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TRŽIŠTE RADA U SEKTORU TURIZMA KROZ PRIZMU RODNE RAVNOPRAVNOSTI

Danka Curaković[1]

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Apstrakt

Tržište rada i dalje teži dostizanju punog stepena rodne ravnopravnosti, pa je stoga predmet ovog rada rodna ravnopravnost na tržištu rada u sektoru turizma, kao sektora u kome dominira ženska radna snaga. Cilj rada predstavlja istraživanje pojedinih indikatora rodne ravnopravnost na tržištu rada u turističkom sektoru u Srbiji. Kako bi se postigao ovaj cilj prvobitno je istraživana postojeća domaća i strana literatura, te potom vršeno empirijsko istraživanje kvantitativnih pokazatelja rodne ravnopravnosti. Istraživanje, vršeno anketnim upitnikom, obuhvatilo je 223 žena i muškaraca zaposlenih u sektoru turizma. Istraživanjem je ispitivano postojanje razlike između zaposlenih muškaraca i žena prema dostignutom stepenu obrazovanja, vrsti radne pozicije i diskriminaciji na radu. Upitnikom su ispitivani i stavovi muškaraca i žena u vezi rodne ravnopravnosti na radu. Rezultati istraživanja ukazuju na postojanje rodne neravnopravnosti među zaposlenim u turističkoj privredi. Zaključak istraživanja upućuje na naučni i praktični doprinos temi rodne ravnopravnosti na tržištu rada.

Ključne reči*: tržište rada, sektor turizma, rodna ravnopravnost, muškarci i žene.*

JEL*: J16, Z3*

Uvod

Određeni obrasci zapošljavanja klasifikuju turizam kao žensku industriju. Najveći udeo radne snage u turističkom sektoru na globalnom nivou čine žene (Baum, 2013; Globalni izveštaj o ženama u turizmu, 2019). Međutim, njihova pozicija je daleko od idealne. Turistički radnici, bez obzira na pol, se suočavaju sa brojim izazovima pristojnog rada, koji uključuju visoku učestalost neformalnih radnih odnosa, nesigurnost pri zapošljavanju, ograničene mogućnosti za napredovanje, ograničenu autonomiju radnog mesta, ograničenu socijalnu zaštitu i loše uslove rada (ILO Guidelines on Decent Work and Socially Responsible Tourism, 2017; Winchenbach et al., 2019), kao i niže plate od radnika u drugim sektorima (Brandt, 2018; Casado-Díaz, Simon, 2016; Lillo- Bañuls, Casado-Díaz, 2015;

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Silva, Guimar˜aes, 2017). Većinsko učešće ženske radne snage u sektoru turizma znači da je veća verovatnoća da će se žene suočiti sa neadekvatnim radnim uslovima.

Žene u Republici Srbiji su i dalje ekonomski zavisne od muškaraca, čime se umanjuje njihov položaj i značaj u domaćinstvu i široj društvenoj zajednici. Prema podacima za 2019. godinu, 11,1% žena je nezaposleno, naspram 9,8% muškaraca, dok je stopa neaktivnosti žena, čak 52,9%, naspram 37,3% muškaraca, i to najčešće zbog brige o deci i starijim članovima porodice, kojima je potrebna nega (Ivanov, 2020). U svakom regionu sveta, žene neproporcionalno mnogo više rade neplaćene poslove u kući i poslove u vezi nege dece u odnosu na muškarce (International Labour Organization, 2018). Takođe, žene su još uvek u velikoj meri nedovoljno zastupljene u rukovodećim pozicijama, a postoje i izveštaji o značajnim rodnim razlikama u izboru posla, novčanim beneficijama, razvoju zaposlenih, preduzetništvu i pristupu imovini, finansijama i vlasništvu nad prirodnim resursima (Kieran et al., 2015; International Labor Organization, 2016; Seguino, 2016; Cuberes et al., 2019; Morsi, 2020).

Ovaj rad ima za cilj da kroz istraživanje indikatora rodne ravnopravnosti na tržištu rada u sektoru turizma da svoj doprinos istraživanjima na ovu temu. Rad je podeljen u nekoliko delova. Kroz pregled literature postavljene su hipoteze istraživanja. Naredni odeljci se bave metodologijom istraživanja, rezultatima i diskusijom dobijenih rezulatata, dok je završni deo ovog rada rezervisan za zaključke sa ograničenjima studije i preporukama za buduća istraživanja.

Pregled literature

U saktoru turizma dominira ženska radna snaga. Svetska turistička organizacija izveštava da žene čine 54% zaposlenih u turizmu na globalnom nivou, a u mnogim zemljama stopa zaposlenosti žena u turizmu je iznad prosečne stope ostalih sektora (Global Report on Women in Tourism, 2019). Međutim, iako žene predstavljaju većinu turističkih radnika one su, uglavnom, gurnute na niže pozicije, nedovoljno su zastupljene na višim rukovodećim pozicijama, zarađuju manje od muškaraca, imaju nesigurnije poslove i slično (Baum, 2013; Global Report on Women in Tourism, 2019; Hutchings, Moyle, Chai, Garofano, Moore, 2020). Turizam ima potencijal da osnaži žene, ali zapošljavanje u turizmu nije izolovano od tržišta rada (Jackman, 2022), pa sposobnost turizma da olakša ekonomsko osnaživanje žena i promoviše rodnu ravnopravnost u velikoj meri zavisi od toga koliko su rodne norme duboko ugrađene u društveni, politički i pravni pejzaž (Monney, 2018). Čak i u najrazvijenijim ekonomijama, kvalitet posla u turizmu se razlikuje između muškaraca i žena, s tim što žene trpe rodnu diskriminaciju, tako što imaju lošije uslove rada u odnosu na svoje muške kolege (Santero-Sanchez, Segovia-Pérez, Castro-Nuñez, Figueroa-Domecq, Talón-Ballestero, 2015; Baum, 2015). Koncentracija žena u uslužnom sektoru i posebno, na niskokvalifikovanim poslovima u okviru ovog sektora dovela je do tzv. „postindustrijskog proletarijata”, koji je posebno ranjiv na eksploataciju (Abrantes, P., Abrantes, M., 2014).

Prvi globalni izveštaj o ženama u turizmu (Global Report on Women in Tourism, 2011) utvrdio je da žene čine veliki deo formalne radne snage u turizmu; da su dobro zastupljene na poslovima na nivou usluga i službenika, ali da su slabo zastupljene na profesionalnim nivoima, te da žene u turizmu obično zarađuju 10% do 15% manje od svojih muških kolega. Međunarodna kancelarija rada je isto tako, pre više od jedne decenije, istakla izazove sa kojima se suočavaju žene na radnim mestima u hotelskoj industriji, pri čemu je zabeležila sledeće: „razlika između kvalifikacija i radnog mesta se uočava na primeru žena, koje čine 60-70% radne snage, pri čemu postoji tendencija da nekvalifikovane i polukvalifikovane osobe ženskog pola rade na najugroženijim poslovima, gde je velika verovatnoća da će iskusiti gore uslove rada, imati nejednake mogućnosti ili biti izložene nasilju, eksploataciji, stresu i seksualnom zlostavljanju” (Baum, Wolfgang, 2010). Međutim, u poslednjih deset godina došlo je do suštinskih promena, koje se odnose na postojanje veće svesti o pitanjima rodne ravnopravnosti; pojačanoj zaštita žena u turizmu; ulaganju napora da se uhvati u koštac sa jazom u platama između polova u sektoru i sve se više poklanja pažnje rešavanju prava žena na zapošljavanje (Global Report on Women in Tourism, 2019).

Tržište rada i dalje je podeljeno na ženske i muške poslove, a ženama je otežan pristup rukovodećim pozicijama (Ahrens, Scheele, 2021). Uslužni sektor je polarizovan na poslove sa visokom i niskom kvalifikacijom (Blackburn et al. 2002), koji zahtevaju atribute koji se stereotipno označavaju kao ženski, kao što su na primer briga i negovanje (Anker 1997; Charles, Grusky 2004; Estevez-Abe 2005). Pol uslovljava strukturu zanimanja u hotelima, što stvara vertikalnu podelu rada, prema kojoj žene uglavnom prihvataju poslove sa lošijim platama i radnim uslovima od muškaraca, i horizontalnu podelu rada, prema kojoj su žene koncentrisane na najniže plaćenim poslovima (Huete, Brotons, Sigüenza, 2016). Rodna podela uloga, se iz porodične sfere preslikava na profesionalnu, pa žene češće nego muškarci, obavljaju poslove spremanja, čišćenja, pranja, peglanja i slično, dok se muškarci, češće od žena, regrutuju za poslove bel-boja, vozača, čuvara, nosača, poslove transporta i slično. Žene se takođe, češće od muškaraca nalaze na poslovima turističkih vodiča, domaćica hotela, agenata prodaje u turističkim agencijama i drugo. Iako većina žena zaposlenih u hotelskoj industriji smatra da rod nije važan za obavljanje delatnosti u hotelijerstvu i da se prilikom regrutovanja novih kadrova ne uzima u obzir rodna pripadnost, istraživanje rodne ravnopravnosti u turističkom sektoru u Vojvodini (Srbija) ipak potvrđuju stereotipe, pa tako čak 83% ispitanica smatra da neki poslovi više odgovaraju muškarcima (konobar, stolar, bravar, električar, šofer, obezbeđenje), a drugi ženama (kuvarica, sobarica, hotelska domaćica, spremačica, recepcionerka) (Garača, Vukosav, Curaković, Bradić, 2020).

Istraživanja o rodnoj ravnopravosti na radu navode da u većini sektora rukovodeće pozicije i dalje drže stariji muškarci, dok mnoge karijere žena stagniraju na srednjim menadžerskim pozicijama (Jyrkinen, 2014). Izveštaj Svetskog ekonmskog foruma o globalnom rodnom jazu (Global Gender Gap Report; 2018) procenjuje da će biti potrebne 202 godine da se postigne rodna ravnoteža u salama za sastanke. Generalno, muškarci i dalje dominiraju većinom odbora kompanija širom sveta (Freund, Hernandez-Maskivker, 2021). Brojčana superiornost žena na turističkim pozicijama ne odražava se u tehničkom rukovodstvu ili menadžmentu sektora (Baum, 2013). Žene su nedovoljno zastupljene na izvršnim nivoima, a one koje jesu na izvršnim poslovima, pretežno su zaposlene u mikroorganizacijijama i sopstvenim preduzećima (Morgan, Pritchard, 2019). U međunarodnom ugostiteljstvu žene i dalje zauzimaju manje od 40% svih rukovodećih i nadzornih funkcija, od čega manje od 20% u generalnom menadžmentu, identifikovane su kao vlasnice u manje od 20% ugostiteljskih objekata i samo oko 10% kao vlasnice hotela širom sveta, i čine između 5% i 8% članova korporativnog odbora hotelijerskih preduzeća (Obadić, 2016). Istraživanje spovedeno u Španiji, jednoj od najrazvijenijih turističkih destinacija, govori da žene zaposlene u smeštaju, turističkim agencijama, turoperatorima i vazdušnom saobraćaju čine 57% od ukupnog broja radnika u ove tri industrije, ali samo trećinu visokorangiranih pozicija zauzimaju žene, a samo 3% žena postaju izvršni direktori turističkih kompanija (Hosteltur, 2019). Istraživači, organizacije i pojedinci često se pozivaju na stakleni plafon nevidljivih barijera, koje sprečavaju žene da se podignu na vrh rukovodećih pozicija, uprkos tome što imaju veštine, iskustvo i kvalifikacije jednake muškim kolegama (Hutchings, Moyle, Chai, Garofano, Moore, 2020).

Još pre više od 20 godina istraživanja su ukazivala i na značajne razlike u prihodima, između muškaraca i žena zaposlenih u turističkom sektoru, prema kojima su žene zarađivale manje od svojih muških kolega (Biswas, Cassell, 1996; Purcell, 1996; Sparowe, Iveson, 1999). Iako se sa protokom vremena razlika između polova smanjuje, ona i dalje ostaje važan faktor nejednakosti na tržištu rada. Žene se i dalje susreću za manjim zaradama za rad iste ili slične vrednosti u odnosu na muškarace. Kasnija istraživanja, takođe ukazuju da pored toga što žene zauzimaju više radnih mesta u hotelijerstvu i dalje zarađuju manje (Baum, 2013), te da su veće razlike u platama između muškaraca i žena na istim ili sličnim pozicijama (Evers, Sieverding, 2014). Ipak, ohrabrujuća je činjenica da je, ipak razlika u platama među polovima u turizmu niža, nego u ostalim industrijama (Global Report on Women in Tourism, 2019).

Usled lošijih osnovnih pokazatelja na tržištu rada, kao i relativno nižih zarada u odnosu na muškarce, koje su delimično posledica i diskriminacije, žene sačinjavaju apsolutno najširu ranjivu grupu, odnosno najbrojniju grupu, čiji članovi imaju osetljiv položaj na tržištu rada (Aleksić, Vuksanović, 2017). Prema Kolinu (2009) Srbija pripada zemljama sa visokim stepenom rodne neravnopravnosti na tržištu rada koji karakteriše: opadajuća stopa aktivnosti žena i visoka stopa nezaposlenosti; ekstremno nizak stepen zastupljenosti žena na rukovodećim pozicijama, dobro plaćenim i prestižnim poslovima; nasleđeni stereotipi u izboru zanimanja, te podela na „muška” i „ženska” zanimanja; visok udeo žena bez redovnih ličnih prihoda; niže zarade žena u poređenju sa zaradama muškaraca; duže čekanje na posao; visok rizik od siromaštva; težak položaj marginalizovanih grupa žena; ozbiljna eksploatacija ženskih resursa u privatnom domenu i težak teret reproduktivne uloge; patrijarhalno nasleđeni obrasci o mestu žene u porodici i društvu, održavanje tradicionalizma i u modernim uslovima i drugo. Istraživanje domaćih autora o rodnim nejednakostima zaposlenih u sektoru turizma ukazuje da žene, iako preovlađuju u ukupnom broju zaposlenih zauizimaju niže radne pozicije, zarađuju manje, te njihove zarade sporije rastu od zarada muškaraca (Garača et al., 2019; Garača, Vukosav, Curaković, Bradić, 2020). Prema istom istraživanju, udeo visoko obrzovanih žena tokom čitavog perioda posmatranja bio je veći od udela visokoobrazovnih muškaraca, no i pored toga njihov broj na rukovodećim pozicijama bio je manji u odnosu na muškarce.

Na osnovu napred navedenog, postavljeno je nekoliko hipoteza:

H1 - Žene u sektoru turizma imaju viši nivo obrazovanja od svojih muških kolega.

H2 - Žene u sektoru turizma su zaposlene na nižim radnim pozicijama u odnosu na muškarce.

H3 - Žene u sektoru turizma su češće izložene diskriminaciji na radnom mestu nego muškarci.

H4 - Stavovi u vezi rodne ravnopravnosti na radu se razlikuju u odnosu na pol.

Metodologija istraživanja

Istraživanje je vršeno online anketnim upitnikom, koji je kreiran korišćenjem Google forms i distribuiran na e-mail adrese i preko Facebook grupa zaposlenima u privrednim društvima iz oblasti turizma. Istraživanje je obuhvatilo uzorak od 223 ispitanika zaposlenih na različitim pozicijma. Anonimnost ispitanika je bila zagarantovana. Istraživanje je sprovedno u periodu od juna do septembra 2019. godine, što ujedno predstavlja poslednju godinu pre kovid pandemije, kada tržište rada u sektoru turizma nije bilo pogođeno velikom krizom. Uzorkom su obuhvaćeni ispitanici svih starosnih dobi, koji su u trenutku anketiranja bili u radnom odnosu u organizacijama turističke privrede vrste: ugostiteljski objekti za smeštaj i ishranu; turističke organizacije na svim nivioma; turističke agencije; organizacije za prevoz putnika u turizmu; turistički vodiči i turistički pratioci. Socio-demografske karakteristike ispitanika prikazne su u tabeli 1.

Anketni upitnik sastojao se od pitanja podeljenih u četiri celine: opšta pitanja, kojima se definišu socio-demografske karakteristike ispitanika; pitanja u vezi trenutnog zaposlenja, kojima se definišu karakteristike i specifičnosti uslova rada ispitanika; pitanja kojima se istražuju stavovi ispitanika u vezi doživljenih diskriminacionih iskustava na radnom mestu i pitanja koja se odnose na istraživanje stavova o rodnoj ravnopravnosti.

Tabela 1. Socio-demografska struktura ispitanika (n =223)

Ukupno		**Frekvencije**	**Procenti (%)**
Pol	Muškarci	77	34,53
	Žene	146	64,47
Godine	≤24	15	6,7
	25-34	106	47,5
	35-44	68	30,5
	45-54	18	8,1
	55-64	15	6,7
	65+	1	0,4
Novo obrazovanja	Srednja škola	23	10,3
	Viša škola	33	14,8
	Fakultet	122	54,7
Vrsta radna pozicija	Operativni poslovi	108	48,4
	Operativni menadžment	24	10,8
	Srednji menadžment	37	16,6
	Viši menadžment	54	4,22

Izvor: Istraživanje autorke.

U analizi rezultata dobijenih na osnovu sprovedenog empirijskog istraživanja korišćena je statistička analiza podataka pomoću programa SPSS 23.0. Prilikom obrade podataka korišćeni su sledeći metodološki postupci: aritmetička sredina, standardna devijacija, frekvencije i procenti; zatim parametrijska tehnika T-test-a za nezavisne uzorke, kojim je vršeno testiranje značajnosti razlika između aritmetičkih sredina posmatranih pojava i neparametrijske tehnike: Hi-kvadrat test, Kolmogorov-Smirnov i Šapiro-Vilk test.

Rezulatati istraživanja i diskusija

Podaci prikazani u tabeli 2 pokazuje da više od polovine ispitanika (54,7%) poseduje visoko obrazovanje, a čak 20,2% spada u grupu sa završenim postdiplomskim studijama (master, magistar, integrisane i doktorske studije); 14,8% ima završenu višu školu, a svega 10,3% završenu srednju školu. Ni jedan ispitanik se nije izjasnio da ima završenu samo osnovnu školu. Veliki broj zaposlenih sa nižim stručnim spremama, naročito iz sektora smeštaja i ishrane, koji čini i najveći broj zaposlenih u turizmu (82459 zaposlena u sektoru smeštaja i ishrane u odnosu na 4782 zaposlena u delatnostima putničkih agencija, tur-operatora i rezervacija - Saopšenje ZP22-G; 2020,), nije uzeo učešće u anketiranju u anketiranju, iz razloga što njihova radna mesta ne uključuju korišćenje računara odnosno službene elektronske pošte, preko koje je vršeno anketiranje.

Tabela 2. Krostabulacija muških i ženskih ispitanika i nivoa obrazovanja

			Nivo obrazovanja				
			srednja škola	viša škola	fakultet, akademija, osnovne strukovne studije	master, magistar, integrisane studije, doktorske studije	**Ukupno**
Pol	Muški	Frekvencije	7	13	44	13	77
		Procenti (%)	9,1	16,9	57,1	16,9	100,0
	Ženski	Frekvencije	16	20	78	32	146
		Procenti (%)	11,0	13,7	53,4	21,9	100,0
Ukupno		Frekvencije	23	33	122	45	223
		Procenti (%)	10,3	14,8	54,7	20,2	100,0

Izvor: Istraživanje autorke.

Podaci dalje ukazuju da, kada je reč o nivou dostignutog obrazovanja, nema značajne razlike između muških i ženskih ispitanika. Naime, praktično je isti odnos rezultata, kada je u pitanju stečen nivo obrazovanja, što potvrđuje rezultat hi-kvadrat testa u tabeli 3 ($\chi2$ (3, N = 223) = 1,28, p =,74, dakle p vrednost je znatno iznad,05, čime se hipoteza H1, prema kojoj žene u sektoru turizma imaju viši nivo obrazovanja od svojih muških kolega, odbacuje.

Tabela 3. Hi-kvadrat test - nivo obrazovanja muških i ženskih ispitanika

	Value	**df**	**Asymp. Sig. (2-sided)**
Pearson Chi-Square	1,277	3	,735
Likelihood Ratio	1,291	3	,731
Linear-by-Linear Association	,136	1	,712
N of Valid Cases	223		

Izvor: Istraživanje autorke.

Ukoliko posmatramo vrstu radne pozicije (*Tabela 4*) najveći broj ispitanika zaposlen je na pozicijama u kategoriji operativnih poslova, zatim slede više menadžerske pozicije, srednji menadžment, te operativni menadžment.

Tabela 4. Krostabulacija muških i ženskih ispitanika i radne pozicije

	Vrsta radne pozicije				
	operativni poslovi	operativni menadžment	srednji menadžment	viši menadžmet	**Ukupno**

Pol	Muški	Frekvencije	28	8	14	27	77
		Procenti (%)	36,4	10,4	18,2	35,1	100,0
	Ženski	Frekvencije	80	16	23	27	146
		Procenti (%)	54,8	11,0	15,8	18,5	100,0
Ukupno		Frekvencije	108	24	37	54	223
		Procenti (%)	48,4%	10,8%	16,6%	24,2%	100,0%

Izvor: Istraživanje autorke.

Hi-kvadrat analizom (*Tabela 5*) ustanovljeno je postojanje asocijacije između varijabla pol i radna pozicija ($\chi 2$ (3, N = 223) = 9,45, p =,02), odnosno pokazano je da na datom uzorku zaposlenih, pol nije nezavisan od kategorije radne pozicije. Detaljnijom analizom odnosa relativnih frekvenci može se uočiti da je preko polovine (54,8%) pripadnica ženskog pola zaposleno na poslovima operativnog tipa (dakle, najniže rangiranih radnih mesta), dok je u okviru pripadnika muškog pola, njih nešto preko trećine (36,4%). Na pozicijama u okviru operativnog i srednjeg menadžmenta podjednako su zastupljeni ženski i muški ispitanici (11% žena i 10,4% muškaraca, koji rade na pozicijama operativnog menadžmenta; 15,8% žena i 18,2% muškaraca na pozicijama srednjeg menadžmenta). Konačno, više od trećine (35,1%) muških ispitanika radi na višim menadžerskim pozicijama, dok je to slučaj kod svega 18,5% ispitanica. Ovim je potvrđena hipoteza H2, prema kojoj su žene u sektoru turizma zaposlene na nižim radnim pozicijama u odnosu na svoje muške kolege. Prikazani rezultati ukazuju i da žene daleko manje od muškaraca dospevaju na najviše menadžerske pozicije, što implicira postojanje barijera prilikom napredovanja u karijeri, a što bi moglo biti predmet nekog budućeg istraživanja, naročito ako imamo u vidu da brojnost žena u sektoru turizma i stepen njihovog obrazovanja nisu faktori prepreka.

Tabela 5. Hi-kvadrat test - povezanost pola i radne pozicije

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9,448	3	,024
Likelihood Ratio	9,333	3	,025
Linear-by-Linear Association	9,197	1	,002
N of Valid Cases	223		

Izvor: Istraživanje autorke.

Iskustva o rodnoj neravnopravnosti na radu ispitivana kroz osam tvrdnji, postavljenih na osnovu literature i prakse, a po uzoru na istraživanje sprovedeno u susednoj Hrvatskoj (Kamenov, Galić, 2011) prikazana su u tabeli 6. Tvrdnje označavaju diskriminaciona iskustva koja se najčešće sreću na tržištu rada. Ispitanici su odgovarali da li se i koliko često određena tvrnja odnosi na njih.

Analiza podataka prema polu o diskriminacionim iskustvima na radnom mestu pokazuje razlike između muškaraca i žena. Ipak, ohrabruju podaci koji pokazuju da se značajan procenat oba pola izjašnjavao da se navedene tvrdnje ne odnose na njih. Takođe se uočava da značajan procenat ispitanika oba pola navodio da nikada nije doživeo neki od oblika diskriminacije na radnom mestu, a koje su ovim tvrdnjama označene.

Tabela 6. Deskriptivna statistika diskriminacionih iskustva ispitanika na radnom mestu

Tvrdnje	**Pol**	**Ne odnosi se na mene**	**Nikada**	**Da, jednom**	**Da, nekoliko puta**	**Da, često**
Nisam primljen/a na posao	Muški	25	19	7	22	4
	%	32,5	24,7	9,1	28,6	5,2
	Ženski	36	36	25	45	4
	%	24,7	24,7	17,1	30,8	2,7
Dobio/la sam manju platu od kolege/koleginice koja obavlja isti posao	Muški	18	25	11	12	11
	%	23,4	32,5	14,3	15,6	14,3
	Ženski	24	38	32	34	18
	%	16,4	26,0	21,9	23,3	12,3
Na poslu mi je uskraćeno usavršavanje	Muški	24	31	3	8	11
	%	31,2	40,3	3,9	10,4	14,3
	Ženski	31	64	12	15	24
	%	21,2	43,8	8,2	10,3	16,4
Onemogućeno mi je napredovanje na višu poziciju	Muški	25	27	6	9	10
	%	32,5	35,1	7,8	11,7	13,0
	Ženski	35	55	21	15	20
	%	24,0	37,7	14,4	10,3	13,7
Na poslu sam doživeo/la uvredljive komentare/verbalno nasilje	Muški	10	32	10	16	9
	%	13,0	41,6	13,0	20,8	11,7
	Ženski	19	64	27	30	6
	%	13,0	43,8	18,5	20,5	4,1
Na poslu sam doživeo/la seksualno uznemiravanje	Muški	12	57	4	3	1
	%	15,6	74,0	5,2	3,9	1,3
	Ženski	24	97	14	9	2
	%	16,4	66,4	9,6	6,2	1,4
Na poslu sam doživeo/la fizičko nasilje	Muški	12	56	5	4	0
	%	15,6	72,7	6,5	5,2	0,0
	Ženski	21	120	1	4	0
	%	14,4	82,2	0,7	2,7	0,0
Da li ste na radnom mestu iskusili nejednak tretman u poređenju sa drugim zaposlenima zbog toga što ste muškarac/žena	Muški	8	48	6	12	2
	%	10,4	63,6	7,8	15,6	2,6
	Ženski	21	72	15	32	6
	%	14,4	49,3	10,3	21,9	4,1
Dobio/la sam otkaz	Muški	15	43	14	4	1
	%	19,5	55,8	18,2	5,2	1,3

Izvor: Istraživanje autorke.

Analiza podataka prema polu o diskriminacionim iskustvima na radnom mestu pokazala je razlike između muškaraca i žena. Žene češće od muškaraca navode da nisu primljene na posao. Sa druge strane muškarci češće navode da su dobili otkaz. Žene češće od muškaraca navode da su dobile manju platu od kolege/koleginice za isti posao. Kada je reč o uskraćivanju usavršavanja na radu, nema značajnih razlika između muškaraca i žena, ali je zato dvostuko veći procenat žena, nego muškaraca naveo da im je bar jednom onemogućeno napredovanje. Ipak, približno je jednak udeo muškarac i žena, koji navode da im je nekoliko puta ili često onemogućeno napredovanje na veću poziciju. Analiza dalje pokazuje da su žene češće od muškaraca, bar jednom doživele uvredljive komentare, ali su zato muškarci češće navodili da su doživeli negativne komentare. Izrazito veliki procenta i muškaraca (45,3%) i žena (43,1%) imao je iskustva sa verbalnim nasiljem na radnom mestu. Seksualno uznemiravanje na radnom mestu skoro dvostruko više doživljavaju žene, dok su fizičkom nasilju češće izloženi muškarci. Žene, češće od muškaraca navode da su imale nejednak tretman zbog pripadnosti ženskom polu. Ovom analizom možemo delimično potvrditi hipotezu H3, prema kojoj su žene češće od muškaraca izložene diskriminaciji na radnom mestu, imajući u vidu da su pojedinim aspektim diskriminacije muškaci izloženi češće nego žene.

U okviru istraživanja stavova u vezi rodne ravnopravnosti na radu analizirano je 15 zadatih tvrdnji (*Tabela 7*), koje su sačinjavale skalu rodne ravnopravnosti u vezi sa radom. Odgovori su takođe davani na istovetnoj petostepenoj Likertovoj skali. Dvanaesta po redu tvrdnja, čiji je iskaz u suprotnom smeru od ostalih, je najpre redukovana (dakle odgovori 1 i 2 se tretiraju kao 4 i 5 i obrnuto). Izračunat je prosečni skor za svakog ispitanika na ovoj skali.

Tvrdnje	**M**	**SD**	**Varijansa**
1. Muškarci se lakše zapošljavaju nego žene	2,86	1,228	1,508
2. Najbolje plaćeni poslovi uglavnom su namenjeni muškarcima.	3,01	1,243	1,545
3. Za obavljanje istog posla žene su manje plaćene od muškaraca.	2,83	1,216	1,478
4. Žene češće dobijaju otkaz nego muškarci.	2,73	1,260	1,587
5. Žene češće doživljavaju seksualno uznemiravanje na poslu nego muškarci.	3,94	1,129	1,275
6. Sposobnost žena na poslu se češće potcenjuje nego sposobnost muškaraca.	3,25	1,273	1,621
7. Intelektualni poslovi bolje„leže‘‘ muškarcima	1,82	1,037	1,076
8. Žene često pod izgovorom traženja ravnopravnosti zapravo traže posebne povlastice.	2,62	1,164	1,354
9. Muškarci su sposobniji u donošenju važnih odluka.	2,18	1,196	1,430
10. Žene su sklone preuveličavanju problema.	2,92	1,262	1,593
11. Muškarci su bolji menadžeri od žena.	2,09	1,093	1,194

12.	Žene su jednako posvećene svom poslu kao i muškarci.	1,81	1,095	1,199
13.	Muškarci ne pristaju da rade za tako nisku platu kao žene.	2,91	1,293	1,673
14.	Žene uglavnom dobijaju manje priznanja za svoj rad od muškaraca.	3,02	1.306	1,707
15.	Muškarcima je važnija karijera neko što je to ženama.	2,49	1.269	1,611

Tabela 7. Stavovi zaposlenih o pitanjima rodne ravnopravnosti na radu

Izvor: Istraživanje autorke.
*Objašnjenje: M-aritmetička sredina; SD-standardna devijacija

Viši skor ukazuje na veći stepen rodno neravnopravnih ili stavova koji ukazuju na veći doživljaj postojanja rodne neravnopravnosti na radnom mestu. Tako ispitanici najviši stepen neravnopravnosti na radu nalaze u tvrdnjama da žene češće doživljavaju seksualno uznemiravanje na poslu nego muškarci, da se sposobnost žena na poslu češće potcenjuje, nego sposobnost muškaraca, da žene uglavnom dobijaju manje priznanja za svoj rad od muškaraca, te da su najbolje plaćeni poslovi uglavnom namenjeni muškarcima. Najmanji stepen slaganja ispitanici imaju sa tvrdnjama da su žene jednako posvećene svom poslu kao i muškarci, da intelektualni poslovi bolje „leže” muškarcima, te da su muškarci bolji menadžeri od žena.

S obzirom na to da se odgovori normalno raspodeljuju i kod muških i kod ženskih ispitanika, na šta nam ukazuje Kolmogorov-Smirnov test (*Tabela 8*), kao i da je ispunjen preduslov homogenosti varijansi (F=,00, p=,99) sproveden je parametrijski test razlika između odgovora muških i ženskih ispitanika, odnosno t-test za nezavisne uzorke (*Tabela 9*).

Tabela 8. Test normalnosti

	Pol	**Kolmogorov-Smirnov**			**Shapiro-Wilk**		
		Statistic	df	Sig.	Statistic	df	Sig.
Tvrdnje 15 skor	Muški	,113	77	,016	,973	77	,100
	Ženski	,063	146	,200*	,989	146	,293

Izvor: Istraživanje autorke.

Tabela 9. T-test za nezavisne uzorke

		Levene's Test for Equality of Variances		**t-test for Equality of Means**						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference Lower	Upper
Tvdnje 15 skor	Equal variances assumed	,000	,989	-5,050	221	,000	-,38790	,07681	-,53928	-,23652

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference Lower	Upper
Tvdnje 15 skor	Equal variances assumed	,000	,989	-5,050	221	,000	-,38790	,07681	-,53928	-,23652
	Equal variances not assumed			-5,129	161,626	,000	-,38790	,07563	-,53726	-,23855

Izvor: Istraživanje autorke.

Muškarci su u proseku imali viši skor na ovoj skali (M=2,45, SD=,53) u odnosu na žene (M=2,83, SD=,55), što nam potvrđuju rezultati t-testa (t (221) =-5,05, p=,00). Takođe na osnovu standardnih devijacija možemo zaključiti da su respršenja odgovora, kod muškaraca i žena bila veoma slična. S tim u vezi zaljučujemo da se stavovi ispitanika o pitanjima rodne ravnopravnosti ne razlikuju u odnosu na pol, čime odbacujemo hipotezu H4. Ovakav rezultat ukazuje i da nejednak tretman na radu, kome su prema odgovorima ispitanika češće izložene žene, nije proistekao iz iskustava i stavova samo jednog pola, već je potvrđen od strane i muškaraca i žena.

Zaključak

Uprkos napretku i činjenici da je u sektoru turističkih delatnosti udeo ženske radne snage veći nego muške i dalje postoje značajne nejednakosti imeđu polova. Unapređenje rodne ravnopravnosti jeste jedno od ključnih razvojnih pitanja, jer omogućava adekvatno korišćenje ženskih ljudskih resursa i direktno doprinosi poboljšanju kvaliteta života svih građanki i građana (Nacionalna strategija za rodnu ravnorpavnost, 2021). Rodna pitanja na nacionalnom, regionalnom i globalnom nivou glavni su izazovi, sa kojima se suočavaju države, poslodavci i radnici u iskorišćavanju kapaciteta žena da više daju svoj doprinos u ekonomskom, političkom i socijalnom smislu (Baum, 2013). Neiskorišćenost ženskih ljudskih resursa, njihovog znanja i obrazovanja, te njihovo angažovanje na poslovima, koji su ispod nivoa njihovih kvalifikacija, predstavlja zapravo gubitak za ljudsku zajednicu (Hughson, Baćanović, 2014). Prema poslednjem merenom indeksu rodne ravnopravnosti u Srbiji pozitivni procesi posledica su povećanja participacije žena i muškaraca na tržištu rada, ali ne i smanjenja rodnog jaza u zaposlenosti, koji se, naprotiv, povećava u korist muškaraca. Stanje u poddomenu segregacije i kvaliteta rada beleži povećanje indeksa za samo 0,3 poena, i to usled blagog smanjenja segregacije na tržištu rada, odnosno neravnoteže u zaposlenosti žena i muškaraca u sektorima obrazovanja, zdravlja i socijalne zaštite (Indeks rodne ravnopravnosti u Republici Srbiji, 2021).

Rezutati sprovedenog istraživanja ukazuju na neravnopravan položaj žena u sektoru turizma koji se ogleda u zauzimanju nižih radnih pozicija što je u korelaciji sa manjim učešćem žena na rukovodećim pozicijama. Isto tako rezultati pokazuju da su žene nešto više od muškaraca izložene diskriminatorskim obrascima ponašanja. Ovakvi rezultati potvrđuju ranija istraživanja iz razvijenijih ekonomija sveta prema kojima je rodna nejednakost na tržištu rada u sektoru turizma usko povezana sa vertikalnom i horizontalnom segregacijom (Baum, 2013; Santero-Sanchez et al. 2015; Carvalho et al., 2019; Hutchings et al., 2020). Sa druge strane ovo istraživanje ukazuju i na postojanje rodne ravnopravnosti kada je reč o postignutom stepenu obrazovanja muškaraca i žena. Da su pojedini oblici rodne neravnopravnost prisutni, ali u ovom slučaju na štetu muškaraca, potvrđuju rezultati istraživanja prema kojima su muškarci češće od žena izloženi verbalnom ili fizičkom nasilju na radnom mestu. Rezultati istraživanja mogu doprineti boljem razumevanju pozicija i odnosa između polova na tržištu rada. Isti imaju naučnu i praktičnu primenu u poslovanju organizacija iz oblasti turizma, kao i drugih organizacija van turističkog sektora. Smanjenje svih oblika rodne neravnopravnosti uključujući i onu na radnom mestu ima višestruki efekat na sva područja društvenog razvoja. Kontinuirana istraživanja mogu ukazati na nedovoljnu primenu postojećih zakonskih okvira ili i pojavu novih oblika rodne neravnopravnosti na tražištu rada. Rezultati istraživanja se mogu sagledati u pravcu podrške osnaživanja žena na tržištu rada u turističkoj privredi, ali i generalno u društvu.

Ograničenja i budući pravci

Pored doprinosa znanju u ovoj oblasti, ovo istraživanje ima nekoliko ograničenja. Jedno od ograničenja je to što je upitnik distribuiran onlajn, pa su u njemu učestvovali samo zaposleni koji su imali pristup Internetu, a to su pre svega visookobrazovni zaposleni čija radna mesta zahteva upotrebu računara. Potrebno je izraditi štampanu verziju upitnika, koji će obuhvatiti segment zaposlenih, koji ne koriste računare na radnom mestu, odnosno zaposlene na nižim radnim pozicijama, a koji su prema predhodno navedenim istraživanjima najčešće izloženi neravnopravnim uslovima na radu. Takođe, jedno od ograničenja je i veličina uzorka, koja bi u budućim istraživanjima mogla biti proširena na veći broj ispitanika obzirom da je samo u sektoru ishrane i pića u 2021. godini bilo zaposleno preko 86000 lica (Statistički kalendar Republike Srbije, 2022). Još jedno od ograničenja je to što se rezultati istraživanja ne mogu generalizovati usled različitog kulturnog porekla zaposlenih širom sveta, koje utiču na njihovu percepciju i stavove prema pitanjima rodne ravnopravnosti na radu.

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THE LABOR MARKET IN THE TOURISM SECTOR THROUGH THE PRISM OF GENDER EQUALITY

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Abstract

The labor market still strives to reach a full degree of gender equality, and therefore the subject of this paper is gender equality in the labor market in the tourism sector, as a sector dominated by female labor. The aim of the paper is the research of certain indicators of gender equality on the labor market in the tourism sector in Serbia. In order to achieve this goal, the existing domestic and foreign literature was initially investigated, and then an empirical investigation of quantitative indicators of gender equality was carried out. The research, conducted using a questionnaire, included 223 women and men employed in the tourism sector. The research examined the existence of differences between employed men and women according to the level of education achieved, type of work position and discrimination at work. The questionnaire also examined the attitudes of men and women regarding gender equality at work. The results of the research indicate the existence of gender inequality among employees in the tourism industry. The conclusion of the research indicates a scientific and practical contribution to the topic of gender equality in the labor market.

Keywords: *labor market, tourism sector, gender equality, men and women.*

JEL: *J16, Z3*

Introduction

Certain employment patterns classify tourism as a female industry. The largest share of the workforce in the tourism sector globally is made up of women (Baum, 2013; Global Report on Women in Tourism, 2019). However, their position is far from ideal. Tourism workers, regardless of gender, face a number of decent work challenges, which include a high incidence of informal employment relationships, employment insecurity, limited opportunities for advancement, limited workplace autonomy, limited social protection and poor working conditions (ILO Guidelines on Decent Work and Socially Responsible Tourism, 2017; Winchenbach et al., 2019), as well as lower wages than workers in other sectors (Brandt, 2018; Casado-Díaz, Simon, 2016; Lillo-Bañuls, Casado-Díaz, 2015; Silva, Guimarães, 2017). The majority participation of women in the

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tourism sector means that women are more likely to face inadequate working conditions.

Women in the Republic of Serbia are still economically dependent on men, which diminishes their position and importance in the household and wider social community. According to data for 2019, 11.1% of women are unemployed, compared to 9.8% of men, while the rate of inactivity of women is as high as 52.9%, compared to 37.3% of men, mostly due to taking care of children and the elderly family members who need care (Ivanov, 2020). In every region of the world, women do disproportionately more unpaid domestic and childcare work than men (International Labor Organization, 2018). Also, women are still largely underrepresented in leadership positions, and there are reports of significant gender differences in job selection, financial benefits, employee development, entrepreneurship, and access to property, finance, and ownership of natural resources (Kieran et al., 2015; International Labor Organization, 2016; Seguino, 2016; Cuberes et al., 2019; Morsi, 2020).

This work aims to contribute to research on this topic through the research of indicators of gender equality on the labor market in the tourism sector. The work is divided into several parts. Through the review of the literature, research hypotheses were established. The following sections deal with research methodology, results and discussion of the obtained results, while the final part of this paper is reserved for conclusions with limitations of the study and recommendations for future research.

Literature review

The tourism sector is dominated by female workforce. The World Tourism Organization reports that women make up 54% of those employed in tourism at the global level, and in many countries the employment rate of women in tourism is above the average rate of other sectors (Global Report on Women in Tourism, 2019). However, although women represent the majority of tourism workers, they are generally relegated to lower positions, are underrepresented in higher management positions, earn less than men, have more insecure jobs, etc. (Baum, 2013; Global Report on Women in Tourism, 2019; Hutchings, Moyle, Chai, Garofano, Moore, 2020). Tourism has the potential to empower women, but tourism employment is not isolated from the labor market (Jackman, 2022), so tourism's ability to facilitate women's economic empowerment and promote gender equality largely depends on how deeply gender norms are embedded in social, political and the legal landscape (Monney, 2018). Even in the most developed economies, the quality of work in tourism differs between men and women, with women suffering gender discrimination by having worse working conditions than their male counterparts (Santero-Sanchez, Segovia-Pérez, Castro-Nuñez, Figueroa - Domecq, Talón-Ballestero, 2015; Baum, 2015). The concentration of women in the service sector and especially in low-skilled jobs within this sector has led to the so-called of the "post-industrial proletariat", which is particularly vulnerable to exploitation (Abrantes, P., Abrantes, M., 2014).

The first global report on women in tourism (Global Report on Women in Tourism, 2011) found that women make up a large part of the formal workforce in tourism; that they are well represented in jobs at the level of service and clerks, but that they are poorly represented at professional levels, and that women in tourism usually earn 10% to 15% less than their male colleagues. The International Labor Office also, more than a decade ago, highlighted the challenges faced by women in workplaces in the hotel industry, noting the following: "the gap between qualifications and workplace can be seen in the example of women, who make up 60- 70% of the workforce, where there is a tendency for unskilled and semi-skilled women to work in the most vulnerable jobs, where they are most likely to experience worse working conditions, have unequal opportunities or be exposed to violence, exploitation, stress and sexual abuse" (Baum, Wolfgang, 2010). However, in the last ten years there have been substantial changes, which relate to the existence of a greater awareness of gender equality issues; increased protection of women in tourism; making efforts to tackle the gender pay gap in the sector and increasingly paying attention to addressing women's employment rights (Global Report on Women in Tourism, 2019).

The labor market is still divided into women's and men's jobs, and access to managerial positions is difficult for women (Ahrens, Scheele, 2021). The service sector is polarized into high- and low-skilled jobs (Blackburn et al. 2002), which require attributes stereotypically labeled as feminine, such as caring and nurturing (Anker 1997; Charles, Grusky 2004; Estevez-Abe 2005).). Gender conditions the structure of occupations in hotels, which creates a vertical division of labor, according to which women generally accept jobs with worse wages and working conditions than men, and a horizontal division of labor, according to which women are concentrated in the lowest paid jobs (Huete, Brotons, Sigüenza, 2016). The gender division of roles is mirrored from the family sphere to the professional sphere, so women more often than men perform tasks such as preparation, cleaning, washing, ironing, and the like, while men, more often than women, are recruited for the jobs of bellboys, drivers, guards, and porters., transport and the like. Women are also, more often than men, employed as tourist guides, hotel housekeepers, sales agents in travel agencies, etc. Although the majority of women employed in the hotel industry believe that gender is not important for performing activities in the hotel industry and that gender is not taken into account when recruiting new staff, research on gender equality in the tourism sector in Vojvodina (Serbia) still confirms stereotypes, and even 83 % of respondents believe that some jobs are more suitable for men (waiter, carpenter, locksmith, electrician, chauffeur, security), and others for women (cook, maid, hotel housekeeper, cleaner, receptionist) (Garača, Vukosav, Curaković, Bradić, 2020).

Research on gender equality at work states that in most sectors, management positions are still held by older men, while many women's careers stagnate in middle management positions (Jyrkinen, 2014). The World Economic Forum's Global Gender Gap Report (2018) estimates that it will take 202 years to achieve gender balance in boardrooms. In general, men still dominate the majority of company boards around the world (Freund, Hernandez-Maskivker, 2021). The numerical superiority of women in tourism positions is not reflected in the technical leadership or management of the sector (Baum, 2013). Women are underrepresented at executive levels, and those who are in executive jobs are mostly employed in micro-organizations and their own businesses (Morgan, Pritchard, 2019). In international hospitality, women still occupy less than 40% of all managerial and supervisory positions, of which less than 20% in general management, are identified as owners in less than 20% of hospitality establishments and only about 10% as hotel owners worldwide, and they make up between 5% and 8% of corporate board members of hotel companies (Obadić, 2016). Research conducted in Spain, one of the most developed tourist destinations, says that women employed in accommodation, travel agencies, tour operators and air transport make up 57% of the total number of workers in these three industries, but only a third of high-ranking positions are held by women, and only 3% are women. they become executive directors of tourism companies (Hosteltur, 2019). Researchers, organizations and individuals often refer to the glass ceiling of invisible barriers, which prevent women from rising to the top of management positions, despite having skills, experience and qualifications equal to their male colleagues (Hutchings, Moyle, Chai, Garofano, Moore, 2020).

More than 20 years ago, research also indicated significant differences in income between men and women employed in the tourism sector, according to which women earned less than their male colleagues (Biswas, Cassell, 1996; Purcell, 1996; Sparowe, Iveson, 1999). Although the gender gap is decreasing over time, it still remains an important factor in inequality in the labor market. Women still face lower wages for work of the same or similar value compared to men. Later research also indicates that in addition to women occupying more jobs in the hotel industry, they still earn less (Baum, 2013), and that there are greater differences in wages between men and women in the same or similar positions (Evers, Sieverding, 2014). However, the fact that the gender pay gap in tourism is lower than in other industries is encouraging (Global Report on Women in Tourism, 2019).

Due to worse basic indicators on the labor market, as well as relatively lower wages compared to men, which are partly a consequence of discrimination, women make up the absolute widest vulnerable group, i.e. the most numerous group, whose members have a sensitive position on the labor market (Aleksić, Vuksanović, 2017). According to Kolin (2009), Serbia belongs to countries with a high degree of gender inequality in the labor market, which is characterized by: a decreasing rate of women's activity and a high rate of unemployment; extremely low level of representation of women in management positions, well-paid and prestigious jobs; inherited stereotypes in the choice of occupation, and the division into "male" and "female" occupations; high proportion of women without regular personal income; women's lower earnings compared to men's earnings; longer waiting times for work; high risk of poverty; difficult position of marginalized groups of women; serious exploitation of women's resources in the private domain and the heavy burden of the reproductive role; patriarchally inherited patterns about the place of women in the family and society, maintenance of traditionalism in modern conditions and others. Research by local authors on gender inequality of employees in the tourism sector indicates that women, although they predominate in the total number of employees, occupy lower positions, earn less, and their wages grow more slowly than men (Garača et al., 2019; Garača, Vukosav, Curaković, Bradić, 2020). According to the same research, the share of highly educated women during the entire observation period was higher than the share of highly educated men, but even so, their number in management positions was lower than that of men.

Based on the above, several hypotheses were put forward:

H1 - Women in the tourism sector have a higher level of education than their male counterparts.

H2 - Women in the tourism sector are employed in lower positions compared to men.

H3 - Women in the tourism sector are more often exposed to discrimination in the workplace than men.

H4 - Attitudes regarding gender equality at work differ by gender.

Research methodology

The research was conducted with an online survey questionnaire, which was created using Google forms and distributed to e-mail addresses and through Facebook groups to employees in tourism companies. The survey included a sample of 223 respondents employed in various positions. The anonymity of the respondents was guaranteed. The research was conducted in the period from June to September 2019, which also represents the last year before the covid pandemic, when the labor market in the tourism sector was not affected by a major crisis. The sample includes respondents of all ages, who at the time of the survey were employed in organizations of the tourism industry such as: catering facilities for accommodation and food; tourist organizations at all levels; tourist agencies;

organizations for the transportation of passengers in tourism; tourist guides and travel companions. The socio-demographic characteristics of the respondents are presented in Table 1.

The survey questionnaire consisted of questions divided into four parts: general questions, which define the socio-demographic characteristics of the respondents; questions related to current employment, which define the characteristics and specifics of the respondent's working conditions; questions that investigate the respondents' attitudes regarding discrimination experiences at the workplace and questions related to the investigation of attitudes about gender equality.

Table 1. Socio-demographic structure of respondents (n = 223)

In total		**Frequencies**	**percentage (%)**
Gender	Men	77	34.53
	Women	146	64.47
Years	≤24	15	6,7
	25-34	106	47.5
	35-44	68	30.5
	45-54	18	8.1
	55-64	15	6,7
	65+	1	0.4
New education	High School	23	10.3
	College	33	14.8
	College	122	54.7
Type of job position	Operational affairs	108	48.4
	Operational management	24	10.8
	Middle management	37	16.6
	Senior management	54	4.22

Source: Research by the author.

Statistical data analysis using the SPSS 23.0 program was used in the analysis of the results obtained on the basis of the conducted empirical research. The following methodological procedures were used during data processing: arithmetic mean, standard deviation, frequencies and percentages; then the parametric technique of the T-test for independent samples, which tested the significance of the differences between the arithmetic means of the observed phenomena, and the non-parametric technique: Chi-square test, Kolmogorov-Smirnov and Shapiro-Wilk test.

Results of research and discussion

The data presented in Table 2 shows that more than half of the respondents (54.7%) have higher education, and as many as 20.2% belong to the group with completed postgraduate studies (master's, master's, integrated and doctoral studies); 14.8% have completed higher education, and only 10.3% have completed secondary school. Not a single respondent declared that he had completed only primary school. A large number of employees with lower professional qualifications, especially from the accommodation and food sector, which also accounts for the largest number of employees in tourism (82,459 employees in the accommodation and food sector compared to 4,782 employees in the activities of travel agencies, tour operators and reservations - Press release ZP22- G; 2020,), did not take part in the survey in the survey, for the reason that their jobs do not include the use of a computer, i.e. official e-mail, through which the survey was conducted.

Table 2. Crosstabulation of male and female respondents and level of education

			Level of Education				
			High School	Colleg e	faculty, academy, basic professional studies	master's degree, master's degree, integrated studies, doctoral studies	**In total**
Gender	Male	Frequencies	7	13	44	13	77
		percentage (%)	9.1	16.9	57.1	16.9	100.0
	Ladies	Frequencies	16	20	78	32	146
		percentage (%)	11.0	13.7	53.4	21.9	100.0
In total		Frequencies	23	33	122	45	223
		percentage (%)	10.3	14.8	54.7	20.2	100.0

Source: Research by the author.

