

Review paper

RECRUITMENT AND SELECTION OF CANDIDATES IN THE REPUBLIC OF SERBIA

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Abstract. *After a theoretical discussion about recruitment and selection, the key phases of the human resources management process, this paper analyzes the recruitment and selection practices in the Republic of Serbia. These practices, further, are compared with the recruitment and selection practices in certain European and non-European countries. The basis of the mentioned analyses is the data obtained from CRANET research, published in 2011.*

Key Words: *recruitment, selection, Republic of Serbia, CRANET.*

1. INTRODUCTION

In the modern business environment where people represent a critical organizational resource, the HRM is gaining in importance. As a practice-oriented field of organizational science, HRM includes the appropriate sets of managerial phases to ensure proper organizational staffing. These are the following sets of managerial phases: staff planning, staff recruitment or its dismissal, selection of recruited candidates, staff orientation, their training, and performance evaluation of candidates, development of a compensation and benefits system, career advancement stimulation (Simić, 2011, 508).

Although each of these phases is considered relevant for the successful development of HRM process, in terms of the current economic crisis, recruitment and selection of candidates are particularly gaining in importance. There are more reasons for this statement. Two stand out in particular. Among other things, in terms of the current global economic crisis, organizations are faced with very serious needs, challenges and risk situ-

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ations. To be able to successfully operate in particular circumstances, which they have found themselves in, the organizations must, first of all, have quality staff, so-called talents. That is highly competent, highly qualified and capable staff, which has potential (knowledge, skills, contacts, information) necessary for the successful achievement of organizational goals. Ensuring adequate talent base means that organizations have effective system for attracting and recruiting potential talent, and the same system of their positive selection.

On the other hand, in terms of global economic crisis, the surplus of the unemployed appears on the labour market. And whenever there is a high unemployment rate, each new job becomes "an object of desire" for a large number of unemployed. Although a large number of candidates, interested in a given job, open up the possibility for selection of a desired high-quality candidate, this number also significantly complicates the recruitment and selection activities.

2. RECRUITMENT AND SELECTION OF CANDIDATES AS PHASES OF HRM PROCESS

The recruitment of potential candidate is the second phase of HRM process. This phase is based on the previously completed assessment of the current human resources state in the organization, and the assessed need for human resources in the future period. In addition, recruitment will take place only if management identifies a shortage of personnel in the previous phase, based on appropriate assessment. Recruitment is a phase whose necessary task is to provide a sufficient number of qualified candidates. Among all recruited candidates, it should be possible to choose the ones who fit in the most with organizational needs (Simić, 2010, 235).

By recruitment we have in mind the act of locating, identifying and engaging all those candidates who are expected to possess qualities (knowledge, skills, contacts, etc.), necessary for the efficient task performance. There are various sources that provide location and identification of potential candidates. Generally speaking, the human resource needs can be met by two groups of sources: the group of internal and the group of external sources (Suša, 2010, 192; Kankaraš, Lojić, Đurić, 2011, 196). The organization gives priority to one of the sources, or using them in combination. When making decisions on whether to recruit candidates from internal or external sources, one should consider their advantages and disadvantages (for more details see: Lojić, Kulić, 2009, 19). Most organizations use a combination of internal and external sources – by promoting available qualified personnel from internal sources, and by recruiting from external sources when the new skills are needed, or in case of organizational rapid growth. Both of these sources of recruitment are "exploited" by different methods. Some of the recruitment methods, often mentioned in the literature, include (see: Bogičević, 2003, 180-186): recruitment agencies, word of mouth method, advertising, educational institutions services, organization website, commercial job boards, the so-called speculative applications, employment centers, etc.

Recruitment agencies can be state- or privately owned. State-owned agencies are established by the state with the purpose of solving the unemployment problem in an organized way. State recruitment agencies establish a database of unemployed, they cooperate with corporate organizations; provide contact between organizations and candidates. If necessary, they organize retraining of the unemployed, create a variety of unemployment

analyses, and the like. Privately owned agencies, opposed to the state ones, are considered more agile, both in terms of finding the necessary staff, especially deficit one, and in terms of finding vacancies. Their services are charged. The word of mouth method (recommendations method) means that organization will find the needed staff based on recommendations, or information, regarding the potential candidates, gathered from (primarily) existing and former employees. The application of this method implies that employees know the potential candidates who, in their opinion, meet the requirements of the vacancies. The method of advertising includes internal and/or external advertising of vacancies. Internal advertising can be done through bulletin boards, telephones, e-mails, and the like. External advertising can be done through newspapers, professional journals, radio, television, promotional materials, the Internet, etc. The internet has become a very popular way of recruitment, primarily because of the advertising speed, the number of users that find it available, and its price. Organization websites and commercial job boards are some of the most commonly used recruitment methods on the internet. Recruitment using the services of appropriate educational institutions implies, above all, intense cooperation between organizations and colleges and universities, as important sources of high quality staff. The so-called speculative applications include the first approach of the candidate, by submitting applications to an organization of intended employment, voluntarily. Employment center is a centered employment exchange, linking employers in all parts of the state with anyone looking for a job. The employment center is available at no-cost to both employers and job seekers and is available 24-hours a day. Primary responsibilities include providing job services, training and employment assistance to people looking for work, at the same time as it works with employers on finding the necessary workers to fill current job openings.

