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EMPOWERING TOMORROW'S ENTREPRENEURS: AN ERASMUS+ PROJECT REVIEW FOR NURTURING GREEN ENTREPRENEURSHIP IN TURKEY

Asli Cazorla Milla, Kamile Gonca Kivrakdal, Özge Kurt[1].

Abstract: Green entrepreneurship has been around for many years, however the emergence of the need for green initiatives is now more than ever. It is crucial to start these initiatives from very young age. In this article, an Erasmus+ project that was realized in Izmir city of Turkiye was taken for analysis. Throughout this analysis, a closer look to green entrepreneurship concepts such as greenwashing and green marketing was examined. The goal was to understand the effectiveness and the sustainability of the project throughout conducted workshops and focus groups. The results showed that there is a demand and a need for such projects that are in line with EU European Green Deal. Not only high schools but also other educational institutes should work towards educating tomorrow's entrepreneurs to nurture green entrepreneurship.

Key words: entrepreneurship, green entrepreneurship, ecopreneurs, Erasmus+ project, green marketing.

Introduction

21st-century society requires young people equipped with 21st-century skills to be innovative, environmentally sensitive, open to sustainable development individuals with high self-efficacy, who can keep up with the digital world, and those skills are also among the priorities of the Erasmus+ program. The goal is to raise pioneers and innovative individuals who are both serviceable and beneficial to the nation and state, so it is aimed at improving the success of the school on a national basis and increasing the quality of education accordingly. However, considering the global conditions in the 21st century, it was observed very clearly that those skills are lacking in the pupils (Geisinger, 2016).

The evolving dynamics of the emergent realities also affected the conceptualization of entrepreneurship. In more modern terms, entrepreneurship is defined as the endeavor to effect and impact change on a global scale through innovative solutions to address challenges of the societies. Establishment of new enterprises remain as an important example of entrepreneurial activities however the concept itself extends beyond that. It compasses the willingness to undertake risks beyond the usual measures and translating ideas into reality. Thus, it is an integrative reality that is fueled by an individual's business pursuits (Kiziloglu and Ray, 2021).The popularity of ecopreneurs can be attributed to various factors such as desire to effect global change, autonomy from fixed work structures, capacity to work from any Location, passion for embracing risks, challenges in securing traditional employment, discomfort with the Life, aspiration to generate ideas for future generations, and pursuit of self-decision-making (Dixon and Clifford, 2007). An important distinction

[1] **Asli Cazorla Milla**, CEDEU Madrid, Associate Professor of Marketing, **Kamile Gonca Kivrakdal**, Izmir Kiz Lisesi, **Özge Kurt**, Izmir Il Milli Egitim Mudurlugu✉ corresponding author: a.cazorlamilla@cedeu.es✉kamilegoncakivrakdal@gmail.com; ozgeseven@gmail.com

needed to be made between the definitions of regular employees and ecopreneurs of today, see **Table 1**.

Table 1. Definitions of regular employees and ecopreneurs (developed by authors, 2023)

Employee	Ecopreneur
Adapts due to job-related concerns	Adapts due to societal concerns
Avoids mistakes as a priority	Mistakes are learning opportunities
Job knowledge is imperative	Emphasis is on continuous learning
Strives to be the most knowledgeable team member	Assembles team of individuals for a better team
Objectives revolve around job promotion	Objectives revolve around the entrepreneurial journey

Entrepreneurship is an ever evolving and dynamic concept, which is mostly associated with risk-taking, profit taking and being multifaceted. In the recent years, the term itself surely has undergone a paradigm shift. It now embodies a much broader meaning of addressing social problems and contributing to sustainable development activities. (Muo and Azeez, 2019). As we dive into dynamic global changes, we are witnessing also changes on how entrepreneurs handle different areas of business. The traditional approach to entrepreneurship was almost synonym with starting new businesses by taking calculated risks to generate profits. (Frese and Gielnik, 2014). In the contemporary context, this definition does not suffice to explain the entrepreneurs. An entrepreneur is someone who drives positive change by solving emerging social problems, in other words, the act of changing the world through innovative solutions. There are various forms of entrepreneurship, but the most commons are Commercial, Social, Start-up and Intrapreneurship.

Table 2. Common types of Entrepreneurships (developed by authors, 2023)

Type	Capital	Main Purpose
Commercial	Individuals	Profit generation
Social	Individuals/funds	Solutions to social problems such as access to education, food, finance…
Start-up	Individuals	Changing industries, disrupting solutions, rapid growth
Intrapreneurship	Individuals	Innovation within corporate, long-term success

Conceptualization of Ecopreneurship

The main goals of ecopreneurs' include the preservation and sustainability of the environment which they live in. In addition to these, integration of societal and environmental values, integration of SDG with business values and the establishment of environmental protection as part of their vision (Moon,2018). Therefore, main motivation of an ecopreneurs include the potential for cost savings and increased profitability through green initiatives. The market value for businesses adopting environmental conscious practices is increasing day by day. The creation of employment opportunities by hiring adequate personnel and the alignment with consumer Preferences for environmentally friendly products and services are on demand (Gupta and Dharwal, 2022).

The Impact of COVID-19 pandemic on green initiatives were sizable. The prevailing global economic conditions have discouraged many initiations of new green business ventures. Nevertheless, the innovative and resilient entrepreneurs continued to leverage digitalization and opted for upskilling themselves in terms of coping with new realities (Karman et.al, 2023). Especially digital literacy amongst Millennials and Generation Z has witnessed an increase during the pandemic, almost doubling the likelihood of these generations aspiring to start their own initiatives. The importance of having these aspiring generations transcended the pandemic and positioned itself as a critical skill for the future (Vugec et.al, 2021). Ecopreneurs follow a green business plan, seek ethical financing sources, cultivate a sustainability culture, continuously adapt to evolving ecosystems, conduct audits, implement sustainable alternatives, establish teams that share the same green goals and market these efforts through effective communication (Propenko et.al, 2020). We asked pupils to associate words with the ecopreneurs. After studying the collected data, the below word-cloud was created using Platstack program, see Figure 1 below. The most common words were environment, issues and environmental.

Figure 1. Word Cloud of Ecopreneurship association (developed by authors, 2023)

The famous Business Model Canvas that was developed by Osterwalder and Pigneur (2010) has been widely used as a strategic management tool by many entrepreneurs.

The original Canvas involves 9 fundamental areas: Customer segments, value proposition, channels, revenue streams, key resources, key activities, key partnerships, Customer relationships and cost structure. With the rise of green entrepreneurship ideas and 2 more additions were made to the original Canvas, calling it Sustainable Business Model Canvas. The new additions were social and Environmental Benefits and social and Environmental costs. It is important to note that the Sustainable Business Model Canvas and any canvas reflects the changes and features of an organization and its operational environment. Hence, it should be regarded not a static but a dynamic entity, adoptable by change. The new canvas emphasizes the ongoing adjustments in alignment with the emerging challenges in environment as well as market conditions (Joyce and Paquin, 2016).

Green Marketing and Challenges with Greenwashing

Green Marketing is introduced as a concept aiming to Meet consumer demands and needs while minimizing Harm to the environment (Dangelico and Vocalelii, 2017). The main stages of green marketing development can be outlined in 4S framework: Satisfaction, Sustainability, Symbolism and Social Responsibility. In addition to this social acceptability of a product or business without causing Harm to living beings or nature and ensuring the safety of a product that should not pose risks to people's health can be added to the framework. While the increase in green marketing initiatives continues, the greenwashing becomes a Challenge for all. Recent investigations have revealed a concerning trend - fossil fuel companies are increasingly turning to influencers to promote their brands and products. Leaked internal documents from BP in 2020 shed light on the oil and gas industry's strategic shift. Their aim? To become "more relatable, passionate, and authentic" and gain the trust of younger generations. It is important to be aware of the ways in which fossil fuel companies are using influencers to greenwash their image. We can all play a role in stopping this by refusing to support influencers who work with fossil fuel companies and by demanding that regulators act against greenwashing. It's not only fossil fuel companies seeking to partner with influencers to improve their image. Fashion and fast fashion brands are also joining the influencer marketing trend. (Sailer et.al, 2022). The negative impacts of Fast fashion on the climate crisis is calling green initiatives and the demand for slow fashion. When businesses are asked for common excuses for ignoring sustainability the answers were time constraints, cost concerns, consumer demands and the perception that environmental protection is the Government's responsibility. Other challenges such as lack of financing, lack of time and prioritization are also presented as not implementing sustainability in their businesses (Terán-Yépez et. Al, 2020). During the project, pupils were asked about the common myths about why they are afraid to pursue a green entrepreneurship idea. The most common answers were, the expansion of solopreneur failures, the misperception that green entrepreneurs solely function as greenwashers, the Notion that hiring employees can lead to failure, and the revenue is on the Sole Focus in the end.

Ecopreneurs of Tomorrow Project Goals

Outstanding, beneficial individuals for their country, equipped with sustainable and green entrepreneurship skills, being a part of a team, and learning project management including creativity, perseverance, and problem-solving skills are among the common goals of our Project. Moreover, it is also among the primary needs for the students to acquire the skills of analytical thinking for the future. It was among the main goals to transform the skills, especially entrepreneurial skills, which students acquired, into "Green Entrepreneurship" as part of "The European Green Deal" to contribute to the world and our country as well as to the lives of our students as individuals (Fetting, 2020). The aim was to realize entrepreneurship to be greener by considering global problems in every project and product. On the other hand, it is seen that the future needs up-to-date skills, so the teachers need to create a sustainable society, produce solutions to environmental problems, waste management, and be environmentally and sustainably literate. Thus, it was decided to do a jobshadowing activity to an eco-school in Lisbon so that teachers would have the chance to see the ecological practices on site which also provided a guide to green entrepreneurship.

The main goals of the project were to establish a "Green Entrepreneurship" club and/or Workshops to reveal the capacity of the students, who are the future of modern Turkiye, as well as teachers and students equipped with 21st-century skills, to become global citizens. During one intensive training, students received training in entrepreneurship skills, which is also included in the framework. In this training, the students invested their entrepreneurial skills and knowledge. In addition to this knowledge and skills, Green Entrepreneur candidates are to ensure the continuity of the club, to carry out meetings, workshops, Workshops, and Green Entrepreneurship activities in the school and the garden for the 9th and 10th-grade students. While all these activities were carried out, the effort was made to create a perception of entrepreneurship in students. In short, by developing the entrepreneurial school spirit, the school aimed to raise students considering their phase of age. Under the guidance of mentor teachers for whom each small group was responsible, the students' knowledge of the subject was increased and the problems were addressed with innovative and sustainable solutions. Thus, it was understood that school is not just a place that provides academic information, but rather life itself. In this respect, schools needed to acquire digital literacy, innovative thinking, and entrepreneurial skills, which can follow technological advances and economic changes in the world, rather than merely transferring information.

Two participants were determined by considering the green entrepreneurship activities and grant costs. While creating the project, basic needs, and short and long-term goals were determined within the framework of the Erasmus+ program priorities, İzmir Provincial MEM, Education Vision, and the strategic plan of the institution, and the School Education Gateway platform were used to determine the appropriate school that would develop personnel in this direction. The eco-school, Agrupamento de Escolas Póvoa de Santa iria was contacted. The purpose, outcomes, and expected outputs at the end of the jobshadowing activity for the participants by the host institution were obtained during the communication established, and their consistency with the activities to be implemented was checked. Green Entrepreneurship education aims to develop the skills and mindset of students to turn creative ideas into action. Thanks to this visit, active teachers, who are open to developing creative ideas, catch up with the necessities of the era, and receive training from an experienced institution in EU standards, has been a condition for future projects.

Sustainability and the KPIs of the Project

An activity observation report examining the activities to be carried out throughout the project was prepared by the project team, and monthly observation reports were filled in for each activity in the planned activity calendar. Whether the targeted goal has been achieved or not was determined by a separate report covering all of these observation reports. The criteria and measurement parameters were determined according to the standards in the monthly activities to be carried out. In addition, before the project started, a pre/post-test was applied to our students and teachers to determine whether our project had reached its goal. Within the scope of the program, the students worked on their small-scale projects under the mentorship of business world volunteers and the guidance of their teachers. They had to establish their companies with zero capital, produce and sell real products/services within the school boundaries, and participate in national/international fairs. The number of workshops within the club enabled the blending of previous knowledge with new developments. Particularly, current developments were shared on the project blog and social media channels that were created at the beginning of the project, and as young people of our age live digitally-centred lives, it was ensured to reach as many young people as possible. The dissemination plan was to periodically conduct surveys on social media after the activities carried out in line with the activity calendar were shared. Since the project is carried out in line with the ideas and needs of the students, the desire to embrace the project and create a greener and more sustainable school will never end. During the project, it ensured the continuation of the sustainable entrepreneurship that is being created in the school by signing various protocols with the province and universities at the end.

Methodology

To this research, mini focus group and case study methodologies were used. Mini focus group that is part of the focus group methodology that is conducted with 4-5 participants and guided by a single moderator. This method is found its usage widely in qualitative research in understanding participant perspectives on a specific topic (Wilkinson, 1998). In the study, pupil's reactions to green entrepreneurship practices were examined and through "why" and "how" type of questions. To have a wider range of viewpoints, pupils were selected from different ages.
In addition to mini focus group, case study methodology was applied to the research. This method used due to its effectiveness to provide in-depth examination of a single

Organization or a project. Within this study, it is found valuable for data Collection and analysis where more complex issues could be resolved (Johansson, 2007).

Future of the Project and Limitations

Through this project, where the ideas of Green Entrepreneurship and Green Schools will be laid and implemented, it is also among plans to make a student-centred project, which will be applied in the next year. It is planned as one of the main activities to train students who can work with the logic of the company, with the invitation of experts and personnel courses at the feet of the school and teachers via this project. In this context, our students will acquire and practically experience cooperation, teamwork, innovation competence, and problem-solving skills in line with our goals. With the network of teachers to be established by our teachers who will receive on-site and applied training, they will not only enable other teachers in our school to adopt the project spirit and logic but also have the opportunity to develop themselves in the professional field. With these goals, our activities include establishing a club on the subject, providing the transfer of the targeted topics to the club students in the presence of a subject expert, and conducting green initiative activities according to the needs of our school by forming small groups and/or workshops within the club and observing the progress of the activity. With the "Ecopreneurs of Tomorrow" Project, it is planned to make sustainability more permanent in the EU criteria in the next year. In addition, it is planned to prepare a program to select in-house mentors among our students and teachers who receive training with the KA1 project and to guide our students who will come in the new academic year. In this context, our project aims to establish institutional sustainability in our school. Thus, when our project is finally completed, the effectiveness of the activities carried out will be permanent.

Conclusions and Further Investigation

Although the project has been a good success for marking an important Point integrating sustainable business practices in line with European Green Deal, there are areas of improvement. From the analysis and the feedback given by participants, it is identified a green entrepreneurial mindset among pupils. This only does not Foster an environment where sustainable business concepts are understood but also actively put into practice. The enthusiasm and the active participation shown by all the parties involved are Proof to the program's relevance and the growing demand for education that needs to be aligned with Environmental sustainability goals and SDGs. The project inspired and educated while creating an awareness and action towards ecopreneurship.

Looking forwards, it's crucial to continue and Build upon the foundations that are established by this project. Future research should Focus on the sustainability and the long-term impacts of this initiative on the participant's entrepreneurial journeys. Translating these green entrepreneurial skills unto real green businesses is important. Furthermore, the scalability and the expansion of the project in different regions and cultures can be explored. Another area of investigation is also the integration of green entrepreneurship into the education curricula in different levels. Therefore, it is recommended to apply different pedagogical approached to enhance the effectiveness of teaching green entrepreneurship. These areas of research will not only contribute to the Legacy of the project but also to the broadening the aim of achieving a sustainable future.

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CONTENT ANALYSIS IN MARKETING: DECODING MESSAGES SENT BY COMPETITORS AND ENHANCING MARKETING STRATEGY BASED ON OBTAINED INSIGHTS

Stefan Ivanović, Bojan Branković, Slobodan Adžić [1]

Abstract: The analysis of messages in marketing plays a critical role in comprehending and optimizing marketing strategies. Examining the content of messages utilized in marketing campaigns allows for a deeper understanding of how companies engage their target audience and shape their decision-making processes and behaviors. This research paper aims to investigate the significance of content analysis in marketing, its application in competitor analysis, and its potential for enhancing marketing strategies based on insights gleaned from competitor messages.
Key words: content, communication, message, analysis, strategy, competition

Introduction

Communication is a tool through which market participants transform their goals and marketing strategies into tangible activities that influence the target market. It serves as a vital means for conveying brand identity, product benefits, and engaging with consumers, ultimately shaping their decision-making processes and behaviors. W. Glenn Griffin (Griffin W.G (2018), emphasizes the role of communication in marketing as a transformative method for market participants to interact with their target audiences and achieve their objectives.
While the goals and strategies of long-standing market participants are often visible and apparent, it is important to recognize that they are susceptible to change. In a dynamic market environment, shifts in consumer preferences, emerging trends, and competitive forces necessitate continuous monitoring and analysis of participants' objectives and marketing strategies. By analyzing the messages, they communicate, we can proactively identify changes in their goals and strategies, enabling us to refine and improve our own marketing strategies to maintain competitiveness (Ichikawa M, Hori A, Inada H, et al (2023).

Methodology

The methodology employed in this scientific paper encompasses a combination of desk research studies, the examination of cases from other markets, and the author's practical experience. It involves the analysis of messages from the domestic market, for which the author had access to reliable market data. By placing these messages

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in the appropriate context, the author aimed to decode the communication efforts of competitors accurately. The desk research component involves gathering and analyzing existing literature, reports, and studies relevant to the topic of analysis. Additionally, the author explores case studies from other markets to gain insights and draw parallels to the domestic market. Furthermore, the author utilizes their own practical experience and knowledge of the market to enhance the analysis. By integrating these approaches, the methodology ensures a comprehensive and well-rounded exploration of the messages emitted by competitors.

Scope of Research Study

Specifically, this study focuses on two types of messages: overt messages, which may indicate repositioning efforts, struggling sales, or the introduction of a new brand structure; and subtle messages in communication, which may signify shifts in marketing strategy or changes in communication focus.
We wanted to explore the impact of various types of information provided within the content provided by competitors and understand the shifts in their marketing strategy.

Introduction

Content analysis is a research method that involves systematic and objective examination of textual, visual, or audio materials to extract meaningful insights and identify patterns or themes within the content (Krippendorff, K. (2019). It is widely used across various disciplines, including social sciences, communication studies, marketing, and media studies. The primary goal of content analysis is to provide a rigorous and structured approach to analyze and interpret the underlying meanings, representations, and discourses present in the collected data.
Various methods are employed in content analysis to systematically analyze and categorize the data. Quantitative content analysis involves the use of coding schemes and statistical techniques to quantify the frequency, distribution, and relationships of specific content elements. On the other hand, qualitative content analysis focuses on in-depth interpretation and understanding of the content, aiming to identify emerging themes, patterns, or contextual nuances. These methods can be used independently or combined in mixed methods approaches to provide a comprehensive analysis of the data.
The significance of content analysis lies in its ability to uncover hidden insights, reveal trends, and generate evidence-based findings. It allows researchers to identify dominant messages, representations, or narratives within a given dataset. According to Neuendorf (2017), content analysis offers "a systematic and replicable approach to examine large volumes of data efficiently". It enables researchers to explore social, cultural, or ideological dimensions embedded within the content, making it a valuable tool for understanding public opinion, media effects, consumer behavior, and communication strategies. Moreover, content analysis can inform decision-making processes, shape policy development, and contribute to the advancement of knowledge in various fields, (Weber, R. P. (1990).

