Standard International Trade Classification.

The data source is the Foreign Trade Database of the Statistical Office of the Republic of Serbia, for the respective years. Standard statistical-mathematical methods were applied, and the most significant phenomena were presented in tables.

RESEARCHING RESULTS

The export of agricultural and food products from the Republic of Serbia to Bosnia and Herzegovina in the analyzed period averaged 543.9 million USD (table 1).

In this five-year period, exports tended to grow. The highest export value was achieved in the last year of the research (2023) when it was 647.7 million USD, while in previous years, it varied in the interval from 473.2 to 595.3 million USD. The value of CAGR (Compound Annual Growth Rate), which amounts to 0.06197, confirmed the claim that there was an increase in exports in the observed period. So, it can be concluded that exports grew by 6.2% on average over the years.

The above corresponds with the previous research by Kuzman (2014), who cites as very indicative of the constant growth of exports to Bosnia and Herzegovina, which in the period 2000-2009 is progressively increasing and has an upward trend line. The same author concludes that, due to the positive development of bilateral relations between the Republic of Serbia and Bosnia and Herzegovina, it is to be expected that in the future there will be an increase in foreign trade exchange between these two countries.

Veličković (2017) states that Bosnia and Herzegovina, in the period he researched (2010-2015), in relation to other CEFTA members, is the country to which the highest value of agricultural and food products was exported from the Republic of Serbia.

And Đurić et al. (2017) point out that from the Republic of Serbia, in terms of CEFTA region countries, the largest part of agro-industrial products is exported to Bosnia and Herzegovina.

Based on the analysis, it can be confirmed that even in the last five years (2019-2023), the position of Bosnia and Herzegovina remained unchanged, i.e. it participates with 45.0% in the total export of agricultural and food products from the Republic of Serbia to the CEFTA countries

The export of agricultural and food products from the Republic of Serbia to the market of Bosnia and Herzegovina consisted of products included in the mentioned commodity sections, which participated differently in the total export. The highest value was achieved in the export of products within section 0 - food and live animals, which averaged 367.8 million USD, which accounted for 67.6% of the total export of agricultural and food products to the market of Bosnia and Herzegovina. In an earlier study, Cvijanović et al. (2009) state that in the period 2004-2007, the value of the export of products belonging to section 0 - food and live

animals from the Republic of Serbia to Bosnia and Herzegovina was at an average level of 175.5 million USD, based on which it can be concluded that there was a significant increase in the export of products belonging to this commodity section.

In the period of analysis, the products of other sections had a significantly smaller share in total exports. Products of section 1 - beverages and tobacco participated in the total export with 18.6%, which averaged 101.2 million USD. The share of section 2 - raw materials and section 4 - animal and vegetable oils and fats amounted to 7.4% and 6.4%, respectively, which in the analyzed period averaged 40.3 million and 34.6 million USD, respectively (table 1).

In the total export of the section 0- food and live animals from the Republic of Serbia to Bosnia and Herzegovina, observed by section, the dominant share, of 35.6%, was the products within the division 04- cereals and cereal preparations, and the value of exports averaged 130.9 million USD. Within this division, the highest export value in 2023 was recorded by the following products: cereal preparations, flour and starch ($63.7 million), corn in grain ($49.1 million), wheat in grain (21, $1 million), wheat flour and semolina ($20.3 million).

It is noticeable that the highest value in the exports of division 04 are products that are raw materials for further processing, which indicates an unfavorable export structure and implies that it is necessary to focus on increasing the share of final agricultural and food products, i.e. products with added value.

Table 1. *Export of agricultural and food products from the Republic of Serbia to Bosnia and Herzegovina, per sections and divisions (2019-2023), 000$*

Product list	Average value (000 $)	Structure Total=100 %	Variation interval	
			min	max
Live animals	15.882	4,3	12.013	21.378
Meat and meat preparations	29.344	8,0	25.643	33.311
Dairy products and birds' eggs	20.005	5,4	17.350	24.234
Fish, crustaceans, mollusks and preparations thereof	2.700	0,7	2.148	3.243
Cereals and cereal preparations	130.860	35,6	104.491	165.591
Vegetables and fruit	36.318	9,9	30.236	45.558
Sugar, sugar prep. and honey	13.344	3,6	9.816	21.712
Coffee, tea, cocoa, spices, and manufactures thereof	31.649	8,6	29.139	37.144
Feeding stuff for animals	40.333	11,0	37.037	43.853
Miscellaneous edible prod. and preparations	47.374	12,9	32.991	63.492
Food and live animals	**367.810**	**100,0**	**317.966**	**429.040**
Beverages	80.752	79,8	59.054	121.964
Tobacco and tobacco manufactures	20.473	20,2	16.301	27.912
Beverages and tobacco	**101.225**	**100,0**	**75.356**	**149.876**
Hides, skins and fur skins, raw	1.309	3,2	517	2.716
Oil-seeds and oleaginous fruits	35.055	87,0	27.651	42.996
Crude animal and vegetable materials	3.948	9,8	3.029	4.773
Crude materials	**40.312**	**100,0**	**33.396**	**47.812**
Animal oils and fats	168	0,5	107	263
Fixed vegetable fats and oils, crude, refined...	33.541	97,0	20.793	47.763
Animal or vegetable fats and oils, processed	864	2,5	416	1.142
Animal and vegetable oils, fats and waxes	**34.574**	**100,0**	**22.043**	**48.774**
Total	**543.921**		**473.156**	**647.777**

Source: Account based on Foreign Trade Statistics, Statistical Office of the Republic of Serbia

According to earlier research by Nikolić (2011), in 2009, as in previous years, the Republic of Serbia had a high share of goods in exports that, among others, belonged to section 0 - food and live animals, and mostly these were products that represent raw materials for further processing. Radisavljević et al. (2017) and Ignjatović et al. (2020) point out that the structure of exports is not well designed and that products of lower stages of processing dominate.

It is important to state that compared to 2020, when the lowest export value of section Cereals and cereal preparations was achieved (104.5 million USD), in the last year of the research (2023), there was an increase in exports by 51.9% when exports were at the level of 158.7 million USD.

This is followed by the export of products within the division09 - Miscellaneous edible products and preparations, with a share of 12.9%, which amounted to an average of 47.4 million USD, and the most important products of this section were sauces and preparations for them, the export of which was in the last year of the research amounted to 11.9 million USD.

A significant share was also recorded by products within division08 - animal feed (except grain), whose value amounted to an average of 40.3 million USD, i.e. 11.0% of the total export of the commodity section 0 - food and live animals to the market of Bosnia and Herzegovina. The highest value in the export of products within this section in 2023 was achieved by industrial products for animal nutrition ($35.6 million), while other products of this section (sugar beet noodles, soybean and sunflower oil cakes, bran from wheat and corn) achieved significantly lower values.

According to the value of exports, the products of section 05 - vegetables and fruits and 07 - coffee, tea, cocoa, spices and their products, followed which participated with 9.9 and 8.6% respectively in the total export value of section 0 - food and live animals, which in the analyzed period averaged 36.3 and 31.6 million USD, respectively, while the products of division 01 - meat and meat preparations participated in the export of the section with 8.0%, which amounted to an average of 29.3 million USD. Of the mentioned commodity sections, the following products recorded the highest export value in 2023: chocolate and other products with cocoa ($20.7 million), coffee extracts, essences and concentrates

($12.0 million), meat sausages ($7.1 million), apples, fresh ($2.3 million), carrots and similar vegetables, fresh ($1.8 million), peppers, fresh ($1.7 million), peaches, fresh ($1.7 million), plums, fresh ($1.5 million).

In the total export of section 1 - beverages and tobacco from the Republic of Serbia to Bosnia and Herzegovina, which averaged 101.2 million USD, the products of division 11 - beverages had a dominant share of 79.8%, and the value exports averaged 80.7 million USD. The remaining export of this section, with a share of 20.2%, belongs to division 12 - tobacco and tobacco manufactures, whose products achieved an average value of USD 20.5 million in the analyzed period. The highest value in the export of products within division 11 - beverages and tobacco in 2023 was achieved by the following products: beer ($56.2 million), water with added sugar ($17.0 million), mineral and carbonated water, without sugar ($8.4 million), grape wine ($5.0 million), cigarettes containing tobacco ($27.8 million).

Analyzing the export of agro-industrial products from the Republic of Serbia to Bosnia and Herzegovina in the period 2004-2008, Vlahović et al. (2009) state that alcoholic beverages, grain products and livestock for slaughter are the most important export products.

The export of agricultural and food products belonging to commodity section 2 - crude materials in the analyzed period averaged 40.3 million USD. The largest share in this section (80.7%) was achieved by products belonging to division 22 - Oil-seeds and oleaginous fruits, and the average export value was 35.0 million USD. Within the mentioned commodity section, the highest export value in 2023 was achieved by sunflower seeds ($29.5 million), followed by rapeseed ($3.9 million). Other divisions of this section, 21- Hides, skins and fur skins, raw and 29- Crude animal and vegetable materials, achieved significantly lower values in exports.

Agricultural and food products belonging to commodity section 4 - Animal and vegetable oils, fats and waxes achieved an average export value of 34.6 million USD. The products of section 42 - Fixed vegetable fats and oils, crude, refined (97.0%) had the largest share in the export of this section, and the average export value was at the level of 33.5 million USD. The products that achieved the highest values in the

export of this section in 2023 are sunflower oil, refined ($15.6 million), sunflower oil, raw ($8.2 million) and rapeseed or canola oil, raw ($3.0 million).

It is important to state that the highest export value of the products of this section was achieved in 2019, when it amounted to 48.8 million USD, that in the years that followed there would be pronounced instability of the export value, which varied in the interval from 22.0 to 38.2 million USD.

The average import of agricultural and food products from Bosnia and Herzegovina to the Republic of Serbia was 101.5 million USD (table 2). Imports varied significantly during the analyzed five-year period, and the highest value was achieved in 2021 when it amounted to 116.8 million USD.

The products of the commodity section 0 - food and live animals - dominated imports. The value of the import of these products amounted to an average of 87.3 million USD, which accounted for 86.0% of the total value of the import of agricultural and food products from Bosnia and Herzegovina. In an earlier study, Cvijanović et al. (2009) state that in the period 2004-2007. year, the value of imports of products belonging to section 0 - food and live animals from Bosnia and Herzegovina to the Republic of Serbia was at an average level of 24.8 million USD, which represents a significantly lower value compared to the imports that were realized in the period of the present analysis.

Observed by product sections, the largest share, of 21.7%, was held by products within section 02 - Dairy products and bird eggs, and the value of imports amounted to an average of 19.0 million USD (table 2). The import of products of this section in the analyzed period varies significantly, and the highest value was achieved in 2019 when it amounted to 24.2 million USD. The highest value in the import of this section in 2023 was achieved by milk and sour cream from 1% to 6% fat. ($9.5 million) and poultry eggs, in the shell ($3.9 million), while other products of this section achieved significantly lower values.

Table 2. *Import of agricultural and food products from Bosnia and Herzegovina to the Republic of Serbia, per sections and divisions (2019-2023), 000$*

Product list	Average value (000 $)	Structure Total=10 0%	Variation interval	
			min	max
Live animals	319	0,4	78	619
Meat and meat preparations	13.696	15,7	11.514	15.449
Dairy products and birds' eggs	18.980	21,7	15.264	24.184
Fish, crustaceans, mollusks and preparations thereof	7.922	9,1	5.022	9.741
Cereals and cereal preparations	14.375	16,5	9.079	22.157
Vegetables and fruit	17.557	20,1	8.471	29.103
Sugar, sugar prep. and honey	873	1,0	116	2.978
Coffee, tea, cocoa, spices, and manufactures thereof	5.047	5,8	4.395	5.882
Feeding stuff for animals	6.090	7,0	3.689	9.790
Miscellaneous edible prod. and preparations	2.432	2,8	1.820	3.125
Food and live animals	**87.291**	**100,0**	**76.211**	**100.704**
Beverages	7.741	96,3	4.654	11.529
Tobacco and tobacco manufactures	300	3,7	34	544
Beverages and tobacco	**8.041**	**100,0**	**5.198**	**11.563**
Hides, skins and fur skins, raw	765	21,9	699	862
Oil-seeds and oleaginous fruits	1.476	42,2	643	3.740
Crude animal and vegetable materials	1.257	35,9	812	1.872
Crude materials	**3.498**	**100,0**	**2.277**	**5.618**
Animal oils and fats	280	10,6	1	424
Fixed vegetable fats and oils,crude,refined...	2.341	88,5	24	6.571
Animal or vegetable fats and oils,processed	24	0,9	20	36
Animal and vegetable oils,fats and waxes	**2.646**	**100,0**	**50**	**7.031**
Total	**101.476**		**83.736**	**116.814**

Source: Account based on Foreign Trade Statistics, Statistical Office of the Republic of Serbia

According to the import value, the following are products within section 05- Vegetables and fruit, the value of which amounted to an average of 17.6 million USD, i.e. 20.1% of the total import of commodity section 0- food and live animals from Bosnia and Herzegovina. Imports varied significantly, the highest value of imports was achieved in 2021 ($29.1), while the lowest value was achieved in the last year of the survey when it amounted to 8.5 million USD. The products that achieved the highest values in the import of this section from Bosnia and Herzegovina in 2023 are raspberries, frozen ($4.8 million) and blackberries, frozen ($1.2 million).

In addition to the above, a significant share in imports was recorded by the products of division04- cereals and cereal preparations, with a share of 16.5%, i.e. an average of 14.4 million USD, and division01- meat and meat preparations, with a share of 15.7%, which averaged USD 13.7 million. Of the mentioned product sections, the following products recorded the highest value in imports from Bosnia and Herzegovina in 2023: sweet biscuits, waffles and wafers ($11.4 million), mixes and dough for bakery products ($6.5 million), poultry meat and offal, canned ($6.7 million), Poultry cut into pieces and offal, frozen ($2.5 million), pork ham and ham steaks, canned ($2.2 million).