After the recruitment of potentially "new" group of candidates, the next phase is the process of their selection. The aim of the selection is to identify the most qualified candidates, among the group of potential new ones, to perform the specific tasks of a concrete vacancy job.

The decision on candidates' choice, made during the selection phase, is not at all simple, and its consequences (positive or negative) can be long-term for organization. It is believed that the decision on candidates' choice, made during the selection phase, can have four possible outcomes (compare with: Robbins, Coulter, 2005, 288). The decision, made during the process of selection, will be considered right if the chosen candidate, after employment, successfully performs delegated tasks. The decision, made during the process of selection, will be considered right even if the selection process outcome is - the candidate refusal, which turned out not to be successful in tasks performing in a specific organization. The decision, made during the process of selection, will be considered wrong if the rejected candidate performs the delegated job well, or if the chosen candidate is a failure. Given that the consequences of a wrong decision on choosing or refusing the candidate, made during the selection phase, are serious¹, significant attention should be paid to the appropriate selection methods, with the certain selection principles.

¹ Rejection of a good candidate may result in: repeating the procedure of choice, complaint or appeal of candidate, and the like. Hiring the wrong candidate may result in: additional costs of his training, reduction in profits due to his incompetence, his severance costs, the cost of the re-election of candidates, etc.

There are many very different methods that can be implemented by managers for a more or less successful selection of recruited candidates. Some of the most common methods include using data and information obtained from: test (skills, knowledge, intelligence, and personality), one to one interview, simulation of a particular job performance (by using the so-called technical tests or assessment centers), application forms of candidates (with the appropriate authentication data checking), checking of recommendations, panel interviews, graphology, etc. Tests, as a selection method for recruiting candidates, are used to check the different abilities of candidates, to check the nature of their personality, their interests, and the like. Ability tests, for example, check various cognitive, psychomotor and physical abilities of candidates. Psychometric tests are used to check the nature of candidates' personality. The selection of candidates can be performed on the basis of their potential to perform a specific job. For this purpose, the so-called simulation of a particular job performance can be used. Simulating the performance of a particular job may be done by technical testing (examining the candidate's technical skills) or so-called assessment centers. Technical testing of the candidates skills is based on a practical check whether the candidate is able and how successful can he or she be in task performing for the particular vacancy. Candidates are given a brief description of the job; they are expected to do a specific task based on this description, after which the level of their success is estimated. Simulating the performance of a particular task may be conducted by so-called assessment centers. Although these "centers" are mainly used for evaluation of managerial potential of candidates, in practice they are increasingly used for evaluation of the potential candidates who apply for non-managerial positions. In the assessment center, the existing managers, supervisors and psychologists, evaluate candidates during the simulation of realistic problems that might be encountered on the job they are applying for. One to one interview involves the verbal communication between interviewer and candidate. During the interview, first of all, the patterns of social behaviour of the candidate are identified, his communication skills, his manner, physical appearance, etc. Application forms include the appropriate completed forms, submitted by the candidate, usually together with the CV, when applying for the vacancy. Application forms usually contain some general information regarding the candidate: his name, surname, date and place of birth, nationality, marital status, address, phone number, education level, previous working experience, interests, and the like. The method of panel interview, as a selection method, includes oral explanation of potentials and downsides of all recruited candidates. Selection of candidates is also possible with the help of graphology experts who analyze the handwriting of candidates and, based on these analyses, estimate candidates' personality and the level of their suitability for a particular job. Given that the recruitment can be performed by method of recommendations, checking of these recommendations can be used as a selection method of candidates.

Given that each of these selection methods carries certain advantages and disadvantages, when choosing a particular method it is necessary to take into account two critical principles. These are the justification principle and the reliability principle. The justification principle implies the managers' duty to, when choosing a particular selection method, demonstrate that the results obtained by this method are closely related to requirements of a specific position, for which the candidate is elected. In addition, it is essential that the application of the chosen method obtains accurate and reliable data.

3. CRANET RESEARCH

CRANET (Cranfield Network of International Strategic Human Resource Management) is the acronym for the international network of universities and business schools, coordinated by Cranfield School of Management, UK, which, since 1989, every four years, publish the results of research regarding the HRM policies and practices in organizations around the world. At the very beginning, the study included organizations from just five countries (Germany, France, Spain, Sweden, and the United Kingdom) (3, 6). Over time, the number of organizations, also the number of countries has grown continuously. The latest CRANET research, whose results were published in 2011, was conducted between 2008 and 2010. The research included organizations from 32 countries, which were grouped into three different categories. These are: European countries which are members of the European Union (Austria, Belgium, Bulgaria, Cyprus, the Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Lithuania, the Netherlands, Slovakia, Slovenia, Sweden, the United Kingdom), European countries that are not members of the European Union (Iceland, Norway, Russia, Serbia, Switzerland), and countries outside Europe, the so-called non-European countries (Australia, Israel, Japan, the Philippines, South Africa, Taiwan, the USA). The Republic of Serbia is for the first time listed among countries included in the survey (along with Lithuania, Russia, Taiwan and South Africa).²

The standardized CRANET questionnaire is divided into total of six segments of HRM policies and practices. These are: HRM activity in the organization; staffing practices; employee development; compensation and benefits; employee relations and communication; organizational details (3, 7). Questionnaires, translated into the local language, are filled by managers or professionals in charge of human resources, in organizations with more than 50 employees.