Message analysis in marketing involves a systematic examination and interpretation of the content conveyed through various marketing channels. It encompasses a comprehensive understanding of linguistic elements, visual components, tonality, context, and objectives conveyed through marketing messages. Through this analysis, key messages, values, branded elements, and strategies employed by companies can be identified, providing crucial insights into their marketing approach.

Types of messages in marketing

In today's fast-paced consumer-driven world, effective communication plays a pivotal role in shaping brand perception and influencing consumer behavior. Companies employ various marketing communication channels to convey their messages to consumers, whether it be through packaging, branding, advertisements, public relations efforts, or even at points of purchase. Understanding the different types of messages utilized by companies in their marketing communications is essential for comprehending their strategies and their impact on consumer decision-making processes.
Based on over 20 years of extensive marketing communication practice across Central and Eastern European countries, and through in-depth analysis of messages using desk research, I have identified and classified five types of messages in marketing communications based on the content they convey (Table 1.).

Table 1. Types of messages used by companies in marketing communications, that can be identified based on content type criteria.

Analysis of Informational Messages

Informational messages are aimed at providing consumers with factual details about a product or service. Companies often use this type of message to highlight product features, specifications, or benefits. Whether through product packaging, website descriptions, or brochures, informational messages aim to educate consumers and provide them with the necessary knowledge to make informed purchasing decisions.

By examining the content and structure of informational messages, marketers can gain insights into consumer perceptions, preferences, and decision-making processes.

One example of an informational message in marketing is a product packaging label that clearly lists the ingredients and nutritional information of a food product. By analyzing this message, marketers can determine whether the product meets the desired dietary preferences of consumers, such as being gluten-free or organic. They can also identify any potential allergens or ingredients that may be of concern to specific consumer segments.

Another example of an informational message is a detailed specification sheet provided in an advertisement for an electronic device. By analyzing this message, marketers can gain insights into the technical features, capabilities, and performance metrics of the product. This information allows them to understand the product's positioning in the market, compare it with competitors, and identify unique selling points. Marketers can also use this analysis to identify the target audience's preferences for specific features and tailor their messaging to highlight those aspects that resonate most with potential customers.

In conclusion, analyzing informational messages in marketing, whether found on packaging labels or in advertisements, provides valuable insights into consumer preferences, needs, and decision-making processes. By understanding how companies convey factual details about their products or services, marketers can refine their marketing strategies, tailor messaging to target audiences, and effectively communicate the benefits and features that are most important to consumers.

Analysis of Emotional Messages

Emotional messages are designed to evoke specific emotions or feelings within consumers. By tapping into consumers' desires, aspirations, or fears, companies aim to establish a deep emotional connection with their target audience. These messages often leverage storytelling techniques, appealing visuals, and persuasive narratives to create an emotional bond that resonates with consumers and influences their purchasing behavior.

Analyzing these messages helps marketers understand how companies use emotional appeals to influence consumer attitudes, behaviors, and brand loyalty. By examining the content, tone, and visual elements of emotional messages, marketers can derive valuable insights into consumer perceptions, preferences, and emotional responses.

An example of an emotional message is the case of Serbian coffee brand Doncafe and their red coffee mug. Doncafe established the red coffee mug as an object with strong emotional value for consumers. After a period of discontinuation, started in 2006, the company reintroduced the red mug to the market, after 17 years. This decision was driven by the deep emotional connection that consumers had developed with the red mug over the years, as they kept and used them in their homes. Analyzing this emotional message, marketers can infer that the red mug remains a symbol of familiarity, nostalgia, and emotional attachment for consumers. By reintroducing it, we can see that Doncafe returns back to the roots, with old branding

elements that emotionally resonate with traditional target audiences - with traditional message.
By analyzing messages in which the emotional element plays a key role, we can conclude that Doncafe intends to maintain traditional messaging towards target groups with traditional attitudes in the future. Additionally, the various coffee brands within this manufacturer's portfolio will be more focused on their respective target audiences.

DONCAFE TV AD, 2004 DONCAFE TV AD, 2006

DONCAFE TV AD, 2015 DONCAFE TV AD, 2023

Figure 1. Overview of Doncafe TV ads from 2004 to 2023

In conclusion, analyzing emotional messages in marketing provides insights into how companies strategically utilize emotions to create memorable brand experiences and foster consumer connections. Emotional messages can evoke feelings of desire, happiness, nostalgia, or any other emotion relevant to the brand's positioning. By understanding the emotional responses triggered by such messages, marketers can refine their marketing strategies, strengthen brand loyalty, and build long-lasting relationships with consumers. The case of Doncafe and their red coffee mug demonstrates the enduring emotional impact that certain objects can have on consumers, even after a significant period of time.

Analysis of Persuasive Messages

Persuasive messages are intended to convince consumers to take specific action, such as making a purchase or engaging with a brand. Brands employ various tactics, including promotional offers, discounts, testimonials, or social proofs, to persuade consumers that their product or service is the best choice. Persuasive messages rely on the principles of persuasion, such as scarcity, authority, and social influence, to nudge consumers towards a desired behavior.

Analysis of persuasive messages in marketing involves examining the content that aims to influence and persuade consumers to take specific actions or adopt attitudes. One example of a persuasive message in marketing is when a premium brand consistently offers price deals or discounts in its advertising and packaging. This strategic shift in pricing suggests that the brand may be undergoing a repositioning strategy. By focusing on lower prices and promotions, the brand aims to attract a wider audience and potentially expand its market share. This analysis, combined with other information, might reveal the brand's intention to adjust its marketing approach and target new customer segments.
Mercedes-Benz launched the Model 190, in 1982. The Model 190 was positioned as the smallest and most affordable model in Mercedes-Benz's portfolio at the time. This new launch was significant as it signaled Mercedes-Benz's intention to enter the medium price segment of the automotive market. The Model 190 was designed to cater to customers seeking a more compact and car option with lower price, yet maintaining the brand's reputation for luxury, quality and craftsmanship.

Figure 2. Newspaper ad from Mercedes 190 launch campaign in 1982. Headline: "Value that only Mercedes in compact format can offer you"

Another example of a persuasive message in marketing is when a brand utilizes emotional appeals to connect with consumers on a deeper level. For instance, a skincare product advertisement might emphasize the emotional benefits of using the product, such as feeling confident, beautiful, or rejuvenated. By highlighting these emotional outcomes, the brand seeks to create a strong association between the product and feelings, ultimately influencing consumers' purchasing decisions.

Analyzing such messages allows marketers to understand the shifts in marketing strategy towards new trends and directions for future product developments.
In conclusion, analyzing persuasive messages in marketing provides valuable insights into the strategies employed by brands to influence consumer behavior. The example of a premium brand offering frequent price deals signifies a potential repositioning effort, indicating a shift towards a more price-sensitive market segment. Emotional messages, on the other hand, leverage consumers' emotions to establish a deeper connection and drive purchasing decisions. By comprehending the persuasive techniques utilized in marketing communications, marketers can enhance their own strategies, better engage with their target audience, and ultimately achieve their marketing objectives.

Analysis of Branding Messages

Branding messages focus on building and reinforcing a company's brand identity and image. These messages aim to communicate the values, personality, and unique selling proposition of a brand. Companies use consistent visual elements, taglines, slogans, brand storytelling and other branded elements to create a distinct brand identity that resonates with target audience.
Analysis of branding messages in marketing involves examining the strategic use of brand elements and messaging to convey a desired image and perception of a product or company. It aims to understand how brands communicate their unique value proposition and establish a distinctive position in the market. Analysis of branding messages, we can draw conclusions about the brand's intended target audience, brand personality, and shifts in competitive positioning.
One example of branding messages can be observed in the case of the Serbian coffee producer Grand and their brand Aroma. Over the years, Aroma has undergone several shifts in its branding strategy. Initially positioned as a traditional coffee brand with a focus on quality and heritage, Aroma was the key selling driver after it was launched. Later, it was repositioned to appeal to a younger, more modern audience, with shift in branding from product brand to sub-brand. In the last modification, in 2019, the umbrella brand Grand overtakes the role of a main sales driver, and Aroma gets the role of a descriptor. This shift in branding messages, reflected in packaging and advertising, indicated a desire to capture a new segments market and adapt to changing market dynamics.

Figure 3. Evolution of Aroma coffee packaging by Grand: 2006-2019. Changes in branding elements with shifts from Product Brand to Sub-brand in 2017, and a move towards the descriptor role in 2019, while Grand assumes the role of the primary selling driver.

Another example of branding messages can be seen in luxury fashion brands. Chanel is known for its timeless elegance and sophistication, which is consistently conveyed through its branding messages. From iconic packaging designs to visually striking advertisements, Chanel consistently communicates a sense of luxury, exclusivity, and craftsmanship. A significant part of Chanel's brand value lies in exclusivity and the premium aesthetic that is noticeable in all communication messages.These branding messages help establish Chanel as a high-end brand, appealing to affluent consumers who seek prestigious and aspirational products.

From these examples, we can conclude that branding messages play a crucial role in shaping consumer perceptions and establishing a brand's identity. They reflect the strategic decisions made by companies to position their brands in a particular way, targeting specific market segments and conveying desired attributes.

Analysis of Socially Responsible Messages

Socially responsible messages focus on communicating a company's commitment to social or environmental causes. Such messages highlight corporate social responsibility initiatives, sustainability efforts, or charitable partnerships. These messages not only appeal to consumers who value ethical practices but also contribute to building a positive brand image and enhancing brand reputation.

Analysis of social responsibility messages in marketing involves examining the ways in which companies communicate their commitment to social and environmental causes. One notable example is the brand Patagonia, which has consistently integrated social and environmental values into its marketing communications. Their messaging emphasizes their dedication to environmental preservation, fair labor practices, and sustainability throughout the supply chain. By highlighting their eco-friendly materials and initiatives, Patagonia appeals to consumers who prioritize social responsibility and environmental consciousness. This sends a clear message that the company is committed to making a positive impact beyond just selling products.

Figure 4. Patagonia ad asking customer to reduce, repair, reuse or recycle their clothes, rather than buying a new one.

Another example of social responsibility messaging can be seen in the marketing efforts of the beauty brand Lush. Lush is known for its strong stance against animal testing and its commitment to using ethically sourced ingredients. Their packaging and advertising often feature messages advocating for animal rights and promoting environmentally friendly practices. By aligning their brand with these values, Lush appeals to consumers who prioritize cruelty-free and sustainable products. The inclusion of such messages can create a strong connection between the brand and socially conscious consumers, fostering loyalty and driving purchase decisions. New generation of consumers do pay attention to the aspect of social responsibility and prefers to buy sustainable products, (Liu C, Bernardoni JM, Wang Z. (2023).

From these examples, we can conclude that companies that effectively incorporate social responsibility messages into their marketing communications can differentiate themselves from competitors and attract consumers who align with their values. By openly communicating their commitment to social and environmental causes, brands can build trust, establish a positive brand image, and create long-term relationships with consumers who prioritize social responsibility. Additionally, such messaging can serve as a catalyst for positive change, encouraging other companies to adopt more sustainable and socially responsible practices in their operations.

Conclusion

This study has successfully demonstrated that through the analysis of content in marketing, we can uncover crucial information emitted by competitors. This information enables us to understand their goals, strategies, and predict the directions of their future actions. The findings of this study highlight the value of content analysis in marketing for gaining insights into competitor behavior. By carefully analyzing competitor messages, companies can decode their underlying intentions, market positioning, and engagement strategies. This knowledge empowers companies to make informed decisions, refine their marketing approaches, and proactively adapt to changes in the competitive landscape. It also enables them to anticipate market trends, identify opportunities, and establish stronger connections with their customers.

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RECRUITMENT AND SELECTION PROCESS OF PERSONNEL IN THE IT SECTOR IN THE TERRITORY OF VOJVODINA

Jasna Jaramaz [1]

Abstract: The recruitment and selection process in HR management, involving various methods, is crucial for attracting top talents. Understanding the key steps in the selection process can assist human resource managers in navigating the entire employment lifecycle and achieving optimal results. This paper focuses on the importance of recruiting and selecting candidates, as companies that take their hiring process seriously have a higher chance of finding and retaining top talents, helping them stay ahead of the competition and achieve their goals. The study analyzes the recruitment and selection process of candidates in the IT sector, specifically in the Vojvodina region. The research involved 180 participants from various IT companies in Vojvodina, revealing differences in the recruitment and selection processes for IT positions compared to other roles.

Key words: selection and recruitment, IT sector, human resource management

Introduction

It is widely known that the effective functioning of any business organization depends not only on material or financial resources but also on the presence of capable and valuable human resources in its team. The significance of the human factor in any type of work or organization is unparalleled due to its unique characteristics. The value of human resources increases over time, with work experience and education levels. Human resources are an organization's wealth that can help it achieve its goals. Human resource management involves the process of hiring people, training and developing employees, developing business strategies, and evaluating performance. In the current complex environment, no job or organization can exist and grow without appropriate human resources. Therefore, human factors have become the focus of attention for every progressive organization. Human resource management is a process that includes hiring people, training and developing employees, developing business strategies, and evaluating performance. It has undergone many changes in the last two decades, gaining a more important role in today's organizations. Human resource management, or HR, deals with all aspects of how people are employed and managed in organizations.

Human resources are a crucial aspect of every successful organization. HR creates a positive and productive work environment, helping employees grow and ensuring compliance with laws and data management. Despite various responsibilities, hiring remains at the core of HR efforts. HR professionals carefully find, review, and assess potential employees to build a talented and diverse team. By focusing on hiring, HR contributes to the overall strength and dynamics of the company.

The recruitment and selection process in HR management, involving various methods, is crucial for attracting top talents. Understanding the key steps in the

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selection process can assist human resource managers in navigating the entire employment lifecycle and achieving optimal results. This paper focuses on the importance of recruiting and selecting candidates, as companies that take their hiring process seriously have a higher chance of finding and retaining top talents, helping them stay ahead of the competition and achieve their goals. The study analyzes the recruitment and selection process of candidates in the IT sector.

In the first three months of 2023, the export of the Serbian IT industry reached 786 million euros. According to data from the Ministry of Information and Telecommunications, the figures show a significant increase of 44% compared to the same period last year. The total export for the previous year was 2.7 billion euros, and if the growth trend continues, the export could exceed 4 billion euros by the end of the year, as stated by the Government's presidency.

The IT industry in Serbia is experiencing constant growth, with local IT companies being highly sought after by foreign clients. Novi Sad has become a hub for this industry in Serbia, nurturing talents and IT professionals for Europe and the world. Some of the IT companies in Novi Sad include Ximedes, Symphony, VegaIT, Levi9, Playrix RS, Schneider Electric, and IBM.

The first part of the paper analyzes previous research in the field of recruitment and selection in the IT sector. The second part presents the results of our research on the selection and recruitment process of candidates in the IT sector in the Vojvodina region.

Literature Review

Strategic HR fundamentally takes actions aligned with the company's long-term goals. This involves proactive planning, optimizing talent management through data analysis, and proactively suggesting improvements to the organization, work environment, and employee development. As companies expand their teams, recruitment processes and talent management become priorities, and investing in human resources becomes essential for developing the best professionals and advancing the organization.

People are the most important resource of a company, and it becomes clear that investing in employees can contribute much more to an organization than financial or material resources. During candidate selection and recruitment, it is crucial to hire people who fit the job and align with the organization's goals and missions, as well as to invest in employee development for the future.

Incorrect decisions during hiring cause significant problems in organizations, affecting costs, efficiency, and business economics. When testing or interviewing, HR management makes random, rarely intentional, and conscious errors, which later impact operations. The person who accepts our business offer at the end of the final selection can cost the organization a lot, taking time to train the new employee, introduce them to the job, and socialize them. Still, over time, our new workforce may prove unproductive and unqualified for the job. More than 82% of companies use some form of screening before hiring. It's a great way to find out whether someone truly speaks Mandarin fluently (as claimed on their resume) or if they are misrepresenting themselves. There are numerous skill assessments you can use, including those offered by LinkedIn. However, here's a warning: skill tests only work if you pay attention to the results. According to an article in the Harvard Business Review, researchers "discovered that even when companies administer such tests, hiring managers often ignore them—and when they (ignore the results), they end up with poorer hires." Whenever possible, consider dropping the requirement for a four-year degree in your job ads, especially for jobs with "middle skills," traditionally requiring more than a high school diploma but less than a college degree. Seeking a college degree drastically reduces your talent pool, even though an undegreed worker may be a perfect fit.

We mostly look for candidates externally. In the past, when employees typically stayed with one organization throughout their careers (from the end of World War II to the 1970s), companies filled 90% of their vacant positions through promotions and lateral moves. Today, that figure is a third or less. It's crucial to ask whether the best candidate might already be in-house. There are many reasons why you might want to hire internally. It takes less time and money to find talent (saving on relocation costs), enables faster onboarding and ramp-up, and provides an accurate report of the candidate's recent performance (Cappelli P., Harvard Business Review, 2019).

Automatic rejection of "overqualified" candidates – if you routinely reject candidates because you think they're overqualified, you might want to reconsider. Of course, there are reasons why an overqualified candidate might give us pause. Hiring managers may not want to bring on someone with more experience than them who could overshadow them. There's always the risk that the employee will get bored and move on or might demand too high a salary. However, most experienced employees understand that compensation for a long career tends to ebb and flow over time, rather than continually rise. There may also be a reason why an experienced candidate wants to work in your company, even if it's a step down and less pay.

Employers Rarely Provide Feedback

Hiring managers and recruiters play a crucial role in the recruitment process by sifting through dozens, hundreds, or even thousands of potential candidates. Finding the perfect fit is a time-consuming process. Therefore, many companies no longer send rejection letters to unsuccessful candidates. Telling someone they didn't get the job is difficult, and not doing so is an easy way out.

Almost 77% of candidates who apply for jobs through job postings don't receive feedback from employers, according to a study conducted by "Infostud" for over ten years, titled "Rate the Path to a Job." Candidates are asked about their experience in the selection and recruitment process from the moment they submitted their application to the end and whether they received feedback on the outcome of the competition. The study was conducted in 2020 and assessed over 21,500 job ads, constituting 6,000 individual employers. Employers receive over 500 applications, but even in the 21st century, when it's just three clicks, not receiving information can discourage job seekers, as stated in the research.

Although data on the lack of feedback has indicated a negative impact on employers' image for years, there is no improvement in efforts to improve this step in the selection and recruitment process this year. As in the previous 13 years, Infostud collected candidate ratings on the selection and recruitment process at employers where they applied for one of the open positions. In this year's "Rate the Path to a Job" survey, 22,339 candidates expressed their views on 28,791 job postings from 7,783 employers.
Candidates this year, as in previous years, rated companies on a scale of 1 to 5 for how the company scheduled the interview, the quality of information received about the job, the speed of the selection process, and notification of the competition outcome.
Until the pandemic, there was a slight trend of improvement, and last year's persistent rating was repeated in 2022, with the lowest average rating of 1.5 given by 88% of candidates for lack of feedback. In times of a significant workforce deficit, when it is increasingly challenging to find workers, the situation becomes even more alarming, with 65% of candidates stating that they would no longer apply to the same employer due to this reason, and 70% emphasized that they would not recommend that employer to any of their close ones.
On the other hand, many companies attach great importance to these processes and their public image, as evidenced by high ratings for scheduling tests or interviews, receiving an average rating of 4 this year. Processes related to obtaining information about the job they applied for (job description and working conditions) and the speed of completing the selection also received a high rating of 3.7.