The data further indicate that, when it comes to the level of education achieved, there is no significant difference between male and female respondents. Namely, the ratio of results is practically the same when it comes to the acquired level of education, which is confirmed by the result of the chi-square test in table 3 ($\chi2$ (3, N = 223) = 1.28, p =.74, so the p value is significantly above.05, thus rejecting the hypothesis H1, according to which women in the tourism sector have a higher level of education than their male colleagues.

Table 3. Chi-square test - level of education of male and female respondents

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1,277	3	,735
Likelihood Ratio	1,291	3	,731
Linear-by-Linear Association	,136	1	,712
N of Valid Cases	223		

Source: Research by the author.

If we look at the type of job position (*Table 4)*, the largest number of respondents are employed in positions in the category of operational jobs, followed by higher managerial positions, middle management, and operational management.

Table 4. Crosstabulation of male and female respondents and work position

			Type of job position				In total
			operational affairs	operational management	middle management	senior management	
Gender	Male	Frequencies	28	8	14	27	77
		percentage (%)	36.4	10.4	18.2	35.1	100.0
	Ladies	Frequencies	80	16	23	27	146
		percentage (%)	54.8	11.0	15.8	18.5	100.0
In total		Frequencies	108	24	37	54	223
		percentage (%)	48.4%	10.8%	16.6%	24.2%	100.0%

Source: Research by the author.

Chi-square analysis (*Table 5)* established the existence of an association between the variables gender and work position ($\chi 2$ (3, N = 223) = 9.45, p =.02), that is, it was shown that in the given sample of employees, gender is not independent from the job position category. A more detailed analysis of the ratio of relative frequencies can be seen that over half (54.8%) of female members are employed in operational jobs (thus, the lowest ranked jobs), while among male members, slightly over a third of them (36, 4%). Female and male respondents are equally represented in operational and middle management positions (11% of women and 10.4% of men working in operational management positions; 15.8% of women and 18.2% of men in middle management positions). Finally, more than a third (35.1%) of male respondents work in senior managerial positions, while this is the case with only 18.5% of female respondents. This confirms hypothesis H2, according to which women in the tourism sector are employed in lower positions compared to their male colleagues. The presented results also indicate that far fewer women than men reach the highest managerial positions, which implies the existence of barriers during career advancement, and which could be the subject of some future research, especially if we bear in mind that the number of women in the tourism sector and the level of their education are not hindrance factors.

Table 5. Chi-square test - association between gender and work position

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9,448	3	,024
Likelihood Ratio	9,333	3	,025
Linear-by-Linear Association	9,197	1	,002
N of Valid Cases	223		

Source: Research by the author.

Experiences of gender inequality at work examined through eight claims, set on the basis of literature and practice, and based on the research conducted in neighboring Croatia (Kamenov, Galić, 2011), are shown in table 6. The claims denote discrimination experiences that are most often encountered on the market. work. Respondents answered whether and how often a certain statement applies to them.

Analysis of data by gender on discrimination experiences in the workplace shows differences between men and women. However, encouraging data show that a significant percentage of both sexes declared that the above statements did not apply to them. It is also observed that a significant percentage of respondents of both sexes stated that they had never experienced any of the forms of discrimination in the workplace, which were indicated by these statements.

Table 6. Descriptive statistics of respondents' discrimination experiences at the workplace

Claims	**Gender**	**It doesn't apply to me**	**Never**	**Yes, once**	**Yes, several times**	**Yes, often**
I have not been hired	Male	25	19	7	22	4
	%	32.5	24.7	9.1	28.6	5.2
	Ladies	36	36	25	45	4
	%	24.7	24.7	17.1	30.8	2.7
	Ladies	27	97	19	3	0
	%	18.5	66.4	13.0	2.1	0.0
I received a lower salary than a colleague who does the same job	Male	18	25	11	12	11
	%	23.4	32.5	14.3	15.6	14.3
	Ladies	24	38	32	34	18
	%	16.4	26.0	21.9	23.3	12.3
I was denied training at work	Male	24	31	3	8	11
	%	31.2	40.3	3.9	10.4	14.3
	Ladies	31	64	12	15	24
	%	21.2	43.8	8.2	10.3	16.4
I was prevented from advancing to a higher position	Male	25	27	6	9	10
	%	32.5	35.1	7,8	11.7	13.0
	Ladies	35	55	21	15	20
	%	24.0	37.7	14.4	10.3	13.7
I experienced offensive comments/verbal violence at work	Male	10	32	10	16	9
	%	13.0	41.6	13.0	20.8	11.7
	Ladies	19	64	27	30	6
	%	13.0	43.8	18.5	20.5	4.1
I experienced sexual harassment at work	Male	12	57	4	3	1
	%	15.6	74.0	5.2	3.9	1,3
	Ladies	24	97	14	9	2
	%	16.4	66.4	9.6	6.2	1.4
I experienced physical violence at work	Male	12	56	5	4	0
	%	15.6	72.7	6.5	5.2	0.0
	Ladies	21	120	1	4	0
	%	14.4	82.2	0.7	2.7	0.0
Have you experienced unequal treatment in the workplace compared to other employees because you are male/female?	Male	8	48	6	12	2
	%	10.4	63.6	7,8	15.6	2.6
	Ladies	21	72	15	32	6
	%	14.4	49.3	10.3	21.9	4.1
I got fired	Male	15	43	14	4	1
	%	19.5	55.8	18.2	5.2	1,3

Source: Research by the author.

Analysis of data by gender on discrimination experiences at the workplace showed differences between men and women. Women more often than men report that they were not hired. On the other hand, men more often state that they were fired. Women more often than men state that they received a lower salary than a male colleague for the same job. When it comes to the denial of training at work, there are no significant differences between men and women, but that's why twice as many women than men stated that they were prevented from advancing at least once. Nevertheless, there is an approximately equal share of men and women who state that they were prevented from advancing to a higher position several times or often. The analysis further shows that women more often than men have experienced offensive comments at least once, but that is why men more often state that they have experienced negative comments. A very large percentage of both men (45.3%) and women (43.1%) had experiences with verbal violence in the workplace. Women are almost twice as likely to experience sexual harassment in the workplace, while men are more often isolated from physical violence. Women, more often than men, state that they have had unequal treatment because of belonging to the female gender. With this analysis, we can partially confirm hypothesis H3, according to which women are more often than men exposed to discrimination in the workplace, bearing in mind that men are exposed to certain aspects of discrimination more often than women.

As part of the survey of attitudes regarding gender equality at work, 15 statements were analyzed (*Table 7)*, which made up the scale of gender equality at work. Responses were also given on the same five-point Likert scale. The twelfth claim, whose statement is in the opposite direction from the others, is reduced first (so answers 1 and 2 are treated as 4 and 5 and vice versa). The average score for each respondent on this scale was calculated.

Table 7. Attitudes of employees on issues of gender equality at work

Claims	**M**	**SD**	**Variance**
1. Men are more easily employed than women	2.86	1,228	1,508
2. The best paying jobs are mostly reserved for men.	3.01	1,243	1,545
3. Women are paid less than men for doing the same job.	2.83	1,216	1,478
4. Women are fired more often than men.	2.73	1,260	1,587
5. Women experience sexual harassment at work more often than men.	3.94	1,129	1,275
6. The ability of women at work is more often underestimated than the ability of men.	3.25	1,273	1,621
7. Intellectual jobs are better for men	1.82	1,037	1,076
8. Women often, under the pretext of seeking equality, actually seek special privileges.	2.62	1,164	1,354
9. Men are more capable in making important decisions.	2.18	1,196	1,430
10. Women tend to exaggerate problems.	2.92	1,262	1,593
11. Men are better managers than women.	2.09	1,093	1,194
12. Women are just as dedicated to their work as men.	1.81	1,095	1,199
13. Men do not agree to work for such low wages as women.	2.91	1,293	1,673
14. Women generally receive less recognition for their work than men.	3.02	1.306	1,707
15. A career is more important to men than it is to women.	2.49	1,269	1,611

Source: Research by the author.

*Explanation: M-arithmetic mean; SD-standard deviation

A higher score indicates a greater degree of gender inequality or attitudes that indicate a greater perception of the existence of gender inequality in the workplace. Thus, respondents find the highest level of inequality at work in the claims that women experience sexual harassment at work more often than men, that women's ability at work is more often underestimated than men's, that women generally receive less recognition for their work than men, and that they are the best paid jobs mainly intended for men. Respondents have the lowest degree of agreement with the statements that women are equally dedicated to their work as men, that intellectual jobs are better suited to men, and that men are better managers than women.

Given that the answers are normally distributed in both male and female respondents, as indicated by the Kolmogorov-Smirnov test (*Table 8)*, as well as that the prerequisite of homogeneity of variances (F=.00, p=.99) was carried out is a parametric test of the difference between the responses of male and female respondents, i.e. t-test for independent samples (*Table 9)*.

Table 8. Normality test

	Gender	Kolmogorov-Smirnov			Shapiro-Wilk		
		Statistics	df	Sig.	Statistics	df	Sig.
Claims 15 scores	Male	,113	77	,016	,973	77	,100
	Ladies	,063	146	,200*	,989	146	,293

Source: Research by the author.

Table 9. T-test for independent samples

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference: Lower	Upper
Claims 15 score	Equal variances assumed	,000	,989	-5,050	221	,000	,38790	,07681	-,53928	-,23652
	Equal variances not assumed			-5,129	161,626	,000	-,38790	,07563	-,53726	-,23855

Source: Research by the author.

On average, men had a higher score on this scale (M=2.45, SD=.53) than women (M=2.83, SD=.55), which is confirmed by the results of the t-test (t (221) =-5.05, p=.00). Also, based on the standard deviations, we can conclude that the distribution of responses in men and women was very similar. In this regard, we conclude that respondents' views on issues of gender equality do not differ in relation to gender, thus rejecting hypothesis H4. This result also indicates that unequal treatment at work, to which women are more often exposed according to the responses of the respondents, did not stem from the experiences and attitudes of only one gender, but was confirmed by both men and women.

Conclusion

Despite the progress and the fact that in the tourism sector, the share of female labor force is higher than male, there are still significant inequalities between the sexes. Improving gender equality is one of the key development issues, as it enables adequate use of women's human resources and directly contributes to improving the quality of life of all citizens (National Strategy for Gender Equality, 2021). Gender issues at the national, regional and global levels are the main challenges faced by states, employers and workers in exploiting the capacity of women to contribute more economically, politically and socially (Baum, 2013). The underutilization of women's human resources, their knowledge and education, and their engagement in jobs, which are below the level of their qualifications, actually represents a loss for the human community (Hughson, Baćanović, 2014). According to the last measured index of gender equality in Serbia, the positive processes are the result of the increase in the participation of women and men in the labor market, but not the reduction of the gender gap in employment, which, on the contrary, is increasing in favor of men. The situation in the subdomain of segregation and quality of work records an increase in the index by only 0.3 points, due to a slight decrease in segregation on the labor market, i.e. the imbalance in the employment of women and men in the sectors of education, health and social protection (Gender Equality Index in the Republic of Serbia, 2021).

The results of the conducted research indicate the unequal position of women in the tourism sector, which is reflected in the occupation of lower working positions, which is correlated with the lower participation of women in management positions. The results also show that women are slightly more exposed to discriminatory behavior patterns than men. Such results confirm earlier research from more developed economies of the world according to which gender inequality in the labor market in the tourism sector is closely related to vertical and horizontal segregation (Baum, 2013; Santero-Sanchez et al. 2015; Carvalho et al., 2019; Hutchings et al.., 2020). On the other hand, this research also points to the existence of gender equality when it comes to the achieved level of education of men and women. That certain forms of gender inequality are present, but in this case to the detriment of men, is confirmed by the results of the research, according to which men are more often than women exposed to verbal or physical violence in the workplace. The results of the research can contribute to a better understanding of the positions and relations between the sexes in the labor market. They have a scientific and practical application in the business of organizations from the field of tourism, as well as other organizations outside the tourism sector. Reducing all forms of gender inequality, including that in the workplace, has multiple effects on all areas of social development. Continuous research may indicate insufficient application of existing legal frameworks or the emergence of new forms of gender inequality in the job search field. The results of the research can be seen in the direction of supporting the empowerment of women on the labor market in the tourism industry, but also in society in general.

Limitations and future directions

In addition to contributing to knowledge in this area, this research has several limitations. One of the limitations is that the questionnaire was distributed online, so only employees who had access to the Internet participated in it, primarily highly educated employees whose jobs require the use of computers. It is necessary to create a printed version of the questionnaire, which will cover the segment of employees who do not use computers at work, that is, employees in lower positions, and who, according to the aforementioned research, are most often exposed to unequal working conditions. Also, one of the limitations is the sample size, which could be expanded to a larger number of respondents in future research, given that over 86,000 people were employed in the food and beverage sector alone in 2021 (Statistical Calendar of the Republic of Serbia, 2022). Another limitation is that the results of the research cannot be generalized due to the different cultural backgrounds of employees around the world, which influence their perception and attitudes towards issues of gender equality at work.

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ULOGA OPREMLJENOSTI ZDRAVSTVENIH USTANOVA KOD LJUDSKIH RESURSA

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Apstrakt

Ovaj rad daje analizu trenutnog trenda u praksi ljudskih resursa i demonstrira dodatnu vrednost za menadžment zdravstvenih organizacija. To se radi zbog procene funkcije ljudskih resursa i istražuje vrednosti dodajući elemente upravljanja ljudskim resursima i upoređuje smanjenje rizika njegovih odlika. Rezultati ove analize pokazuju da, iako visoke funkcije ne dodaju vrednost, oni takođe mogu pomoći da se identifikuju rizici, što omogućava razvoj strategija za smanjenje uticaja ovih rizika.

U radu se upućuje na razloge za naglasak na dodatnu vrednost, aspekta ljudskih resursa je zbog profesionalaca i želje da budu uključeni u najranijim fazama procesa donošenja odluka. U radu se zaključuje suprotan stav da bi profesionalaci ljudskih resursa postali preokupirani da bi pokazivali dodatu vrednost, tvrdeći strateški značaj upravljanja ljudskim resursima vremenom otkriva samog sebe.

***Ključne reči**: ljudski resursi, zdravstvene ustanove, menadžment.*

JEL: I19, I39.

Uvod

Jedan od ključnih elemenata koji utiču na efikasnost upravljanja ljudskim resursima jeste opremljenost zdravstvenih ustanova. Opremljenost se odnosi na dostupnost adekvatne medicinske opreme, tehnologije i drugih resursa koji su neophodni za pružanje kvalitetne zdravstvene usluge. Organizacija ljudskih resursa u menadžmentu zdravstenih organizacija se najčešće može videti kroz odeljenje ljudskih resursa koje je samo jedan od nekoliko odeljenja koja se bore za ulaz na strateškom nivou odlučivanja procesa u organizacijama. Ako odeljenje ljudskih resursa može pokazati njenu vrednost i doprinos organizacionih ciljeva,

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verovatno je da će dobiti poziciju na izvršnom odboru, gde se može obezbediti kontinuirano i dosledno prilivanje resursa(Pinter et al., 2021). Iako je deo odbora koristan u smislu da je u mogućnosti da doprinese strategiji, postaje deo odbora, ali ne treba da bude najvažniji cilj odeljenja ljudskih resursa. Ljudski resursi obuhvataju mnogo različitih funkcija, sve što doprinosi vrednost na različite načine organizacije. Gotovo neizbežno, to je dovelo do nekih ljudskih resursa gde se sva politika ljudskih resursa testira kao i stepen na kome može da se dokažu dodatna vrednost, vremenom postaju i održavaju svoju poziciju kao deo top menadžmenta. Ulaganjem u zdravstvene ustanove direktno se utiče na ljudske resurse prevashodno kapitalnim ulaganjima, dok se tekućim ulaganjima postiže kontinuitet u održavanju statusa istih(Willgerodt et al., 2020). Mnoge od ovih funkcija će takođe doprineti organizaciji u smislu smanjenja rizika. Ovaj rad će prvo ispitati šta su ključne funkcije ljudskih resursa i naknadno razmotriti u kojoj meri dodaju vrednost ove funkcije i smanjuju rizik. Ulogom u formulisanju strategije daje se održivost opremanja i stalnog koincidiranja statusa ljudskih resursa sa kapitalnim opremanjem zdravstvenih ustanova čime se upućuje na aktivnosti profesionalnog menadžmenta ljudskih resursa kako bi se ojačala pozicija zaposlenih.

Ključne funkcije ljudskih resursa

Uloga upravljanja ljudskim resursima u okviru organizacija varira između organizacija i država. Zbog ograničenja u pogledu istraživačkog predmeta ovog rada, to će pretpostaviti da odeljenja ljudskih resursa igraju osnovnu organizacionu ulogu u sledećih pet osnovnih aktivnosti ljudskih resursa(Gesesew et al., 2020):

- Resursi,
- Obuka i razvoj,
- Sisteme nagrađivanja,
- Komunikacije i
- Opšta uprava.

Resursi se odnose na regrutaciju i selekciju zaposlenih u organizaciji. Resurs je jedan od ključnih uloga odeljenja ljudskih resursa, kao i povezanost sa resursima je koncept usmeravanja znanja i talenata za upravljanje. Kroz obuku i razvoj, odeljenja ljudskih resursa su u stanju da razviju talenat radi jačanja kompetencije zaposlenih. Kroz procene i sisteme nagrađivanja, ljudski resursi su motivacija za zaposlene(Manić & Radosavljević, 2022). U svim vremenima odeljenja ljudskih resursa igraju važnu ulogu u komunikaciji menadžment prerogativa za radnu snagu i uključuju je u osnovni administrativni nivo sa više različitih oblika.

Zbog toga je bilo pokazano da se odeljenja ljudskih resursa eksplicitno odnose sa ljudima, upravljanja i planiranja; predviđanje budućih promena u radnoj snazi kako bi se obezbedili odgovarajući ljudi da rade u okviru organizacije. Mnogi pisci u oblasti ljudskih resursa ističu da "su ljudi najveća vrednost kompanije"(Tešić, 2018). Međutim, to se takođe može reći da su zaposleni i najveća odgovornost organizacije, ili posao je samo dobar kao njegov najslabiji radnik. U suštini, način na koji se zaposleni posmatra, ili kao najvrednija imovina ili najveća obaveza, može da se promeni način na koji se vidi doprinos ljudkih resursa, na dodatu vrednost ili smanjenje rizika.

Metode istraživanja

U radu koristimo metodu korelacije kako bi utvrdili odnos stanja i strukture rashoda finansiranja iz budžeta i ljudskih resursa kao osnovnog činioca zdravstvene zaštite u Republici Srbiji. U cilju sagledavanja ekonomskih činilaca i načina finansiranja budžetskog dela zdravstvene zaštite sa jedne strane i menadžmenta ljudksih resursa kroz broj stalno zaposlenih koristićemo različite analitičke pokazatelje. Jedna od osnovnih varijabli je BDP i budžet Republike Srbije i oni će biti polazna veličina razmatrana u ovom istraživanju. Pored toga koristiće se i odnosi između budžetskih aproprijacija koje predstavljaju udele na rashodnoj strani budžeta opredeljene za namene finansiranja što je ujedno pokazatelj udela rashoda u ukupnoj državnoj potrošnji kao sastavnom delu BDP-a.

U radu će se koristiti podaci Narodne banke Republike Srbije, Zavoda za statistiku Republike Srbije za period od 2015. do 2022. godine.

Za potrebe istraživanja koristili smo model GDP=C+G+I+X-M, rashodnog metoda utvrđivanja BDP u kome C označava ličnu potrošnju, G javnu potrošnju, I investicije, X izvoz, a M uvoz(Folkman et al., 2019).

U toku istraživanja primenili smo model korelacije Pirsonovog koeficijenta rxy=Cxy/SDx · SDy, gde Cxy označava kovarijansu, a SDx · SDy, proizvod standardnih devijacija h i y. Program STATISTICA se koristi za obračun i grafičko prikazivanje rezultata (Chatalalsingh & Reeves, 2014).

Ljudski resurski kao funkcija dodavanja vrednosti

Značajna količina radova iz oblasti ljudskih resursa je ispitala kako se dodaje vrednost ljudskih resursa organizacijama. Istraživanje je pokazalo da postoje jasne veze između prakse ljudskih resursa i performanse preduzeća. Međutim, najveći problem je kvantifikovanje vrednosti u realnom smislu. (Keshmiri & Moradi) 2021 su istraživali performanse rada sistema kompanije realizacijom kroz ljudske resurse. Rezultati istraživanja su pokazali da ljudski resurski pomažu zaposlenima u tri vitalne oblasti; sposobnost, motivacija i mogućnost. Odeljenja ljudskih resursa pružaju mogućnosti za zaposlene da dobiju relevantnu obuku (naglašavajući kroz učenje), pružajući motivacione nagrade i davanjem zaposlenima priliku da doprinesu pri donošenju odluka. Promet i produktivnosti, kao i obe kratkoročne i dugoročne finansijske performanse. Istraživanja Chen et al., (1995) i Alolayyan et al., (2021) i podržavaju ideju da ljudski resursi mogu zaista dodati vrednost organizaciji. Jedinstven način na koji odeljenja ljudskih resursa dodaju vrednost organizaciji je regrutovanje zaposlenih koji su u odgovarajućoj nadležnosti i stanju organizacione kulture. Osim toga, uloga odeljenja ljudskih resursa je u obuci i razvoju, kao i sprovođenje odgovarajućih sistema za nagrađivanje. To je još jedan način na koji se dodaje vrednost upravljanja ljudskim resursima. To je zato što odgovarajuće nagrade i procene mogu da imaju efekat na motivisanje zaposlenih i da ih ohrabri da budu inovativni.

Primenom metode korelacione analize možemo videti kako se kretao broj zaposlenih u odnosu na ulaganje u opremanje zdravstvenih ustanova u Republici Srbiji, a na osnovu podataka iz budžeta.

Tabela 1. Izdvajanja za zdravstvo po godinama u milijardama dinara

Godina	2018	2019	2020	2021	2022
Iznos	17,3	18,71	32,67	32,08	34,73

Izvor: Zakon o budžetu RS (2018-2022)

Tabela 2. Broj zaposlenih u zdravstvenom i socijalnom radu

REPUBLIKA SRBIJA								
Godina	2015	2016	2017	2018	2019	2020	2021	2022
Zdravstveni i socijalni rad	151674	148945	146147	144987	144785	146418	149422	151214

Izvor: RZS Napomena: od 1999. bez podataka za AP Kosovo i Metohija

Uticaj upravljanja ljudskim resursima u svakoj pojedinačnoj oblasti je teško empirijski pokazati. Međutim, istraživanja su pokazala pozitivnu korelaciju između politike ljudskih resursa i zdravstvene organizacije(Tešić et al., 2021). U okviru organizacije koje imaju visoko učešće u pet opštih ljudskih resursa iz prethodno navedenih oblasti, postoje verovatnoća da će biti više primetno. Prednosti rezultata angažovanja odgovarajućih ljudi za posao treba da bude nizak nivo odsutnosti, malo rada na promet i stoga očuvanje znanja u okviru organizacije. Ako se procene sistema uspešno sprovode oni mogu da imaju odličan efekat na motivaciju(Pellegrini e al., 2018). Uspešnim planiranjem ljudskih resursa može se pomoći zaposlenima da naprave uspešne karijere i da zaposleni dostignu svoj puni potencijal. Stavljen je jak naglasak na razvoju liderstva u okviru upravljanja ljudskim resursima i to je od vitalnog značaja za uspeh organizacija.

Podaci Eurostata pokazuju da Srbija zaostaje za zemljama CIE po broju dijagnostičkih medicinskih aparata. Prema pokazatelju broja medicinske opreme na 100.000 stanovnika, državno zdravstvo u Srbiji raspolaže sa upola manje CT skenera, Gama kamera i jedinica za radio terapiju i čak 3-4 puta manje PET skenera, magnetnih rezonanci i jedinica za angiografiju nego što je to slučaj u zemljama CIE (Gazdić & Nikolić, 2023).

Profesionalaci ljudskih resursa projektuju sisteme nagrađivanja kao što su plaćanje rezultatima ili plata vezana učinkom. Podsticati zaposlene da budu produktivniji i omogućavati organizaciji da bude fleksibilnija. Pokazano je da ljudski resursi daju vrednost organizaciji a to može biti pokazano empirijski i u funkcionalnom smislu. Međutim, ako odeljenje ljudkih resursa ne dodaje vrednost takođe može pokazati da ljudski resursi smanjuju rizik za organizaciju, isto kao što mu i dodaje vrednost.

Tabela 3. Koeficijent korelacije

Correlations (Spreadsheet1) Marked correlations are significant at p <.05000 N=5 (Casewise deletion of missing data)	
	Broj zaposlenih
Izdvajanja za zdravstvo	0.83

Koeficijent korelacije pokazuje visok koeficijet koji upućuje da su se izdvajanja u zdravstveno opremanje pratila povećanje broja zaposlenih.

Ljudski resursi kao faktor smanjenja rizika

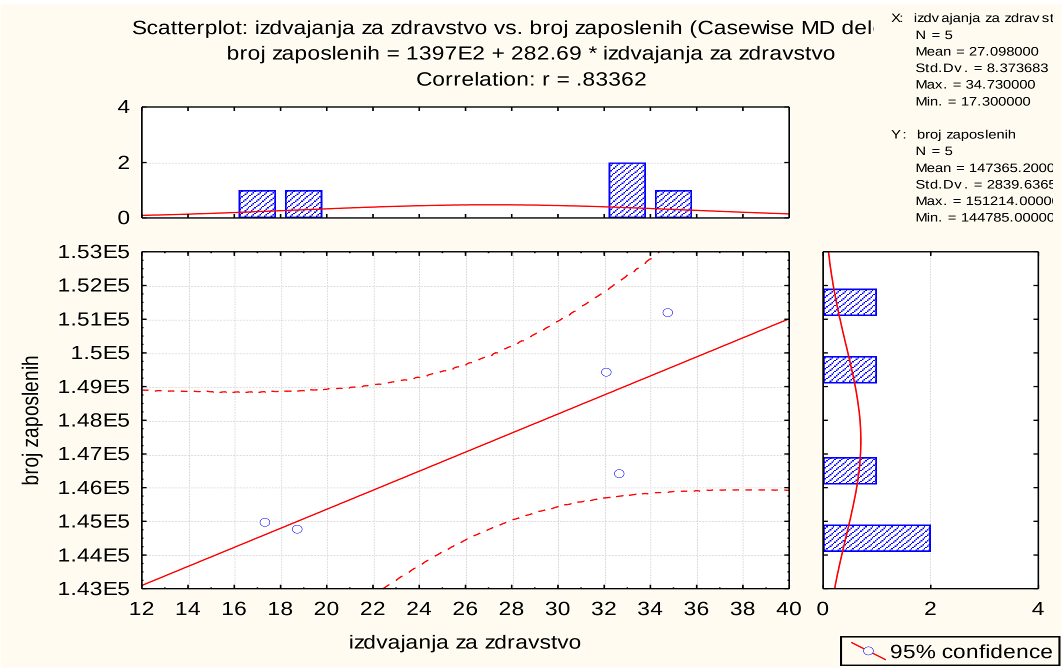
Iako su zaposleni ključni izvor održive konkurentske prednosti za zdravstvene ustanove, kapitalni troškovi često čine najveći deo investicija. Dok ljudski resursi podrazumevaju upravljanje i razvoj ključnih izvora održive konkurentske prednosti, odeljenja ljudskih resursa takođe deluju kao sredstvo za smanjenje rizika za organizacije(Remtulla et al., 2021). Odeljenja ljudskih resursa smanjuje rizik u zdravstvenim ustanovama kroz svoje aktivnosti u resursima, obuka i razvoj, nagrada sistema i kroz komunikaciju sa radnom snagom. U suštini, smanjenje rizika je povezano sa rizikom meadžmenta kao proces koji indentifikuje rizike i onda razvija strategije da smanji uticaj rizika.

Holbeche navodi da profesionalaci rizik menadžmenta trebaju da primene svoje tehnike na zadatke ljudskih resursa. Holbeche tvrdi da zapošljavanje je područje gde postoji visok nivo potencijalnih rizika, ako se radi brzo i bez brige, pogrešni zaposleni mogu da uđu u organizaciju(Mihajlović et al., 2020). Efekat ove organizacije može biti katastrofalan i ova pretnja je povećana u javnom sektoru, gde je relativno teško da se zaposleni otpuste. Ako se proces zapošljavanja ne uradi pažljivo takođe može doći do visokog pada prometa. Peterson objašnjava da odeljenja ljudkih resursa pomažu smanjenju obima radne snage. Međutim, u koliko je dodata vrednost, ona se takođe može videti da su pokazali smanjenje rizika. Takođe tvrdi da stoga zapošljavanje odgovarajućih ljudi od početka može da sačuva organizaciju značajnih troškova(Varndell et al., 2021)

Proces zapošljavanja predstavnja rizik za svaku organizaciju. U okviru toga mnogi autori analizirajući ovaj proces ističu da je visok nivo izostanaka rasprostranjen u mnogim organizacijama,tj. izostajanje zaposlenih sa posla može da košta firmu milione dolara. Ovaj problem može odlično da se reši kroz odeljenja ljudskih resursa na način da smanje rizik zaposlenih koji predstavljaju rasipanje u organizacionim resursima.

Iz statističke analize možemo videti da se u Republici Srbiji izdvajanja za zdravstvo kretala saglasno mogućnostima zapošljavanja kadra u stalni radni odnos zdravstvenih ustanova, naravno praćen pojavama COVID 19 kao izuzetno značajnog faktora(Rawlinson et al., 2021).

Grafikon 1. Prikaz deskriptivnih statistički pokazatelja i korelacije odnosa menadžmenta ljudskih resursa zdravstva u RS



Menadžment ljudskih resursa je takođe bitan reduktor rizika, jer može da poboljša komunikaciju između višeg rukovodstva u ovom slučaju onih koji odlučuju i samih zdravstvenih radnika kao radne snage(Stankov & Roganović, 2022).

Važno je osvrnuti se i na rezultate dobijene u Studiji o formalnim i neformalnim žalbanim mehanizmima u Srbiji, iz koje se može videti profil zaposlenih u HR depatmanu, odnosno odeljenju ljudskih resursa koje po najviše svojom stručnošu i znanjem mogu uticati na kompletnu strukturu ljudskih resursa u privatnim kompanijama. Dobijeni rezultati će se posmatrati u komparativnom kontekstu u odnosu na zdravstvene ustanove. Rezultati dobijeni iz analize u kojoj je učestvovala 51 kompanija iz privatnog sektora, govore da zaposleni u HR departmanu imaju u proseku sedam godina iskustva i da njih 62% ima visoku stručnu spremu.

S obzirom da se ispitanici mogu svrstati u nekoliko različita obrazovna profila, vrsta obrazovanja ukazuje na to da ne postoje jesni i posebni uslovi koje osobe iz HR departmana treba da ispune za rad u istim. Na osnovu toga, postavlja se pitanje stručnosti i sposobnosti takvih lica za obavljanje poslova u HR departmanu posebno ako se ima u vidu vrsta poslova koju obavljaju. Najveći broj ispitanika su po obrazovanju pravnici (31%) i ekonomisti (23%), psiholozi (8%) i 8% ispitanika su završila Fakultet organizacionih nauka. Ostali ispitanici su elektroinženjeri, inženjera tekstilne tehnologije, mašinski inženjeri, geografi, politikolozi, nastavnici razredne nastave, mašinski tehničari, saobraćajni tehničari, elektro tehničari (30%).

Zaključak

Pokazano je da menadžment ljudskih resursa pomaže organizacijama da smanje rizik, takođe u isto vreme da daju vrednost organizaciji. Profesionalci ljudskih resursa imaju veliki doprinos u dodavanju vrednosti, ako su uključeni u najranijim fazama formulisanja strategije, što smo u radu pokazali na primeru zdravstvenih ustanova. Menadžment ljudskih resursa je nezamenljiv za upravljanje resursima, ključno za poslovni uspeh koji treba da bude uključen u svim fazama procesa donošenja odluka. Sportske organizacije su dominantno oslonjene na upravljanje ljudskim resursima i time svakako najveći deo sredstava ulažu u razvoj ove oblasti.

Stabilnost radne snage je od suštinske važnosti, mada je teško izmeriti tu vrednost, ali pomaže da se smanji rizik. Strategije ljudskih resursa se koriste da se uvere zaposleni kroz davanjem sigurnosti za radna mesta. Činjenica je da odeljenja ljudskih resursa pomažu u vreme organizacionih promena za poboljšanje kanala komunikacije i ukazuje na to da bez odeljenja ljudskih resursa, organizacije koje nemaju osnovne organizacione sposobnosti bi bile ozbiljno ugrožene kao i održivost za sprovođenje promena u okviru organizacije. Na osnovu opisa poslova koji su ispitanici dali u napred pomenutoj anketi, njihove stručnosti i u tom smislu komparativni osvrt na zdravstvene ustanove, dolazi se do zaključka da se shodno tome može videti da visoka funkcija u okviru organizacije ima poziciju dodavanja vrednosti na različite načine, a takođe mogu pomoći u smanjenju rizika.

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THE ROLE OF THE EQUIPMENT OF HEALTHCARE INSTITUTIONS IN HUMAN RESOURCES

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Abstract

This paper provides an analysis of the current trend in HR practices and demonstrates added value for the management of healthcare organizations. This is done because of the assessment of the human resource function and explores the value of adding elements of human resource management and compares the risk reduction of its features. The results of this analysis show that, although high functions do not add value, they can also help to identify risks, which allows the development of strategies to reduce the impact of these risks.

The paper refers to the reasons for the emphasis on added value, the aspect of human resources is due to professionals and the desire to be involved in the earliest stages of the decision-making process. The paper concludes the opposite view that HR professionals would become preoccupied with showing added value, arguing that the strategic importance of HR management reveals itself over time.

Keywords: *human resources, health institutions, management.*

JEL: *I19, I39.*

Introduction

One of the key elements that influence the efficiency of human resource management is the equipment of health institutions. Equipment refers to the availability of adequate medical equipment, technology and other resources that are necessary for the provision of quality health care. The organization of human resources in the management of healthcare organizations can most often be seen through the division of human resources, which is only one of several departments that are fighting for entry at the strategic level of decision-making processes in organizations. If the HR department can demonstrate its value and contribution to organizational goals, it is likely to gain a position on the executive board, where a continuous and consistent flow of resources can be ensured. (Pinter et al., 2021) Although part of the board is useful in that it is able to contribute to strategy, it becomes part of the board, but it should not be the most important goal of the HR

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department. Human resources encompasses many different functions, all of which add value in different ways to the organization. Almost inevitably, this has led to some HR where all HR policies are tested as well as the degree to which they can prove added value, become and maintain their position as part of top management over time. Investing in health care facilities directly affects human resources primarily through capital investments, while current investments achieve continuity in maintaining their status. (Willgerodt et al., 2020) Many of these functions will also contribute to the organization in terms of risk reduction. This paper will first examine what the core HR functions are and subsequently consider the extent to which these functions add value and reduce risk. In the logo in the formulation of the strategy, the sustainability of the equipment and the constant coincidence of the status of human resources with the capital equipment of health institutions is given, which refers to the activities of the professional management of human resources in order to strengthen the position of employees.

Key functions of human resources

The role of human resource management within organizations varies between organizations and countries. Due to the limitations of the research subject of this paper, it will assume that HR departments play a fundamental organizational role in the following five core HR activities (Gesesew et al., 2020):

- Resources,
- Training and development,
- Reward systems,
- Communications and
- General administration.

Resources refer to the recruitment and selection of employees in the organization. Resource is one of the key roles of HR department, as well as resource connection is the concept of channeling knowledge and talent for management. Through training and development, HR departments are able to develop talent to enhance employee competence. Through appraisals and reward systems, human resources are motivation for employees. (Manić & Radosavljević, 2022) At all times, human resources departments play an important role in the communication of management prerogatives for the workforce and include it in the basic administrative level with many different forms.

Therefore, it was shown that HR departments explicitly deal with people, management and planning; predicting future changes in the workforce to ensure the right people work within the organization. Many HR writers point out that "people are a company's greatest asset." (Tešić, 2018) However, it can also be said that employees are an organization's greatest liability, or that a business is only as good as its weakest employee. In essence, the way the employee is viewed, either as the most valuable asset or the biggest liability, can change the way the contribution of human resources is seen, to add value or reduce risk.

Research methods

In our work, we use the correlation method in order to determine the relationship between the state and the structure of budget financing and human resources as the main factor health care in the Republic of Serbia. In order to look at the economic factors and ways of financing the budgetary part of health care on the one hand and the management of human resources through the number of permanent employees, we will use different analytical indicators. One of the basic variables is the GDP and the budget of the Republic of Serbia, and they will be the starting size considered in this research. In addition, the relationships between budget appropriations will be used, which represent shares on the expenditure side of the budget determined for financing purposes, which is also an indicator of the share of expenditure in total state spending as a component of GDP.

It will be used in the work data from the National Bank of the Republic of Serbia, the Statistical Office of the Republic of Serbia for the period of 2015. to 20 22. years.

For research purposes, we used the GDP=C+G+I+XM model, an expenditure method of determining GDP in which C stands for personal consumption, G for public consumption, I for investments, X for exports, and M for imports(Folkman et al., 2019).

During the research, we applied the Pearson coefficient correlation model rxy=Cxy/SDx · SDy, where Cxy denotes the covariance, and SDx · SDy, the product of standard deviations hi y. The STATISTICA program is used for calculation and graphical display of results (Chatalalsingh & Reeves, 2014).

Human resources as a value adding function

A significant body of work in the field of human resources has examined how human resources add value to organizations. Research has shown that there are clear links between HR practices and company performance. However, the biggest problem is quantifying the value in real terms. Appelbaum researched the performance of the company's system by realizing it through human resources. The research results showed that human resources help employees in three vital areas; ability, motivation and opportunity. HR departments provide opportunities for employees to receive relevant training (emphasizing through learning), providing motivational rewards and giving employees the opportunity to contribute to decision-making. Turnover and productivity, as well as both short-term and long-term financial performance. Research by Chen et al., (1995) and Alolayyan et al., (2021) supports the idea that human resources can really add value to an organization. A unique way in which human resources departments add value to the organization is by recruiting employees who are in the right competence and state of organizational culture. In addition, the role of the HR department is in training and development, as well as implementing appropriate reward systems. It is another way in which the value of human resource management is added. This is because appropriate rewards and evaluations can have the effect of motivating employees and encouraging them to be innovative.

By applying the method of correlation analysis, we can see how the number of employees moved in relation to the investment in equipping health institutions in the Republic of Serbia, based on data from the budget. (Chatalalsingh & Reeves, 2014)

Table 1. - Allocations for healthcare by year in billions of dinars

Year	in 2018	in 2019	in 2020	in 2021	in 2022
Amount	17.3	18.71	32.67	32.08	34.73

Source: RS Budget Law (2018-2022)

Table 2. Number of employees in health and social work

REPUBLIC OF SERBIA								
Year	in 2015	in 2016	in 2017	in 2018	in 2019	in 2020	in 2021	in 2022
Health and social work	151674	148945	146147	144987	144785	146418	149422	151214

Source: RZS Note: since 1999, no data for AP Kosovo and Metohija

The impact of human resource management in each individual area is difficult to demonstrate empirically. However, research has shown a positive correlation between human resources policy and health organization. (Tešić et al., 2021) Within organizations that have a high participation in the five general human resources from the aforementioned areas, there is a likelihood that it will be more noticeable. The benefits of hiring the right people for the job should be a low level of absenteeism, little turnover and therefore knowledge retention within the organization. If system evaluations are successfully implemented, they can have an excellent effect on motivation. (Pellegrini e al., 2018) Successful HR planning can help employees build successful careers and help employees reach their full potential. There is a strong emphasis on leadership development within human resource management and it is vital to the success of organizations.

Data show that Serbia lags behind CEE countries in terms of the number of diagnostic medical devices. According to the indicator of the number of medical equipment per 100,000 inhabitants, the state healthcare in Serbia has half as many

CT scanners, gamma cameras and radio therapy units and even 3-4 times less PET scanners, magnetic resonance imaging and angiography units than in CEE countries(Gazdić & Nikolić, 2023).

HR professionals design reward systems such as performance-based pay or performance-related pay. Encourage employees to be more productive and allow the organization to be more flexible. It has been shown that human resources add value to the organization, and this can be demonstrated empirically and in a functional sense. However, if the HR department does not add value it can also demonstrate that HR reduces risk to the organization as much as it adds value to it.

Table 3. Correlation coefficient

Correlations (Spreadsheet1) Marked correlations are significant at p <.05000 N=5 (Casewise deletion of missing data)	
	Number of employees
Appropriations for health	0.83

The correlation coefficient shows a high coefficient indicating that allocations to health equipment were accompanied by an increase in the number of employees.

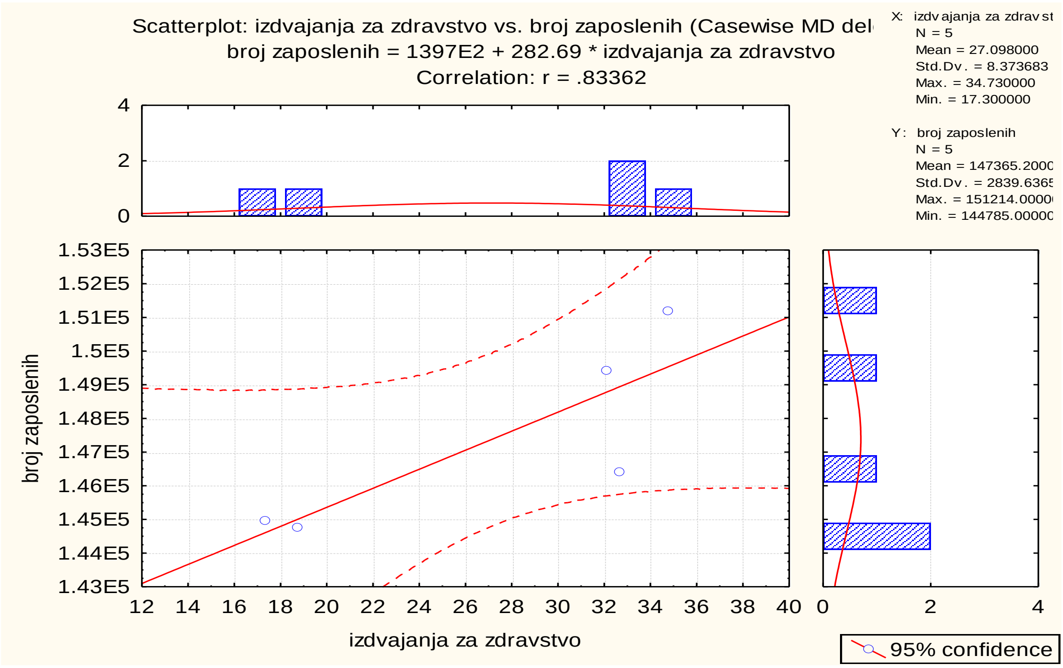
Human resources as a factor of risk reduction

Although employees are a key source of sustainable competitive advantage for healthcare facilities, capital costs often make up the largest portion of investment. While HR entails managing and developing key sources of sustainable competitive advantage, HR departments also act as a risk mitigation tool for organizations. (Remtulla et al., 2021) Human resources departments reduce risk in healthcare facilities through their activities in resources, training and development, reward systems and through communication with the workforce. Essentially, risk reduction is related to risk management as a process that identifies risks and then develops strategies to reduce the impact of risks.

Holbeche states that risk management professionals should apply their techniques to HR tasks. Holbeche claims that recruitment is an area where there is a high level of potential risks, if done quickly and carelessly, the wrong employees can enter the organization. (Mihajlović et al., 2020) The effect of this organization can be catastrophic and this threat is magnified in the public sector, where it is relatively difficult to fire employees. If the recruitment process is not done carefully it can also result in a high drop in turnover. Peterson explains that HR departments help reduce the size of the workforce. However, to the extent of added value, it can also be seen that they have shown a reduction in risk. It also claims that therefore hiring the right people from the start can save an organization significant costs. The recruitment process is a risk for any organization. Within that, many authors analyzing this process point out that a high level of absenteeism is widespread in many organizations, i.e. employee absenteeism can cost a company millions of dollars. This problem can be excellently solved by HR departments in a way that reduces the risk of employees being a waste of organizational resources. (Varndell et al., 2021)

From the statistical analysis, we can see that in the Republic of Serbia, allocations for healthcare moved in accordance with the possibilities of employing staff in permanent employment in healthcare institutions, of course accompanied by the occurrence of COVID 19 as an extremely important factor. (Rawlinson et al., 2021)

Graph 1. Presentation of descriptive statistical indicators and correlations of human resources management of healthcare in the RS



Human resource management is also an important risk reducer, as it can improve communication between senior management, in this case decision-makers, and healthcare workers themselves as a workforce. (Stankov & Roganović, 2022)

It is important to look back at the results obtained in the Study on formal and informal complaint mechanisms in Serbia, from which you can see the profile of employees in the HR department, i.e. the human resources department, who, with their expertise and knowledge, can influence the complete structure of human resources in private companies. The shared results will be viewed in a comparative context in relation to health institutions. The results obtained from the analysis in which 51 companies from the private sector participated, show that employees in the HR department have an average of seven years of experience and that 62% of them have a university degree.

Considering that the respondents can be classified into several different educational profiles, the type of education indicates that there are no clear and special conditions that persons from the HR department should fulfill in order to work in the same. Based on this, the question of expertise and ability arises of such persons to perform work in the HR department, especially if it is taken into account the type of work they perform. The largest number of respondents are by education lawyers (31%) and economists (23%), psychologists (8%) and 8% of respondents graduated Faculty of Organizational Sciences. Other respondents are electrical engineers, engineers textile technologies, mechanical engineers, geographers, political scientists, teachers classes, mechanical technicians, traffic technicians, electrical technicians (30%).

Conclusion

Human resource management has been shown to help organizations reduce risk, while also adding value to the organization. HR professionals have a great contribution in adding value, if they are involved in the earliest stages of formulating the strategy, which we have shown in the paper on the example of health institutions. Human resource management is indispensable for resource management, critical to business success, which should be included in all stages of the decision-making process. Sports organizations are dominantly based on the management of human resources and thus certainly invest the largest part of funds in the development of this area.

Workforce stability is essential, although it is difficult to measure that value, it helps to reduce the risk. HR strategies are used to reassure employees by providing job security. The fact that HR departments help in times of organizational change to improve communication channels indicates that without HR departments, organizations that lack basic organizational capabilities would be seriously compromised as well as the sustainability (Vukša, S, 2014)to implement change within the organization. Based on the job descriptions given by the respondents in the above-mentioned survey, their expertise and in this sense a comparative review of health institutions, the conclusion is reached that accordingly it can be seen that a high function within the organization has a position of adding value in different ways, and also can help reduce risk.

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UTICAJ MENADŽMENTA PREDUZEĆA NA EFIKASNOST POSLOVNIH PROCESA

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Apstrakt

Poslovni proces možemo definisati kao niz zadataka ili niz aktivnosti realizovanih od strane grupe stejkholdera s ciljem postizanja organizacionog cilja. Poslovni proces se realizuje delovanjem ljudi ili sistema na organizovan unapred definisan način. Efikasno realizovanje poslovnih ciljeva direktno utiče na uspeh i rast poslovne organizacije. Ljudski faktor je nezaobilazni element poslovnog sistema. Naravno od automatizacije zavisi stepen učešća, ali je ljudski mozak i dalje konstanta u jednačini koju je još uvek nemoguće zameniti. Organizacijom poslovnog procesa upravljaju ljudi koji su svojom profesionalnošću i obrazovanjem zaslužili svoje mesto u hijerarhiji poslovnog procesa. Svrstavamo ih u tom, srednji i niži menadžment. U radu ćemo se baviti načinom organizacije menadžmenta.

Ključne reči: *preduzeće, menadžment, poslovni procesi.*

JEL: *D24, D29.*

Uvod

Naše ekonomske aktivnosti treba da imaju za cilj da maksimiziraju opšte blagostanje društva, a ne da služe isključivo interesima nekoliko pojedinaca ili korporacija(Ivanova & Ristić, 2020). Da bi se postigao ovaj cilj, poslovni procesi treba da budu dizajnirani ne samo da generišu profit, već i da minimiziraju štetu po životnu sredinu, promovišu socijalnu pravdu i poboljšaju kvalitet života za sve

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ljude na koje aktivnosti organizacije utiču. Ovo zahteva holistički pristup poslovnom upravljanju, gde se etičkim razmatranjima pridaje jednaka težina kao i finansijskim razmatranjima (Alkaher & Avissar, 2018). Ugrađivanjem principa održivosti, transparentnosti i odgovornosti u naše poslovne prakse, možemo stvoriti pravednije i pravednije društvo koje koristi svima, a ne samo nekolicini privilegovanih.

Menadžment igra važnu ulogu u obezbeđivanju produktivnosti, efikasnosti i uspeha u bilo kojoj organizaciji. Efikasno upravljanje podrazumeva postavljanje jasnih ciljeva i zadataka, delegiranje odgovornosti i zadataka, obezbeđivanje resursa, motivisanje zaposlenih i praćenje i procenu napretka. Istovremeno, verujemo da menadžment takođe treba da daje prioritet etičkim pitanjima i dobrobiti zaposlenih i drugih zainteresovanih strana (Krstić et al., 2021). Ovo uključuje osiguranje fer i pravičnog tretmana, promovisanje različitosti i inkluzije i stvaranje pozitivnog radnog okruženja koje daje prioritet fizičkom i mentalnom zdravlju svojih radnika. Ukratko, efikasno upravljanje je od suštinskog značaja za uspeh svake organizacije, ali to mora biti praćeno posvećenošću etičkom ponašanju i dobrobiti svih zainteresovanih strana(Miletić & Farahmandepey, 2021).

Znanje menadžerskog tima je važan faktor uticaja i metoda, kojima se menadžeri koriste u vođenju preduzeća. Nesumnjivo je, da je upravljanje preduzećem, odnosno donošenje poslovnih odluka, najznačajnija aktivnost za uspešno poslovanje preduzeća. Od najvećeg značaja su znanja top menadžmenta i ona su od presudne važnosti, kako za poslovni uspeh preduzeća i njegovo mesto na tržištu, tako i za kvalitet znanja članova menadžmenta, na nižim i srednjim nivoima.