The significance of this study lies in the fact that it is devoted to HRM policies and practices research, it has been conducted for 22 years, approximately every four years (it started in 1989, and the latest results were published in 2011). Also, this study covers a large number of different organizations dispersed all around the world. As such, the CRANET study provides, on the one hand, the comparison of HRM policies and practices in organizations operating within one state, and which (HRM policies and practices) change over time. On the other hand, the results of this study allow comparison of HRM policies and practices among organizations from different national frameworks.

On a global scale, the inclusion of the Republic of Serbia in the research contributes to the expansion of a country base, important for comparing the organizational HRM practices among countries included in the study. From the perspective of the Republic of Serbia, this study represents one of the few studies (see: Bogičević Milikić, Janićijević, Petković, 2008, 76), conducted so far, devoted to the HRM policies and practices in organizations in the Republic of Serbia. Although the results of this study provide just a principle insight (one should bear in mind the fact that this study included only 50 organizations in the Republic of Serbia) in the HRM policies and practices in organizations

² From 1989 to 2010, the research included organizations from more than 40 countries. The number of countries included in the study varied over time. The study included organizations from some countries that were not previously covered by these researches. Also, during the last great global economic crisis, a number of countries, previously included in the survey, were omitted from the research.

in the Republic of Serbia, at the moment it can be used to gain insight into the HRM state in organizations in the Republic of Serbia. In the future, if the Republic of Serbia continues to be involved in CRANET research, it could enable the chronological monitoring of trend in HRM policies and practices in organizations in the Republic of Serbia. Also, at this moment, CRANET research enables comparing the HRM policies and practices, in organizations in the Republic of Serbia, with the HRM policies and practices in organizations around the world. Particularly important is the possibility of comparing HRM policies and practices in the Republic of Serbia, with the HRM policies and practices in countries, current members of the European Union, whose membership the Republic of Serbia strives for.

The survey was conducted by questionnaire prepared in advance (including questions from the six mentioned segments of HRM policies and practices) that were distributed to the appropriate number of organizations in each of the countries included in this study by mail, with a request to return the completed questionnaire back to researchers. The selection of organizations was carried out using different criteria. In some cases, that were the researchers' personal contacts, other researchers have relied on available databases of officially registered organizations (commercial or governmental databases), and on databases of professional associations of organizations. Thereby measures have been taken to include organizations from different sectors in the research (production, banking, transportation, services, health, education, construction, agriculture, etc.). Out of the total number of distributed questionnaires (37.855), only 9.8% or 3.704 questionnaires were returned to the researchers.

In Serbia, from the total number of distributed questionnaires, the researchers got back 17% or 50 questionnaires. Although among the countries included in the survey, there are those with the lowest percentage of returned (and practically useful) questionnaires, like only 1% (e.g. Hungary) (3, 9), it should be noted that there are countries with the far more significant percentage of returned questionnaires³. Among other things, this percentage reflects the relation of practitioners to theorists and empirical research, in general, and in a realistic way reflects some of the problems that researchers face in their work, and their efforts to contribute to the modern organizational practices improvement.

4. RECRUITMENT PRACTICES IN THE REPUBLIC OF SERBIA

CRANET research includes, among other things, policies and practices of candidates' recruitment in the participating countries, also their mutual comparison was carried out. Several segments of workforce were observed, in order to specifically identify and compare the recruitment processes for managers, administrative and manual workers.⁴ Recruitment methods covered in this survey include: employment agencies, advertising, recommendations (word of mouth), company websites, commercial jobs board, educational institutions, speculative applications, employment centers. The results obtained in this study indicate that most organizations combine the above-mentioned recruitment

³ To illustrate, the percentage of returned questionnaires in Russia and Greece is 100%, while in Bulgaria 83% (3, 9).

⁴ In CRANET research, as a separate category "professionals" also stand out, who because of the limitation of this paper scope, are at this point omitted.

methods. Therefore, the results reflect the frequency of a particular method, or the percentage of organizations that use a particular method.

So, for example, when it comes to recruiting managers in the Republic of Serbia, the results show that recommendation method, as a recruitment method, is applied in 72% of organizations (Figure 1). The next most common method of recruiting managers in the Republic of Serbia is the advertising method that is used in 47% of organizations. Employment agencies, as a method of recruiting managers in the Republic of Serbia, are used in 44% of organizations. Recruiting managers over employment centers is applied by 41% of organizations, while 37% of organizations use commercial jobs board. The least used methods of recruiting managers in Serbia include: company web sites (21%), educational institutions (13 %) and speculative applications, which are used for recruiting managers in only 11% of organizations participating in CRANET research.

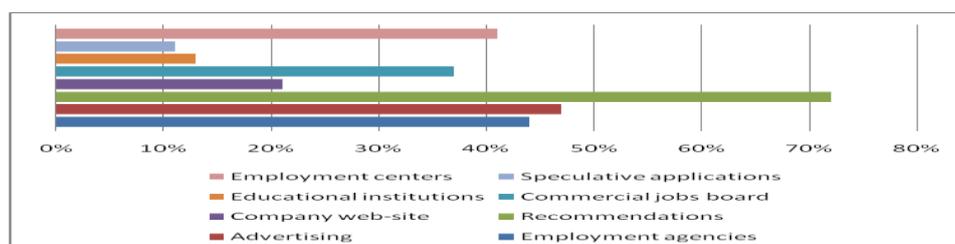


Fig. 1 Frequency of different recruitment methods for managers in the Republic of Serbia; Source: (3, 36), adapted by authors.