Recruitment in the IT Industry

In the IT sector (information technology), most skilled personnel are recruited externally and highly educated. In 2021, the LinkedIn user base in Serbia is expected to reach 1.10 million users by 2025. Research results indicate that in Serbia, the internet and social networks are used in the recruitment process, but not extensively. The use of social networks like Facebook or LinkedIn is relatively low, as shown in the research results. The use of social networks for recruitment is still developing. In the selection process, the internet and social networks are not significantly utilized, as indicated by research results. Serbian organizations use social media profiles in only 10% of cases for the selection of managerial and professional positions and only 6.3% for the selection of administrative and physical workers (Knežević, 2022).
Among external recruitment methods, recommendations, newspaper, and online advertisements are most commonly used. In the external recruitment of managers, the internet is most frequently employed. For skilled workers, the most popular external recruitment sources are the National Employment Service, online ads, and permanent job postings. Recruitment often occurs through recommendations via the LinkedIn network, and foreign companies collaborate with Serbian faculties, leading to a noticeable number of employed students or graduates securing positions through internships or the opportunity "My First Job."

Employers Dissatisfied with Candidate Quality in the Serbian Job Market

In the "Rate the Path to a Job" survey conducted by the job search website Poslovi Infostud, data consistently shows a certain level of candidate dissatisfaction with the employers' selection and recruitment process. The lack of feedback on the competition outcome, where many employers frequently fail, contributes the most to this dissatisfaction.

An article in the electronic edition of "Danas" (28.07.2022) states that employers are dissatisfied with the quality of candidates in the Serbian job market. Some applicants did not show up for scheduled interviews, and some respondents note that the job ad text is incomplete, with an imprecise job description.

To determine employer satisfaction regarding candidate quality from the job opening to the hiring of the selected candidate, a survey was conducted in May and June 2022 involving 317 companies. Twenty percent of the participating companies were from the IT sector, and 80% were from non-IT sectors. Over half of them belonged to smaller companies (up to 100 employees), while a third fell into the category of medium and larger enterprises with up to 1000 employees, and 10% were companies with over 1000 employees.

Positions with medium seniority were most frequently sought by surveyed companies (57%), with 20% of ads targeting junior and senior positions each. Common challenges faced by companies include the number of applicants, lack of experience, and unrealistic candidate self-perceptions. Regarding the response to job postings, companies mostly expressed dissatisfaction with the small number of applicants, with over 60% believing that a minimal number of candidates apply, while only 36% are satisfied.

Concerning the quality of applications, half of the companies rated it lower than expected, with only 15% being satisfied. Competence levels of candidates also contribute to this dissatisfaction. The research indicates that almost half of the applications are less competent than the job ad requires, while only 13% of candidates meet the employer's specified job requirements. Dissatisfaction is even more pronounced in the IT sector. Employers emphasize that candidates with lower seniority than required apply predominantly (48%), and a significant portion of applicants lack expertise, comprising a third of the total applications. Only 5% of companies receive applications with the required qualifications and seniority.

Although candidates who applied for a job are expected to attend the interview, market data from the survey shows a slightly different picture. Almost half of the surveyed employers state that all invited candidates show up for the job interview, while a third emphasize that invited candidates do not appear for the scheduled interview. If candidates cannot attend the job interview, employers note that candidates rarely report being unable to attend, but a quarter usually informs with a request to reschedule. Regarding positions most problematic in terms of hiring and turnover, employers highlight issues mainly in the IT sector (especially for senior positions), followed by trade/sales, manufacturing, and also lower-skilled positions like various crafts that are in shortage in our market, as stated in the press release.

When asked about highlighting work conditions such as salary in the job ad, 77% of employers state that they do not publish this information in the job ad text. On the other hand, only 4% plan to communicate the salary in the future to attract a more qualified and competent workforce. Given that candidates most often criticize employers for the lack of feedback, the research shows that 50% of them always report the outcome, and a third usually informs. Complete absence of feedback is stated by 15% of surveyed employers.

Based on the presented data, there is significant employer dissatisfaction with the choice and number of candidates in the job market. Our "Rate the Path to a Job" research shows that candidates are satisfied with the way interviews are scheduled and the information they receive about the position they are applying for. However, on the other hand, surveyed companies assess that they often do not receive competent candidates and that it frequently happens that candidates do not appear for scheduled interviews. Interestingly, there is a certain consistency in both surveys regarding candidate information about the interview outcome. Candidates in the previous survey emphasized that they do not receive feedback on the outcome of their job interview, while employer responses also show that they often will not send a response regarding the interview outcome (Danas online, 2022).

Methodological Framework of the Research

The subject of the research is to determine how the process of selection and recruitment of employees in the IT sector functions in the territory of Vojvodina. Objectives of the research were:

- Determining recruitment sources in IT companies in the Novi Sad area,
- Examining the influence of the position for which employees are hired on the elements of the selection process,
- Identifying differences in the types of tests used in the selection process for different positions in the IT sector,
- Determining differences in the candidate interview process for different positions in the IT sector.

Based on the proposed scientific goal of the research, research hypotheses were formulated. The hypotheses on which the research is based are:

- H0: There is a statistically significant difference in the implementation of the recruitment and selection process for IT positions and all other positions in the organization.
- H1: There is a statistically significant difference in the recruitment process for candidates for IT positions and other positions in the organization.
- H2: There is a statistically significant difference in the types of tests used in the selection process for IT positions and other positions in the organization.
- H3: There is a statistically significant difference in the interview process between candidates hired for IT positions and other positions in the organization.

The research was conducted in the territory of Vojvodina between February and May 2023. Two basic methods for data collection and analysis were applied: the method of theoretical analysis, the research method, and the method of content analysis. Primary research is based on the survey method using the Google Forms application for questionnaire creation and analysis. The questionnaire, including 14 questions, was answered by 180 anonymous respondents employed in IT companies in the Vojvodina region. Data processing was conducted using the statistical package SPSS.

Demographic Characteristics of the Respondents

The research focuses on the process of selection and recruitment of employees in the IT sector in the Novi Sad area. The primary goal is to show whether there is a significant difference in the implementation of the recruitment and selection process for IT positions compared to all other positions in the organization.

The questionnaire was completed by employees in the IT sector with different qualifications, job profiles, ages, and workplaces. A total of 180 employees in the IT sector participated in the survey, with 61.7% being male and 38.3% female. The respondents were categorized into five groups: the first group is under 25 years old (12.3%), the second group is from 26 to 35 years old (46.9%); the third group is from 36 to 45 years old (30.9%), the fourth group consists of employees from 46 to 55 (8.6%), and respondents older than 56 years (1.5%).

Respondents were asked about their educational qualifications, and the results showed that the majority of IT professionals had completed their university education, with 49.4% (40 respondents) holding a bachelor's degree, 29.6% (24 respondents) having completed master's studies, and 21% (17 respondents) having only secondary education.

When examining the duration of employment, 34.6% of respondents have been working between 6 and 10 years; 30% have been employed for up to 5 years, 29.6% have been working between 11 and 20 years; 3.7% have been in employment for 21 to 30 years, and only one respondent has work experience longer than 31 years.

Employees in the IT sector hold various job positions, which, in addition to job descriptions, include the level of experience, aiding team leaders and managers in task allocation. Job positions held by respondents include programmer (junior, senior), designer, software tester, director, owner, manager, supervisor, team leader, finance group collaborator, HR assistant, technical support agent, consultant, marketing specialist, social media specialist, and content writer.

Research Results

Influence of the Respondent's Position on the Candidate Recruitment Process in the IT Industry

To examine whether there is a statistically significant difference in the way candidates are recruited for IT positions compared to those employed in other positions in IT companies, we employed the Pearson's $\chi 2$ (chi-square) test. (Table 1)

Table 1. Pearson's χ2 (chi-square) test.

Crosstab

Count

		IntExtREG		Total
		Interna	Eksterna	
Pozicija	IT	18	26	44
	Ostalo	24	13	37
Total		42	39	81

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	4,620[a]	1	,032		
Continuity Correction[b]	3,710	1	,054		
Likelihood Ratio	4,672	1	,031		
Fisher's Exact Test				,045	,027
Linear-by-Linear Association	4,563	1	,033		
N of Valid Cases	81				

a. 0 cells (0,0%) have expected count less than 5. The minimum expected count is 17,81.

b. Computed only for a 2x2 table

To achieve significance, p should be 0.05 or lower. Based on our results, it can be stated that there is a statistically significant difference in the candidate recruitment process across different positions in IT companies, given that p=0.032. Although there is no statistically significant difference based on frequency analysis, it can be inferred that IT positions are more often filled through external methods compared to all other positions in IT companies. Considering the statistically significant difference in the candidate recruitment process across different positions in IT companies, we can conclude that H1: IT positions are more often filled internally, while other positions in the organization are more often filled externally – CONFIRMED.

Influence of the Respondent's Position on the Application of Tests in the Candidate Selection Process in the IT Industry

In the candidate selection process, testing is frequently utilized, but its application varies depending on the specific job being filled. To investigate whether there is a statistically significant difference between the position to which a candidate is hired and the use of tests in the selection process in IT companies, we employed the Pearson's χ2 (chi-square) test. (Table 2).

Table 2. Pearson's χ2 (chi-square) test.

Crosstab

Count

		Testovi		
		Da	Ne koriste	Total
Pozicija	IT	33	11	44
	Ostalo	23	14	37
Total		56	25	81

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	1,552[a]	1	,213		
Continuity Correction[b]	1,009	1	,315		
Likelihood Ratio	1,551	1	,213		
Fisher's Exact Test				,236	,158
Linear-by-Linear Association	1,533	1	,216		
N of Valid Cases	81				

a. 0 cells (0,0%) have expected count less than 5. The minimum expected count is 11,42.

b. Computed only for a 2x2 table

Based on our results, it can be stated that there is no statistically significant difference in the application of tests in the selection process based on the position for which the candidate is being employed in IT companies, considering that p=0.213. Although there is no statistically significant difference based on the frequency analysis, it can be concluded that tests are more commonly used in the selection process when hiring for IT positions.

Since there is no statistically significant difference, we can conclude that:

H2: There is a statistically significant difference in the type of tests used in the selection process for IT positions compared to other positions in the organization - NOT SUPPORTED.

The influence of the respondent's position on the candidate interview process for open positions in the IT industry.

To examine whether there is a statistically significant difference between the position for which the candidate is being employed and the use of tests in the selection process in IT companies, we used the Pearson's χ2 (chi-square) test, crossing the respondent's position with questions related to how many interview rounds they had during the hiring process and whether the interview included a technical knowledge check. Regarding the question of whether they had an interview during the selection, 97% of respondents gave a positive answer. When we crossed the respondent's position with the question of whether they had an interview during the hiring process in the selection process, we found no statistically significant difference ($p=0.118$) (Table 3).

Table 3. Pearson's χ2 (chi-square) test.

Crosstab

Count

		Interviju		
		Da	Ne	Total
Pozicija	IT	44	0	44
	Ostalo	35	2	37
Total		79	2	81

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	2,439[a]	1	,118		
Continuity Correction[b]	,710	1	,399		
Likelihood Ratio	3,194	1	,074		
Fisher's Exact Test				,206	,206
Linear-by-Linear Association	2,408	1	,121		
N of Valid Cases	81				

a. 2 cells (50,0%) have expected count less than 5. The minimum expected count is ,91.

b. Computed only for a 2x2 table

Depending on the position they were applying for, candidates were interviewed several times during the selection and recruitment process before the human resources management made an assessment of who the right candidate is for the open position.

Using the Pearson's χ2 (chi-square) test, we determined that there is no statistically significant difference between the number of interview rounds candidates had and the position they were applying for, considering that p=0.853 (Table 4).

Table 4 chi-square test

Crosstab

Count

		Krugovi			
		Jedan	Dva	Vise od dva	Total
Pozicija	IT	12	25	7	44
	Ostalo	9	21	4	34
Total		21	46	11	78

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	,318[a]	2	,853
Likelihood Ratio	,321	2	,852
Linear-by-Linear Association	,054	1	,817
N of Valid Cases	78		

a. 1 cells (16,7%) have expected count less than 5. The minimum expected count is 4,79.

In conclusion, we attempted to determine whether technical knowledge assessment as part of the interview process is more prevalent when hiring candidates for IT positions compared to other positions within the organization.

Through the analysis using the Pearson's χ2 (chi-square) test, we found a statistically significant difference (p=0.002). Specifically, 31% of employees in IT positions underwent a technical knowledge assessment during the interview, in contrast to 12% of respondents employed in other positions within IT companies (Table 5).

Table 4 chi-square test

Crosstab

Count

		TehnickoZnanje		Total
		Da	Ne	
Pozicija	IT	31	6	37
	Ostalo	12	14	26
Total		43	20	63

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	9,979[a]	1	,002		
Continuity Correction[b]	8,318	1	,004		
Likelihood Ratio	10,053	1	,002		
Fisher's Exact Test				,002	,002
Linear-by-Linear Association	9,821	1	,002		
N of Valid Cases	63				

a. 0 cells (0,0%) have expected count less than 5. The minimum expected count is 8,25.

b. Computed only for a 2x2 table

Based on the results obtained, we can conclude that:
H3: There is a statistically significant difference in the interview process between candidates hired for IT positions and other positions in the organization – PARTIALLY CONFIRMED.
In other words, the difference in the interview process exists only in the segment related to technical knowledge assessment, which is more prevalent when interviewing candidates for IT positions. Other parts of the interview process do not differ significantly when hiring candidates for various positions in IT companies.

DISCUSSION OF RESULTS

In this research, we examined the candidate selection and recruitment process in the IT sector, attempting to determine whether there is a statistically significant difference in implementing the candidate selection and recruitment process for IT positions compared to other positions in the organization.
To prove the main hypothesis, we defined three auxiliary hypotheses, of which:
Hypothesis 1: There is a statistically significant difference in the recruitment process for candidates for IT positions and other positions in the organization – confirmed;
Hypothesis 2: There is a statistically significant difference in the type of tests used in the selection process for IT positions and other positions in the organization – not confirmed; and

Hypothesis 3: There is a statistically significant difference in the interview process between candidates hired for IT positions and other positions in the organization – partially confirmed.

Since the auxiliary hypotheses are partially confirmed, we can conclude that our null hypothesis (There is a statistically significant difference in the implementation of the recruitment and selection process for IT positions and all other positions in the organization) is partially confirmed.

The results of our research have shown that candidates employed internally in the IT sector are more likely to hold positions not specific to information technology, such as managers, HR consultants, finance associates, team leaders, supervisors, marketing experts, and social media specialists. Externally, through online advertisements, positions were mostly found by programmers, designers, software testers—candidates who are IT professionals. Our research somewhat aligns with the findings of Knežević and Ivković (2022), indicating that recruitment in the IT sector often occurs through the LinkedIn network or by recruiting recent graduates from faculties with which IT companies collaborate.

Our research revealed that the majority of IT companies have profiles on platforms such as LinkedIn, Hello World, Reddit, significantly aiding candidates in obtaining information about potential employers.

Our results have determined that there is no difference in the type of tests used during selection based on the position candidates apply for. On the other hand, significant differences have been identified in the interview process itself. Candidates for IT positions underwent a minimum of two interview rounds, and apart from the HR representative, team leaders or sector directors more frequently participated in interviews for IT positions. For other positions within the organization, the HR manager interviewed candidates and made decisions about employment. Additionally, candidates for IT positions underwent technical knowledge assessments, unlike candidates applying for other positions in IT companies. This result leads us to the conclusion that technical knowledge is crucial for IT professional positions, while personality assessments, interests, cognitive abilities, etc., are more important for other positions.

Furthermore, research results indicate clear criteria for candidate selection. In the IT sector, preference is given to specific abilities such as motivation for work, adaptability to the work environment, knowledge in a relevant field, and the skills possessed by the candidate. Experience in the relevant field and education did not significantly influence the management's decision on hiring candidates.

In conclusion, we have also explored the reasons why many individuals apply for or work in the IT sector today. Most are highly satisfied with their salary, working conditions, opportunities for training and advancement provided by the organization, but other factors include a good working atmosphere, the opportunity to work on innovative and interesting projects, flexible working hours, and a good balance between professional and personal life.

Conclusion

People have always been central figures in organizations, but their strategic importance is growing in today's knowledge-based industries. Employment is referred to as a positive process with an approach to attract as many candidates as possible for vacant positions. It is the process of identifying and creating potential candidates to apply for a job. On the other hand, selection is called a negative process involving the elimination of a large number of candidates. There are many individuals applying for jobs, but selection is performed only on those who are qualified and skilled. Selection is important because hiring good resources can help increase the overall performance of the organization. Both recruitment and selection processes are considered essential for the effective functioning of organizations and occur simultaneously. They are imperative for the growth and development of the organization.

For recruitment and selection processes to have a positive impact on the organization, human resource management must be in line with job analysis, job description, and in line with the goals and missions of the organization. The process itself must be subjective, professional, and responsible. Research has also shown the negative aspects of human resources or management, as it leads to neglect of basic principles of candidate selection or ethics in business, such as errors in job offers to selected candidates or failure to respond to individuals who have not found their position in this job description.

During the candidate selection and recruitment process in the IT sector, human resource managers easily find new IT professionals, as the process often occurs internally, i.e., through recommendations from senior colleagues, saving time, money, and future potential employees are already familiar with the organization. However, when hiring other staff in the organization, management often relies on external recruitment, which involves newspaper advertisements, websites, agencies, or offering jobs to recent graduates.

Investment in the human resources sector, training, and development plays a crucial role in every organization.

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THE ROLE AND SIGNIFICANCE OF BUSINESS STRATEGY IN CREATING BUSINESS INCUBATORS – A CASE STUDY OF THE UŽICE BUSINESS INCUBATORPAPER TEMPLATE FORMAT

Zoran Bukvić[1]

Abstract: The sector of small and medium-sized enterprises represents the most vital and economically efficient part of the economy and plays an increasingly important role in the implementation of structural reforms, especially in the function of creating new jobs and stimulating the growth of the overall economy. In recent decades, business incubators have been established as new models for developing small and medium-sized enterprises in developed countries, including ours. This paper aims to indicate the role and importance of business strategy in the creation of business incubators.
Key words: strategic management, business strategy, business incubators

Introduction

The main goal of establishing business incubators involves supporting the development of small and medium-sized enterprises in the country. The priority is to create a favorable environment for the successful development of incubator clients. Behind this general goal lies a diverse range of motives for forming such a model of economic organization. The establishment of incubators is primarily based on international experience and the following objectives (Irwin D., 2001): Creating new jobs; Diversifying the local economy; Promoting economic independence for certain population categories; Transferring technology from universities and large enterprises; Regional economic development; Promoting entrepreneurship and assisting in the development of new enterprises; Increasing the number of small and medium enterprises that survive in the market; Reducing the risks of start-up business operations; Encouraging innovation and the development of new technologies.

In addition, the incubator serves as a source of new ideas and knowledge that are constantly improved with the help of domestic and foreign consultants from various fields. Close collaboration between complementary organizations is crucial because without such collaboration, it is not possible to achieve all the set goals. The services provided by the incubator reduce operational costs by eliminating the need for entrepreneurs to deal with matters not directly related to business. Rents below market prices, offered by most incubators, also reduce operational costs for new businesses in their crucial early stages.

There are different models of incubators, ranging from those that only provide space or services to virtual ones. Incubators can be divided into (Penezić, 2009): high-tech incubators linked to universities and research and development organizations, general-type incubators, and sector-specific production-oriented incubators.