The import of products of section 1- beverages and tobacco from Bosnia and Herzegovina to the Republic of Serbia amounted to an average of 8.0 million USD. The dominant participation, of 96.3%, was held by products within section 11- beverages, and the value of imports was at an average level of 7.7 million USD. The rest of the import value of this section belonged to the products of division 12- tobacco and tobacco manufactures, which had a share of 3.7%, and the value of imports was, on average, 300 thousand USD.

Within division11- beverages and tobacco in 2023, the following products achieved the highest value of imports: beer ($3.9 million), water with added sugar ($1.4 million), liqueurs, including "cordials" ($382 thousand), alcoholic beverages obtained by distilling wine ($248 thousand), grape wine ($530 thousand), cigarettes containing tobacco ($31 thousand).

The import of agricultural and food products belonging to commodity section 2- crude materials from Bosnia and Herzegovina amounted to USD 3.5 million on average. The largest participation in this section, which amounted to 42.2%, was achieved by products belonging to division 22- oil-seeds and oleaginous fruits, and the value of imports was at an average level of 1.5 million USD. They are followed by commodity

division 29- Crude animal and vegetable materials and 21- Hides, skins and furskins, raw, which participated with 35.9 and 21.9%, respectively, in the total import value of section 2- raw materials, which in the analyzed period is the average amounted to 1.3 million USD, i.e. 765 thousand USD. Within the mentioned section, in 2023, the highest import value was achieved by sunflower seeds for sowing ($674 thousand) and vegetable seeds for sowing ($645 thousand)

In the import of agricultural and food products from Bosnia and Herzegovina belonging to commodity section 4- animal and vegetable oils and fats, an average value of 2.6 million USD was achieved. The products of division42- solid vegetable fats and oils, raw and refined (88.5%) had the largest share in the export of the section, and the average export value was at the level of 2.3 million USD. The products belonging to this section in the analyzed period recorded an intensive increase in the value of imports. In the first year of the research, imports amounted to 24 thousand USD, and in the last year of the analyzed period, imports were at the level of 6.6 million USD. The products that in 2023 achieved the highest values in the export of this section are sunflower oil, refined ($5.5 million) and canola or canola oil, refined ($1.1 million).

Vico et al. (2010) state that although there are significant agricultural resources in Bosnia and Herzegovina, this country is a large importer of food and that as a net importer of agricultural and food products in these sections, it has a constant foreign trade deficit.

In an earlier study analyzing the foreign trade exchange of Bosnia and Herzegovina in the period 2008-2014, Kulelija et al. (2016) state that during the analyzed period, the agro-industrial sector recorded high participation in the total imports of Bosnia and Herzegovina and additionally recorded a growth of 6.7%, as well as that the negative foreign trade balance is continuously present.

The small volume of export of agricultural products, i.e. import dependence, of Bosnia and Herzegovina points to problems related to the fact that large areas of agricultural land have not been cultivated for many years, as well as the present small number of domestic animals cannot meet even the minimum needs of processing capacity and domestic consumption (Radosavac et al., 2015). Due to insufficient utilization of domestic capacities in this country, as stated by the same

authors, there is significant import of a large number of agro-industrial products.

In this regard, Milovanović et al. (2018) state that the main difficulties that characterize the agriculture of Bosnia and Herzegovina are the small number of farmers, the small number of young farmers, elderly households, the reduction of arable land, the lack of agricultural mechanization, high prices of raw materials and difficult transportation of products to the market due to bad roads. The same authors point out that these factors affect the increase in production costs and decrease in productivity and competitiveness.

Marjanović et al. (2021) point out in their research that the structure of exported goods from Bosnia and Herzegovina is unfavorable, with the largest share of goods of low added value, and that the country's trade performance still lags behind other countries in the region due to burdensome administrative trade procedures and limited capacity for export promotion.

The Republic of Serbia and Bosnia and Herzegovina achieved a positive foreign trade balance of agricultural and food products in all years of the analyzed period. The average annual surplus in the exchange of the mentioned products amounted to 442.4 million USD (table 3).

The largest surplus was realized in the last year of the research, i.e. 2023, when it amounted to 541.4 million USD, while the smallest surplus in the value of 378.8 million USD was realized in 2020. In an earlier study, Vlahović et al. (2009b) state that in the period 2004-2008achieved a positive balance of exchange of agro-industrial products with Bosnia and Herzegovina and that in that period, it amounted to an average of 158.4 million dollars per year.

A positive trade balance with Bosnia and Herzegovina was achieved in the case of all commodity sections included in the analysis. The largest surplus was realized in the exchange of products belonging to section 0- food and live animals, which averaged 280.5 million USD. It is followed by section 1- beverages and tobacco, with an average surplus value of USD 93.2 million and part of section 2- crude materials, with an average surplus of USD 36.8 million, while the smallest surplus was achieved in the exchange of products belonging to section 4- Animal and vegetable oils,fats and waxes, which averaged 31.9 million USD.

Table 3. *Balance of foreign trade exchange of agricultural and food products of the Republic of Serbia and Bosnia and Herzegovina, per sections and divisions (2019-2023), 000 USD*

Product list	Export (000 $)	Import (000 $)	Balance (000 $)
Live animals	15.882	319	15.563
Meat and meat preparations	29.344	13.696	15.648
Dairy products and birds' eggs	20.005	18.980	1.025
Fish, crustaceans, mollusks and preparations thereof	2.700	7.922	-5.222
Cereals and cereal preparations	130.860	14.375	116.485
Vegetables and fruit	36.318	17.557	18.761
Sugar, sugar prep. and honey	13.344	873	12.471
Coffee, tea, cocoa, spices, and manufactures thereof	31.649	5.047	26.602
Feeding stuff for animals	40.333	6.090	34.243
Miscellaneous edible prod. and preparations	47.374	2.432	44.942
Food and live animals	**367.810**	**87.291**	**280.519**
Beverages	80.752	7.741	73.011
Tobacco and tobacco manufactures	20.473	300	20.173
Beverages and tobacco	**101.225**	**8.041**	**93.184**
Hides, skins and fur skins, raw	1.309	765	544
Oil-seeds and oleaginous fruits	35.055	1.476	33.579
Crude animal and vegetable materials	3.948	1.257	2.691
Crude materials	**40.312**	**3.498**	**36.814**
Animal oils and fats	168	280	-112
Fixed vegetable fats and oils,crude,refined...	33.541	2.341	31.200
Animal or vegetable fats and oils,processed	864	24	840
Animal and vegetable oils,fats and waxes	**34.574**	**2.646**	**31.928**
Total	**543.921**	**101.476**	**442.445**

Source: Account based on Foreign Trade Statistics, Statistical Office of the Republic of Serbia

If the foreign trade exchange of agricultural and food products is observed from the point of view of the sections, it can be seen that the Republic of Serbia achieved a positive balance in the exchange of all product sections, with the exception of section 03- fish, crustaceans, molluscs and preparations thereof, in which case achieved a deficit of 5.2 million USD and products of section 41- Animal oils and fats where the value of the deficit amounted to 112 thousand USD on average.

The largest surplus was achieved in the exchange of products within the division04- cereals and cereal preparations, which averaged 116.5 million USD, followed by the products of division11- beverages, with 73.0 million USD, division09- miscellaneous edible products and preparations, with 44.9 million USD and division08- feeding stuff for animals, which achieved a surplus in foreign trade exchange that amounted to an average of 34.2 million USD.

In the research related to the period 2005-2011, Ćejvanović et al. (2014) state that Bosnia and Herzegovina achieved a negative foreign trade balance or deficit in trade in agricultural products, where growth rates and decline of trade deficit in agricultural products are mostly directly related to the movement of agricultural products import in Bosnia and Herzegovina, while impact of export of identical products to the movement of deficit is significantly lower.

CONCLUSION

The export of agricultural and food products from the Republic of Serbia to the market of Bosnia and Herzegovina had a growing tendency and amounted to an average of 543.9 million USD. The highest export values were products belonging to divisions04- cereals and cereal preparations, 11- beverages and 09- miscellaneous edible products and preparations, which accounted for almost half (47.6%) of the total value of exports in the analyzed period.

An average value of USD 101.5 million was realized in the import of agricultural and food products from Bosnia and Herzegovina to the Republic of Serbia. The largest share in imports was produced by products within division02- dairy products and birds eggs, followed by products from division05- vegetables and fruits and division04- cereals and cereal preparations. The importance of the aforementioned product

sections is indicated by their high participation in the structure, i.e. they accounted for more than half (50.2%) of the total import of agricultural and food products from Bosnia and Herzegovina.

More significant growth in exports and taking a leadership position on the market of Bosnia and Herzegovina, as stated by Vlahović et al. (2009a), is possible to achieve by decisive application of the marketing concept and investment in an agro-industrial complex whose final products have a higher degree of finishing. Puškarić et al. (2011) state that the marketing concept of business should be given a dominant place in the conception of production and export, in order to meet the needs of the target market and achieve adequate profit, i.e. the production of agricultural and food products must be directed according to the needs and demands of consumers in certain market segments of Bosnia and Herzegovina.

In addition to the above, it is important that the focus is still on the great possibilities of developing foreign trade exchange with Bosnia and Herzegovina, primarily due to membership in the CEFTA agreement, as well as the proximity of the market and compatibility with the possibilities of the agricultural and food complex of the Republic of Serbia.The implementation of the CEFTA agreement and the trade facilitation guaranteed to the members of this agreement will continue to have a significant impact on the development of foreign trade exchange of agricultural and food products.

In the analyzed five-year period, the Republic of Serbia recorded a surplus in foreign trade of agricultural and food products with Bosnia and Herzegovina, which averaged 442.4 million USD, and the balance was positive in all of the years that were the subject of research.

It is evident that good export results were achieved in the analyzed period, especially if the foreign trade exchange is compared with previous research that dealt with this topic.The analysis also revealed substantial prospects for enhancing trade relations between Serbia and Bosnia and Herzegovina. By implementing effective policies and measures, sustainable growth and development within the agricultural and food sectors can be achieved in both countries. This, in turn, will bolster economic ties and elevate living standards for the population.Monitoring and flexible adaptation of trade policies are

crucial for the effective exchange of agricultural and food products between Serbia and Bosnia and Herzegovina. Both global trends and regional collaboration significantly influence trade relations. An active trade policy focused on enhancing foreign trade ties and aligning with international standards further contributes to this dynamic.

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SPOLJNOTRGOVINSKA RAZMENA POLJOPRIVREDNO-PREHRAMBENIH PROIZVODA SRBIJE I BOSNE I HERCEGOVINE

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Sažetak: *Cilj rada je da se sagledaju ispoljeni trendovi i struktura spoljnotrgovinske razmene poljoprivredno-prehrambenih proizvoda Republike Srbije i Bosne i Hercegovine, prema Standardnoj međunarodnoj trgovinskoj klasifikaciji (SITC), za proizvode u okviru sektora 0- hrana i žive životinje, sektora 1- pića i duvan, dela sektora 2- sirove materije i sektora 4- životinjska i biljna ulja i masti. Istraživanje je bazirano na raspoloživim podacima za vremenski period 2019-2023. godina. Učešće pojedinačnih posmatranih proizvoda u ukupnom izvozu i uvozu istraživano je analizom frekvencije i intervalima varijacije.*

U razmeni poljoprivredno-prehrambenih proizvoda sa Bosnom i Hercegovinom, Republika Srbija je u analiziranom periodu ostvarila suficit koji je prosečno iznosio 442,4 miliona USD. Posmatrano po odsecima proizvoda najveći suficit ostvaren je u razmeni žitarica i proizvoda od žitarica, prosečno 116,5 miliona USD, dok je najveći trgovinski deficit ostvaren kod razmene ribe i prerađevina koji je prosečno iznosio 5,2 miliona USD. Autori zaključuju da su u posmatranom periodu ostvareni dobri rezultati izvoza, sa stopom rasta od 6,20%.

Ključne reči: *poljoprivredno-prehrambeni proizvodi, uvoz, izvoz, Srbija, Bosna i Hercegovina.*

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JOINT INVESTMENTS OF THE REAL ECONOMY AND HEALTHCARE INSTITUTIONS IN THE REPUBLIC OF SERBIA

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Abstract: *The study presents the importance of joint financial investment between two forms of organizing the economy, more precisely between the real economy and healthcare with the aim of improving both business and the provision of health services to the population. The aim of the work was to reveal the existence of a difference in the total*

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income generated on the basis of a joint financial investment in such a business. The work was done because there was a need for practical research that would clearly show the existence of differences regarding the formation of profits of two different organizations of economic activities. The basic results reached by the authors in this paper indicate that it is possible to predict the formation of total profit based on total income and total costs in the business of real economy companies on the one hand, and on the other hand that predicting future profit is even more reliable in the business of health institutions that are opted for joint financial investments with companies from the real economy.

Keywords: *joint venture, real economy, health care, facilities, profit.*

INTRODUCTION

Joint investments are created with the aim of achieving ambitious goals that are primarily of an economic nature in the business of numerous legal entities.

First of all, joint financial investments should be viewed from multiple levels, such as investments that may arise between several countries, but also in regular business between numerous heterogeneous legal entities that enter into business with joint investments.

The macroeconomic observation of joint ventures between companies operating in the territory of several countries is mainly based on the inequality that exists between several countries, such as the unequal number of employees, different production capacities, different natural conditions and the existence of natural resources as a basis for economic activities.

The next level of observation is the observation of the reasons why it arises between different legal entities, that is, numerous studies indicate that it is necessary to respect the existing resources at their disposal, which are undertaken with the aim of realizing the benefits that can arise from joint financial investments.

In most cases, joint investments within the business of several companies are created on the basis of mutual benefit, that is, they are realized on the basis of the achievement of the optimal first of all basic economic factors affecting the overall business.

