



THE STUDY OF THE RECRUITMENT AND SELECTION PROCESS IN COMPANIES IN THE STARA PAZOVA REGION

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Abstract: This paper delves into the recruitment and selection processes in companies situated in the municipality of Stara Pazova. The primary aim of this study is to comprehensively understand these processes, identify recruitment sources, and delve into the selection techniques employed by these companies. We believe that the findings of this paper will not only underscore the need for improvement in these processes but also provide a wealth of insights to companies in their endeavors to align these practices with their business strategies. Furthermore, we anticipate that this research will serve as a solid foundation for further exploration in this crucial field of human resource management.

Keywords: *human resource management, recruitment, selection, Stara Pazova.*

Introduction

In the contemporary business landscape, the task of finding and retaining qualified, competent candidates poses a significant challenge for companies. The recruitment and selection processes, in the face of intense competition in the labor market, play a pivotal role in ensuring that companies attract the right candidates and pave the way for long-term success. However, despite their importance, many companies grapple with issues such as a dearth of qualified workforce, high employee turnover, and the need to adapt to new trends in technology and industry. These are not just challenges, but real-world problems that demand our attention and prompt us to adapt the recruitment and selection processes.

In today's companies, employees are not merely a "labor force"; they represent productive capital that creates additional value for the company (Drucker, 2005). Recruitment and selection processes are essential in managing a company's human resources. These processes aim to identify, attract, evaluate, and ultimately select the most suitable candidates for available positions.

According to Noe et al. (2021), recruitment is defined as a practice or activity carried out by an organization to identify and attract potential candidates. This process aims to attract a broad spectrum of candidates who will best fit the job and the company's needs. In terms of the selection process, Bahtijarević Šiber (1999) defines selection as a procedure that selects those who best meet its requirements by applying predefined and standardized methods and techniques for a specific job.

However, these two processes are not universal and can vary depending on the industry. Research into recruitment and selection processes can provide valuable insights into these variations and help adapt strategies to specific contexts and needs. It can also provide insights into how organizations approach these processes and how they differ in their methods. The results of such research can be valuable for companies looking to improve these processes and achieve a competitive advantage in the market.

In Stara Pazova and other municipalities, recruitment and selection processes pose significant challenges for companies. Given the various industries and job-specific requirements, it is crucial to understand how these processes are conducted and which criteria should be considered when making hiring decisions.

This research focuses on candidates' recruitment and selection processes in companies located in the municipality of Stara Pazova. Our aim is to explore the differences in the implementation of these processes between the manufacturing and service sectors and examine the types of tests and interview processes used in candidate selection.

By collecting and analyzing the responses of participants involved in the recruitment and selection processes, we analyzed the obtained results and concluded that these processes are effective in companies within the territory of Stara Pazova.

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Literature Review

The recruitment process is interconnected with all other human resource management activities in a company. It is of great importance that all recruitment activities align with the other aspects of human resource management to ensure that all relevant elements are considered when selecting candidates.

Recruitment involves attracting a sufficient number of qualified candidates to provide the organization with the opportunity to choose the best individuals to fill vacant positions (Sajfert, 2004).

Recruitment activities within human resource management influence the following (Šušnjar et al., 2006):

1. The number of people applying for a vacant position,
2. The type of people applying, and/or
3. The likelihood that applicants will accept the job if offered.

Various sources, techniques, and channels are used to find the best potential candidates during the recruitment process. Planning is necessary to determine workforce needs, job requirements, and the best recruitment sources before recruitment.

Every recruitment process aims to meet current and future staffing needs most efficiently and effectively. Effective recruitment ensures the company has the right people with the right skills. Recruitment is a process carried out by specialists from the human resources department and line managers. Top managers may be involved in the recruitment process for specific positions within the organization. In the recruitment process, every human resource manager aims to ensure a match between the skills of potential candidates and the skills needed by the company, which should align with the company's vision, mission, and strategy.

The fundamental idea guiding managers is that candidates either already possess these qualities or can be trained over time. For the recruitment process to be effective, several skills required for a potential candidate's success are identified. These include skills specific to a particular field, the knowledge necessary for the corresponding job, commitment to learning and development, a quest for experience, willingness to share information with others, creativity, and the ability to adapt to the diversity of other employees.

Many factors can influence the success of the recruitment process. One such factor is the cost of recruitment, which can be very high if the wrong recruitment source is chosen. The organization must select methods that will best attract candidates for the specific vacant position. Another factor influencing recruitment success is the attractiveness of the job. If the vacant job is not appealing to candidates, carries certain risks, lacks security, is poorly paid, or is monotonous, candidates will be less interested in applying. The company's brand also impacts the success of the recruitment process. A company should take care of its business name and brand, as companies with a good reputation can attract and retain the most talented and highly qualified workers.