Iz navedenog razloga, top menadžer je pojedinac kome je data konačna moć donošenja odluka unutar organizacije. Oni su odgovorni za nadgledanje svakodnevnih operacija kompanije i donošenje strateških odluka koje određuju opšti pravac organizacije (Ordaz et al., 2021). Uloga top menadžera je ključna za uspeh svakog posla. Oni moraju posedovati kombinaciju tehničke stručnosti, veština liderstva i sposobnosti strateškog razmišljanja kako bi efikasno upravljali organizacijom i osigurali da ona ostane konkurentna u poslovnom okruženju koje se stalno menja(Ploum et al., 2018). Istovremeno, važno je da vrhunski menadžeri budu svesni društvenih i etičkih implikacija svojih odluka. Vredi napomenuti da moderno poslovno preduzeće funkcioniše u širem društvenom i političkom kontekstu, a menadžeri moraju biti svesni uticaja koji njihovi postupci imaju na društvo u celini. Na kraju krajeva, uloga top menadžera je velika odgovornost i zahteva duboko razumevanje organizacione dinamike, poslovne strategije i društvene etike.

U shvatanju i definisanju menadžmenta postoji veoma veliki broj definicija i shvatanja. Menadžment možemo posmatrati na tri načina, kao: organizaciju, upravljanje i rukovođenje. menadžment je ključni aspekt savremenih organizacija i institucija. Menadžment se može definisati kao proces usmeravanja i koordinacije resursa i aktivnosti ka postizanju specifičnih ciljeva unutar organizacije(Weybrecht, 2022). To uključuje planiranje, organizovanje, vođenje i kontrolu resursa kako bi se postigla optimalna produktivnost i efikasnost. Efikasno upravljanje je od suštinskog značaja za uspeh svake organizacije i zahteva upotrebu različitih menadžerskih tehnika i praksi. Ovo uključuje alokaciju resursa, postavljanje ciljeva i zadataka, praćenje i procenu učinka i donošenje strateških odluka za povećanje produktivnosti i efikasnosti. U smislu birokratije, menadžment je odgovoran za organizovanje i pojednostavljenje administrativnih zadataka i procesa kako bi se osiguralo nesmetano funkcionisanje organizacije(Mihajlović et al., 2022). Međutim, preveliko oslanjanje na birokratiju jer ona može ugušiti inovacije i kreativnost. Sve u svemu, uloga menadžmenta u savremenim organizacijama ne može se prenaglasiti i zahteva niz veština i kompetencija, uključujući liderstvo, komunikaciju, rešavanje problema i strateško planiranje(Fenizia, 2022). Moderni menadžment nalgašava važnost tzv. mekih varijabli, kao što su ljudi u organizaciji, njigova znanja i sposobnosti, kao i stilovi vođenja, za razliku od ranijih faza u razvoju menadžmenta, koje su se fokusirale na tzv. tvrde varijable, kao što su strategija, struktura, veličina, tehnologija, planiranje, kontrola itd.

Menadžment je sam po sebi, kako ističu (Jestrović & Jovanović, 2022), značajna inovacija. Svaka nova faza u razvoju menadžmenta, pratila je i sam razvoj preduzeća, koje je trebalo sve više sistema i struktura, zbog čega se je menjala i sama organizacija preduzeća.

Menadžment je od suštinskog značaja za svaku uspešnu organizaciju. Jake veštine upravljanja su od suštinskog značaja za postizanje ciljeva i zadataka bilo kog poslovnog ili državnog subjekta. Jaki lideri moraju biti sposobni da donose teške odluke koje su ponekad nepopularne, ali će na kraju imati koristi za organizaciju u celini(Mihajlović et al., 2022). Efikasno upravljanje treba da teži visokim performansama, motiviše zaposlene da dostignu svoj maksimalni potencijal i održava dobro vođeno poslovanje. To je kombinacija strateškog planiranja, organizacionih veština, efikasne komunikacije i sposobnosti da se motivišu drugi koji će obezbediti da organizacija radi nesmetano i da postigne željene rezultate. Dobar menadžment je od vitalnog značaja za procvat preduzeća, a može se naučiti i razviti kroz iskustvo, obuku i obrazovanje(Daniel et al., 2022; Weybrecht, 2021). Ukratko, efektivno upravljanje je kamen temeljac svake uspešne organizacije. Odgovornost lidera je da stvori kulturu upravljanja koja podstiče izvrsnost, timski duh i inovativno razmišljanje. Samo ulaganjem vremena i truda u efektivno upravljanje poslovni ili državni subjekt može postići dugoročan uspeh i prosperitet.

Menadžment i menadžeri su u sadašnjosti predmet velikog interesovanja naučne i istraživačke elite. Oni imaju za cilj da odgovore na brojna pitanja vezana za posao menadžera kao i na različite karakteristike samih menadžera kao što su: kompetencije; starost, pol i način profesionalnog razvoja; kako upravljaju svojim vremenom; kako odlučuju; kako određuju prioritet u kratkoročnim zadacima itd.

Poseban interes u novije vreme izazivaju promene i način upravljanja promenama u savremenim uslovima poslovanja(Yanez et al., 2019). Razlog tome je činjenica da je menadžment i menadžeri nesumnjivo ključni faktor poslovnog razvoja i najvažniji element svakog poslovnog procesa.

Neki istraživači, kao glavni ograničavajući faktor razvoja korporacija, navode upravo nedostatak talentovanih menadžera, što može biti glavni uzrok ne samo ograničenja koncentracije i efektivnosti korporacijske moći, nego i razlog postupnog odumiranja velikih korporacija. Sve to čini važnim i različite informacije o oktuelnim menadžerima, jer se na temelju njih može zaključivati o budućim menadžerima i njihovom razvoju, kao i razvoju kompanija koje vode.

Metodologija istraživanja

Predmetno istraživanje je sprovedeno u privatnim i javnim preduzećima, u periodu od februara do kraja aprila 2023. godine na području Grada Beograda.

Podaci su prikupljeni anonimnim upitnikom na uzorku od 100 menadžera različitih hijerarhijskih nivoa i sektora. Menadžeri su anketirani sa aspekta pola, starosne strukture, obrazovanja, radnog staža na u menadžmentu, radnog staža na trenutnom radnom mestu i nivo menadžmenta kome pripadaju. U analizi podataka karakteristika menadžera korišćena je deskriptivna statistika i faktorska analiza.

Profil analiziranih menadzera

Pod hijerarhijom upravljanja, svaka pozicija u organizaciji ima definisan skup zadataka i odgovornosti, sa jasnim linijama nadzora i komunikacije između viših i nižih nivoa. Ova formalna struktura promoviše efikasnost i odgovornost, kao i efikasno upravljanje resursima. Međutim, ovaj hijerarhijski sistem nije bez svojih izazova, jer kruti strukturni okviri mogu ugušiti inovacije i kreativnost(Dzenopoljac et al., 2022). Pored toga, prekomerna birokratija može dovesti do birokratije i dovesti do negativnih ishoda ako se propuste važne prilike zbog neefikasne prakse upravljanja. U zaključku, dobro strukturisana hijerarhija ostaje relevantna za efikasno upravljanje, ali takođe mora da nastavi da se prilagođava promenljivim uslovima i da bude uravnotežena sa inovativnim i participativnim pristupima upravljanja.Uobičajena je podela na top menadžere, menadžere srednjeg i menadžere niskog nivoa.

U tabeli br. 1. su podaci su prikazani rezultati ankete o pripadnosti nivou menadžmenta

Nivo menadžmenta	Ukupno	%
Top menadžment	5	5
Srednji menadžment	25	25
Niži menadžment	70	70
Ukupno	100	100

Odnos između podređenih i rukovodstva je kritičan u obezbeđivanju nesmetanog funkcionisanja organizacije. Podređeni su okosnica svake organizacije i odgovorni su za izvršavanje svakodnevnih operacija. Međutim, njihov učinak je pod jakim uticajem stila upravljanja i strukture koja je usvojena. Efikasno rukovodstvo treba da teži stvaranju okruženja u kojem se podređeni osećaju cenjeno, poštovano i saslušano(Parkes et al., 2017). Ovo se može postići kroz otvorene kanale komunikacije, mogućnosti za povratne informacije i uključivanje u procese donošenja odluka. Štaviše, neophodno je da menadžeri daju jasna očekivanja i ciljeve za svoje podređene. Ova jasnoća pomaže podređenima da shvate svoje uloge i odgovornosti u organizaciji, što dovodi do višeg nivoa zadovoljstva poslom i produktivnosti. Svaki nivo menadžera određuje raspon rukovođenja ili raspon kontrole, tj. broj neposredno odgovornih osoba jednom menadžeru.

U tabili br.2 je dat prikaz o prosečnom broju podređenih koje svaki menadžer ima u zavisnosti od nivoa menadžmenta

Nivo menadžmenta	Prosecan broj podređenih	%
Top menadžment	3	3
Srednji menadžment	7	7
Niži menadžment	20	20
Ukupno	100	100

Iako nije mogući napraviti tačnu komparaciju između školske spreme i visine obrazovanja menadžera, jer se menadžeri obrazuju i izvan uobičajenog sistema školovanja, podrazumeva se da ipak određena školska sprema postoji kao polazna osnova za menadžersku funkciju. Za menadžere je od vitalnog značaja da imaju dobro obrazovanje kako bi efikasno vodili svoje organizacije i donosili odluke na osnovu informacija(Avakumović et al., 2021). Posebno, menadžeri treba da imaju sveobuhvatno razumevanje ekonomskih principa, uključujući makro i mikroekonomiju. Ovo znanje im može pomoći da se snalaze u složenim ekonomskim okruženjima i identifikuju mogućnosti za rast. Pored toga, snažna komunikacija, liderstvo i veštine rešavanja problema su od suštinskog značaja za menadžere u bilo kojoj industriji. Ove veštine se mogu razviti kroz stalne programe obrazovanja i obuke. Sve u svemu, ulaganje u obrazovanje menadžera je mudra odluka za svaku organizaciju koja želi da ostane konkurentna i uspe u današnjem dinamičnom poslovnom okruženju.

U tabeli 3. prikazani su podaci o najvećem završenom nivou obrazovanja analiziranih menadžera.

		broj	%
Kvalifikaciona struktura	Srednja stručna sprema	5	5%
	Viša stručna sprema	20	20%
	Visoka stručna sprema	70	70%
	Poslediplomske studije (master, magistar, doktor nauka)	5	5%
	Ukupno	100	100%

Kada se radi o menadžerima naših preduzeća, problem nije formalno obrazovanje koje je visoko, nego posedovanje stvarnih poslovnih i menadžerskih znanja, potrebnih za savremeno poslovanje, koja često zaostaju za formalnim obrazovanjem, a zbog godina koje su naši menadžeri proveli u vremenu centralnoplanske privrede, gde specifičnosti menadžmenta kao profesije nisu bili potrebni.

Sledeće pitanje za menadžersku profesiju je, koji profil obrazovanja ili koje zanimanje je potrebno za ulazak u menadžersku karijeru kao i za razvoj menadžerske karijere i koje, i da li uošđte neke obrazovane institucije daju potrebna znanja i veštine za menadžerski posao i njegovo uspešno obavljanje? Jednostavan odgovor na ova pitanja nije lako dati, jer menadžment u sebi sadrži elemente nauke, umetnosti i veštine. Da li je moguće na jednom mestu naći sva tri elementa? Naravno da nije, naročito kada je reč o umetnosti i veštini, koje se stiču genetskim predispozicijama i iskustvom, dok se sasvim drugačije, kada je reč o menadžmentu kao nauci. Programi poslovne ekonomije na ekonomskim fakultetima, kao i studije poslovnog upravljanja (MBA), daju potrebna naučna znanja za uspešno obavljanje menadžerske funkcije. Zbog ovoga je realno za očekivati da će veliki deo top menadžera imati ekonomsko obrazovanje, a veoma mali deo tehničko, dok je situacija sa nižim nivoom menadžmenta obrnuta, jer su tehnički obrazovani menadžeri potrebni u konkretnim proizvodnim ili uslužnim pogonima.

U tabeli 4. su prikazani rezultati našeg istraživanja.

Obrazovni profil menadžera	Broj	Procenat
Ekonomski	65	65%
Pravni	10	10%
Tehnički	20	20%
Ostalo	5	5%
Ukupno	100	100%

Godine radnog staža u menadžmentu po našem mišljenju nisu nužno pokazatelj uspeha ili stručnosti u donošenju ekonomskih odluka. Umesto toga, važno je fokusirati se na svoju sposobnost da analizira tržišne trendove i preuzme proračunate rizike kako bi se stimulisao ekonomski rast. Od menadžera je razumevanje makroekonomskih principa i trendova daleko važnije od dugog staža na rukovodećim pozicijama.

Napredovanje iz preduzeća i proizvodnja vlastitih menadžera je veoma bitna karakteristika savremenih kompanija.

U tabeli 5 je prikazana struktura menadžmenta prema radnom stažu u rukovođenju

Radni staž u rukovođenju	Broj	%
Manje od 5 godina	7	7%
Od 5 – 10 godina	13	13%
Od 10-20 godina	57	57%
Preko 20 godina	23	23%
Ukupno	100	100%

Starosna struktura u menadžmentu je važan faktor koji treba uzeti u obzir u obezbeđivanju uspešne i uravnotežene radne snage. Ključno je imati mešavinu iskusnih zaposlenih, koji donose vredna znanja i veštine, kao i mlađih zaposlenih koji donose sveže perspektive i nove načine razmišljanja. Međutim, važno je ne diskriminisati na osnovu godina i osigurati da svako ima priliku da doprinese i raste u okviru svojih uloga (Andrejić et al., 2021). Moramo da prihvatimo različitost u godinama, baš kao što to činimo sa polom, etničkom pripadnošću i drugim faktorima. Na kraju krajeva, najvažniji faktor u menadžmentu je osigurati da pravi ljudi budu na pravim pozicijama, bez obzira na njihovu starost. Sve dok su pojedinci u stanju da unesu vrednost u svoje uloge i doprinesu uspehu organizacije, starost postaje samo još jedan faktor koji treba uzeti u obzir, U tabeli 6 je prikazana starosna struktura našeg istraživanja.

Starosna struktura	Broj	procenat
Ispod 30 godina	15	15%
Od 30 – 40 godina	32	32%
Od 40 – 50 godina	48	48%
Preko 50 godina	5	5%
Ukupno	100	100%

Polna struktura u menadžmentu je složeno pitanje koje zahteva višestrani pristup za rešavanje. S jedne strane, sve je veće prepoznavanje značaja rodne raznolikosti u menadžmentu(Buha et al., 2022), pri čemu studije pokazuju da kompanije sa različitim liderskim timovima imaju tendenciju da bolje finansijski rade i imaju veće zadovoljstvo zaposlenih. S druge strane, još uvek postoje mnoge prepreke ženskim karijerama u menadžmentu, uključujući nesvesnu pristrasnost, nedostatak mentorstva i sponzorstva, i uporno očekivanje da će žene dati prioritet svojim porodičnim obavezama u odnosu na karijeru (Arruda Filho et al., 2019).

U tabeli 7 je prikazana polna struktura našeg uzorka.

Pol menadžera	Broj	%
Muški	79	79%
Zenski	21	21%
Ukupno	100	100%

Da bismo se pozabavili ovim pitanjima, tvrdio bih da treba da preduzmemo holistički pristup koji uključuje ne samo promenu individualnih stavova i ponašanja, već i transformaciju šire kulture i struktura koje održavaju nejednakost polova. Ovo bi moglo uključivati inicijative kao što je implementacija rodnih kvota za rukovodeće pozicije, nudeći fleksibilniji radni aranžmani i promovisanje mentorskih i sponzorskih programa za žene. Na kraju krajeva, verujemo da stvaranje rodno raznovrsnije i pravednije upravljačke strukture nije samo ispravna stvar, već je i od suštinskog značaja za podsticanje inovacija, kreativnosti i ekonomskog rasta na duge staze.

Zaključak

Bez efikasnog upravljanja, poslovni proces može postati haotičan, što dovodi do kašnjenja, grešaka i smanjene produktivnosti. Suprotno tome, dobar menadžment može stvoriti harmonično okruženje u kojem timovi rade zajedno na zajedničkim ciljevima, što na kraju poboljšava efikasnost poslovnog procesa. Na osnovu izvedenih podataka, može se zaključiti da menadžment u savremenim preduzećima ima ključan značaj za poslovni uspeh, a uspešan menadžment je svaki koji ima široka opšta, kao i dovoljno obuhvatna znanja. Takođe, menadžment ima različite nivoe, od top menadžmenta, preko srednjeg i nižeg nivoa. Broj podređenih menadžeru zavisi od prirode posla, karakteristika podređenih i sposobnosti menadžera. Obrazovanje menadžera takođe ima važnu ulogu, a veliki deo menadžera poseduje ekonomsko obrazovanje. Radni staž se pokazao kao bitan faktor za ulazak u menadžersku karijeru, kao i za razvoj menadžerskih potencijala. Starosna struktura menadžera varira, ali većinski čine osobe srednjih godina. Na kraju, polna struktura menadžera takođe je bitna, s obzirom na diskriminaciju u radu, različiti stil ženskog menadžmenta i važnost upravljanja različitošću u savremenim organizacijama. Sve ovo ukazuje na potrebu kontinuiranog praćenja i istraživanja menadžmenta, kako bi se postigla uspešna organizacija i poslovanje.

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THE INFLUENCE OF ACQUISITION MANAGEMENT ON THE EFFICIENCY OF BUSINESS PROCESSES

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Abstract

A business process can be defined as a series of tasks or a series of activities carried out by a group of stakeholders with the aim of achieving an organizational goal. The business process is realized by the action of people or systems in an organized, predefined way. Effective realization of business goals directly affects the success and growth of a business organization. The human factor is an indispensable element of the business system. Of course, the degree of participation depends on the automation, but the human brain is still a constant in the equation that is still impossible to replace. The business process organization is managed by people who have earned their place in the business process hierarchy with their professionalism and education. We classify them in that, middle and lower management. In the paper, we will deal with the way of management organization.

Ključne reči: *company, management, business processes.*

JEL: *D24, D29.*

Introduction

Our economic activities should aim to maximize the general well-being of society, not serve the interests of a few individuals or corporations exclusively. (Ivanova & Ristić, 2020) To achieve this goal, business processes should be designed not only to generate profit, but also to minimize environmental damage, promote social justice, and improve the quality of life for all people affected by the organization's activities. This requires a holistic approach to business management, where ethical considerations are given equal weight to financial considerations(Alkaher & Avissar, 2018). By incorporating the principles of

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sustainability, transparency and accountability into our business practices, we can create a fairer and more just society that benefits everyone, not just a privileged few.

Management plays an important role in ensuring productivity, efficiency and success in any organization. Effective management involves setting clear goals and objectives, delegating responsibilities and tasks, providing resources, motivating employees, and monitoring and evaluating progress. At the same time, I believe that management should also prioritize ethical issues and the well-being of employees and other stakeholders. (Krstić et al., 2021) This includes ensuring fair and equitable treatment, promoting diversity and inclusion, and creating a positive work environment that prioritizes the physical and mental health of its workers. In short, effective governance is essential to the success of any organization, but it must be accompanied by a commitment to ethical behavior and the well-being of all stakeholders. (Miletić & Farahmandepey, 2021)

The knowledge of the management team is an important factor in the influence and methods that managers use in running the company. There is no doubt that company management, i.e. making business decisions, is the most important activity for the successful operation of a company. Top knowledge is of the greatest importance management and they are of crucial importance, both for the business success of the company and its place on the market, as well as for the quality of knowledge of the members of the management, at lower and middle levels.

For the above reason, the top manager is the individual who is given the ultimate decision-making power within the organization. They are responsible for overseeing the day-to-day operations of the company and making strategic decisions that determine the overall direction of the organization. (Ordaz et al., 2021) The logo of a top manager is key to the success of any business. They must possess a combination of technical expertise, leadership skills and strategic thinking abilities to effectively manage an organization and ensure it remains competitive in an ever-changing business environment. (Ploum et al., 2018) At the same time, it is important that top managers are aware of the social and ethical implications of their decisions. It is worth noting that a modern business enterprise operates in a wider social and political context, and managers must be aware of the impact their actions have on society as a whole. After all, the role of a top manager is one of great responsibility and requires a deep understanding of organizational dynamics, business strategy and social ethics.

In understanding and defining management, there is a very large number of definitions and understandings. Management can be viewed in three ways, such as: organization, management and leadership. management is a key aspect of modern organizations and institutions. Management can be defined as the process of directing and coordinating resources and activities towards the achievement of specific goals within the organization. It involves planning, organizing, directing and controlling resources to achieve optimum productivity and efficiency. Effective management is essential to the success of any organization and requires the use of various management techniques and practices. (Weybrecht, 2022) This includes allocating resources, setting goals and objectives, monitoring and evaluating performance, and making strategic decisions to increase productivity and efficiency. In terms of bureaucracy, management is responsible for organizing and streamlining administrative tasks and processes to ensure the smooth functioning of the organization. (Mihajlović et al., 2022) However, too much reliance on bureaucracy as it can stifle innovation and creativity. Overall, the role of management in modern organizations cannot be overemphasized and requires a range of skills and competencies, including leadership, communication, problem solving and strategic planning. (Fenizia, 2022) Modern management emphasizes the importance of the so-called soft variables, such as people in the organization, their knowledge and abilities, as well as leadership styles, unlike earlier stages in management development, which focused on the so-called hard variables, such as strategy, structure, size, technology, planning, control, etc.

Management in itself, (Jestrović & Jovanović, 2022) points out, is a significant innovation. Each new stage in the development of management was accompanied by the development of the company itself, which needed more and more systems and structures, which is why the organization of the company itself changed.

Management is essential to any successful organization. Strong management skills are essential to achieving the goals and objectives of any business or government entity. Strong leaders must be able to make tough decisions that are sometimes unpopular but will ultimately benefit the organization as a whole. (Mihajlović et al., 2022) Effective management should strive for high performance, motivate employees to reach their maximum potential and maintain a well-run business. It is the combination of strategic planning, organizational skills, effective communication and the ability to motivate others that will ensure that the organization runs smoothly and achieves the desired results. Good management is vital to the flourishing of a business and can be learned and developed through experience, training and education. (Daniel et al., 2022; Weybrecht, 2021) In short, effective management is the cornerstone of any successful organization. A leader's responsibility is to create a management culture that encourages excellence, team spirit and innovative thinking. Only by investing time and effort into effective management can a business or government entity achieve long-term success and prosperity.

Management and managers are currently the subject of great interest of the scientific and research elite. They aim to answer a number of questions related to the manager's job, as well as various characteristics of the managers themselves, such as: competencies; age, gender and method of professional development; how they manage their time; how they decide; how they prioritize short-term tasks, etc.

A special interest in recent times is caused by changes and the way of managing changes in modern business conditions. (Yanez et al., 2019) The reason for this is the fact that management and managers are undoubtedly a key factor in business development and the most important element of any business process.

Some researchers point to the lack of talented managers as the main limiting factor in the development of corporations, which can be the main cause not only of limiting the concentration and effectiveness of corporate power, but also the reason for the gradual demise of large corporations. All this makes different information about actual managers important, because based on them, conclusions can be drawn about future managers and their development, as well as the development of the companies they lead.

Research methodology

The subject research was conducted in private and public companies, in the period from February to the end of April 2023 in the area of the City of Belgrade.

The data was collected by an anonymous questionnaire on a sample of 100 managers of different hierarchical levels and sectors. Managers were surveyed in terms of gender, age structure, education, length of service in management, length of service at the current workplace and the level of management they belong to. Descriptive statistics and factor analysis were used in the data analysis of manager characteristics.

Profile of analyzed managers

Under a management hierarchy, each position in the organization has a defined set of tasks and responsibilities, with clear lines of supervision and communication between higher and lower levels. This formal structure promotes efficiency and accountability, as well as efficient management of resources. However, this hierarchical system is not without its challenges, as rigid structural frameworks can stifle innovation and creativity. (Dzenopoljac et al., 2022) In addition, excessive bureaucracy can lead to red tape and lead to negative outcomes if important opportunities are missed due to ineffective management practices. In conclusion, a well-structured hierarchy remains relevant for effective management, but it must also continue to adapt to changing conditions and be balanced with innovative and participative management approaches. A common division into top managers, middle managers and low-level managers is common.

In table no. 1. are the data, the results of the survey on belonging to the management level are presented

Management level	In total	%

Top management	5	5
Middle management	25	25
Lower management	70	70
In total	100	100

The relationship between subordinates and management is critical in ensuring the smooth functioning of the organization. Subordinates are the backbone of any organization and are responsible for carrying out day-to-day operations. However, their performance is strongly influenced by the management style and structure adopted. Effective leadership should strive to create an environment where subordinates feel valued, respected and listened to. (Parkes et al., 2017) This can be achieved through open channels of communication, opportunities for feedback and involvement in decision-making processes. Furthermore, it is essential that managers provide clear expectations and goals for their subordinates. This clarity helps subordinates understand their roles and responsibilities in the organization, leading to higher levels of job satisfaction and productivity. Each level of manager determines the span of leadership or span of control, ie. the number of persons directly responsible to one manager.

Table no. 2 shows the average number of subordinates that each manager has, depending on the level of management

Management level	Average number of subordinates	%
Top management	3	3
Middle management	7	7
Lower management	20	20
In total	100	100

Although it is not possible to make an exact comparison between school education and the level of education of managers, because managers are educated outside the usual schooling system, it is understood that a certain school education exists as a starting point for the managerial function. It is vital for managers to have a good education in order to effectively run their organizations and make informed decisions. (Avakumović et al., 2021) In particular, managers should have a comprehensive understanding of economic principles, including macroeconomics and microeconomics. This knowledge can help them navigate complex economic environments and identify opportunities for growth. In addition, strong communication, leadership and problem-solving skills are essential for managers in any industry. These skills can be developed through ongoing education and training programs. Overall, investing in management education is a wise decision for any organization that wants to stay competitive and succeed in today's dynamic business environment.

Table 3 shows data on the highest completed level of education of the analyzed managers.

		Number	%
Qualification structure	Secondary education	5	5%
	Higher vocational education	20	20%
	Higher vocational education	70	70%
	Postgraduate studies (Master's, Master's, Doctor of Science)	5	5%
	In total	100	100%

When it comes to the managers of our companies, the problem is not formal education, which is high, but the possession of real business and managerial knowledge, required for modern business, which often lags behind formal education, and because of the years our managers spent in the time of the centrally planned economy, where the specifics of management as a profession were not needed.

The next question for the managerial profession is, what profile of education or what profession is needed to enter a managerial career as well as for the development of a managerial career and which, and indeed, some educational institutions provide the necessary knowledge and skills for managerial work and its successful performance? A simple answer to these questions is not easy to give, because management contains elements of science, art and skill. Is it possible to find all three elements in one place? Of course not, especially when it comes to art and skill, which are acquired through genetic predispositions and experience, while it is quite different when it comes to management as a science. Business economics programs at economics faculties, as well as business management studies (MBA), provide the necessary scientific knowledge for successfully performing managerial functions. Because of this, it is realistic to expect that a large part of the top managers will have an economic education, and a very small part will have a technical education, while the situation with the lower management level is reversed, because technically educated managers are needed in specific production or service plants.

Table 4 shows the results of our research.

Manager's educational profile	Number	Percentage
Economically	65	65%
Legal	10	10%
Technically	20	20%
Other	5	5%
In total	100	100%

Years of experience in management, in our opinion, are not necessarily indicators of success or expertise in making economic decisions. Instead, it is important to focus on your ability to analyze market trends and take calculated risks to stimulate economic growth. For managers, understanding macroeconomic principles and trends is far more important than long tenure in management positions.

Promotion from the company and production of own managers is a very important characteristic of modern companies.

Table 5 shows the management structure according to seniority in management

Work experience in management	Number	%
Less than 5 years	7	7%
From 5 to 10 years	13	13%
From 10-20 years	57	57%
Over 20 years	23	23%
In total	100	100%

The age structure of management is an important factor to consider in ensuring a successful and balanced workforce. The key is to have a mix of experienced employees, who bring valuable knowledge and skills, as well as younger employees who bring fresh perspectives and new ways of thinking. However, it is important not to discriminate based on age and ensure that everyone has the opportunity to contribute and grow within their roles. (Andrejić et al., 2021) We need to embrace diversity in age, just as we do with gender, ethnicity and other factors. After all, the most important factor in management is to ensure that the right people are in the right positions, regardless of their age. As long as individuals are able to bring value to their roles and contribute to the success of the organization, age becomes just another factor to consider,

Table 6 shows the age structure of our research.

Age structure	Number	percentage
Under 30 years old	15	15%
From 30 to 40 years old	32	32%
From 40 to 50 years old	48	48%
Over 50 years	5	5%
In total	100	100%

The gender structure in management is a complex issue that requires a multifaceted approach to solve. (Buha et al., 2022) On the one hand, there is growing recognition of the importance of gender diversity in management, with studies showing that companies with diverse leadership teams tend to perform better financially and have higher employee satisfaction. On the other hand, there are still many barriers to women's careers in management, including unconscious bias, lack of mentorship and sponsorship, and the persistent expectation that women will prioritize their family responsibilities over their careers(Arruda Filho et al., 2019).

Table 7 shows the gender structure of our sample.

The gender of the manager	Number	%
Male	79	79%
Ladies	21	21%
In total	100	100%

To address these issues, I would argue that we need to take a holistic approach that involves not only changing individual attitudes and behaviours, but also transforming the wider culture and structures that perpetuate gender inequality. This could include initiatives such as implementing gender quotas for management positions, offering more flexible working arrangements and promoting mentoring and sponsorship programs for women. Ultimately, I believe that creating a more gender-diverse and equitable governance structure is not only the right thing to do, but essential to fostering innovation, creativity and economic growth in the long run.

Conclusion

Without effective management, the business process can become chaotic, leading to delays, errors and reduced productivity. Conversely, good management can create a harmonious environment where teams work together toward common goals, which ultimately improves business process efficiency. Based on the derived data, it can be concluded that management in modern companies is of key importance for business success, and successful management is anyone who has broad general, as well as sufficiently comprehensive knowledge. Also, management has different levels, from top management, through middle and lower levels. The number of subordinates to a manager depends on the nature of the work, the characteristics of the subordinates and the manager's ability. The education of managers also plays an important role, and a large part of managers has an economic education. Work experience proved to be an important factor for entry into a managerial career, as well as for the development of managerial potential. The age structure of managers varies, but the majority are middle-aged people. Finally, the gender structure of managers is also important, considering discrimination at work, different styles of female management and the importance of diversity management in modern organizations. All this indicates the need for continuous management monitoring and research, in order to achieve a successful organization and business.

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PARTNERSTVO KAO MARKETING STIMULANS EKOLOŠKI ODGOVORNE TRGOVINE NA PROSTORU BIVŠE JUGOSLAVIJE

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Apstrakt

Životna sredina je danas vrlo ugrožena, zbog čega jeneophodna ekološki odgovorna trgovina. Kao jedan od marketinških alata ekološki odgovorne trgovine je i partnerstvo. Zbog napred navedenog, cilj studije je pronalaženje i poređenje partnerstava koja bi povećala ekološki odgovornu trgovinu na prostoru bivše Jugoslavije. Prema saznanjima autora, ovo bi bilo prvo ovakvo kros-kulturalna istraživanje. Istraživanje je provedeno upitnikom na uzorku od 1550 ispitanika. Metode uzorkovanja su bile metod stratifikovanog uzorka i metod prostog slučajnog uzorka. Podaci su analizirani deskriptivnom statistikom i kvalitativno. Rezultati ukazuju da ne postoje razlike između Srbije, Hrvatske, Bosne i Hercegovine, Slovenije i Crne Gore kada je u pitanju najstimulativnije partnerstvo radi ekološki odgovorne trgovine, s obzirom da su ispitanici u svim navedenim državama kao najstimulativniju formu partnerstva izabrali partnerstvo između državne institucije i kompanije, dok je jedina država koja se razlikuje Severna Makedonija, čiji su ispitanici kao najstimulativnije partnerstvo izabrali partnerstvo između međunarodne institucije i državne institucije.

Ključne reči:*partnerstvo, marketing, ekološki odgovorna trgovina, države bivše Jugoslavije, kros-kulturalna studija*

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Uvod

Podaci o životnoj sredini su danas poražavajući i ukazuju sledeće (https://earth.org/the-biggest-environmental-problems-of-our-lifetime/): 13% smrtnih slučajeva u EU je povezano sa različitim oblicima zagađenja životne sredine; svakog minuta seče se šuma veličine 20 fudbalskih terena što uzrokuje da bi do 2030. godine planeta mogla imati samo 10% svojih šuma; trećina hrane namenjene ljudskoj ishranise baca i ako bi se posmatrala ukupna emisija gasova od te vrste otpada to je treći najveći emiter gasova staklene bašte, iza Kine i SAD.

Kako bi životna sredina bila zaštićenija i zdravija, nužna je i ekološki odgovorna trgovina. Jedan od stimulansa ekološki odgovorne trgovine jeste i partnerstvo, što navodi i međunarodna zajednicau globalnoj razvojnoj agendi sa ciljem održivog razvoja „Agenda 2030". Jačanje partnerstva je cilj 17. „Agende 2030". Navodi se "Jača partnerstva će doprineti zaštiti životne sredine i održivom razvoju mobilizacijom resursa, deljenjem znanja, promovisanjem stvaranja i transfera ekološki prihvatljivih tehnologija i izgradnjom kapaciteta" (https://www.unep.org/explore-topics/sustainable-development-goals/why-do-sustainable-development-goals-matter).

S obzirom na napred navedneo, partnerstvo mora da se ponudi kao marketing stimulans ekološki odgovorne trgovine. Odnosno, partnerstvo treba da se posmatra kao jedan od elemenata marketing miksa koji treba da bude ugrađen u marketing strategiju, ukoliko tržišni subjekat želi da ekološki odgovorno trguje. Međutim, treba da se vodi računa o tome ko čini partnere jer ne reaguju svi subjekti na ista partnerstva kada je u pitanju ekološki odgovorna trgovina. Reagovanje na različita partnerstva jeste uzrok okruženja u kome se subjekat nalazi, pa i drževe u kojoj se nalazi.

U cilju prikupljanja informacija na koje vrste partnerstava se odnose ekološki odgovorne trgovine, kako reaguju subjekti i da li postoje razlike između partnerstva kao stimulansa ekološki odgovorne trgovine na prostoru bivše Jugoslavije, autori rada su izanalizirali brojne studije. Među studijama, ističu se sledeće kros-kulturne studije: Republike bivše Jugoslavije (Raletić Jotanović et. al., 2016), Republike bivše Jugoslavije (Raletić Jotanović et.al., 2017), i Republike bivše Jugoslavije (Raletić Jotanović et.al., 2019). Rezultat analize je da ne postoji ni jedna kros-kulturalnu studiju sprovedena na prostoru bivše Jugoslavije koja se bavi partnerstvom kao stimulansom ekološki odgovorne trgovine.

Zbog napred navedenog, cilj studije je pronalaženje i poređenje partnerstava koja bi povećala ekološki odgovornu trgovinu na prostoru bivše Jugoslavije. Prema saznanjima autora, ovo bi bila prva kros-kulturalna studija sprovedena na prostoru bivše Jugoslavije na temu partnerstva kao stimulansa ekološki odgovorne trgovine. Republike bivše Jugoslavije su: Republika Srbija (Srbija), Republika

Hrvatska (Hrvatska), Republika Slovenija (Slovenija), Republika Severna Makedonija (Makedonija), Federacija Bosne i Hercegovine (Bosna i Hercegovina) i Crna Gora. Kros-kulturalna studija na prostoru bivše Jugoslavije je posebno zanimljiva jer su tadašnje republike 73 godine činile jednu državu dok su danas samostalne suverene države sa svojim različitim karakteristikama.

Pregled literature

Partnerstvo se poima kao "udruživanje i saradnja subjekata sa zajedničkim interesima radi realizacije ciljeva koje nisu bili u mogućnosti da ostvare samostalnim delovanjem" (Vock et al., 2013, 1475). Cilj svakog partnerstva jeste ostvariti sinergetski efekat, s obzirom da u partnerstva ulaze subjekti koji imaju različite konkurentske prednosti tj. inpute koje integrišu i omogućavaju stvaranje dodatne vrednosti za sve subjekte koji učestvuju u partnerstvu, kao i društvo u celini.

Partnerstva u domenu održivog razvoja i zaštite životne sredine se definišu kao „platforma koja je potrebna za održivi razvoj čitavog društva" (UNDP, 2013, 2). Ono predstavlja vin-vin situaciju za sve učesnike partnerstva kao i društva u celini, pri čemu treba da se ostvari dodatna vrednost u domenu zaštite životne sredine.

Da je partnerstvo značajno radi zaštite životne sredine, odnosno ekološki odgovornog ponašanja svih tržišnih subjakata potvrđuju brojne naučne studije (Haiying, 2014;Wassmera et al., 2017; Chang et al., 2019;Chena et al., 2019; Wang, Ma, 2020)

Koliki je značaj partnerstva danas, ukazuje i podatak da uključenost u partnerstvo radi ekološki odgovornog ponašanja doprinosi konkurentnosti subjekta više nego cene njihovih proizvoda (Kanani, 2012).

Partnerstvo u funkciji ekološki odgovornog ponašanja se javlja u sledećim oblicima:

- Direktna partnerstva. Pod direktnim partnerstvima podrazumevaju se planska i namenska udruživanja subjekata. Javljaju se tri forme direktnih partnerstava (Kanani, 2012): a) bilateralna saradnja, b) trodimenzionalna saradnja, i c) više akterska inicijativa.
- Indirektna partnerstva. Indirektna partnerstva podrazumevaju neplanirano i nedogovoreno udruživanje subjekata. Najčešća forma indirektnog partnerstva jeste uzrok-povezani marketing, koji podrazumeva da se ciljna grupa dobrovoljno angažuje u aktivnostima organizatora kampanje.

Oblici partnerstva kao stimulansi ekološki odgovorne trgovine zavise od brojnih makro i strukturni faktori država, prema rezultatima studija (Dolan, 2002; Schaefer, Crane, 2005; Thøgersen, 2005; Assadourian, 2010; Marx et al., 2010), koje su došle do zaključaka da različite karakteristike država utiču na različito ekološki odgovorno ponašanje.

Sve republike bivše Jugoslavije imaju različite makro, strukturalne i mikro faktore koji ih karakterišu (https://www.stat.gov.rs/, https://dzs.gov.hr/, https://www.stat.si/statweb,https://bhas.gov.ba/?lang=sr, https://www.monstat.org/cg/, https://www.stat.gov.mk/).

Dosadašnje kros-kulturalne studije sprovedene širom sveta su rezultirale različitostima u ekološki odgovornom ponašanju i njegovim stimulansima: USA-Francuska (Arbuthnot, Lingg, 1975), USA-Nemačka (Sriram, Forman, 1993), Baltičke zemlje (Gooch, 1995), Kanada-Francuska(Laroche et al., 1996), Belgija-Poljska (Roozen, Pelsmacker, 2000), Nordijske zemlje –USA (Lindell, Karagozoglu, 2001), USA-Kina (Yingjiao et. al., 2014), i zemlje sa prostora bivše Jugoslavije (Raletić Jotanović et. al., 2016), (Raletić Jotanović et.al., 2017) i (Raletić Jotanović et.al., 2019).

Rezultati ranije sprovedenih kros-kulturalnih studija i različiti mikro, makro i strukturalnih faktoridanas suverenih država sa prostora bivše Jugoslavije impliciraju da se polazi od hipoteze:

HO: ***Postoje razlike u partnerstvima kao stimulansima ekološki odgovorne trgovineizmeđu država sa prostoru bivše Jugoslavije.***

Uzorak istraživanja

U kros-kulturalnom istraživanju na temu partnerstva kao stimulansa ekološki odgovorne trgovine na prostoru bivše Jugoslavije je učestvovalo 1550 ispitanika.

Osnovni skup istraživanja je oko 17 miliona ljudi. Ipak, veličina uzorka se smatra malom ali prihvatljivom, s obzirom na: prirodu istraživanja, promenljivost karakteristika populacije, broj varijabli koje se ispituju, promenljivost predmeta istraživanja i ograničene finansijske resurse istraživača.

Ukoliko se posmatra struktura uzorka u odnosu na države iz koje ispitanici potiču, od 1550 ispitanika: 276 ispitanika je iz Srbije, 250 ispitanika je iz Hrvatske, 265 ispitanika je iz Bosne i Hercegovine, 250 ispitanika je iz Crne Gore, 253 ispitanika je iz Severne Makedonije dok je 256 ispitanika iz Slovenije. Odnosno, od 100% uzorka: 17,81% je iz Srbije, 16,51% je iz Hrvatske, 16,32% je iz Bosne i Hercegovine, 17,10% je iz Crne Gore dok je 16,13% iz Severne Makedonije i Slovenije.

Korišćene metode prikupljanja uzorka su metod stratifikovanog uzorka i metod prostog slučajnog uzorka. Populacija ispitanika sa prostora bivše Jugoslovije, podeljena je u šest stratuma odnosno, šest država sa prostora bivše Jugoslavije: Srbija, Hrvatska, Bosna i Hercegovina, Crna Gora, Severna Makedonija i

Slovenija. Metod prostog slučajnog uzorka je korišćen kako bi se nasumično izabrali ispitanici iz svakog stratuma.

Instrument

Instrument istraživanja je upitnik, koji je kreiran za potrebe ovog istraživanja. Upitnik je sačinjen iz dva dela,saglasnosti za popunjavanje upitnika i pitanja o partnerstvu. Pitanje o partnerstvu je podrazumevalo da ispitanici zaokruže dva ili više tržišnih subjekata čije bi ih partnerstvo stimulisalo na ekološki odgovornu trgovinu. Ponuđeni tržišni subjekti su bili: međunarodne institucije, državne institucije, kompanije, poznate ličnosti i nevladine organizacije (NVO).

Postupak i tok istraživanja

Upitnik je kreiran na srpskom jeziku nakon čega je preveden na: slovenački, makedonski i hrvatski jezik. Ispitanici iz Srbije, Bosne i Hercegovine i Crne Gore su popunjavali upitnike na srpskom jeziku, s obzirom da se mogu svrstati u isto govorno područje. Prilog 1. je upitnik na srpskom jeziku.

Upitnik je distribuiran kao štampani dokument u ruke ispitanika i kao link Internet platforme Gugl drajva (Google drive) na i-mejlove ili fejzbuk (Facebook) adrese ispitanika.

Popunjavanje upitnika je bilo anoniomno.

Statistička obrada podataka

Podaci su se analizirali kvalitativno, odnosno kroz analizu frekvencija odgovora ispitanika, tj. primenom deskriptivne statistike.

Posebno se ukazuje, da i ako u radu nije sprovedena složena statistika, značaj rada se ogleda u predmetu istraživanja i uzorku istraživanja (obim, struktura i rasprostranjenost) odnosno, u prirodi istraživanja koja jeste kros-kulturalna.

Rezultati

U nastavku teksta prikazane su frekvencije odgovora ispitanika na postavljeno pitanje koje se odnosi na njihov stav o partnerstvukao stimulansu ekološki odgovornog ponašanja.

Rezultati po pojedinačnim državama sa prostora bivše Jugoslavije

Srbija: Ukoliko se analizira partnerstvo kao stimulans ekološki odgovorne trgovine može se zaključiti da je najstimulativniji vid partnerstva između državne institucije i kompanije (AS=18,1) (Tabela 1).

Tabela 1. Srbija - Partnerstvo kao stimulans ekološki odgovorne trgovine

Partnerstva	**Frekvencije**	**AS**
međunarodne institucije + državne institucije	29	10.5
međunarodne institucije + kompanije	13	4.7
međunarodne institucije + NVO	7	2.5
međunarodne institucije + poznate ličnosti	6	2.2
državne institucije + kompanije	**50**	**18.1**
državne institucije + NVO	11	4.0
državne institucije + poznate ličnosti	24	8.7
kompanije + NVO	6	2.2
kompanije + poznate ličnosti	13	4.7
NVO + poznate ličnosti	7	2.5
međunarodne institucije + državne institucije + kompanije	13	4.7
međunarodne institucije + državne institucije + NVO	2	.7
međunarodne institucije + državne institucije + poznate ličnosti	2	.7
međunarodne institucije + kompanije + NVO	6	2.2
međunarodne institucije + kompanije + poznate ličnosti	6	2.2
državne institucije + kompanije + NVO	9	3.2
državne institucije + kompanije + poznate ličnosti	16	5.8
državne institucije+ NVO + poznate ličnosti	4	1.4
kompanije + NVO + poznate ličnosti	1	.4
međunarodne institucije + državne institucije + kompanije+ NVO	3	1.1
međunarodne institucije + državne institucije + kompanije+ poznate ličnosti	3	1.1
međunarodne institucije + poznate ličnosti + kompanije + NVO	1	.4
državne institucije + poznate ličnosti + kompanije + NVO	1	.4
međunarodne institucije + državne institucije + kompanije+ poznate ličnosti + NVO	9	3.2
Ukupno odgovora	*222*	*80,43*

Bez odgovora ili neadekvatan odgovor	*54*	*19,56*
Ukupan uzorka	*276*	*100*

Izvor: autori

Hrvatska: Analizom kombinacija tržišnih subjekata u funkciji partnerstva kao stimulansa ekološki odgovorne trgovine u Hrvatskoj (Tabeli 2.) može se zaključiti da je najstimulativnije partnerstvo između državne institucije i kompanije (AS=14,8).

Tabela 1. Hrvatska - Partnerstvo kao stimulans ekološki odgovorne trgovine

Partnerstva	**Frekvencije**	**AS**
međunarodne institucije + državne institucije	26	10.4
međunarodne institucije + kompanije	10	4.0
međunarodne institucije + NVO	5	2.0
Partnerstva	**Frekvencije**	**AS**
međunarodne institucije + poznate ličnosti	12	4.8
državne institucije + kompanije	**37**	**14.8**
državne institucije + NVO	15	6.0
državne institucije + poznate ličnosti	16	6.4
kompanije + NVO	8	3.2
kompanije + poznate ličnosti	10	4.0
NVO + poznate ličnosti	12	4.8
međunarodne institucije + državne institucije + kompanije	19	7.6
međunarodne institucije + državne institucije + NVO	10	4.0
međunarodne institucije + državne institucije + poznate ličnosti	6	2.4
međunarodne institucije + kompanije + NVO	3	1.2
međunarodne institucije + kompanije + poznate ličnosti	5	2.0
međunarodne institucije + NVO+ poznate ličnosti	1	.4
državne institucije + kompanije + NVO	8	3.2
državne institucije+ kompanije + poznate ličnosti	4	1.6
državne institucije + NVO+ poznate ličnosti	4	1.6
kompanije + NVO+ poznate ličnosti	4	1.6
međunarodne institucije + državne institucije + kompanije + NVO	6	2.4

međunarodne institucije + državne institucije + NVO+ poznate ličnosti	2	.8
međunarodne institucije + poznate ličnosti + kompanije + NVO	1	.4
državne institucije + poznate ličnosti + kompanije + NVO	3	1.2
međunarodne institucije + državne institucije + kompanije+ poznate ličnosti + NVO	10	4.0
Ukupno odgovora	*237*	*94,8*
Bez odgovora ili neadekvatan odgovor	*13*	*5,2*
Ukupno uzorka	*250*	*100*

Izvor: autori

Bosna i Hercegovina: Analizom Tabele 3. koja se odnosi na partnerstvo kao stimulans ekološki odgovorne trgovine u Bosni i Hercegovini zaključuje se, najstimulativnije partnerstvo je između državne institucije i kompanije (AS= 14,7).

Tabela 2. Bosna i Hercegovina - Partnerstvo kao stimulans ekološki odgovorne trgovine

Partnerstva	Frekvencije	AS
međunarodne institucije + državne institucije	24	9.1
međunarodne institucije + kompanije	16	6.0
međunarodne institucije + NVO	15	5.7
međunarodne institucije + poznate ličnosti	9	3.4
državne institucije + kompanije	**39**	**14.7**
državne institucije + NVO	19	7.2
državne institucije + poznate ličnosti	25	9.4
kompanije + NVO	7	2.6
kompanije + poznate ličnosti	11	4.2
NVO + poznate ličnosti	17	6.4
međunarodne institucije + državne institucije + kompanije	11	4.2
međunarodne institucije + državne institucije + NVO	5	1.9
Partnerstva	**Frekvencije**	**AS**
međunarodne institucije + državne institucije + poznate ličnosti	3	1.1
međunarodne institucije + kompanije + NVO	2	.8
međunarodne institucije + kompanije + poznate ličnosti	5	1.9

međunarodne institucije + NVO+ poznate ličnosti	5	1.9
državne institucije + kompanije + NVO	3	1.1
državne institucije+ kompanije + poznate ličnosti	5	1.9
državne institucije + NVO+ poznate ličnosti	1	.4
kompanije + NVO+ poznate ličnosti	7	2.6
međunarodne institucije + državne institucije + kompanije+ NVO	10	3.8
državne institucije + poznate ličnosti + kompanije + NVO	1	.4
međunarodne institucije + državne institucije + kompanije+ poznate ličnosti + NVO	20	7.5
Ukupno odgovora	*260*	*98,11*
Bez odgovora ili neadekvatan odgovor	*5*	*1,89*
Ukupno uzorka	*265*	*100*

Izvor: autori

Crna Gora: Partnerstvo državne institucije i kompanije je najstimulativnije partnerstvo kada se radi o povećenju ekološki odgovorne trgovine iz Crne Gore (AS=13,2) (Tabela 4.).

Tabela 3. Crna Gora - Partnerstvo kao stimulans ekološki odgovorne trgovine

Partnerstva	**Frekvencije**	**AS**
međunarodne institucije + državne institucije	29	11.6
međunarodne institucije + kompanije	16	6.4
međunarodne institucije + NVO	10	4.0
međunarodne institucije + poznate ličnosti	5	2.0
državne institucije + kompanije	**33**	**13.2**
državne institucije + NVO	8	3.2
kompanije + NVO	17	6.8
kompanije + poznate ličnosti	6	2.4
NVO + poznate ličnosti	7	2.8
međunarodne institucije + državne institucije + kompanije	25	10.0
međunarodne institucije + državne institucije + NVO	7	2.8
međunarodne institucije + državne institucije + poznate ličnosti	6	2.4
međunarodne institucije + kompanije + NVO	17	6.8
međunarodne institucije + kompanije + poznate ličnosti	1	.4

međunarodne institucije +NVO+ poznate ličnosti	3	1.2
državne institucije + kompanije + NVO	14	5.6
državne institucije+ kompanije + poznate ličnosti	3	1.2
državne institucije +NVO+ poznate ličnosti	1	.4
kompanije +NVO+ poznate ličnosti	3	1.2
međunarodne institucije + državne institucije + kompanije+NVO	9	3.6
međunarodne institucije + poznate ličnosti + kompanije + NVO	1	.4
međunarodne institucije + državne institucije + kompanije+ poznate ličnosti + NVO	16	6.4
Ukupno odgovora	*242*	*96,8*
Ukupno uzorka	*250*	*100*

Izvor: autori

Severna Makedonija: Analiziranjem partnerstava kao stimulansa ekološki odgovorne trgovine u Severnoj Makedoniji (Tabela 5.) moguće je zaključiti da je najstimulativnije partnerstvo između međunarodne institucije i državne institucije (AS=14,2).