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In addition to business incubators, clusters, industrial zones, and technology parks are also listed as new developmental instruments (Penezić, 2009). The most important types of institutions offering business incubation services are (Penezić, 2009): Classical business incubator (BIC - Business Innovation Centre), Innovation centers, Managed workspace, Enterprise Centers - Incubators without walls, Industrial park, Business park, Technology center, Technopolis, Export zones, Science and technology parks, Virtual business incubators, and Clusters and networking (Penezić, 2009).

Business incubators are often connected to research institutions and universities, serving as a natural link between academic research and the application of results in small and medium-sized enterprises. Many of them focus on spin-off companies, and the target group (as potential entrepreneurs) includes not only researchers but also final-year students (Penezić, 2009). Collaboration between the university and the incubator should aim to create opportunities for establishing a technology-science park, and business incubators should be accessible to students for gaining practical experience, such as identifying business initiatives from the university and their further development within the incubator and parks, providing students with opportunities to develop practical skills and professional improvement, utilizing resources provided by the business incubator for preparing and participating in projects, offering graduates the opportunity to volunteer in the incubator, and attending training organized for residents in the incubator itself. Establishing collaboration between universities as educational and research institutions and business incubators aims to establish and maintain a long-term partnership between the educational system and the local economy (Stanković, Đoković, 2019).

The Importance of Business Strategy in Creating Business Incubators

The success of a newly established incubator depends primarily on the commitment of the management and the bodies of the business incubator to follow positive global experiences, adapt them to their needs, and apply them. They should be committed to the following principles (Mašić, 2009):

• Achieve consensus on the mission that defines the role of the incubator in the local community and develop a development strategy with measurable goals to be achieved;

• Develop the business incubator towards financial sustainability through the development of a realistic business plan;

• Employ leadership that has the strength and capability to fulfill the mission of the business incubator and help member companies grow and develop;

• Develop the infrastructure of the business incubator, resources, methods, and tools that will serve to provide business support to member companies according to their needs and requirements;

• Integrate the work program of the business incubator into the economic strategies of the municipality and region;

• Continuously develop support from stakeholders, including networking with institutions that can support the incubator;

• Maintain an information system that is used by the management of the business incubator and collect statistical data and other data that are relevant for program evaluation to improve effectiveness and track member needs.

Starting a Business Incubator

One of the most crucial steps in launching a business incubator is conducting a feasibility study (Stanković, Đoković, 2019). Primarily, it helps in achieving consensus and motivating leaders (municipal, state, non-governmental sector, profit organizations), institutions, and organizations interested in the development of the local community. The study defines creative ways to overcome obstacles and serves as a good introduction to the development of a high-quality business plan.

It protects the project from critical mistakes and can also contribute to better informing citizens about the project, raising awareness of its significance. Above all, it facilitates the development and improvement of contacts with existing business incubators in the environment. The process of preparing, establishing, and operating business incubators is a complex one that requires expertise and dedicated efforts. Developing an incubator requires a foundation based on broad knowledge, legal foundations, practical experiences, and various other areas, leading to the involvement of numerous partners. Among these partners can be international agencies, states or state agencies, companies, banks, universities, and other private sector organizations, depending on their specific goals and objectives (Obradović, Đorđević, 2004). Most business incubators worldwide are supported by public agencies, governments, academic institutions, or arise through their collaboration. One reason for this is the substantial fixed costs associated with purchasing or constructing physical facilities. On the other hand, there is a significant potential for public-private partnerships in industrial development. Most business incubators are not self-sustainable in the first five to seven years. The private sector will participate in the incubation process only when the state enables funding for initial operations. The primary task of the incubator's founder is to involve other partners in various phases of the project, such as the incubator concept, current state analysis, business plan preparation, implementation, promotion, training, employment, and additional activities. In challenging socio-economic situations, close collaboration between complementary organizations is crucial. The role and responsibility of each actor must be explicitly defined from the beginning.

Establishing a business incubator involves several steps (Penezić, 2009):

Formation of a Working Group for Establishing a Business Incubator: Comprising representatives of future incubator founders, local government and institutions, universities, and other interested parties.

Formation of an Expert Team for Establishing a Business Incubator: Involves proposing experts of different profiles to carry out specific activities during the incubator's establishment process. It is recommended that the expert team consists of both international and local experts.

Selection of Incubator Management and Other Positions: Criteria for positions in the incubator management and other staff, as well as the necessary documentation for staff application, are defined. The incubator usually has a small number of employees, depending on the specific type and number of services it provides to its members - the so-called "tenants."

Procurement of Management and Other Staff Equipment: After appointing management and other staff, the procurement of necessary equipment is initiated.

Establishment of the Business Incubator: The first task of the appointed management is to complete the procedures for establishing the business incubator, i.e., organizing physical infrastructure for the needs of the incubator's management, staff, and tenant companies.

Introduction to Business and Training of Incubator Management and Staff: The selected incubator management and staff are trained for specific functions and services of the incubator, including human resources management, planning and reporting techniques, negotiation skills, accounting procedures, handling IT infrastructure and equipment, as well as other training and education programs necessary for successfully fulfilling managerial and support tasks and services within the business incubator's activities and functions.

Tenant Application Process: The incubator management, in collaboration with the working group, announces a competition for selecting incubator tenants by defining criteria for selecting ideas and providing all the necessary documentation that candidates need to submit during the application process (CV, recommendations, certificates). After the announcement of the competition, the incubator management, with the working group, reviews the submitted ideas and proposals, interviews the candidates, and selects the best ideas.

Contracting and Placing Selected Incubator Tenants: The incubator management, in collaboration with the working group, negotiates accommodation conditions for tenant companies that will be in the incubator for the next 2 to 3 years. General conditions are defined to reduce the operating costs of newly established companies by providing rents below market value (with the rent gradually increasing each subsequent year), offices, and other necessary space, as well as assistance in joint investments.

Procurement of Equipment for Incubator Tenants: After selecting the best ideas for incubator tenants, the incubator management initiates the procurement of necessary equipment.

Establishment and Development of Common Incubator Services: The incubator management and staff initiate all predefined services that will be offered to tenant companies: planning, reporting, accounting, negotiation, marketing promotions, business plan writing training, public relations, trade fairs and exhibitions, business promotion activities, legal assistance, training and education, access to finances, creating business networks with other companies, communication procedures, handling IT and other equipment, and other services. This process includes equipment purchase, installation, operation training, and maintenance training.

Incubator Management Reports: The management has the obligation to regularly report to the working group monthly, quarterly, semi-annually, and annually on activities, achievements, problems, and other predefined reporting items. Special attention is given to financial aspects and the implementation of planned activities in the reports.

Monitoring Incubator Activities: Partners directly involved in establishing the business incubator but not permanently present should regularly meet and analyze the progress of planned activities, as well as any problems in implementing planned activities. If there is a need for redefining or changing the incubator's operation, the working group makes appropriate decisions and measures that the incubator management implements.

Working with Well-Rated Start-Up Companies Outside the Incubator: The incubator management, in collaboration with the working group, continues to maintain contact with candidates whose business idea proposals were well-rated but did not become incubator tenants due to limited space.

Promotional Activities at Trade Fairs, Exhibitions, Conferences: The incubator management organizes all promotional activities for new tenants, such as participation in trade fairs, advertising in the press, and preparing brochures promoting the products of tenants.

Collaboration with Foreign Business Incubators: It is crucial for business incubators to establish collaboration and exchange experiences with business incubators in neighboring regions or other countries.

It is of great importance for the concept and success of the incubator to provide individual, high-quality, professional, and business advice to each small business. Without this, these spaces would be merely well-organized workspaces - similar to incubators but usually offering services exclusively related to land and property maintenance, catering to established small businesses.

The practice of incubators is not to extend hospitality to businesses for more than three years. During the period from the first to the third year, businesses are encouraged to "move on," relocating to another space (e.g., by increasing the incubator's rent), and the freed-up space is used for new businesses that are just emerging. It is crucial to have a policy for the proper selection and departure of businesses from the incubator (Stanković, Đoković, 2019).

The most successful incubators and well-managed spaces are those with a clear stance that they exist to stimulate employment growth, not to subsidize failing or inefficient enterprises. The fundamental objectives in the development of business incubators are focused on several significant goals, primarily strengthening infrastructure and expanding the space offered to users by individual incubators, as well as establishing a system for providing financial support from government bodies for the establishment and development of business incubators.

During the establishment of an incubator, it must be clearly defined whose interest it serves, and it must be ensured that the incubator operates (materially, in terms of personnel, financially). The founder must predefine the method of securing the necessary financial resources.

The admission of users should be based solely on the quality of the business idea and the quality of the entrepreneur. Upon admission to the incubator, mandatory entrepreneurship training is necessary – acquiring basic knowledge. The incubation period should not be less than 3 years for service activities and 5 years for production activities.

Strengthening collaboration among existing incubators through the exchange of experiences, joint projects, consideration of establishing a common web portal and bulletin, is of great importance. Promoting the concept of business incubation and presenting the results of the incubator at conferences and fairs are significant activities. All relevant stakeholders should be involved in the incubation process – all levels of government, educational institutions, entrepreneurial associations, innovator associations, chambers of commerce, development agencies, international projects, and initiatives (Stanković, Đoković, 2019).

Continuous knowledge acquisition in management, marketing, and other areas is essential for incubator management, as well as establishing an evaluation system for incubator work. There must be an unbiased instrument for externally evaluating the incubator's performance to improve it. Founders must have a realistic assessment of the incubator's work and results.

Users of entrepreneurial incubator services are groups of people facing difficulties starting their businesses due to their social status, education level, years of business experience, nationality or ethnic background, disability, and similar factors. Among these groups, young people stand out, especially those belonging to minority groups. The social status of young people, particularly those in patriarchal rural environments, persons with disabilities, and national minorities, is at a low level.

The potential of these social groups depends on proper collaboration with those who can assist them, primarily referring to the state and its institutions through the redistribution of available resources. One way to involve them in the process is by providing institutional support through the establishment of business incubators whose primary goal is the overall development of society (Stanković, Đoković, 2019).

The selection of companies needs to be approached carefully; they must have significant potential for growth, an interest in innovation, high technology, and internationalization. The management team must gather information about employers in the region, types of businesses, general revenues and earnings, the local tax system, available office space at reasonable prices, infrastructure, and transportation networks. The analysis aids in creating the future business incubator, its purpose and goals, the types of companies that will be accepted, and in developing a business plan.

The key role in the success of the incubator is held by the management team or director, who must have extensive knowledge of entrepreneurship and business development. Other necessary resources include a secretary, accountants, lawyers, or other essential personnel, whether on a full-time or freelance basis. The European incubator practice has shown that incubators have 5 to 6 employees, half of whom are managers.

The location where it is situated significantly reflects the goals of the business incubator. In most transition countries, there are vacant industrial buildings that have not been used for a long time and can serve as premises for business incubators (Stanković, Đoković, 2019). An adequate facility should be functional in terms of space, parking, energy availability, noise and environment, simple in terms of legal and ownership issues, available for use for the next 8 to 10 years, with space for about twenty small businesses. Urban areas are usually the most common choice from numerous locations.

Research

Case Study: Business Incubator Užice

"Business Incubator Center Užice" LLC is located next to the Belgrade-Užice main road, in the "L" Industrial Zone in Sevojno, 6 km from Užice. It was established in 2008 in partnership with the City of Užice and the Regional Development Agency Zlatibor from Užice. The construction of the incubator's facility, designed for the purpose of a Business Incubator, was planned through the National Investment Plan (NIP) and financed from the European Bank for Reconstruction and Development.

The incubator has a business space of 1600 m², within which a production building occupies 1138 m². This building houses twenty business units ranging from 22 to 116 m² each, including 8 units with an area of 22 m², 2 units with an area of 116 m², 4 units with 90.50 m² each, 4 units with 56.16 m² each, and 2 units with 68.89 m² each. Next to the production building is the administrative part of the incubator, a business building where the following are strategically arranged: a conference room, two kitchenettes, a boiler room, a changing room, sanitary facilities with shower cabins, equipped office space with a computer and internet access (for the tenants' needs), halls, junctions for strong and weak electrical installations, 5 offices for rent with an area of ≈15 m² each, and one space of 30 m², as well as offices for the incubator's management (70 m²).

"Business Incubator Center Užice" LLC provides support to young economic entities in four-year cycles in the form of subsidized rental prices for business space, administrative-technical assistance, and training. Since its establishment, it has employed 5 people.

The activities supported by the incubator are production, innovative, and intellectual. In addition to supporting economic entities within the incubator, Business Incubator Center Užice offers counseling and training to potential entrepreneurs, as well as to economic entities already operating in the market. Through collaboration with the National Employment Service (NSZ), the incubator assists in creating a Business Plan for incentive measures awarded by the NSZ. This service is of a voluntary nature, while those intending to implement a project through leasing space in the incubator receive an additional 10 points when scoring for ranking purposes in the allocation of funds.

By the decision of the Assembly of the Incubator on December 29, 2011 (the decision was made based on the economic crisis and the overall state of the economy), the incubator expanded its business collaboration to include companies older than four years, with their rent calculated at commercial rates.

According to the current situation, the tenants of BIC Užice are:

DOO ARMIDA (production of sanitary fittings): The leased space is part of shop number 9, with an area of 11m², at a commercial price. According to the incubator's assessment, the company has a good production program but poor organizational quality, weak marketing, and placement of finished products. Armida settles its claims based on invoices from Business Incubator through compensations with a delay of up to 4 months. The number of employees is four.
ZR VELVET FURNITURE (production of upholstered furniture): Leased spaces include shops number 1, 11, and 12, with a total area of 288 m² at €1.4/m². According to the Business Incubator's assessment, the company has a good program, confirmed by the market. The organization of work is good, with assistance in invoices, offers, and market monitoring provided entirely by the Incubator. Obligations from incoming invoices are settled in currency or by the next invoice date. They have a range of products for both domestic and international markets. Since the beginning of operations, they have expanded significantly, acquired new machines, improved and expanded production, and thereby increased the number of employees. The number of employees ranges from ten to fifteen, depending on the workload, with the help of interns (3-5) from the Technical School in Užice.
DIA-CO DOO Užice (production of machine parts on CNC machines): Leased spaces include shops number 13, 14, 17, and 18, with a total area of 169 m², as well as office space with an area of 16 m². The company is subsidized in terms of prices. The company has a good program, confirmed by the number of employees, working hours, and the market. Since moving into the Business Incubator and starting a business, the company has expanded significantly, procured new machines, improved and expanded production, and thus increased the number of employees. Obligations from incoming invoices are settled in currency or by the next invoice date. The number of employees ranges from ten to fifteen, depending on the workload.
METALPOKS (production of wall and floor coverings with installation): The leased space is shop number 2, with a total area of 56.16 m² at subsidized prices. The company has a good program and a large number of partners. The organization of work is good, and obligations from incoming invoices are settled in currency. The business is at a high level, a good practice example. The number of employees is seven.
BOMIX LLC (IMPORT, EXPORT, WHOLESALE AND RETAIL OF TEXTILES): Leased spaces include shops number 4, 5, 7, and 15, with a total area of 260 m² at €1.4/m² (the price agreed at the city level to avoid moving production to the municipality of Čajetina for better conditions). Also leased are two offices, number 33 and 34, with an area of 45 m² at a price of €2/m². The company is highly advanced, well-developed, and operates with a high business code. A large number of both domestic and foreign clients visit daily, which is highly positive for the Incubator and other tenants. Obligations from incoming invoices are settled in currency. The company has a fair relationship with its employees and good collaboration with the Incubator.
The company employs twenty-five individuals.

ASSOCIATION FOR CEREBRAL AND CHILD PARALYSIS UŽICE: Leased space includes shop number 3, with a total area of 90.5 m² at €0.8/m². The association is well-organized, connected with all local institutions, receiving good support and understanding. Within the Incubator, through the activity of drying fruits and vegetables, they generate additional income to finance their association and the needs of members. Machines and equipment are financed through a fund from the Ministry of Justice, obtained from collected penalty postponements. Assistance in rent came as a subsidy from the city of Užice. Through a project, they received funds for a cooling chamber for storing finished products. They registered "Naše zeleno polje" LLC, whose founder is the Association, intended for employing persons with disabilities. The Incubator assists the Association within its capabilities and capacities. Obligations from incoming invoices are settled with the City Budget, justified by the Business Incubator for the previous month, with a note that the expended, measured, and calculated electrical energy and additional costs arising from the production process are not included in the contractual obligation between the City and the Business Incubator but will be subsequently credited to the Association or the newly established company. The number of employees ranges from five to ten, depending on whether it involves education, production, or training.
RMD (THERMOPLASTICS PRODUCTION COMPANY): Leased spaces include shops number 6, 10, 16, 19, and 20, with a total area of 207 m² at €0.8/m². The company is newly formed with pre-arranged contracts for Hong Kong, India, and the military industry. They operate with a high business code, and there is a significant number of daily visitors, which is positive for the Business Incubator and other tenants. Obligations from incoming invoices are regularly settled. The company has a fair relationship with its employees, good collaboration with the Incubator, and other tenants. The number of employees, currently ten in one shift, is planned to introduce two shifts and expand to three shifts, which, if the plan is realized, would reach around 40 employees in this company alone in 2023.
COCA-COLA HBC (NON-ALCOHOLIC BEVERAGES PRODUCTION AND TRADE COMPANY): Leased spaces include shop number 8 and an office on the upper floor of the administrative building, number 44, with a total area of 40 m². The company is commercial, a globally recognized brand. They have a high business code, a fair relationship with their employees, good collaboration with the Incubator, and other tenants. Obligations are regularly settled. There is a significant number of people communicating with the leased space throughout the month, and their comments on the Incubator and the provided conditions are an excellent advertisement for the Incubator. The company has twelve employees.
ISCAR TOOLS LLC BELGRADE (PRODUCTION OF HARD METAL CUTTING TOOLS AND INSERTS): The leased space is an office in the administrative part of the building with an area of 29 m², as a representative office of the Israeli company, with a contract signed for a period of 4+4 years. The company operates in over 50 countries worldwide, with the founder of the company and the parent company located in Israel. They have a large number of partners and collaborators. The number of employees is three.

BUSINESS AGENCY (ACCOUNTING AGENCY): The agency operates with a large number of clients, including many tenants and the Business Incubator itself. The agency has five employees.

The Incubator's capacity is 100% occupied, with ten tenant companies operating within it, employing about 100 individuals, with a tendency to increase this number. Tenants collaborate effectively, organizing joint visits to fairs and workshops, creating a positive business atmosphere. Regular communication between tenants and employees in the Business Incubator has led to problem-solving through short meetings and agreements. Tenants consistently meet their obligations to the Incubator, and the Incubator, in turn, fulfills its obligations to suppliers regularly. This business model has been established since mid-2018. A significant problem for tenants is the lack of trained workers, such as carpenters, machinists, tailors, upholsterers, and other craftsmen, as well as the issue of the departure of trained labor abroad.

Services Provided to BIC UŽICE Tenants

The services offered by the Business Incubator to its tenants encompass professional, technical, and spatial capacities.