In recent years, the existence of the process of joint financial investments that arise between different legal entities operating in different economic activities has been observed, all with the aim of maximizing the achievable profit.

An innovative approach could be in observing two heterogeneous categories of legal entities. That is why the goal of the authors of the study was set to investigate financial investments between representatives of the real economy and health institutions, which was carried out with the aim of realizing the benefits from the observed investment.

Acknowledging the stated propositions, the authors defined the Hypothesis. Hypothesis H: 1, that there is no difference in the formation of total income, total costs and profit that arises in relation to joint investment between two forms of economic entities, that is, companies that operate in the field of real economy and health institutions.

LITERATURE OVERVIEW

In theoretical approaches, there are numerous works that focus on investments, primarily financial investments within the observation of the health system, such as works that indicate the influence of public and private institutions on processes (Lysandrou et al., 2016). However, business investments in the Eurozone countries are highlighted as investments of great importance, which can be seen in the works of authors such as (Consolo et al., 2018). In addition, there are authors who direct their focus on the financing of public investments that are viewed from a national perspective (Fadiran, 2019), which is even more important when the results of such activities in the strongest economies are indicated, which is visible in works such as (van Klyton et al., 2019), (Zhang et al., 2016) as well as within significant organizations such as the OECD countries, as emphasized by authors such as (Shin et al., 2019).

However, such an overall observation also has a large dose of individualism in the observation of investments in public institutions, which can be seen in works such as (Zhang et al., 2020), i.e. even within sub-national investments, as pointed out by the authors (Karst et al., 2021), that is, in works focused on the observation of Latin American countries, which can be seen in the author (Jung & Melguizo, 2022).

Financial investment jobs are connected with internal audit processes, as pointed out by the author (Popović, 2016), which is also seen in the author's work (Hayat, 2019) with the emphasis that it is necessary to pay attention to investing in economic activities, as well as to corporate governance, which the authors pointed out in their work (Agyei et al., 2022), especially if it concerns modern trends of the green economy type, which can be seen in the work of the authors (Mo et al., 2022).

Joint investments can very quickly lead to the transformation of entities, which can be seen in works such as (Edenhofe et al., 2022) as well as in the work of the author (Erdoğan et al., 2023), where there is still a greater emphasis on the security of investments that arise in real business.

RESEARCH RESULTS AND DISCUSSIONS

For the purposes of the research, a survey was completed by top managers from 184 surveyed subjects, that is, 74 top managers from companies operating in the real economy, as well as 110 top managers of health care institutions. The period in which the data was collected was from 01.04 until 30.04, 2024 on the territory of the Republic of Serbia. The evaluation interval of the top managers ranged from 1-10, with the lowest level of evaluation being 1, and the strongest belief expressed with 10 based on the joint investment between the mentioned entities. After the survey, the authors performed statistical data processing and analysis using the Statistical Package of Social Science, version 25. In addition, the authors applied a t-test in the paper to examine the differences in the evaluation of top managers who lead companies from the real economy and the evaluation of top managers health institutions. Regression analysis was applied to predict profits based on total revenues and total costs. A level of 0.05 was used for the threshold value of significance.

The results are grouped into three parts.

The importance of establishing a realistic representation of joint investment between the real economy and health institutions

Joint investments in order to realistically see the joint investment between the real economy and health institutions are presented by the authors in Table 1.

Table 1. *Presentation of the differences obtained based on the evaluation of the top management of companies in the real economy and the evaluation of the managers of health institutions*

	Enterprises of the real economy	Health organizations	t	p
	Middle value			
Total income	5.06 ± 0.56	5.15 ± 0.75	-0.895	0.372
Total cost	4.00 ± 0.87	3.79 ± 0.78	1.599	0.112
Profit	1.06 ± 0.56	1.36 ± 0.48	-3.594	<0.0005*

Source: Authors, 2024.

From the presentation in Table 1, it can be seen that there is a significant difference in the category of profit formation, where managers from health institutions had more confidence in joint ventures, i.e. they rated such business with higher ratings compared to the evaluation of top managers who come from the real business sphere. As another point of view, it could be stated that there is no significant difference for the incomes and expenses thus formed. Hypothesis H: 1 is partially accepted, that is, there are no differences in the formation of total revenues and total costs, while there are significant differences in the formation of profits comparing joint investments between companies of the real economy and health institutions.

The importance of making a valid business decision in real business was the assumption of authors such as (Arnautović et al., 2021), which was confirmed by the results obtained after the presentation of the obtained results in the previous table, i.e. based on the presentation of the impact of top management's valuation on investments in two different forms of organization economy, which coincides with the views of the authors who indicated the importance of investment and economic development (Li et al., 2023). Similar views were expressed in their work by the authors (Radović et al., 2023) who emphasized the importance of financial investment in the public sector, which the authors of this work fully appreciated in the setting of this work, and the obtained results confirmed the statements made about the importance of financial investment which are undertaken by health institutions in order to optimize operations, noting that the importance of financial investment in the real economy should not be omitted, as the authors pointed out (Yu & Jo 2022).

Forecasting the total profit based on the total income and total costs of companies in the real economy

In the study, research was set up that used multiple linear regression to examine whether it is possible to predict the formation of total profit for companies in the real economy based on the observation of joint ventures based on total revenues and costs.

A coefficient of determination of 0.842 was obtained by regression analysis. Therefore, it can be seen that the obtained model describes with 84.2% of the total variance the value of joint investments of the mentioned entities. Total profit can be predicted based on total income and expenses as the model is significant as the rejected values ($F=183.604$, $p<0.0005$) confirmed it.

Table 2. *Forecasting the formation of total profit in real economy companies*

	Beta	t	p
A constant	-	2.183	0.032*
Total income	0.768	12.770	<0.0005*
Total cost	-1.148	-19.101	<0.0005*

Source: Authors, 2024.

Based on the results shown in Table 2, it can be seen that the total revenue and cost have a significant impact on the prediction of profit for real economy companies based on joint ventures with healthcare institutions.

Acknowledging the needs of the real economy for complex financial investment was the premise of numerous authors such as (Popović et al., 2017; Golub et al., 2019), which was essentially acknowledged in this paper, but a step was taken that differs from the author's views. such as (McConnell et al., 2021) who focused on the analysis of classic credit relationships in business; with a note that in no segment do the results of the work contradict the results obtained by authors such as (Radović et al., 2019; Thomas-Miskin et al., 2022) who emphasized the importance of financial investment and the implementation of internal controls in legal entities that introduce financial investments into business with the expectation of gaining benefits from such business, which can be seen in works such as (Li et al., 2024).

Forecasting total profit based on total revenue and total costs for health care institutions

The research used multiple linear regression. The goal of such application of regression was to see if the examination of future total income and expenses can be predicted by forming the total profit for health institutions on the basis of joint ventures with enterprises of the real economy.

Using regression analysis, the coefficient of determination was obtained, which was 0.999. This indicates that the obtained model describes with 99.9% of the total variance the prediction of joint ventures between companies of the real economy and health institutions.

Table 3. *Prediction of the total profit of healthcare organizations created by joint investment with companies of the real economy*

	Beta	t	p
A constant	-	5.123	<0.0005*
Total income	0.869	16.120	<0.0005*
Total cost	-1.282	-21.208	<0.0005*

Source: Authors, 2024.

The obtained results in Table 3 indicate that the total profit can be predicted based on the total income and expenses, since the model is significant ($F=327.125$, $p<0.0005$). It can also be seen that the total income and cost have a significant impact (<0.0005*) on the prediction of profit for healthcare organizations created on the basis of joint ventures with enterprises of the real economy.

CONSLUSION

The first conclusion would be that there are no significant differences in the total revenues generated from joint ventures of real economy companies with health institutions. This is indicated by the obtained value for total income ($p = 0.372$) as well as the obtained value of total costs ($p = 0.112$), while there are significant differences in the formed profit based on joint investment between the real economy and health institutions, because the obtained value for profit ($p<0.0005$*), as shown in Table 1.

The second conclusion would be that it is possible to predict the formation of total profit based on total income and total costs of companies in the real economy, with 84.2% of the total variance based on joint investments of the mentioned entities. The prediction of the total profit can be predicted with certainty because the obtained values are such ($F=183.604$, $p<0.0005$) which is visible in Table 2.

The third conclusion would be that the future formation of total profit can be predicted on the basis of the formed values of total income and costs in the resulting joint investments of health institutions with enterprises of the real economy, because the obtained model describes it with 99.9%, since the model is significant ($F=327.125$, $p <0.0005$).

Therefore, taking into account the views of numerous authors, the importance of joint investments in order to optimize business has been confirmed. This paper, in the opinion of the author, showed innovation in the comparison of two important categories of legal entities in this matter, i.e. companies that operate dominantly in the real economy and health institutions, and both categories have the opportunity to derive benefits from joint investments that are visible in the category of income, costs and get. Therefore, the formation of key economic categories (income and costs) has a significant impact on the prediction of profits in the business of health institutions and the real economy based on joint investments, which generally should be further observed in future research by introducing a comparison between the benefits of joint investments and classic financial credit in business between domestic legal entities as well as in business with foreign legal entities, and all in the context of welfare and benefits in relation to patient requirements.

CONFLICT OF INTEREST

None is declared.

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ZAJEDNIČKA ULAGANJA REALNE PRIVREDE I ZDRAVSTVENIH USTANOVA U REPUBLICI SRBIJI

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Sažetak: *U studiji je dat prikaz značaja zajedničkog finansijskog ulaganja između dva oblika organizovanja privrede, preciznije između realne privrede i zdravstva, sa ciljem poboljšanja kako poslovanja tako i pružanja zdravstvenih usluga stanovništvu. Cilj rada je bio da se otkrije postojanje razlike u formiranim ukupnim prihodima nastalim na osnovu zajedničkog finansijskog ulaganja u takvom poslovanju. Rad je nastao zato što je postojala potreba praktičnog istraživanja koja bi jasno pokazala postojanje razlika u pogledu formiranja dobiti dve različite organizacije privrednih aktivnosti. Osnovni rezultati do kojih su autori u ovom radu došli ukazuju da je moguće predvideti formiranje ukupne dobiti na osnovu ukupnih prihoda i ukupnih troškova u poslovanju preduzeća realne privrede sa jedne strane, a sa druge da je predviđanje buduće dobiti još sigurnnije u poslovanju zdravstvenih ustanova koje su se opredelile za zajednička finansijska ulaganja sa preduzećima iz realne privrede.*

Ključne reči: *zajedničko ulaganje, realna privreda, zdravstvene ustanove, dobit.*

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EFFICIENCY OF INTERNAL CONTROLS IN FINANCIAL MANAGEMENT: A REVIEW FROM THE AUDIT PERSPECTIVE

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Abstract: *The effectiveness of internal controls in financial management is crucial for ensuring the integrity, accuracy, and legality of financial transactions and reports. From an audit perspective, the internal control system is analyzed to determine whether it is designed and operated in a manner that reduces risk and helps achieve business objectives. The development of auditing and internal control has evolved through numerous historical and economic changes, emphasizing the fundamental goal of establishing clear financial oversight. Consequently, this study explores the managerial impacts facilitated by internal control, focusing on the intrinsic role of audit as a component of financial oversight.*

Keywords: *internal control, financial management, audit, supervision, risk analysis.*

INTRODUCTION

Auditing has been conducted since the fifteenth century and remains a subject of the ongoing debate regarding financial statements. It is known that auditors were engaged as early as the fifteenth century to prevent fraud in the records maintained by estate managers of wealthy landowners in England. While its origins trace back to ancient times, the

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development of the auditing function accelerated most notably during the twentieth century.

To fully grasp the concept, role, and significance of internal auditing, it is essential to understand its embryonic origins, developmental trajectory, and its current state in developed countries worldwide. Without knowledge of these aspects, it is impossible to comprehend the role of internal auditing within the business system and its contribution to enhancing management efficiency and business operations.

Modern business systems are evolving to establish new organizational frameworks where management assumes responsibility for the functioning of internal controls. To achieve an effective control system, managerial structures often establish a dedicated organizational unit tasked with conducting subsequent oversight. Therefore, from both theoretical and practical perspectives, there is consensus that internal oversight must be adequate, encompassing ongoing and following verification, i.e., a system of internal control and auditing. This study focuses on understanding how this system operates in essence and its role as an integrating mechanism. The goal is to methodologically analyze content to extract key facts and provide guidelines for further development, enhancing control processes in alignment with contemporary business systems.

INTERNAL AUDIT – THE KEY TO EFFECTIVE INTERNAL CONTROL

The professional literature covering the financial control field often emphasizes claims that daily internal control originated long before internal audit, which serves as a subsequent form of oversight primarily focused on financial scrutiny of final adjustments in business operations. On the other hand, numerous authors exploring auditing and internal financial checks argue that both aspects of internal oversight emerged simultaneously. They propose that distinct approaches were used to examine the financial operations of public services and enterprises. Following the evolutionary development of financial control and monetary transactions, which are essentially a public good, we find its earliest forms in ancient Egypt and Greece. In Egypt, there were two authorized individuals responsible for overseeing and monitoring tax

revenues. Ancient Greece had "registers" who controlled state transactions and monitored accountants directly handling financial resources. The ancient Greek business system, characterized by ongoing supervision throughout the year, positioned "registers" as the first auditors. It can be assumed they were precursors to the later development of auditing in the Roman state, which featured a highly complex multi-layered control system.