Tabela 4. Severna Makedonija - Partnerstvo kao stimulans ekološki odgovorne trgovine

Partnerstva	**Frekvencije**	**AS**
međunarodne institucije + državne institucije	**36**	**14.2**
međunarodne institucije + kompanije	9	3.6
međunarodne institucije + NVO	10	4.0
međunarodne institucije + poznate ličnosti	9	3.6
državne institucije + kompanije	34	13.4
državne institucije + NVO	26	10.3
državne institucije + poznate ličnosti	18	7.1
kompanije + NVO	6	2.4
kompanije + poznate ličnosti	8	3.2
NVO + poznate ličnosti	7	2.8
međunarodne institucije + državne institucije + kompanije	8	3.2
međunarodne institucije + državne institucije + NVO	11	4.3
međunarodne institucije + državne institucije + poznate ličnosti	4	1.6

međunarodne institucije + kompanije + NVO	2	.8
međunarodne institucije + kompanije + poznate ličnosti	3	1.2
međunarodne institucije + NVO+ poznate ličnosti	14	5.5
državne institucije + kompanije + NVO	3	1.2
državne institucije+ kompanije + poznate ličnosti	7	2.8
državne institucije + NVO+ poznate ličnosti	4	1.6
kompanije + NVO+ poznate ličnosti	4	1.6
međunarodne institucije + državne institucije + kompanije + NVO	4	1.6
međunarodne institucije + državne institucije + kompanije+poznate ličnosti	1	.4
međunarodne institucije + državne institucije + NVO+ poznate ličnosti	1	.4
državne institucije + poznate ličnosti + kompanije + NVO	1	.4
međunarodne institucije + državne institucije + kompanije+ poznate ličnosti + NVO	5	2.0
Ukupno odgovora	*235*	*92,86*
Bez odgovora ili neadekvatan odgovor	*18*	*7,14*
Ukupno uzorka	*252*	*100*

Izvor: autori

Slovenija: Ispitanicima iz Slovenije je najstimulativnije partnerstvo u funkciji povećanja ekološki odgovorne trgovine između državne institucije i kompanije (AS=16) (Tabela 6.).

Tabela 5.Slovenija - Partnerstvo kao stimulans ekološki odgovorne trgovine

Partnerstva	**Frekvencije**	**AS**
međunarodne institucije + državne institucije	29	11.4
međunarodne institucije + kompanije	5	2.0
međunarodne institucije + NVO	11	4.3
međunarodne institucije + poznate ličnosti	4	1.6
državne institucije + kompanije	**41**	**16.1**
državne institucije + NVO	26	10.2
državne institucije + poznate ličnosti	6	2.4
kompanije + NVO	20	7.8
kompanije + poznate ličnosti	10	3.9
NVO + poznate ličnosti	13	5.1

međunarodne institucije + državne institucije + kompanije	15	5.9
međunarodne institucije + državne institucije + NVO	10	3.9
međunarodne institucije + državne institucije + poznate ličnosti	6	2.4
međunarodne institucije + kompanije + NVO	6	2.4
međunarodne institucije + kompanije + poznate ličnosti	7	2.7
međunarodne institucije + NVO+ poznate ličnosti	18	7.1
državne institucije + kompanije + NVO	6	2.4
državne institucije+ kompanije + poznate ličnosti	2	.8
državne institucije + NVO+ poznate ličnosti	2	.8
kompanije + NVO+ poznate ličnosti	2	.8
međunarodne institucije + državne institucije +kompanije + NVO	9	3.5
međunarodne institucije + državne institucije +kompanije + poznate ličnosti	1	.4
državne institucije + poznate ličnosti + kompanije + NVO	2	.8
međunarodne institucije + državne institucije + kompanije+ poznate ličnosti + NVO	5	2.0
Ukupno odgovora	*256*	*256*
Bez odgovora ili neadekvatan odgovor	-	-
Ukupno uzorka	*256*	*100*

Izvor: autori

Komparativna analiza rezultata svih država sa prostora bivše Jugoslavije

Ukoliko se napred prezentovani rezultati po državama integrišu i objedine dolazi se do zaključka da ne postoje razlike između Srbije, Hrvatske, Bosne i Hercegovine, Slovenije i Crne Gore kada je u pitanju najstimulativnije partnerstvo radi ekološki odgovorne trgovine, s obzirom da su ispitanici u svim navedenim državama kao najstimulativniju formu partnerstva izabrali partnerstvo između državne institucije i kompanije. Jedina država koja se razlikuje jeste Severna Makedonija, čiji su ispitanici kao najstimulativnije partnerstvo izabrali partnerstvo između međunarodne institucije i državne institucije.

Analiza dobijenih rezultata ukazuje i da sve države sa prostora bivše Jugoslavije kao jednog od partnera u najstimulativnijem partnerstvu radi ekološki odgovorne trgovine vide državne institucije.

Takođe, rezultati ukazuju da sve države sa prostora bivše Jugoslavije kao najstimulativniju formu partnerstva za ekološki odgovornu trgovinu vide bilateralno partnerstvo.

Posebno se ukazuje da se značaj rada se ogleda u predmetu istraživanja i uzorku istraživanja (obim, struktura i rasprostranjenost) odnosno, u prirodi istraživanja koja jeste kros-kulturalna.

Diskusija

Dobijeni rezultati se mogu obrazližiti time da su države sa prostora bivše Jugoslavije imale 73 godine zajedničke istorije, koja je podrazumevala poimanje države kao institucije od poverenja, koja je delala za dobrobit naroda, i preduzeća (kompanija), koje su tada sarađivale sa državom, tačnije pod okriljem države. Državne institucije i kompanije su tržišni subjekti dugo prisutno na prostoru bivše Jugoslavije. Zbog napred navedenog je većina država sa prostora bivše Jugoslavije izabrala kao najstimulativnije partnerstvo saradnju između državne institucije i kompanije.

Međunarodne institucije i NVO su „novi“ tržišni subjekti na prostoru bivše Jugoslavije, koji jošnisu stekli dovoljno poverenja. Poznate ličnosti su pojedinci koji nemaju dovoljno jak uticaj na tržišne subjekte.

S obzirom na dobijene rezultate zaključuje se da postavljena hipoteza (HO): postoje razlike u partnerstvima kao stimulansima ekološki odgovorne trgovine između država sa prostora bivše Jugoslavije, nije potvrđena.

Ograničenja istraživanja

Kros-kulturalno istraživanje na temu partnerstva kao stimulansa ekološki odgovorne trgovine na prostoru bivše Jugoslavije je sprovedeno vrlo pažljivo, međutim, ipak ima ograničenja:

Novi upitnik – Upitnik dizajniran za potrebe ovog istraživanja je novi, nije ranije primenjen u istraživanjima i nije standardizovan.

Veličina uzorka – Veličina uzorka je mala s obzirom da je osnovni skup veličine 17 miliona ljudi, dok je veličina uzorka 1550 ispitanika. Do ovakvog ograničenja je došlo zbog ograničenih finansijskih sredstava.

Primena samo deskriptivne statistike– Istraživanje je zasnovano samo na deskriptivnoj statistici zbog čega se može smatrati da tema partnerstva i ekološki odgvorne trgovine na prostoru bivše Jugoslavije nije potpuna.

Međutim, navedena ograničenja istraživanja su prema mišljenjima autora prihvatljiva, tako da se dobijeni rezultati mogu smatrati relevantnim.

Zaključak

Rezultati ukazuju da ne postoje razlike između Srbije, Hrvatske, Bosne i Hercegovine, Slovenije i Crne Gore kada je u pitanju najstimulativnije partnerstvo radi ekološki odgovorne trgovine, dok je jedina država koja se razlikuje od svih ostalih Severna Makedonija.

Najstimulativnija forma partnerstva za ekološki odgovornu trgovinu za ispitanike iz Srbije, Hrvatske, Bosne i Hercegovine, Slovenije i Crne Gore je partnerstvo između državne institucije i kompanije dok su ispitanici iz Severne Makedonije izabrali partnerstvo između međunarodne institucije i državne institucije.

Dobijeni rezultati ne potvrđuju postavljenu hipotezu: (HO): postoje razlike u partnerstvima kao stimulansima ekološki odgovorne trgovine između država sa prostora bivše Jugoslavije.

Takođe, rezultati ukazuju da sve države sa prostora bivše Jugoslavije kao jednog od partnera u najstimulativnijem partnerstvu radi ekološki odgovorne trgovine vide državne institucije dok su bilateralna partnerstva najstimulativnija.

Praktična primena rezultata istraživanja ogleda se u tome da tržišni subjekti sa prostora država bivše Jugoslavije treba da inkorporiraju u svoju marketing strategiju partnerstvo kao marketing element, i to da bude bilateralno partnerstvo čiji je jedan od partnera državna institucija.

Teorisjka primena rezultata istraživanja ogleda se u podacima koji mogu da posluže za teorisjki okvir narednih istraživanja, odnosno stvaranje naučne diskusije i gledišta o istraživanoj temi.

Predlog za buduća istraživanja prvenstveno se ogleda u otklanjanju ograničenja ovog istraživanja. Takođe, predlozi za buduća istraživanja jesu: a) prošireni pristup istraživanja kroz uključivanje i drugih varijabli i kvalitativnih metoda, kako bi se dobila šira slika o ekološki odgovornoj kupovini na prostoru bivše Jugoslavije; i b) sprovođenje longitudinalnih istraživanja na istu temu svakih deset godina, kako bi se uvidele promene i struktura promena u ekološki odgovornoj trgovini na prostoru bivše Jugoslavije.

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PARTNERSHIP AS MARKETING ENVIRONMENTALLY RESPONSIBLE STIMULANT SHOPS IN THE AREA OF THE FORMER YUGOSLAVIA

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Abstract

The environment is very endangered today, which is why ecologically responsible trade is necessary. Partnership is one of the marketing tools of environmentally responsible trade. Because of the above, the goal of the study is to find and compare partnerships that would increase environmentally responsible trade in the territory of the former Yugoslavia. According to the author's knowledge, this would be the first such cross-cultural research. The research was conducted with a questionnaire on a sample of 1550 respondents. The sampling methods were the stratified sample method and the simple random sample method. Data were analyzed using descriptive statistics and qualitatively. The results indicate that there are no differences between Serbia, Croatia, Bosnia and Herzegovina, Slovenia and Montenegro when it comes to the most stimulating partnership for environmentally responsible trade, considering that the respondents in all the mentioned countries chose the partnership between a state institution and a company as the most stimulating form of partnership, while the only country that differs is North Macedonia, whose respondents chose a partnership between an international institution and a state institution as the most stimulating partnership.

Keywords: *partnership, marketing, ecologically responsible trade, countries of the former Yugoslavia, cross-cultural study*

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Introduction

The data on the environment today are devastating and indicate the following (https://earth.org/the-biggest-environmental-problems-of-our-lifetime/): 13% of deaths in the EU are related to various forms of environmental pollution; every minute a forest the size of 20 football fields is cut down, causing the planet to have only 10% of its forests by 2030; a third of the food intended for human consumption is thrown away, and if we were to look at the total emission of gases from that type of waste, it is the third largest emitter of greenhouse gases, after China and the USA.

In order for the environment to be more protected and healthier, ecologically responsible trade is also necessary. One of the incentives for ecologically responsible trade is partnership, which is stated by the international community in the global development agenda with the aim of sustainable development "Agenda 2030". Strengthening partnership is the goal of the 17th "Agenda 2030". It states "Stronger partnerships will contribute to environmental protection and sustainable development by mobilizing resources, sharing knowledge, promoting the creation and transfer of environmentally friendly technologies and building capacity" (https://www.unep.org/explore-topics/sustainable-development-goals) /why-do-sustainable-development-goals-matter).

Considering the above, the partnership must be offered as a marketing stimulus for environmentally responsible trade. That is, partnership should be seen as one of the elements of the marketing mix that should be incorporated into the marketing strategy, if the market entity wants to trade in an environmentally responsible manner. However, care should be taken in who makes up the partners because not all entities respond to the same partnerships when it comes to environmentally responsible trade. Reacting to different partnerships is the cause of the environment in which the entity is located, and also the state in which it is located.

In order to collect information on what types of partnerships environmentally responsible trade refers to, how subjects react and whether there are differences between partnerships as a stimulus for environmentally responsible trade in the area of the former Yugoslavia, the authors of the paper analyzed numerous studies. Among the studies, the following cross-cultural studies stand out: the Republic of the former Yugoslavia (Raletić Jotanović et. al., 2016), the Republic of the former Yugoslavia (Raletić Jotanović et. al., 2017), and the Republic of the former Yugoslavia (Raletić Jotanović et. al., 2019). The result of the analysis is that there is not a single cross-cultural study conducted in the area of the former Yugoslavia that deals with partnership as a stimulus for environmentally responsible trade.

Because of the above, the goal of the study is to find and compare partnerships that would increase environmentally responsible trade in the territory of the former Yugoslavia. According to the author's knowledge, this would be the first cross-cultural study conducted in the territory of the former Yugoslavia on the topic of partnership as a stimulus for environmentally responsible trade. The republics of the former Yugoslavia are: the Republic of Serbia (Serbia), the Republic of Croatia (Croatia), the Republic of Slovenia (Slovenia), the Republic of North Macedonia (Macedonia), the Federation of Bosnia and Herzegovina (Bosnia and Herzegovina) and Montenegro. A cross-cultural study in the area of the former Yugoslavia is particularly interesting because the republics of that time were one state for 73 years, while today they are independent sovereign states with their own different characteristics.

Literature review

Partnership is understood as "association and cooperation of subjects with common interests for the realization of goals that they could not achieve by independent action" (Vock et al., 2013, 1475). The goal of every partnership is to achieve a synergistic effect, given that entities that have different competitive advantages enter into partnerships, i.e. inputs that integrate and enable the creation of additional value for all subjects participating in the partnership, as well as society as a whole.

Partnerships in the field of sustainable development and environmental protection are defined as " the platform needed for the sustainable development of the entire society" (UNDP, 2013, 2). It represents a win-win situation for all participants of the partnership as well as society as a whole, where additional value should be realized in the field of environmental protection.

That partnership is important for environmental protection, i.e. ecologically responsible behavior of all market entities is confirmed by numerous scientific studies (Haiying, 2014; Wassmera et al., 2017; Chang et al., 2019; Chena et al., 2019; Wang, Ma, 2020)

The importance of partnership today is indicated by the fact that involvement in partnership for the sake of environmentally responsible behavior contributes to the competitiveness of the subject more than the price of their products (Kanani, 2012).

Partnership in the function of environmentally responsible behavior occurs in the following forms:

Direct partnerships. Direct partnerships mean planned and purposeful associations of subjects. There are three forms of direct partnerships (Kanani, 2012): a) bilateral cooperation, b) three-dimensional cooperation, and c) multi-stakeholder initiative.

Indirect partnerships. Indirect partnerships imply an unplanned and unagreed association of subjects. The most common form of indirect partnership is cause-related marketing, which implies that the target group voluntarily engages in the activities of the campaign organizer.

Forms of partnership as incentives for environmentally responsible trade depend on a number of macro and structural factors of the country, according to the results of studies (Dolan, 2002; Schaefer, Crane, 2005; Thøgersen, 2005; Assadourian, 2010; Marx et al., 2010), which came to conclusions that different characteristics of countries influence different environmentally responsible behavior.

All the republics of the former Yugoslavia have different macro, structural and micro factors that characterize them (https://www.stat.gov.rs/, https://dzs.gov.hr/, https://www.stat.si/ statweb, https://bhas.gov.ba/?lang=sr, https://www.monstat.org/cg/, https://www.stat.gov.mk/).

Previous cross-cultural studies conducted around the world have resulted in differences in environmentally responsible behavior and its stimuli: USA-France (Arbuthnot, Lingg, 1975), USA-Germany (Sriram, Forman, 1993), Baltic countries (Gooch, 1995), Canada - France (Laroche et al., 1996), Belgium-Poland (Roozen, Pelsmacker, 2000), Nordic countries - USA (Lindell, Karagozoglu, 2001), USA-China (Yingjiao et. al., 2014), and countries with area of the former Yugoslavia (Raletić Jotanović et. al., 2016), (Raletić Jotanović et. al., 2017) and (Raletić Jotanović et. al., 2019).

The results of previously conducted cross-cultural studies and various micro, macro and structural factors of today's sovereign states from the territory of the former Yugoslavia imply that the starting point is the hypothesis:

HO: There are differences in partnerships as incentives for environmentally responsible trade between the countries of the former Yugoslavia.

Sample research

1,550 respondents participated in the cross-cultural research on the topic of partnership as a stimulus for environmentally responsible trade in the territory of the former Yugoslavia.

The basic set of research is about 17 million people. Nevertheless, the sample size is considered small but acceptable, given: the nature of the research, the variability of the population characteristics, the number of variables that are examined, the variability of the research subject and the limited financial resources of the researchers.

If the structure of the sample is observed in relation to the countries from which the respondents come, out of 1550 respondents: 276 respondents are from Serbia, 250 respondents are from Croatia, 265 respondents are from Bosnia and Herzegovina, 250 respondents are from Montenegro, 253 respondents are from North Macedonia, while 256 respondents are from Slovenia. That is, from 100% of the sample: 17.81% are from Serbia, 16.51% are from Croatia, 16.32% are from Bosnia and Herzegovina, 17.10% are from Montenegro, while 16.13% are from North Macedonia. and Slovenia.

The sample collection methods used are the stratified sample method and the simple random sample method. The population of respondents from the area of the former Yugoslavia is divided into six strata, that is, six countries from the area of the former Yugoslavia: Serbia, Croatia, Bosnia and Herzegovina, Montenegro, North Macedonia and Slovenia. A simple random sampling method was used to randomly select respondents from each stratum.

Instrument

The research instrument is a questionnaire, which was created for the purposes of this research. The questionnaire is made up of two parts, consent for filling out the questionnaire and questions about partnership. The question about partnership meant that the respondents circled two or more market entities whose partnership would stimulate them to engage in environmentally responsible trade. The offered market subjects were: international institutions, state institutions, companies, celebrities and non-governmental organizations (NGOs).

Research procedure and flow

The questionnaire was created in Serbian, after which it was translated into: Slovenian, Macedonian and Croatian. Respondents from Serbia, Bosnia and Herzegovina and Montenegro filled out questionnaires in the Serbian language, considering that they can be classified in the same speaking area. Attachment 1 is a questionnaire in Serbian.

The questionnaire was distributed as a printed document in the hands of respondents and as a link on the Internet platform Google Drive to the e-mails or Facebook addresses of the respondents.

Filling in the questionnaire was anonymous.

Statistical data processing

The data were analyzed qualitatively, i.e. through the analysis of the frequency of respondents' answers, i.e. using descriptive statistics.

In particular, it is pointed out that even if complex statistics were not implemented in the work, the importance of the work is reflected in the subject of the research and the research sample (scope, structure and distribution), that is, in the nature of the research, which is cross-cultural.

Results

In the rest of the text, the frequencies of respondents' answers to the question that relates to their attitude about partnership as a stimulus for environmentally responsible behavior are presented.

Results by individual countries from the former Yugoslavia

Serbia: If partnership is analyzed as a stimulus for environmentally responsible trade, it can be concluded that the most stimulating type of partnership is between a state institution and a company (AS=18.1) (Table 1).

Table 1. Serbia - Partnership as a stimulus for environmentally responsible trade

Partnerships	Frequencies	AS
international institutions + state institutions	29	10.5
international institutions + companies	13	4.7
international institutions + NGOs	7	2.5
international institutions + famous people	6	2.2
state institutions + companies	**50**	**18.1**
state institutions + NGOs	11	4.0
state institutions + famous people	24	8.7
companies + NGOs	6	2.2
companies + celebrities	13	4.7
NGO + celebrities	7	2.5
international institutions + state institutions + companies	13	4.7
international institutions + state institutions + NGOs	2	.7
international institutions + state institutions + famous people	2	.7
international institutions + companies + NGOs	6	2.2
international institutions + companies + celebrities	6	2.2
state institutions + companies + NGOs	9	3.2
state institutions + companies + celebrities	16	5.8
state institutions + NGOs + celebrities	4	1.4
companies + NGOs + celebrities	1	.4
international institutions + state institutions + companies + NGOs	3	1.1
international institutions + state institutions + companies + celebrities	3	1.1
international institutions + famous people + companies + NGOs	1	.4

state institutions + celebrities + companies + NGOs	1	.4
international institutions + state institutions + companies + celebrities + NGOs	9	3.2
Total responses	*222*	*80.43*
No response or inadequate response	*54*	*19.56*
Total sample	*276*	*100*

Source: authors

Croatia: By analyzing the combination of market subjects in the function of partnership as a stimulus for environmentally responsible trade in Croatia (Table 2), it can be concluded that the most stimulating partnership is between a state institution and a company (AS=14.8).

Table 6. Croatia - Partnership as a stimulus for environmentally responsible trade

Partnerships	Frequencies	AS
international institutions + state institutions	26	10.4
international institutions + companies	10	4.0
international institutions + NGOs	5	2.0
Partnerships	**Frequencies**	**AS**
international institutions + famous people	12	4.8
state institutions + companies	**37**	**14.8**
state institutions + NGOs	15	6.0
state institutions + famous people	16	6.4
companies + NGOs	8	3.2
companies + celebrities	10	4.0
NGO + celebrities	12	4.8
international institutions + state institutions + companies	19	7.6
international institutions + state institutions + NGOs	10	4.0
international institutions + state institutions + famous people	6	2.4
international institutions + companies + NGOs	3	1.2
international institutions + companies + celebrities	5	2.0
international institutions + NGOs + celebrities	1	.4
state institutions + companies + NGOs	8	3.2
state institutions + companies + celebrities	4	1.6

state institutions + NGOs + celebrities	4	1.6
companies + NGOs + celebrities	4	1.6
international institutions + state institutions + companies + NGOs	6	2.4
international institutions + state institutions + NGOs + celebrities	2	.8
international institutions + famous people + companies + NGOs	1	.4
state institutions + celebrities + companies + NGOs	3	1.2
international institutions + state institutions + companies + celebrities + NGOs	10	4.0
Total responses	*237*	*94.8*
No response or inadequate response	*13*	*5.2*
Total sample	*250*	*100*

Source: authors

Bosnia and Herzegovina: The analysis of Table 3, which refers to partnership as a stimulus for environmentally responsible trade in Bosnia and Herzegovina, concludes that the most stimulating partnership is between a state institution and a company (AS= 14.7).

Table 7. Bosnia and Herzegovina - Partnership as a stimulus for environmentally responsible trade

Partnerships	**Frequencies**	**AS**
international institutions + state institutions	24	9.1
international institutions + companies	16	6.0
international institutions + NGOs	15	5.7
international institutions + famous people	9	3.4
state institutions + companies	**39**	**14.7**
state institutions + NGOs	19	7.2
state institutions + famous people	25	9.4
companies + NGOs	7	2.6
companies + celebrities	11	4.2
NGO + celebrities	17	6.4
international institutions + state institutions + companies	11	4.2
international institutions + state institutions + NGOs	5	1.9
Partnerships	**Frequencies**	**AS**

international institutions + state institutions + famous people	3	1.1
international institutions + companies + NGOs	2	.8
international institutions + companies + celebrities	5	1.9
international institutions + NGOs + celebrities	5	1.9
state institutions + companies + NGOs	3	1.1
state institutions + companies + celebrities	5	1.9
state institutions + NGOs + celebrities	1	.4
companies + NGOs + celebrities	7	2.6
international institutions + state institutions + companies + NGOs	10	3.8
state institutions + celebrities + companies + NGOs	1	.4
international institutions + state institutions + companies + celebrities + NGOs	20	7.5
Total responses	*260*	*98,11*
No response or inadequate response	*5*	*1.89*
Total sample	*265*	*100*

Source: authors

Montenegro: The partnership between a state institution and a company is the most stimulating partnership when it comes to increasing environmentally responsible trade from Montenegro (AS=13.2) (Table 4).

Table 8. Montenegro - Partnership as a stimulus for environmentally responsible trade

Partnerships	**Frequencies**	**AS**
international institutions + state institutions	29	11.6
international institutions + companies	16	6.4
international institutions + NGOs	10	4.0
international institutions + famous people	5	2.0
state institutions + companies	**33**	**13.2**
state institutions + NGOs	8	3.2
companies + NGOs	17	6.8
companies + celebrities	6	2.4
NGO + celebrities	7	2.8
international institutions + state institutions + companies	25	10.0

international institutions + state institutions + NGOs	7	2.8
international institutions + state institutions + famous people	6	2.4
international institutions + companies + NGOs	17	6.8
international institutions + companies + celebrities	1	.4
international institutions + NGOs + celebrities	3	1.2
state institutions + companies + NGOs	14	5.6
state institutions + companies + celebrities	3	1.2
state institutions +NGOs+ celebrities	1	.4
companies + NGOs + celebrities	3	1.2
international institutions + state institutions + companies+NGOs	9	3.6
international institutions + famous people + companies + NGOs	1	.4
international institutions + state institutions + companies + celebrities + NGOs	16	6.4
Total responses	*242*	*96.8*
Total sample	*250*	*100*

Source: authors

North Macedonia: Analyzing partnerships as a stimulus for environmentally responsible trade in North Macedonia (Table 5), it is possible to conclude that the most stimulating partnership is between an international institution and a state institution (AS=14.2).

Table 9. North Macedonia - Partnership as a stimulus for environmentally responsible trade

Partnerships	Frequencies	AS
international institutions + state institutions	**36**	**14.2**
international institutions + companies	9	3.6
international institutions + NGOs	10	4.0
international institutions + famous people	9	3.6
state institutions + companies	34	13.4
state institutions + NGOs	26	10.3
state institutions + famous people	18	7.1
companies + NGOs	6	2.4
companies + celebrities	8	3.2
NGO + celebrities	7	2.8

international institutions + state institutions + companies	8	3.2
international institutions + state institutions + NGOs	11	4.3
international institutions + state institutions + famous people	4	1.6
international institutions + companies + NGOs	2	.8
international institutions + companies + celebrities	3	1.2
international institutions + NGOs + celebrities	14	5.5
state institutions + companies + NGOs	3	1.2
state institutions + companies + celebrities	7	2.8
state institutions + NGOs + celebrities	4	1.6
companies + NGOs + celebrities	4	1.6
international institutions + state institutions + companies + NGOs	4	1.6
international institutions + state institutions + companies+celebrities	1	.4
international institutions + state institutions + NGOs + celebrities	1	.4
state institutions + celebrities + companies + NGOs	1	.4
international institutions + state institutions + companies + celebrities + NGOs	5	2.0
Total responses	*235*	*92.86*
No response or inadequate response	*18*	*7,14*
Total sample	*252*	*100*

Source: authors

Slovenia: For respondents from Slovenia, the most stimulating partnership is the function of increasing environmentally responsible trade between a state institution and a company (AS=16) (Table 6).

Table 10. Slovenia - Partnership as a stimulus for environmentally responsible trade

Partnerships	**Frequencies**	**AS**
international institutions + state institutions	29	11.4
international institutions + companies	5	2.0
international institutions + NGOs	11	4.3
international institutions + famous people	4	1.6
state institutions + companies	**41**	**16.1**
state institutions + NGOs	26	10.2

state institutions + famous people	6	2.4
companies + NGOs	20	7.8
companies + celebrities	10	3.9
NGO + celebrities	13	5.1
international institutions + state institutions + companies	15	5.9
international institutions + state institutions + NGOs	10	3.9
international institutions + state institutions + famous people	6	2.4
international institutions + companies + NGOs	6	2.4
international institutions + companies + celebrities	7	2.7
international institutions + NGOs + celebrities	18	7.1
state institutions + companies + NGOs	6	2.4
state institutions + companies + celebrities	2	.8
state institutions + NGOs + celebrities	2	.8
companies + NGOs + celebrities	2	.8
international institutions + state institutions + companies + NGOs	9	3.5
international institutions + state institutions + companies + celebrities	1	.4
state institutions + celebrities + companies + NGOs	2	.8
international institutions + state institutions + companies + celebrities + NGOs	5	2.0
Total responses	*256*	*256*
No response or inadequate response	-	-
Total sample	*256*	*100*

Source: authors

Comparative analysis of the results of all countries from the territory of the former Yugoslavia

If the results presented above by country are integrated and combined, the conclusion is reached that there are no differences between Serbia, Croatia, Bosnia and Herzegovina, Slovenia and Montenegro when it comes to the most stimulating partnership for environmentally responsible trade, given that the respondents in all of the above states chose a partnership between a state institution and a company as the most stimulating form of partnership. The only country that differs is North Macedonia, whose respondents chose the partnership between an international institution and a state institution as the most stimulating partnership.

The analysis of the obtained results also indicates that all countries from the area of the former Yugoslavia see state institutions as one of the partners in the most stimulating partnership for environmentally responsible trade.

Also, the results indicate that all countries from the former Yugoslavia see bilateral partnership as the most stimulating form of partnership for environmentally responsible trade.

It is especially pointed out that the importance of the work is reflected in the subject of the research and the research sample (scope, structure and distribution), that is, in the nature of the research, which is cross-cultural.

Discussion

The obtained results can be explained by the fact that the countries of the former Yugoslavia had 73 years of common history, which implied the perception of the state as a trustworthy institution, which worked for the benefit of the people, and enterprises (companies), which then cooperated with the state, more precisely under the auspices of the state. State institutions and companies are market entities that have been present for a long time in the territory of the former Yugoslavia. Because of the above, the majority of countries from the area of the former Yugoslavia chose the cooperation between a state institution and a company as the most stimulating partnership.

International institutions and NGOs are "new" market entities in the territory of the former Yugoslavia, which have not yet gained enough trust. Celebrities are individuals who do not have a strong enough influence on market subjects.

Considering the obtained results, it is concluded that the hypothesis (HO): there are differences in partnerships as incentives for environmentally responsible trade between countries from the former Yugoslavia, was not confirmed.

Research limitations

Cross-cultural research on the topic of partnership as a stimulus for environmentally responsible trade in the territory of the former Yugoslavia was carried out very carefully, however, it still has limitations:

New questionnaire - The questionnaire designed for the purposes of this research is new, has not been used in research before and is not standardized.

Sample Size – The sample size is small considering that the population size is 17 million people while the sample size is 1550 respondents. This limitation was due to limited financial resources.

Application of only descriptive statistics - The research is based only on descriptive statistics, which is why it can be considered that the topic of partnership and environmentally responsible trade in the territory of the former Yugoslavia is not complete.

However, the stated limitations of the research are acceptable according to the author's opinion, so the obtained results can be considered relevant.

Conclusion

The results show that there are no differences between Serbia, Croatia, Bosnia and Herzegovina, Slovenia and Montenegro when it comes to the most stimulating partnership for environmentally responsible trade, while the only country that differs from all the others is North Macedonia.

The most stimulating form of partnership for environmentally responsible trade for respondents from Serbia, Croatia, Bosnia and Herzegovina, Slovenia and Montenegro is a partnership between a state institution and a company, while respondents from North Macedonia chose a partnership between an international institution and a state institution.

The obtained results do not confirm the set hypothesis: (HO): there are differences in partnerships as incentives for environmentally responsible trade between the countries of the former Yugoslavia.

Also, the results indicate that all countries from the former Yugoslavia see state institutions as one of the partners in the most stimulating partnership for environmentally responsible trade, while bilateral partnerships are the most stimulating.

The practical application of the research results is reflected in the fact that market subjects from the territory of the former Yugoslavia should incorporate partnership as a marketing element into their marketing strategy, and that it should be a bilateral partnership, one of whose partners is a state institution.

The theoretical application of research results is reflected in the data that can serve as a theoretical framework for subsequent research, that is, the creation of a scientific discussion and point of view on the researched topic.

The proposal for future research is primarily reflected in removing the limitations of this research. Also, suggestions for future research are: a) expanded research approach through the inclusion of other variables and qualitative methods, in order to get a broader picture of environmentally responsible shopping in the area of the former Yugoslavia; ib) conducting longitudinal research on the same topic every ten years, in order to see changes and the structure of changes in ecologically responsible trade in the territory of the former Yugoslavia.

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PRAVNI ASPEKTI MEĐUNARODNIH ODNOSA

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Apstrakt

Ako opis da demokratije ne ratuju između sebe uzmemo kao relevantan, onda možemo predvideti na primer, da će demokratska Amerika biti manje neprijateljski raspoložena prema Rusiji i drugim demokratijama nego što je to bio Sovjetski Savez u vreme komunističkog sistema, kao i što će demokratska Rusija pod istim uslovima isto biti neprijateljski raspoložena prema demokratskoj Americi.

Međunarodna politika nije kao laboratorijska nauka. Kontrolisani eksperimenti ne postoje zbog toga što je nemoguće držati druge stvari konstantnim gledajući na jednu stvar koja se menja. Aristotel je rekao da neko može biti precizan u nekoj nauci onoliko koliko mu to predmet (nauke) dopušta.

Savremeni svet se nalazi između paradigme globalne zajednice i paradigme globalnog meteža. Savremeni međunarodni odnosi se nalaze između državnocentrističke i transnacionalne vizije budućnosti. Savremeni svet je pak između sve veće međuzavisnosti i sve veće konfliktnosti.

Ključne reči: *pravni sistemi, međunarodni odnosi, evropska unija.*

JEL: *F52, F59.*

Uvod

Teorija je organizovano i metodično nastojanje da se racionalno-iskustvenim putem dođe do objektivnog, pouzdanog i sistematskog saznanja o objektivnoj stvarnosti. Može se reći da je teorija sistem naučno potvrđenih saznanja o predmetu istraživanja. Teorija je neka vrsta sredstava za pojednostavljivanje koje

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vam dopušta da odlučite koje su činjenice bitne a koje ne. Teorija odslikava organizaciju područja i veze između njegovih delova. Stvarnost je kompleksna - teorija je jednostavna. Pojednostavljivanja - teorije uvode suštinske elemente u igru i pokazuju odnose uzroka i međuzavisnosti, ili sugerišu gde oni da se traže. Teorije obezbeđuju(Sundgren & Svanström, 2017):

- opis međunarodne stvarnosti,
- tumačenje međunarodnih događaja,
- predviđanje događaja u toj stvarnosti,
- kreiranje praktičnih predloga za ponašanje u međunarodnim odnosima.

Teorije su generalizacije o politici. Stoga, ono što je za politikologe bitno jeste razumevanje obrazaca koji se pojavljuju kroz vreme, ili na više mesta u isto vreme. Teorije su su srcu političkih nauka. Teorija to je skup hipoteza koje postavljaju kao uslov odnose između varijabli ili uslova, razvijenih da opišu, objasne, ili predvide fenomene i daju recepte o tome kako pozitivne promene treba da budu isplanirane da se ostvare određeni etički principi. Najjednostavnije, teorije su refleksivno mišljenje...(Terzić, 2021) Mi se angažujemo u teoretisanju kada mislimo sa distance i apstraktno o nečemu.

Teorija je neka vrsta sredstva za pojednostavljivanje koje vam dopušta da odlučite koje su činjenice bitne a koje ne. Dobra analogija je sa naočarima za sunce sa sočivima različite boje: stavite par crvenih i svet izgleda crven, stavite par žutih i on izgleda žut(Majstorović, 2021).

Teorije su suštinski važna sredstva koja koristimo da bismo organizovali činjenice.

Ja definišem teoriju kao sliku, mentalno formiranu, o ograničenom području ili domenu aktivnosti. Teorija oslikava organizaciju područja i veze između njegovih delova. Neograničeni materijali bilo kog područja mogu biti organizovani na bezbroj načina. Stvarnost je kompleksna; teorija je jednostavna. Putem pojednostavljivanja, teorije uvode suštinske elemente u igru i pokazuju odnose uzroka i međuzavisnosti- ili sugerišu gde oni da se traže.

Najopštije rečeno, baveći se teorijom, stručnjaci za međunarodne odnose imaju tri pomoćna cilja u mislima: Opis (description) međunarodne stvarnosti, Predviđanje (prediction) događaja u toj stvarnosti i Prepis recepta (prescription) subjektima međunarodnih odnosa za ponašanje u međusobnim odnosima(Cain & McKeon, 2016).

Najstariji i najfundamentalniji od ova tri cilja. Složenost događaja i velika količina informacija primoravaju politikologe da se usredsrede na obrazce (kada politikolozi proučavaju pojedinačni događaj (studija slučaja) ili, još bolje, serije događaja kroz prostor i vreme, cilj nije samo da se opišu događaj (i), već umesto toga da se oni dovedu u vezu sa nekim obrascima drugih događaja). Varga & Ujvári, 2023)

Primer: Hipoteza “Demokratije ne ratuju između sebe”(Vukša et al., 2020)

Temeljna hipoteza teorije demokratskog mira. Ova hipoteza je nekakav opis obrazca koji postoji u odnosima između demokratskih država (isto).

Predviđanje je čak teže od opisivanja zbog složenosti ljudske prirode, ipak, neke prognoze se moraju dati, ako ne u obliku eksplicitnih prognoza, onda se bar pokušavaju dati određene tendencije koje događaji u međunarodnim odnosima mogu imati (isto). Recepti su treći cilj. Neki teoretičari međunarodnih odnosa idu iznad objektivnih studija i dolaze do normativnih (šta je pogrešno a šta ne) zaključaka i propisuju (prescribe) politiku(Ivanova & Ristić, 2020).

Primer: Ti koji veruju da demokratije nisu (opis) i neće biti (predviđanje) agresivne jedna prema drugoj, mogu da propišu politiku koja unapređuje prihvatanje ili očuvanje demokratije. Dakle, ako Rusija ostane demokratska država, ona će biti miroljubivija u odnosima sa drugim državama nego što bi to bila recimo u slučaju autoritarne vlasti.

Specifičnosti, dometi i ograničenja teorija međunarodnih odnosa

Nama su potrebne teorije da damo smisao kiši informacija koja nas svakodnevno bombarduje. U međunarodnim odnosima ne možemo računati na konsenzus i odsustvo suprotstavljenih viđenja sveta. Ideje i koncepti koji se pojavljuju u međunarodnim odnosima po svojoj prirodi su nešto oko čega se ljudi spore, jer imaju političke posledice. Da bismo bili uspešni teoretičari međunarodnih odnosa moramo se odupreti tendenciji da definišemo uspehe u terminima jednostavnih modela; umesto toga, moramo biti pripremljeni da živimo sa sasvim visokim nivoom dvosmislenosti.

Teorije nisu stvar izbora... Jedini način na koji možete odlučiti koje od miliona mogućih činjenica treba da tražite jeste da se priklonite nekom sredstvu za pojednostavljivanje koje vam govori šta je najbitnije. Mi mislimo o teoriji kao o takvom sredstvu za pojednostavljivanje Vi takođe ne morate biti svesni vaše teorije, to može jednostavno biti viđenje sveta koje ste vi nasledili od vaše porodice, vaših vršnjaka ili od medija.

Ne pokušavajte da budete suviše precizni, ako će preciznost biti lažna. U međunarodnoj politici, postoji tako mnogo varijabli, tako mnogo promena se pojavljuje u isto vreme da su događaji previše determinisani (overdetermined) - postoji previše uzroka.

Niko ne može da razume svet u kome živimo, ne možemo doneti inteligentne odluke bez teorija... Teorije ne objašnjavaju svako pitanje u svetskoj politici... Teorije nisu determinišuće... Ukratko, ofanzivni realizam je kao moćni snop svetlosti u mračnoj sobi: ali čak ni on ne može da osvetli svaki kutak... To je cena koja je plaćena za simplifikaciju stvarnosti.

Podele teorija međunarodnih odnosa

Međunarodni odnosi: jedan svet, mnogo teorija. Nijedan pojedinačni pristup ne može "uhvatiti" svu složenost svetske politike. Međunarodni odnosi najbolje se mogu razumeti kao dugotrajno nadmetanje između realista, liberala i konstruktivista gde(Ginzky et al., 2018.):

I. Realizam naglašava stalnu mogućnost konflikta između država;
II. Liberalizam određuje nekoliko načina da se ublaže tendencije koje vode ka sukobima;
III. Zagovornici konstruktivizma opisuju kako celokupni sistemi državnih odnosa mogu da se transformišu.

Postoje:

- Eksplanatorne teorije (one objašnjavaju zašto i pod kojim uslovima se recimo dešavaju ratovi),
- Normativne ili preskriptivne teorije (govore nam kakav naš stav recimo prema ratu treba da bude),
- Interpretativne (koje nam interpretiraju, recimo ratove).

"Studije Međunarodnih poslova se najbolje mogu razumeti kao jedno otegnuto takmičenje između realističke, liberalne i radikalne tradicije.

Realizam ističe trajnu sklonost ka sukobu u odnosima između država; liberalizam iznalazi nekoliko načina da se ublaže ove tendencije ka konfliktima; i radikalna tradicija opisuje kako čitav sistem odnosa između država može biti preoblikovan."(Cepec & Grajzl, 2020)

Zbirna mapa teorije međunarodnih odnosa na kraju milenijuma sadrži tri grupe teorija:

- Racionalističke teorije (realizam, liberalizam, marksizam, neorelaizam, neoliberalizam),
- Socijalni konstruktivizam,
- Reflektivističke teorije (post- modernizam, feministička teorija, normativna teorija, kritička teorija, istorijska sociologija).

Za realizam se može reći da je baziran na pretpostavci da je svetska politika u suštini nepomirljiva borba među državama od kojih svaka gleda sopstveni interes za premoć i položaj u uslovima anarhije, pri čemu svaka od konkurentskih država teži za ostvarenjem sopstvenih nacionalnih interesa.

Moderni realizam je bila dominantna teorija tokom Hladnog rata. Najistaknutiji predstavnici su bili Edvard Kar, Džordž Kenan, Hans Morgentau, Rajnhold Nibur, Kenet Tompson, Rejmon Aron...

Karakteristični stavovi nekih od najistaknutijih modernih realista: Hans Morgentau u svom delu *Politika između nacija* definiše “objektivne zakone” u političkim naukama i kaže(Bertrand & Klein, 2021):

- Svi akteri teže da maksimiziraju svoju moć,
- Politika se ocenjuje prema svom uticaju na moć, a ne na moralne standarde,
- Međunarodna arena je anarhična,
- Države su primarni akteri čije ofanzivne vojne sposobnosti predstavljaju potencijalno opasnost za druge.
- Države nikada ne mogu da budu sigurne u namere druge države,
- Osnovni motiv koji vodi države jeste opstanak i očuvanje suvereniteta,
- Ideja interesa je stvarno bit politike i nije podložna uslovima vremena i mesta,
- Vestfalski sistem - suverenitet države najviše načelo u međunarodnim odnosima.

Drugi i veoma važan predstavnik je Džordž Kenan. On kaže:

...američka politika često nije vodila dovoljno računa o ulozi sile i nacionalnih interesa u međunarodnim odnosima, što je bila greška, jer se spoljna politka nikada ne sme zasnivati na legalističkom idealizmu koji poklanja suviše poverenja pravnim i moralnim principima...

Ovakav stav postavlja suštinsko pitanje - Da li ovome treba dodati nešto ili je to slika višedecenijske spoljne politike SAD?

Teoretičar Kenet Volc predstavlja defanzivni neorealizam i sa svojim delom Teorija međunarodne politike može se smatrati osnivačem neorealizma. On u delu definiše sledeće(Pinter et al., 2021):

- Anarhija podrazumeva da svaka država može da bude napadnuta u svakom trenutku;
- Bezbednost (opstanak države) je uvek izložena riziku;
- Zbog toga, države moraju da se staraju o svojoj bezbednosti;
- “Samopomoć” je najbolji način;
- Savezništvo manje povoljno rešenje.

Drugi istaknuti teoretičar je Džon Miršajmer predstavlja ofanzivni neorealizam i u svom delu Tragedija politika velikih sila definiše sledeće postulate(Jestrović & Jovanović, 2022):

- Utopizam liberalnih teorija;
- Ideja o kraju istorije je površna i nerealna;
- Ponašanje u međunarodnim odnosima je nepromenljivo tokom istorije
- Nužnost rivaliteta;
- Neotklonjivost konflikata i sukoba;

Ovde treba obratiti pažnju na teoretičara Roberta Džervisa koji se u svome teorijskom radu najviše bavio bezbednosnim režimima, upravo kao jednom od formi globalne strukture moći uvedeno od strane neorealista.

U odnosu na postojeće sadržaje modernog realizma, neorealizam je proširen globalnom strukturom moći.

Globalna struktura moći nastaje iz uzajamnog dejstava država, a zatim ih ograničava u preduzimanju određenih koraka, dok ih na druge podstiče.

Kod neorealista, moć kao sredstvo za preživljavanje, i dalje je aktuelna. U tom kontekstu postoje unutrašnji napori obezbeđenja moći (jačanje ekonomske sposobnosti, jačanje vojne sposobnosti, razvoj strategija) i spoljni napori (jačanje i proširivanje svog saveza ili slabljenja i sužavanja protivničkog).

Neorealizam donosi bezbednosnu dilemu, tako što kaže(Ghosh & Tang, 2015):

- Zbog toga što je napad uvek moguć, države moraju da izgrađuju odbrambene sposobnosti;
- Najveći broj odbrambenih sposobnosti ojačava i ofanzivne sposobnosti;
- Rivali mogu da pogrešno zaključe odbrambene mere kao ofanzivne namere;
- Rivali odgovaraju izgradnjom sopstvene odbrane;
- Države onda smatraju da ih rivali ugrožavaju pa to može da dovede do eskalacije (rata).

Osnovni stav liberalizma je: čovek - dominacija socijalnih aspekata - solidarnost i saradnja. Oni stalno ističu: SLOBODA, JEDNAKOST, LjUDSKA PRAVA!?!?!? – DA LI JE TO STVARNO?(Galjak, 2022)

Najistaknutiji predstavnici su: Džon Lok, Žan-Žak Ruso, Imanuel Kant i Adam Smit. U pogledu pojedinca, predstavnici liberalizma smatraju da im treba obezbediti jednakost, dostojanstvo, slobodu, kao i zaštitu od preterane državne regulative. Što se tiče kolektivne i multilateralne akcije – liberalizam politiku na međunarodnom nivou ne definiše kao borbu za moć i prestiž, već pre kao borbu za saglasnost.

Kolektivna bezbednost – Društvo naroda i Ujedinjene nacije. Zajednica bezbednosti – uloga KEBS u tom procesu. Žan Žak Ruso predstavlja jednog od osnivača liberalizma. On kaže(Ha & Riffe, 2015):

- Čovek je po prirodi dobar,
- Prirodno stanje ljudi je stanje saradnje i solidarnosti,
- Civilizacija narušava stanje prirodne dobrote,
- Idealne države i mir.

Imanuel Kant kao još jedan od istaknutih predstavnika ovog pravca u delima Kritika čistog uma i Kritika paraktičnog uma... Ka večnom miru precizira Etiku dužnosti kroz pravilo - Postupaj tako da čovečanstvo u tvojoj ličnosti, i u ličnosti svakog drugog, uvek upotrebljavaš kao cilj, a nikada kao sredstvo.

Ističe značaj moralnog upravljanja, javne obaveze i poštovanja zakona za društveni život. Posebno kaže da je Svetska federacija put ka trajnom svetskom miru.

Liberali kažu da primena razuma i univerzalnog morala na međunarodne odnose može dovesti do sređenijeg, pravednijeg i kooperativnijeg sveta. Međunarodna anarhija i rat mogu se držati pod kontrolom putem institucionalnih reformi koje daju ovlašćenja međunarodnim zakonima i organizacijama.

Liberalizam karakterišu(Kaup, 2018):

- Optimistička percepcija međunarodne politike,
- značaj unutrašnje politike i međunarodnog mira,
- stav da je liberalna demokratija ključ za prevladavanje međunarodne nebezbednosti,
- unutrašnja politika ključ za prevladavanje međunarodne anarhije,
- međunarodna anarhija je posledica unutrašnjeg ustrojstva država,
- država nije jedini akter međunarodnih odnosa, već i brojni unutrašnji akteri, organizacije.

Najistaknutiji predstavnici su: Robert Keohan, Džozef Naj, Emanuel Adler, Majkl Barnet, Frensis Fukujama. Neoliberalizam je nastao u poslednjoj deceniji HH veka usled činjenice da neorealizam i neoklasični realizam nisu bili u mogućnosti da:

I. Predvide miran kraj Hladnoga rata i opštu međunarodnu društvenu promenu i
II. Daju odgovarajući putokaz međunarodnoj politici u budućnosti.

Po zastupnicima i sledbenicima ove teorije to je: Teorija koja objašnjava način na koji međunarodne institucije unapređuju globalne promene, saradnju, mir i prosperitet kroz kolektivne programe za reforme. Po neliberalizmu, realističko promatranje međunarodnih odnosa nije bilo u mogućnosti da odgovori na nove izazove bezbednosti, poput problema globalnog zagrevanja, pogoršanja ekoloških uslova, međuzavisnosti i globalizacije.

Sadržaji neoliberalizma(Kallunki et al., 2018):

- Složenu međuzavisnost neoliberalisti posmatraju kao veliki broj složenih veza među različitim subjektima međunarodnih odnosa koji dovode do njihove ranjivosti na postupke drugih i osetljivosti na potrebe drugih;
- Međunarodni režim predstavljaju kao korist od podrške učesnika određenim pravilima koja regulišu određenu međunarodnu aktivnost (na primer globalna trgovinska i monetarna pravila).

Teorija institucionalizma kaže sledeće:

- Međuzavisnost i međunarodni režimi delotvorno prigušuju posledice anarhije međunarodnih odnosa - anarhija se ne otklanja ali se civilizuje;
- mir i saradnja su mogući i bez hegemonije;
- institucionalizam - međunarodni odnosi su sve više determinisani međuzavisnošću;
- države ne mogu da više u potpunosti da ispune svoje temeljne funkcije bez saradnje sa drugima;
- vera u međunarodne režime i njihovu sposobnost da jačaju međuzavisnost i time osnovu za mir i međunarodnu saradnju.

Transnacionalizam kaže:

- Nada u nevladine aktere, civilno društvo, privatni i civilni akteri,
- transnacionalizam čini radikalan otklon prema državnocentričnom pristupu međunarodnim odnosima;

Utemeljivači su Karel Dojč kroz delo „Political Community and the North Atlantic Area“, i Džems Rozenau kroz delo „Turbulence in World Politics“.(Klincov et al., 2022)

U svom delu K. Dojč – ističe značaj bezbednosne zajednice, razumevanje, poverenje, transparentnost, spremnost za saradnju...