Professional Services:

- *Assistance in drafting business plans,*
- *Shared administration,*
- *Support in promotion activities,*
- *Legal assistance and business advice,*
- *Centralized database access,*
- *Participation in seminars, fairs, and other business events,*
- *Organization of meetings with bank representatives and donors,*
- *Information gathering on public calls and conditions,*
- *Aid in applying for public projects,*
- *Workforce training through intermediaries and in collaboration with the National Employment Service (NSZ),*
- *Training and consulting, courses covering various fields and entrepreneurship.*

Technical Services:

- *Maintenance of shared spaces and offices,*
- *Maintenance of high and low voltage installations,*
- *Maintenance of plumbing and sewage installations,*
- *Facility maintenance, locksmith and carpentry work in functional condition,*
- *Maintenance of equipment, appliances, and devices,*

- *Security measures (fire extinguishers, video surveillance, hydrant network, insurance),*
- *Accessible approach to the facility, organized parking, and circular traffic route,*
- *Maintenance of external areas,*
- *Energy-related services (electricity, gas, air conditioning, fuel),*
- *Municipal services (sewage, water, waste removal and disposal),*
- *Communication services (postal, verbal, e-communication, and others),*
- *Other services arising in the course of operations, depreciation, or due to force majeure.*

Spatial Capacities:

- *Shared office equipped with communication, copying, and collaborative work tools,*
- *Kitchens furnished with complete kitchen appliances, devices, utensils, and more,*
- *Changing rooms with shower cabins,*
- *Storage spaces and auxiliary areas for maintenance and hygiene supplies,*
- *Canopy for machine repairs, temporary storage of finished products or raw materials, and similar,*
- *Meeting room for gatherings, conferences, and presentations.*

Business Strategy of BIC Užice

The primary goal is to create an instrument to support entrepreneurship, reduce unemployment, and establish a greater number of new enterprises. The aim is to develop tools to support young, technically educated individuals in starting and developing their businesses, enabling them to achieve economic self-sufficiency and remain in their hometown of Užice, as well as in the country. Strengthening entrepreneurs and increasing their numbers enhances the regional economy and reduces migration to the capital city, Belgrade, and Western European countries.
Objectives:

Objective 1: Create favorable conditions for the development of small and medium-sized enterprises, opening new shops or production-oriented companies that will be tenants of BIC.
Objective 2: Facilitate the employment of new workers, opening at least thirty new job positions annually within the companies of the tenants of the Business Incubator Center Užice and an additional twenty within local distribution channels through projects and expanding the network.

Objective 3: Improve working conditions and engage in diverse activities by respecting workers' rights, motivating them, providing a positive work environment, and more.
Objective 4: Increase labor productivity and the possibility of working in multiple shifts by connecting, networking, promoting tenants, and their products.

Mission

The mission of the Business Incubator is to promote entrepreneurship, conduct business education, provide consulting, expert support, and other forms of assistance to economic entities in their most critical development phases. It aims to contribute to creating new job opportunities, leading to an overall improvement in the economic situation in the city of Užice.

Vision

The vision is for the Business Incubator to become a key participant in promoting entrepreneurship in the Zlatibor District by providing services to tenants, other SMEs, entrepreneurs, and institutions essential for the development of the SME and entrepreneurship sector. It aims to establish interactive collaboration with key stakeholders, including local authorities, Chambers of Commerce, Entrepreneur Associations, the National Employment Service, the Republic Agency for the Development of SMEs, Regional Agencies/Centers for the Development of SMEs, associations for SMEs and entrepreneurship, financial organizations, donors, NGOs, and local media.

Market Trends:

From the perspective of territorial market access, the following target market segments can be identified:

1. *Employment of unemployed individuals, as well as employed individuals (potential technological redundancies),*
2. *Launching startup enterprises and existing business sectors,*
3. *Key stakeholders.*

The first target market segment includes the following target groups:
Employment, i.e., creating potential entrepreneurs who will employ others. This includes unemployed individuals, followed by employed individuals (potential technological redundancies), youth, women, national minorities, and persons with disabilities with a business idea.
The second target market segment includes the following target groups:
Launching startup enterprises and existing business sectors – small and medium-sized enterprises (SMEs) and entrepreneurs operating for no more than two years, those operating in the informal economy, and those on the brink of ending their business due to poor business policies.
The third target market segment includes the following target groups:
Local government, chambers of commerce, faculties, entrepreneur associations and SMEs, the National Employment Service, the Republic Agency for the Development of SMEs, Regional Agencies/Centers for the Development of SMEs, financial organizations, donors, NGOs, and local media, which can significantly contribute to

the initiation and development of entrepreneurs and their activities, as well as employment.

Market Segmentation and Tenant Selection:

Market segmentation and tenant selection represent a crucial factor in the success of the Business Incubator Center. The selection process aims to choose potential BIC tenants who have the best business ideas and entrepreneurial potential for realization. To select the best candidates through the selection process, it is important to ensure significant public interest to encourage a large candidate pool. The more candidates participate in the selection, the higher the probability of choosing the best entrepreneurs with the best predispositions for growth and success. The profile of a future BIC tenant, or the profile of the target consumer/buyer, corresponds to the profile of a potential entrepreneur (an individual who will register their business within three months) or a startup company up to two years old. This includes a good business idea, a real market for the intended product, excellent knowledge of the production technology of the planned product, the potential to employ a larger workforce, appropriate education, and adequate psychological characteristics, i.e., a clearly defined entrepreneurial attitude.

Conducting Activities and SWOT Analysis:

By conducting primary (field) and secondary (desk) research activities, the necessary information has been obtained to generate ideas for marketing actions. This includes identifying marketing problems and opportunities, evaluating marketing actions, comparing performance against set goals, and creating a general understanding of marketing phenomena and processes. Based on the collected and processed data by the management of BIC Užice, the following SWOT analysis matrix has been created.

Advantages (S)

- *Employment of the unemployed and technological redundancies resulting from the transition process.*
- *Alignment with the improvement of the effectiveness of the Government of the Republic of Serbia's policies and instruments for small and medium-sized enterprises aimed at stimulating and increasing private sector enterprises.*
- *Alignment with the Development Strategy for Small and Medium-sized Enterprises of the Government of the Republic of Serbia.*
- *Reduction in the failure rate of startup companies.*
- *Involvement of a large number of startup companies - exchange of information.*
- *Mobilization of the public and institutions towards encouraging the development of the private sector in Serbia.*

- *Support from the local community.*
- *A model for other Business Incubators in the environment.*

Weaknesses (W)

- *Fear of starting their own business among individuals registered with the National Employment Service (NSZ).*
- *Mismatched profile of entrepreneur-tenants in the Business Incubator Center (BIC).*
- *Unequal financial capabilities of each BIC tenant.*
- *Diversity of vision and goals of each BIC tenant.*
- *Inadequate financial support for the development of existing businesses and the establishment of startup companies.*

Opportunities (O)

- *Reduction in the unemployment rate.*
- *Synergy possibilities.*
- *Realization of a common final product.*
- *Increase in export opportunities – intensification of cross-border cooperation.*
- *Attraction of new donors.*

Threats (T)

- *Lack of recognition of their own opportunities as tenants of the BIC.*
- *Failure to meet obligations on invoices by BIC tenants.*
- *Lack of interest from companies in networking.*
- *Bureaucratization in operations.*
- *Self-sustainability of the BIC.*

A general critique of all analytical methods is that in the decision-making process during the selection and formulation of business strategy, one cannot rely solely on the analysis of financial indicators and influencing factors. Not all phenomena can be categorized into patterns and models. Intuitive decision-making must be present in line with the latest trends in strategic management. This emphasizes the importance of creative thinking and decision-making techniques such as brainstorming and Delphi, with benchmarking being highly regarded.

Discussion

As is the case in any other business, projects for creating business incubators can easily experience failure if thorough preparation is not given due attention. Failure has a significant impact on many project participants as well as society as a whole.

Therefore, promoters and sponsors of potential business incubators have an obligation to learn how to minimize the risk of failure to the greatest extent possible. One of the most crucial reasons for project failure is an incomplete understanding of the business incubation system. Misunderstandings and inappropriate expectations among promoters, stakeholders, and potential future clients often lead to poorly designed and poorly funded projects. Therefore, the first factor for success is that initiators, supporters, planners, and government institutions, as the most important actors, know and understand the subject and system of business incubation. This is why raising awareness before the planning phase is so important. Business incubators, like all other support measures, should actively stimulate business development and be integrated into the regional development plan; they should not be isolated activities.

Business incubators have not found fertile ground in Serbia, and their basic idea is not well understood. The uneven success rate of business incubators can be partially explained by a lack of appropriate business models and decision-making based on the assumption that simply providing physical space at favorable prices is enough for the development of SMEs. Some key reasons for their failure include decision-makers not understanding the business incubation process or realizing that incubators can support local economic development in certain, not all, sectors. Additionally, local needs and economic development policies at the local level were not well understood. In most cases, their capacities were not fully utilized despite high investments and subsidized prices. Based on the number of available incubation spaces, the most lessees can be accommodated in Business Incubators in Kruševac, Užice, Niš, and Subotica.

Biznis Inkubator Centar Užice is an excellent example of best practices in all stages of the strategic management process for the creation and development of a business incubator, aiming to create a larger number of successful small and medium-sized enterprises and overall economic development in the Republic of Serbia.

Conclusion:

According to data from the American National Business Incubation Association (Penezić, 2009), when established in 1985, there were about 40 business incubators in the United States, increasing to approximately 1500 by early 2006. Since its inception in the 1950s in the USA, the concept of business incubators has continuously evolved and been embraced by other countries, reflecting highly specific economic, institutional, regional, and technological conditions.

The concept of business incubators can be traced to industrialized European countries during the 1970s and 1980s (Ahmetagić, Harmath, 2008). The first incubators in Europe were established in the early 1980s in England and Germany. In November 1983, the first incubator in Germany, the Berlin Center for Innovation and New Enterprises, was founded. This initiative, initiated by the Technical University of Berlin, was based on experience in technology transfer with the aim of

promoting collaboration between small and medium-sized enterprises and universities.
Business incubators have become tools to enhance regional and national competitiveness, fostering the emergence of innovative and high-tech-based companies. This transition accelerated in the 1980s, as the concept of incubators became closely linked with higher education and public research institutions.
In the 1990s, there was a trend towards developing business incubators in the form of science and technology parks that emerged around specific industry and technology-based clusters, such as biotechnology, information technology, and environmental protection technologies (Lalkaka, 2001).
The idea of developing business incubators quickly spread, and today there are approximately 1000 business incubators worldwide, with around 250 in South America, 1000 in Western Europe, 200 in Eastern Europe, around 300 in Germany alone, approximately 150 in Africa and the Middle East, and around 1000 in the Far East (European Commission, 2002). Incubators are not limited to developed countries; today, they are developing in developing countries and attract financial support from organizations such as UNIDO (United Nations Industrial Development Organization) and the World Bank.
Incubators are considered particularly attractive in transition countries, as they can help reduce barriers by combining know-how and reducing fixed costs.
The number of business incubators worldwide is rapidly increasing, with every major city now having at least one. In many developing countries, technology business incubators, often connected to universities, dominate. There is also a trend of establishing technology incubators as the first step toward future research parks. All incubation centers in Mexico, the Czech Republic, Hungary, Indonesia, and Turkey aim to connect with universities and commercialize technology.
The business strategy in the establishment process of business incubators is focused on fostering creativity, combining and developing business talents, technology, and capital as key elements for success in launching a new enterprise. The provision of business space is only one part of such a model that stimulates business activities. Incubators of this kind do not leave the entrepreneur to their own abilities and personal business qualities, thereby mitigating business risk. In this way, they collaborate with the entrepreneur until the commercialization of their business ideas, or until the entrepreneur "stands on their own feet." Entrepreneurial incubators with a strategy for creating new enterprises prevail globally. The rationale for this orientation lies in the understanding that modern technology relies on innovative processes, and these processes lag if there is no incentive for them at all levels of societal organization, the economy, and, especially, science. Thus, it has been recognized that numerous technological innovations with high applicability and commercialization potential exist worldwide, yet many remain unused. It is known that the transfer of innovation into production and commercialization is a lengthy and complicated process. However, the success of implementing technological innovation in production and commercialization depends not only on the creativity of the individual innovator or innovation-oriented company but also on the overall organizational, financial, production, market, and even societal structures.

Entrepreneurial incubators precisely connect the technical knowledge needed for technological innovation with the business knowledge required for its successful commercialization. On the other hand, successful technological entrepreneurship requires various knowledge, and few entrepreneurs possess all the necessary expertise. Therefore, the purpose of the incubator is to create a conducive environment in which, based on technological innovation, all other necessary knowledge for business success will be developed.

Business incubation systems are predominantly focused on addressing issues related to local economic development by enhancing the entrepreneurial base in terms of both quantity and quality. The primary goal is to create an instrument to support entrepreneurship, reduce unemployment, and establish as many newly founded companies as possible.

Business incubators are among the most significant instruments that can help foster the emergence of new sustainable businesses at the local level. This is particularly important because many businesses and entrepreneurs face initial challenges such as a lack of startup capital, insufficient experience in business management, and unfamiliarity with the market, both in terms of demand for offered products and in the context of new, unknown markets. The consequence of this is a very low number of newly established companies and, indirectly, a smaller number of new jobs at the local level. Business incubators represent one solution to this problem by supporting newly founded companies in all aspects of their operations.

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TRAINING AND DEVELOPMENT OF EMPLOYEES AS HUMAN RESOURCE MANAGEMENT ACTIVITIES USING THE EXAMPLE OF COMPANY "GORENJE" LLC BELGRADE

Milica Jovanov [1]

Abstract: This paper focuses on the human resource management function and employee training, representing the organization's strategic effort to enhance employees' performance in their workplace. The emphasis is particularly on research regarding training and development in the company "Gorenje LLC Belgrade." Traditionally, employee training has been seen as a tool to teach employees specific skills and behaviors necessary for performing the job at a standard level of performance. However, in modern organizations, the focus of training is shifting towards aligning it with business needs and using it as a tool for knowledge creation and sharing. Employee development has become an increasingly significant activity within the human resource management function due to the globalization of the world economy, the growing need for leadership, the increasing importance of knowledge, the need to attract talented individuals, a stronger focus on quality, and rapid changes. Effective training must have clearly defined objectives, align with identified needs, be planned, and ensure the application of learning experiences. The ideal situation is when training meets both the organization's needs and the individual needs of employees. The goal of training is to eliminate any performance deficits on the employees' side in a short period.
Key words: HR functions, training, development, employee performance

Introduction

Global Competition and the pronounced dynamics of changes in an unstable and uncertain environment, like never before, emphasize the importance of human capital. In this way, development, the speed, and opportunities for acquiring knowledge as the fundamental value are brought to the forefront. The traditional approach to employee education, even in developed systems, has been seen as a cost rather than an investment. Such a perception has long expressed serious limitations. Today, in the conditions of increasing competition pressure in the global market for knowledge, goods, and services, human resources have become the most significant development factors. Therefore, careful attention is given to all human resource management activities, such as job analysis, planning the supply and demand for human resources, recruiting candidates for vacant positions, candidate selection, employee training, employee development, performance evaluation, employee rewards, labor relations, employee health and safety protection, and managing the organization's exit process.
The company's concern for the development of its employees becomes a necessary condition for survival, covering the overall potential of employees from their entry into the company to retirement. For this reason, powerful companies have established their universities, and others within human resource management work intensively on training and development. People's abilities for creativity are only

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partially conditioned by predispositions and can be stimulated by new knowledge and training.

Employee training contributes to increasing the vitality and success of the organization. Many newly employed people have already acquired knowledge, skills, and developed their abilities. However, the organization requires intensive training of employees before they are involved in tasks because there is a need for them to adapt to specific work methods. The main reason for organizing training for new employees is to align their knowledge, abilities, and skills with the specific job requirements. For those already employed, additional training provides an opportunity to acquire new knowledge and skills. In the end, as a result of training, employees can be much more successful, become qualified for other tasks in different areas, or at higher levels.

To ensure the constant development of organizations, human resource management must constantly insist on continuous development, i.e., education and learning of employees. Education is a universal social process, as it is a component and an active factor of social existence and social development, to the extent that human consciousness is a significant characteristic of human and societal activities. Learning is a continuous life process of acquiring new knowledge and reactions. Training is part of the development process through which employees' knowledge and skills needed for efficient job performance are innovated and is always an investment, providing competence for future tasks.

This paper aims to explore and define the significance of employee training and development in modern organizations. The significance of training in the organization is to improve the performance of employees for the efficient performance of tasks, ultimately leading to increased company profits. The social goal of the paper is contained in its usefulness both from the perspective of employees, i.e., participants in the training process, and from the perspective of the company or human resource management as a function in the company organizing the training.

Considering the importance of training for the business of each economic entity, the subject of research in this paper will be the training and development of employees as human resource management activities using the example of the company "Gorenje" LLC Belgrade. Therefore, it is necessary to study the role and phases of training design.

The paper will use the entire set of methods to help prove or disprove the hypotheses. The deductive and dialectical logical method will go from the theoretical setting of employee training to the importance of employee training in a specific company in practice. The analytical-synthetic method will be used because the importance of employee training is first analyzed globally, broken down into parts, follows the factors influencing the company's business, and then synthesizes. Additionally, the case study method will be used, i.e., field research on this topic through a survey conducted in the company "Gorenje" LLC Belgrade. When drawing conclusions based on previously performed analyses, presentations, and descriptions, the synthesis method will be used.

This paper consists of four parts, with an introduction, conclusion, and references used. The first part of the paper relates to employee training as a human resource activity, which consists of four phases: preparation for employee training, training program design, training implementation design, and training evaluation design. The third part of the paper will describe development as a human resource management activity, within which employee development as a human resource management activity will be studied, where education and learning as a condition for employee development will be described, and the development of leaders and managers in the organization. The fourth part relates to the case study, describing the research of employee training and development in the company "Gorenje" LLC Belgrade, followed by a conclusion derived from the study of this topic.

Employee Training as an Activity of Human Resource Management

Definition of the Concept and Process of Employee Training

The intensive development of science and technology, intense competitive pressure, and changing market demands necessitate companies to respond to what the market requires. This requires employees to constantly acquire new skills, knowledge, and abilities to meet these demands.

Employee training can be defined as the organization's planned effort to improve the performance of employees in their current positions or in some related positions. "Training represents a planned and executed effort to acquire new knowledge, skills, abilities, or behaviors by employees, aiming to enhance organizational performance and achieve the professional interests of the employees themselves" (Milojević, Đorđević, 2018). Training involves changes in specific knowledge, abilities, skills, attitudes, or behavior of employees. "The need for continuous training and development of employees in the knowledge economy arises not only from their characteristics but also from the need of the knowledge economy to engage highly trained employees who will be able to efficiently create, preserve, share, and apply knowledge in their organizations" (Đorđević-Boljanović, 2022).

Numerous learning theories provide input for organizing employee training. The most well-known include need theories, operant conditioning theories, social learning theories, goal theories, expectancy theory, adult learning theories, and information processing theory (Petković et al., 2020).

The training process begins with identifying organizational, group, and individual training needs and defining training objectives. Afterward, the type of training program is selected based on the goal and content of the training. Learning-friendly environments and improving training quality are facilitated by learning organizations and the acceptance and implementation of the knowledge management concept.

Designing an employee training project in an organization is a complex, dynamic, synchronized, and coordinated system of interconnected and conditioned scientific and professional, mainly creative and complex activities that take place in stages. Designing primarily expresses a system of objectified assumptions about specific knowledge and perception, shapes certain attitudes and assumptions about the training process and its factors, assigning them specific meanings and forming a specific whole.

Designing is a dynamic system of activities, mutually coordinated and synchronized. All activities must be essentially consistent with each other, as they are directed and subordinated to the same goal. They proceed in a predetermined functional order, and each of them has a specific place in the employee training project development process. The process of creating an employee training project includes the following basic activities (Goldstein, 1993): observation and understanding of changes, i.e., all manifestation forms and impacts on the organization; preliminary identification, extraction from the overall social reality and awareness of it, i.e., what makes the change special, new, and for which there are no given solutions; preliminary determination and classification, based on criteria of similarity, likeness, and difference from other problems, phenomena, as well as in terms of significance; analysis and definition of a specific phenomenon and conceptualization of the problem, subject, situations, and their elaboration.