Contemporary systems of internal audit and financial control in market operations are accompanied by a specialized management development segment that establishes and appoints systems of ongoing and subsequent control. These systems are mandated to monitor financial movements and provide management with real-time financial status through reporting mechanisms. Corporate management is particularly keen on ensuring proper implementation of internal control and audit processes, as these serve as a form of oversight. However, it should be noted that an internal audit alone cannot fully safeguard a company, as negative business effects can stem from various factors associated with its operations (Popović, Mijić, Grublješić, 2014). The introduction of new internal controls, accompanied by auditing, finds justification in the continual growth of market-oriented enterprises, decentralization and diversification of operations, complexity of management systems, and coordination of information and data processing—all critical concerns for managers and business owners alike. Numerous studies in the field of internal control often focus on contrasting views between owners and managers and their potential impact on internal control mechanisms (Abdullah, Maryanti, 2021). Establishing a managerial and supervisory segment within internal control by management simultaneously provides clear guidelines for enhancing the quality of management and supervisory boards, which collectively have a significant impact on control efficiency. Their commitment to ethical business practices and control establishment is crucial, with clearly defined responsibilities and hierarchies in the organizational aspect aiding in the prevention and detection of irregularities. An efficiently organized internal control structure can regularly assess risks associated with financial reporting and operations. Risk management systems implement appropriate controls to mitigate identified risks, thus constituting a strategic economic management necessity for conducting asset reviews and monitoring real consumption. The aspect of internal control and strategic

economic management is illustrated through a study by Chalmers, Hay, and Khlif (2019), highlighting the consequences of inadequate internal control and identifying three main aspects from their analysis. First, the economic repercussions of the quality of internal control can significantly influence decision-making by users of financial information. Second, there exists a correlation between ownership structure, boards, and the quality of internal control, which are intertwined. The third aspect emphasizes that the audit itself serves as a qualitative determinant of internal control, supporting positive and significant correlations.

The adoption and implementation of standardized procedures are clearly defined and integral parts of key financial activities. They involve monitoring all transactions to ensure they are properly approved and documented, while also ensuring that decision-relevant information is accessible and timely. The direct effectiveness of implementing internal control also requires both horizontal and vertical communication at all levels, from management to other employees, facilitating the distribution of relevant information. This ensures regular monitoring and continuity of company performance, which can drive further development and improvement dictated by market conditions.

The function of internal audit plays a crucial role in evaluating and enhancing the effectiveness of controls, where the audit of internal control can include other essential factors influencing financial oversight. Auditors analyze the organizational culture, management structure, and policies to understand the fundamental conditions under which controls operate. Through various techniques such as inspection, observation, inquiries, and confirmations, auditors assess the operational efficiency of internal controls. As suggested by Lawal (2012), it is essential to establish and design a management committee that would ideally contribute to overall corporate improvement (cited in Almashhadani, 2021). Suggestions regarding such positive business impacts, including financial reporting through internal control, are also relevant to accounting practices, significantly reducing financial risk and crises arising from inadequate information (Cvetković, Bošković, 2018). Based on testing results, auditors evaluate risks of material misrepresentation in financial statements, reporting findings to management, including identified control weaknesses and recommendations for improvement.

This system of subsequent control enhances the efficiency of internal controls, reducing the risk of errors and fraud.

Financial Management and the Functionality of Auditing

Financial management and the functionality of auditing are crucial elements that ensure efficient and responsible business operations within a company. While financial management enables optimal resource utilization and strategic decision-making, auditing provides independent evaluation and confirmation that these activities adhere to best practices, laws, and regulations. By integrating these functions, companies are enabled to achieve their goals and maintain long-term sustainability and success. Therefore, their alignment and cooperation through proactive internal control play a crucial role in ensuring stability, transparency, and sustainable growth of the enterprise. A particular issue highlighted by author Gao (2022) is the challenges faced by small and medium-sized enterprises (SMEs) in implementing internal control. These enterprises often struggle to keep up with the numerous changes and dynamics imposed by larger companies, especially in the technological domain and issues related to standardization and inadequate staffing in the internal control process. These functions are interconnected and complementary, contributing to efficient and responsible business practices.

Examining financial management involves planning, organizing, controlling, and monitoring a company's financial resources. This includes specific components directly related to financial planning and execution, which must be controlled and monitored to prevent unauthorized actions, such as corrupt practices (Jeppesen, 2019). One of the key components of financial management is budgeting, which sets financial goals and creates a budget reflecting the company's strategic objectives. It involves revenue projections, expenses, capital investments, and cash flows. A crucial aspect that management must consider, representing one of the company's goals in overall financial operations, is cost-volume-profit (CVP) analysis. This analysis examines the relationship between costs, volume, and results, helping to evaluate real costs against planned activities (Janjić, Todorović, Jovanović, 2010). Each financial action needs to be controlled, and through internal control and auditing systems, costs are monitored to ensure alignment with budgets and financial goals. Effective cost management directly contributes to

profitability. Efficient financial management depends on integrating with auditing functionality and planning and budgeting processes. Auditing provides feedback on the effectiveness of financial management, identifying control system weaknesses and recommending improvements through various strategic management models (Grundy, Johnson, Scholes, 2022). Conversely, planning and budgeting form the basis for auditing, with financial plans serving as benchmarks for evaluating whether the company operates in line with its plans. Feedback from auditing findings is used to enhance planning and budgeting processes, thereby increasing overall efficiency in financial management.

The functionality of auditing, whether internal or external, provides an independent assessment of a company's financial management and operational activities. This functionality is achieved through various components, with one of the key components being the evaluation of internal controls. Auditors assess the effectiveness and adequacy of the internal control systems, including the evaluation of control procedures established to protect the company's assets and ensure the accuracy of financial information. Additionally, auditors examine whether the company complies with relevant laws, regulations, and internal policies. This helps identify potential compliance risks that could lead to legal issues or financial losses. The primary function of auditing is to identify and assess risks that may negatively impact the financial condition and operations of the company. Based on this assessment, auditors provide recommendations for reducing identified risks. External audit reports of this nature increase investor confidence and the trust of other stakeholders in the accuracy and reliability of the company's financial statements.

From an analytical perspective, internal control can be categorized into two supervisory actions: administrative and accounting audits (Yoshimi, 2003). Both types of audits primarily serve management functions, and their roles overlap significantly, making it often difficult to draw a clear boundary between them in terms of business scope. In practice, particularly in external audits, auditors tend to focus more on internal accounting audits than administrative audits. The analytical approach and the fundamental difference that defines administrative and accounting audits can be seen in the following table.

Table 1. *Comparative Overview of Administrative and Accounting Audits*

Type of Audit	It refers to	Type of Audit	Example
Administrative Control	Promotion or business success and compliance with prescribed management activities	Business audit and compliance audit	Policy for background checks of prospective employees and general employee screenings
Accounting Control	Protection ensuring that financial statements and basic accounting records are reliable	Independent audit; Internal audit; and Financial audit	Using a bank safe deposit box for storing short-term securities, or using company cash

Source: Author

Based on a general comparative overview, their main characteristics, objectives, methods, and functions can be individually highlighted, bearing in mind that both types of audits aim to improve business efficiency and accuracy, but they differ in approach, focuses, and methods they employ.

Administrative auditing and accounting auditing are complementary activities that contribute to the comprehensive improvement of an organization's operations. While administrative auditing aims to enhance operational efficiency and compliance with internal and external policies, accounting auditing ensures the accuracy and reliability of financial statements, which is essential for making informed business decisions and maintaining trust among investors and other stakeholders.

Table 2. *Basic Comparative Functional Characteristics of Audits*

Characteristics	Administrative audit	Accounting audit
Objective	Studying the efficiency of administrative processes.	Verification of the accuracy of financial statements and compliance with accounting standards.
Focus	Operational processes, procedures, policies, and compliance with legal regulations.	Financial data, transactions, and records.
Approach	Evaluation of internal controls, organizational structures, and business processes.	Verification of financial documents, transactions, and compliance with accounting standards.
Methodology	Interviews, inspections, analysis of policies and procedures, control testing.	Analysis of financial documents, verification of transactions, analytical procedures.
Final outcome	Operational efficiency report, identification of process weaknesses, recommendations for improvement.	Financial status report of the organization, confirmation or correction of financial statements.
Periodicity	It can be regular or ad hoc, depending on the organization's needs.	It is usually conducted annually, but it can be more frequent for certain entities.
Regulation	Focus on compliance with internal policies and procedures, as well as external regulations related to operational processes.	Adherence to international and local accounting standards and regulations (e.g., IFRS, GAAP).
Participants	Administrative auditors, management, internal controllers.	Accounting auditors (internal or external), financial managers.
Key tools and techniques	Control checklists, questionnaires, benchmarking, workflow analysis.	Control tables, audit scales, analytical procedures, sampling.
The ultimate effects for the organization	The ultimate effects for the organization include increased operational efficiency, enhanced risk management, and compliance with regulations.	Improved accuracy of financial statements, compliance with accounting standards, and increased investor confidence.

Source: Author

The Objectives of Internal Control and Auditing in the Function of Financial Management

In the auditing process, the first step is to examine the current state of the budget, comparing the incurred expenses with those from the previous period (Bonić, Đorđević, 2021). In this process, any category that appears as a surplus or frequently shows a deficit needs to be revised and reassessed. Categories that consistently show a deficit must be adequately analyzed to determine why they exceed the allocated budget.

The goal of an audit is to provide a high level of assurance that the financial statements of an entity, as well as its management, are free from material misstatements or omissions and accurately reflect the company's financial position by professional standards and regulations. Research shows that there is a strong link between the application of adequate auditing and corporate governance (Ibrahimagić, Kvrgić, 2017). The audit process is an independent and systematic examination of financial statements, which involves a detailed review of all significant aspects of a company's financial operations. Auditing can be classified based on whom the audit is directed towards, the objects of the audit, and the entity conducting the audit. Each further division falls within this primary classification and each has its specific methods for conducting the audit as well as reporting mechanisms. This is particularly relevant to the legal framework that ensures the control system, especially for public budgets, reaches a high-quality level, thereby enabling effective anti-corruption measures (Majstorović, Tasić, Jovićević, 2020).

If we consider the further division of audits based on the entity conducting them, the categorization into government, internal, external, and IT audits demonstrates that its comprehensiveness is aimed at every aspect of financial management. Additionally, the division based on the object of the audit, which includes financial statement audits, operational audits, and compliance audits, provides a different objective. This objective focuses on the alignment of applied methods and techniques with regulations and business practices. This is particularly relevant to one of the concepts of financial reporting, the concept of materiality, which defines the scope and nature of the audit (Radović, Mustafagić, Softić, 2017). Essentially, regardless of the type of audit being conducted, its goal, framed through financial statements, is to assure the end-users of these statements that they do not deviate from the defined International Accounting Standards and Generally Accepted Auditing

Standards. This assurance helps establish the effectiveness of operations through the principles of economy, effectiveness, and efficiency in business practices (Vidovič, Milunović, 2017).

Table 3. *External and Internal Audit According to Criteria for Conducting Financial Management Control*

Criterions	External audit	Internal audit
Position within the organization	External auditors are not part of the organization but are engaged by it. Their objectives are primarily determined by the statute and by their primary client—the supervisory board.	Internal auditors are part of the organization. Their objectives are determined by professional standards, the supervisory board, and management. Their primary clients are management and the supervisory board.
Objectives	The primary task of external auditors is to provide an independent opinion on the financial statements of the organization annually.	The scope of work for internal auditors is comprehensive - they serve the organization to achieve its objectives, enhance business processes, manage risk, and improve internal control mechanisms.
Subject of audit	The entire operations of the company (financial statements, accounting system, examination of control systems, etc.).	Objectivity and accuracy of financial statements.
Independence	External audit is independent from its client, the organization, with its independence being specific to the realm of professional services.	Internal audit must be independent from the activities it audits.
Users of audit reports	Owners (shareholders), potential investors, government agencies.	Management, supervisory board, external and state audit.

According to: Stanišić, 2015.

When considering internal control from the perspective of internal audit, it can be seen as more complex and extensive compared to external audit. This is because an internal audit does not aim to provide an audit opinion and judgment; rather, its goal is set as a missionary task that, in a way, allows managerial control of the company (Simijonović, 2016). The differing objectives of internal and external audits underscore their fundamental differences, where external audit is self-directed towards verifying facts of internal control, thereby assuming greater responsibility for the financial management of the company. The contemporary concept of internal audit tasks involves examining, investigating, evaluating, and analyzing a predefined internal control system, as well as the direct operational efficiency within each segment of the company, which must be reported to management and, if necessary, propose corrective measures to overcome identified issues (Novaković, Jovićević, Simin, 2018). The following table illustrates external and internal audits according to the criteria for conducting financial management control.

Summarizing the observed differences that characterize these types of audits serving control functions, we can outline the primary objectives that represent the fundamental guidelines in internal control for financial management. The extracted objectives are presented in Table 4.

Table 4. *Basic Objectives of Internal Control in Financial Management*

The objective of internal control	Characteristics
Protection of assets	Prevention of losses due to theft, fraud, or negligence through physical controls and access control to assets.
The reliability of financial statements	Ensuring accuracy and completeness of financial data for decision-making.
Compliance with laws and regulations	Adherence to relevant laws, regulations, and internal policies to mitigate the risk of legal sanctions.
Efficiency and effectiveness of operations	Optimization of business processes to achieve company objectives efficiently, increase productivity, and reduce costs.
Risk management	Identification, assessment, and monitoring of risks to minimize or eliminate risks faced by the company.
Enhancement of corporate governance	Providing independent assessments and recommendations for improved corporate governance, ensuring that management decisions align with best practices.
Prevention and detection of fraud	Prevention of fraud through segregation of duties, authorization of transactions, periodic reviews, and investigation of suspicious activities.
Increasing transparency	Ensuring transparency through regular and detailed audits of business processes and financial transactions, providing clear insights to management and shareholders.
Supporting strategic objectives	Ensuring achievement of the company's strategic objectives through review and assessment of strategic initiatives and projects.
Continuous improvement	Providing recommendations for improving internal controls and business processes to continually enhance the effectiveness and efficiency of operations.

Source: Author

All these activities contribute to the overall stability and success of the company, enabling better financial management and achievement of long-term goals.