Najnovija teorija međunarodnih odnosa fokusirana na moć zajedničkih ideja je Konstruktivizam - ideja zajednice. Najistaknutiji predstavnici su: Nikolas Onuf i Aleksandar Vend. Ova najnovija teorija ima sledeća obeležja:

- Značaj ideja i kulture;
- konceptualizacija međunarodnih odnosa;
- postojanje socijalne strukture, a ne globalne strukture moći.

Vend svojim delom Društvena teorija međunarodne politike iz 1999. godine daje značaj socijalnoj strukturi prilikom analiza međunarodnih odnosa, a ne globalnoj strukturi moći kao što to čini Volc u njegovom delu Teorija međunarodne politike. Međutim, Vend prihvata neke od ključnih pretpostavki realista, poput(Avakumović et al., 2021):

- Države su ključni akteri u pručavanju međunarodne bezbednosti;
- međunarodna politika je anarhična;
- države poseduju neke ofanzivne vojne kapacitete;
- države ne mogu nikada u potpunosti biti sigurne u namere druge strane;
- države žele pre svega opstanak;
- države teže da se ponašaju racionalno (kost-benefit analiza);
- veruju da su interesi država konstruisani strukturom međunarodnog sistema.

Veliku pažnju poklanjaju normama, pa kažu:

- Ponašanje aktera je vođeno normama;

- norme su standardi ponašanja koje definišu identitet aktera;
- regulativne norme su primereni standardi ponašanja za aktera sa datim identitetom.

Oblici odnosa u međunarodnoj zajednici

Današnji međunarodni odnosi i neki od aktuelnih pojmova i podrazumevanja u pojmovnom zapadnih demo(no)kratskih krugova ističu kao najvažnije ostvarivanje (Mihajlović et al., 2022):

A. Ravnoteža snaga

- Verovanje da je to najbolji način očuvanja mira i stabilnosti,
- moć jedne države se može obuzdati samo uz pomoć moći druge države,
- moć mora da bude izjednačena ili ravnomerna distribucija moći.

B. Kolektivna bezbednost

- Sistem zaštite univerzalnih i zajedničkih vrednosti,
- zaštita suveriniteta i teritorijalnog integriteta država članica,
- eliminisanje rata kao sredstva u međunarodnim odnosima,
- Liga naroda, OUN.

V. Svetska vlada

- Jedinstvena svetska država,,
- Svetska federacija.

Odnos Međunarodne politike i bezbednosti se pojavljuje kao značajno pitanje za bezbednost. Nema večitih prijatelja niti večitih neprijatelja, Večiti su samo interesi.

Međunarodni odnosi u sebi obuhvataju sveukupnost ekonomskih, političkih ideoloških, pravnih, diplomatskih, vojnih veza i odnosa među narodima, državama i sistemima država i organizacijama koje deluju na međunarodnom planu. Postoji četiri nivoa međunarodnih odnosa, aktivnosti i subjekata u njima(Yang & Ho, 2019):

- Spoljno okruženje – domaće i međunarodne okolnosti i uslovi koji utiču na blagostanje države;
- nacionalni interesi su željeno krajnje stanje odnosno ishod zasnovan na vrednostima i strategijskoj analizi;
- nacionalna strategija bezbednosti predstavlja politički, ekonomski, vojni i informativni element moći;
- nacionalna vojna strategija to je vojni element moći.

Kod međunarodnih odnosa predmet aktivnosti mogu biti: Priroda i elementi moći država, priroda i elementi drugih aktera u međunarodnim odnosima, modeli međunarodnih odnosa, sistem odlučivanja u spoljnoj politici i činioci međunarodnim odnosima.

Struktura međunarodnih organizacija može biti regulisana na najrazličitije načine, ali najčešće se sastoje, odnosno osnovni elementi su: Plenarni organ koji usmerava delovanje organizacije, izvršni organ koji operativno vodi organizaciju i administrativni organ koji pruža tehničko - administrativnu podršku.

Najpoznatije Međunarodne organizacije stvorene na osnovu dogovora i saglasnosti međunarodnih faktora i nacionalnih subjekata su:

- Organizacija ujedinjenih nacija
- Evropska unija
- ŠOS
- ODKB
- NATO
- Međunarodni monetarni fond
- Svetska banka
- AIB
- Svetska trgovinska organizacija
- Banka za obračun Bazel (uslovno jer se ne zna izvor finansiranja i osnivači)...

Zaključak

Osnovna karakteristika međunarodnih odnosa je da činioci međunarodnh odnosa žele da postignu određene ciljeve. Ti ciljevi kao ciljevi međunarodnih odnosa su: Moć, nacionalna bezbednost, autonomija u međunarodnim odnosima, zaštita nacionalnih interesa u najširem smislu. **Dva osnovna postulata međunarodnih odnosa glase:** moć to je konstanta međunarodnih odnosa kroz istoriju i jaki čine ono što mogu, a slabi prihvataju ono što moraju. Kao što je gore rečeno u ovim oblastima ne postoji jedno mišljenje, stav ili karakteristika. Svako ko se jednom bavio oblastima društvenih nauka, a koje se posebno bave problematikom odnosa između ljudi, naroda, društava zna u kakav „osinjak“ je ušao. Svako ima svoj pogled, nekome se ne sviđa ovo, drugima ne. Nažalost nije to euklidska matematika gde je 2 + 2 = 4, to su društvene nauke. Kada se tome dodaju želje, mišljenja i stavovi onih koji plove na talasima „talasokratije“ i onih koji lete na krilima „telurokratije“ tek tu šuma postaje prašuma.

Kako bi Žan pol Sartr u delu *„Mučnina,,* rekao kako jedan istoričar pokušava da napiše priču o nekom avanturisti iz 18. veka. Istoričar se godinama muči, sakuplja građu, ali mu je njegov junak svejedno sve dalji. Jednog trenutka mu sine šta je problem – fali mu tačka posmatranja! Fali mu određena moralna i politička perspektiva kojom će proceniti svog junaka. Ali, zaključuje, postoje samo perspektive ne i tačka posmatranja. Tako i u pogledima na isti događaj, pojavu ili stanje postoje samo perspektivni pogledi. Sve tačke posmatranja su prividne i zavise od perspektive koja se koristi ili uzima kao referentna u određenom vremenskom trenutku od određenih ličnosti.

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LEGAL ASPECTS OF INTERNATIONAL RELATIONS

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Abstract

If description democracy not they are at war between yourself we take like relevant, then we can predict for example, will democratic America to be less hostile in a good mood according to Russia and others democracies rather a table it was Soviet Alliance in time communist system, as and a table will democratic Russia under the same conditions the same to be hostile in a good mood according to democratic America.

International politics is not like laboratory science. Controlled experiments do not exist because it is impossible to hold other things constant by looking at one thing that changes. Aristotle said that one can be as precise in a science as the subject (science) allows.

The modern world is situated between the paradigm of global community and the paradigm of global turmoil. Contemporary international relations lie between state-centric and transnational visions of the future. The modern world, on the other hand, is between increasing interdependence and increasing conflict.

Keywords: *legal systems, international relations, European Union.*

JEL: *F52, F59.*

Introduction

Theory is an organized and methodical effort to arrive at objective, reliable and systematic knowledge of objective reality through rational-experiential means. It can be said that theory is a system of scientifically confirmed knowledge about the subject of research. A theory is a kind of simplifying device that lets you decide which facts matter and which don't. The theory reflects the organization of the area and the connections between its parts. Reality is complex - theory is simple. Simplifications - theories bring essential elements into play and show

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relationships of cause and interdependence, or suggest where to look for them. Theories provide (Sundgren & Svanström, 2017):

- Description of international reality,
- interpretation of international events,
- predicting events in that reality,
- creation of practical proposals for behavior in international relations.

Theories are generalizations about politics. Therefore, what is important for political scientists is understanding the patterns that emerge over time, or in multiple places at the same time. Theories are the heart of political science. A theory is a set of hypotheses that postulate relationships between variables or conditions, developed to describe, explain, or predict phenomena and provide prescriptions for how positive changes should be planned to achieve certain ethical principles. In the simplest terms, theories are reflective thinking... (Terzić, 2021) We engage in theorizing when we think about something from a distance and abstractly.

A theory is a kind of simplifying device that lets you decide which facts matter and which don't. A good analogy is with sunglasses with different colored lenses: put on a pair of red ones and the world looks red, put on a pair of yellow ones and it looks yellow (Majstorović, 2021).

Theories are fundamentally important tools we use to organize facts.

I define a theory as a picture, mentally formed, of a limited area or domain of activity. The theory describes the organization of the area and the connections between its parts. The unlimited materials of any area can be organized in countless ways. Reality is complex; the theory is simple. Through simplification, theories bring essential elements into play and show causal relationships and interdependencies—or suggest where to look for them.

Generally speaking, when dealing with theory, international relations experts have three auxiliary goals in mind: Description of international reality, Prediction of events in that reality, and Prescription to subjects of international relations for behavior in mutual relations (Cain & McKeon, 2016).

The oldest and most fundamental of these three goals. The complexity of events and the large amount of information forces political scientists to focus on patterns (when political scientists study a single event (case study) or, better yet, a series of events across space and time, the goal is not simply to describe the event(s), but instead to if they are brought into connection with some patterns of other events). Varga & Ujvári, 2023)

Example: Hypothesis "Democracies do not fight among themselves" (Vukša et al., 2020)

The fundamental hypothesis of the theory of democratic peace. This hypothesis is a kind of description of the pattern that exists in relations between democratic states (same).

Prediction is even more difficult than description due to the complexity of human nature, nevertheless, some forecasts must be given, if not in the form of explicit forecasts, then at least an attempt is made to give certain tendencies that events in international relations may have (same). Recipes are the third objective. Some theorists of international relations go beyond objective studies and come to normative (what is wrong and what is not) conclusions and prescribe policy (Ivanova & Ristić, 2020).

Example: Those who believe that democracies are not (description) and will not be (prediction) aggressive toward each other may prescribe policies that promote the acceptance or preservation of democracy. Therefore, if Russia remains a democratic country, it will be more peaceful in its relations with other countries than it would be, say, in the case of an authoritarian government.

Specificities, scope and limitations of theories of international relations

We need theories to make sense of the rain of information that bombards us every day. In international relations, we cannot count on consensus and the absence of conflicting views of the world. Ideas and concepts that appear in international relations are by their very nature something that people argue about, because they have political consequences. To be successful theorists of international relations we must resist the tendency to define success in terms of simple models; instead, we must be prepared to live with a very high level of ambiguity.

Theories are not a matter of choice... The only way you can decide which of the millions of possible facts you should look for is to adhere to some means of simplification that tells you what is most important. We think of theory as such a means of simplification. You also don't have to be aware of your theory, it may simply be a worldview you've inherited from your family, your peers, or the media.

Don't try to be too precise, if the precision will be false. In international politics, there are so many variables, so many changes occurring at the same time that events are overdetermined - there are too many causes.

No one can understand the world we live in, we cannot make intelligent decisions without theories... Theories do not explain every issue in world politics... Theories are not determinative... In short, offensive realism is like a powerful beam of light in a dark room: but even he cannot illuminate every corner... That is the price paid for simplifying reality.

Division of theories of international relations

International Relations: One World, Many Theories. No single approach can "capture" all the complexity of world politics. International relations can best be understood as a long-term competition between realists, liberals and constructivists where (Ginzky et al., 2018):

I. Realism emphasizes the constant possibility of conflict between states;
II. Liberalism prescribes several ways to mitigate the tendencies that lead to conflicts;
III. Proponents of constructivism describe how entire systems of state relations can be transformed.

Since:

- Explanatory theories (they explain why and under which conditions, for example are happening wars),
- Normative or prescriptive theories (speak us what kind of our attitude let's say according to war should be),
- Interpretive (which interpret for us, for example, wars).

Studies International jobs se the best I can to understand like one drawn out competition between realistic, liberal and radical traditions.

Realism highlights permanent inclination ka conflict in relationships between country; liberalism invents a few Find on se mitigates these tendencies ka conflicts; and radical tradition describes how whole the system relationship between country can to be reshaped."(Cepec & Griesl, 2020)

The summary map of international relations theory at the end of the millennium contains three groups of theories:

- Rationalist theories (realism, liberalism, Marxism, neorealism, neoliberalism),
- Social constructivism,
- Reflective theories (post- modernism, feminist theory, normative theory, critical theory, historical sociology).

Realism can be said to be based on the assumption that world politics is essentially an irreconcilable struggle between states, each of which looks to its own interest for supremacy and position in conditions of anarchy, with each of the competing states striving to realize their own national interests.

Modern realism was the dominant theory during the Cold War. The most prominent representatives were Edward Carr, George Kennan, Hans Morgenthau, Reinhold Niebuhr, Kenneth Thompson, Raymond Aaron...

Characteristic views of some of the most prominent modern realists: Hans Morgenthau in his work *Politics between Nations* defines "objective laws" in political science and says (Bertrand & Klein, 2021):

- All actors seek to maximize their power,
- Politics is judged by its influence on power, not on moral standards,
- The international arena is anarchic,
- States are primary actors whose offensive military abilities represent potentially danger for others.
- States can never be sure of the intentions of another state,
- The basic motive that guides states is the survival and preservation of sovereignty,
- The idea of interest is really the essence of politics and is not subject to the conditions of time and place,
- The Westphalian system - state sovereignty is the highest principle in international relations.

The second and very much important representative is George Kenan. He says:

...American policy often did not take enough account of the role of force and national interests in international relations, which was a mistake, because foreign policy must never be based on legalistic idealism that places too much trust in legal and moral principles...

This attitude raises an essential question - Should something be added to this or is it a picture of decades of US foreign policy?

Theorist Kenneth Waltz represents defensive neorealism and with his work The Theory of International Politics can be considered the founder of neorealism. In part, he defines the following (Pinter et al., 2021):

- Anarchy implies that any state can be attacked at any moment;
- Security (survival of the state) is always at risk;
- Therefore, states must take care of their security;
- " Self-help " is the best the way;
- Alliance less favorably the solution.

The second stand out theorist is John Mearsheimer represents offensive neorealism and in his own part A tragedy politics big ones force defines the following postulates (Jestrović & Jovanović, 2022):

- Utopianism liberal theory;
- The idea of the end of history is superficial and unrealistic;
- Behavior in international relations is unchanging throughout history
- Necessity rivalry;
- Inevitability conflicts and conflict;

Here should refer attention on the theorist Robert Jervis who are in their own theoretical work in the most dealt with security regimes, exactly like one time from the form global structures be able to introduced from the sides neorealist.

In relation to the existing contents of modern realism, neorealism is expanded by the global power structure.

The global power structure arises from the mutual actions of states, and then limits them in taking certain steps, while encouraging them to take others.

With neorealists, power as a means of survival is still relevant. In this context, there are internal efforts to secure power (strengthening economic capability, strengthening military capability, developing strategies) and external efforts (strengthening and expanding one's alliance or weakening and narrowing the opponent's).

Neorealism brings a security dilemma, by saying (Ghosh & Tang, 2015):

- Because attack is always possible, states must build up defensive capabilities;
- The greatest number of defensive abilities also strengthens offensive abilities;
- Defensive measures may be mistaken for offensive intentions by rivals;
- Rivals respond by building their own defenses;
- The states then consider that their rivals threaten them, so this can lead to escalation (war).

The basic position of liberalism is: man - dominance of social aspects - solidarity and cooperation. They constantly point out: FREEDOM, EQUALITY, HUMAN RIGHTS!?!?!? - IS IT REAL? (Galjak, 2022)

The most prominent representatives are: John Locke, Jean-Jacques Rousseau, Immanuel Kant and Adam Smith. Regarding the individual, representatives of liberalism believe that they should be provided with equality, dignity, freedom, as well as protection from excessive state regulation. As for collective and multilateral action - liberalism does not define politics at the international level as a struggle for power and prestige, but rather as a struggle for consent.

Collective Security - The League of Nations and the United Nations. Security community - the role of KEBS in that process. Jean-Jacques Rousseau represents one of the founders of liberalism. He says (Ha & Riffe, 2015):

- Man is good by nature,
- The natural state of people is a state of cooperation and solidarity,
- Civilization destroys the state of natural goodness,
- Ideal States and peace.

Immanuel Kant as more one from the highlighted representative this one direction in actions Criticism clean mind and Criticism paratactic mind... Towards eternal peace specifies the Ethics of Duty through the rule - Act so that you always use humanity in your personality, and in the personality of everyone else, as a goal, and never as a means.

It emphasizes the importance of moral management, public duty and respect for the law for social life. In particular, he says that the World Federation is the way to permanent world peace.

Liberals say that applying reason and universal morality to international relations can lead to a more orderly, just and cooperative world. International anarchy and war can be kept in check through institutional reforms that empower international laws and organizations.

Liberalism is characterized by (Kaup, 2018):

- Optimistic perception international politics,
- the importance of internal politics and international peace,
- the view that liberal democracy is the key to overcoming international insecurity,
- domestic politics the key to overcoming international anarchy,
- international anarchy is a consequence of the internal organization of states,
- the state is not the only actor in international relations, but also numerous internal actors and organizations.

The most prominent representatives are: Robert Keohane, Joseph Nye, Emanuel Adler, Michael Barnett, Francis Fukuyama. Neoliberalism arose in the last decade of the XX century due to the fact that neorealism and neoclassical realism were not able to:

I. They envision a peaceful end to the Cold War and general international social change and
II. They provide an appropriate roadmap for international politics in the future.

According to the advocates and followers of this theory, it is: A theory that explains how international institutions promote global change, cooperation, peace and prosperity through collective reform programs. According to illiberalism, the realistic observation of international relations was not able to respond to the new challenges of security, such as the problem of global warming, deterioration of ecological conditions, interdependence and globalization.

Contents of neoliberalism (Kallunki et al., 2018):

- Complex interdependence is seen by neoliberalists as a large number of complex connections between different subjects of international relations which one lead to theirs vulnerability on the procedures others and sensitivity on the needs others;

- International mode represent like benefit from the support participants certain rules which regulate certain international activity (eg global trade and monetary regulations).

The theory of institutionalism says the following:

- Interdependence and international regimes effectively muffle consequences anarchy international relations - anarchy is not eliminates but it is civilized;
- peace and cooperation are possible without hegemony;
- institutionalism - international relations are increasingly determined by interdependence;
- states can no longer fully fulfill their fundamental functions without cooperation with others;
- faith in international regimes and their ability to strengthen interdependence and thus the basis for peace and international cooperation.

Transnationalism says:

- Hope in non-governmental actors, civil society, private and civil actors,
- transnationalism makes a radical departure towards the state-centric approach to international relations;

Substantial evidence are Karel Come through the work " Political Community and the North Atlantic Area ", i James Rosenau through the the work " Turbulence". in World Politics ". (Klincov et al., 2022)

U his own part K. Doj če - the same če importance security communities, understanding, trust, transparency, readiness For cooperation...

The latest theory of international relations focused on the power of shared ideas is Constructivism - the idea of community. The most prominent representatives are: Nicholas Onuf and Alexander Wend. This latest theory has the following features:

- Importance Idea and cultures;
- conceptualization international relations;
- the existence of a social structure, not a global power structure.

Wend, in his work The Social Theory of International Politics from 1999, gives importance to the social structure when analyzing international relations, and not to the global power structure, as Waltz does in his work The Theory of International Politics. However, Vend accepts some of the key assumptions of realists, such as (Avakumović et al., 2021):

- States are key actors in providing international security;
- international politics is anarchic;
- States they own some offensive military capacities;
- states can never be completely sure of the intentions of the other party;
- states want survival above all;

- states tend to behave rationally (cost-benefit analysis);
- they believe that the interests of states are constructed by the structure of the international system.

They pay a lot of attention to norms, so they say:

- Actors' behavior is governed by norms;
- norms are behavioral standards that define the actor's identity;
- regulative norms are appropriate standards of behavior for an actor with a given identity.

Forms of relations in the international community

Today's international relations and some of the current terms and assumptions in the terminology of Western democratic (no)cratic circles stand out as the most important realization (Mihajlović et al., 2022):

A. Balance power

- Believing that this is the best way to preserve peace and stability,
- the power of one state can only be restrained by the power of another state,
- power must be equalized or an even distribution of power.

B. Collective security

- System of protection of universal and common values,
- protection of sovereignty and territorial integrity of member states,
- eliminating war as a means in international relations,
- League of the people, OUN.

C. World Government

- Unique world country,,
- World federation.

The relationship between international politics and security is emerging as an important issue for security. There are no eternal friends or eternal enemies, only interests are eternal.

International relations include the totality of economic, political, ideological, legal, diplomatic, military ties and relations between peoples, states and systems of states and organizations operating on the international level. There are four levels of international relations, activities and subjects in them (Yang & Ho, 2019):

- External environment - domestic and international circumstances and conditions that affect the state's well-being;
- national interests are the desired end state or outcome based on values and strategic analysis;

- the national security strategy represents the political, economic, military and information element of power;
- national military strategy is the military element of power.

In international relations, the subject of activities can be: Nature and elements of state power, nature and elements of other actors in international relations, models of international relations, decision-making system in foreign policy and factors of international relations.

The structure of international organizations can be regulated in a variety of ways, but most often they consist, that is, the basic elements are: Plenary body that directs the activities of the organization, executive body that operationally leads the organization and administrative body that provides technical - administrative support.

The most famous international organizations created on the basis of agreements and consent of international factors and national entities are:

- Organization united nation
- European union
- SCO
- ODKB
- NATO
- International monetary fund
- World the bank
- AIB
- World trade organization
- Banka For calculation Basel (conditionally because it doesn't knows source financing and founders)...

Conclusion

The basic characteristic of international relations is that the agents of international relations want to achieve certain goals. Those goals like goals international relationship are: Power, national security, autonomy in international relations, protection national interests in the broadest sense meaning. **Two basic postulates international relationship they read:** power that is constant international relationship through the history and strong make that a table they can, but they are weak they accept that a table they have to. Such as is said above in these areas not exists one opinion, attitude or characteristic. Everyone who once dealt with areas social science, and which are special deal with problematic relationship between people, nations, societies he knows what kind of " wasp " he is in entered. Everyone has their own view, some people don't like this, others don't. Unfortunately, it's not Euclidean mathematics where 2 + 2 = 4, it's social science. When you add to that the wishes, opinions and attitudes of those who sail on the waves of "wavecracy" and those who fly on the wings of "tellurocracy", only then does the forest become a rainforest.

As Jean-Paul Sartre would say in *"Nausea"*, a historian tries to write a story about an adventurer from the 18th century. The historian has been struggling for years, collecting material, but his hero is still further and further away from him. One moment it dawned on him what the problem was - he lacked a point of observation! He lacks a certain moral and political perspective with which to evaluate his hero. But, he concludes, there are only perspectives and not a point of view. Likewise, in the views of the same event, phenomenon or state, there are only perspective views. All points of view are apparent and depend on the perspective used or taken as a reference at a certain point in time by certain persons.

Literature

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PATOLOGIJA ORGANIZACIJE I UPRAVLJANJE KRIZAMA

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Apstrakt

Organizacione krize su neminovna posledica same prirode organizacije i manifestuju se i rešavaju na različite načine. Krize pogađaju preduzeća, industrijske grane, društvo itd. Ovaj rad se bavi novim pristupom razvoju kriza unutar organizacija (kao neminovne posledice procesa organizovanja) i pojavom najčešćih patologija organizacija kao njihovih posledicama, sa posebnim osvrtom na dalje intenziviranje kriznih procesa i umnožavanje posledica u uslovima tranzicije u Srbiji. U radu su objašnjeni neki od najčešćih pojavnih oblika organizacionih paradoksa i patoloških stanja organizacione strukture i funkcionisanja organizacija, koji su neizbežni i koji se javljaju u svim preduzećima (u stacionarnim uslovima, u preduzećima koja uspešno posluju, u uređenim privredama, itd.) ali koja se lako šire u tranziciji ili se transformišu u još opasnije mutacije. Patologija životne sredine svakako je dodatni inicijator nastanka patoloških stanja u preduzećima.

Ključne reči: *organizovanje, organizacione krize, patologija organizacije, KMS, informacioni sistem*

JEL: *E32, E39.*

Uvod

Krize organizacija (neizbežne makro i mikro strukturne poteškoće svakog organizacionog sistema) i patološke pojave (koje su uzrok i/ili posledica organizacionih kriza ali i drugih faktora) direktno utiču na infrastrukturne sisteme preduzeća i kao i na sav poslovni informacioni sistem. Poteškoće i problemi

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svojstveni poslovnom informacionom sistemu su mnogobrojni i raznovrsni, počev od tehničkih, semantičkih, gramatičkih, preko antropoloških problema pa sve do problema piramidalnog informacionog sistema, odnosno problema komunikacije između hijerarhijskih nivoa u oba smera. Informacija je infrastrukturna podrška svakog organizacionog sistema, uključujući i KMS, što dodatno otežava odnos između poslovnog informacionog sistema i upravljanja kvalitetom, imajući u vidu da informacioni sistem ima dvostruku prirodu kada se pojavljuje: prvo kao infrastruktura kompletnog organizacionog sistema (tj. preduzeće) i njegovih makroorganizacionih podsistema, a drugo kao poseban makroorganizacioni podsistem preduzeća. Stoga je KMS izuzetno osetljiv na patološke pojave i krize organizacije, jer one (krize i patologije) deluju dvojako, makrostrukturisano kroz organizacioni entitet i infrastrukturno kroz negativne promene informacija.

Prema tome, neophodno je razumeti osnovne organizacione patološke pojave i preduzeti određene mere za ublažavanje njihovog neizbežnog uticaja na kvalitet KMS. Logičan redosled aktivnosti je da se prvo razume priroda i manifestacija organizacionih kriza i patoloških pojava, a zatim da se osmisle i sprovedu adekvatne mere za ublažavanje negativnih posledica. Ambicije ovog rada počivaju na prvom delu prethodno izrečenog.

Organizacione promene su trajne i veoma raznovrsne. Neke su namerno, i (u izvesnoj meri) kontrolisane, druge su nepoželjne (predvidljive ili nepredvidive), treće imaju brz ritam, a četvrte spor. Jedina zajednička karakteristika organizacionih promena je njihova neminovnost. One se dešavaju neprekidno, iako ponekad osećamo da ih nema. Kako su organizacione promene neizbežne, pristup kreiranja (osmišljavanja) organizacionih promena i upravljanje njihovom implementacijom nameće se kao dobra strategija. Otežavajuća pojava u proceni, osmišljavanju i upravljanju promenama je neprestano menjanje paradigmi organizacije. Stavovi i uverenja o organizaciji (to smo shvatili kada smo shvatili suštinu osnivanja i promene u korporativnoj kulturi) menjaju i pogoršavaju problem organizacionih promena. Nadolazeće i veoma opasne promene manifestuju se kao organizacione krize. Neki autori su pokušali da objasne organizacione krize kao i karakteristike pojedačnih faza rasta preduzeća. Ali krize su neizbežne kada se preduzeće ne razvija i kada se ključni faktori nepredviđenih okolnosti poslovanja ne menjaju iznutra. Takvi faktori su: portfolio, eksterno i interno okruženje, tehnike i tehnologija itd. Čini se, kao što je prikazano u nastavku rada, da je kriza je svojstvena svakoj organizaciji.

Organizacione promene, promene paradigmi organizacije i organizacione krize (u zavisnosti od dominantnog faktora kontingencije u organizaciji) stvaraju privremena ili trajna patološka stanja organizacije. Ove uslove dodatno pojačavaju problemi koji se javljaju u tranzicionim procesima u Srbiji, a po našem mišljenju iu drugim zemljama bivše SFRJ. Dinamičko okruženje nije se stabilizovalo u tranziciji, pa je preduzeću teško da stabilizuje svoje poslovanje (čime bi se efikasnost podigla na viši nivo). U suštini, preduzeću uvek nedostaje vremena da shvati šta se dešava, koji su novi zahtevi i ograničenja okruženja i, shodno tome da prilagodi i stabilizuje svoje poslovanje.

U ispitivanju organizacionih promena treba razlikovati dva bliska koncepta: rast i razvoj. Rast podrazumeva kvantitativno povećanje određenih varijabli (broj, dužina, težina itd.) prilikom održavanje postojeće strukture u prihvatljivim granicama (npr. povećanje veličine kristala). Razvoj se definiše kao kvalitativna promena, odnosno kao strukturni rast. Ovo je fenomen koji se javlja kada rast u kontekstu date strukture dostigne granicu, nakon čega sledi ili dezintegracija ili skok na viši nivo uređenja strukture (na primer, razvoj ćelije). Rast ima kontinuitet, dok ga razvoj nema jer se odvija kroz niz faza (u svakoj fazi sistem pokazuje karakterističnu strukturu za datu fazu). Svakom fazom dominira druga varijabla, grupa varijabli ili podsistem, pri čemu sledeća faza uvek ima veći nivo složenosti i diferencijacije.

Rast je kontinuiran, rekurentan i ograničen, dok je razvoj, usled diskontinuiteta, nepovratan proces koji se uslovno može predstaviti kaskadnom funkcijom vremena i rasta, kao ilustracija nestabilnog pretvaranja kvantiteta u kvalitet, odnosno rasta u razvoj. Rast je kvantitativno povećanje broja zaposlenih, obima proizvodnje, obima prodaje, ukupnog prihoda itd. Rast često inicira ili podstiče razvojne i kvalitativne promene, čime se podrazumevaju i promene osobina elemenata organizacionog sistema i promene u nekim od odnosa između delova preduzeća i odnosa među njima. Rast i razvoj su glavni unutrašnji mehanizmi promena unutar preduzeća i moraju biti adekvatno podržani u organizacionom (strukturnom) i kadrovskom (upravljačkom) smislu.

Krize u organizaciji su rezultat različitih patoloških promena. Novinari su prvi pisali o krizama preduzeća, a pratili su ih istoričari poslovanja i na kraju naučnici. Njihove aktivnosti uglavnom nisu uključivale objašnjenje ključnih faktora razvoja kao ni objašnjenje ključnih faktora krize i kolapsa. Kasnije autori su se bavili krizama u preduzećima u kontekstu proučavanja razvojnih pitanja, što znači da su u većini slučajeva krize smatrali posledicama gubitka ravnoteže najvažnijih faktora razvoja, a najčešće su ukazivali na faktore (ili grupu faktora) koji su bili glavni uzroci nastale krize u posmatranoj fazi razvoja.

Stoga je Greiner (Greiner 1967) razjasnio glavne faktore uzroke kriza (problemi liderstva, autonomije, kontrole, birokratizacije itd.) i načine njihovog rešavanja. Pet godina kasnije, isti autor (Greiner 1972) ukazao je na elemente koji su uticali na rast kompanije i ometali organizaciona i operativna prilagođavanja u poslovanju (tj. odnos pojedinca i preduzeća, odnos između formalne i neformalne organizacije, odnos između stručnjaka i menadžera itd.). U oba scenarija, predmetna pitanja su ispitivana u kontekstu organizacije koja nastaje i razvija se.

Opšte je poznato da će, kao deo organske progresije rasta i razvoja, organizacija proći kroz niz eskalirajućih faza razvoja, kao i kroz krize i značajne organizacione i druge promene (na primer, promene portfolija). Stepen uspešnosti u rešavanju teške krize sa kojom se preduzeće suočava putem organizacionih i drugih prilagođavanja odrediće u kojoj meri će firma moći da održi svoj kvalitet i svoju budućnost. Naučnici koji su se bavili ovom temom razlikuju broj faza razvoja, njihova imena, njihove osnovne kvalitete i njihove posebnosti. Oni takođe razlikuju uzroke i sadržaje kriza. Tako prethodno pomenuti Greiner (Greiner 1967) elaborira pet faza razvoja, Skot tri, a Daft (Daft 2010) četiri faze rasta i razvoja kao i isto toliko specifičnih kriza i metoda za njihovo rešavanje. Svi ovi autori govore o istom broju konkretnih kriza i načinima njihovog rešavanja. Tokom čitavog životnog ciklusa organizacije, postojaće vreme razvoja i vreme krize u naizmeničnom redosledu. Tokom faza rasta, organizacija izgrađuje svoju fizičku i finansijsku snagu, a u fazama krize mobiliše sve resurse koji su potrebni da prođe kroz te faze i izađe kao pobednik.

Neki autori, (na primer Altman 1968) su se u proučavanju krize fokusirali na njeo prognoziranje, na osnovu finansijskih rezultata preduzeća. Različite opcije, dopune i poboljšanja ovog koncepta nastavljene su do današnjih dana. Drugi autori su se fokusirali na različite nefinansijske uzroke kriza. Ford (Ford 1981) predlaže unapređenje sistema planiranja i uključivanje većeg broja učesnika u lanac donošenja odluka, uz naglašavanje rizika od izobličenja informacija u navedenom procesu. Zanimljivo je da navedeni autor ukazuje na činjenicu da simbol krize u kineskom pismu označava opasnost, ali i mogućnost, implicirajući da kriza može imati i pozitivne posledice. Kovoor -Misra i saradnici (2000) bavili su se prognozama krize naglašavajući međusobnu kontradiktornost nekih njenih uzroka, poput tehničkih.

Van Laere (van Laere 2013) otišla je i korak dalje konstatujući da se organizovanje u kriznim uslovima i organizovanje u stacionarnim uslovima ne razlikuju značajno, dok smatra da se kompleksnost krize odnosi na to što su krizni elementi skriveni, ali utiču na funkcionisanje organizacije. U poslednje vreme (Cigler & Sroka 2014) uzroci krize i patoloških stanja se prate do strukturalne patologije i međuorganizacijskih mreža. Međutim, ovaj pristup autora delom čini i zarobljenikom ideje o nastanku problema u procesu razvoja unutarorganizacionih i međuorganizacionih mreža. Purves i saradnici (Purves et al. 2016) ističu nefinansijske (ne zanemarujući finansijske) uzroke neizbežne pojave kriza, smatrajući da su predviđanja nastanka krize najbolji način da im se suprotstave.

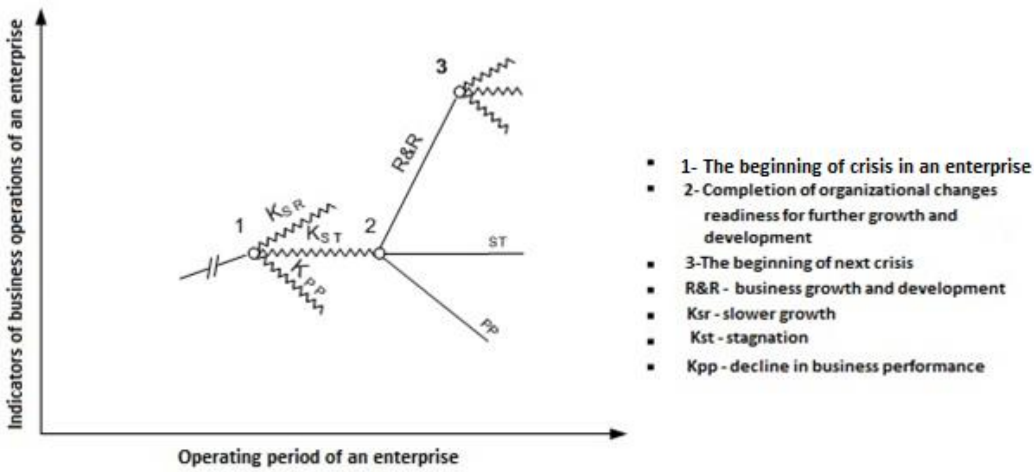
Ovo može biti slučajan ili možda nameran odgovor na Hermanov (Hermann 1963) stav, prema kojem je nerazumevanje krize, njenih uzroka i manifestacija važan razlog neuspeha u suočavanju sa njom. Prema nalazima našeg pregleda literature, došli smo do zaključka da većina autora (od početka sistematskog proučavanja organizacione krize do danas, što je više od pola veka kasnije) krizu gotovo uvek smatra zastojem ili opstrukcijom u razvoju preduzeća, posebno u nekim fazama razvoja preduzeća. Samo mali broj autora smatra da su krize posledica protivljenja planiranoj organizacionoj reformi.

Organizacione promene i krize

Naš pristup problemu nastajanja kriza u preduzećima (videti sliku br. 1) nije, za razliku od pristupa navedenih autora i drugih, vezan isključivo za životni ciklus preduzeća. To znači da se ne bavi nastankom i rešavanjem kriza tokom razvoja organizacije, to jest, od osnivanja malog preduzeća, preko njegovog razvoja, pa do velikog organizacionog sistema. Umesto toga, fokusira se na životni ciklus preduzeća u celini. U vreme svog osnivanja, preduzeća nisu nužno male veličine; u stvari, nije nemoguće da se novoosnovana preduzeća nalaze na većinskoj strani, niti je nemoguće da se veća preduzeća podele na nekoliko manjih preduzeća.

Elementi koje je Greiner identifikovao u svojoj studiji (Greiner 1967) su, bez sumnje, važni i dominiraju u specifičnim periodima poslovnog rasta; ipak, oni nisu osnovni niti stalni uzrok nastanka kriza. Preduzeće ulazi u krizu u tački 1 na slici br. 1, što se može pokazati usporavanjem stope rasta i razvoja firme (Ksr), stagnacijom (Kst), ili smanjenjem nivoa poslovnih performansi preduzeća (Kpp). Značajne organizacione (i druge) promene uvode se u tački 2 (koja se nalazi na slici na kraju Kst i koja se može nalaziti na kraju bilo koje od tri manifestacije krize, odnosno i na kraju Ksr i Kpp), što može rezultirati ubrzanim rastom i razvojem preduzeća (R&R), ili, u slučaju da su promene neuspešne, nekim negativnim (st ili pp) ishodom uvedenih organizacionih promena.

Slika 1: Faze krize u poslovanju preduzeća *(Cvijanović 2004)*



Šta je, zapravo, suština stvari kada je u pitanju neminovnost pojave krize, ne samo u rastu organizacije već i u samom njenom postojanju? Poslovni učinak organizacije je jedinstven proces, a proučavanje tog procesa u određenim oblastima poslovnog učinka organizacije može biti olakšano podelom procesa na faze rasta i razvoja kao i na faze krize. Izrazi rast, razvoj i kriza podležu subjektivnom tumačenju i zavise od kriterijuma koji se koriste (mere kvaliteta). Svaki akt organizacije radi protiv prirodnog napredovanja entropije, što se takođe može smatrati radom protiv haosa i dezorganizacije koji su podrazumevano stanje stvari.

Pošto je kompanija strukturisana sa krajnjom svrhom da ostvari svoje ciljeve, uspešan poslovni učinak može se definisati kao postizanje tih ciljeva. Dakle, delotvoran i efikasan posao je onaj koji je u stanju da se organizuje tako da uspešno uspostavlja red i usmerava radnje svojih radnika ka uspešnom izvršavanju zadataka koji su tom poslu dodeljeni. Kada se to uradi, među zaposlenima će, naravno, biti osećaja frustracije, stresa, žrtvovanja i nezadovoljstva.

Pored toga, biće potrebno pribegavati raznim kompromisima između pojedinaca i grupa, gomilanju i rešavanju niza različitih problema, odlaganju nekih aktivnosti na štetu drugih itd. U nekom trenutku, metode organizovanja i kontrole operacija će biti u senci svih ovih nerešenih izazova, kompromisa i razočaranja, a neki favorizovani učinak kompanije će početi da degradira. U takvom scenariju, organizacija je prinuđena da se menja, modifikuje, da se okrene novim metodama suočavanja sa problemima, da određene delove svoje istorije utisne u kolektivno pamćenja, da traži nova rešenja i nove mehanizme za organizovanje preduzeća i za linijsko i redovno usklađivanje njegovog poslovanja i traženje novih načina za rešavanje problema.

Kao rezultat, kriza je neizbežna posledica svakog, pa i uspešnog poslovanja organizacije. To je neizbežna posledica inherentne konkurencije između reda i haosa u pravom svetu. Preduzeće prolazi kroz proces unutrašnje reorganizacije i transformacije kao deo nastojanja da zadovolji zahteve okruženja ili da se suoči sa opasnostima koje predstavljaju pretnju iznutra, a ovaj proces se odvija istovremeno sa naporima preduzeća da uspešno realizuje svoje ciljeve. i interese u njegovoj interakciji sa okruženjem (u razmeni materijala, usluga, energije, informacija itd.). U slučaju ta to nije moguće, suočiće se sa istinskom krizom, a kriterijumi koji je odabralo za uspeh otkrivaju prirodu i veličinu takve katastrofe. Zanimljivo je napomenuti da mnogi različiti elementi mogu imati ili dobar ili negativan uticaj, u zavisnosti od konteksta i stepena u kojima oni imaju svoju ulogu.

Broj radnika je primarni faktor koji određuje veličinu preduzeća. Zaposleni su takođe primarni izvor problema i kriza unutar organizacije, što je za očekivati s obzirom na to da su frustracije svojstvene ljudima, a ne mašinama. Ukupan broj zaposlenih, način na koji su raspoređeni i način na koji međusobno komuniciraju rezultat su skoro svih relevantnih faktora u poslovanju preduzeća. Ovi faktori uključuju portfolio, tehnologiju, inženjering, opremu, kancelarijske prostorije i objekte, starost i veličinu preduzeća, ekonomske rezultate i poziciju na tržištu.

Čovek je onaj koji pokreće, upravlja i usmerava sve radnje koje se dešavaju u kompaniji. Zaposlenom se dodeljuje pozicija u organizaciji prema njenoj vertikalnoj i horizontalnoj strukturi hijerarhije. Ovo se radi kako bi se osiguralo da aranžman podržava, na najefikasniji mogući način, sprovođenje aktivnosti koje proizilaze iz fragmentacije (podele) ukupnog poslovanja i da obezbedi smislenu i svrsishodnu koordinaciju i integraciju svih ovih aktivnosti. ka postizanju ciljeva preduzeća. Organizaciona struktura firme služi kao skelet najznačajnijih i najčešćih poslovnih procesa, kao i zajedničkih akcija na menadžmentu i rukovođenju u preduzeću. Ova struktura pruža pouzdanu potporu za proces koji se opisuje. Na ovaj način, organizaciona struktura pomaže da se održi dinamička ravnoteža između podele posla s jedne strane i njegove koordinacije s druge strane.

Širenje i unapređenje poslovanja su među najbitnijim preduslovima za postizanje ciljeva koji su postavljeni za njegovu predviđenu budućnost. Isto tako, nije moguće voditi razgovor o očekivanoj budućnosti firme van okvira njene organizacione strukture. U tom kontekstu posebno mislimo na organizacionu strukturu kompanije, koja, u suštini, daje fiksiranu sliku svih primarnih procesa koji se odvijaju unutar kompanije. Možemo primetiti da je većina važnih razvojnih odrednica i preduzeća koja su bila uspešna u pogledu svog rasta organizacionog porekla.

Sve operacije rasta i razvoja preduzeća su integrisane u organizaciono okruženje, a stepen do kojeg se pruža organizaciona podrška razvojnim aktivnostima je značajan faktor u određivanju komercijalnih posledica takvih napora. Moguće je da najpametnije, najinventivnije i najprogresivnije ideje nikada neće biti implementirane ako postoji i najmanja nepovezanost između organizacione strukture, upravljanja i razvojnih aktivnosti.

Kada se organizacione paradigme promene, dodatni izvori neizvesnosti i nezadovoljstva stupaju na scenu, što može poremetiti normalan tok rada unutar kompanije. (Cvijanović & Lazić, 2006) Pokazalo se da su paradigme od najveće važnosti u naučnoj zajednici kao celini, posebno u novijim naukama, čijim delom se i dalje smatra teorija organizacije. Konceptualni okvir, način razumevanja sveta i skup navodnih kategorija na koje su činjenice podeljene su primeri onoga što se naziva paradigmama. Promena paradigme ukazuje na promenu u ljudskom umu pre nego na promenu zakona, ali je ova vrsta promene ipak veoma važna jer modifikacija nečijih pogleda i uverenja ima direktan uticaj na ljudsko ponašanje.

Nove tehnologije i novi sistem vrednosti daju nove paradigme, koje, uprkos činjenici da nisu definisane i eksplicirane, generišu (u većoj ili manjoj meri) drugačije ponašanje u preduzeću. Uprkos činjenici da nisu definisane i objašnjene, nove paradigme generišu drugačije ponašanje u preduzeću. Kao posledica ovoga, nove paradigme počinju da deluju i pre dolaska proroka koji ih može javno proglasiti i inaugurisati. Posle dužeg vremena primene, neke fundamentalne pretpostavke teorije organizacije dospevaju u zonu postepenog ili iznenadnog gubitka relevantnosti i/ili praktične primenljivosti. U ovu zonu se može ući postepeno ili naglo.

„Paradigma koncentracije i specijalizacije predstavljala je suštinsku pretpostavku uspešne ekspanzije i razvoja industrijskih (i drugih tipova) preduzeća tokom prethodna dva veka.“ Ova paradigma je podrazumevala smanjenje cena, transformaciju luksuznih predmeta u proizvode široke potrošnje, i pretvaranje proizvodnje u slugu potrošačkog društva. To je bilo podržano ekonomijom obima, što je pomoglo u smanjenju troškova proizvodnje. Budući da koncentracija bez adekvatne specijalizacije samo povećava režijske troškove (što se često dešava u slučaju spajanja), a specijalizacija bez adekvatnog obima proizvodnje rezultira višim jediničnim cenama, upravljanje takvim poslovima je zapravo bila nauka i umetnost koordinacije prave mere. specijalizacije i relevantne koordinacije.

Ovo je moguće pod uslovom da su prisutne obe dimenzije, jer koncentracija bez adekvatne specijalizacije samo povećava režijske troškove. U kontekstu ove paradigme, specijalizacija se često odnosi na proces razlaganja posla na komponente koje su progresivno manje složene. Zbog jednostavnosti zadatka, haotični rad u fabrici zahteva plaćanje odgovarajuće psihološke cene. Ova cena se plaća u zamenu za bilo kakva značajna ograničenja nametnuta na poslu. Ovo je poznato kao odsustvovanje i prilično je tačno merenje (kao i cena) otuđenja.

Sledeće pitanje je rutina, koja može biti i korisna i štetna u zavisnosti od okolnosti u praksi. Tačnije, rutina je jedan od potomaka standardizacije koja se desila u nekim aspektima ponašanja i stavova poslovanja preduzeća. Rutina čini lakšim i efikasnijim postizanje ciljeva koji se ponavljaju. Zato što su periodična osveženja (promene) neophodna da bi se sprečile razne opcije dodatnih rutina za menjanje drugih rutina (tj. metarrutina) i smanjenje pažnje posebno usmerene ka verifikacijama, pa čak i preskakanje verifikacija, jer je rutina prvo monotona, zatim dosadna i na kraju toliko neprijatna da se pokušava izbeći, ona je neprijatelj promeni i samim tim protivnik neophodnih osveženja u svim organizacionim tehnikama i metodama.

Pošto je hijerarhija svojstvena organizaciji i bilo bi nemoguće opisati i objasniti ih jedno bez drugog, paradigma hijerarhije kao prirodnog fenomena nastavlja da važi, i nastaviće da važi još dugo vremena. Uprkos tome, u stručnoj literaturi postoji obilje teorijskih i empirijskih istraživanja o kraju hijerarhije, što je prirodan odgovor svih onih koji su na nižem stepenu na lestvici ekonomske ili društvene hijerarhije. Većina psihologa ne razume u potpunosti kako bezlična, ili zasnovana na položaju, moć i hijerarhija koja ide uz nju mogu koegzistirati.

Očigledno, pogrešno je povezati linijsku hijerarhiju (ili običnu hijerarhiju) direktno i u potpunosti sa redosledom donošenja odluka o učinku posla. Ovi događaji su povezani sa ekviordinarnom (transfunkcionalnom) centralizacijom, što je drugi način da se kaže hijerarhija.

Da budemo precizniji, pitanje redosleda izbora, kao i komercijalnih i produktivnih poduhvata, nije jedini faktor koji se treba razmotriri u kontekstu organizacione hijerarhije. Reč je i o piramidalnoj dimenziji informacija koje su dostupne donosiocima odluka na pojedinim organizacionim nivoima, kao i o hijerarhiji interesa i hijerarhiji motivacije.

„Jedna od organizacionih paradigmi koja je delimično zastarela jeste paradigma živog rada kao cene. Ovo je jedna od paradigmi organizacije. Danas nije izvodljivo predstavljati zaposlene troškom koji je vezan za njihovu nadoknadu. To je zbog činjenice da se zaposleni više ne vide kao trošak, već kao veoma važni činioci u kompaniji. Trenutno je mnogo jednostavnije menjati proizvod nego menjati zaposlene zbog unapređenja procesa izboru i selekciji radnika, kao i ulaganja u profesionalne i psihološke profile radnika (za razliku od vremena kada je važila paradigma koncentracije i specijalizacije).

Prema empirijskim rezultatima Kocha i Hackenberga (Koch & Hackenberg 1971), prakse organizacije i rada su relativno inertne i otporne na promene. To je u skladu sa tim nalazima, jer pokazuje da je tako. Dodajmo da se plata koja se daje zaposlenima sve manje doživljava kao neka vrsta nadoknada za vreme provedeno u radu. Umesto toga, ona se smatra nekom vrstom kompenzacije za obavljeni zadatak. Tehnički resursi preduzeća progresivno postaju instrumenti koji povećavaju ljudske mogućnosti, a očekuje se da će se ovaj trend nastaviti. Sve je manje mašina koje su pod kontrolom čoveka.

Koncept organizacije kao vrste svojine se u ovom trenutku uglavnom se smatra arhaičnim. Prava i obaveze su uvek služile kao osnova za ono što čini vlasništvo. Na početku rasta preduzeća, prava su bila jedino što se čuvalo. U kasnijim godinama istaknute su i obaveze, počev od finansijskih aspekata pa sve do zaštite zaposlenih, zaštite potrošača i zaštite životne sredine. U današnjem poslovnom svetu, tradicionalni model vlasništva u ogromnim korporacijama se dovodi u pitanje zajedno sa samim modelom. Danas, umesto nekoliko pojedinaca koji poseduju preduzeća ili nekoliko banaka koje daju kredite, akcionari su evoluirali u veliku grupu anonimnih finansijera koji nisu u stanju da precizno odrede koji procenat kompanije kontrolišu (pošto su vlasnici idealnog dela preduzeće, npr. Njegovog hiljaditog dela).

Oni imaju pravo samo na finansijsku beneficije koje su u direktnoj prooporciji sa iznosom rizika koji proizilazi iz posedovanja akcija u toj konkretnoj kompaniji. Preduzeća su prešla u pravna lica poznata kao kompanije (korporacije, itd.), i iako preduzeća ne pripadaju nijednoj osobi, pojedinac je jedino lice koje može biti član kompanije. Kao direktan rezultat ovoga, ideja deoničara je postavila veliki broj validnih i zakonskih ograničenja, koja postepeno zamenjuju pojam tradicionalnog vlasništva sa konceptom preduzeća. Udaljavanje od ove paradigme je korisno za inovacije i razvoj jer oni koji donose odluke o sprovođenju razvojnih projekata (koji su tipično rizični) nisu dodatno ograničeni vlasništvom. Umesto toga, odluke se donose prvenstveno na osnovu analiza i zaključaka koje donose eksperti analitičari unutar organizacije ili izvan organizacije (Cvijanović & Lazić 2006).