A fundamental feature of the modern world is the ever-faster reduction of time between scientific discoveries and their implementation. This means that the need for people to upgrade their skills throughout their working lives is imperative for development. The response to this need is a qualitatively new relationship between education and work. Therefore, it can be said that a "learning society" must be a "working society," and vice versa.

Human resource management and training management are closely related in all developed companies through their activities. They can occupy different positions in the organization's hierarchy, depending on numerous factors. The roles and responsibilities of human resource management and training management often overlap. Thus, the responsibility for employee development lies with both human resource management, training management, and the employees themselves.

Designing employee training involves processes of planning, programming, organizing, implementation, evaluation, and immediate care for the development of the organization's human potential to preserve and increase the knowledge and skills of employees. Training contributes to increased vitality and success in a modern organization.

Designing employee training, as a segment of the educational process, represents a complex activity that involves the involvement and coordination of various factors. These are primarily the requirements and changes in the environment, complex, and often radical changes in the work process and the ability of employees to respond to current changes while being prepared for the future. Hence, the primary requirement for designing employee training is flexibility. As employee training design consists of four phases: preparation for employee training, program design, training implementation design, and training evaluation design, more will be said about them in the following work.

Evaluation of Employee Training Quality

The evaluation of the quality of employee training is a process in which data necessary to determine the effectiveness of training is collected—benefits that the company and participants gain from training activities. The evaluation of the quality of training uses five basic criteria: knowledge, skills and behavior, attitudes and motivation, results, and return on investment.

In conclusion, organizations strive to be successful through various training programs. However, such programs need to be well conceived, developed, implemented, and maintained. Human resource managers in the company are responsible for this (Rodriges, Walters, 2017).

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Development of Employees as an Activity of Human Resource Management

Employee development is a continuous process that involves formal education, work experience, relationships with others, and the assessment of personality and abilities that enable an employee to prepare for future tasks. Employee development should be distinguished from employee training. "Training refers to preparing the employee to perform the current job, while employee development refers to preparing the employee for future jobs, for work in other positions, and even for jobs that do not

yet exist. The employee development process is usually the result of employee initiative" (Noe, 2002).
The process of employee development planning includes identifying employees' development needs, selecting development goals, defining activities necessary to achieve the set goals, defining quantitative indicators of progress in achieving goals, and formulating a schedule of activities. The role of managers is to assist employees in assessing their abilities and weaknesses, interests and aspirations, defining development goals, and progress measurement indicators, providing conditions for development, and continuously assessing employee progress and adherence to defined deadlines.
An organization can choose one of two possible strategies for involving employees in development programs: one where development programs are intended only for higher levels of management, or the other where all employees are included in development programs. In employee development, four approaches are used in practice: formal educational programs, assessment of employees' developmental potentials, work experience, and interpersonal relationships.
A career can be defined as a series of related or unrelated jobs, behaviors, attitudes, and aspirations throughout one's life. Career development aims to connect employees' needs, knowledge, and skills with current and future organizational needs – the right people at the right time in the right place. Career management is the organizational process of preparing, implementing, and controlling employee career plans.
Global competition and the pronounced dynamism of changes in an unstable and uncertain environment emphasize the importance of human capital. In this way, development, or the speed and opportunities for acquiring knowledge as the basic value, come to the forefront. Traditional approaches to employee education, even in developed systems, have been seen more as a cost than as an investment. Such an understanding has long expressed serious limitations.
Recognizing the importance of a key condition for development, education, is a revolutionary novelty in modern human resource management doctrine (Bogićević, 2003). Developing abilities can significantly contribute to achieving business goals but can also be the foundation of competitiveness. Thus, the created climate of cultural change supports the strategic process itself, permanently transforming it into a learning process.
It is essential to emphasize the importance of knowledge acquisition for all employees. The ability to learn is crucial for the organization. Despite the highly emphasized competence value in terms of individual development, experience should not be neglected. Its significance is enormous for the development of fundamental, organizational competencies that are key to achieving uniqueness.
For organizational development in the modern environment, continuous management activity is necessary to affirm the knowledge and abilities of all in the system. This is achieved through properly designed and implemented employee training.
Modern organizations, faced with the most serious challenges to date, express new forms of work, competitiveness, restructuring of systems as a whole, entirely new

directions of movement, and the availability of investment capital. As a consequence, due to largely unexpected and increasingly dynamic changes, the perception of the organization as an entity is gradually giving way to the understanding of the organization as a flexible and dynamic system. This is precisely why personnel management appropriate to the outdated structure must unconditionally and rapidly give way to modern human resource management, built on entirely new foundations (Petković et al., 2020).

The effectiveness of an organization in the demanding process of management, in an environment highly susceptible to changes, is no longer possible without a clear and firm commitment to continuous learning. In other words, a modern organization must identify learning with changes and treat it as an integral part of management. Successfully managing the development process is equally important for the individual, the organization, and the system as a whole. Development in the organization is synonymous with progress, efficiency, and better performance.

Training in the organization represents a specific form of continuous education primarily aimed at improving the quality of work and is vital for the organization. It always has a clear purpose and value. Individual training needs are oriented towards helping improve job performance on their current job and preparing for a different or higher position in the company. The company expresses the need for training to respond to changing environmental factors that change the company's goals and managerial tasks and to respond to changing technologies or changes in the environment.

The driving force behind the development of modern organizations is the needs of employees, realized through the process of education and training, as well as direct work activity and interpersonal relationships. Employee development in the organization involves progress in the skills needed to perform the current job or acquire new skills. The increasingly rapid organizational changes dictate a change in staff characteristics, or rather a change in the knowledge and abilities of people. As social development conditions social reproduction, it can only be achieved by its bearers, i.e., educated and prepared people for social changes. The transformation of overall social processes, especially business activities based on modern technology, is rich in new knowledge and standards, and accordingly, new methods of employee training. This inevitably leads to drastic changes in the approach, selection, and methods of employee education and learning (Đorđević-Boljanović, 2022).

Research on Training and Development at "Gorenje" Company LLC Belgrade

Subject and Research Problem

The research problem is focused on examining the attitudes toward training and development of employees at Gorenje LLC Belgrade.

The subject of the research is to determine the attitudes of employees at Gorenje LLC Belgrade regarding training and development.

Research Objective

- To determine the attitudes of employees at Gorenje LLC Belgrade regarding training and development.
- To examine the influence of gender on the respondents and their attitudes toward the process of development and training of employees at Gorenje LLC Belgrade.
- To assess the impact of the respondents' years of work experience on their attitudes toward the process of development and training of employees at Gorenje LLC Belgrade.
- To evaluate the influence of the education level of the respondents on their attitudes toward the process of development and training of employees at Gorenje LLC Belgrade.

Research Hypotheses

In the research on training and development of employees as a human resources management activity at Gorenje LLC Belgrade, the study starts with a null hypothesis and three additional hypotheses.
H0 - There is a statistically significant difference between the demographic characteristics of the respondents and their attitudes toward the development and training of employees at Gorenje LLC Belgrade.
H1 - There is a statistically significant difference between the gender of the respondents and their attitudes toward the process of development and training of employees at Gorenje LLC Belgrade.
H2 - There is a statistically significant difference between the years of work experience of the respondents and their attitudes toward the development and training of employees at Gorenje LLC Belgrade.
H3 - There is a statistically significant difference between the education level of the respondents and their attitudes toward the development and training of employees at Gorenje LLC Belgrade.

Research Instruments

The study used the method of surveying employees in the company to answer the question of whether employee training is conducted in the company. The research will be conducted using the survey method through a questionnaire. The questionnaire consists of questions related to the training and development of employees as human resources management activities. The data were processed using quantitative statistical methods, and the interpretation of the data was based on qualitative analysis. Two techniques were used in the research: surveying and scaling. Statistical data analysis was performed using GraphPad Prism version 7 (GraphPad, San Diego, CA, USA) and Microsoft Office Excel 2016 (Microsoft Corp., Redmond, WA, USA).

Sample of Respondents

The research was conducted from February 1 to February 15, 2023. The researcher personally sent questionnaires to the respondents in the company "Gorenje" LLC Belgrade. The participants were given instructions on how to fill out the questionnaires. The questionnaires were not signed and remained anonymous. The time given for completing the questionnaire was 30 minutes. The researcher collected the questionnaires and proceeded to organize the data. Descriptive statistics and inferential statistics procedures were used for data processing. The study included 65 respondents in the company, and the respondents for the survey were selected using the random sampling principle. The research instrument is a questionnaire consisting of questions related to the training and development of employees at "Gorenje" LLC Belgrade.
Based on the results, 69.30% of the respondents were female, while 30.70% were male.
The results indicated the following distribution based on age groups:
Up to 25 years: 24.60% of the respondents
26 to 35 years: 15.30% of the respondents
36 to 45 years: 33.80% of the respondents
46 to 55 years: 13.80% of the respondents
Over 56 years: 12.50% of the respondents
Regarding education levels:
52.30% of the respondents had completed high school.
33.80% of the respondents had a university degree.
13.90% of the respondents had a master's degree.
In terms of work experience:
Up to 5 years of work experience: 27.60% of the respondents
6 to 10 years of work experience: 36.90% of the respondents
11 to 20 years of work experience: 21.50% of the respondents
21 to 30 years of work experience: 7.90% of the respondents
Over 31 years of work experience: 6.10% of the respondents.

Results of the Research

Respondents' Attitudes Toward Employee Development and Training at Gorenje LLC

The results indicate a relatively high level of satisfaction related to training and development within the organization. Respondents positively evaluated factors such as well-planned training programs, sufficient program duration, periodic evaluation and improvement of training, adequate importance given to employee training, and the existence of a well-thought-out training policy. However, there is room for improvement in areas such as employee involvement in determining training, selection of external training programs, and the seriousness with which employees approach programs funded by the organization (Table 1).

Table 1

Questions	N	Mean
Training helps increase employee productivity and achieve organizational goals.	65	3,85
Training programs are well-planned.	65	3,71
Training programs have sufficient duration.	65	3,98
Training is periodically evaluated and improved.	65	3,54
Adequate importance is given to employee training in your organization.	65	3,63
Employees in the organization participate in determining the training they need.	65	3,37
The quality of training programs in your organization is excellent.	65	3,49
External training programs are carefully selected after gathering enough information about their quality and suitability.	65	3,42
The company has a well-thought-out and widely shared training policy.	64	3,89
Emphasis is placed on the development of both technical and managerial skills of employees in employee development.	65	3,48
Employees are sponsored for development programs after their development needs have been carefully identified.	65	3,37
Employees whose development programs are financed by the organization take these programs seriously and are more motivated.	65	3,29

Gender of respondents and attitudes towards the development and training of employees at Gorenje LLC

We attempted to determine whether there is a statistically significant difference between the gender of respondents and their attitudes towards the process of development and training of employees using an independent samples t-test. The results showed statistically significant differences for certain statements (Table 2).

Table 2: Gender

Pitanje	Pol	N	Mean	p value
Training helps increase employee productivity and achieve organizational goals.	Male	19	4,00	0,881
	Female	46	3,78	
Training programs are well-planned.	Male	19	4,00	0,303
	Female	46	3,59	
Training programs have sufficient duration.	Male	19	4,84	0,000
	Female	46	3,63	
Training is periodically evaluated and improved.	Male	19	3,11	0,132
	Female	46	3,72	
Employee training is given adequate importance in your organization.	Male	19	2,26	0,000
	Female	46	4,20	
	Male	19	2,53	0,000

Employees in the organization participate in determining the training they need.	Female	46	3,72	
The quality of training programs in your organization is excellent.	Male	19	3,11	0,246
	Female	46	3,65	
External training programs are carefully selected after gathering sufficient information about their quality and suitability.	Male	19	3,21	0,327
	Female	46	3,50	
The company has a well-conceived and widely shared training policy.	Male	18	4,00	0,777
	Female	46	3,85	
In the development of employees, emphasis is placed on developing both technical and managerial skills.	Male	19	2,26	0,000
	Female	46	3,98	
Employees are sponsored for development programs after carefully identifying their developmental needs.	Male	19	4,00	0,000
	Female	46	3,11	
Employees whose development programs are financed by the organization take these programs seriously and are more motivated.	Male	19	2,89	0,116
	Female	46	3,46	

In response to question 3 - "Training programs are of sufficient duration," male respondents gave a high rating of 4.84, while female respondents gave a slightly lower rating of 3.63. The p-value is low (0.000), indicating a statistically significant difference between men and women in evaluating the duration of training programs.
Regarding question 5 - "Adequate importance is given to employee training in your organization," male respondents gave a relatively low rating of 2.26, while female respondents gave a high rating of 4.20. The p-value is low (0.000), indicating a statistically significant difference between men and women in assessing the importance of training for employees.
In response to question 6 - "Employees in the organization participate in determining the training they need," male respondents gave a low rating of 2.53, while female respondents had a slightly higher rating of 3.72. The p-value is low (0.000), indicating a statistically significant difference between men and women in their attitude toward employee involvement in determining training. These results suggest the need for greater employee involvement in the decision-making process regarding training to consider their needs and preferences.
Concerning question 10 - "Emphasis is placed on developing technical and managerial skills of employees during development," male respondents gave a low rating of 2.26, while female respondents gave a high rating of 3.98. The p-value is low (0.000), indicating a statistically significant difference between men and women in their attitude toward emphasizing the development of specific skills. These results suggest the need for a more balanced focus on technical and managerial skills in the employee development process to ensure balanced support and encouragement for both genders.
In response to question 11 - "Employees are sponsored for development programs after carefully identifying their development needs," male respondents gave a high rating of 4.00, while female respondents had a lower rating of 3.11. The p-value is

low (0.000), indicating a statistically significant difference between men and women in their attitude toward sponsoring employees for development programs. These results point to the need for better tailoring of employee development programs to identified needs, with particular attention to gender differences.

Regarding question 12 - "Employees whose development programs are funded by the organization take these programs seriously and are more motivated," male respondents had a rating of 2.89, while female respondents had a slightly higher rating of 3.46. The p-value is low (0.116), indicating a statistically significant difference between men and women in their attitude toward the serious consideration and motivation of employees regarding funded development programs.

Our research results have shown statistically significant differences between the gender of respondents and their attitudes toward the employee development and training process, confirming H1 (There is a statistically significant difference between the gender of respondents and their attitudes toward the process of development and training of employees in the examined organization).

Work Experience of Respondents and Attitudes Toward the Development and Training of Employees in Gorenje Ltd.

We sought to determine whether there is a statistically significant difference between the work experience of respondents and their attitudes toward the process of development and training of employees using one-way analysis of variance. Since we identified statistically significant differences in certain statements, we conducted subsequent comparisons using Tukey's Honestly Significant Difference (HSD) test to determine which groups exhibit differences.

The results of this research indicate significant differences in the attitudes of employees regarding training and development based on their work experience. These differences can provide insights into the perception of training and development at different stages of employees' careers. (Table 3)

Table 3: Work Experience

Question	Work Experience	N	Mean	P value
Training contributes to increasing employee productivity and achieving organizational goals.	up to 5 years	17	4,00	0,000
	from 5 to 10 years	25	3,08	
	from 11 to 20 years	14	4,79	
	from 21 to 30 years	5	4,40	
	over 31 years	4	4,00	
Training programs are well-planned.	up to 5 years	17	4,00	0,000
	from 5 to 10 years	25	2,80	
	from 11 to 20 years	14	4,79	
	from 21 to 30 years	5	4,00	
	over 31 years	4	4,00	

Training programs have sufficient duration.	up to 5 years	17	4,76	0,000
	from 5 to 10 years	25	3,32	
	from 11 to 20 years	14	4,21	
	from 21 to 30 years	5	4,00	
	over 31 years	4	4,00	
Training is periodically evaluated and improved.	up to 5 years	17	2,88	0,023
	from 5 to 10 years	25	3,92	
	from 11 to 20 years	14	3,43	
	from 21 to 30 years	5	3,80	
	over 31 years	4	4,00	
Adequate importance is given to employee training in your organization.	up to 5 years	17	2,29	0,000
	from 5 to 10 years	25	4,08	
	from 11 to 20 years	14	4,07	
	from 21 to 30 years	5	3,60	
	over 31 years	4	5,00	
Employees in the organization participate in determining the training they need.	up to 5 years	17	2,59	0,014
	from 5 to 10 years	25	3,56	
	from 11 to 20 years	14	3,57	
	from 21 to 30 years	5	4,00	
	over 31 years	4	4,00	
The quality of training programs in your organization is excellent.	up to 5 years	17	3,24	0,522
	from 5 to 10 years	25	3,44	
	from 11 to 20 years	14	3,57	
	from 21 to 30 years	5	4,00	
	over 31 years	4	4,00	
External training programs are carefully selected after gathering sufficient information about their quality and suitability.	up to 5 years	17	3,35	0,000
	from 5 to 10 years	25	4,04	
	from 11 to 20 years	14	2,79	
	from 21 to 30 years	5	2,60	
	over 31 years	4	3,00	
The company has a well-conceived and widely distributed training policy.	up to 5 years	16	4,00	0,000
	from 5 to 10 years	25	3,24	
	up to 5 years	14	4,50	
	from 5 to 10 years	5	4,20	
	from 11 to 20 years	4	5,00	
When developing employees, emphasis is	from 21 to 30 years	17	2,29	0,000
	over 31 years	25	4,04	

placed on the development of technical and managerial skills.	up to 5 years	14	3,57	
	from 5 to 10 years	5	4,00	
	from 11 to 20 years	4	4,00	
Employees are sponsored for development programs after carefully identifying their developmental needs.	up to 5 years	17	4,00	0,000
	from 5 to 10 years	25	3,16	
	from 11 to 20 years	14	3,21	
	from 21 to 30 years	5	3,00	
	over 31 years	4	3,00	
Employees whose development programs are financed by the organization take these programs seriously and are more motivated.	up to 5 years	17	2,65	0,000
	from 5 to 10 years	25	2,88	
	from 11 to 20 years	14	4,29	
	from 21 to 30 years	5	4,20	
	over 31 years	4	4,00	

When it comes to the perception that training contributes to increasing employee productivity and achieving organizational goals, employees with work experience between 11 and 20 years have the highest mean score (4.79), while those with 5 to 10 years of experience have the lowest mean score (3.08). This difference is statistically significant (p-value = 0.000), indicating diverse perceptions of this relationship among employees in different career stages.

Regarding the planning of training programs, employees with work experience between 11 and 20 years have the highest mean score (4.79), while those with 5 to 10 years of experience have the lowest mean score (2.80). This difference is also statistically significant (p-value = 0.000), indicating a varied perception of training program planning depending on work experience.

Similar patterns emerge in the assessment of the duration of training programs and the evaluation and improvement of training. Employees with work experience between 11 and 20 years have the highest ratings in both categories, while those with 5 to 10 years of experience have the lowest ratings. These differences are statistically significant (p-value < 0.001), suggesting diverse perceptions of training duration and the process of evaluation and improvement based on work experience.

Concerning the importance given to employee training, employees with over 31 years of work experience have the highest rating (5.00), while those with 5 to 10 years of experience have the lowest rating (2.29). This difference is statistically significant (p-value = 0.000), indicating different importance assigned to employee training depending on work experience.

Similar patterns are observed in attitudes towards employees' participation in determining the training they need, as well as attitudes about the quality of training programs. Employees with work experience between 11 and 20 years tend to give higher scores in these categories, while those with 5 to 10 years of experience give lower scores. However, statistical analysis indicates that these differences are not statistically significant.