Candidate selection is a process in which, among the applicants for a job opening, the candidate who is assessed to meet the job requirements best and achieve the best results is chosen (Ristić, 2012). It is based on standard, precisely defined techniques, rules, and methods to ensure the selection of the candidate who meets all criteria and is the most suitable person among all applicants.

Choosing the highest quality candidate who satisfies the company's needs and requirements with their knowledge, skills, qualities, and ambitions is fundamental to human resource management in modern business. The importance of selection is significant because all other aspects of company operations and human resource management largely depend on the selection results, i.e., the work of individuals chosen during the selection process. Selection is a complex activity, and its implementation should achieve the following goals (Noe et al., 2021): selecting candidates who will, through their knowledge, skills, attitude towards work, and motivation, provide the maximum possible positive effects for the company and themselves, and minimizing errors in the candidate selection process.

We view candidate selection from the perspective of the validity and reliability of the tests conducted. The validity of the tests used in the selection process answers whether the tests measure what they are supposed to measure, i.e., whether the results they show justify their use. Validity speaks to the connection between the testing and the nature of the job. A selection test must be valid because, without meeting this requirement, there is no reason to use the test. Reliability is another crucial aspect considered in the selection process. Reliability refers to the consistency of tests, i.e., the dependability of results when the same person is tested again using the same tests. Re-testing involves candidates taking the same test at different times, with subsequent comparison of results. When candidates are tested and then given an equivalent test, it is an assessment using an equivalent form.



Research Methodology

The research problem examines the recruitment and selection process in companies within the municipality of Stara Pazova. The objective is to determine how the process functions in these companies.

The research objectives were divided into two groups. Objectives related to the theoretical part of the work include analyzing the content of contemporary literature in the field of recruitment and selection processes, defining the concepts of recruitment and selection of personnel, analyzing the sources of the recruitment process, identifying different recruitment sources (internal and external), determining the advantages and disadvantages of recruitment sources, studying the basic testing techniques in the candidate selection process, considering different types of tests and selection methods, and reviewing the results of previous research.

Objectives related to the empirical part of the work include determining the sources of recruitment in companies within the municipality of Stara Pazova, identifying the influence of the company sector on the elements of the selection process, identifying differences in the types of tests used in the selection process in companies within the territory of Stara Pazova, and determining differences in the candidate interview process in companies within the territory of Stara Pazova.

Research Hypotheses

H0: There is no statistically significant difference in the implementation of recruitment and selection processes between the manufacturing and service sectors in Stara Pazova.

H1: Positions in the service sector are filled more internally, while positions in the manufacturing sector are filled more externally.

H2: There is a statistically significant difference in the types of tests used in the selection process between the service and manufacturing sectors.

H3: There is a statistically significant difference in the interview process between candidates employed in the service and manufacturing sectors.

Research variables: Independent variables: Socio-demographic variables - gender, age, level of education, years of work experience, position in the organization, and industry sector in which respondents work. Dependent variables: a group of questions about the experiences respondents had in the recruitment and selection process of candidates in companies in the municipality of Stara Pazova. The research was conducted using the survey technique.

The survey was conducted using an anonymous online questionnaire created using Google Docs software. The questionnaire consisted of 15 questions. The introductory part addressed socio-demographic questions. The second part focused on the recruitment and selection process. Data processing was carried out using the statistical package SPSS.

The research was conducted in the municipality of Stara Pazova. 60 respondents participated in the study in companies in Stara Pazova. The following descriptive statistics will be presented, showing the structure of respondents by gender, age, level of education, years of work experience, position in the organization, and industry sector where the respondent works.

Most research participants were female, comprising 63% (38 respondents), while male participants accounted for 37% (22). Among the respondents, the highest number of employees were aged between 26 and 35 years, accounting for 68% (41 respondents), followed by those aged up to 25 years - 12% (7 respondents), 36 to 45 years - 10% (6 respondents), 46 to 55 years - 7% (4 respondents), and over 56 years - 3% (2 respondents). The highest number of respondents had completed high school, accounting for 63% (38), while 32% had completed college (19). Two percent of respondents (2 respondents) had completed master's studies, and 1% of respondents (1) had completed elementary school. There were no respondents with a doctoral degree. The highest number of respondents had 6 to 10 years of work experience, accounting for 43% (26 respondents), followed by those with up to 5 years of work experience at 33% (20 respondents), 11 to 20 years at 20% (12 respondents), and the least number of years of work experience at 2%: respondents with 21 to 30 years of work experience - 1 respondent, and over 31 years of work experience - 1 respondent. The highest number of respondents worked as sales clerks (7 respondents), production operators (6 respondents), and administrative clerks (5 respondents). Following them in number were CNC machine operators (4 respondents). Accountants ranked fifth with 3 respondents, while positions such as cashier, warehouse worker, machine operator, educator, and driver each had 2 respondents. One respondent each held positions such as Transport Cost Calculation Administrator, Logistics and Planning Assistant, Locksmith Welder, Quality Control Engineer, IT Specialist,