Organizaciona patologija

Kontinuirani rast i razvoj organizacije kao odgovor na stalne promene u spoljašnjem i unutrašnjem okruženju preduzeća, organizacija i promena paradigmi organizovanja i kontinuirane promene i organizacione krize neminovno rezultiraju patološkim pojavama. Polazeći od činjenice da je čovek najvažniji faktor svih pojava (dakle i patoloških) u preduzeću, patologije se takođe uglavnom profilišu u zavisnosti od Mintzberg grupe koja dominira u preduzeću (menadžeri, radnici, administrativna podrška i tehnička podrška) (Mintzberg 1979) .

Ako je ovo birokratski aparat, koji se uglavnom sastoji od administrativne podrške i često koncentrisan na vrhu hijerarhije, dolazi do patologije ((Michels 2012) još 1925. godine Michels ju je nazvao Gvozdenim zakonom oligarhije). U slučaju dominacije tehničke podrške, primenjuje se Grešamov zakon planiranja. Ako dominiraju menadžeri srednjeg i nižeg nivoa, govorimo o Parkinsonovom zakonu (Parkinson 1955) . A kada dođe do nejasnoća u vlasništvu, što je u tranzicionim procesima lako moguće, kao i brze promene u najvišem menadžmentu preduzeća (posebno u slučaju javnih preduzeća) Piterov princip (Peter & Hull 2011) dolazi do izražaja .

Konačno, kada granice poslovnih sistema, uključujući i države, postanu nejasne i propusne na štetu sistema, to rezultira patološkom globalizacijom poslovanja. U procesu tranzicije, u slučajevima uobičajenog, nejasnog i stalno promenljivog vlasništva nad preduzećima (društveno, odnosno državno vlasništvo se deformiše, praktično, u privremeno vlasništvo političkih partija na vlasti, što rezultira proliferacijom nepotrebnog zapošljavanja nekompetentnih radnika), osim Parkinsonovog zakona i Piterovog principa pojavljuju se svi navedeni patološki oblici organizacije. U prilog navedenom govori sledeći kratak prikaz osnovnih karakteristika ovih patologija.

Organizacija operativnih i drugih društveno-tehničkih, veštačkih sistema (u cilju njihovog efikasnog i efektivnog funkcionisanja) je u suprotnosti sa prirodnim rastom entropije ili nereda u sistemu i njegovoj okolini. U zavisnosti od izabranog organizacionog oblika i modela, ovaj sukob rezultira nastankom različitih organizacionih paradoksa i patoloških stanja. Iako se neki od paradoksa i patologija u organizacionoj teoriji i praksi često ležerno, pa čak i duhovito, tretiraju kao nebitni sistemski incidenti, uvereni smo da organizacioni paradoksi i patologije zaslužuju ozbiljnu pažnju u proučavanju njihove pojave i efekata, kao i nastojanja da se otklone njihove posledice. To praktično znači da pojam patologija u organizovanju treba shvatiti pre kao odstupanje od očekivanog, nego kao nužno štetnu pojavu u organizaciji preduzeća. U svakom slučaju, iako organizaciona patologija izaziva negativan stav kao prvi odgovor, zaslužuje pažljiv i nepristrasan pristup, u nadi da će takav pristup doneti korist u nastojanju da se poboljša efektivnost i efikasnost organizacionih sistema.

Gvozdeni zakon oligarhije ustanovio je Robert Michels 1925. godine (Mihels 2012) na osnovu analize strukture socijalističkih partija (bilo ih je mnogo u to vreme) u periodu pre Prvog svetskog rata: „Ko kaže organizacija, kaže oligarhija". Birokratija je rođena iz političke partijske organizacije, povezana sa partijskim vođom, što je podrazumevalo obostrani interes (i partijski i liderski) za održavanje sopstvenih pozicija. Primarno sredstvo osvajanja i održavanja vlasti je kontrola komunikacije unutar partije. Oni mladi i ambiciozni (slobodni mislioci koji rukovode) bivaju ili kooptirani u partijski aparat (njih manje) ili raznim mahinacijama izbačeni iz partije.

Umesto da se bore za stvarne ciljeve širokih masa, oni masama (narodu) nameću ciljeve prilagođene potrebama partije i partijskog aparata. Umesto da sprovode ono što misli većina, oni nameću svoje mišljenje većini. Oni potiskuju početne ciljeve, često prvobitne militantne ciljeve partije u korist konzervativnih, jer partije u ratu praktično gube egzistenciju ili, u najmanju ruku, značajno gube na značaju i uticaju. Organizacija (partija) je majka vlasti izabranih, nad onima koji su ih birali. Ovaj proces se odnosi na sve vrste udruženja (bez obzira na njihove primarne ciljeve), ali i na preduzeća u kojima je moć takođe koncentrisana na vrhu, među menadžmentom preduzeća, uz jačanje tendencije nametanja konzervativnih strategija.

Održavanje Gvozdenog zakona oligarhije podržava i dugovečnost i čvrstina birokratske organizacione strukture. Institucionalna teorija počinje Veberom (Pugh & Hickson 2007) i njegovom teorijom autoritarne strukture. Naravno, Veber je pravio razliku između moći i autoriteta. Moć je sposobnost (mogućnost) prisiljavanja ljudi na poslušnost (nezavisno od njihovog otpora), a autoritet podrazumeva dobrovoljno potčinjavanje. Dakle, autoritarni sistemi su oni u kojima podređeni izvršavaju naređenja nadređenih jer ih smatraju legitimnim.

Veber je razlikovao tri autoritarne organizacione konfiguracije (u zavisnosti od načina na koji se autoritet legitimiše unutar organizacije): harizmatičnu, tradicionalnu i pravno-racionalnu. Pravno-racionalna je srž savremene birokratske organizacije. Ove konfiguracije obično prate različiti administrativni aparati kao nosioci hijerarhijske strukture. Ove tri čiste konfiguracije se obično kombinuju u praksi, ne samo u birokratskim makroorganizacionim strukturama, već u svim ostalim strukturama koje su kasnije napravljene.

PJ DiMaggio i VV Povell (Pugh & Hickson 2007) tvrde da se različite makroorganizacione strukture ne razlikuju značajno. Ovi autori analiziraju zašto je birokratska makroorganizaciona struktura toliko rasprostranjena i zašto je postala praktično dominantan oblik organizovanja u dvadesetom veku u svim oblastima i delatnostima ljudske organizacije. Posebno je indikativno da su početne makroorganizacione strukture (nova preduzeća sa novim ili starim delatnostima) osmišljene i prvobitno postavljene sa veoma različitim (značajno različitim od birokratskih) makroorganizacionim strukturama, brzo i neizbežno konvergirale ka birokratskim makroorganizacionim strukturama.

Da li je ova konvergencija generisana superiornom efikasnošću birokratske forme, ili institucionalnim pritiskom okruženja na menadžere da svoje organizacije učine sličnim jedna drugoj (bez obzira na kriterijume efikasnosti)? Poslednji uzrok je doveo do institucionalnog izomorfizma makroorganizacionih struktura preduzeća. Usklađenost institucionalnog izomorfizma postiže se kroz tri mehanizma izomorfizma: prinudni (prinuda generiše politički uticaj na preduzeće), mimički (kao odgovor na strah od neizvesnosti; znak iz strukture onih koji preživljavaju) i normativni (generisani profesionalizacijom menadžera i profesionalaca; takve strukture su se učile u školi). Kroz sva tri mehanizma, ideje i rešenja iz okruženja su prilagođena i prihvaćena kao sopstvena rešenja makroorganizacionog strukturiranja. To nas navodi na zaključak da će birokratski model još dugo opstati u svim oblastima ljudske delatnosti, uprkos tačnom dokazu njegove neefikasnosti i neefikasnosti, prvenstveno zbog institucionalnog izomorfizma.

Grešamov zakon planiranja nasledio je neke delove Gvozdenog zakona oligarhije jer takođe pokazuje tendenciju organizacije da bude sredstvo za postizanje sopstvenih ciljeva, ali na drugačiji način. U stvari, ovaj princip su ustanovili March & Simon (March & Simon 1958) kao zakon programiranih aktivnosti, a kasnije ga je dopunio Merton (Merton 1968) koristeći analogiju originalnog Greshamovog zakona prema kojem loš novac tjera dobre novac. To smo doživeli u vreme inflacije 90-ih kada je vlast, zajedno sa budućim tajkunima, „implementirala” prvobitnu akumulaciju kapitala u postsamoupravnoj Srbiji. Moguće negativne posledice programiranih aktivnosti leže u činjenici da organizacija, grčevito se drži plana, postaje rigidna i svesno zanemaruje promene u okruženju (takve promene moraju biti ublažene organizacionim promenama).

Veoma je teško odupreti se programiranim aktivnostima (Ford 1981) jer one pojednostavljuju komunikaciju, precizno definišu selekciju informacija, stabilizuju organizaciju i smanjuju potrebu za koordinacijom. Grešamov zakon planiranja podrazumeva da programirane radnje, odnosno planovi postaju prepreka značajnim promenama, jer se insistira na proceduri (sve dok promena ne diskredituje ili gubi aktuelnost), još više kroz institucionalizaciju usvajanja i sprovođenja inovacije i kroz proceduralne probleme saradnje između organizacionih jedinica preduzeća (pa i ministarstava) koji su pokretači pojedinih faza u inovativnoj promeni.

Parkinsonov zakon (Parkinson 1955) ima psihološku pozadinu i oslanja se na dva principa. Prvo, svaki nadređeni teži da ima svoje podređene koji su među sobom rivali, pa (što je u skladu sa principom hijerarhije) ima najmanje dvojicu, a po mogućnosti i više podređenih. Drugo, svaki podređeni ispunjava svoje radno vreme „aktivnostima“ i momentalno dolazi do tačke kada se oseća preopterećen poslom, zbog čega traži pomoćnike (opet najmanje dvoje). Njegovi pretpostavljeni podržavaju njegove zahteve jer doprinose proširenju organizacione jedinice koju vode.

To dovodi do (Parkinson 1955) širenja hijerarhije (broj nivoa), kao i sve većeg broja radnika, bez obzira na stvarnu potrebu za pozicijama u korist posla (institucija, ministarstvo, itd.), već za cilj ostvarenja dva ranije naznačena kriterijuma. Čak iu Srbiji, narodi koji su bili deo stare Jugoslavije sada se raspravljaju o tome da li treba ili ne treba da smanje svoju ukupnu javnu potrošnju i, tačnije, da li treba ili ne da smanje broj zaposlenih u državnoj upravi i javnim preduzećima. Trenutna situacija je potpuna kopija Parkinsonovog zakona. Vodi se beskrajna rasprava o poslovima koji su zaista neophodni (obavezni) i koje moraju da obavljaju državna uprava i javna preduzeća (što je nemoguća misija), umesto da se raspravlja o maksimalnom trošku javne potrošnje koji može da snosi država, odnosno poreskih obveznika (izraženo u procentima BDP-a) za postavljene poslove koje je potrebno obaviti za taj iznos sredstava, pri čemu broj zaposlenih i njihove zarade nisu pitanje od presudnog značaja za poreske obveznike. Dakle, preskočili smo suštinu, ali je vešto nametnuta rasprava o platnim razredima, socijalnim kartama i drugim detaljima, pri čemu je na kraju uvedena neka posebna uredba da se broj zaposlenih u ovoj oblasti smanji manje nego što se povećavao u toku rasprave o ovom problemu.

Piter Princip (Peter & Hull 2011) glasi da u svakoj hijerarhiji svaki zaposleni napreduje do svog nivoa nesposobnosti: odličan bravar postaje loš menadžer, dobar ekonomista postaje loš finansijski direktor, itd. Iz navedenog je jasno da posle izvesnog vremena većinu mesta u svakoj organizaciji zauzimaju oni koji su za ta mesta nepodobni. S druge strane, zadatke obavljaju oni koji još nisu dostigli nivo nekompetentnosti. Proširivanje ovog principa na svestrane menadžere opravdano je stanovištem da je menadžment u različitim preduzećima i na različitim nivoima zapravo isti. Na taj način dobar ugostitelj može biti direktor u velikom javnom saobraćaju ili predsednik upravnog odbora nekog drugog javnog preduzeća. Nažalost, ovaj stav je obično ispravan jer su ovi menadžeri, koji su išli po političko-partijskoj spirali, odavno dostigli nivo nesposobnosti. Takav menadžer je podjednako neuspešan u svim preduzećima.

Ozbiljno timsko istraživanje inicirao je francuski inženjer i agronom Ringelman koji je 1918. proučavao performanse konja i otkrio da vučna sila prikolice, ako su dva konja bila upregnuta, nije dvostruko veća od zbira sila koje vrše konji upregnuti pojedinačno. Dakle, konji udruženi u timski rad takođe imaju tendenciju da budu lenji. Ringelman je zatim angažovao studente, članove tima, da povuku konopac. Kada su dvojica povukla, sila je smanjena za 7% u odnosu na silu koju su vežbali pojedinačno. Kada su njih trojica povukla smanjenje je bilo 15%, a kada je ceo tim povukao smanjenje je bilo 51%. Danas je ovaj fenomen poznat kao Ringelmanov efekat i varanje (različit za različite poslove) potvrđuje se u efektima grupnog ili timskog rada u svim oblastima i situacijama: u školama, u građevinarstvu i drugim proizvodnim delatnostima, u vojsci, u poslu. susreti, u veslačkim, fudbalskim i drugim timovima.

Intriga o sinergijskom dejstvu grupnog i timskog rada bila je rasuta, kao što vidimo, pre 90 godina, odnosno pre nego što je uvedena u nastavne programe fakultetskih predmeta, ali je studentima još uvek pune glave o tome. Prvobitno, sinergija na grčkom znači zajednički rad. Dakle, nema govora o 1+1=3 koje zagovaraju oni koji su ignorisali elementarna algebarska znanja koja se odnose na sabiranje razlomaka (zajednički imenilac). Da je priča o sinergiji u timskom radu istinita, "Real Madrid" ne bi ni igrao, već bi samo poslao sumu svojih performansi ili jednostavno neto vrednost svojih igrača svom protivniku i pobedio i/ili izgubio utakmicu bez igre.

Varanje u grupi (ili, potencijalno, nemogućnost ispoljavanja najvažnijih sposobnosti) je racionalno ponašanje pojedinca koji ne rasipa snagu bez potrebe. Skandinavci su prvi priznali da je to tako, i umesto da svako izvrši samo jednu ofanzivno jednostavnu operaciju u produkciji sa polovinom svoje snage, naterali su pojedinca da završi ceo posao koji je prethodno obavila manja grupa. I produktivnost se povećala. Ovo otvara još jedno važno pitanje, odnosno problem rutine. Rutina je jedan od derivata standardizacije u ponašanju i stavovima. Stvara repetitivni obrazac u razmišljanju i ponašanju, uvodi prečice u realizaciju posla, smanjuje pažnju, preskače neke kontrolne radnje i tako postiže veću efikasnost u izvođenju operacija koje se ponavljaju.

Rutina, dakle, može biti korisna. Ali takođe može biti i veoma štetna. Konkretno, bez obzira na to koliko se čini da određeni aspekti poslovanja i/ili proizvodnog procesa imaju deterministićku prirodu, ovo nikada nije u potpunosti tačno. Linearna zavisnost, odnosno prava linija, u nekom trenutku postaje zakrivljena i izaziva slom. Štaviše, rutina je neprijatelj promena i osveženja, posebno nekog radikalnog napretka u tehnologiji i organizacionim tehnikama i metodama. S druge strane, promene i poboljšanja u organizaciji i poslovanju preduzeća su, nesporno, neophodne.

Džon Ričard Hekman (videti /11/) navodi da nema spora da veliki broj ljudi misli da su timovi savremeni demokratski pristup efikasnijem izvršavanju zadatka. Magija timskog rada, praćena dodatnim resursima, odnosno boljim uslovima, ne menja suštinu. Ljudi u timovima imaju tendenciju da rade manje i nižim intenzitetom. Tačnije, vrlo mali broj ljudi ima takozvanu kolaborativnu inteligenciju, ili je sposoban i voljan da radi „zajedno nezavisno“. Iako zvuči kao oksimoron, po Hackmanu se čini da je to jedan od ključnih faktora neefikasnosti grupe ili timskog rada. Prema istom autoru (videti /26/), da bi se rešili problemi koji generišu neefikasnost timskog rada, neophodno je preduzeti brojne mere u uspostavljanju i funkcionisanju timova. Tim mora imati jasne granice (ko jeste, a ko nije u timu), nezavisnost i stabilnost članova tima. Tim mora da ima veoma jasno definisane zadatke (negde između ARIR i BRIS detalja) sa podsticajnom orijentacijom ka njihovom ispunjenju i motivom za angažovanje sveobuhvatnog talenta svih članova tima.

Stabilan i uspešan tim ne sme biti homogen, što predstavlja dodatni problem u uspostavljanju ključnih zajedničkih normi ponašanja. Linearna makro organizacija u kojoj tim radi će stimulisati efikasnost tima kroz svoj informacioni sistem i fleksibilan sistem nagrađivanja. Često se zaboravlja da sve ove radnje treba uzeti u obzir kada se pravi balans između efikasnosti i efektivnosti tima. U metodološkom smislu, pogrešno je uzimati u obzir samo energiju koju su članovi tima potrošili i ignorisati sve spoljne inpute, od kojih su neki ovde pomenuti.

Konačno, uspešan tim treba da vodi stručnjak zadužen za upravljanje timom (opet oksimoron). Timske odluke se često svode na stanovište najjačeg člana tima (obično pomenutog stručnjaka za upravljanje timom) umesto na kvalitetnu sintezu mišljenja svih članova tima. Problem postaje složeniji kada najjači član tima često ne deluje ubeđivanjem na osnovu svog znanja, već deluje na druge načine. Ovo ne samo da stvara problem upravljanja timom, već otvara vrata mentalnom, a samim tim i fizičkom omalovažavanju članova tima. Očigledno, ljudska instinktivna potreba da pripada grupi (jer im pruža osećaj sigurnosti) plaća se slobodom, pažljivim ponašanjem (prećutnost) i generalno niskim profilom ponašanja, što sve rezultira smanjenjem efikasnosti i efektivnosti. grupe. Kada na razgovoru za posao kandidata pitaju da li je timski igrač, on odlučno potvrđuje da jeste, ne znajući da će, ako mu se pruži šansa za timski rad, biti sklon varanju. Srećom, ni oni koji postavljaju to pitanje nisu toga svesni, jer je timski rad još uvek „in".

Prethodnih pet primera patologije definisano je nakon njihovih masovnih manifestacija. *Princip globalizacije* (pre svega vezan za poslovanje, ali i za druge ljudske aktivnosti) je (Simonovski et al. 2014) unapred smišljen instrument ili metod neograničenog povećanja profita. Po ovom principu, globalizacija podrazumeva neograničeno slobodno kretanje finansijskog kapitala širom sveta, bez provere porekla, kvaliteta (ukidanjem zlatnog standarda pod sloganom da šteti napredovanju poslovanja otvorile su se neograničene mogućnosti za zloupotrebe), i druge karakteristike novca, kao što se obično traži od robe (i, delimično, i od usluga).

Dakle, globalizacija je patološko stanje sistema bez normalnih granica, konkretno, sistema sa čudnim granicama, odnosno sistema sa granicama čija svojstva nameće (diktira) okruženje i suštinski su na štetu interesa organizacije (preduzeće, industrija, država itd.) koja se nalazi u okvirima takve granice. U globalizaciji, granice su savršeno propusne za novac (a novac je proizvod često sumnjivog porekla, kvaliteta i vlasništva) u oba smera, jednosmerno propusne za proizvedena dobra, sirovine i usluge i nepropusne za radnu snagu. Stoga nije iznenađujuće da su krajem osamdesetih godina 20. veka transnacionalne kompanije kontrolisale preko ½ svetske proizvodnje, preko 2/3 svetske trgovine, preko ¾ međunarodnog transfera tehnologije i preko 4/5 finansijskih tokova. Danas su ovi razlomci verovatno mnogo veći.

Dakle, po principu globalizacije (Cvijanović & Lazić 2015) finansijski tokovi nisu ni na koji način ograničeni, robni tokovi su pod strogom kontrolom, a tokovi radne snage onemogućeni jer razlika u platama, primena zakona o zaštiti životne sredine, sindikalnim i dr. prava "tamo" i "ovde" je ogromna. Krajem prošlog i početkom ovog veka jasno je da je finansijski kapital gurnuo industrijski kapital i ljudske resurse na stranu. Samo nekoliko zemalja u Evropi još uvek brine o srednjoj klasi kao „tamponu" između ekstremno bogatih i ekstremno siromašnih. Tokovi prisilno invalidne radne snage stvaraju ogroman pritisak u ovim regionima. Prema aktuelnim procenama, u svetu trenutno preko 175 miliona ljudi migrira iz „kontrolisanih zona" u bogate zemlje. Isti izvor (analitičari globalističke patologije) procenjuje da će migracije obuhvatiti oko milijardu stanovnika na Zemlji u narednih dvadeset godina.

Globalizacija je stara koliko i pisana istorija čovečanstva. Motiv i cilj globalizacije su ostali isti, ali su se promenili samo načini njenog sprovođenja. I ime takođe. Nekada se zvalo carstvo (Inka, Asteka, Maja, Rimsko carstvo, carstvo Aleksandra Velikog itd.). Kraljevina je, najčešće, bila državni okvir (većinskog) naroda, dok je imperija bila meta-država, odnosno tvorevina sastavljena od mnogih kraljevstava i naroda. Lovački atavizam podstiče u čoveku njegovu sklonost da prigrabi tuđe rezultate (rečne ili šumske proizvode, ili proizvode drugih grupa ljudi) umesto da živi od svog strpljivog i mukotrpnog rada (u poljoprivredi, na primer). Ogromno visok „ulov“ (danas poznat kao ekstra profit) se generiše oduzimanjem silom oružja (bronza, gvožđe, vatreno oružje) ili, kao danas, drugim sredstvima, kao što su: novac, jezik, tehnologija (proizvodnja, transport, elektronske komunikacije itd.).

Zaključak

Napravili smo ovaj rad u nadi da će ova uvodna kritika dominantnih pristupa krizama i patologijama organizacije generisati krizu, odnosno radikalno preispitivanje pristupa ovom problemu. To ne znači da se zalažemo za napuštanje proučavanja mnogo različitih uzroka i posledica kriza i patoloških stanja. Mi samo insistiramo da se u ovim razmatranjima uzme u obzir da svako suprotstavljanje neredu, odnosno rastu entropije koja je svako organizovanje, dugoročno izaziva probleme i krize.

Gde god se čovek suprotstavlja prirodnom poretku stvari pomoću veštačkih sistema, mogu se očekivati spontane (ili druge) akcije u pravcu postizanja prirodnog stanja stvari. Organizaciona patologija je, po našem mišljenju, rezultat prirodnog i legitimnog odgovora neadekvatno shvaćenih i organizaciono artikulisanih faktora u organizacionim sistemima svih vrsta i veličina. Ublažavanje ili izbegavanje pojave patoloških stanja je veliki, neistražen problem. Individualni napori su, s pravom, usmereni pre svega na pokušaj razumevanja mehanizma koji generiše patološka stanja. Tek nakon razumevanja suštine nastanka patoloških slomova, moguće je pristupiti traženju rešenja problema. U Srbiji je stabilizacija organizacije bila otežana istovremenim, gotovo koordinisanim udarima tranzicije i globalizacije, što je pogodovalo pojačavanju patoloških stanja koja su inače bila normalna kako u stacionarnom okruženju, tako iu slučaju stabilnog poslovanja preduzeća.

Problemi koji generišu organizacione krize u preduzeću u celini nisu ravnomerno raspoređeni na pojedinačne makroorganizacione celine preduzeća, niti na mikroorganizacioni nivo sadržan u njemu. Makrostrukturni entiteti, posebno pogođeni krizama i patološkim stanjima, su organizacioni entitet sa artikulisanim makrostrukturnim dimenzijama poslovnog informacionog sistema i organizacioni entitet sa artikulisanim KMS-om. Budući da su ovi problemi najveći u ova dva entiteta, na njih treba usmeriti dalju pažnju i tražiti rešenja za ublažavanje posledica kriza i patologija u njima. Naši dalji napori će svakako biti usmereni ka navedenom.

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ORGANIZATIONAL PATHOLOGY AND CRISIS MANAGEMENT

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Abstract

Organizational crises are an inevitable consequence of the nature of the organization and are manifested and resolved in different ways. The crises affect enterprises, industrial branches, the society, etc. This paper addresses a new approach to the development of crises within organizations (like inevitable consequences of the process of organizing) and the occurrence of the most common pathologies of organizations as the consequences thereof, with special emphasis on further intensification of the crisis processes and the multiplication of consequences under the conditions of transition in Serbia. The paper explains some of the most common manifest forms of organizational paradoxes and pathological conditions of the organizational structure and functioning of organizations, which are unavoidable, and which occur in all enterprises (under stationary conditions, in the enterprises operating successfully, in the regulated economies, etc.) but which easily explode in the transition or transform into even more dangerous mutations. Certainly, the pathology of environment is an additional generator of the occurrence of pathological conditions in enterprises.

Keywords: *organizing, organizational crises, pathology of organization, QMS, information system*

JEL: *E32, E39.*

Introductory remarks

Crises of organizations (the inevitable macro- and micro- structural difficulties of each organizational system) and pathological phenomena (which are the cause and / or the consequence of organizational crises, but of other factors as well) directly affect the company's infrastructure systems and above all the business information system. Difficulties and problems inherent in the business information system are numerous and diverse, starting from technical, semantic, grammatical, through

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anthropological problems, up to the problem of pyramidal information system, i.e. the problem of communication between hierarchical levels in both directions. Information is infrastructure support of every organizational system, including QMS, which additionally complicates the relationship between business information system and quality management, having in mind that information system has double nature when appearing: firstly as the infrastructure of the complete organizational system (i.e. of a company) and its macro-organizational subsystems, and secondly as a separate macro-organizational subsystem of a company. Therefore, QMS is extremely sensitive to pathological phenomena and crises of an organization, because they (crises and pathologies) act dually, in a macro-structured manner through an organizational entity and in an infrastructure manner through negative information changes. It is therefore necessary to understand the basic organizational pathological phenomena and to take at least some measures to mitigate their inevitable impact on QMS quality. Logical order of activities is to first understand the nature and manifestations of organizational crises and pathological phenomena, and then to devise and implement adequate measures to mitigate negative consequences. The ambitions of this paper rest with the first part of the preceding sentence.

Organizational changes are permanent and very diverse. Some are intentional, and (to some extent) controlled, others are undesirable (predictable or unpredictable), the third have rapid pace and the fourth have slow pace. The only common feature of organizational changes is their inevitability. They happen continuously, even though we sometimes feel there are not any. Since organizational changes are inevitable, the approach of designing (devising) organizational changes and managing the implementation thereof imposes itself as a good strategy. The aggravating occurrence in assessing, devising and managing of changes is the incessant change in paradigms of the organization. Attitudes and beliefs about the organization (we have realized this when we grasped the essentials of the establishment and changes in corporate culture) change and aggravate the problem of organizational changes. Impending and very dangerous changes are manifested as organizational crises. Some authors tried to explain the organizational crises as well as the characteristics of individual stages of an enterprise growth. But crises are inevitable when an enterprise is not growing, and when the key contingency factors of business operations are not changing within. Such factors are: portfolio, external and internal environment, techniques and technology, etc. Apparently, as presented further in this paper, the crisis is inherent to every organization. Organizational changes, changes in organizations' paradigms and organizational crises generate (depending on the dominant contingency factor of an organization) temporary or permanent pathological conditions of the organization. These conditions are further intensified by the problems arising in the transition processes in Serbia and, in our opinion, in the other countries of the former SFRY as well. Dynamic environment is not stabilized in the transition, so it is difficult for the enterprise to stabilize its business operations (thus to raise the efficiency to a higher level); essentially, the enterprise always lacks time to realize what is happening, what are the new requirements and restrictions of the environment and, accordingly, to adjust and stabilize its business operations.

In examining organizational changes two close concepts are to be distinguished: growth and development. Growth implies quantitative increase in certain variables (the number, length, weight, etc.) while maintaining the existing structure within acceptable limits (for example, increasing the size of the crystals). Development is defined as a qualitative change, i.e. as a structural growth. This is a phenomenon that occurs when growth in the context of a given structure reaches the limit, followed by either disintegration or a jump to a higher level of structure arrangement (for example, the development of a cell). Growth is continuous and development is discontinuous as it unfolds through the series of stages (at each stage, the system shows a characteristic structure for said stage). Each stage is dominated by a different variable, group of variables or a subsystem, whereby the next stage always has higher level of complexity and differentiation. Growth is continuous, recurrent and limited, while development, due to discontinuity, is irreversible process which can tentatively be represented by a cascading function of time and growth, as an illustration of a bouncing transformation of quantity into quality, i.e. growth into development. Growth is a quantitative increase in the number of employees, production volume, sales volume, total revenue, etc. Growth often initiates or induces development and qualitative changes, thus implying the changes in the characteristics of the organizational system elements and changes in some of the relations between the parts of an enterprise and relations between them. Growth and development are the main internal mechanisms of changes within the enterprise and have to be adequately supported in organizational (structure) and staffing (management) terms.

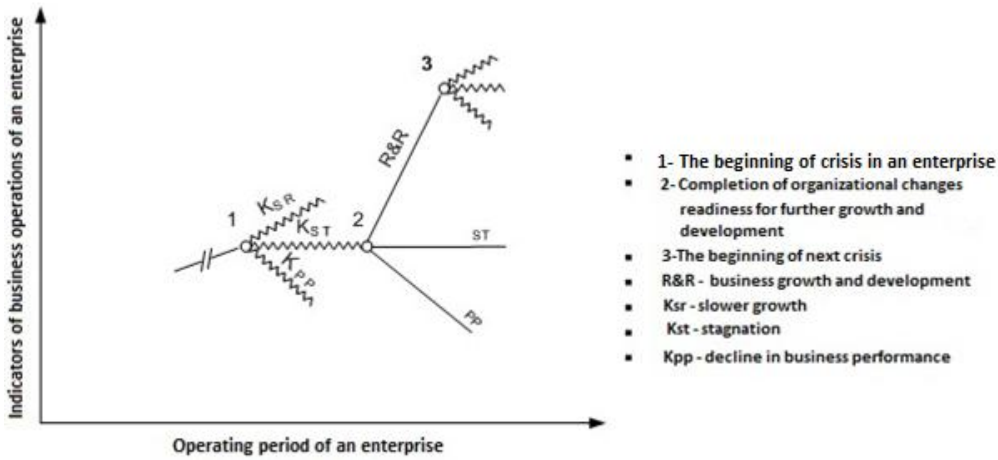
Crises in the organization result from different pathological changes. Journalists were the first who wrote about enterprise crises and they were followed by business historians and finally by scientists. Their activities generally involved neither the explanation of key development factors nor of key factors of crisis and collapse. Later, the authors addressed crises in enterprises in the context of studying development issues, which means that in most cases they considered the crises to be the consequence of the loss of balance of the most important factors in the development, and they pointed most often to the factors (or group of factors) which were the main causes of the resulting crisis in the observed development stage. Therefore, Greiner (Greiner 1967) explicated the main factors as causes of crises (problems of leadership, autonomy, control, bureaucratization, etc.) and the ways of solving them. Five years later, the same author (Greiner 1972) outlined the elements that exerted an influence throughout the growth of a company and impeding the organisational and operational adjustments in the business (i.e. relationship between an individual and the enterprise, relationship between formal and informal organization, relationship between experts and managers etc.). In both scenarios, the issues at hand are investigated within the context of the evolving and developing organisation. It is common knowledge that, as part of the organic progression of growth and development, an organisation will go through a series of escalating phases of development, as well as crises and significant organisational and other shifts (for example, portfolio changes). The degree of success in resolving a severe crisis faced by a business via organisational and other adjustments will determine the extent to which the firm will be able to maintain its quality and its future. The writers in this subject distinguish between the number of phases of development, their names, their fundamental qualities, and their idiosyncrasies. They also differentiate between the causes and contents of the crises. Thus, the previously mentioned Greiner (Greiner 1967) elaborates on five stages of development, Scott on three, and Daft (Daft 2010) on four stages of growth and development as well as on the same number of specific crises and methods for resolving them. All of these authors discuss the same number of specific crises and ways to resolve them. Throughout the whole of an organization's life cycle, there will be times of both development and crisis in alternating order. During the phases of growth, the organisation builds up its physical and financial strength, and during the stages of crisis, it mobilises all of the resources that are required to go through those stages and emerge victorious.

Some authors, for example (Altman 1968) focused in studying of the crisis on its forecasts, based on the financial results of the enterprise. Various options, supplements and improvements of this concept continued to the present day. Other authors focused on various non-financial causes of crises. Ford (Ford 1981) proposes an improvement in the planning system and the inclusion of a greater number of participants in the decision-making chain, while emphasizing the risk of distortion of information in said process. Interestingly enough, the above author points to the fact that the symbol for crisis in the Chinese script means danger, but also the possibility, implying that the crisis may also have positive consequences. (Kovoor-Misra et al. 2000) approached the crisis forecasts by emphasizing the mutual contradiction of some of its causes, such as technical ones. Van Laere (van Laere 2013) went a step further by concluding that organizing in crisis conditions and organizing in stationary conditions do not significantly differ, while believing that the complexity of crisis refers to the fact that the crisis elements are hidden but make impact on the organization functioning. More recently (Cygler & Sroka 2014) the causes of the crisis and pathological conditions have been traced back to structural pathology and inter-organizational networks. However, this approach also makes the author partly a prisoner of the idea of problems emergence in the process of the development of intra- and inter-organizational networks. Purves et al. (Purves et al. 2016) emphasise non-financial (without neglecting the financial) causes of an inevitable occurrence of crises, believing that the crises forecasts are the best way to oppose them. This may be a random or perhaps a deliberate response to Hermann's (Hermann 1963) view, according to which the failure to understand a crisis, its causes and manifestations is an important reason for the failure in coping with it. According to the findings of our review, we have come to the conclusion that the vast majority of authors (from the beginning of a systematic study of organisational crisis until today, which is more than half a century later) almost always consider crises to be a halt or an obstruction in the development of an enterprise, specifically in some of the enterprise's development stages. Only a small number of the writers believe that the crises are the consequence of opposition to the planned organisational reform.

Organizational changes and crises

Our approach to the problem of crises emerging in enterprises (see picture no. 1) is not, unlike the approaches taken by the authors mentioned above and others, solely related to the life cycle of an enterprise. This means that it does not address the emergence and resolution of crises during the development of an organization—that is, from the establishment of a small-sized enterprise, through its development, and into a large organisational system. Instead, it focuses on the life cycle of an enterprise as a whole. At the time of their founding, the businesses are not necessarily on the tiny side; in fact, it is not unheard of for freshly founded businesses to be on the larger side, nor is it unheard of for larger businesses to split themselves up into several smaller businesses. The elements that Greiner identified in his study (Greiner 1967) are, without a doubt, important and predominate at specific periods of business growth; yet, they are not the fundamental nor the ongoing cause of the occurrence of crises. The enterprise enters a crisis at point 1 on Figure no. 1, which may be shown by a slowdown in the rate of growth and development of the firm (Ksr), stagnation (Kst), or a decrease in the enterprise's level of business performance (Kpp). Significant organisational (and other) changes are introduced at point 2 (which is located in the Figure at the end of Kst and which can be located at the end of any of the three crisis manifestations, i.e. also at the end of Ksr and Kpp), which may result in accelerated enterprise growth and development (R&R), or, in the case that the changes are unsuccessful, in some adverse (st or pp) outcome of introduced organisational changes.

Figure 2: Stages of crisis in an enterprise business operations *(Cvijanović 2004)*



What, in point of fact, is the crux of the matter when it comes to the inevitability of the appearance of a crisis, not only in the growth of the organisation but also in its very existence? The business performance of an organisation is a one-of-a-kind process, and the study of that process in particular areas of the organization's business performance may be facilitated by dividing the process into phases of growth and development as well as crisis stages. The phrases growth, development, and crisis are subject to subjective interpretation and are contingent on the criteria that are used (quality measures). Each act of organisation works against the natural progression of entropy, which can also be thought of as working against the chaos and disorganisation that is the default condition of things. Because a company is structured with the end purpose of achieving its objectives, successful business performance may be defined as the accomplishment of those objectives. Therefore, an effective and efficient business is one that is able to organise itself in such a way that it is successful in establishing order and in guiding the actions of its workers toward the successful completion of the duties that are assigned to that business. When this is done, there will, of course, be feelings of frustration, stress, sacrifice, and dissatisfaction among employees. Additionally, there will be a need to resort to a variety of compromises between individuals and groups, an accumulation and disposal of a number of different problems, the disposal of some activities to the detriment of other activities, and so on. At some time, the methods of organising and controlling operations will be overshadowed by all of these unsolved challenges, compromises, and disappointments, and some favoured company performance will begin to degrade. In such a scenario, the organisation is compelled to change itself, to mutate, to turn to new methods of dealing with problems, to relegate certain parts of its history to the recesses of the collective memory, to look for new solutions and new mechanisms for organising an enterprise and for line and ordinary harmonising of its business operations, and to search for new ways to deal with problems.

As a result, the crisis is an inevitable and unavoidable consequence of each, even successful operations of an organisation. It is an unavoidable consequence of the inherent competition between order and chaos in the natural world. The enterprise is undergoing a process of internal reorganisation and transformation as part of an effort to satisfy the requirements of the environment or to face the dangers that pose a threat from within, and this process is occurring simultaneously with the enterprise's efforts to successfully implement its goals and interests in its interaction with the environment (in exchanging material, services, energy, information, etc.). In the event that it is unable to do so, it will be facing a true crisis, and the criteria that it has selected for success reveal the nature and magnitude of such a catastrophe. It's interesting to note that many different elements may have either a good or negative influence, depending on the context and the degree to which they play a role.

The number of workers is the primary factor that determines the size of the business. Employees are also the primary source of issues and crises inside an organisation, which is to be anticipated given that frustrations are vented by humans and not by machines. The total number of employees, how they are deployed, and how they interact with one another are all the result of nearly all of the relevant factors in the operations of the enterprise. These factors include the portfolio, technology, engineering, equipment, office premises and facilities, age and size of the enterprise, economic results, and market position. A man is the one that drives, manages, and directs all of the actions that take place in a company. An employee is assigned a position within an organisation according to its vertical and horizontal structure of hierarchy. This is done to ensure that the arrangement supports, in the most effective manner possible, the implementation of activities that result from the fragmentation (division) of the overall business operations and that it provides a meaningful and purposeful coordination and integration of all of these activities toward the achievement of the enterprise goals. The organisational structure of the firm serves as a skeleton of the most significant and most common business processes, as well as common actions on management and leadership in the enterprise. This structure provides a dependable backbone for the process being described. In this manner, the organisational structure helps to maintain a dynamic balance between the division of work on the one hand, and its coordination on the other.

The expansion and advancement of the business are among the most essential prerequisites for reaching the goals that have been set for its envisioned future. Concurrently, it is not feasible to have a conversation about the anticipated future of the firm outside of the framework of its organisational structure. In this context, we are particularly thinking about the organisational structure of the company, which, in essence, gives the fixed image of all the primary processes that take place inside the company. We can observe that the majority of the important development determinants and the firms that have been successful in terms of their growth are organisational in origin. All of the enterprise's growth and development operations are integrated into the organisational environment, and the degree to which organisational support is offered to developmental activities is a significant factor in determining the commercial consequences of such efforts. It is possible that the smartest, most inventive, and most progressive ideas will never be implemented if there is even the slightest disconnect between the organisational structure, management, and developmental activities.

When organisational paradigms shift, extra sources of uncertainty and discontent enter the picture, which may disrupt the normal flow of work inside a company.

(Cvijanovi & Lazi, 2006) It has been shown that paradigms are of utmost importance in the scientific community as a whole, particularly in the more recent sciences, which organisation theory is still considered to be a part of. A conceptual framework, a manner of understanding the world, and a set of the supposed categories into which the facts are divided are all examples of what are referred to as paradigms. A shift in a paradigm indicates a change in the human mind rather than a change in the laws, yet this kind of change is nevertheless highly important since the modification of one's views and convictions has a direct impact on human conduct. New technologies and a new value system provide new paradigms, which, despite the fact that they have not been defined and explicated, generate (to a greater or lesser degree) different behaviour in the enterprise. Despite the fact that they have not been defined and explicated, new paradigms generate different behaviour in the enterprise. As a consequence of this, new paradigms begin to operate even before the arrival of a prophet who can publicly declare and inaugurate them. After a longer time of application, some fundamental assumptions of organisation theory reach the zone of gradual or sudden loss of relevance and/or practical applicability. This zone may be entered either gradually or abruptly.

"The paradigm of concentration and specialisation constituted the essential assumption of the successful expansion and development of industrial (and other types of) firms during the course of the previous two centuries," This paradigm entailed price reduction, the transformation of luxury items into consumer products, and the conversion of production into the servant of consumer society. It was supported by economies of scale, which helped drive down production costs. Because concentration without adequate specialisation only increases overhead costs (which frequently occurs in the case of mergers), and specialisation without the adequate volume of production results in higher unit prices, the management of such businesses was actually the science and art of coordinating the real measure of specialisation and relevant coordination. This is the case provided that both dimensions are present, since concentration without adequate specialisation only increases overhead costs. In the context of this paradigm, specialisation often refers to the process of breaking down work into components that are progressively less complex. Due to the simplicity of the task at hand, jumbled labour in the factory necessitates the payment of a suitable psychological price. This price is paid in exchange for any substantial restrictions imposed at work. This is known as abseentism, and it is a fairly accurate measurement (as well as the cost) of estrangement.

A further issue is the routine, which may be both beneficial and detrimental depending on the circumstances in practise. To be more exact, the routine is one of the descendants of the standardisation that has taken place in some aspects of the behaviour and attitudes of company operations. The routine makes it easier and more efficient to achieve objectives that are repeated. Because periodic refreshments (changes) are necessary to prevent various options of additional routines for changing other routines (i.e. metaroutines) and decreasing of attention especially paid to verifications, or even skipping of verifications, because the routine is first monotonous, then boring, and finally so unpleasant that one tries to avoid it, it is the enemy of change and therefore the opponent to necessary refreshments in all organisational techniques and methods.

Because hierarchy is innate to organisation and it would be impossible to describe and explain one without the other, the paradigm of hierarchy as a natural phenomena continues to hold true, and it will continue to hold true for a considerable amount of time. In spite of this, there is an abundance of theoretical and empirical research on the end of hierarchy in the professional literature, and this is a natural response of all those who are at a lower rung on the ladder of an economic or social hierarchy. The majority of psychologists do not fully understand how impersonal, or position-based, power and the hierarchy that goes along with it may coexist. Obviously, it is a fallacy to relate a line hierarchy (or an ordinary hierarchy) directly and entirely to the sequence of decision-making about job performance. These events have been connected to equiordinary (transfunctional) centralization, which is another way of saying hierarchy. To be more specific, the issue of the order in which choices are made, as well as commercial and productive endeavours, is not the only factor to consider in the context of an organisational hierarchy. It is also an issue about the pyramidal dimension of information that is accessible to decision-makers at certain organisational levels, as well as the hierarchy of interests and the hierarchy of motivations.

"One of the organisational paradigms that have partially become outdated is the paradigm of living labour as the cost. This is one of the paradigms of organisation. Today, it is not feasible to represent the employed by the cost that is linked with their compensation. This is due to the fact that employees are no longer seen to be a cost, but rather a very important asset in the company. It is currently far simpler to alter the product than it is to change the employees because of improvements made in worker selection and recruiting, as well as investments in workers' professional and psychological profiles (as opposed to the time when the paradigm of concentration and specialisation was valid). According to the empirical results of Koch and Hackenberg (Koch & Hackenberg 1971), organisation and work practises are relatively inert and resistant to change. This is in accordance with those findings, since it demonstrates that this is the case. Let us add that the salary that is given to those who are employed is becoming less and less seen as a kind of recompense for the time that is spent working. Instead, it is seen as the compensation for the task that has been carried out. The enterprise's technical resources are progressively becoming the instruments that boost human possibility, and this trend is expected to continue. They are becoming fewer of the machines that are under the control of man.

The concept of organisation as a kind of ownership is mostly considered to be archaic at this point. Rights and obligations have always served as the foundation for what constitutes ownership. At the beginning of the growth of enterprise, rights were the only thing that was safeguarded. In later years, the obligations were also outlined, beginning with the financial aspects and extending all the way to the employee protection, consumer protection, and environmental protection. In today's business world, the traditional model of ownership in huge corporations is being called into question along with the whole model itself. Today, rather than a few individuals owning businesses or a few banks providing loans, shareholders have evolved into a large group of anonymous financiers who are unable to determine precisely what percentage of the company they control (since they are the owners of the ideal part of the enterprise, e.g. the thousandth part of it). They are only entitled to financial benefits that are in direct proportion to the amount of risk that comes with having shares in that specific company. Enterprises have transitioned into legal entities known as companies (corporations, etc.), and although companies do not belong to any one person, an individual is the only person who may be a member of a company. As a direct result of this, the stakeholder idea has placed a great number of valid and legal limits, which are gradually supplanting the traditional ownership notion with the enterprise concept. The shift away from this paradigm is beneficial for innovations and development because those who make decisions on carrying out development projects (which are typically risky) are not additionally restricted by ownership. Instead, decisions are made primarily on the basis of analyses and conclusions made by expert analysts either from within the organisation or from outside the organisation. (Cvijanović & Lazić 2006)

Organizational pathology

The continuous growth and development of the organization in response to the continuous changes in the external and internal environment of the enterprise, organization and changing of the paradigms of organizing and continuous changes and organizational crises inevitably result in pathological phenomena. Starting from the fact that man is the most important factor of all occurrences (thus pathological ones) in the enterprise, pathologies are also mainly profiled depending on the Mintzberg group which dominates in the enterprise (managers, workers, administrative support and technical support) (Mintzberg 1979). If this is the bureaucratic apparatus, largely composed of administrative support and often concentrated at the top of the hierarchy, the pathology arises ((Michels 2012) back in 1925 Michels called it the Iron Law of Oligarchy). In the case of dominance of the technical support, Gresham's Law of Planning applies. If middle- and lower-levels managers dominate, we speak of the Parkinson's law (Parkinson 1955). And when ambiguities in ownership occur which is in the transition processes easily possible, as well as rapid changes in the top management of an enterprise (especially in the case of public enterprises public) the Peter Principle (Peter & Hull 2011) comes to the fore. Finally, when the boundaries of business systems, including the states, become vague and permeable to the detriment of the system, this results in the pathological globalization of business. In the transition process, in cases of usual, unclear and constantly variable ownership of enterprises (social, i.e. the state ownership is deformed, practically, into temporary ownership of the political parties in power, resulting in proliferation of unnecessary employment of incompetent employees), apart from the Parkinson's law and Peter Principle all the above pathological forms of an organization appear. The following brief outline of the basic characteristics of these pathologies speaks in favor of said.

Organization of operational and other socio-technical, artificial systems (for the purpose of efficient and effective functioning thereof) is in conflict with natural growth of entropy or disorder in the system and its surroundings. Depending on the selected organizational form and model, this conflict results in the emergence of different organizational paradoxes and pathological conditions. Although some of the paradoxes and pathologies are often treated in organizational theory and practice casually, yet even humorously, as non-essential system incidents, we are convinced that organizational paradoxes and pathologies deserve serious attention in studying the occurrence and effects thereof, as well as efforts to eliminate their consequences. This practically means that the term pathology in organizing has to be understood rather as a deviation from the expected, than as necessarily harmful phenomenon in the enterprise organization. In any case, even though organizational pathology provokes negative attitude as first response, it deserves careful and impartial approach, hoping such approach will yield benefit in trying to improve the effectiveness and efficiency of organizational systems.

The Iron Law of Oligarchy was established by Robert Michels in 1925 (Michels 2012) based on analysis of the structure of socialist parties (there were many at the time) in the period before the First World War: "He who says organization, says oligarchy". Bureaucracy was born from the political party organization, associated with the party leader, which implied mutual interest (of both the apparatchik and the leader) in maintaining their own positions. The primary means of conquest and maintenance of power is the control of communication within the party. Those young and ambitious (free thinkers who swing the boat) are either co-opted into the party's apparatus (fewer of them) or expelled from the party by means of various machinations. Instead of fighting for real goals of broad masses, they impose on masses (people) the goals tailored to the needs of the party and the party's apparatus. Instead of implementing what the majority thinks, they impose their thinking on the majority. They suppress the initial goals, often the party's original militant goals in favor of conservative goals, because the parties practically lose their existence in war or, at least, significantly lose importance and influence. Organization (the party) is the mother of the power of those elected, over those who elected them. This process applies to all kinds of associations (regardless of their primary goals) and also to enterprises in which the power is also concentrated at the top, among the management of an enterprise, while strengthening the tendency of imposing conservative strategies.

Perpetuation of the Iron Law of Oligarchy is also supported by longevity and toughness of the bureaucratic organizational structure. The Institutional theory starts with Weber (Pugh & Hickson 2007) and his theory of authoritarian structure. Of course, Weber differentiated between power and authority. Power is the ability (possibility) to force people to obedience (independent of their resistance) and authority implies voluntary subjugation. Hence the authoritarian systems are those in which the subordinates execute orders of the superiors since they consider them legitimate. Weber differentiated between three authoritarian organizational configurations (depending on manner in which the authority is legitimized within the organization): charismatic, traditional and legal-rational. The legal-rational is the core of the contemporary bureaucratic organization. These configurations are typically accompanied by different administrative apparatus as the bearer of a hierarchical structure. These three pure configurations are usually combined in practice, not just in bureaucratic macro-organizational structures, but in all the other structures which were later made.

P. J. DiMaggio and W. W. Powell (Pugh & Hickson 2007) argue that the various macro-organizational structures are not significantly different. These authors analyze why bureaucratic macro-organizational structure is so widespread and why has it become practically dominant form of organization in the twentieth century in all fields and activities of human organization. It is particularly indicative that the initial macro-organizational structures (new enterprises with new or old activities), designed and initially set up with very different (significantly different from the bureaucratic) macro-organizational structures, rapidly and inevitably converged toward bureaucratic macro-organizational structure. Was this convergence generated by superior efficiency of the bureaucratic form, or by the institutional pressure exerted by the environment on managers to make their organizations similar to each other (regardless of the efficiency criteria). The latter cause led to the institutional isomorphism of macro-organizational structures of enterprises. Conformity of institutional isomorphism is achieved through three mechanisms of isomorphism: coercive (forced; coercion generates political influence on the enterprise), mimic (mimic, in response to the fear of uncertainty; cue from the structure of those who survive) and normative (generated by the professionalization of managers and professionals; such structures were being taught in school). Through all the three mechanisms, the ideas and solutions from the environment and adapted and legitimized as own solutions of macro-organizational structuring. This leads us to the conclusion that the bureaucratic model will survive for a long time in all fields of human activity, despite the exact proof of its inefficiency and ineffectiveness, due primarily to institutional isomorphism.