Comparing the recruitment practices for managers in the Republic of Serbia, with the recruitment practices for managers in other countries covered by CRANET research (Figure 2), we find, among other things, that organizations in the Republic of Serbia, to a greater extent than organizations in other countries in the survey, rely on recommendations. Thus, while 72% of organizations in the Republic of Serbia rely on recommendations, the percentage is 42% in the countries of the European Union, the percentage is 46% in countries that are not members of the EU, while in the non-European countries, the percentage of organizations that recruit their managers using the recommendation method is 50%. On the other hand, the methods of advertising and employment agencies are to a larger extent used for recruiting managers in other countries than it is the practice in the Republic of Serbia. A similar conclusion could be reached for frequency of use of company website as recruitment method for managers. Educational institutions alike are seldom used for recruiting managers in all observed groups of countries. An interesting fact is that a significant percentage of organizations (41%) in the Republic of Serbia recruit some of their managers through employment centers, as opposed to the other countries participating in the research. Graphical comparison of the frequency of particular recruitment methods, for managers in the Republic of Serbia, with other countries covered by CRANET survey, is shown in Figure 2.

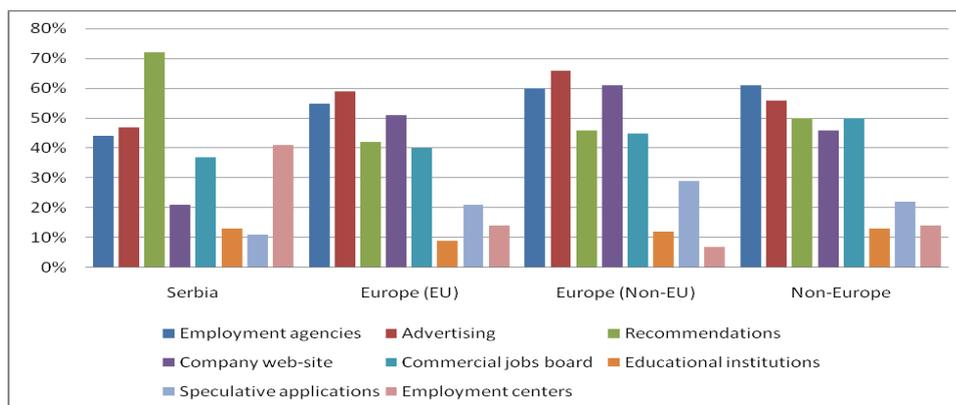


Fig. 2 A comparative review of the frequency of different recruitment methods for managers; Source: (3, 36-37), adapted by authors.

CRANET survey also showed the most commonly used recruitment methods for administrative workers in the Republic of Serbia (Figure 3): recommendations (in 75% of organizations), employment centers (74% of organizations have used this method), advertising (its use is recorded in 66% of organizations in the Republic of Serbia) and employment agencies (46% of organizations have used this method of recruitment for administrative workers). As a recruitment method for administrative workers in Serbia the least used are: educational institutions (19%) and speculative applications (16%) referred to organizations by interested candidates.

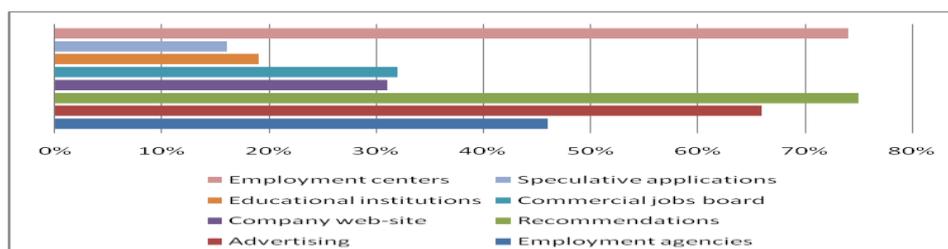


Fig. 3 Frequency of certain recruitment methods for administrative workers in the Republic of Serbia; Source: (3, 39), adapted by authors.

The practices of administrative workers recruitment in groups of countries with which the organizational practice in the Republic of Serbia is compared is somewhat different (Figure 4). In the EU countries, for example, recruitment of administrative workers through advertising is done intensively (69%), while employment agencies are used to a lesser extent (28%). The use of other methods is quite balanced. The most common recruitment methods for administrative workers in European countries (outside the EU) are: advertising method (applied in 74% of organizations) and the company websites (67% of organizations). In European countries that are not EU members, the use of employment centers as a recruitment method for administrative workers is present in a relatively small number of organizations (19%).