Determinants of achieving internal control through an audit perspective in financial management

Internal control and auditing in financial management are crucial for ensuring efficiency, effectiveness, and compliance of business processes within an organization. Several determinants influence the achievement of internal auditing in this context, and one of them is organizational structure. A clear organizational structure defines roles, responsibilities, and tasks within the organization, enabling internal auditors to accurately identify processes and areas to be audited. Practice has shown that this has a significant impact on inadequate financial management, which has led to failures (Kader, 2019). Through segmenting determinants, it is possible to systematically approach the identification and assessment of risks that help focus auditing resources on the most critical areas. Implementing effective control mechanisms within the organization facilitates auditors in assessing and improving existing controls.

A particular determinant is the effects achieved through human resources, specifically qualified and trained auditors who are crucial for successful internal auditing. What particularly stands out within human resources is that internal auditors must adhere to high ethical standards and demonstrate professionalism in their work.

Active support and engagement of management in the internal audit process are critical to its success. The culture of management engagement fostered through communication, must support transparency, and accountability, and continuously contribute to enhancing the effectiveness of internal auditing and overall strategic management (Grundy, et al., 2022). Well-established communication channels between internal audit and management enable timely reporting and corrective actions. Clear and transparent internal audit reports help management understand findings and recommendations and take appropriate actions. Continuous monitoring and evaluation of internal audit activities and their outcomes aid in identifying areas for improvement. Implementing new methods, techniques, and audit tools can enhance the efficiency and effectiveness of the internal audit process, particularly in public budget management such as government operations, where the role of the State Audit Institution is crucial (Kostić, 2020). All these determinants together contribute to effectively conducting internal audits in financial management, thereby achieving

greater reliability of financial information and improving overall organizational efficiency.

The direct effectiveness of internal controls in financial management, structured through determinants, is crucial for ensuring the accuracy and reliability of financial statements, protecting assets, and compliance with legal regulations. From an audit perspective, there are specific determinants that directly influence the efficiency of these controls, where a clearly defined organizational structure and culture enable effective responsibility allocation and oversight. The essence of this culture promotes ethics, integrity, and accountability, significantly enhancing the effectiveness of internal controls. It's important to avoid the pitfall of forming large management committees, as this diminishes their control role and tends to emphasize advisory functions more (Almashhadani, 2021).

The behavior and attitudes of management towards internal controls significantly influence the entire organization, which poses a particular challenge in the public sector and its management (Dragojević, Lekić, Vignjević-Đorđević, 2010). Appropriate behavior has a special effect on the process of risk identification and assessment, allowing targeted control over critical areas. On the other hand, implementing appropriate controls in response to identified risks ensures effective risk management.

The efficiency of controls depends on the availability of timely and relevant information, which means having clear and unambiguous information and well-established communication channels for rapid sharing of information about control activities and risks. Regular monitoring and evaluation through communication are key aspects of control activities that aid in identifying and correcting weaknesses. A crucial determinant highlighted here is independent assessment through internal and external audits, providing an additional level of assurance and identifying areas for improvement.

The effectiveness of internal controls in financial management largely depends on the combination of these determinants. Organizations that pay attention to each of these factors and regularly assess and improve their control mechanisms significantly increase the likelihood of achieving their objectives, reduce risks, and ensure the reliability of their

financial information. Auditors play a crucial role in evaluating and recommending improvements to these controls, ensuring they are adequate and effective for the set objectives.

Future implementation of internal control effectiveness

The increased need for internal auditing coincides with privatization and the formation of large systems organized as holding companies. As these entities expand their connections globally and attract foreign investment, investors naturally demand the introduction of internal auditing. This not only facilitates the transfer of technology and knowledge in internal auditing within enterprises but also prompts educational institutions to educate future internal auditors. However, establishing internal auditing as a distinct profession will certainly require considerable time and effort.

The introduction of internal auditing will primarily occur in those enterprises and banks where foreign capital is invested. Foreign investors will demand the implementation of internal auditing methodologies, thereby laying the groundwork for training personnel and broader adoption of internal auditing practices in our context.

The company's policy is to establish internal auditing as an independent function tasked with examining and evaluating the company's operations to assist management in achieving the objectives set by the company's business policy. The internal audit department is organizationally linked to the CEO (Chief Executive Officer), and it submits its reports to the CEO as well as the management and supervisory board of the company.

Employees in the internal audit department, in performing their duties, have the right to complete freedom and unrestricted access to all activities, documentation, assets, and responsible individuals within the company. The primary objective of the organizational unit for internal audit is to efficiently assist the company's management in executing tasks and responsibilities. In this regard, the internal audit department must prepare analyses of the company's financial position and business performance, along with information subject to audit, while providing recommendations for business improvement.

The future effectiveness of internal controls in financial management will be shaped by advancements in technology, changes in regulatory

environments, and the evolution of business practices. From an audit perspective, key trends and factors that will shape this area include primarily digital transformation and technology. Automation of processes and automated systems will enable faster and more precise execution of controls, reducing the risk of human errors. These tools can assist in risk prediction, detecting irregularities, and enhancing decision-making processes through analysis of large datasets.

One of the critical segments involves changes in global and local regulatory frameworks, necessitating continuous monitoring and adaptation to ensure compliance. Increasing standardization of control frameworks and improvements in regulatory requirements contribute to the consistency and efficiency of applied controls. In the future, the ability to quickly adapt to changes in technology, environment, and regulations will be crucial for maintaining control effectiveness. Applying agile principles in the design and implementation of internal controls allows for a more flexible and responsive approach. The future effectiveness of internal controls in financial management will be shaped by technological innovations, increasingly complex regulatory demands, and the need for greater transparency and accountability. Auditors will need to adapt to these changes through continuous improvement of their skills and methods, utilizing new technologies and approaches to ensure that internal controls remain effective and relevant. This evolutionary process will contribute to strengthening overall security and efficiency in financial management within organizations.

CONCLUSION

The efficiency of internal controls is essential for sound financial management and the integrity of financial statements. From an audit perspective, analyzing and testing these controls help identify weaknesses and provide recommendations for improvements, contributing to a safer and more transparent business environment. Strong controls support the organization's strategic objectives, reduce the risk of fraud, and ensure compliance with legislation. Well-established controls make it harder to execute and conceal fraud, while organizations with effective internal controls better align with relevant laws and regulations, thereby enhancing their market viability for successful operations.

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EFIKASNOST INTERNIH KONTROLA U FINANSIJSKOM UPRAVLJANJU: PREGLED IZ PERSPEKTIVE REVIZIJE

Darko Anačkov

Sažetak: *Efikasnost internih kontrola u finansijskom upravljanju ključna je za osiguranje integriteta, tačnosti i zakonitosti finansijskih transakcija i izveštaja. Iz perspektive revizije, interni kontrolni sistem se analizira kako bi se utvrdilo da li je dizajniran i funkcioniše na način koji smanjuje rizike i pomaže u postizanju poslovnih ciljeva. Razvoj revizije i interne kontrole prate brojne istorijsko-ekonomske promene i prilagođavanja, ali je suštinsko opredeljenje na jasnom uspostavljanju finansijske kontrole. Samim tim rad prati upravljačke efekte koje ostvaruje interna kontrola sagledavanjem same suštine i uloge revizije koja je deo finansijske kontrole.*

Ključne reči: *interna kontrola, finansijsko upravljanje, revizija, nadzor, analiza rizika.*

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ULOGA I ZNAČAJ POSEDOVANJA DOBRIH VEŠTINA POSLOVNOG PREGOVARANJA ZA SAVREMENE MENADŽERE

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Sažetak: *Pregovaranje predstavlja veštinu koja je prisutna u svakom aspektu života, bilo da se radi o svakodnevnom pregovaranju o jednostavnim elementima u životu, do poslovnih pregovora, što je glavna tema ovog rada. Pregovaranje je uvek prisutno između dve zainteresovane strane. Ova veština postoji koliko i ljudska vrsta, ali nikada nije bila važna kao danas.*

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Trgovina je stvorila fenomen pregovaranja, a u stara vremena je zamenila otimanje i krađu. Poslovno pregovaranje je danas veoma cenjena veština. Nema svaki pregovarač prirodnu veštinu za pregovaranje i zato su se mnogi istraživači posvetili proučavanju ove veštine i stvorili čitav niz teorijskih aspekata koji pomažu mnogim ljudima da nauče i usavrše svoje pregovaračke veštine. Ove osnovne postavke su tema ovog rada, uz glavne elemente poslovnog pregovaranja, karakteristike svakog uspešnog pregovarača, kao i mnoge preporuke za usmeravanje veština poslovne komunikacije i pregovaranja. Cilj ovog istraživačkog rada jeste da se ukaže na značajnost uloge menadžera, kao i da njegove veštine poslovnog pregovaranja iziskuju informisanost, preciznost, procenu psiholoških aspekata.

Ključne reči: *poslovni pregovori, pregovaračka veština, osobine pregovarača, psihologija pregovaranja, protivnik u pregovaranju.*

UVOD

Pregovaranje je ključna veština koja utiče na uspeh organizacija u dinamičnom poslovnom okruženju. Fokus je na identifikaciji ključnih aspekata poslovnih pregovaranja, uključujući komunikacijske veštine, emocionalnu inteligenciju, analitičko razmišljanje i strategijsko planiranje. Osim toga, razmatraju se i izazovi s kojima se menadžeri suočavaju prilikom pregovaranja, kao što su kulturne razlike, pregovaračke taktike i upravljanje konfliktima. Kroz pregled literature i studija slučaja, pružaju se preporuke za unapređenje veština pregovaranja u savremenom menadžmentu. Konačno, naglašava se važnost kontinuiranog obrazovanja i razvoja veština kako bi se efikasno nosili sa izazovima i ostvarili pozitivni rezultati u poslovnim pregovorima.

U bilo kom posmatranom obliku, pregovara se uvek između dve zainteresovane strane, ali ono što je od velikog značaja za poslovni oblik pregovaranja je da je to veština koja postoji koliko i ljudska vrsta, ali danas je značaj poslovnog pregovaranja veći nego ikad. Sa razvojem trgovine, pregovori su ustupili mesto nasilnom preuzimanju vlasti i iznudi izraženom u antičko doba. Upravo je trgovina stvorila fenomen pregovaranja kao suprotnost tiraniji u kojoj se želi nešto dobiti bez dobrovoljnog pristanka drugog lica (Kovačević, 2004). Kada su ljudi

shvatili da je moguće izbeći rat ako uđu u pregovore, počeli su da pronalaze rešenja, manje-više prihvatljiva za obe strane, kako bi izbegli uništenje i ustupili mesto trgovini i napretku civilizacija.

Poslovno pregovaranje je danas veoma cenjena veština. Kao i svaka druga osobina pojedinca, prirodni talenat je ono što nema svaki pregovarač, ali su se zato mnogi naučnici posvetili proučavanju ove veštine i stvorili čitav niz teorijskih aspekata koji danas pomažu mnogim ljudima da se obrazuju i unaprede svoje pregovaračke veštine. Ove osnovne odrednice biće tema rada, gde će biti reči o glavnim elementima svakog poslovnog pregovaranja, kvalitetima koje svaki uspešan pregovarač mora da poseduje, kao i o mnogim preporukama za usmeravanje poslovne komunikacije i veština pregovaranja.

OSNOVNE KARAKTERISTIKE VEŠTINA POSLOVNOG PREGOVARANJA

Pregovaranje je proces kojim pronalazimo uslove da dobijemo ono što želimo od nekoga ko nešto želi od nas (Kennedy, 2003).

Ishod pregovora zavisi od mnogih elemenata, ali postoji opšte mišljenje da najviše zavisi od napora uloženih tokom pregovaračkog procesa. Veštine pregovaranja se proučavaju i usavršavaju dugi niz godina, ali malo ljudi ima formalno obrazovanje fokusirano na ovu veštinu.

Jedna od definicija je da je pregovaranje dvosmerna komunikacija sa ciljem postizanja sporazuma između strana koje imaju zajedničke ili suprotstavljene interese. Odnosno, podrazumeva da postoji zajednički interes ili zajednički problem i potreba za dijalogom koji treba da dovede do sporazuma (Petrović, 2008).

Nepopularnosti pregovora u određenim krugovima doprinosi i korišćenje raznih vrsta manipulacija kao pregovaračke taktike. Mnogi ljudi doživljavaju pregovore kao nepravedan proces u kome jači uvek pobeđuje, a slabiji neizbežno gubi. Postoji i „zlatno pravilo" pregovaranja koje kaže: „Ljudi neće pregovarati sa vama osim ako ne veruju da im možete pomoći ili da im možete naštetiti" (Volkema, 2000).

„U poslu ne dobijate uvek ono što zaslužujete, dobijate ono za šta pregovarate (Karrass, 1996). Za Fišera i Urija, profesore Univerziteta

Harvard, pregovaranje je: „osnovno sredstvo da dobijemo ono što želimo; dvosmerna komunikacija sa ciljem postizanja sporazuma kada vi i druga strana imate neke zajedničke i neke suprotstavljene interese" (Fisher, 1999).

Uspešan pregovarač je inteligentna i duhovita osoba koja odiše elegancijom, dostojanstvom i razvijenom sklonošću za igru. Voli da pobeđuje, ali ne koristi nečasne ili prljave trikove. Oseća snažnu sklonost ka rešavanju problema. Krasi ga znanje, samostalno ali fleksibilno razmišljanje, visoka motivacija, radoznalost i smisao za humor.

Svaki uspešan pregovarač se prema svojim sagovornicima odnosi sa poštovanjem i prijateljstvom, jer se strana sa kojom pregovara postavlja tako da dođe do zajedničkog rešenja koje može, ali i ne mora nužno biti obostrano korisno za obe strane, na šta utiču mnogi faktori i okolnosti u konkretnom kontekstu pregovora. Tako se danas najčešće koristi termin protivnik koji se odnosi na suprotnu stranu sa kojom se pregovara, jer druga strana predstavlja konkurenta ili protivnika sa kojim je potrebno dogovoriti najbolje prihvatljivo rešenje za obe strane.