Gresham's Law of Planning inherited some parts of the Iron Law of Oligarchy as it also shows tendency of an organization to be a vehicle for achieving own goals, but in a different way. In fact, this principle was established by March & Simon (March & Simon 1958) as the Law of programmed activities, and was later supplemented by Merton (Merton 1968) using the analogy of the original Gresham's Law according to which bad money drives out good money. We experienced this during inflation in the 90's when the government, together with tycoons-to-be, "implemented" the original accumulation of capital in post-self-management Serbia. Possibly negative consequences of programmed activities rest with the fact that the organization, frantically sticking to the plan, becomes rigid and consciously disregards changes in the environment (such changes have to be mitigated by organizational changes). It is very difficult to stand up to programmed activities (Ford 1981) because they simplify communication, precisely define selection of information, stabilize the organization and reduce the need for coordination. Gresham's Law of Planning implies that the programmed actions, i.e. plans, become obstacles to significant changes, because one insists on the procedure (as long as the change does not make the actualities discredited or lost), even more through institutionalization of adoption and implementation of innovation and through procedural problems of cooperation between the organizational units of enterprises (even ministries) which are the drivers of certain stages in an innovative change.

Parkinson's Law (Parkinson 1955) has psychological background and relies on two principles. First, every superior strives to have his underlings who are rivals between themselves, thus (which is in accordance with the principle of hierarchy) he has at least two and, preferably, even more underlings. Second, every underling fills his working time with "activities" and instantly comes to a point when he feels overburdened with work, which are his grounds for asking for assistant employees (again, at least two). His superiors support his demands as they contribute to enlarging of the organizational unit they lead. This leads in (Parkinson 1955) an expanding hierarchy (the number of levels), as well as an increasing number of workers, regardless of the real need for positions in favour of the business (institution, ministry, etc.), but rather for the goal of achieving the two criteria indicated earlier. Even in Serbia, the nations that were a part of the old Yugoslavia are now debating whether or not they should reduce their overall public expenditure and, more specifically, whether or not they should reduce the number of personnel working in state administration and public companies.The current situation is a complete carbon copy of the Parkinson's Law. There is an endless discussion about tasks that are really necessary (required) and that have to be done by the state administration and public enterprises (which is mission impossible), instead of discussing the maximum cost of public consumption that may be borne by the state, i.e. taxpayers, (expressed as a percentage of GDP) for the assigned tasks which have to be done for that amount of funds, whereby the number of employees and their salaries are not the issue of prime importance for the taxpayers. Therefore, we have skipped the essence but the debate on pay grades, social maps and other details was skillfully imposed, whereby some special regulation was eventually introduced to reduce the number of employees in this field less than it increased in the course of the debate about this problem.

Peter Principle (Peter & Hull 2011) reads that in every hierarchy, every employee gets promoted to his/her level of incompetence: an excellent locksmith becomes a bad manager, a good economist becomes a bad CFO, etc. It is clear from the said that, after a while, most of the positions in every organization are occupied by those who are unfit for those posts. On the other hand, the tasks are carried out by those who have not yet reached their level of incompetence. Extending this principle to allround managers is justified by the standpoint that management in different enterprises and at different levels is actually the same. In that way, a good caterer can be a director at a large public transportation enterprise or Chairman of the Board of Directors at some other public enterprise. Unfortunately, this attitude is usually correct since these managers, who were following a political-party spiral, have reached their level of incompetence long ago. Such a manager is equally unsuccessful in all enterprises.

Serious teamwork research was initiated by a French engineer and agronomist Ringelmann who studied in 1918 the performance of horses and found that traction force of a pick-up hitch, if two horses were harnessed, was not twice the sum of forces exercised by horses harnessed individually. So, horses joined in teamwork tend to loaf as well. Ringelmann then engaged students, team members, to pull the rope. When two of them pulled the force reduced by 7% compared to the force they exercised individually. When three of them pulled the reduction was 15%, and when the entire team pulled the reduction was 51% (*sic!*). Today, this phenomenon is known as the Ringelmann effect and loafing (different for different jobs) is confirmed in the effects of a group or teamwork in all areas and situations: in schools, in construction and other production activities, in the military, at business meetings, in rowing, football and other teams.

The intrigue pertaining to synergetic effect of a group and teamwork was scattered, as we can see, 90 years ago, i.e. before it was introduced into the syllabi of faculty courses, but students' heads are still filled with it. Originally, synergy in Greek means working together. Therefore, there is no question of 1+1=3 which is advocated by those who ignored elementary algebraic knowledge that pertains to summing of fractions (common denominator). If the story of synergy in teamwork was true, "Real Madrid" would not even play, but would only send a sum of its performances or simply net worth of its players to its opponent, and would win and / or lose the game without playing. Loafing in a group (or, potentially, impossibility to express the most important abilities) is the rational behavior of an individual who does not waste his strength needlessly. The Scandinavians were first to acknowledge that this was the case, and instead of having every person perform only one offensively simple operation in the production with half his strength, they had an individual complete the entire work which had previously been completed by a smaller group. And productivity increased. This opens up another important question, i.e. the problem of routine. Routine is one of the derivatives of standardization in behavior and attitudes. It creates the repetitive pattern in thinking and behavior, introduces shortcuts in job realization, reduces attention, skips some control actions and thus achieves greater efficiency in carrying out repetitive operations. Routine, therefore, can be useful. But it can also be very harmful. Specifically, no matter how certain aspects of business and / or manufacturing process seem to have deterministic nature, this is never entirely true. Linear dependence, i.e. the straight line, becomes curved at some point and causes a breakdown. Moreover, routine is the enemy of change and refreshment, especially of some radical advancement in technology and organizational techniques and methods. On the other hand, changes and improvements in the company organization and business operations are, indisputably, necessary.

John Richard Hackman (see /11/) states that there is no dispute that a large number of people think the teams is a modern democratic approach to more efficient accomplishment of a task. Teamwork magic, followed by additional resources, i.e. better conditions, does not change the essence. People in teams tend to work less and at a lower intensity. More specifically, very few people have the so-called collaborative intelligence, or are capable of and willing to work "together independently". Although it sounds like an oxymoron, according to Hackman it seems to be one of the key factors of in(efficiency) of a group or a teamwork. According to the same author (see /26/), in order to solve problems that generate teamwork inefficiency, it is necessary to take numerous measures in the establishment and functioning of teams. The team must have clear boundaries (who is and who is not in the team), independence and stability of team members. The team must have very clearly defined tasks (somewhere between ARIR and BRIS detailing) with a stimulating orientation towards their fulfillment and a motive for engaging comprehensive talent of all team members. A stable and successful team must not be homogeneous, which is an additional problem in establishing key common norms of behavior. The linear macro-organization in which a team operates will stimulate the team's efficiency through its information system and flexible reward system. It is often forgotten that all these actions should be taken into account when making the balance between efficiency and effectiveness of a team. In methodological terms, it is incorrect to sum up only the energy spent by team members and to ignore all external inputs, some of which have been mentioned here.

Finally, a successful team should be led by an expert in charge of team management (an oxymoron again). Team decisions are often reduced to the viewpoint of a strongest team member (usually the said expert for team management) instead of having a high-quality synthesis of the opinions of all team members. The problem becomes more complex when the strongest member of a team often fails to act by persuasion based on his knowledge, but rather acts in other ways. This does not only create team management problem, but opens the door to mental and, consequently, to physical loafing of team members. Obviously, human instinctive need to belong to a group (because it provides them with the feeling of security) is paid for by freedom, careful behavior (taciturnity) and generally low profile of behavior, all of which results in a decrease in efficiency and effectiveness of a group. When at job interview a candidate is asked whether he is a team player, he decisively confirms he is, not being aware that he declares if given a chance for teamwork he will tend to loaf. Luckily, even those who ask that question are not aware of this, because teamwork is still "in".

Previous five examples of thee pathology have been defined after their massive manifestations. *Globalization principle* (primarily related to business, but also to other human activities) is (Simonovski et al. 2014) a premeditated instrument or a method of an unlimited increase in profits. According to this principle, globalization means unlimited free movement of financial capital worldwide, without verifying the origin, the quality (by abolishing the gold standard under the slogan that it is detrimental to the progress of business operations, unlimited opportunities for abuse have opened up), and other characteristics of money, as is normally required of goods (and, partly, of services as well). Thus, globalization is a pathological condition of the system without normal boundaries, specifically, the system with strange boundaries, i.e. the system with boundaries whose properties are imposed (dictated) by the environment and are essentially at the expense of the interests of an organization (enterprise, industry, country, etc.) that falls within such boundaries. In globalization, boundaries are perfectly permeable for money (and money is a product often of dubious origin, quality and ownership) in both directions, unidirectionally permeable for manufactured goods, raw materials and services, and impermeable for the workforce. Therefore it is not surprising that in the late eighties of the 20th century, transnational companies controlled over ½ of world production, over 2/3 of world trade, over ¾ of an international transfer of technology and over 4/5 of financial flows. Today, these fractions are probably much higher.

Thus, according to the principle of globalization (Cvijanović & Lazić 2015) financial flows are in not way restricted, commodity flows are under strict control and labor flows are prevented because the difference in wages, implementation of laws on environmental protection, trade union and other rights "there" and " here" is huge. At the end of last and the beginning of this century, it is clear that the financial capital has pushed industrial capital and human resources on the siding. Only few countries in Europe still care for the middle class as a "buffer" between the extremely rich and the extremely poor. Forcibly disabled labor flows create enormous pressure in these regions. According to the topical estimates, over 175 million people in the world currently migrate from "controlled zones" to rich countries. The same source (globalization pathology analysts) estimates that migrations will include about one billion inhabitants on Earth in the next twenty years.

Globalization is as old as written history of mankind. Motive and goal of globalization have remained the same, but only the means of implementation thereof has changed. And the name, too. It was once called an empire (of the Inca, Aztec, Mayan, the Roman Empire, the empire of Alexander the Great, etc.). Kingdom was, most often, the state framework of a (majority) nation, while the empire was a meta-country, i.e. the creation composed of many kingdoms and nations. Hunting atavism fuels in a human his propensity for seizing someone else's results (river or forest products, or products of other groups of people) instead of living by his own patient and painstaking work (in agriculture, for example). An enormously high "catch" (known today as extra profit) is generated from seizing by force of arms (bronze, iron, fire arms) or, as today, by other means, such as: money, language, technology (of production, transport, electronic communications etc.).

Conclusion

We produced this paper hoping that this introductory critique of the dominant approaches to crises and pathologies of organization will generate crisis, or radical review of the approach to this problem. This does not mean that we advocate the abandonment of the study of many different causes and consequences of crises and pathological conditions. We only insist to take into account in these considerations that any opposing to disorder, i.e. the growth of entropy which is every organizing, causes problems and crises in the long run. Wherever the man opposes the natural order of things by means of artificial systems, spontaneous (or other) actions can be expected toward achieving the natural state of things. Organizational pathology is, in our opinion, the result of the natural and legitimate response of inadequately understood and organizationally articulated factors in organizational systems of all types and sizes. Alleviating or avoiding the occurrence of pathological conditions is a major, unexplored, problem. Individual efforts are aimed, rightly, primarily at attempting to understand the mechanism that generates pathological conditions. Only after understanding the essence of the emergence of pathological breakdowns, is it possible to start searching for the solutions to problems. In Serbia, stabilizing the organization was hindered by simultaneous, almost coordinated transition and globalization blows, which was conducive to reinforcing pathological conditions that were ordinarily normal in both the stationary environment and in the case of stable business operations of the enterprise.

Problems that generate organizational crises in the company as a whole are neither evenly distributed to individual macro-organizational entities of a company, nor at the micro-organizational level contained within. Macro-structural entities, particularly affected by crises and pathological conditions, are an organizational entity with articulated macro-structural dimensions of the business information system and an organizational entity with articulated QMS. Since these problems are the biggest in these two entities, further attention should be directed towards them and solutions should be sought to mitigate the consequences of crises and pathologies therein. Our further efforts will certainly be directed towards the said.

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UTICAJ ODRŽIVOG RAZVOJA NA UPRAVLJANJE RIZIKOM U PORTFOLIJU NPL-A U ZEMLJAMA ZAPADNOG BALKANA

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Apstrakt

Koncept održivog bankarstva zasnovan je na principu ostvarivanja rasta i profita za banku i akcionare, ali samo uz postizanje socijalnih ciljeva, kao i brigu o očuvanju životne sredine. Pružanje novih bankarskih usluga i kreiranje novih (zelenih) bankarskih poslova, kojima se osim profitnih, ostvaruju i širi društveni i ekološki ciljevi, šanse su sa stvaranje konkurentske prednosti, kako u zemljama Zapadnog Balkana posmatranim u radu, tako i u svim zemljama sveta. U ovom radu ćemo se fokusirati na analizu makroekonomskih parametara u zemaljama Zapadnog Balkana radi ispitivanja uticaja odabranih pokazatelja na performanse bankarskog sistema, sa posebnim osvrtom na društvenu i komponentu zaštite životne sredine. Rezultati ukazuju na to da je stopa nezposlenosti najznačajniji pokazatelj potencijalno rizičnih događaja za bankare, kao i banke nisu prepoznate u nacionalnim strategijama o očuvanju životne sredine koje su u zemljama ZB trenutno na snazi. Shodno tome, prvo je neophodno vršiti edukaciju stranovništva, a paraleleno promovisati zelene kredite kao odžive i na dug rok povoljnije od tradicionalnih kredita, uz ažuriranje postojećeg regulatornog okvira u domenu zaštite životne sredine.

***Ključne reči**: zelene finansije, zeleni krediti, održivo bankarstvo, problemqtični krediti, Zapadni Balkan.*

***JEL**: N10, E44, G21*

Uvodna razmatranja

Savremene tendencije u oblasti bankarstva vode ka tome da tradicionalno bankarstvo sve više gubi na značaju, a svakodnevno se pojavljuju novi rizici poslovanja (Direktiva EU, 2011), posebno kada govorimo o ciljevima nacionalnih

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strategija u oblasti održivog IKT-a kroz razvoj razvoj e-trgovine, e-obrazovanja, e-zdravlja, e-bankarstva, e-plaćanja i dr (Nacionalna strategija održivog razvoja Republike Srbije, 2008 Neoboriva je pretpostavka da kroz bankarski sektor cirkuliše novac svake privrede, od suficitarnog ka deficitarnom sektoru. Shodno tome, banka kao posrednik trebalo bi da ima značajniju ulogu u sprovođenju politike održivog razvoja, implementiranjem „zelene" komponente u sve svoje poslovne aktivnosti (Baietti et al., 2012; Jeucken, 2004). Da bi se podstakao dalji razvoj zelenog finansijskog sistema, i podržalo zeleno bankarstvo neophodno je, pre svega, usvajanje regulatornih mera i odgovarajućih pravnih propisa (Rakić, Mitić, 2012). Banke su svoje poslovanje proširile van granica svoje zemlje tako što su otvarala svoja predstavništva tj. filijale širom sveta (Radojević, 2019; Serrasquiero, Silva, 2007). S druge strane, dolazi do globalizacije privrednih tokova i stalnih inovacija u oblasti finansijskih usluga. Sve ovo zajedno nameće potrebu upravljanja procesima i pojavama u bankama, što je nezamislivo bez analize performansi poslovnog bankarstva. Međutim, uprkos inovacijama, u području finansijskih usluga, kreditni rizik je još najznačajniji pojedinačni uzrok stečaja banaka (Cvetinović, 2009). Dosadašnja istraživanja su pokazala da je uspešnost bankarskog sektora je uslovljena kretanjima makroekonomskih indikatora i shodno tome, brojna istraživanja poput: (Alihodžić, 2015; Račić, 2014; Vodová, 2013; Trenca et al., 2012), dokazala su da postoji uticaj makroekonomskih indikatora ekonomskog razvoja na performanse bankarskog sektora. U literaturi, kao najznačajniji indikatori mogu se izdvojiti: a) bruto domaći proizvod (BDP), b) inflacija tj. indeks potrošačkih cena (CPI) i c) nezaposlenost. Nedovoljno brz oporavak privrede (Ranosavljević, Vuković, 2015), delimično uspešna privatizacija državnih preduzeća, svetska ekonomska kriza i globalna politička nestabilnost, samo su neki od faktora koji su pretili da ugroze stabilnost domaćeg bankarskog sektora (Račić, Barjaktarović, 2016). Na sve pobrojano, treba dodati i sve češće pominjani koncept održivog razvoja u bankarstvu (Stojanović, 2020), budući da su problemi sa lokalnog i regionalnog preneti na globalni nivo (Zhang et al., 2011; Kostadnović, Radojičić, 2017), pa se nameće "zeleno bankarstvo" kao pojam navodi kao dobro rešenje za postizanje sistemske i finansijske stabilnosti (Yao et al., 2021). U trenutku pisanja rada, svet je pogodila i globalna pandemija virusa Covid–19 koja je dodatno prouzrokovala globalnu tržišnu nestabilnost (Đuričin, Herceg-Vuksanović, 2022). Usled paketa ekonomskih mera koje su donele Vlade analiziranih zemalja, banke su bile prinuđene da odobravaju moratorijume na kredite, ali očekivano je bilo da će one biti dovoljno likvidne da izdrže više meseci bez dosadašnjih priliva (Sun et al., 2019; Remeikienė, 2021), uprkos likvidnim bilansima, do tada. To je uslovilo politiku poskupljenja novca (Božović, Božović, 2022) i već je rezultiralo povećanjem kamatnih stopa i dodatno, potrebama za adekvatnim upravljanjem kreditnim rizikom (Yhang, 2021). Jedna od potencijalnih pretnji po likvidnost, sigurnost poslovanja i profitabilnost banke upravo jesu problematični krediti (skr.

NPL) koji sve češće u naučnoj i stručnoj literaturi zaokupljuju pažnju akademske javnosti, ali i bankarskih menadžera (Xing, 2020).

Ovaj rad se sastoji iz 5 delova. Nakon uvodnih razmatranja na početku rada, dat je metodološki okvir, a potom razvijen Mertonov model u trećem delu rada, nakon kojeg slede rezultati istraživanja, sa diskusijom. Na kraju su zaključna razmatranja i celokupna rekapitulacija rada, sa najznačajnicim highlights-ima.

Metodološki okvir rada

U radu se polazi od opštih ciljeva bankarskog sistema koji se ogledaju u stvaranju mogućnosti za postojanje i održavanje zdravog, stabilnog i održivog finansijskog sistema, zasnovanog na sigurnom i dobrom poslovanju svake banke i dostizanju odgovarajućeg nivoa zaštite korisnika finansijskih usluga. Naučni cilj istraživanja je pokazati da li i u kolikoj meri stanje makroekonomskih komponenti utiče na performanse bankarskog sistema u zemljama Zapadnog Balkana čije su odlike porast konkurencije, diverzifikacija, liberalizacija kretanja kapitala i sve više okretanje za "zelenom" kreditiranju (Noh, 2018). Posledično, društveni cilj rada je dokazati efikasnost primene urađenog modela kojim se tvrdi da kretanje problematičnih kredita se može predvideti na osnovu kretanja kombinacije određenih indikatora. Predmet rada predstavlja analizu makroekonomskog okruženja u zemljama Zapadnog Balkana radi ispitivanja uticaja odabranih pokazatelja na performanse bankarskog sistema, sa posebnim osvrtom na društvenu i komponentu zaštite životne sredine. Kao najznačajniji indikator biće korišćen indikator problematičnih kredita. Posebno ističemo istraživanje važnim, shodno tome da zemljama u razvoju, koje koračaju ka razvijenim zemljama Evrope, ekološka svest nije ni postojala, ili joj se posvećivala veoma mala pažnja i u obrazovanju i u vaspitanju (Vujičić i dr., 2022).

Prema podacima Svetske banke (2017), pod državama Zapadnog Balkana definisane su sledeće države: Albanija, Bosna i Hercegovina, Republika Kosovo, Crna Gora, Republika Severna Makedonija, Republika Srbija. Međutim, kako su Ustavom Republike Srbije Kosovo i Metohija definisani kao Autonomna pokrajina Republike Srbije, podaci koji se odnose na Kosovo, kao nezavisnu državu, nisu uzeti u razmatranje u ovom radu (Ustav Republike Srbije, 2006). Vremenski aspekt istraživanja indikatora u radu obuhvatiće period od poslednjeg kvarta-la 2010. godine, zaključno poslednjim kvartalom 2019. godine. Shodno navedenom, na temu indikatora koji utiču na performanse bankarskog sistema, njegov razvoj, ali i predviđanja budućih kretanja problematičnih kredita, može se postaviti više hipoteza. U nastavku biće izdvojeno nekoliko najvažnijih:

H0: Banke imaju značajnu ulogu u sprovođenju politike održivog razvoja, implementiranjem „zelene" komponente u svoje poslovne aktivnosti.

H1: U zemljama sa boljim makroekonomskim indikatorima, banke imaju prilike da ostvare bolje performanse;

H2: Moguće je upravljati rizicima u bankarstvu kreiranjem prediktivnih modela koji kao osnovu imaju kombinaciju makroekonomskih pokazatelja i pokazatelja performansi bankarskog sistema;

H3: Eksterni faktori, posebno stopa nezaposlenosti, imaju uticaj na kretanje NPL-a.

Nakon deskriptivne analize pomenutih vremenskih serija, biće razvijeni modeli koji svoju primenu mogu pronaći u predikciji kretanja stope problematičnih kredita na osnovu pokazatelja za koje će se u radu pokazati da imaju najveći uticaj na kretanje pomenute stope. (Vesić i dr., 2021). Drugo, za predstavnike vlasti, od velikog je značaja da makroekonomske podatke iskažu da pravi način, kako bi javnost imala volje da ih u narednom periodu podrži. S obzirom na to da je svet tokom 2020. godine pogodila pandemija virusa Covid–19, kao i da se posledice po ekonomiju celog sveta očekuju u narednom periodu, ovim radom smatramo da će se dati osnovu za dalja istraživanja široj akademskoj zajednici, pogotovo što su dosadašnja istraživanja objavljena u domaćoj i međunarodnoj literaturi u najvećoj meri posmatrala zemlje ZB pojedinačno, dok u ovom radu će se raditi na komparaciji dobijenih rezultata. Konačno, istaćiće se značaj uvođenja novih metoda i tehnologija, koje imaju za cilj kreiranje specifičnih bankarskih proizvoda i usluga, uzimajući u obzir zaštitu životne sredine, energetsku efikasnost, reciklažu, očuvanje biodiverziteta itd The research will also explore significant environmental protection risks associated with client lending, as the environmental risk associated with a bank's client can become a direct generator of financial risk for that bank.

Ističemo da je empirijska analiza istraživanja započeta je pregledom dostupnih podataka za odabrane zemlje: Albaniju, Bosnu i Hercegovinu, Crnu Goru, Republiku Srbiju i Republiku Severnu Makedoniju. Pretragom vladinih sajtova, sajtova centralnih banaka, statističkih agencija i sličnih relevantnih institucija, uz pregled domaće i strane literature, napravljena je baza makroekonomskih podataka.

Materials and Methods

U cilju određivanja finalnog modela i indikatora koji će na najprecizniji način opisati ciljnu promenljivu, koristiće se statističke metode analize podataka i metode finansijske matematike. Dostupni podaci biće analizirani na osnovu vremenske komponente i ispitivaće se njihova primenljivost na rešavanje početnog problema. Takođe, u skladu sa ciljem ovog istraživanja, biće korišćene metode razvoja prediktivnih statističkih modela (Mertonov model) i testovi njihove prediktivnosti. Među najznačajnijim statističkim metodama koje će biti korišćene u okviru rada su: linearna regresija, reziduali, koeficijent determinacije R^2 (R–squared) i korigovani koeficijent determinacije AJD R^2 (adjusted R–squared), kao i korelacija između promenljivih kroz matrice. U obradi će se koristiti savremena informatička sredstva za obradu tekstova i podataka (tabela, grafikona, slika, histograma, itd.) u programskom paketu Microsoft Excel, a razvoj modela vršiće se u statističkom alatu *R*. Autori su pristupili i međunarodnoj bazi podataka *CEIC data*, kao i podacima *Moody's* rejting agencije, kao i podrazumevano, naučnoj i stručnoj literaturi.

Svi podaci su posmatrani na kvartalnom nivou, a preuzeti su iz baze podataka CEIC data za sledeće makroekonomske pokazatelje: rast nominalnog BDP–a; rast realnog BDP–a; investicije (u % BDP–a); industrijska proizvodnja; indeks potrošačkih cena; indeks proizvođačkih cena; ukupan izvoz; ukupan uvoz; stopa nezaposlenosti. Pored navedenih, prikupljeni su podaci značajni za bankarski sektor: racio problematičnih kredita; godišnju promenu rasta ukupnih depozita; godišnju promenu rasta ukupnih kredita; racio adekvatnosti kapitala; racio likvidnosti i pokazatelji profitabilnosti ROA i ROE. Radi preglednosti rada, podaci su prikazani kao prilog rada. Cilj dela rada je proveriti verodostojnost dobijenih prediktivnih podataka za kretanje NPL–a, kako bi usledio razvoj Mertonovog modela. Za početak, u nastavku će biti prikazani posmatrani makroekonomski i bankarski parametri za svaku zemlju, koji će kasnije, ući u model.

Model development

Asymptotic Single Risk Factor (ASRF) pristup je proistekao iz adaptacije Mertonovog modela koji je prvi put kreiran 1974. godine (Merton, 1974). U ovom pristupu, zajmovi su modelirani na standardni način u zavisnosti od verovatnoće problematičnih kredita (obično firme). Status NPL–a (neizmirenja obaveza) zajma se dešava ako tržišna vrednost imovine firme padne ispod iznosa zajma. Prema tome, podrazumevana distribucija dužnika je Bernoulijeva distribucija.

Pretpostavimo da je normalizovani povraćaj sredstava $Y_{i,t}$ dužnika i u trenutku t u kreditnom portfoliu, određenjednim sistematskim parametrom rizika Z_t i nesistemskim šumom $\varepsilon_{i,t}$, na osnovu sledeće formule:

$$Y_{i,t} = \sqrt{R_i^2} Z_t + \sqrt{1 - R_i^2} \varepsilon_{i,t}, \qquad (1)$$

gde $\mathbf{Z_t}$ i $\boldsymbol{\varepsilon}_{\mathbf{i,t}}$ imaju raspodelu N(0,1) i $\mathbf{Y_{i,t}}$ ima standardizovanu Gausovom distribucijom. Komponenta $\boldsymbol{\varepsilon}_{\mathbf{i,t}}$ predstavlja specifičan faktor rizika karakterističan za dužnika i, dok je $\mathbf{Z_t}$ sistemski parametar rizika za sve dužnike u portfoliju, i u ovom slučaju predstavlja stanje makroekonomije. Parametar $\mathbf{R_i}$ i predstavlja standardnu stopu korelacije između kapitala dužnika i sistemskog (globalnog) parametra rizika, tako da se korelacija $\mathbf{R_i}$ i takođe tumači i kao osetljivost na sistematski rizik. Prema tome, ako sa B_i označimo minimalni prag za dužnika, zbog koga se aktivira određeni događaj i (npr. NPL), možemo predstaviti "trenutnu verovatnoću NPL–a" (PIT PD) dužnika dužnika i, na sledeći način:

$$PD_{i,t} = Prob(Y_{i,t} < B_i | \mathbf{Z_t}) = Prob\left(\sqrt{R_i^2} Z_t + \sqrt{1 - R_i^2} \varepsilon_{i,t} < B_i \middle| \mathbf{Z_t}\right) = \Phi\left(\frac{B_i - \sqrt{R_i^2} Z_t}{\sqrt{1 - R_i^2}}\right), \quad (2)$$

Prema (Carlehed & Petrov, 2012), srednja vrednost verovatnoće NPL–a (TTC PD) dužnika i, označena sa CT_i i jeste srednja vrednost verovatnoće NPL–a za sve dostupne periode. To možemo prikazati sledećom formulom:

$$CT_i = \underset{Z_t}{\mathbf{E}}\left[\Phi\left(\frac{B_i - \sqrt{R_i^2} Z_t}{\sqrt{1 - R_i^2}}\right)\right] = \underset{Z_t \varepsilon_{i,t}}{\mathbf{E}}\left[Prob\left(\sqrt{R_i^2} Z_t + \sqrt{1 - R_i^2} \varepsilon_{i,t} < B_i\right)\right] = \underset{Y_{i,t}}{\mathbf{E}}\left[Prob(Y_{i,t} < B_i)\right] \quad (3)$$

,

Pod pretpostavkom da je portfolio homogen i da ne dolazi do promena portfolija tokom vremena, B_i i $\mathbf{R_i}$ su identični za sve periode i biće označeni sa B i R, dok su PiT PD NPL_t i TTC PD $CT)$ portfolia P iskazani sledećim formulama:

$$NPL_t = \frac{1}{\#P} \sum_{i \in P} PD_{i,t} = \Phi\left(\frac{B - \sqrt{R^2} Z_t}{\sqrt{1 - R^2}}\right) \quad (4)$$

$$CT = \frac{1}{\#P} \sum_{i \in P} CT_i = \Phi(B) \quad (5)$$

Eliminišući komponentu B iz obe gore pomenute jednačine, može se izraziti sistematski faktor rizika na osnovu istorijskih vrednost NPL–a za posmatrani portfolio P:

$$\mathbf{Z_t} = \frac{\Phi^{-1}(CT) - \sqrt{1 - R^2}\,\Phi^{-1}(NPL_t)}{\sqrt{R^2}}, \quad (6)$$

Sledeći korak je pronalaženje makroekonomskog modela za promenljivu Z_t koja može da objasni istorijsko kretanje NPL–a i predvidi buduću vrednost Z_t.

U ovom radu biće korišćen linearni model koji glasi:

$$\widetilde{Z_t} = \beta_0 + \beta_1 M_{1,t} + \cdots + \beta_i M_{i,t}, \quad (7)$$

i gde su $M_{1,t} \cdots M_{i,t}$ odabrane makroekonomske varijable koje su specifične za portfolio P.

Sa pretpostavljenim linearnim modelom, može se projektovati buduća vrednost $\widetilde{Z_t}$ i transformisati budući TTC PD u budući PiT PD. Pre nego što se izvede transformacija, treba imati na umu da cilj modela da se odrede buduće vrednosti $\widetilde{Y}_{i,t} = \sqrt{R_i^2}\widetilde{Z_t} + \sqrt{1 - R_i^2}\widetilde{\varepsilon}_{i,t}$ koja ima sledeću raspodelu:

$$Y_{i,t} = \sqrt{R_i^2}Z_t + \sqrt{1 - R_i^2}\varepsilon_{i,t}, \tag{8}$$

i čije komponente takođe imaju normalnu raspodelu:

$$\widetilde{Z_t} \sim N\left(E(\widetilde{Z_t}), Var(\widetilde{Z_t})\right), \qquad \widetilde{\varepsilon}_{i,t} \sim N(0,1),$$

Vrednost PiT PD–a u nekom budućem trenutku t tada je:

$$PD_{i,t}^{PiT} = Prob(\widetilde{Y}_{i,t} < B_{i,t}) = \Phi\left(\frac{B_{i,t} - \sqrt{R_i^2}E(\widetilde{Z_t})}{\sqrt{1 - R_i^2 + R^2 Var(\widetilde{Z_t})}}\right). \tag{9}$$

Sa druge strane, TTC PD za buduće podatke t izražavamo sledećom formulom:

$$PD_{i,t}^{TTC} = E_{Y_{i,t}}[Prob(Y_{i,t} < B_i)] = E[\Phi(B_{i,t})] = \Phi(B_{i,t}). \tag{10}$$

Kombinovanjem gornje dve jednačine dobije se:

$$PD_{i,t}^{PiT} = \Phi\left(\frac{\Phi^{-1}(PD_{i,t}^{TTC}) - \sqrt{R_i^2}E(\widetilde{Z_t})}{\sqrt{1 - R_i^2 + R^2 Var(\widetilde{Z_t})}}\right), \tag{11}$$

koja, konačno, može poslužiti kao formula transformacije TTC PD u PiT PD.

Nakon prikupljanja podataka, a na osnovu makroekonomskog modela za promenljivu Z_t kreirana je ciljna promenljiva za sve moguće periode. S obzirom na to da je u modelu u početku posmatrano više varijabli, ideja je bila pronaći koje varijable u najvećoj meri utiču na kretanje problematičnih kredita u zemljama ZB, sa posledičnim ciljem otkrivanja veza u rastu kreditnog rizika. U nastavku će biti prikazane varijable imaju najveći uticaj na kretanje NPL–a u svakoj posmatranoj državi, kako bi se moglo predvideti kretanje NPL–a u budućnosti, bez postojanja podataka o NPL–u, a uz postojanje definisanih pokazatelja.

Results

Važno je naglasiti da se efekat posmatranih varijabli na privredu ne reflektuje odmah po njihovom pojavljivanju (Nikolić et al, 2013), već nakon određenog proteklog vremena, zbog čega su u analizu uključene dodatne promenljive pravljene korišćenjem lagova na početni set promenljivih. Ove varijable šire spektar potencijalnih promenljivih tako što se ne gleda trenutna promena, već se analizira efekat makroekonomskih pokazatelja na ciljnu promenljivu nakon narednih kvartala koji dolaze u toku godine. For example, if we consider the impact of unemployment on the movement of non-performing loans (NPLs), Primera radi, ako posmatramo uticaj nezaposlenosti na kretanje problematičnih kredita, povećanje nezaposlenosti na kraju prvog kvartala 20xx godine neće imati uticaj na kretanje NPL–a u prvom kvartalu te godine, već će se efekat smanjenja zaposlenosti videti na kraju drugog, trećeg ili pak, četvrtog kvartala. Kako pojedini makroekonomski podaci nisu bili javno dostupni za određene godine, a pogotovo za prvih 6–7 godina analize, autor je računao tzv. nedostajuće vrednosti, pošto nije dozvoljeno ostaviti prazna polja u korišćenom statističkom paketu R. Procenat nedostajućih vrednosti se dobija tako što se sabere ukupan broj posmatranih vremenskih perioda (u slučaju ovoga rada – kvartala) i podeli sa ukupnim brojem praznih polja u okviru posmatranog indikatora, odnosno nakon računanja aritmetičke sredine pomenute dve varijable. Popunjavanje nedostajućih vrednosti smo vršili za svaku promenljivu sa srednjom vrednošću te promenljive.

Prva eliminacija podataka bilo je uklanjanje podataka koji imaju nedostajuće vrednosti preko 50%. U ovom radu ovaj slučaj postoji u Srbiji i Albaniji gde su eliminisani stopa nezaposlenosti u slučaju Srbije i PPC indeks u slučaju Albanije.

Tabela 1. The indicators were eliminated from further analysis due to missing values.

Država	Indikator
Srbija	Stopa nezaposlenosti
Albanija	Indeks proizvođačkih cena

Kada smo popunili sve vrednosti u kolonama, izračunati su koeficijenti R^2 i ADJ R^2 za svaku pojedinačnu promenljivu, u svakoj posmatranoj državi. Ovi koeficijenti ukazuju procenat varijanse između promenljivih, odnosno koliko neka promenljiva dobro opisuje ciljnu promenljivu. S obzirom na to da mali broj opservacija (u proseku oko 50 po zemlji), fokus je bio na rezultatima dobijenim u koeficijentu ADJ R^2 koji se koristi upravo u situaciji kada je dostupno otprilike do 100 opservacija. Konačno, modeliranjem eliminisane su sve promenljive kojima je ADJ R^2 manji od 15%. Kao mogućnost za dalje modeliranje, indikatori koji su ostavljeni u analizi prikazani su za svaku posmatranu zemlju u narednoj tabeli.

Tabela 2. Skraćen pregled indikatora po zemljama ZB sa R2 i ADJ R2 testovima sa rezultatom od preko 15%

Country	**INDICATOR**	**R^2**	**ADJ R^2**
Srbija	*CAR_L2*	0.492	0.479
	CAR_L1	0.484	0.471
	CAR_L3	0.483	0,470
	InvestPercNominalGDP	0,463	0,450
	InvestPercNominalGDP_L1	0,455	0,441
	InvestPercNominalGDP_L2	0,300	0,282

	RealGDP_L2	0,189	0,169
	RealGDP_L1	0,174	0,152
	RealGDP	0,172	0,151
Albanija	*UNEMPLOYMENT*	0,659	0,648
	UNEMPLOYMENT_L1	0,593	0,579
	UNEMPLOYMENT_L2	0,518	0,503
	UNEMPLOYMENT_L3	0,431	0,413
	TTDEPOSITE_L3	0,339	0,317
	TTDEPOSITE_L2	0,334	0,312
	TTDEPOSITE_L1	0,321	0,299
	CAR	0,300	0,278
	TTLOANS_L3	0,252	0,228
	RealGDP_L2	0,239	0,215
	CAR_L1	0,226	0,201
Bosna i Hercegovina	*TTLOANS_L3*	0,571	0,561
	TTLOANS_L2	0,433	0,420
	InvestPercNominalGDP_L3	0,397	0,382
	CPI_L3	0,320	0,304
	PPI_L3	0,295	0,278
	IMPORT	0,293	0,276
	IndustrialProd	0,261	0,244
	TTDEPOSITE	0,179	0,160
Crna Gora	*UNEMPLOYMENT_L1*	0,663	0,653
	UNEMPLOYMENT	0,646	0,636
	UNEMPLOYMENT_L2	0,570	0,558
	UNEMPLOYMENT_L3	0,505	0,492
	TTLOANS	0,449	0,434
	TTLOANS_L1	0,423	0,408
	TTLOANS_L3	0,406	0,390
	TTLOANS_L2	0,394	0,378
	CAR_L2	0,327	0,309
	CAR_L1	0,327	0,309
	CAR	0,324	0,305
	CAR_L3	0,296	0,277
	InvestPercNominalGDP	0,252	0,232
	NomGDP_L3	0,230	0,209
Severna Makedonija	*UNEMPLOYMENT*	0,471	0,461
	UNEMPLOYMENT_L1	0,424	0,414
	UNEMPLOYMENT_L2	0,384	0,373
	LAR	0,340	0,328
	CAR	0,283	0,270
	CAR_L1	0,232	0,218
	LAR_L1	0,224	0,210
	InvestPercNominalGDP	0,222	0,208

Izvor: Kalkulacija autora

Sledeća faza istraživanja bilo je kreiranje klastera tako što su promenljive istog tipa smeštane u odvojene grupe, naravno sa ADJ R^2 većim od 15%. Iz svakog klastera birana je promenljiva sa najvećim ADJ R^2 i konačno, kreirana je lista koja ulazi u regresiju. U narednoj tabeli prikazana je lista promenljivih za svaku posmatranu državu. Ako poredimo prethodnu i narednu tabelu, možemo zaključiti da tabela sa podacima o listi promenljivih koje ulaze u linearnu regresiju sledi iz prethodne tabele gde su klasteri formirani na osnovu R^2 i ADJ R^2 testova.

Tabela 3. The list of variables for linear regression

Država Zapadnog Balkana	Promenljiva koja je ušla u regresiju	
Srbija	CAR_L2	Srbija
Bosna i Hercegovina	TTLOANS_l3	Bosna i Hercegovina
Crna Gora	Stopa nezaposlenosti_L1	Crna Gora
Severna Makedonija	Stopa nezaposlenosti	Severna Makedonija
Albanija	Stopa nezaposlenosti	Albanija

Izvor: Kalkulacija autora

Prag značajnosti u puštenoj linearnoj regresiji je 5%, kako bi se dobili što odgovarajući rezultati. Dobijena je zavisna varijabla Z (na osnovu formule definisale u potpoglavlju 1.2. ovog poglavlja) za celokupan posmatrani period. Njenim modeliranjem sa indikatorima koji su se za svaku zemlju pojedinačno pokazali kao najznačajniji, dobijena je prediktivna vrednost (PD) koja predstavlja osnovu za kreiranu predikciju kretanja problematičnih kredita.

Na osnovu sprovedenih analiza u prethodnim potpoglavljima rada može se doneti generalni zaključak da prateći kretanje odabranih indikatora, možemo predvideti kretanje stope problematičnih kredita u budućnosti. Prisutan je trend višegodišnjeg povećanja stope NPL–a u godinama koje su pred nama, delom zbog politike poskupljenja novcaproistekle iz povećanja varijabilnog dela kamatne stope. Sprovedena analiza obuhvatila je dve vrste indikatora (makroekonomskih i bankarskih performansi) kako bi se pokazalo koji od odabranih parametara ima najveći uticaj na kretanje problematičnih kredita u zemljama Zapadnog Balkana. Razvijen na Mertonov model koji predstavlja osnovu za dalji rad u softverskom paketu R. Puštena je linearna regresija sa pragom značajnosti od 5% i dobijeni su najznačajniji indikatori koji utiču na kretanje problematičnih kredita, za svaku posmatranu državu. Rezultati su prikazani u narednoj tabeli

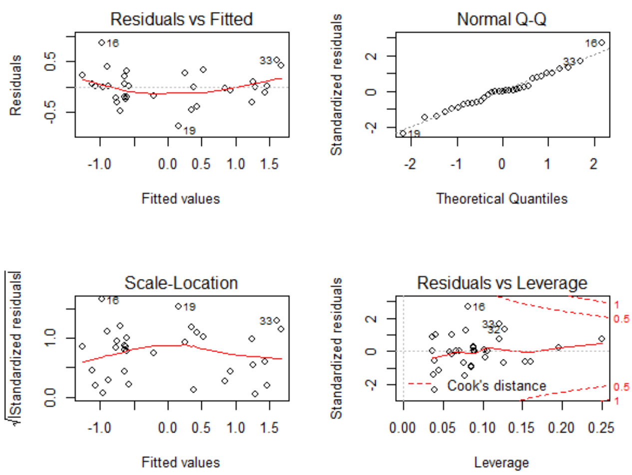
Tabela 4. Najznačajniji indikatori za kretanje NPL–a po državama ZB i R^2 i ADJ R^2 (%) i ADJ R^2 (%)

Država	Indikator1	Indikator2	R^2 (%)	ADJ R^2 (%)
ALB	Stopa nezaposlenosti	Rast depozita LAG3	89.4	88.4
BiH	Rast ukupnih kredita LAG3	/	57,15	56,13
CG	Stopa nezaposlenosti LAG1	Rast ukupnih kredita	73	71.6
SRB	CAR LAG2	Investicije (u procentu nominalnog BDP–a)	70.4	68.8
SMAK	Stopa nezaposlenosti	LAR	55.6	53.9

Izvor: Kalkulacija autora

Prilikom formiranja linearnog modela, potrebno je izvršiti analizu reziduala. Cilj ove analize je utvrditi da li je i koliko model odgovarajući. Najčešće je u fokusu provera da li reziduali imaju normalnu raspodelu, kao i upoređivanje sa postojećim vrednostima. Najjednostavnija metoda je u vizuelno upoređivanje koje se vrši crtanjem dijagrama (dijagrami koji se odnose na analizu vide se u okviru sledećeg grafikona). Kako bismo utvrdili da li kreirani model za svaku promeljivu u posmatranim zemaljama na adekvatan način opisuje ciljnu promenljiu, ostalo je da izvršimo analizu reziduala. Rezultati slede u nastavku rada, za svaku od posmatranih zemalja.

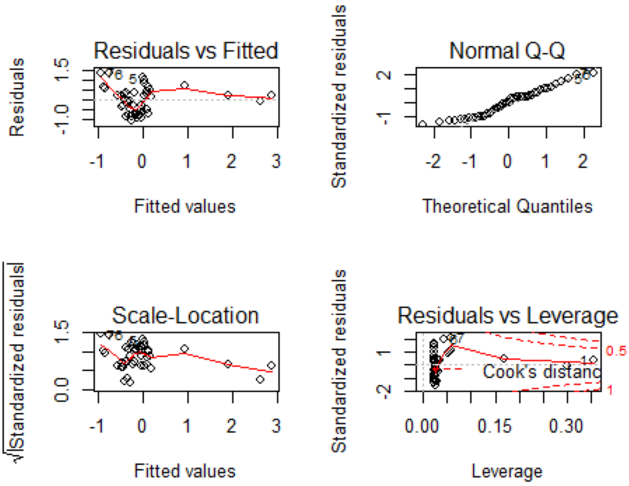
Figura 1. Dijagram rasipanja reziduala za prediktivni NPL (model) bankarskog sektora Albanije.



Prethodni grafikon potvrđuje nezavisnost reziduala jer su tačke nasumično raspoređene u prvom i trećem kvadratu. S obzirom na to da znamo da ako iscrtane tačke ne obrazuju šablon (što u ovom grafikonu nije slučaj), onda možemo reći da su ispunjeni uslovi za osnovne pretpostavke. Drugi kvadrat pokazuje normalnost raspodele što u slučaju Albanije jeste slučaj, dok tzv. Kukova razdaljina (četvrti kvadrat) pokazala je da nema outlier–e, odnosno tačke van predviđenih granica koje bi trebalo odbaciti. Kao zaključak predikcije u slučaju albanskog modela predikcije NPL–a, može se reći da pregledom stope nezaposlenosti i podataka o ukupnim depozitima kao javno dostupnim podacima, može sa velikom sigurnošću predvideti kretanje problematičnih kredita u budućem razvoju bankarskog sektora Albanije.

Dalje, sledi analiza reziduala kako bi se utvrdilo da li je kreirani model zadovoljavajući, i koliko za BiH.

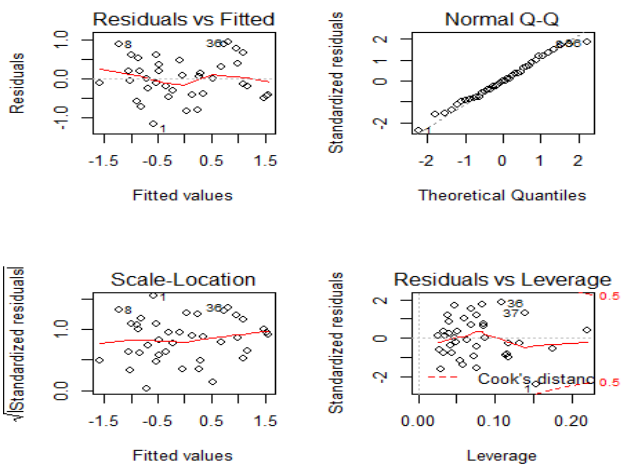
Figura 2. Dijagram rasipanja reziduala za prediktivni NPL (model) bankarskog sektora BiH



Na prethodnom grafikonu vidi se da, u okviru prvog i trećeg kvadrata su nasumično poređane tačke rasipanja, ali veoma koncentrisane u intervalu –1 i 0, što im ipak daju određenu zavisnost. Drugi rezidual je i u slučaju bankarskog sektora BiH normalno raspoređen, duž prave, a četvrti rezidual sa Kukovom razdaljinom, iako koncentrisaniji na samom početku, ne iskače van isprekidanih linija. Ističemo, da su ponovo trendovi kretanja ciljne promenljive Z (NPL–a) i odabranih indikatora slični, odnosno blagi pad NPL–a prati i blagi pad stope nezaposlenosti, a rast ukupno odobrenih kredita posledično će uticati na rast NPL–a u ukupnim plasmanima.

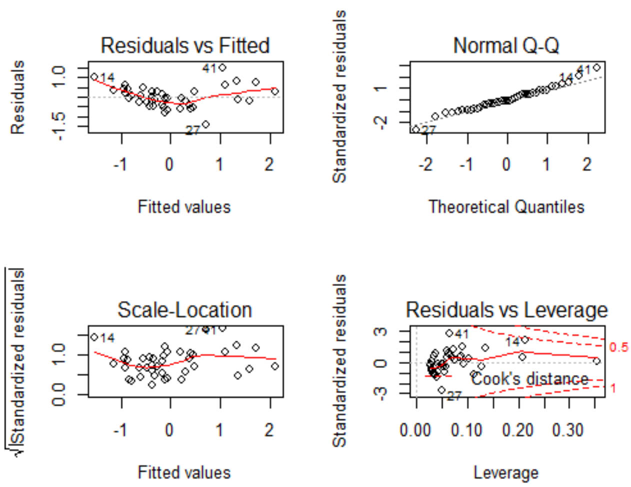
Konačno, ostala je analiza dijagrama rasipanja reziduala u slučajnu Crne Gore koja je prikazana na sledećem grafikonu.

Figura 3. Dijagram rasipanja reziduala za prediktivni NPL (model) bankarskog sektora Crne Gore



I u slučaju Crne Gore, možemo potvrditi nezavisnost reziduala čime još jednom potvrđujemo nepristrasnost pri kreiranju modela korišćenog u radu. U okviru prvog u trećeg kvadrata reziduali su nasumično poređani, drugi kvadrat pokazuje normalnost reziduala jer su poređani duž prave. Ni u ovom slučaju ne pojavljuju se outlier–i jer se sve tačke nalaze između isprekidanih linija.

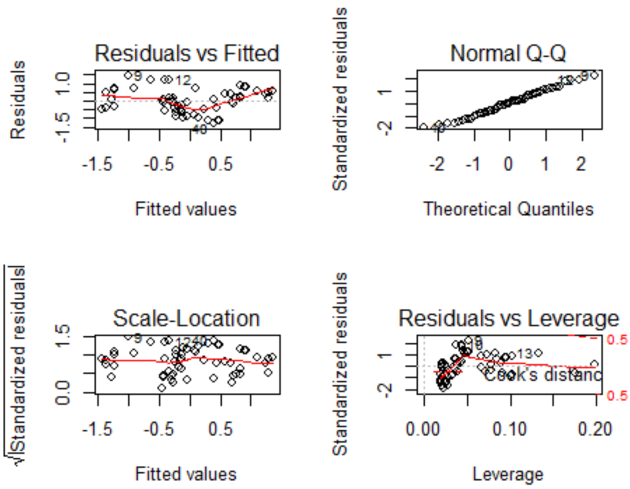
Figura 4. Dijagram rasipanja reziduala za prediktivni NPL (model) bankarskog sektora RS



Proveravajući nezavisnost reziduala, prema prethodnom grafikonu, možemo videti da u prvom i trećem kvadratu reziduali deluju nasumični, tačnije nezavisni jedni od drugih. Drugi rezidual pokazuje normalnost raspodele, odnosno da su sve tačke skoncentrisane oko prave linije. Konačno, četvrti rezuduala pokazuje koliko se tačaka nalazi van isprekidanih linija, što u ovom radu nije slučaj.