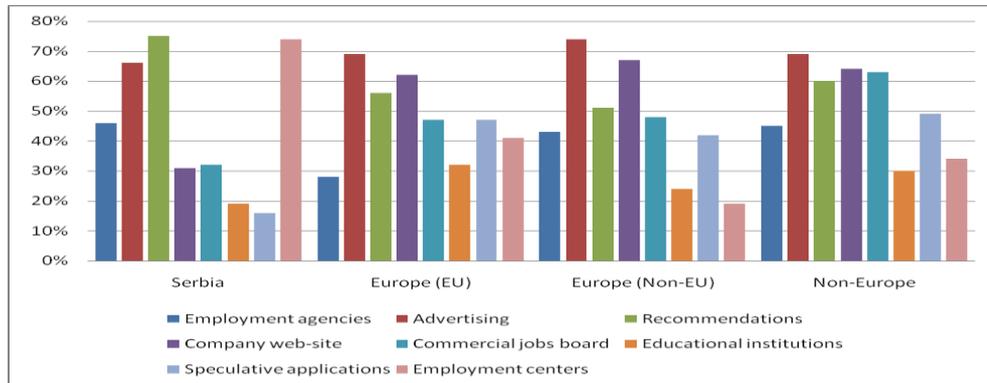


Fig. 4 A comparative review of the frequency of different recruitment methods for administrative workers; Source: (3, 39), adapted by authors.

Within the group of manual workers, the company websites (84%) and the recommendations (68%) were the most commonly used recruitment methods in the Republic of Serbia (Figure 5). These methods are followed by employment centers (52%), advertising (46%) and use of employment agencies services (31%).

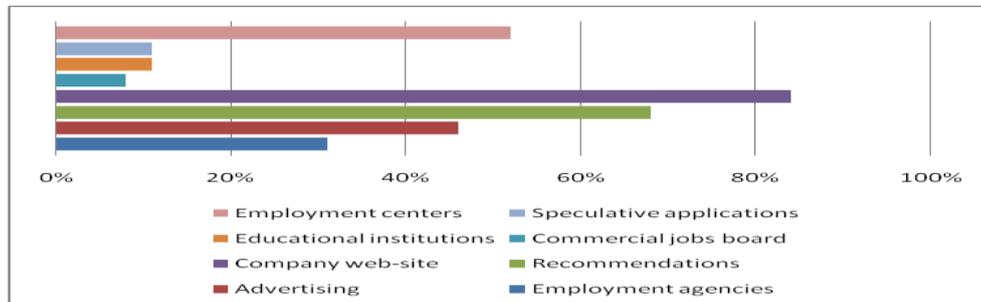


Fig. 5 Frequency of different recruitment methods for manual workers in Serbia. Source: (3, 40), adapted by authors.

Comparison of recruitment practices for manual workers in the Republic of Serbia, and recruitment practices for the same category of employees in other countries covered by the CRANET survey (Figure 6), leads to the conclusion that in the Republic of Serbia, as well as in all other groups of analyzed countries, and their organizations, the most commonly used method is the company website. The following most commonly used recruitment methods for manual workers in all three groups of countries, or their organizations, stand out: advertising method and references. It is interesting that in organizations from all three analyzed group of countries, speculative applications, commercial jobs board and educational institutions, are used in a larger percentage in comparison with the frequency of these methods in the Republic of Serbia.

Particularly noticeable is significant deviation in speculative applications use. They are approximately five times more used in all analyzed countries, in relation to the fre-

quency in the Republic of Serbia, where only 11 % of the analyzed organizations apply this recruitment method for manual workers.

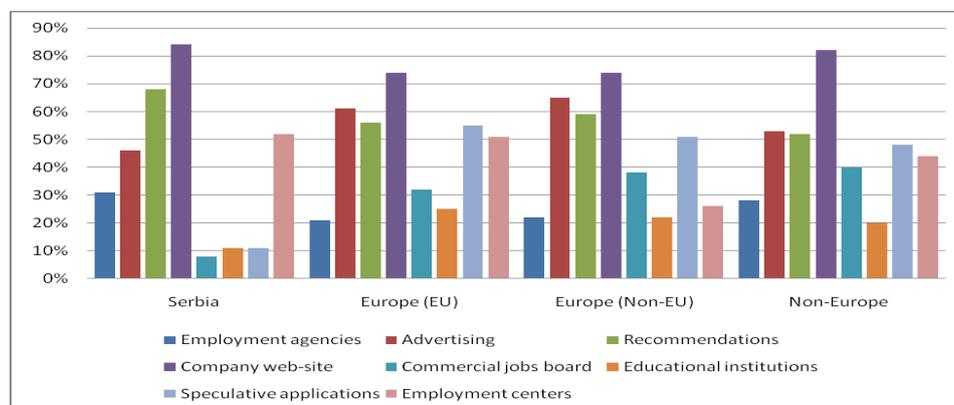


Fig. 6 A comparative review of the frequency of recruitment methods for manual workers; Source: (3, 40), adapted by authors.

5. SELECTION PRACTICES IN THE REPUBLIC OF SERBIA

CRANET survey contains information regarding the frequency of different selection methods of candidates recruited. The research includes the following selection: technical testing, ability testing, references checking, graphology, assessment centers, psychometric testing, application forms, one to one interviews, panel interviews. The candidates involved in the selection process are categorized into several groups: managers, administrative and manual workers. In this section, results showing the frequency of different selection methods, for different categories of candidates, within the organization in the Republic of Serbia are presented, after that, the comparison of these results with the frequency of different selection methods for different categories of candidates, from organizations in other countries covered by CRANET survey.