Regarding the selection of external training programs after gathering sufficient information about their quality and suitability, employees with work experience between 11 and 20 years have the lowest rating (2.79), while those with over 31 years of experience have the highest rating (3.00). This difference is statistically significant (p-value = 0.000), suggesting diverse perceptions on this matter depending on work experience.

When it comes to the existence of a well-conceived and widely distributed training policy in the company, employees with over 31 years of work experience and those with work experience between 11 and 20 years give the highest scores, while those with 5 to 10 years of experience give the lowest scores. These differences are statistically significant (p-value = 0.000), indicating different attitudes regarding the existence of a training policy depending on work experience.

Concerning the emphasis on the development of technical and managerial skills of employees, employees with work experience between 11 and 20 years give the highest scores, while those with 5 to 10 years of experience give the lowest scores. This difference is statistically significant (p-value = 0.000), indicating a different perception of the emphasis on skill development depending on work experience.

Also, when it comes to sponsoring employees for development programs after carefully identifying their developmental needs, employees with over 31 years of work experience give the highest scores, while those with 5 to 10 years of experience give the lowest scores. These differences are statistically significant (p-value = 0.000), indicating a diverse perception of sponsoring employees.

The results of our research have shown that there are statistically significant differences between the years of work experience of respondents and their attitudes toward the process of development and training of employees, so we can conclude that H2 (There is a statistically significant difference between the years of work experience of respondents and their attitudes toward the process of development and training of employees in the surveyed organization) is confirmed.

Education of Respondents and Attitudes Toward the Development and Training of Employees in DOO Gorenje

We attempted to determine whether there is a statistically significant difference between the education of respondents and their attitudes toward the process of development and training of employees using one-way analysis of variance. Considering that we found statistically significant differences in certain statements, we conducted subsequent comparisons using the Tukey HSD test to determine where differences exist (Table 4).

Table 4 - Education

Questions	Education	N	Mean	P value
Training contributes to increasing employee productivity and achieving organizational goals. Training programs are well-planned.	high school	33	4,39	0,000
	college/university	23	2,91	
	master's degree	9	4,22	

Training programs have sufficient duration.	high school	33	4,39	0,000
	college/university	23	2,61	
	master's degree	9	4,00	
Training is periodically evaluated and improved. Importance is given to employee training in your organization.	high school	33	4,48	0,000
	college/university	23	3,26	
	master's degree	9	4,00	
Employees in the organization participate in determining the training they need.	high school	33	3,12	0,001
	college/university	23	4,00	
	master's degree	9	3,89	
The quality of training programs in your organization is excellent. External training programs are carefully selected after gathering sufficient information about their quality and suitability.	high school	33	3,21	0,024
	college/university	23	4,00	
	master's degree	9	4,22	
The company has a well-designed and widely shared training policy.	high school	33	3,09	0,072
	college/university	23	3,52	
	master's degree	9	4,00	
When developing employees, emphasis is placed on developing their technical and managerial skills. Employees are sponsored for development programs after carefully identifying their developmental needs.	high school	33	3,42	0,177
	college/university	23	3,39	
	master's degree	9	4,00	
Training contributes to increasing employee productivity and achieving organizational goals.	high school	33	3,09	0,000
	college/university	23	4,13	
	master's degree	9	2,78	
Training programs are well-planned.	high school	32	4,28	0,000
	college/university	23	3,09	
	master's degree	9	4,56	
Training programs have sufficient duration. Training is periodically evaluated and improved.	high school	33	2,94	0,000
	college/university	23	4,04	
	master's degree	9	4,00	
Importance is given to employee training in your organization.	high school	33	3,61	0,078
	college/university	23	3,17	
	master's degree	9	3,00	
Employees in the organization participate in determining the training they need.	high school	33	3,42	0,002
	college/university	23	2,78	
	master's degree	9	4,11	

The results of this study indicate significant differences in the attitudes of employees regarding training and development based on their education. These differences can provide insight into the perception of training and development at different stages of employees' careers. When analyzing the differences in ad hoc tables, several significant aspects are observed:

Training helps increase employee productivity and achieve organizational goals:
There is a statistically significant difference in the perception of this statement between employees with college/master's education and those with high school education.
Employees with college/master's education have a significantly more positive attitude toward this statement compared to employees with high school education.
Training programs are well-planned:
Similar to the previous case, there is a statistically significant difference in the perception of this statement between employees with college/master's education and those with high school education.
Employees with college/master's education have a significantly more positive attitude toward well-planned training programs compared to employees with high school education.
Training programs are of sufficient duration:
There is a statistically significant difference in the perception of this statement between employees with college/master's education and those with high school education.
Employees with college/master's education rate the duration of training programs more positively compared to employees with high school education, but this difference is not statistically significant.
Training is periodically evaluated and improved:
Once again, we observe a statistically significant difference in the perception of this statement between employees with college/master's education and those with high school education.
Employees with college/master's education have a more positive attitude toward the periodic evaluation and improvement of training compared to employees with high school education.
Adequate importance is given to employee training in your organization:
In this case, there is a statistically significant difference in the perception of this statement between employees with college/master's education and those with high school education.
Employees with college/master's education have a more favorable attitude toward giving adequate importance to employee training compared to employees with high school education, but this difference is not statistically significant. This may indicate that while employees with college/master's education generally have a more positive opinion about the importance of employee training, there is diversity of opinions within that group. Additionally, employees with high school education may have a less positive attitude due to a lack of higher education or less experience in the field of training and development.
The results of our research have shown that there are statistically significant differences between the education of respondents and their attitudes toward the process of development and training of employees, so we can conclude that H3 (There is a statistically significant difference between the education of respondents and their attitudes toward the process of development and training of employees in the surveyed organization) is confirmed.

Discussion

The results of our research have shown statistically significant differences between gender, years of work experience, and education of the respondents and their attitudes toward the process of development and training of employees. Therefore, we can conclude that hypotheses H1, H2, and H3 are confirmed. Considering that hypotheses 1, 2, and 3 are confirmed, we can also conclude that the null hypothesis, which states that there is a statistically significant difference between the demographic characteristics of the respondents and their attitudes toward the process of development and training of employees in the surveyed organization, is confirmed.

The research on training and development of employees at Gorenje doo Belgrade has provided us with insights into the importance of continuous employee improvement and the role of training in enhancing their skills and competencies. The focus on training and its role in increasing employee productivity and achieving organizational goals has given us an understanding of the significance of training in the business context. This topic is crucial because all major organizations, including Gorenje doo Belgrade, recognize that investing in employee training can have a positive impact on their productivity, motivation, and ability to achieve goals.

Considering the results of this research, differences in attitudes between men and women regarding training and development at Gorenje doo Belgrade are evident. These results indicate the need to tailor training and development strategies to ensure balance, employee involvement, and support for their development, regardless of gender. Further research and analysis can help gain a deeper understanding of factors contributing to differences in attitudes between men and women regarding training and development at Gorenje doo Belgrade. These differences may result from varying expectations, experiences, or perceptions of training and development between genders. In future research, it is recommended to involve a larger and more diverse sample to obtain a more comprehensive picture of attitudes toward training and development. Additionally, conducting additional interviews or focus groups can help explore differences in attitudes and identify specific factors influencing them. Based on the results of these analyses, concrete steps can be taken to improve training and development strategies, including the development of personalized training programs, strengthening employee participation in decision-making about training, and empowering a transparent and fair training policy for all employees.

The education of employees influences their attitudes toward training and development. Individuals with higher education levels (college, master's) tend to give lower ratings regarding most aspects of training compared to individuals with high school education. This suggests a potential need to adjust training and development programs to better meet the needs and expectations of employees with higher education.

Statistically significant differences in employee attitudes indicate variability in the perception of different aspects of training and development. For example, differences in ratings regarding periodic evaluation and improvement of training, the importance given to employee training, and the serious consideration of development programs suggest the need to understand and address diverse attitudes and expectations of employees to improve the effectiveness of training programs.

Results also suggest the need for improvement in certain aspects of training and development within the company. For example, ratings related to training programs that are periodically evaluated and improved are relatively low, especially among employees with shorter work experience. This may indicate the need for greater engagement in monitoring and improving existing training programs.

The company should consider the diverse needs and expectations of employees at different career stages when planning training and development programs. This may involve adjusting training programs, involving employees in the decision-making process about training, and ensuring that adequate importance is given to employee training.

In conclusion, we can state that the hypotheses in the study are partially confirmed. To explore the existence of a statistically significant difference between the demographic characteristics of respondents and their attitudes toward the process of development and training of employees at Gorenje doo Beograd, we conducted appropriate data analyses. Our research hypothesis was that there is a statistically significant difference between the gender of respondents, years of work experience, and education and their attitudes toward the process of development and training of employees. During data analysis, we used appropriate statistical methods, with the aim of determining whether there is a statistically significant difference in attitudes toward the process of development and training of employees in accordance with the demographic characteristics of the respondents.

The results of our research show that there is a statistically significant difference between the gender of the respondents and their attitudes toward the process of development and training of employees at Gorenje doo Beograd. This indicates a divergence in attitudes between male and female respondents regarding the perception and evaluation of the process of development and training of employees. A more detailed analysis of this difference can provide insight into potential factors influencing these attitudes and allow us to allocate resources and training strategies to specific groups of employees.

Furthermore, our results indicate that there is a statistically significant difference between the years of work experience of the respondents and their attitudes toward the process of development and training of employees. This suggests that experience and length of work experience can influence employees' attitudes about the importance of training and their perception of the effectiveness of development programs. Analyzing this difference can help us adjust training and development programs to better meet the needs of different groups of employees based on their experience.

Regarding the education of the respondents, our results show that there is a statistically significant difference between the education of the respondents and their attitudes toward the process of development and training of employees. This suggests that the educational level of the respondents can influence their attitudes and perceptions of the importance of training and development. It can be concluded that respondents with higher levels of education may have a greater awareness of the importance of continuous development and training, as well as the benefits they bring to both individuals and the organization. On the other hand, respondents with lower education may have a lower perception of the importance of training and development, which may be due to a lack of information, insufficient access to educational resources, or other factors.

These results indicate the need to adjust training and development programs based on the educational level of employees. Gorenje doo Beograd should consider different approaches and strategies to ensure that training is tailored and accessible to all employees, regardless of their educational level. This may include adapting the content of training, providing additional resources for education or the development of basic skills, and actively involving employees with lower education in the planning and decision-making processes related to training.

It is important to note that while this study identified statistically significant differences between the demographic characteristics of respondents and their attitudes toward the process of development and training of employees, these differences do not necessarily imply essential or deterministic differences. In other words, individual differences in attitudes may result from various factors not covered in this study, such as personal values, motivation, or work experience. Therefore, further research can be useful for a deeper understanding of these factors and their impact on employee attitudes towards training and development.

Proposal of Measures for Improving Employee Training

It is important for the company to continue monitoring and evaluating the effectiveness of training programs to identify any shortcomings and enhance the training process. Additionally, continuous involvement of employees in decision-making regarding training and development can ensure that training programs adapt to changes in the organization and meet the needs of employees. Employees are often the best source of information about their needs and challenges in their work environment. Therefore, their active participation in the training selection process can result in more relevant and effective programs. It is also crucial for Gorenje doo Beograd to persist in monitoring and evaluating the effectiveness of training programs to identify any deficiencies and improve the training process. This includes collecting feedback from employees about the utility and applicability of learned skills, as well as measuring achieved results at both individual and organizational levels. Based on these results, the company can adjust and enhance future training programs to make them even more effective.

To maintain a high-quality training offering, Gorenje doo Beograd should carefully select external training programs after gathering sufficient information about their quality and suitability. This may involve research, reviews of feedback from other organizations, or consultations with experts in specific fields. This approach enables the company to choose training programs that are relevant and tailored to the specific needs of employees and the organization.

The introduction of a well-thought-out and widely shared training policy is also a crucial factor for the success of training programs. Clearly defined guidelines and expectations facilitate the implementation of training programs, ensuring consistency and compliance in the approach to training. This policy should be accessible to all employees to provide them with information about different training opportunities and to ensure that training is in line with the training policy.

Furthermore, research has indicated the importance of developing technical and managerial skills among employees. This type of development can have a far-reaching impact on the organization, enabling employees to perform their tasks more efficiently, take on responsibilities, and lead teams. Therefore, it is essential to continuously invest in training that supports the development of technical and managerial skills. This may include internal training, workshops, seminars, or even engaging external experts. It is important for training to be relevant to the business requirements and goals of the organization, as well as the individual needs of employees. This ensures that employees acquire the knowledge and skills necessary to perform their job roles efficiently.

In addition, it is crucial to identify employees' development needs through performance evaluation systems, career discussions, or other assessment methods. Based on the identified needs, the organization can provide support to employees in selecting appropriate development programs. This personalized support ensures that employees receive training that is relevant to their specific needs and enables them to achieve their professional goals.

It is also important to emphasize that employee motivation and engagement are key factors for the success of training and development programs. When employees see that the organization values their development and invests in them, it can increase their motivation to engage in training and actively apply learned skills in the workplace. Gorenje doo Beograd can further encourage employee motivation through recognition and rewards for achieved results, mentorship support, or advancement opportunities after completing development programs.

Continuous investment in training that supports employee development, identification of development needs, employee motivation, and personalized support are key factors for the success of training and development programs in the organization.

The research also indicates room for improvement in certain aspects of training and development at Gorenje doo Belgrade. For instance, ratings regarding the emphasis on the development of technical and managerial skills among employees are relatively low, especially among those with a high school education. This may indicate the need to pay more attention to the development of specific skills relevant to employees' jobs.

There is a recognizable perception that there is a well-conceived and widely distributed training policy in the company. Employees with a master's degree express the highest rating in this aspect. This underscores the importance of a clear training policy widely accepted and understood by employees.

In light of these results, it is recommended that Gorenje doo Belgrade pay special attention to adapting training and development programs to the needs of employees with higher education. Efforts should also be made to improve aspects that received lower ratings, such as the periodic evaluation of training and the emphasis on the development of technical and managerial skills. This will help create more effective training and development programs at Gorenje doo Belgrade.

The research results on training and development at Gorenje doo Belgrade suggest several important conclusions. Attitudes toward training and development of employees vary based on years of work experience. Employees with longer work experience (11 to 20 years and over 31 years) tend to give higher ratings regarding most aspects of training and development compared to those with shorter work experience (up to 10 years). This indicates the existence of generational or experiential differences in the perception and valuation of training.

There is a statistically significant difference in employee attitudes regarding different aspects of training and development, such as training program planning, program duration, importance given to training, employee participation in determining training, selection of external programs, the existence of a training policy, and the emphasis on the development of specific skills. These differences suggest that employees at different career stages have different priorities and expectations regarding training and development.

The results also suggest the need for improvement in certain aspects of training and development in the company. For example, ratings regarding training programs that are periodically evaluated and improved are relatively low, especially among employees with shorter work experience. This may indicate the need for greater engagement in monitoring and improving existing training programs.

The company should consider the diverse needs and expectations of employees at different career stages when planning training and development programs. This may involve adjusting training programs, involving employees in the decision-making process about training, and ensuring that adequate importance is given to employee training.

In conclusion, the hypotheses in this study are partially confirmed. To explore the existence of a statistically significant difference between the demographic characteristics of respondents and their attitudes toward the process of development and training of employees at Gorenje doo Belgrade, we conducted appropriate data analyses. Our research hypothesis was that there is a statistically significant difference between the gender of respondents, years of work experience, and education and their attitudes toward the process of development and training of employees. During data analysis, we used appropriate statistical methods with the aim of determining whether there is a statistically significant difference in attitudes toward the process of development and training of employees in accordance with the demographic characteristics of the respondents.

The results of our research show that there is a statistically significant difference between the gender of the respondents and their attitudes toward the process of development and training of employees at Gorenje doo Belgrade. This indicates a divergence in attitudes between male and female respondents regarding the perception and evaluation of the process of development and training of employees. A more detailed analysis of this difference can provide insight into potential factors influencing these attitudes and allow us to allocate resources and training strategies to specific groups of employees.

Furthermore, our results indicate that there is a statistically significant difference between the years of work experience of the respondents and their attitudes toward the process of development and training of employees. This suggests that experience and length of work experience can influence employees' attitudes about the importance of training and their perception of the effectiveness of development programs. Analyzing this difference can help us adjust training and development programs to better meet the needs of different groups of employees based on their experience.

Regarding the education of the respondents, our results show that there is a statistically significant difference between the education of the respondents and their attitudes toward the process of development and training of employees. This suggests that the educational level of the respondents can influence their attitudes and perceptions of the importance of training and development. It can be concluded that respondents with higher levels of education may have a greater awareness of the importance of continuous development and training, as well as the benefits they bring to both individuals and the organization. On the other hand, respondents with lower education may have a lower perception of the importance of training and development, which may be due to a lack of information, insufficient access to educational resources, or other factors.

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THE SIGNIFICANCE OF INNOVATION AS A DEVELOPMENTAL ELEMENT OF AN ORGANIZATION – RESEARCH RESULTS

Aleksa Tuturov[1]

Abstract: This paper explores innovation as a developmental element of an organization by examining various types of innovations and defining the concepts of innovation and innovativeness. The study also focuses on the role and significance of innovations in organizations, both in general business operations and specifically in the context of business in Serbia. Therefore, the paper clarifies the role and significance of innovations through macro and micro events. However, the paper is not solely confined to the framework of innovations. It also illustrates, using the example of digitalization as a means of establishing innovations, how these innovations specifically impact the operations of companies. A special section of the paper is dedicated to generating primary data. Through a questionnaire-based survey, quantitative research confirms the theoretical assumptions. The significance of innovation, specifically digitalization, as a developmental element of an organization is demonstrated through the example of the company "KOŠ". The research results indicate that by assessing the innovative capacity of a company, it is possible to provide a comprehensive overview of the current state of the company and potential avenues for improvement.
Key words: innovation, development, organization, digitalization, IT, progress

Introduction

Innovation refers to the introduction of novelties in products, services, strategies, or business models (Maier et al., 2014). Innovations also enhance the usability and durability of these factors, making them exceptionally relevant. In the context of innovation, the idea itself can be considered, all with the aim of ensuring that a company responsible for innovation stays ahead of the competition and fosters creativity and efficiency in business (Maier et al., 2014). Modern leaders recognize the advantages of innovation in business for growth and success in the current business environment (Anning-Dorson et al., 2017). As a result, there is believed to be a high demand for managers and leaders with a propensity for business innovations.

On the other hand, digitalization is one of the most prominently featured topics on company websites in various reports (Samuels, 2018). This is not surprising given that executives want to assure investors that their company is at the forefront of the digital age. Today, digitalization is permanently integrated into every aspect of modern companies. Moreover, through digitalization, as a form of innovation, various industries have achieved fundamental improvements in systematization, efficiency, and security. However, considering that digitalization is a relatively young concept, it can be said that it has only just begun.

This paper addresses issues of innovation and digitalization, divided into two main sections, aside from the introduction and conclusion. The first part focuses on the

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theoretical aspect, dedicated to defining the concepts of innovation and innovativeness, and explores the role and significance of innovations in organizations. Special sub-segments concentrate on the economy of Serbia and organizational development, examining the significance of innovations from macro and micro perspectives. In the theoretical part, the paper also delves into the role and significance of innovations using the example of digitalization as a developmental element of an organization, with attention given to developmental changes. In this context, workplace location changes, generational shifts in the workforce, mobility changes, increased employee connectivity, as well as changes resulting from IT consumerization and alterations in security procedures, are individually elucidated.
Finally, in the practical part of the paper, research is conducted based on a quantitative survey technique. The research methodology is described first, followed by a case study detailing the results. In the concluding considerations, attention is given to research limitations and suggestions for future studies.