Međutim, obe strane nisu uvek ravnopravne u dogovoru, pa se često dešava da jedna strana po svaku cenu dobije šta želi (teški pregovarači) ili da druga strana dođe do prihvatljivog rešenja u kojem će ostati u dobrim odnosima sa drugom stranom (meki pregovarači). Postoji i takozvano principijelno pregovaranje, koje su u okviru „Harvardskog pregovaračkog projekta" analizirali naučnici Rodžer Fišer i Vilijam Uri. Ovi pregovori podstiču uzajamno korisno rešenje kad god je to moguće, a tamo gde se interesi sukobljavaju, insistira se na rezultatima zasnovanim na poštenim standardima koji su nezavisni od volje bilo koje pregovaračke strane (Solomon, 2008).

Pregovori se dele prema rezultatima, odnosno prema međuzavisnosti ciljeva i strukture pregovaračke situacije: konkurentsko (distributivno) i kooperativno pregovaranje (saradničko, interegativno) (Solomon, 2008). Konkurentsko pregovaranje pripada staroj školi i shvatanju da dobitak jedne strane određuje gubitak druge strane. Kooperativno pregovaranje ima karakteristiku da obe strane veruju da će imati koristi od zajedničkog rada i veruju da je druga strana otvorena i motivisana za saradnju (Cohen, 2006).

FAZE PREGOVARANJA

Možemo izdvojiti pet faza pregovaranja. U zavisnosti od konkretnih pregovora i lica uključenih u pregovore, ove faze ne moraju biti jasno razgraničene, već donekle proizvoljne (Knowles, 2015).

a) Prva faza: upoznavanje

Elementi faze pripreme poslovnih pregovora su određivanje najbolje alternative pretpostavljenom sporazumu, određivanje zone mogućeg dogovora i određivanje strategije pregovaranja. Svrha procene ravnoteže pregovaračke moći je da se otkrije koliko je određena kupovina/prodaja ili transakcija važna za svaku od strana i koliko je svaka od strana spremna da izmeni svoje početne zahteve (Tomašević Lišanin et al., 2019). Dobra i kvalitetna priprema, kao i jasno poznavanje ciljeva koje se želi postići pregovorima, odnosno svest o najboljoj alternativi pretpostavljenom sporazumu, pomoći će da se pregovori se ne završavaju na način i sa rezultatima zbog kojih će se kasnije žaliti (Fisher, 2011).

Dve pregovaračke strane su ljudi sa različitim potrebama i ljudskom prirodom. Važno je poštovati karakteristike protivnika, kako bi se lakše razlikovali konkretni problemi od emocija u vezi sa problemom, koje se mogu povezati sa odbranom stava sagovornika. Da bi se problem uspešno prevazišao, akcenat nije na davanju ustupaka, već na činjenicama koje onemogućavaju ustupke. „Ustupak je promena ponude u pravcu pretpostavljenih interesa druge strane, čime se smanjuje nivo traženih pogodnosti" (Pruitt, 1981). Pregovarači treba da precizno identifikuju ciljni iznos suprotne strane i izbegavaju prebrzo ustupke.

b) Druga faza: izjava o ciljevima (postavljanje scene)

U ovoj fazi se postavlja opšti ton pregovora – da li će oni biti konfrontacioni ili usmereni na saradnju. Postavljaju se okviri konkretnih zahteva, raspravlja se o problemima sa kojima se susreću protivnici, objašnjavaju interesi i neophodnost promene. Često se pregovarački proces smatra arenom za konfrontaciju gde je „normalan" impuls da se odbije ono što druga strana traži. Cilj je da se izgradi poverenje i saradnja koja neće biti narušena postojećim odnosima koji postoje van pregovaračke arene. U ovoj fazi pregovarači treba da se pozabave proceduralnim pitanjima kao što su rokovi i dinamika, pregovaračka ovlašćenja itd.

c) Treća faza: početak pregovora

Pregovarački postupak obično počinje tako što jedna strana iznosi svoje zahteve ili stav. Ne postoje pravila koja strana pokreće pregovore. Međutim, u ovoj fazi moguće je uspostaviti bazu i fokus pregovora, na koji se može vratiti ukoliko u nastavku pregovora dođe do neslaganja i neusaglašavanja o aktuelnim stavovima. U pregovorima su sva pitanja povezana, tako da je nemoguće baviti se pojedinačnim elementima, jer je potrebno na kraju doći do konačnog rešenja koje će svakako obuhvatiti sve pojedinačne elemente. Nijedno pitanje se ne smatra rešenim dok se svako pitanje pojedinačno ne reši.

Kada je reč o konkretnom rešavanju problema tokom pregovora, mišljenja se razlikuju da li je najbolje početi sa manjim ili većim problemima; svaki izbor ima svoje prednosti i mane. Ako počnete da rešavate manje probleme, stvara se pozitivna atmosfera i utisak da se dolazi do konačnog rešenja. S druge strane, krupna pitanja će ostati na kraju, a može se desiti da sva ranije rešena manja pitanja padnu u vodu ako se utvrdi da se za neko veće pitanje nije moguće dogovoriti. Zbog toga ne postoji opšteprihvaćena preporuka da li se početi sa manje ili više važnim problemima u pregovorima.

Da bismo postigli najbolje rezultate pregovora, potrebno je da „pregovaramo sa obe strane stola", odnosno da znamo ne samo svoje ciljeve, već i ciljeve i interese druge strane. Da bi se to postiglo, pregovarači mogu otvoreno da postavljaju pitanja, čitaju između redova, stavljaju se u poziciju druge strane ili daju više ponuda jednake vrednosti, ali različitog sadržaja u isto vreme (Benoliel & Cashdan, 2006).

g) Četvrta faza: trenutak krize

Ova faza je neizbežna u svim pregovorima. Nesporno je da će postojati pitanja oko kojih je teško naći obostrano prihvatljivo rešenje bez dugog razmatranja. Ova faza se ne može izbeći, a izbegavanje se ne preporučuje, jer upravo u ovoj fazi dolazi do konačnog rešenja ili razmimoilaženja strana. Ovo može biti stresno vreme koje ne bi trebalo da bude test moći, već prilika da se otkrije šta je strankama potrebno.

e) Peta faza: sporazum

Postizanje konačnog dogovora karakteriše olakšanje zbog prevaziđenih problema i pronađenih rešenja, ali strane i dalje moraju da obezbede da su uslovi sporazuma jasno shvaćeni i nedvosmisleno zabeleženi. Na ovaj

način će se izbeći zabuna koja može nastati ukoliko se ne poštuju svi elementi pregovora i ne objasne jasno rezultati.

Ako se dođe do rešenja, sastavlja se precizan novi ugovor u kome su jasno navedeni svi uslovi i postignut dogovor između dve strane. Ovo neće biti moguće ako postoje nerešeni problemi ili ako postignuto rešenje zahteva preispitivanje istih ili novih problema koji mogu nastati kao rezultat nerešenih pitanja i problema. Do sukoba dolazi kada se ono što želimo razlikuje od onoga što možemo da imamo (Withers, 2003).

Pregovaranje se smatra procesom razmene i osnova ovog procesa je davanje i uzimanje različitih valuta. Valute (vrednosti) definišemo kao „opipljive ili nematerijalne resurse koji imaju zapaženu vrednost za stranu koja ih prima. Najčešća valuta je novac među svim valutama koje se svakodnevno menjaju. Pregovaranje je kada u razmenu uključimo više valuta" (Gosselin, 2007).

KARAKTERISTIKE USPEŠNOG POSLOVNOG PREGOVARAČA

Pregovarači sa velikim iskustvom jasno se razlikuju po nekim sposobnostima i osobinama svog karaktera, ali na sve utiču karakteristike pregovaračke ličnosti, pa je moguće razlikovati: dominantnog pregovarača, ekstrovertnog pregovarača, introvertnog pregovarača, nevinog, glumca, filozofa i staratelja (Lester, 1997).

Međutim, svaki od njih ima sledeće karakteristike (Vesić, 2011):

1) Sklonost pregovaranju

Svaki uspešan pregovarač polazi od pretpostavke da je sve podložno pregovaranju, da nema zabranjenih tema i „konkretnih" stavova. Ne prihvata niti veruje bezuslovno u sve što mu se kaže i spreman je da otvori svaku temu koju smatra važnom. Istovremeno, uvek pokušava da zaštiti svoje interese, ali ne bez uvažavanja interesa svojih protivnika.

2) Veština slušanja

U interesu dobrog pregovarača je da ima sve relevantne informacije. Zato je izuzetno važno saslušati sve stavove protivnika. Sagovornik uvek treba da govori više, a idealno je da vi govorite 30%, a vaš sagovornik 70%. Pregovarač ne sme da se plaši da traži više pojašnjenja o bilo kom

detalju, kako bi izbegao nejasnoće i nesporazume, ali uvek prati „govor tela" koji može dati signale o pravoj prirodi problema.

3) Velika očekivanja

Uspešni pregovarači su optimisti koji imaju velike ambicije i očekivanja. Ako očekujete malo, verovatno ćete i dobiti malo. Ako očekujete mnogo, imate dobre šanse da dobijete nešto od toga.

4) Veština ispitivanja

Neophodno je dobiti što više stvarnih informacija, pa iskusni pregovarači znaju da moraju da postave mnogo konkretnih pitanja. Na ovaj način se pokazuje i poštovanje prema protivniku, jer se kroz razgovor i traženje saveta cilja na konkretan problem uz uvažavanje sagovornika i njegovog mišljenja i stavova.

5) Strpljenje

Prednost i superiornost u pregovaranju uvek ima onaj ko nije opterećen hitnošću rešavanja problema, ili onaj ko se kao takav predstavlja drugoj strani. Stranka pod teretom hitnosti je u nepovoljnom položaju, jer je sklona da pristane na nepovoljnija rešenja. Strpljenje vam daje priliku da razmislite o stvarima, a to skida pritisak sa druge strane, posebno ako joj je stalo da što pre zaključi posao.

6) Fleksibilnost

U poslovanju je ova karakteristika izuzetno važna, jer se okolnosti stalno menjaju. Prilikom pregovora potrebno je imati adekvatne informacije i biti spreman na ustupke, ako će doneti neke druge prednosti koje protivnik može da predloži, čak i ako se o ovim predlozima nije ni razmišljalo pre početka pregovora. Svakako, uspešan poslovni pregovarač je uvek spreman da razmotri bilo koje rešenje pre nego što ga prihvati ili odbije na osnovu predrasuda ili nedovoljne informisanosti o njemu.

7) Fokusiranje na zadovoljstvo sagovornika

Nije uvek moguće postići pozitivna i ravnopravna rešenja za obe strane, ali je svakako zadovoljstvo sagovornika pozitivan faktor za svakog pregovarača, jer stvara dobru atmosferu u kojoj postoji veća spremnost za postizanje daljih dogovora. Istovremeno, potrebno je pozabaviti se interesima obe strane, kao i

rešenjima koja mogu biti apsolutno štetna i neprihvatljiva. Međutim, način na koji se sagovornici ponašaju daje ton i atmosferu razgovora i neophodna je tema kojom se strane moraju pozabaviti.

8) Sklonost preuzimanju rizika

Rizik je uvek prisutan i ne može se izbeći. Ipak, ponašanje pregovarača može ukazivati na spremnost da prihvati rizik, pa može doći do situacija u kojima se postavlja ultimatum, podiže tenzija i uspostavlja demonstrativni ton.

9) Rešavanje problema

Uspešni pregovarači ne dozvoljavaju da im osećanja smetaju u postizanju ciljeva, što je najbolji način za uspešno okončanje pregovora.

10) Spremnost da ustanete i odete

Dobri pregovarači uvek pokušavaju da imaju više opcija na raspolaganju. Ako zavise samo od jedne opcije – a to je uspešno okončanje pregovora, oni sebi uskraćuju pravo da kažu „ne", ustanu i odu, čime se dovode u inferioran i težak položaj.

Pregovaranje u poslovnom okruženju obično se povezuje sa dve oblasti: prva je komercijalna, a druga su međusobni odnosi unutar industrije. Međutim, postoje mnoge druge oblasti u kojima je korisno imati pregovaračke veštine: pregovaranje o vremenu i načinu isporuke, dužini i vremenu odmora zaposlenih, rasporedu održavanja sastanaka (Baines, 1994).

ULOGA PSIHOLOGIJE U USPEŠNOM PREGOVARANJU

Prema istraživanjima iz oblasti psihologije i primenjenim na konkretnu temu, vodeće pozicije u pregovorima su da samopouzdanje pregovarača i stav koji zauzimaju daju ton daljem toku razgovora. Prilikom susreta, prvi utisci se stiču u prvih pet minuta sastanka i taj prvi utisak utiče na atmosferu koja će se stvoriti u daljem toku razgovora.

Jedan od elemenata koji se pojavljuje je koncept moći, opisan kao potencijal za promenu tuđih stavova i ponašanja koje pojedinac ima u

datoj situaciji. Aktivirana moć predstavlja uticaj (moć u akciji), stvarne poruke i taktike koje pojedinac koristi da promeni stavove i/ili ponašanje drugih (Lewicki et al., 2006; Dobrijević, 2009). Uvek je važno uspostaviti odnos saradnje i kooperativnog ponašanja. Nije moguće uspešno voditi pregovore kada strane imaju utisak da ih protivnik posmatra kao konkurenciju i da nije spreman da sarađuje.

Neophodno je istaći suštinu teme i poentu izlaganja, kao i zaključak. Određene karakteristike govornika, kao što su smisao za kreativnost, humor i improvizacija, neophodne su za uspešan monolog (Marinković, 2003). Vreme igra veoma važnu ulogu u pregovorima, pa se sa sve većim pritiskom izdvajaju vešti pregovarači, dok se slabiji pregovarači nađu u situaciji da im se strategija urušava i počinju da prave neplanirane ustupke i prihvataju gora rešenja.