In selection process of managers in the Republic of Serbia (Figure 7), the most commonly used method is individual (one to one) interview (93%) and recommendations checking method (81%). In other countries that participated in CRANET survey, two aforementioned methods are also the most widespread selection methods for managerial positions, although they are not represented with such high percentage (Figure 8). For example, in the EU member states, the recommendation checking method is applied in 74% of organizations, while the individual interview method is recorded in 70% of organizations, located in these states. European countries, outside the EU, mostly use recommendation checking method (78%). Then panel interview method follows (68%), while the individual interview method is in third place (63%), according to the frequency of its use. Non- European countries almost to the same extent use recommendation checking method (70%) and individual interview method (69%). Application forms, as a selection method for managers, uses 59% of organizations in the Republic of Serbia. A

similar percentage (61%) is found in non-European countries regarding the frequency of application form method for managers' selection, while this method is represented somewhat less in Europe (46% in the EU member states, 49% in European countries outside the EU).

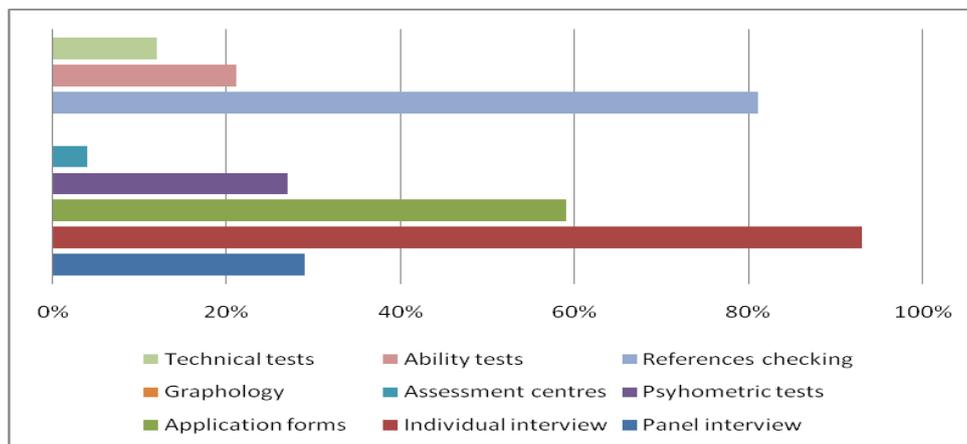


Fig. 7 Frequency of certain selection methods for managers in the Republic of Serbia
Source: (3, 41), adapted by authors.

There is an evident difference in the frequency of panel interview method in the Republic of Serbia (applied in 29% of organizations), and other countries analyzed. In the EU member states, the panel interview method showed high frequency of use – as many as 60% of organizations use this method. In European countries outside the EU, the percentage is slightly higher, 68%, while the frequency of this selection method for managers in organizations in non-European countries is 63%. The difference is also significant in terms of frequency of assessment centers, which is in the Republic of Serbia significantly less often (4%), compared with its frequency in other surveyed countries (over 20% in all other countries). Testing (ability, psychometric, technical) is used to a lesser extent in all countries. Least frequently used selection method for managerial positions is graphology method. The frequency of graphology method in organizations from the EU is only 2%. In terms of percentage, slightly higher use of this selection method for managers is identified in organizations of those European countries that are not EU members (4%), while, tentatively speaking, this selection method is mostly prevalent in organizations from other, non-European countries (8%). The use of graphology method is not recorded in those organizations in Serbia that were included in CRANET research.

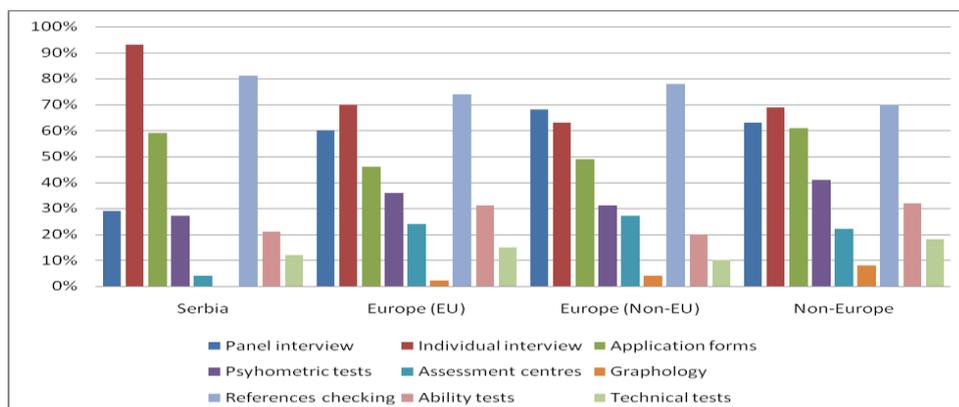


Fig. 8 Comparative review of the frequency of different selection methods for managers; Source: (3, 41-42), adapted by authors.

CRANET research shows that for selection of administrative workers in the Republic of Serbia, the most commonly used is individual interviews method (88%) and recommendation checking method (82%) (Figure 9). It is interesting to note that these methods are also with the highest percentage used for the selection of managers in the Republic of Serbia. Slightly less frequently, during the selection of administrative workers in the Republic of Serbia, application forms are applied (67%). According to the frequency of use, the following are: ability testing method (39%), the panel interview method (26%), psychometric testing (21%) and technical testing (20%). As is case of selection of managers in the Republic of Serbia, during the selection of administrative workers, assessment centers and graphology method are not used.