Posledično, ostaje analiza reziduala kako bi se konačno utvrdilo da li je model (i u kojoj meri) zadovoljavajući za projektovanje budućih vrednosti NPL–a u bankarskom sektoru Severne Makedonije.

Figura 5. Dijagram rasipanja reziduala za prediktivni NPL (model) bankarskog sektora Severne Makedonije



I na ovom grafikonu vidi se da u okviru prvog i trećeg kvadrata u potpunosti su nasumično poređane tačke rasipanja što daje veoma veliku nepristranosti kreiranom modelu. Drugi rezidual je i u slučaju SMAK normalno raspoređen, duž prave, a četvrti rezidual sa Kukovom razdaljinom, iako koncentrisaniji na samom početku, ne iskače van isprekidanih linija, čime se model može prihvatiti.

Diskusija

Rezultati pokazuju da je, u čak 3 od 5 posmatranih zemalja, jedan od indikatora koji u najvećoj meri utiču na kretanje NPL–a, stopa nezaposlenosti, što ide u prilog hipotezi H3. Kada se prisetimo slika iz svakodnevnog života, ovaj podatak i nije iznenađujući, budući da smanjenje zaposlenosti implicira probleme sa vraćanjem ranije preuzetih dugovanja, usled nedostataka novčanih priliva/sredstava/. Visoki procenti R2 i ADJ R2 testova ukazuju da će veze između modela i zavisne promenljive biti na više nego zadovoljavajućem nivou, budući da se rezultati već od preko 30–ak procenata uzimaju kao prihvatljivi. Sudeći po ovom parametru, predikcija NPL–a u Albaniji daće najtačnije projekcije (R2 i ADJ R2 iznose 89,4% i 88,4%, retrospektivno), dok će predikcija NPL–a u Severnoj Makedoniji biti najnepravilnija (R2 i ADJ R2 iznose 55,6% i 53,9%), sa i dalje adekvatnom interpretacijom projekcija, na osnovu kreiranog modela. Dalje, pored stope nezaposlenosti, makroekonomski indikator koji se pokazao kao veoma značajan jesu investicije (u % nominalnog BDP–a), i to u Republici Srbiji. Osnovu za ovaj rezultat, i to u Republici Srbiji, možemo pronaći u činjenici da se ova država, u odnosu na ostale posmatrane, najviše otvorila prema inostranim investitorima, kao i da je veliki broj investicionih projekata u najvećoj meri finansiran kreditima (koji su obezbeđeni iz inostranog kapitala ili kreditnih linija), a ne npr. sopstvenim sredstvima. Bankarski indikatori za koje se pokazalo da imaju veliki uticaj na kretanje NPL–a u posmatranim državama su rast depozita tri kvartala unazad (Albanija), rast ukupnih kredita u posmatranom kvartalu (CG) i tri kvartala unazad (BiH), koeficijent adekvatnosti kapitala (SRB) i koeficijent likvidnosti (SMAK). Kvalitet predikcije testirao se proverom predikcije NPL–a u bankarskom sektoru svake zemlje, ponaosob. Izračunata je zavisna varijabla Z, a na osnovu nje prediktivna vrednost Z koja je dalje korišćena kao osnova za predviđanje NPL–a. Analiza reziduala (na osnovu dijagrama rasipanja) potvrđuje njihovu nezavisnost jer su tačke nasumično raspoređene u kvadratima I i III u okviru grafikona 38 (ALB), 41 (BiH), 45 (CG), 49 (SRB), 53 (SMAK). Ono što takođe ide u prilog prihvatanju modela za buduće predikcije jeste grafikon tzv. „Kukove razdaljine“ koja pokazuje odsustvo outlier–a (tačaka koje treba odbaciti) u svim posmatranim zemljama, iako je primećena nešto veća koncentracija tačaka na samom početku analize kod bankarskog sektora BiH.

S obzirom na to da sve navedeno ide u prilog adekvatnoj interpretaciji podataka, kao i zadovoljavajućem kvalitetu dobijenog kretanja problematičnih kredita, predikcija NPL–a urađena je do 2025. godine za bankarski sektor svake zemlje. Ovim je ujedno i potvrđena hipoteza H3. Značajno je napomenuti da prateći gorepomenute indikatore, može se izvšiti predikcija kretanja NPL–a u budućnosti.

Zaključak

U radu je sprovedeno teorijsko i empirijsko istraživanje. Posmatrano je pet zemalja koje je Svetska banka deklarisala kao države Zapadnog Balkana, sa izuzetkom samoproglašene Republike Kosovo sa te liste, zbog poštovanja odredbi Ustava Republike Srbije kojim su Kosovo i Metohija deklarisani kao Autonomna pokrajina Republike Srbije. Predmet rada bila je analiza održivo-bankarskog okruženja u zemljama Zapadnog Balkana i ispitivanje uticaja makroekonomskih pokazatelja na performanse bankarskog sistema, sa posebnim osvrtom na problematične kredite. U zemljama ZB, stabilnost finansijskog sistema uslovljena je stabilnošću bankarskog sektora, budući da zemlje ZB imaju „bankocentrične“ finansijske sisteme što podrazumeva da dominantan udeo ukupne finansijske aktive čine banke preko kojih se obavlja najveći finansijskih transakcija. Tendencija „ozelenjavanja” finansija koja je poslednjih decenija veoma aktuelna u svetu, nastala je iz potrebe da maksimiziranje profita ne bude jedini cilj banaka, već da se paralelno sa sticanjem profita uzme u obzir očuvanje životne sredine i društveno odgovorno poslovanje banaka. Banke koje na vreme prepoznaju i implementiraju razne forme „zelenih” pravnih poslova u svoje poslovanje, u prilici su da privuku veći broj klijenata, i na taj način povećaju svoj profit, istovremeno doprinoseći održivom razvoju. Imajući u vidu potencijal koji nudi zeleno bankarstvo, zelene bankarske poslove možemo definisati kao one pravne poslove koje banka zaključuje sa svojim klijentima pridodajući im dodatnu, ekološku komponentu gde god je to moguće. Zeleni bankarski poslovi zapravo su klasični bankarski poslovi koji su usled rastućih potreba savremene ekonomije i održivog razvoja, uslovljenog usavršavanjem bankarske tehnike, doživeli određena poboljšanja i modifikacije - poboljšaju zadovoljstvo zaposlenih, lojalnost svojih klijenata, poboljšaju poslovni ugled pozitivnim izveštavanjem u medijima, ojačaju odnose i partnerstva sa ekološki nastrojenim stejkholderima (Vesić et al., 2022).

U posmatranim zemljama Zapadnog Balkana, zeleno bankarstvo je još uvek novi koncept, bez regulatornog okvira koji reguliše ovu veoma važnu temu. Najvećim delom, zeleni krediti dolaze iz linija od strane međunarodnih finansijskih institucija. Možda je baš šansa za “ozelenjavanje“ celokupne ekonomije težnja ka harmonizaciji zakonskih propisa zemalja Zapadnog Balkana sa propisima u EU, pre svega u domenu zaštite životne sredine, u okviru poglavlja 27. Takođe, u budućem radu, veoma je bitno nastaviti sa istraživanjem u oblasti problematičnih kredita, budući da su oni jedna od najvećih glavobolja savremenih menadžera i drugih lica zaduženih za ostvarivanje profita banke. Dodavanjem zelene komponete, rezultati pokazuju da se mogu očekivati povećanje tržišnog učešća, profita, zadovoljstva zaposlenih i lojalnosti klijenata… U svakom slučaju, bilo bi dobro i razmeniti naučna saznanja sa istraživačima i drugim stručnjacima iz neposrednog okruženja, ali i razvijenih zemalja, jer samo zajedničkim snagama se može doprineti unapređenju kako metodoloških, tako i praktičnih rešenja, održivih na dugi rok.

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THE IMPACT OF SUSTAINABLE DEVELOPMENT ON RISK MANAGEMENT IN THE NPL PORTFOLIO IN THE WESTERN BALKAN COUNTRIES

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Abstract

The concept of sustainable banking is based on the principle of achieving growth and profits for the bank and shareholders, but only by also achieving social goals and caring for environmental preservation. Providing new banking services and creating new (green) banking businesses that not only generate profits but also broader social and environmental objectives present opportunities for creating a competitive advantage, both in the Western Balkan countries observed in this study and in all countries worldwide. In this study, we will focus on analyzing macroeconomic parameters in the Western Balkan countries to examine the impact of selected indicators on the performance of the banking system, with a particular emphasis on the social and environmental protection components. The results indicate that the unemployment rate is the most significant indicator of potentially risky events for bankers, and banks are not recognized in the current environmental preservation strategies in the Western Balkan countries. Therefore, it is necessary to educate the population first and simultaneously promote green loans as sustainable and more favorable in the long term than traditional loans, while updating the existing regulatory framework in the field of environmental protection.

Keywords: *green finance, green loans, sustainable banking, social responsibility, renewable energy, poverty reduction*

JEL: *N10, E44, G21*

Introduction

Contemporary trends in the banking sector indicate that traditional banking is increasingly losing its significance, while new business risks emerge daily (Commission Directive, 2011), especially when it comes to the objectives of national strategies in the field of sustainable ICT development, such as the

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development of e-commerce, e-education, e-healthcare, e-banking, e-payments, and others (National strategy of sustainable development of Serbia, 2008). It is undeniable that money circulates through the banking sector of every economy, from surplus to deficit sectors. Therefore, banks, as intermediaries, should have a more significant role in implementing sustainable development policies by incorporating a "green" component into all their business activities (Baietti et al., 2012; Jeucken, 2004). To promote further development of the green financial system and support green banking, the adoption of regulatory measures and appropriate legal frameworks is essential (Rakić, Mitić, 2012). Banks have expanded their operations beyond the borders of their own countries by opening branches and subsidiaries worldwide (Radojević, 2019; Serrasquiero, Silva, 2007). On the other hand, there is a globalization of economic flows and constant innovation in financial services. All of these factors necessitate the management of processes and phenomena within banks, which is inconceivable without analyzing the performance of corporate banking. However, despite innovations in the field of financial services, credit risk remains the most significant individual cause of bank bankruptcies (Cvetinović, 2009). Previous research has shown that the success of the banking sector is influenced by macroeconomic indicators, and numerous studies, such as (Alihodžić, 2015; Račić, 2014; Vodová, 2013; Trenca et al., 2012), have demonstrated the impact of macroeconomic indicators of economic development on the performance of the banking sector. In the literature, the most significant indicators can be identified as follows: a) gross domestic product (GDP), b) inflation or consumer price index (CPI), and c) unemployment. Insufficient economic recovery (Ranosavljević, Vuković, 2015), partially successful privatization of stateowned enterprises, global economic crisis, and global political instability are just some of the factors that posed a threat to the stability of the domestic banking sector (Račić, Barjaktarović, 2016). In addition to these factors, the concept of sustainable development in banking is increasingly mentioned (Stojanović, 2020), as problems that were once local or regional have now become global in nature (Zhang et al., 2011; Kostadnović, Radojičić, 2017), making "green banking" a suggested solution for achieving systemic and financial stability (Yao et al., 2021). At the time of writing this paper, the world was hit by the global pandemic of the Covid19 virus, which further caused global market instability (Đuričin, Herceg-Vuksanović, 2022). Due to the economic measures implemented by the governments of the analyzed countries, banks were forced to approve loan moratoriums (Božović, Božović, 2022). However, it was expected that they would be sufficiently liquid to withstand several months without the usual inflows, despite having liquid balance sheets until then. This led to a tightening of monetary policy (Sun et al., 2019; Remeikienė, 2021), resulting in increased interest rates and the need for adequate credit risk management (Yhang, 2021). One of the potential threats to the liquidity, operational security, and profitability of banks is non-performing loans (NPLs), which are increasingly attracting attention in academic and professional literature and among banking managers (Xing, 2020).

This paper consists of five parts. After the introductory considerations at the beginning of the paper, the methodological framework is provided, followed by the development of the Merton model in the third part of the paper. The research results, along with the discussion, are presented next. Finally, there are concluding remarks, highlighting the most significant points.

Methodological framework

The paper opens with the general objectives of the banking system, which involve creating opportunities for the existence and maintenance of a healthy, stable, and sustainable financial system based on the safe and sound operation of each bank and achieving an appropriate level of consumer protection in financial services. The scientific objective of the research is to demonstrate whether and to what extent the state of macroeconomic components influences the performance of the banking system in the Western Balkan countries, characterized by increased competition, diversification, liberalization of capital movement, and a growing focus on "green" lending (Noh, 2018). Consequently, the social objective of the paper is to prove the effectiveness of the applied model, which claims that the movement of non-performing loans can be predicted based on the movement of specific indicators. The subject of the paper is the analysis of the macroeconomic environment in the Western Balkan countries to examine the impact of selected indicators on the performance of the banking system, with a particular emphasis on the social and environmental protection component. The most significant indicator used will be the non-performing loan indicator. We particularly highlight the importance of this research, considering that in developing countries transitioning towards developed European countries, environmental awareness either did not exist or received very little attention in education and upbringing (Vujičić et al., 2022).

According to the World Bank data (2017), the following countries are defined as Western Balkan countries: Albania, Bosnia and Herzegovina, Kosovo (as recognized by the World Bank), Montenegro, North Macedonia, and Serbia. However, as per the Constitution of the Republic of Serbia, Kosovo and Metohija are defined as an Autonomous Province of the Republic of Serbia, and data related to Kosovo as an independent state are not considered in this paper (Ustav Republike Srbije, 2006). The temporal aspect of indicator research in this paper will cover the period from the last quarter of 2010 to the end of the last quarter of 2019.

Based on the aforementioned, several hypotheses can be formulated regarding the indicators that influence the performance of the banking system, its development, and the prediction of future movements of non-performing loans. The following are some of the most significant hypotheses that will be highlighted:

H0: Banks play a significant role in implementing sustainable development policies by incorporating a "green" component into their business activities.

H1: In countries with better macroeconomic indicators, banks have opportunities to achieve better performance.

H2: It is possible to manage risks in banking by creating predictive models based on a combination of macroeconomic indicators and banking system performance indicators.

H3: External factors, especially the unemployment rate, influence the movement of non-performing loans (NPLs).

After conducting a descriptive analysis of the mentioned time series, models will be developed that can be applied to predict the movement of the non-performing loan rate based on indicators that will be shown to have the greatest impact on the rate (Vesić et al., 2021). Additionally, it is of great importance for government representatives to present macroeconomic data in the right way, in order to gain public support in the future. Considering that the world was hit by the Covid-19 pandemic in 2020 and that the consequences for the global economy are expected to continue in the upcoming period, this paper aims to provide a foundation for further research within the wider academic community. Previous studies published in domestic and international literature have predominantly focused on individual countries in the Western Balkans, while this paper will compare the obtained results. Finally, the importance of introducing new methods and technologies will be emphasized, aiming to create specific banking products and services that take into account environmental protection, energy efficiency, recycling, biodiversity preservation, etc. The research will also explore significant environmental protection risks associated with client lending, as the environmental risk associated with a bank's client can become a direct generator of financial risk for that bank.

Empirical analysis of the research began with a review of available data for the selected countries: Albania, Bosnia and Herzegovina, Montenegro, Serbia, and North Macedonia. A database of macroeconomic data was compiled by searching government websites, central bank websites, statistical agencies, and other relevant institutions. In addition, domestic and foreign literature was reviewed to gather relevant information for the analysis.

Materials and Methods

In order to determine the final model and identify the indicators that most accurately describe the target variable, statistical methods of data analysis and financial mathematics will be employed. The available data will be analyzed based on the time component, and their applicability to solving the initial problem will be examined. Furthermore, in line with the research objective, predictive statistical modeling methods (such as the Merton model) and tests of their predictiveness will be used. Some of the most important statistical methods that will be utilized in this research include linear regression, residuals, the coefficient of determination R^2 (R-squared), adjusted coefficient of determination AJD R^2 (adjusted R-squared), as well as correlation analysis using matrices. Contemporary computer tools for text and data processing, such as tables, graphs, charts, histograms, etc., will be employed using the Microsoft Excel software package. Model development will be conducted using the statistical tool R. The authors have accessed international databases such as CEIC data, as well as data from Moody's rating agency, in addition to relying on scientific and professional literature.

All data were observed at a quarterly level and were obtained from the CEIC data database for the following macroeconomic indicators: nominal GDP growth, real GDP growth, investment as a percentage of GDP, industrial production, consumer price index, producer price index, total exports, total imports, and unemployment rate. In addition to these, data relevant to the banking sector were collected, including the ratio of non-performing loans, annual growth rate of total deposits, annual growth rate of total loans, capital adequacy ratio, liquidity ratio, and profitability indicators (ROA and ROE). To ensure clarity in the paper, the data has been presented as an appendix. The aim of this part of the study is to verify the reliability of the obtained predictive data for the movement of non-performing loans (NPLs), which will be followed by the development of the Merton model. To begin with, the observed macroeconomic and banking parameters for each country, which will later be included in the model, will be presented.

Model development

The Asymptotic Single Risk Factor (ASRF) approach stems from the adaptation of the Merton model, which was initially developed in 1974 (Merton, 1974). In this approach, loans are modeled in a standard manner based on the probability of default (typically for firms). The status of a nonperforming loan (NPL), indicating default, occurs when the market value of the firm's assets falls below the loan amount. Therefore, the underlying distribution of borrowers is assumed to follow a Bernoulli distribution.

Let us assume that the normalized return of the ith borrower's assets, $Y_{i,t}$, at time *t* in the credit portfolio, is determined by a systematic risk parameter, Z_t, and a non-systematic noise term, $\varepsilon_{i,t}$, according to the following formula:

$$Y_{i,t} = \sqrt{R_i^2} Z_t + \sqrt{1 - R_i^2} \varepsilon_{i,t}. \tag{1}$$

where $\mathbf{Z_t}$ and $\boldsymbol{\varepsilon_{i,t}}$ follow a standard normal distribution (N(0,1)), and $\mathbf{Y_{i,t}}$ follows a standardized Gaussian distribution. The component $\boldsymbol{\varepsilon_{i,t}}$ represents the specific risk factor unique to borrower i, while $\mathbf{Z_t}$ is the systematic risk parameter for all borrowers in the portfolio and represents the macroeconomic state. The parameter $\mathbf{R_i}$ represents the standard correlation rate between the borrower's capital and the systemic (global) risk parameter, so $\mathbf{R_i}$ can also be interpreted as sensitivity to systematic risk. Therefore, if we denote B_i as the minimum threshold for a borrower that triggers a specific event i (e.g., NPL), we can represent the "point-in-time probability of default" (PIT PD) for borrower i as follows:

$$PD_{i,t} = Prob(Y_{i,t} < B_i|\mathbf{Z_t}) = Prob\left(\sqrt{R_i^2}Z_t + \sqrt{\mathbf{1} - R_i^2}\varepsilon_{i,t} < B_i\middle|\mathbf{Z_t}\right) = \Phi\left(\frac{B_i - \sqrt{R_i^2}Z_t}{\sqrt{\mathbf{1} - R_i^2}}\right). \quad (2)$$

According to (Carlehed & Petrov, 2012), the mean value of the probability of default (TTC PD) for borrower, denoted as CT_i, represents the average probability of default over all available periods. This can be represented by the following formula:

$$CT_i = \mathop{\mathbf{E}}_{\mathbf{Z_t}}\left[\Phi\left(\frac{B_i - \sqrt{R_i^2}Z_t}{\sqrt{\mathbf{1} - R_i^2}}\right)\right] = \mathop{\mathbf{E}}_{Z_t,\varepsilon_{i,t}}\left[Prob\left(\sqrt{R_i^2}Z_t + \sqrt{\mathbf{1} - R_i^2}\varepsilon_{i,t} < B_i\right)\right] = \mathop{\mathbf{E}}_{Y_{i,t}}\left[Prob(Y_{i,t} < B_i)\right] \quad (3)$$

,

Assuming that the portfolio is homogeneous and there are no changes in the portfolio over time, B_i and $\mathbf{R_i}$ are identical for all periods and will be denoted as B and R, while PiT PD NPL_t and TTC PD CT of portfolio P can be expressed by the following formulas:

$$NPL_t = \frac{\mathbf{1}}{\#P}\sum_{i\in P} PD_{i,t} = \Phi\left(\frac{B - \sqrt{R^2}Z_t}{\sqrt{1 - R^2}}\right) \quad (4)$$

$$CT = \frac{\mathbf{1}}{\#P}\sum_{i\in P} CT_i = \Phi(B) \quad (5)$$

By eliminating the component B from both of the aforementioned equations, the systematic risk factor can be expressed based on the historical values of NPL for the observed portfolio P:

$$\mathbf{Z_t} = \frac{\Phi^{-1}(CT) - \sqrt{1 - R^2}\Phi^{-1}(NPL_t)}{\sqrt{R^2}}, \tag{6}$$

The next step is to find a macroeconomic model for the variable Z_t that can explain the historical movement of NPL and predict the future value of Z_t.

In this study, a linear model will be used, which is formulated as follows:

$$\widetilde{Z_t} = \beta_0 + \beta_1 M_{1,t} + \cdots + \beta_i M_{i,t}, \tag{7}$$

where $M_{1,t} \cdots M_{i,t}$ are selected macroeconomic variables that are specific to portfolio P.

With the assumed linear model, the future value of $\widetilde{Z_t}$ can be projected and used to transform the future TTC PD into future PiT PD. Before performing the transformation, it should be noted that the goal of the model is to determine the future values of $\widetilde{Y}_{i,t} = \sqrt{R_i^2}\widetilde{Z_t} + \sqrt{1 - R_i^2}\tilde{\varepsilon}_{i,t}$ which follows the following distribution:

$$Y_{i,t} = \sqrt{R_i^2} Z_t + \sqrt{1 - R_i^2}\varepsilon_{i,t}, \tag{8}$$

and its components also follow a normal distribution:

$$\widetilde{Z_t} \sim N\left(E(\widetilde{Z_t}), Var(\widetilde{Z_t})\right), \qquad \tilde{\varepsilon}_{i,t} \sim N(0,1),$$

The value of PiT PD at some future time *t* is then given by:

$$PD_{i,t}^{PiT} = Prob(\widetilde{Y}_{i,t} < B_{i,t}) = \Phi\left(\frac{B_{i,t} - \sqrt{R_i^2}E(\widetilde{Z_t})}{\sqrt{1 - R_i^2 + R^2 Var(\widetilde{Z_t})}}\right). \tag{9}$$

On the other hand, the TTC PD for future time *t* is expressed by the following formula:

$$PD_{i,t}^{TTC} = E_{Y_{i,t}}[Prob(Y_{i,t} < B_i)] = E[\Phi(B_{i,t})] = \Phi(B_{i,t}). \tag{10}$$

By combining the above two equations, we obtain:

$$PD_{i,t}^{PiT} = \Phi\left(\frac{\Phi^{-1}(PD_{i,t}^{TTC}) - \sqrt{R_i^2}E(Z_t)}{\sqrt{1 - R_i^2 + R^2 Var(Z_t)}}\right), \tag{11}$$

which, finally, can serve as the formula for transforming TTC PD into PiT PD.

After collecting the data based on the macroeconomic model for the variable Z_t, the target variable was created for all possible periods. Since the initial model considered multiple variables, the idea was to identify which variables have the greatest impact on the movement of non-performing loans (NPLs) in the WB countries, with the ultimate goal of uncovering relationships in credit risk growth. The following variables will be presented as having the greatest influence on the movement of NPLs in each observed country, allowing for the prediction of NPL movements in the future even in the absence of NPL data, but with the presence of defined indicators.

Results

It is important to note that the effect of the observed variables on the economy is not reflected immediately upon their occurrence (Nikolić et al, 2013), but after a certain time has passed. This is why additional variables created using lags on the initial set of variables are included in the analysis. These variables broaden the range of potential variables by not considering the current change but rather analyzing the effect of macroeconomic indicators on the target variable after the following quarters within the year. For example, if we consider the impact of unemployment on the movement of non-performing loans (NPLs), an increase in unemployment at the end of the first quarter of the year 20xx will not have an immediate effect on the movement of NPLs in the first quarter of that year. Instead, the effect of the decrease in employment will be seen at the end of the second, third, or even fourth quarter. Since certain macroeconomic data were not publicly available for certain years, especially for the first 6-7 years of the analysis, the author calculated the so called missing values, as leaving empty fields in the used statistical software package R is not allowed. The percentage of missing values is obtained by adding up the total number of observed time periods (in the case of this study-quarters) and dividing it by the total number of empty fields within the observed indicator, after calculating the arithmetic mean of these two variables. The missing values were filled in for each variable with the mean value of that variable.

The first data elimination involved removing data with missing values exceeding 50%. In this study, this case occurred in Serbia and Albania, where the unemployment rate for Serbia and the PPC index for Albania were eliminated.

Table 1. The indicators were eliminated from further analysis due to missing values.

Country	Indicator
Serbia	Unemployment rate
Albania	The Producer Price Index

Once all the values in the columns were filled, the coefficients R2 and ADJ R2 were calculated for each individual variable in each observed country. These coefficients indicate the percentage of variance between variables, or how well a variable describes the target variable. Due to the small number of observations (on average around 50 per country), the focus was on the results obtained in the ADJ R2 coefficient, which is used specifically in situations where there are approximately up to 100 observations available. Finally, through modeling, all variables with an ADJ R2 below 15% were eliminated. As a possibility for further modeling, the indicators that were retained in the analysis are presented for each observed country in the following table.

Table 2. A summary of the indicators for the WB countries along with their R2 and ADJ R2 test results that are above 15%

Country	INDICATOR	R^2	ADJ R^2
Serbia	*CAR_L2*	0.492	0.479
	CAR_L1	0.484	0.471
	CAR_L3	0.483	0,470
	InvestPercNominalGDP	0,463	0,450
	InvestPercNominalGDP_L1	0,455	0,441
	InvestPercNominalGDP_L2	0,300	0,282
	RealGDP_L2	0,189	0,169
	RealGDP_L1	0,174	0,152
	RealGDP	0,172	0,151
Albania	*UNEMPLOYMENT*	0,659	0,648
	UNEMPLOYMENT_L1	0,593	0,579
	UNEMPLOYMENT_L2	0,518	0,503
	UNEMPLOYMENT_L3	0,431	0,413
	TTDEPOSITE_L3	0,339	0,317
	TTDEPOSITE_L2	0,334	0,312
	TTDEPOSITE_L1	0,321	0,299
	CAR	0,300	0,278
	TTLOANS_L3	0,252	0,228
	RealGDP_L2	0,239	0,215
	CAR_L1	0,226	0,201
Bosnia and Herzegovina	*TTLOANS_L3*	0,571	0,561
	TTLOANS_L2	0,433	0,420
	InvestPercNominalGDP_L3	0,397	0,382
	CPI_L3	0,320	0,304
	PPI_L3	0,295	0,278
	IMPORT	0,293	0,276
	IndustrialProd	0,261	0,244
	TTDEPOSITE	0,179	0,160
Montenegro	*UNEMPLOYMENT_L1*	0,663	0,653
	UNEMPLOYMENT	0,646	0,636

	UNEMPLOYMENT_L2	0,570	0,558
	UNEMPLOYMENT_L3	0,505	0,492
	TTLOANS	0,449	0,434
	TTLOANS_L1	0,423	0,408
	TTLOANS_L3	0,406	0,390
	TTLOANS_L2	0,394	0,378
	CAR_L2	0,327	0,309
	CAR_L1	0,327	0,309
	CAR	0,324	0,305
	CAR_L3	0,296	0,277
	InvestPercNominalGDP	0,252	0,232
	NomGDP_L3	0,230	0,209
North Macedonia	*UNEMPLOYMENT*	0,471	0,461
	UNEMPLOYMENT_L1	0,424	0,414
	UNEMPLOYMENT_L2	0,384	0,373
	LAR	0,340	0,328
	CAR	0,283	0,270
	CAR_L1	0,232	0,218
	LAR_L1	0,224	0,210
	InvestPercNominalGDP	0,222	0,208

Source: Authors' calculation

The next stage of the research involved creating clusters by grouping variables of the same type together, with an ADJ R^2 greater than 15%. From each cluster, the variable with the highest ADJ R^2 was selected, and ultimately, a list of variables for regression was created. The following table displays the list of variables for each observed country. By comparing the previous and current tables, we can conclude that the table containing the list of variables included in the linear regression follows from the previous table where clusters were formed based on R^2 and ADJ R^2 tests.

Table 3. The list of variables for linear regression

Country	The variable that entered the regression	
Serbia	CAR_L2	Investments (% of nominal GDP)
Bosnia and Herzegovina	TTLOANS_l3	
Montenegro	Unemployment rate_L1	TTLOANS
North Macedonia	Unemployment rate	LAR
Albania	Unemployment rate	TTDEPOSITE_L3

Source: Authors' research

The significance threshold in the conducted linear regression was set at 5% to obtain appropriate results. The dependent variable Z (based on the formula defined in Section 1.2 of this chapter) was obtained for the entire observed period. By modeling it with the indicators that were individually found to be the most significant for each country, a predictive value (PD) was obtained, which serves as the basis for predicting the movement of non-performing loans (NPLs). Based on the analyses conducted in the previous subsections, a general conclusion can be drawn that by monitoring the movement of selected indicators, we can predict the future trends of the NPL rate. There is a persistent trend of increasing NPL rates in the upcoming years, partly due to the monetary policy of tightening resulting from an increase in the variable portion of the interest rate. The analysis included two types of indicators (macroeconomic and banking performance) to demonstrate which of the selected parameters has the greatest impact on the movement of NPLs in the Western Balkan countries. The analysis was developed based on the Merton model, which serves as the foundation for further work in the R software package. A linear regression was performed with a significance threshold of 5%, and the most significant indicators influencing the movement of NPLs were obtained for each observed country. The results are presented in the following table.

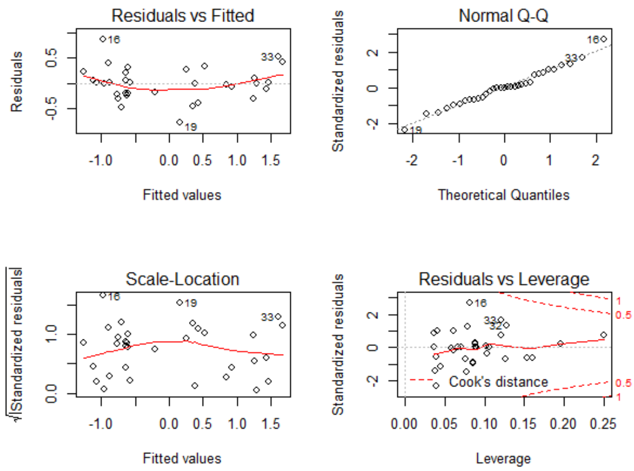
Table 4. The most significant indicators for NPL movement in the Western Balkan countries, along with their R2 and ADJ R2 (%) values

Country	Indicator 1	Indicator 2	R^2 (%)	ADJ R^2 (%)
ALB	Unemployment rate	Deposit growth LAG3	89.4	88.4
BiH	Growth of Total LoansLAG3	/	57,15	56,13
CG	Unemployment rate LAG1	Growth of total loans	73	71.6
SRB	EMPEROR LAG2	Investments (as a percentage of nominal GDP)	70.4	68.8
THE END	Unemployment rate	LAR	55.6	53.9

Source: Authors' research

When forming a linear model, it is necessary to perform a residual analysis. The goal of this analysis is to determine the adequacy of the model. The most common focus is to check if the residuals have a normal distribution and compare them to existing values. The simplest method is visual comparison, which is done by plotting graphs (the graphs related to the analysis can be seen in the following figure). To determine if the created model adequately describes the target variable for each predictor variable in the observed countries, we need to perform a residual analysis. The results are presented below for each of the observed countries.

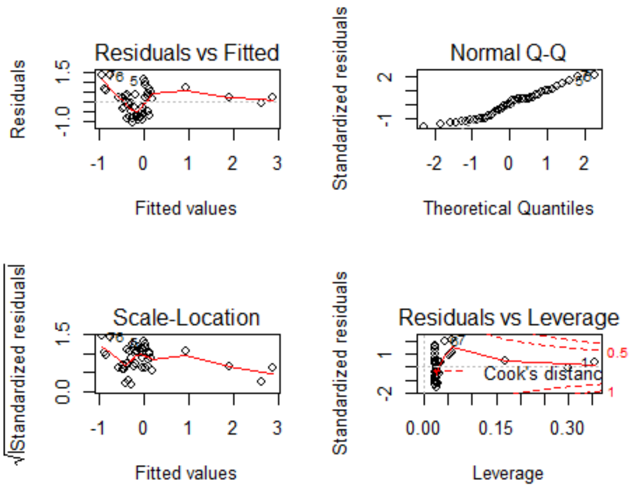
Figure 1. Residual Scatter Diagram for the predictive NPL (model) in the banking sector of Albania.



The previous diagram confirms the independence of residuals as the points are randomly scattered in the first and third quadrants. Knowing that if the plotted points do not form a pattern (which is the case in this diagram), we can conclude that the basic assumptions are met. The second quadrant indicates the normality of the distribution, which holds true for Albania. Additionally, the so-called Cook's distance (fourth quadrant) shows that there are no outliers, meaning there are no points outside the expected boundaries that should be discarded. For the prediction of NPL in the Albanian model, it can be stated that by examining the unemployment rate and total deposit data as publicly available information, it is possible to predict the movement of problematic loans with a high level of confidence in the future development of Albania's banking sector.

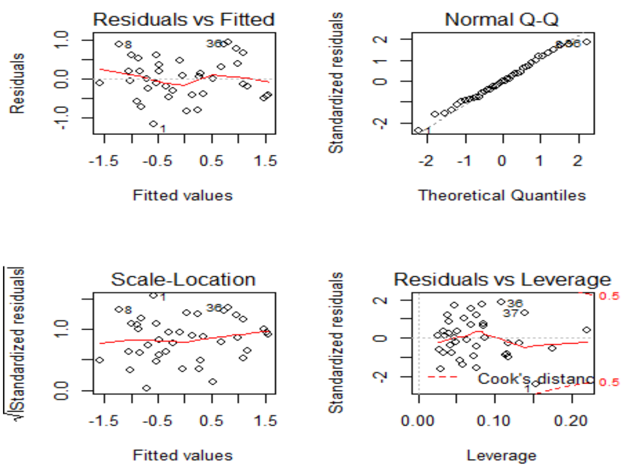
We will proceed with the analysis of residuals to determine whether the created model is satisfactory and to what extent for Bosnia and Herzegovina (BiH).

Figure 2. Residual Scatter Diagram for the predictive NPL (model) in the banking sector of BiH



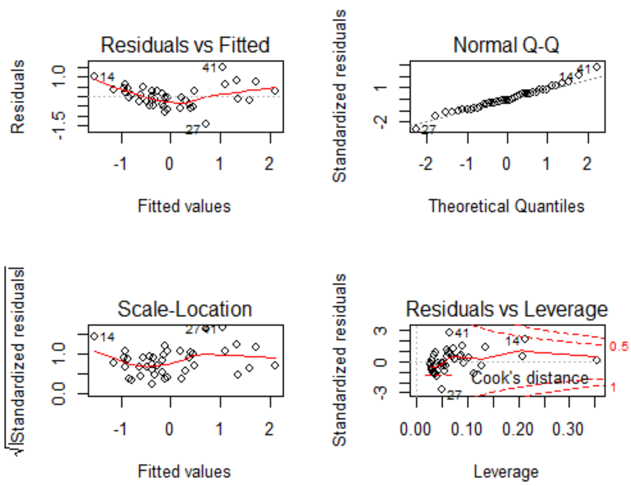
In the previous graph, it can be observed that within the first and third quadrants, the scatter points are randomly distributed but highly concentrated in the range between -1 and 0, indicating a certain dependence. The second residual, in the case of the banking sector of Bosnia and Herzegovina (BiH), follows a normal distribution along the line, while the fourth residual with the Cook's distance, although initially more concentrated, does not deviate beyond the dashed lines. It should be noted that the trends in the target variable Z (NPL) and the selected indicators are similar, with a slight decrease in NPL accompanied by a slight decrease in the unemployment rate, while an increase in total approved loans will consequently affect the growth of NPL in overall placements. Finally, we will proceed with the analysis of the scatter plot of residuals in the case of Montenegro, which is presented in the following graph.

Figure 3. Residual Scatter Diagram for the predictive NPL (model) in the banking sector of MNE.



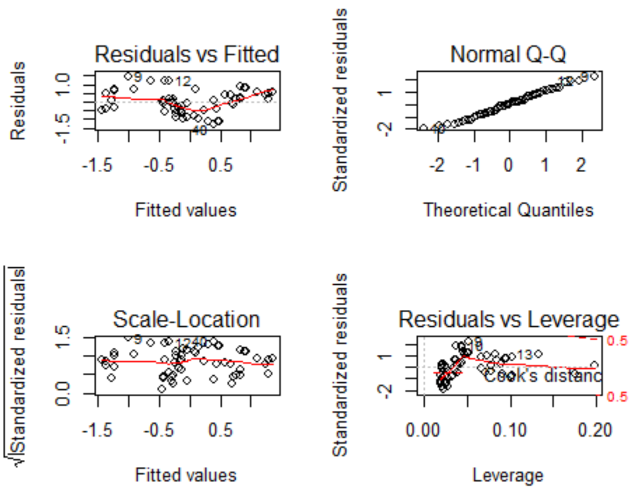
In the case of Montenegro as well, we can confirm the independence of residuals, once again affirming the unbiasedness in the creation of the model used in the study. Within the first and third quadrants, the residuals are randomly arranged, while the second quadrant indicates the normality of residuals as they align along a straight line. Similarly, no outliers are present in this case, as all points fall within the dashed lines.

Figure 4. Residual Scatter Diagram for the predictive NPL (model) in the banking sector of RS



By examining the independence of residuals, as shown in the previous graph, we can observe that in the first and third quadrants, the residuals appear random, indicating their independence from each other. The second residual demonstrates the normality of the distribution, with the points concentrated around a straight line. Finally, the fourth residual indicates the number of points outside the dashed lines, which is not the case in this study. Consequently, the analysis of residuals remains to determine the extent to which the model is satisfactory for projecting future values of NPL in the banking sector of North Macedonia.

Figure 5. Residual Scatter Diagram for the predictive NPL (model) in the banking sector of NMAC



On this graph, we can observe that the points in the first and third quadrants are completely randomly scattered, indicating a high level of impartiality in the created model. The second residual is normally distributed, forming a straight line in the case of North Macedonia. The fourth residual, with the Cook's distance, is more concentrated at the beginning but does not exceed the dashed lines, which suggests that the model is acceptable.

Discussion

The results show that in as many as 3 out of 5 observed countries, one of the indicators that has the greatest impact on NPL movement is the unemployment rate, which supports hypothesis H3. When we consider everyday life situations, this finding is not surprising, as a decrease in employment implies difficulties in repaying previously taken loans due to a lack of financial inflows/resources. High percentages of R^2 and ADJ R^2 tests indicate that the relationships between the model and the dependent variable will be at a satisfactory level, as results above 30% are considered acceptable. Judging by this parameter, the NPL prediction in Albania will provide the most accurate projections (R^2 and ADJ R^2 of 89.4% and 88.4% respectively, retrospectively), while the NPL prediction in North Macedonia will be the least regular (R^2 and ADJ R^2 of 55.6% and 53.9%), but still with an adequate interpretation of projections based on the created model. Furthermore, in addition to the unemployment rate, another significant macroeconomic indicator is investment (as a percentage of nominal GDP), particularly in the case of Serbia. The basis for this result in Serbia can be found in the fact that this country has opened up the most to foreign investors compared to the others observed, and a large number of investment projects are primarily financed through loans (secured from foreign capital or credit lines) rather than, for example, own funds. Banking indicators that have been shown to have a significant impact on NPL movement in the observed countries are the growth of deposits three quarters back (Albania), the growth of total loans in the observed quarter (Montenegro) and three quarters back (Bosnia and Herzegovina), capital adequacy ratio (Serbia), and liquidity ratio (North Macedonia). The quality of prediction was tested by examining the prediction of NPL in the banking sector of each country individually. The dependent variable Z was calculated, and based on it, the predictive value of Z was derived, which was further used as the basis for predicting NPL. The analysis of residuals (based on scatter plots) confirms their independence as the points are randomly distributed in quadrants I and III in graph 38 (Albania), 41 (Bosnia and Herzegovina), 45 (Montenegro), 49 (Serbia), 53 (North Macedonia). Another factor supporting the acceptance of the model for future predictions is the graph of the so-called "Cook's distance," which shows the absence of outliers (points to be discarded) in all observed countries, although a slightly higher concentration of points was noticed at the beginning of the analysis in the banking sector of Bosnia and Herzegovina.

Considering that all the above supports the adequate interpretation of data and satisfactory quality of the obtained NPL movement, NPL predictions have been made until 2025 for the banking sector of each country. This also confirms hypothesis H3. It is worth noting that by monitoring the aforementioned indicators, future trends in NPL can be predicted.

Conclusion

The paper conducted both theoretical and empirical research. It examined five countries that have been declared as Western Balkan countries by the World Bank, with the exception of the self-proclaimed Republic of Kosovo, which was excluded from the list due to compliance with the provisions of the Constitution of the Republic of Serbia, which declares Kosovo and Metohija as an Autonomous Province of Serbia. The focus of the study was the analysis of the sustainable banking environment in the Western Balkan countries and the investigation of the impact of macroeconomic indicators on the performance of the banking system, with a particular emphasis on non-performing loans (NPLs). In the Western Balkan countries, the stability of the financial system is conditioned by the stability of the banking sector, as these countries have "bank-centric" financial systems where banks constitute the dominant share of the total financial assets and handle the majority of financial transactions. The trend of "greening" finance, which has been highly relevant globally in recent decades, emerged from the need to consider environmental preservation and socially responsible banking practices alongside profit maximization. Banks that recognize and implement various forms of "green" business practices are able to attract a larger number of clients, thereby increasing their profits while contributing to sustainable development. Given the potential offered by green banking, green banking activities can be defined as the legal transactions that banks undertake with their clients by incorporating an additional environmental component wherever possible. Green banking activities are essentially traditional banking activities that have undergone certain improvements and modifications due to the growing needs of the modern economy and sustainable development, driven by advancements in banking techniques. These activities enhance employee satisfaction, client loyalty, business reputation through positive media coverage, and strengthen relationships and partnerships with environmentally conscious stakeholders (Vesić et al., 2022).

In the observed Western Balkan countries, green banking is still a relatively new concept without a regulatory framework that specifically addresses this important issue. Green loans, for the most part, come from lines of credit provided by international financial institutions. Perhaps the opportunity for "greening" the entire economy lies in the aspiration to harmonize the legal regulations of Western Balkan countries with those of the EU, especially in the field of environmental protection within Chapter 27. Additionally, in future research, it is crucial to continue investigating non-performing loans as they remain one of the major concerns for contemporary bank managers and other individuals responsible for bank profitability. By incorporating a green component, the results indicate that an increase in market share, profitability, employee satisfaction, and client loyalty can be expected. It would also be beneficial to exchange scientific knowledge with researchers and experts from both the immediate environment and developed countries, as only through joint efforts can we contribute to the improvement of both methodological and practical long-term sustainable solutions.

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Ovo uputstvo za autore daje sve neophodne informacije, kao i šablon za pripremu radova pre podnošenja za publikovanje u časopisu ODITOR. Molimo Vas da maksimalno pažljivo pristupite korišćenju ovog dokumenta, odnosno da ga shvatite kao skup uputstava i praktičan primer koji u mnogome doprinosi lakšoj i efikasnijoj manipulaciji nad Vašim radom u svim fazama uređivanja časopisa. Radovi koji odstupaju od datog šablona se neće uzimati u razmatranje.

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ŠABLON: NASLOV RADA (CENTRIRAN, TNR SIZE 12, BOLD, SVA SLOVA VELIKA, MAKSIMALNO DVA REDA)

***Nikola Nikolić*[53]*, Petar Petrović*[54]*, Marko Marković*[55]**

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Tokom pisanja rezimea treba koristiti slova Times New Roman (TNR), veličina fonta (font size) 11, Italic, ravnanje teksta Justify, a tekst rezimea pisati bez proreda (Line Spacing Single), sa razmakom od 6 pt između pasusa, bez uvlačenja prvog reda.

Izbegavajte korišćenje indeksa i specijalnih simbola u apstraktu, odnosno definišite sve skraćenice u apstraktu kada se prvi put upotrebe. Nemojte citirati reference u apstraktu.

Autori će naslov rada, rezime rada i ključne reči napisati na engleskom jeziku na kraju rada, ispod listinga korišćene literature. Tekst srpske i engleske verzije apstrakta i ključnih reči se moraju podudarati u svakom pogledu.

Ključne reči: *navesti, maksimalno, pet, ključnih, reči.*

JEL: *(navesti JEL klasifikaciju rada na osnovu sadržaja a u skladu sa uputstvom) F16, M24 (www.aeaweb.org/jel/jel_class_system.php)*

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Molimo Vas da striktno poštujete uputstva o formatiranju i stilove date u ovom šablonu. Ne menjajte veličinu fonta ili razmak redova da biste ubacili više teksta u uslovno ograničeni broj stranica.

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Radi unosa **jednačina i formula** u rad, koristite Microsoft Equation Editor ili dodatak za pisanje jednačina MathType (www.mathtype.com). Ne preporučuje se korišćenje ugrađenog editor jednačina iz programa Word 2007. Proverite da li ste definisali sve simbole u jednačini (neposredno posle jednačine).

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Tabele moraju biti formirane u tekstu rada, a ne preuzete u formi slika iz drugih materijala. Tabele unositi u sam tekst rada i numerisati ih prema redosledu njihovog pojavljivanja. Nazivi tabela moraju biti dati neposredno iznad tabele na koju se odnose. Koristite dole prikazani stil tokom njihovog formatiranja. Naslov tabela pisati sa razmakom 6 pt – iznad/before i 6pt – ispod/after, u fontu TNR, font size 12, ravnanje Justified. Tekst unutar tabela pisati fontom TNR, font size 9. Tekst u zaglavlju tabela boldirati. Izvor i potencijalne napomene pisati sa razmakom 6 pt ispod tabela (before). Izvore i napomene pisati u fontu TNR, font size 10, ravnanje Justified. Naredni pasus početi na razmaku od 6pt od izvora tabele ili napomene (after). Tokom pisanja rada u originalnom tekstu treba markirati poziv na određenu tabelu (*Table 5.*). Trudite se da se sve tabele u radu veličinom uklapaju u zadati format strane (Table properties – preferred width – max 97% - alignment: center). Sav tekst u poljima tabele treba unositi u formi (paragraph – spacing: before/after 0pt, line spacing: single). U slučaju da se tabela lomi na narednu stranicu, molimo Vas da prelomljeni deo tabele na narednoj stranici bude propraćen zaglavljem tabele.

Tabela 5. Troškovi distribucije dobara iz Subotice u maloprodajne objekte

Indikatori	**Period**			**Ukupno**
	Mesec 1	**Mesec 2**	**Mesec 3**	
Pređena razdaljina (km)	12.926	11.295	13.208	37.429
Korišćeno gorivo (litar)	3.231	2.823	3.302	9.356
Vrednost korišćenog goriva (RSD)	242.378	211.790	247.653	701.821
Ukupno provedeno vreme u vožnji (sati)	314	266	417	997
Vrednost ukupno provedenog vremena u vožnji (RSD)	47.048	39.890	62.570	149.508
Broj vožnji	98	77	102	277
Ukupna vrednost (RSD)	0	0	0	0
Broj prevezenih paleti (komad)	1.179	976	1358	3.513
Ukupna prevežena količina (kg)	602.600	429.225	711.116	1.742.941
Suma (RSD)	974.222	870.864	1.100.813	2.945.899

Izvor*:* Nikolić, 2010;

Napomena: Vrednosti u tabeli ne sadrže porez na dodatu vrednost (PDV)

Grafike, dendrograme, dijagrame, šeme i slike treba unositi u sam tekst rada (ne koristiti opciju Float over text) i numerisati ih prema redosledu njihovog pojavljivanja. Njihovi nazivi se moraju pozicionirati neposredno iznad grafika, dendrograma, dijagrama, šeme ili slike na koju se odnose. Kod navođenja naslova, izvora i napomena koristiti isti stil koji je predhodno prikazan za formiranje tabela. Tokom pisanja rada u originalnom tekstu treba markirati pozive na određeni grafik, dendrogram, dijagram, šemu ili sliku (Graph 2.). Svi grafici, dendrogrami, dijagrami, šeme i slike u radu se svojom veličinom moraju uklapati u zadati format strane, te moraju biti centralno postavljeni. Fotografije nisu poželjne u predmetnom radu, a ukoliko se one ne mogu izbeći molimo Vas da koristite optimalnu rezoluciju (preniska rezolucija dovodi do pikselacije i krzavih ivica, dok previsoka samo povećava veličinu fajla bez doprinosa čitljivosti rada).

Kod pisanja zaključka rada, molimo Vas imajte na umu da iako **Zaključak** može dati sažeti pregled glavnih rezultata rada, nemojte ponavljati apstrakt na ovome mestu. Zaključak može objasniti značaj rada, dati preporuke za dalje delovanje ili predložiti dalji rad na obrađivanoj temi.

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Literatura

1. Nikolić N., M. Marković, i P. Petrović. 2016. Poreski bilans. Oditor 2, (1): 13-17.

Prilikom unošenja literaturnih jedinica unosite korišćenjem **Čikaškog šablona za stil,** minimum 10 literaturnih jedinica. Sva korišćena literatura mora biti citirana u radu.

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Key words: *note, maximally, five, key, words.*

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***Nik Holmes*[56]*, John Peters*[57]**

Abstract

It is desirable that Summary contains up to 150 words, as well as to contain all essential paper elements, such as goal(s), used method(s), important results and general authors' conclusion(s).

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Table 5. The distribution cost

Indicators	**Period**			**Total**
	2013	**2014**	**2015**	
Fixed costs	12.926	11.295	13.208	37.429
Variable costs	3.231	2.823	3.302	9.356

Source: Nikolic, 2016;

Graphs, diagrams, schemes and pictures should be entered within the text of article (do not use option Float over text) and numerated according to order of their appearance. Their titles have to be positioned immediately above the graph, diagram, scheme or picture to which they relate. Please, have in mind that all titles, sources and notes have to be written by identical style which was used for tables formatting. During the article writing please mark in the main text all calls to a certain graph, diagram, scheme or picture (*Graph 2.*). All graphs, diagrams, schemes and pictures within the paper have to fit the specified format of the page, as well as they have been centrally positioned.

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Literature

1. Vall J. 2014. Accounting theory. Valid, New York.
2. Parks D., W. Robberts. 2016. Macroeconomic indicators. Finance 23, (4): 462-476.

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