Prema različitim teoretičarima, uticaj ličnosti na uspeh pregovora varira. Šonfild smatra da ne postoji direktna korelacija između ličnih karakteristika pregovarača i postignutih rezultata. Prema njegovim rečima, uspešan pregovor je dogovor koji je što je moguće bliži konačnom prihvatljivom rešenju druge strane (Schoenfield, 1983) (Bisno, 1988). S druge strane, postoje čak i naučni dokazi da određeni tipovi ljudi mogu biti uspešniji u pregovorima vezanim za integracije, a potpuno drugačiji u konkurentskim pregovorima (Levicki et al., 2006).

Ljudi koji prave male ustupke tokom pregovora postižu povoljnije rezultate, a za izuzetno brze poslove preferiraju se vešti pregovarači. Pregovarači koji veruju drugoj strani imaju veću verovatnoću da pregovaraju i imaju više fleksibilnosti u pronalaženju rešenja. Takođe, reputacija pregovarača utiče na spremnost da se sporazum prihvati, jer se smatra garancijom efektivnosti implementacije rešenja. Prisustvo javnosti na taj način motiviše pregovarače da nađu pozitivne a izbegavaju negativne ocene.

Pregovarači koji su etički veoma fleksibilni ponašaju se kooperativnije od onih koji imaju krute etičke stavove. Kada je reč o važnim slučajevima, formalne procedure moraju da prate dogovore, a ceni se prisustvo treće (neutralne) strane, jer se na taj način unosi element neutralnosti i nepristrasnog mišljenja. Pritisak vremenskog ograničenja povećava verovatnoću postizanja sporazuma i ima tendenciju da se manifestuje u smanjenju količine pregovaračkih očekivanja, zahteva i blefiranja do kojih dolazi. Osim toga, pretnje upućene protivniku smanjuju mogućnost

postizanja dogovora, dok obećanja obično povećavaju verovatnoću postizanja pozitivnog rešenja. Jedna od prednosti pregovarača može biti „domaći teren". Takođe, smatra se da uticaj ima i raspored prisutnih tokom pregovora, pa se smatra da takmičari vole da sede jedni preko puta drugih, a portparoli mnogo efikasnije komuniciraju ako sede jedan pored drugog.

ZAKLJUČAK

Kada bilo koja dva pojedinca, grupe, organizacije ili države dođu u kontakt i pokušaju da ostvare svoje ciljeve, njihov odnos postaje nekompatibilan. Konflikt je važan element međuljudskih odnosa, pa u današnjim organizacijama upravljanje konfliktima predstavlja veoma važnu menadžersku veštinu za normalno funkcionisanje preduzeća.

Ciljevi sukobljenih strana mogu biti od jednostavnog pokušaja da nateraju druge da prihvate njegov način razmišljanja, preko obezbeđivanja prednosti nad resursima, do povrede ili eliminisanja protivničke strane. Umetnost pregovaranja je veština neophodna za postizanje sporazuma između dve zainteresovane strane. Vešti pregovarači su visoko cenjeni i njihove sposobnosti se spremno primenjuju u okolnostima kada ishod pregovora u velikoj meri utiče na dalje poslovanje uključenih strana.

Na kraju, ipak je potrebno proceniti najbolje rešenje sa pozicije svake strane ponaosob: ponekad je dobro naći rešenje gde će obe strane biti zadovoljne i održavati dobre odnose, makar i po cenu ustupaka, ali uz dugoročne prednosti. Rešenje će zavisiti od konkretne situacije i cilja koji se želi postići, ali je u svakom slučaju jasno da je neophodna izuzetna stručnost u ovoj oblasti da bi se neko nazvao profesionalnim pregovaračem, koji će pomoći da se poslovanje nastavi u boljim uslovima nakon postizanja adekvatnog sporazuma između stranaka.

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THE ROLE AND IMPORTANCE OF GOOD BUSINESS NEGOTIATION SKILLS FOR MODERN MANAGERS

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Abstract: *Negotiating represents a skill that is present in every aspect of life, whether it is everyday negotiations over simple matters, or business negotiations, which are the primary focus of this paper. Negotiation always occurs between two interested parties. This skill has existed as long as humankind, but it has never been as important as it is today. Trade gave rise to the phenomenon of negotiation, which, in ancient times, replaced violent seizure and theft. Today, business negotiation is a highly valued skill. Not every negotiator possesses a natural talent for negotiation, which is why many*

researchers have dedicated themselves to studying this skill, developing a wide range of theoretical frameworks to help people learn and refine their negotiation abilities. These foundational principles are the subject of this paper, along with the main elements of business negotiation, the characteristics of a successful negotiator, and numerous recommendations for honing business communication and negotiation skills. The aim of this research is to highlight the significance of the manager's role and to demonstrate that effective business negotiation requires knowledge, precision, and the ability to assess psychological factors.

Keywords: *business negotiations, negotiation skill, characteristics of negotiators, negotiation psychology, negotiating counterpart.*

UPUTSTVO AUTORIMA ZA PISANJE I PRIPREMANJE RUKOPISA

Ekonomija – teorija i praksa predstavlja časopis međunarodne orijentacije koji ima za cilj objavljivanje radova iz svih oblasti ekonomije i privrednog poslovanja. Časopis objavljuje radove na srpskom i na engleskom jeziku. Časopis *Ekonomija – teorija i praksa* otvoren je za sva argumentovana mišljenja i ideologije. Empirijska istraživanja i teorijske analize problema u svim oblastima ekonomije od podjednakog su značaja i biće objavljeni, ukoliko po mišljenju recenzenata i urednika zadovoljavaju kriterije časopisa u pogledu relevantnosti i profesionalnog nivoa.

DOSTAVLJANJE RUKOPISA

Autori mogu dostavljati rukopise, **obavezno** u elektronskoj formi na e-mail adresu: redakcija@fimek.edu.rs, a u papirnoj verziji na adresu: Fakultet za ekonomiju i inženjerski me- nadžment, Novi Sad, Cvećarska 2, Srbija, sa naznakom „Za redakciju časopisa Ekonomija – teorija i praksa". Rukopisi će biti uzeti u razmatranje za objavljivanje, uz uslov da isti rad nije istovremeno ponuđen nekom drugom časopisu, a u slučaju kolektivnih radova – kada su svi autori saglasni sa tim da rad bude objavljen. Smatra se da sva mišljenja izneta u objav- ljenom radu spadaju pod isključivu odgovornost autora. Urednik, recenzenti ili izdavač ne prihvataju odgovornost za izneta mišljenja autora.

Rukopisi treba da ispunjavaju osnovne tehničke i stilske kriterijume. Nepoštovanje navedenih kriterijuma može da rezultira neprihvatanjem teksta, traženjem da se rad prilagodi ili kašnjenjem prilikom objavljivanja. (U slučaju da se dostavlja u papirnoj verziji, sa istovetnom verzijom u elektronskoj formi, tekst treba da bude odštampan jednostrano, sa duplim proredom, na papiru formata A4. Sve stranice, osim naslovne, treba da budu numerisane). Verzija dostavljena u elektronskoj formi, kao i ona u papirnoj, mora biti otkucana tačno i bez grešaka, u obliku dokumenta u Word-u, sa uključenim svim tabelama i grafikonima kao što se predviđa da bude u objavljenom tekstu. Redakcija će rukopis dostaviti recenzentima kompetentnim za odgovarajuće oblasti.

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Na kraju svakog naučnog članka obavezno je napisati Literaturu, odnosno, spisak korišćenih, tj. citiranih referenci po abecednom redu.

TEHNIČKO UPUTSTVO ZA FORMATIRANJE RADOVA

Rad treba da sadrži sledeće:

1. Naslov rada (ne više od 10 reči) na srpskom i engleskom jeziku, centrirano.
2. Podnaslov (opciono) na srpskom i engleskom jeziku.
3. Podaci o autorima: prezime, ime (u fusnoti institucija zaposlenja, adresa, telefon i e-mail).
4. Apstrakt rada maksimalne dužine do 200 reči na srpskom i engleskom jeziku.
5. Ključne reči (ne više od 10) na srpskom i engleskom jeziku.
6. Tekst rada na srpskom ili engleskom, maksimalnog obima 16 stranica, uključujući tabele, slike, grafikone, literaturu i ostale priloge.
7. Bibliografiju.

Uputstvo za oblikovanje teksta:

1. Rad treba pripremiti pomoću tekst procesora Word.
2. Format stranice: A4
3. Sve margine: 25 mm
4. Font: latinični, Times New Roman, veličine 12 pt., (važi za sve podnaslove, nazive tabela, slika, sažetak, ključne reči), sa proredom 1,5. Sažetak (Abstract) kucati *italic*. Naslov rada 14 pt. bold, fusnote 10 pt.
5. Nazivi tabela, slike treba da su numerisani arapskim brojevima. Slike, ilustracije, sheme potrebno je priložiti u jednom od formata: jpg ili tiff formatu, rezolucije 300 dpi (minimalno!), crno-bele (grayscale). Ako ima vektorskih crteža (grafikona, shema, blok dijagrami), oni bi trebalo da budu u ai, eps ili cdr formatu, isto crno-bele. Za tekst u slikama, ilustracijama i shemama poželjno je koristiti font Arial, veličine 9 pt.
6. Za listu referenci i citate dato je posebno uputstvo.

1. Lista referenci:

U referencama se izvori kao što su: knjiga, članak u časopisu ili internet stranica, navode detaljno tako da čitaoci mogu da ih identifikuju i konsultuju. Reference se stavljaju na kraju rada, a izvori se navode po abecednom redu: (a) po prezimenu autora ili (b) po naslovima ako nije poznato ime autora.

Više izvora jednog autora prikazuju se hronološkim redom, npr.:

Bandin, T. (1995).
Bandin, T. (1998).
Bandin, T. (2000).

A. Knjige, brošure, poglavlja iz knjige, enciklopedijske odrednice, recenzije

Osnovni format za knjige

Autor, S. I. (godina izdavanja). *Naslov dela,* Mesto izdavanja, Izdavač

Jedan autor

Carić, S. (2007). *Bankarski poslovi i hartije od vrednosti*, Novi Sad, Privredna akademija

Jedan autor, novo izdanje

Vunjak, M. N. (2008). *Finansijski menadžment: Poslovne finansije* (7. izd.). Subotica, Proleter A.D. Bečej, Ekonomski fakultet

Dva autora

Soleša, D., Carić, M. (2016). *Informacione i komunikacione tehnologije*, Novi Sad: Univerzitet Privredna Akademija, Fakultet za ekonomiju i inženjerski menadžment.

Tri do šest autora

Solesa, D., Juričić, V., Raisman, M. (2014). Web 2.0 as a potential for development of young people, *Technical Gazette* 21(6), 1403-1409.

Bez autora

Publication Manual of the American Psychological Association (Fourth Edition). (1994). Washington, D.C., American Psychological Association

Bez autora, ima samo urednika, editora, ed.

Cattell, R.B. (Ed.). (1966). *Handbook of Multivariate Experimental Psychology*, Chicago, Rand McNally & Company.

Navođenje neobjavljenih radova (doktorska disertacije, magistarski radovi i drugi ne- objavljeni radovi)

Jovanović, M. (2009). *Investicioni instrumenti u bankarskom poslovanju.* Magistarski rad, Novi Sad, Fakultet za ekonomiju i inženjerski menadžment.

Ignjatijević, S. (2011). *Komparativne prednosti agrara Srbije u spoljnoj trgovini, Doktorsk*a disertacija, Novi Sad, Fakultet za ekonomiju i inženjerski menadžment.

Poglavlje u knjizi

Prezime, inicijal imena. (Godina). Naslov poglavlja. U inicijal imena urednika prezime urednika (ur.), *Naslov knjige* (str. Prva strana poglavlja-poslednja strana poglavlja). Mesto, Izdavač.

Momirović, K., Bala, G. i Hošek, A. (2002). Taksonomska struktura nekih simp- toma aberantnog ponašanja dece od 4 do 7 godina. U: K. Momirović i D. Popović (ur.), *Psihopatija i kriminal* (str. 125-142). Leposavić, Univerzitet u Prištini, Centar za multidisciplinarna istraživanja Fakulteta za fizičku kulturu.

B. Časopisi i ostale periodične publikacije

Članak u časopisu, jedan autor

Prezime, inicijali imena. (Godina). Naslov. *Naziv časopisa,* volumen, (broj), prva strana članka-poslednja strana članka.

Schneider, F. (2005). Shadow economies around the world: what do we really know?. *European Journal of Political Economy,* 21(3), 598-642

Članak u časopisu, dva autora

Hill, M., & Hupe, P. (2007). Street-level bureaucracy and public accountability. *Public Administration,* 85 (2), 279-299.

Članak u časopisu, tri do šest autora

Soleša, D., Juričić, V., Raisman, M. (2014). *Web 2.0 as a potential for development of young people, Technical Gazette 21(6)*, 1403-1409.

Članak u časopisu, više od šest autora

Ljubojević, K., Dimitrijević, M., Mirković, D., Tanasijević, V., Perić, O., Jovanov, N. et al. (2005). Putting the user at the center of software testing activity. *Management Information Systems,* 3 (1), 99-106.

Saopštenje u zborniku konferencije, simpozijuma ili kongresa ili prilog iz Enciklopedije) Inicijali prezimena autora, godina, naslov rada, naziv simpozijuma, strane, mesto izdavanja, izdavač.