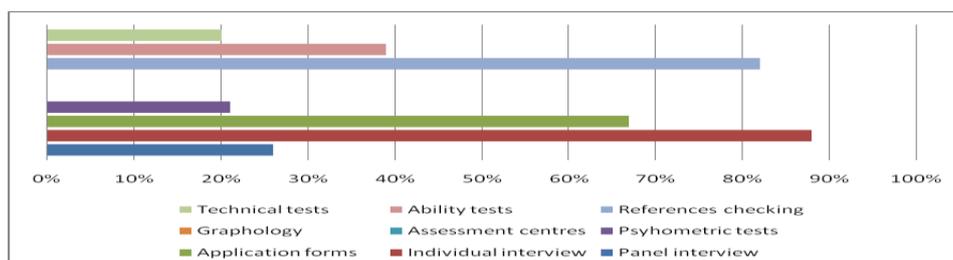


Fig. 9 Frequency of different selection methods for administrative workers in the Republic of Serbia; Source: (3, 44), adapted by authors.

In Europe (Figure 10), as in the Republic of Serbia, the following selection methods for administrative workers are intensively used: individual interviews method (75% in European countries members of EU; 66% in European countries outside the EU) and recommendations checking method (62% in European countries members of EU; 71% in European countries outside the EU). According to the frequency of use, these methods are followed by: application forms method (54% in European countries members of EU; 55% in European countries outside the EU). Although, unlike it is case in the Republic of Serbia, in organizations from European countries (whether in the EU or not) in the

selection process for administrative workers assessment centers and graphology method are used, but their frequency is rather limited. Thus, for example, only 5% of organizations from European countries members of EU use the assessment centers, while the frequency of graphology method is only 1% in these organizations. When it comes to organizations from those European countries that are not members of the EU, the incidence of assessment centers is 2%, while the frequency of graphology method is only 0.5%. The most commonly used selection method for administrative workers in organizations from non-European countries is individual interviews method (84%). Unlike the situation in other organizations from analyzed countries, references checking method is the third most commonly used selection method for administrative workers within this group of countries (implemented by 66% of organizations). The second most commonly used method in non-European countries is application forms method, which, according to results of CRANET research, chose 72% of organizations. The graphology method and assessment centers method are participating in the selection of administrative workers in non-European countries with 10% and 13%. Ability testing is also much more widely used in non-European countries, compared to all other countries studied. The method of testing is, in fact, used in 56% of organizations that belong to non-European countries, as, for example, the frequency of this selection method for administrative workers in European countries that are not EU members, is only 14%.

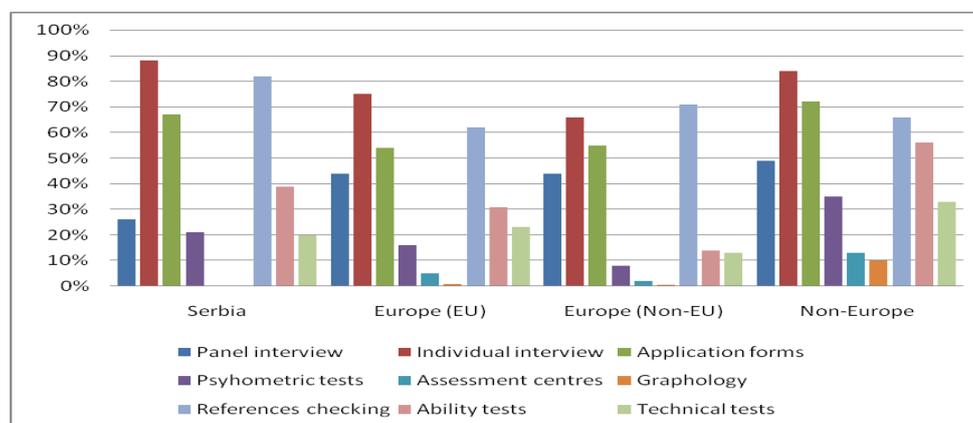


Fig. 10 Comparative review of the frequency of use of different selection methods for administrative workers; Source: (3,44), adapted by authors.

Regarding the frequency of different selection methods for manual workers, the situation in organizations in the Republic of Serbia is such that the most frequently used methods are the following (Figure 11): individual interview method (used by 73% of organizations); recommendations checking method (used by 67% of organizations); and application forms method (with the frequency of use 50%). Ability testing method (21%), panel interview (15%), psychometric testing (12%) and technical testing (8%), are used to a much lesser extent. It should be borne in mind that even in the selection process of manual workers in organizations in the Republic of Serbia, neither graphology method or assessment centers are used.