Concept of Innovation

Innovation, by definition, is the introduction of something new. Without innovation, there is nothing new, and without anything new, progress will not occur. On the other hand, innovativeness, as a concept, has emerged from the noun "innovation" (innovare, Latin), which implies change, novelty, or the process of making changes. If an organization does not progress, it simply cannot remain relevant in a competitive market. Since organizations often interact with other individual entities, understanding the impact of innovations on our society as a whole can sometimes be challenging. However, innovations are much more than just tools for companies seeking a competitive advantage. Innovation is indeed the fundamental reason for modern existence. Although innovation may have some unintended consequences, change is inevitable, and in most cases, innovation brings about positive changes (Xu et al., 2007).
Efficiency, novelty, and automation are some of the main characteristics of innovation. These unique features contribute to various advantages for businesses, reflecting the significance of innovation. To effectively address complex business challenges, it is necessary to leverage innovative ideas. Leaders must use external sources (online data, literature, etc.) and internal resources to develop innovative ideas for solving intricate business problems (Anning-Dorson et al., 2017).
Anning-Dorson et al. (2017) state that one of the advantages of innovation in business is the increased productivity of individuals, processes, and business models. Innovation provides new ideas to business leaders to enhance efficiency with minimal resources (Anning-Dorson et al., 2017). Furthermore, it reduces business and other risks.
Business processes have remained largely unchanged for several decades. However, with the introduction of innovation in business, disruptions have occurred, believed to be caused by novelty, creativity, and uniqueness. This also helps distinguish the business from others, contributing to increased revenue and market share. Innovative or creative thinking can assist managers and leaders in developing unique marketing

campaigns that will help them stand out. However, one of the greatest benefits of innovation is its contribution to revenue and market share growth. Consequently, this leads to cost reduction.

The Role and Significance of Innovation in the Economy of the Republic of Serbia

In recent decades, innovation has become a significant means to combat critical social risks and threats. As such, innovations play a role at the macro level, and their significance can be observed within the framework of a state. In the context of Serbia, society is engaged in continuous economic growth, which largely depends on the growth of innovation (Čabilovski and Vukša, 2019).

Innovations are crucial for the progress of society as they address various types of social issues and enhance the society's ability to act. They are responsible for solving collective problems in a sustainable and efficient manner, usually with the help of new technology. These new technologies, products, and services simultaneously meet social needs and lead to improved capabilities and better use of resources. To address such social problems, private, public, and non-profit sectors are involved (Strugar, 2015). In this case, Serbia is no exception.

In the case of the Serbian economy, the outcome of innovation should always result in improvement. From the societal perspective, the fundamental outcomes of innovations are economic growth, increased prosperity and communication, accessibility of education, and environmental sustainability (Čabilovski and Vukša, 2019).

In general, it is challenging to identify industries where innovations would not be important. While certain industries depend on innovations more than others, innovation and the ability to improve are considerations for all. Innovation can bring significant benefits and is one of the key skills for achieving success in any business. Essentially, according to research results, innovations impact: competitive advantage, increased productivity, and have a positive influence on the company's culture (Čabilovski and Vukša, 2019).

Research Framework

The research framework encompasses the research concept, subject, aim, and research task, outlining how the study was conducted. This section discusses data collection, identifies research participants, and includes a segment dedicated to research results.

Given the role and significance of the research subject in the process, it logically represents a crucial part of any scientific investigation. In determining the research subject, it can be said that it is established by the title related to the importance of innovation as a developmental element of the organization. The research subject also involves examining the innovation capacity of the products and processes of the selected organization.

Research objectives are always conditioned by the formulation of the research subject and can be observed from both scientific and social perspectives. Considering the theory, scientific research objectives can be seen through scientific classification, description, discovery, explanation, and prediction. Specifically, in this work, the scientific objective is linked to scientific description. Through this, it is essential to present and define the concept of innovation and showcase it within the framework of the organizational development element.
It is crucial to note that there is a significant number of different articles, books, and other publications on this topic. Such publications have been analyzed in the thesis to determine and summarize the main findings, reach new conclusions, and discover new specificities. Therefore, it is necessary to mention that the research goal is also to provide a better understanding of the subject, primarily for individuals working in a dynamic environment characteristic of innovations.
Additionally, it is relevant to note that the research goals in the paper can be observed on two more levels: goals related to the theoretical part of the work and goals related to the empirical part of the work. Objectives related to the theoretical segment involve analyzing the content of contemporary literature in the field of development management and defining the basic activities of innovations in organizations. On the other hand, objectives related to the empirical part of the work focus on determining the activities of product innovation, identifying the activities of process innovation, and determining the shortcomings of the examined functions.
In research, a mono-method approach can be employed, applying this methodology when a specific method, such as surveys alone, is used for information collection. Alternatively, the multiple methods option can be utilized (Saunders et al., 2008). Multiple methods can be categorized into two groups. The first category involves a mixed-method approach, while the second is based on a mixed method. If a researcher chooses different methods to gather information, they are using a mixed method. On the other hand, multiple methods are further divided into qualitative and quantitative studies, which are primarily used separately but can also be combined (Saunders et al., 2008). A quantitative multi-method design may use secondary data, different surveys, and various observations, while a qualitative multi-method design can be based on interviews and personal observations.
This research adopts a mono-method based on a survey, representing a quantitative approach.

Table 1: Choice of Research Methodology (Saunders et al., 2008)

<table>
<tr><th colspan="5">Choice of Research Methodology</th></tr>
<tr><td rowspan="3">Mono-method</td><td colspan="4">Višestruka metoda</td></tr>
<tr><td colspan="2">Approach with Multiple Methods</td><td colspan="2">Mixed Method</td></tr>
<tr><td>Multiple Quantitative Studies</td><td>Multiple Quantitative Studies</td><td>Combination of Different Methods</td><td>Combination of Different Models</td></tr>
</table>

On the other hand, data can be primary or secondary. Primary data are those that have not been published before and are collected through primary research (Saunders et al., 2008). In contrast, secondary data already exist and are part of literature, documents, various laws, and the like (Saunders et al., 2008). This research will yield primary data, and secondary data will also be used. The sources of secondary data to be utilized include books, journals, and documents with the potential to be useful in processing the topic. On the other hand, the source of primary data is a questionnaire. The data obtained in this way are processed statistically.

For the purposes of the research, a portion of a standardized questionnaire relying on the Oslo Manual (OECD, 2005) was used, providing a detailed guide for collecting, processing, and analyzing data related to the innovation process (e.g., innovation activities, expenditures for innovation activities, as well as the connection of companies with other actors in the national innovation system), the implementation of significant improvements in products and processes within the company (different types of innovations), and obtaining information on factors influencing the performance of innovation activities and their effects. The handbook defines questions related to the examination of innovations in products and processes, innovation activities, and tasks for innovation activities, the most significant sources of information for innovations, the most significant effects of innovation, and obstacles to innovation activities.

The research instrument relates to questions regarding product and process innovation within the organization:

- *Independent variables defined by questions 1 to 4*
- *Dependent variables defined by questions 5 to 9, which focused on examining the innovativeness of products, and*
- *Questions 9 to 11, which focused on examining the innovativeness of processes.*

Closed-ended questions were used in the questionnaire, where respondents express their opinions by selecting one of the provided alternatives. When analyzing data, both primary and secondary, the main purpose is to organize and extract meaning from the collected data and draw realistic conclusions (Bengtsson, 2016). The statistical method is unique because its application primarily lies in a quantitative approach. It is used to investigate phenomena by collecting and processing data, and specifically in this case, the task of the statistical method is to process data obtained through a monomethod of research.

The research was conducted in the company "KOŠ," where the research author is employed. "KOŠ" is a family-owned company, established in 1994, operating in the construction industry by constructing buildings on a "turnkey" basis. The company is small in size with nine employees who are also participants in the research. The research participants have different profiles, mostly male (67%), and varying ages.

When it comes to the age structure of the participants, a quarter of them are between 35 and 40 years old. However, it is important to note that the age structure is very diverse, with participants evenly distributed in almost all other provided categories.

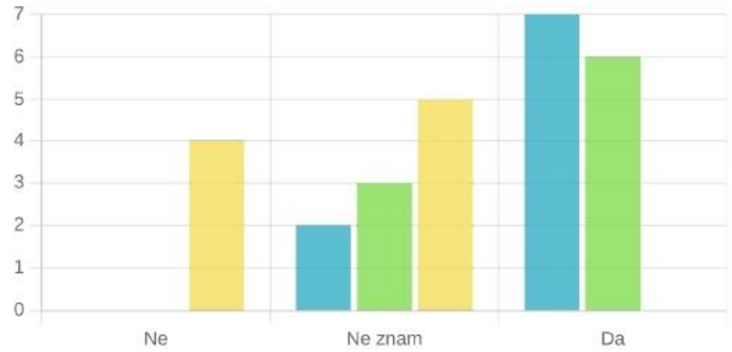
Therefore, an equal percentage of participants (13%) are aged up to 25 years, between 25 and 30 years, between 30 and 35 years, and between 40 and 45 years. The same percentage of participants is between 45 and 55 years, as well as over 55 years. This diverse employee structure provides objectivity to the data and eliminates the subjectivity of the results.
Equally important is noting the educational background of employees and their years of service in the company. Regarding educational qualifications, a large number of participants have higher education, while among manual workers, secondary education predominates. In this regard, 44% have either a college or university education. Twenty-two percent have completed vocational school, while one-third of the participants have completed high school.

In terms of the work experience of employees, the majority have up to 5 years of work experience (44%). The next largest group consists of employees with 6 to 10 years of experience, constituting 33%. The trend decreases, with 22% of employees falling into the category with work experience exceeding 10 years.

Discussion

The first part of the research results focuses on newly introduced products or processes. In this context, when asked whether the company introduced a new product during the period from 2015, 78% of the respondents answered affirmatively. A small percentage responded that they do not know, while there were no negative responses. The same situation was observed regarding services introduced by the company from 2015 to 2023.
When asked to respond to the question "Who introduced new products or services between 2015 and 2023," the respondents provided slightly different answers. The business entity of the respondents received positive ratings, with exactly the same statistical data as in the previous question, confirming the objectivity of the respondents and their understanding of the subject matter. The business entity, in collaboration with other companies, introduced new products, while it did not adapt the products of other companies.
Figure 1 depicts the responsible entities for introducing new products. The respondents' answers are divided into three categories based on the positivity of the responses, i.e., NO, DON'T KNOW, and YES. Similarly, the entities are classified. The business entity where the respondents are employed is shown in blue. The green color represents collaboration between the business entity and other companies, while the yellow color is dedicated to adapting the products of other entities.

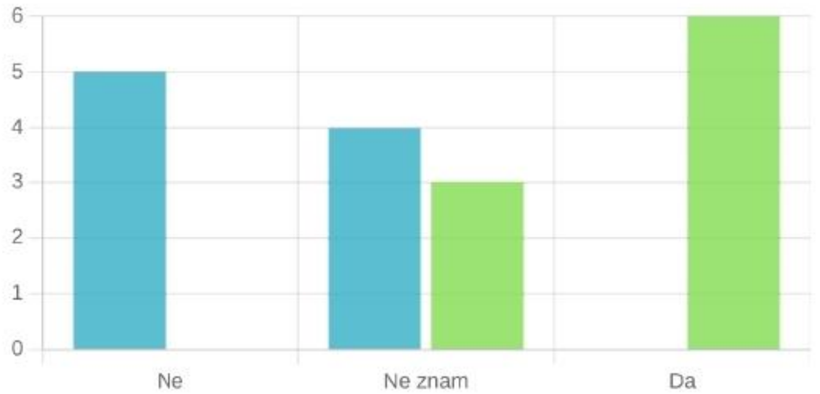
Figure 1: Responsible Entities for Introducing New Products and Services



	Ne	Ne znam	Da	Standard Deviation	Responses	Weighte Average
Samo vaš poslovni subjekat, ili grupa kojoj pripadate	0 (0%)	2 (22%)	**7 (78%)**	2.94	9	2.78 / 3
Vaš poslovni subjekat u saradnji sa drugim subjektima ili institucijama	0 (0%)	3 (33%)	**6 (67%)**	2.45	9	2.67 / 3
Vaš poslovni subjekat, izmenom i prilagođavanjem proizvoda/usluge koju je razvio drugi poslovni subjekat ili institucija	4 (44%)	**5 (56%)**	0 (0%)	2.16	9	1.56 / 3
						2.33 / 3

Similar results were achieved regarding the innovation category. Respondents did not recognize innovations that occurred in the market, but they recognized them when it comes to their business entity. In Figure 2, innovations in the market are represented in blue, while the green color pertains to the business entity where the respondents are employed.

Figure 2: Market and Business Entity Innovations

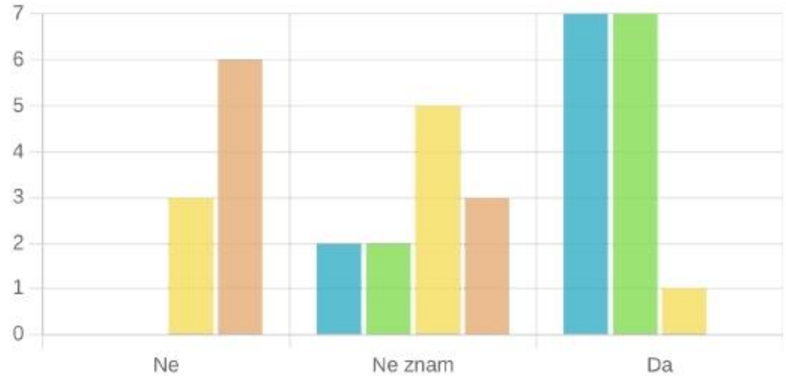


	Ne	Ne znam	Da	Standard Deviation	Responses	Weighted Average
Nove na vašem tržištu	**5 (56%)**	4 (44%)	0 (0%)	2.16	9	1.44 / 3
Samo za vaše preduzeće	0 (0%)	3 (33%)	**6 (67%)**	2.45	9	2.67 / 3
						2.06 / 3

However, this trend of recognizing innovations achieved by the business entity can be halted by further analysis of the results. In this context, the questionnaire investigated methods of product production, procurement, delivery methods, and support activities for business processes. All three categories have recognitions, although an alarming number of employees marked the "I DON'T KNOW" field as their answer to whether the company had innovations in a specific category. The procurement category stands out as the least known among respondents, where more than 50% of respondents marked that they do not know if there were innovations. Such a response goes hand in hand with the employee structure, so it is somewhat logical that not every employee knows the procurement procedure in the company.

About improved methods of product production, a significant 44% of employees knew nothing, while this percentage was slightly lower (33%) regarding support improvement. However, when it comes to positive and negative responses, it is clear at first glance that there are significantly more positive responses, as seen in Figure 3. Here, the blue color is dedicated to improved or new methods of product production, green to procurement, while the yellow color refers to new or significantly improved support activities for business processes.

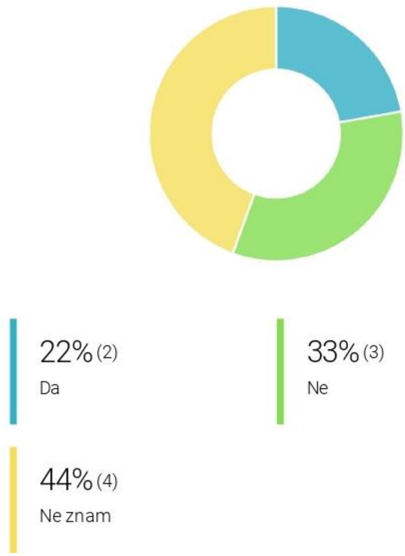
Figure 3: Methods of production, procurement, and support for business processes



	Ne	Ne znam	Da	Standard Deviation	Responses	Weighted Average
Uglavnom preduzeće	0 (0%)	2 (22%)	**7 (78%)**	2.94	9	2.78 / 3
Preduzeće u saradnji sa drugim preduzećima i/ili institucijama	0 (0%)	2 (22%)	**7 (78%)**	2.94	9	2.78 / 3
Preduzeće izmenom i prilagođavnjem procesa koji su razvili drugi	3 (33%)	**5 (56%)**	1 (11%)	1.63	9	1.78 / 3
Druga preduzeća i institucije	**6 (67%)**	3 (33%)	0 (0%)	2.45	9	1.33 / 3
						2.17 / 3

In the end, when it comes to the specific market, only two respondents changed their answer from "I DON'T KNOW" to YES. Namely, in response to the question "Has any of the innovations introduced by the company been previously new on the market," 44% of respondents answered that they were not aware, 33% responded negatively, while 22% gave a positive answer. The results are shown in Figure 4.

Figure 4: Market and Innovations



Conclusion

In conclusion, innovations refer to the introduction of novelties in products, services, strategy, or business models. As such, they are relevant to all these components, enhancing their usability and sustainability. The context of innovation can also be seen as an idea, all aimed at keeping the company responsible for innovation ahead of the competition and fostering creativity and efficiency in business. With the goal of becoming a market leader, an organization striving for innovation can achieve not only a better business rating but also improve the position of the entire industry.

This paper examined the company "KOŠ" as a practical example and the significance of innovation as its developmental element. The research results show that by assessing the innovation capacity of the company, it is possible to provide a comprehensive picture of the current situation in the company and possible directions for improvement. In this regard, the evaluation of existing innovation practices and performance is extremely positive. The research results not only demonstrate that the company has introduced various innovations related to processes, products, procurement, and the like but also show that the company has done so either independently or in collaboration with other business entities. Therefore, in combination with the lack of identification of novelties in the market, it can be concluded that the company is a leader in its industry.

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INTERNATIONAL JOURNAL OF MANAGEMENT TRENDS: Key Concepts and Research PAPER TEMPLATE FORMAT

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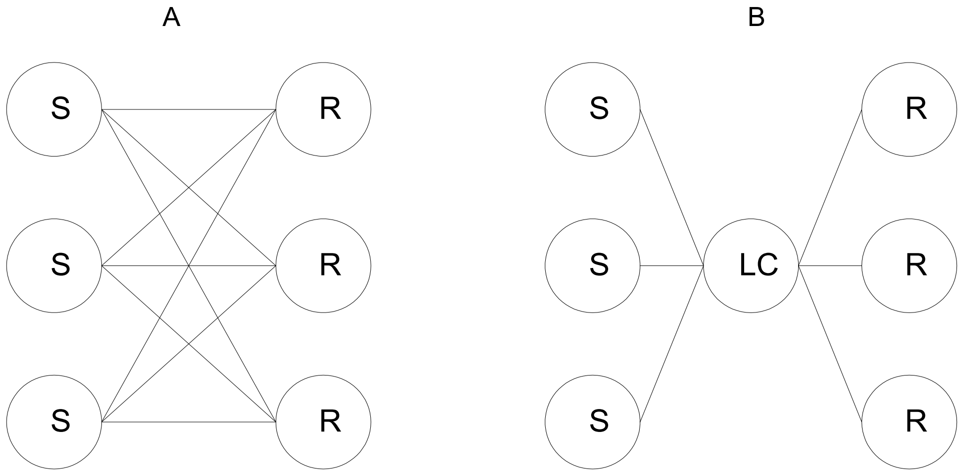

Figure 1. Title of the figure (Milla et al., 2020).

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Table 1. Title of the table (Milla et al., 2020).

Latent exogenous variable	Original value	Mean (bootstraps)	Standard deviation	T-value
Effects of the strategic success factor costs	0.3380	0.3213	0.1262	2.68***
Effects of the strategic success factor time	0.1930	0.2527	0.1164	1.66†
† p < 0.10; * p < 0.05; ** p < 0.01; *** p < 0.001				

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