Soleša, D., Černetič M., Gerlič I., (2007). *New Media in Education*, Selected topics, University of Novi Sad - Faculty of Education in Sombor, Faculty for Organizational Sciences in Kranj and University of Maribor - Faculty of Education Maribor, pg. 219

Ukoliko koristite izvor sa interneta (Naslov strane, datum preuzimanja podataka, sajt)

1. Ministarstvo za nauku i tehnološki razvoj (2010, Januar 20), Lista časopisa za društvene nauke, Preuzeto sa http://www.nauka.gov.rs/cir/index.php?option=com_content&task=view&id=930&Itemid
2. Ekonomija u Wikipediji (2010, Februar 02), Preuzeto sa: http://bs.wikipedia.org/wiki/Ekonomija

CITATI IZ IZVORA U TEKSTU RADA

Citati

Ukoliko se izvor citira doslovce, navodi se ime autora, godina izdanja i stranica sa koje je citat preuzet (sa naznakom „str.")

Citat se uvodi frazom koja sadrži autorovo prezime, a iza njega se stavlja godina objavljivanja u zagradama.

> Po Mirkoviću (2001), „primena skladišta..."(str. 201) ili
> Mirković (2001) smatra da „primena skladišta..."(str. 201).

Ukoliko se u uvodnoj fazi ne imenuje autor, na kraj citata se stavlja autorovo prezime, godina izdanja i broj stranice u zagradama.

Rezime ili parafraza

Po Vunjaku (2008), elastičnost finansijskog menadžmenta se ispoljava u sposobnosti pribavljanja jeftinijeg dopunskog kapitala, (str. 32).

Elastičnost finansijskog menadžmenta se ispoljava u sposobnosti pribavljanja jeftinijeg dopunskog kapitala (Vunjak, 2008, str. 32)

Jedan autor

> Babović (2009) upoređuje strukturu pristupa ...

Dva autora

Uvek se navode dva prezimena

> U jednom drugom istraživanju (Babović i Lazić, 2008) zaključuju da se...

U engleskom tekstu se (veznik *i*) označava sa „&"

Tri do pet autora

Prvi put se navode imena svih autora. Kod narednih navoda, navodi se prezime prvog autora, iza koga se stavlja „i sar." a u engleskom tekstu „et al."

> (Babović, Veselinović, Carić, Đorđević i Ćirić, 2011)

Šest ili više autora

U uvodnoj frazi navodi se prezime prvog autora ili u zagradi

> Carić i sar. (2010) tvrde da...
>
> ...nije relevantna (Carić i sar., 2011)

Kada se navodi više od jednog dela istog autora:

> (Bandin, 2005, 2007)

Kada je više od jednog dela istog autora objavljeno iste godine, navode se sa slovima a, b, c itd.

> (Bandin, 2006a, 2006b, 2006c)

Ukoliko niste pročitali originalno delo navodi se autor koji vas je uputio na isto:

Bergsonovo istraživanje (pomenuto kod Mirkovića i Boškova, 2006).

Kod citata se uvek navode stranice:
(Mirković, 2006, str. 12)

Kod korišćenja delova
(Carić, 2008, pogl. 3)

(Carić, 2008, str. 231–258)

Neimenovan autor

Ukoliko delo nije autorizovano, izvor se navodi po naslovu u uvodnoj frazi, ili se prve jedna do dve reči stave u zagradu. Naslovi knjiga i izveštaja se pišu kurzivom, dok se naslovi članaka i poglavlja stavljaju u navodnike.

Slična anketa je sprovedena u jednom broju organizacija koje imaju stalno zaposlene menadžere baze podataka („Limiting database access". 2005).

FUSNOTE

Ponekad se neko pitanje pokrenuto u tekstu mora dodatno obraditi u fusnotama, u kojima se dodaje nešto što je u indirektnoj vezi sa temom, ili se daju dodatne tehničke informacije.

Fusnote se numerišu eksponentom, arapskim brojevima na kraju rečenice.

Pored toga što na adresu mogu da šalju rukopise, potencijalni autori mogu na istu adresu redakcija@fimek.edu.rs da upute i upite u vezi sa odlukom o (ne)objavljivanju tekstova i sa fazom do koje je tekst stigao u redakcijskoj proceduri.

Časopis Ekonomija – teorija i praksa, ISSN 2217-5458 je nastavak časopisa Zbornik radova, ISSN 1820-9165

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"Economics – Theory and Practice" presents an internationally oriented journal which aims to publish papers from the broad fields of economics and economic affairs. The journal publishes papers in Serbian and English language and is open to all kinds of argumentative writing. Empirical studies and theoretical analyses of economic issues from all areas of economics are equally important and will be published provided that, in the opinion of reviewers and the editor, they meet the set criteria in terms of subject relevance and level of expertise.

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Authors can submit manuscripts, in the electronic form ONLY to the following e-mail address: redakcija@fimek.edu.rs or by mailing paper versions to: Fakultet za ekonomiju i inženjerski menadžment, Novi Sad, Cvećarska 2, Srbija, clearly marked as follows: "Za redakciju časopisa Ekonomija- teorija i praksa". The manuscripts will be considered for publishing on the condition that they have not been offered to any other journals, while works written by multiple authors can be published only if all of the contributing authors give their consent for publication. All points of view expressed in papers are held as the sole responsibility of authors. The editor, reviewers or the publisher do not assume responsibility for the expressed viewpoints in the papers.

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Rules are such that a manuscript has to be sent to reviewers without the author's identity. Authors need to pay special attention to the content of the manuscript cover, so that it contains the title of the paper and most important facts about the author(s), including first and last name, academic degree and title, affiliation, address and contact telephone and e-mail address of the author for further correspondence. The first page coming right after the cover has to contain once again the title of the paper, followed by spacing and then an abstract not exceeding 200 words in Serbian and English. Below the abstract, authors have to supply up to 10 key words. The text of the paper

starts from page two. Authors are kindly asked not to mention any personal details/ facts within the text or footnotes that might reveal the identity of authors.

Papers should be written clearly, concisely, and presented in a logical sequence, assuming the introductory part, objectives and research methods, body of the paper and conclusion. When writing references, authors need to use the internationally recognized APA standard. Footnotes can contain further explanations and comments related to the text.

At the end of each scientific paper, authors need to provide a list of used Literature, i.e. the cited references in alphabetical order.

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Each paper/article should contain the following elements:

1. Title (not more than 10 words) in Serbian and English, centered.
2. Subtitle (optional) in Serbian and English.
3. Information about authors: last name, first name (in footnote- place of work, address, telephone and e-mail.
4. Paper abstract- maximum length up to 200 words, in Serbian and English.
5. Key words (not more than 10) in Serbian and English.
6. Text in Serbian and English, maximum 16 pages, including tables, pictures, graphs, literature and other appendices.
7. Bibliography.

Guidelines for text formatting:

1. Text should be written using MS Word.
2. Page format: A4
3. All margins: 25 mm
4. Font: Latin, Times New Roman, Font size 12 pt., (applies to all subtitles, table titles, pictures, abstract, key words), with spacing of 1.5. Abstract should be written in *italic*. Paper title: 14 pt. bold, footnotes: 10 pt.
5. Table titles, pictures should be marked with Arabic numbers. Pictures, illustrations and schemes should be submitted in jpg or tiff format, in resolution 300 dpi (minimum!), black and white (grayscale). If there is any vector graphics included (graphs, schemes or block diagrams, it should be in ai, eps or cdr format, black and white again. For text inside pictures, illustrations and schemes, it is suggested to use font type Arial, size 9 pt.
6. For reference list and quotations separate guidelines are given.

Reference list:

Sources such as: book, article from a journal, or web page are cited in such detailed manner that readers can easily identify and consult them, if necessary. Refernce list is supplied at the end of the paper and sources are listed in alphabetical order: (a) by author's last name or (b) titles- if author's identity is unknown. More sources by the same author are presented in chronological order, e.g.:

Bandin, T. (1995).

Bandin, T. (1998).

Bandin, T. (2000).

Books, brochures, book chapters, encyclopedia entries, reviews

The main format for books

Author, S. I. (year of publishing). *Title,* Place of publishing, Publisher

One author

Carić, S. (2007). *Bankarski poslovi i hartije od vrednosti*, Novi Sad, Privredna akademija

One author, new edition

Vunjak, M. N. (2008). *Finansijski menadžment: Poslovne finansije* (7th edition). Subotica, Proleter A.D. Bečej, Ekonomski fakultet

Two authors

Soleša, D., Carić, M. (2016). *Informacione i komunikacione tehnologije*, Novi Sad: Univerzitet Privredna Akademija, Fakultet za ekonomiju i inženjerski menadžment.

Three to six authors

Solesa, D., Juričić, V., Raisman, M. (2014). Web 2.0 as a potential for development of young people, *Technical Gazette* 21(6), 1403-1409.

Without author

Publication Manual of the American Psychological Association (Fourth Edition). (1994). Washington, D.C., American Psychological Association

Without author, has only editor, ed.

Cattell, R.B. (Ed.). (1966). *Handbook of Multivariate Experimental Psychology*, Chicago, Rand McNally & Company.

Citing unpublished papers (doctoral dissertations, master's theses and other unpublished works)

Jovanović, M. (2009). *Investicioni instrumenti u bankarskom poslovanju.* Master's Thesis, Novi Sad, Fakultet za ekonomiju i inženjerski menadžment.

Ignjatijević, S. (2011). *Komparativne prednosti agrara Srbije u spoljnoj trgovini*, Doctoral dissertation, Novi Sad, Fakultet za ekonomiju i inženjerski menadžment.

Book chapter

Last name, First name initial. (Year). Title of the chapter. In: Initial of the first name of editor.

Last name of editor (Ed.), *Title of the book* (p. first page of the chapter- last page of the chapter). Place of publishing, Publisher.

Momirović, K., Bala, G. i Hošek, A. (2002). Taksonomska struktura nekih simptoma aberantnog ponašanja dece od 4 do 7 godina. In: K. Momirović i D. Popović (Ed.), *Psihopatija i kriminal* (p. 125-142). Leposavić, Univerzitet u Prištini, Centar za multidisciplinarna istraživanja Fakulteta za fizičku kulturu.

Journals and other periodicals:

Article from a journal, single author

Last name, first name initial. (Year). Title. *Name of the journal,* volume, (number), first page of the article- last page of the article.

Schneider, F. (2005). Shadow Economies Around the World: What do we really know?. *European Journal of Political Economy,* 21(3), 598-642

Article from a journal, two authors

Hill, M., & Hupe, P. (2007). Street-level bureaucracy and public accountability. *Public Administration,* 85 (2), 279-299.

Article from a journal, three to six authors

Solesa, D., Juričić, V., Raisman, M. (2014). *Web 2.0 as a potential for development of young people, Technical Gazette 21(6),* 1403-1409.

Article from a journal, more than six authors

Ljubojević, K., Dimitrijević, M., Mirković, D., Tanasijević, V., Perić, O., Jovanov, N. et al. (2005). Putting the user at the center of software testing activity. *Management Information Systems,* 3 (1), 99-106.

Proceedings of conferences, symposiums or congresses or excerpts from encyclopedias

Author's last name initial, year, title of the paper, name of symposium, page numbers, place of publishing, publisher.

Soleša, D., Černetič M., Gerlič I., (2007). *New Media in Education*, Selected topics, University of Novi Sad - Faculty of Education in Sombor, Faculty for Organizational Sciences in Kranj and University of Maribor - Faculty of Education Maribor, pg. 219

If you use an Internet source (Title/Heading of the web-page, date of using the source, web-site)

1. Ministarstvo za nauku i tehnološki razvoj (2010, January 20), Lista časopisa za društvene nauke, Taken from http://www.nauka.gov.rs/cir/index.php?option=com_content&task=view&id=930&Itemid
2. Ekonomija u Wikipediji (2010, February 02), Taken from: http://bs.wikipedia. org/wiki/Ekonomija

QUOTATIONS FROM SOURCES USED IN THE PAPER

Quotations

If a source is quoted word by word, it is necessary to give the author's name, year of publishing and page from which the quotation was taken (using "p.")

The quote is introduced by giving the author's last name, followed by the year of publishing in brackets.

> According to Mirković (2001), "primena skladišta..." (p. 201) or Mirković (2001) believes that "primena skladišta..." (p. 201).

If the introducing phrase does not mention the author's name, the author's last name should be put at the end of the quotation, followed by the year of publishing and page number in brackets.

Summary or paraphrase

> According to Vunjak (2008), the elasticity of financial management is ….cheaper additional capital, (p. 32).
>
> The elasticity of financial management is ….cheaper additional capital (Vunjak, 2008, p. 32)

One author

> Babović (2009) compares the structures of approaches...

Two authors

Both last names have to be supplied

> In another research (Babović and Lazić, 2008) it is concluded that...

In the English text (conjunction *and*) is marked as "&"

Three to five authors

When mentioned for the first time, all the authors' names need to be supplied. In repeated quoting, the last name of the first author is supplied, followed by "et al."

> (Babović, Veselinović, Carić, Đorđević i Ćirić, 2011)

Six or more authors

In the introductory phrase, there has to be the last name of the first author, or in brackets

Carić et al. (2010) claim that...
...is not relevant (Carić et al., 2011)

When more than one work by the same author are mentioned:

(Bandin, 2005, 2007)

When more than one work by the same author were published the same year, they are marked with letters a, b, c etc.

(Bandin, 2006a, 2006b, 2006c)

If you haven't read the original work, you should give the name of the author which referred you to the mentioned source:

Bergson's research (mentioned by Mirković and Boškov, 2006).

Pages are always supplied in quotations:

(Mirković, 2006, p. 12)

When quoting parts

(Carić, 2008, ch. 3)
(Carić, 2008, p. 231–258)

Unnamed author

If a work has not been authorized, that source is mentioned by the introducing phrase, or with the first one or two words put in brackets.

Titles of books and reports are given in italic, while titles of articles and chapters are given under quotation marks.

A similar poll has been conducted in a number of organizations with database managers employed full-time ("Limiting database access". 2005).

FOOTNOTES

Sometimes it is necessary to supply additional comments or explanations for certain issues mentioned in the text. This is done in the form of footnotes, which can be directly related to the topic or simply give some additional technical information.

Footnotes are marked with exponent in Arabic numbers at the end of the sentence.

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