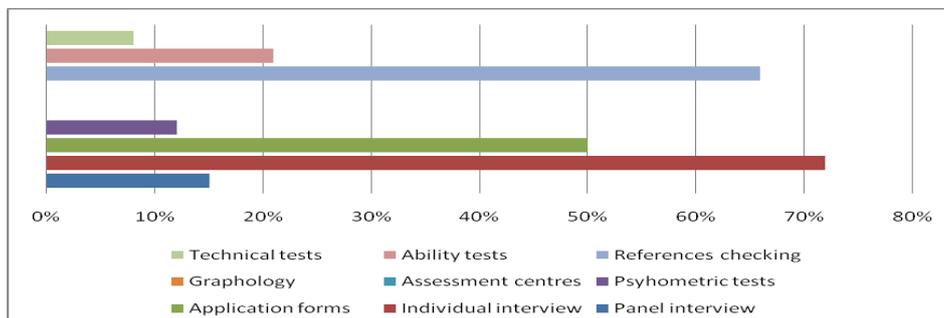


Fig. 11 Frequency of certain selection methods for manual workers in the Republic of Serbia; Source: (3, 45), adapted by authors.

Comparison of selection practices for manual workers in organizations in the Republic of Serbia, with the same practices in organizations in other groups of countries analyzed (Figure 12) indicates that, similar to organizations in the Republic of Serbia, other organizations in the analyzed group of countries, in selection process of manual workers, in the highest percentage use individual interviews method (68% of organizations in European countries members of EU, 65% of organizations in European countries outside the EU, 70% of organizations in non-European countries). The second position in organizations from European countries members of EU, as well as organizations from non-European countries, by the frequency of its use, holds application forms method (whose frequency of use in these European countries is 52%; or 65% in analyzed non-European countries). Interesting is the fact that the frequency of recommendations checking method in all three analyzed groups of countries (whose practice is compared with the practice in Serbia), is almost equal at 51% (in EU countries), 51% (in European countries outside the EU) and 52% (in non-European countries). Isolated observation of those three groups of countries suggests that psychometric testing, assessment centers, and graphology method, as selection methods for manual workers, are used with the highest percentage (compared to other groups of countries) in organizations from the group of so-called non-European countries.

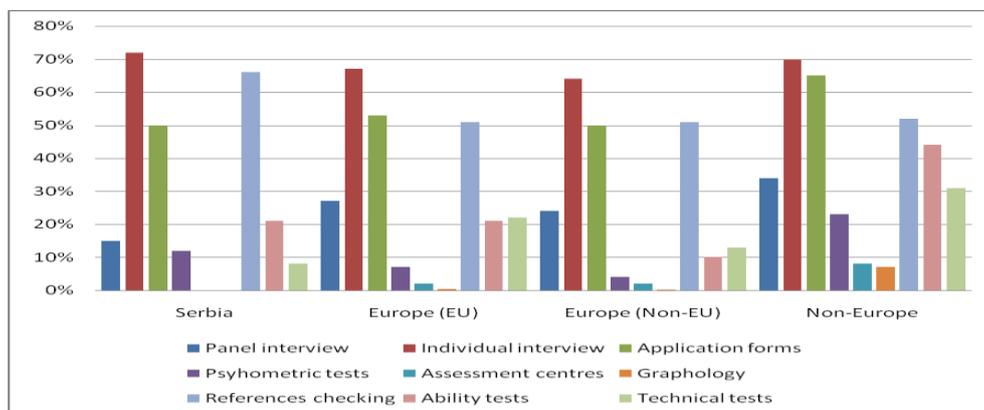


Fig. 12 Comparative review of the frequency of different selection methods for manual workers; Source: (3, 45), adapted by authors.

CONCLUSION

Results of CRANET research, which, among other things, reflect the recruitment and selection practices in organizations in the Republic of Serbia, in the period 2008-2010, are quite useful. Among other things, these results provide insight into the policies, principles and practices of human resource management in the Republic of Serbia, enables comparing the policies and practices of human resource management in other countries covered by this study, and provides a basis for results comparing in future research of human resources management in the Republic of Serbia.

The results presented in this paper, among other things, indicate that the recruitment of managers and administrative workers in Serbia is mainly done through recommendations. In organizations from other groups of countries, as a recruitment method for these categories of personnel, advertising is dominant. Since recommendation method is one of informal methods of recruitment, which can be, especially when it comes to the Republic of Serbia, linked to employment "through connections", organizations are suggested to rely to a greater extent, particularly for the recruitment of managers and administrative workers, on recruitment practices through certain, more formal methods (e.g. advertising method).

When it comes to selection practice for all three analyzed categories of candidates (managers, administrative and manual workers), it is, in terms of certain methods frequency, almost identical in the Republic of Serbia and other analyzed groups of countries. As the most common selection methods for all three categories of candidates, individual interviews method and recommendations checking method are identified. When choosing a particular selection method, managers must kept in mind a few moments: that there is no universally acceptable method of candidate selection, that different selection methods carry some advantages and disadvantages, that the chosen method of candidate selection must result in accurate and reliable data, and that a particular selection method largely depends on the requirements of a specific position for which the candidate is elected.

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REGRUTOVANJE I SELEKCIJA KADROVA U REPUBLICI SRBIJI

U radu se, nakon teorijskog razmatranja regrutovanja i selekcije kandidata, kao ključnih faza procesa menadžmenta ljudskih resursa, analizira praksa regrutovanja i selekcije kadrova u Republici Srbiji. Ova se praksa, nadalje, komparira sa praksom regrutovanja i selekcije kandidata u izvesnim evropskim i van evropskim državama. Osnovu za spomenutu analizu čine podaci dobijeni po osnovu CRANET istraživanja, objavljeni 2011. godine.

Ključne reči: *regrutovanje, selekcija, Republika Srbija, CRANET*