Tailor, Manager, Metal Turner, Assembly Worker, Junior Operator, Supervisor, Intern, Professional Driver, Project Manager, Accountant, Production Worker, Quality Officer, Financial Accountant, Manager, Shop Manager, Associate, Business Client Advisor, Shift Supervisor, Production Manager. The majority of respondents worked in the manufacturing industry, accounting for 52% (31 respondents), while 48% of respondents (29 respondents) worked in the service industry.

As part of the research, respondents were asked whether a current employee recommended them for an open position in the organization where they applied. (Table 1, Figure. 1)

Table 1. Respondents' responses to the question about employee referrals for the open position they applied for.

Response	Number of respondents
Yes	25
No	35
Total	60

Of the total 60 respondents, 42% (25 respondents) responded positively to the recommendation of employees within the organization, while 58% (35 respondents) responded negatively.

As part of the research, we attempted to determine whether there is a statistically significant difference between manufacturing and service companies in the territory of Stara Pazova regarding how they recruit candidates for open positions.

The Pearson's χ^2 (chi-square) test was applied to examine statistically significant differences in respondents' answers. (Table 2).

Table 2. "Did someone from within the organization recommend you for the open position?"

Response	Number of respondents
Yes	25
No	35
Total	60

$\chi^2=0.322$	df=1	p=0.570
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To establish significance, p should be 0.05 or less. Based on our results, there is no statistically significant difference in position filling in the industry sector, as $p = 0.570$. Frequency analysis suggests that open positions in both sectors are predominantly filled through external means.

Given that there is no statistically significant difference in position filling regarding the industry sector where respondents work, we can conclude that Hypothesis 1 (Positions in the service sector are predominantly filled internally, while positions in the manufacturing sector are predominantly filled externally) is not supported.

Regarding the question directed at respondents who did not come through employee referrals, 40 answered how they learned about the open position within the organization. (Table 3)

Table 3. Sources of employment

Sources of candidates	Number of respondents
Candidates who come unannounced	11
at job fairs	2
through the National Employment Service	5
Via the advertisement posted in the company	1
through online advertisements	21
Total	40

The question "How did you find out about the job opening in the organization?" yielded the following responses: the highest percentage - 53% (21 respondents) answered - through online advertisements, while



27% (11 respondents) stated that they applied without a prior announcement (unannounced candidate), 12% (5 respondents) learned through the National Employment Service, and 3% (1 respondent) found out through a prominent advertisement in the facility itself.

The research examined the criteria present in the job advertisements for open positions in the organization. Based on the results presented in Table No. 4, it can be concluded that abilities (M = 4.06, SD = 1.36) and skills (M = 4.00, SD = 1.28) appear as the most common criteria in job ads, followed by educational qualifications (M = 3.89, SD = 1.49) and work experience (M = 3.82, SD = 1.41), which are also frequently sought after. (Table 4)

Table 4. The average rating of the criteria sought in job advertisements.

	M	SD
Work experience	3.82	1.41
Educational qualifications	3.89	1.49
Skills	4.00	1.28
Abilities	4.06	1.36

During the research, respondents answered whether their current organizations had profiles on specific platforms when applying for open positions and whether this information helped them apply for the job. (Table 5)

Table 5. Organization profiles on HelloWorld, Joberty, Loop, Reddit, etc.

Response	Number of respondents
Yes	2
No	58
Total	60

Out of 60 respondents, only 3% (2 respondents) positively answered the question "Did the organization have a profile on any of the platforms, such as HelloWorld, Joberty, Loop, Reddit, etc., when applying for an open position?"

Out of the 2 respondents who positively answered the question "Did the organization have a profile on any of the platforms such as HelloWorld, Joberty, Loop, Reddit, etc. when applying for an open position?", both respondents stated that the information about the company on any of those platforms did not help them decide to apply for the job.

As part of the research, respondents were asked how much time elapsed from applying for the job to being hired. (Table 6)

Table 6. Time elapsed from applying for the job to being hired by the respondents

Time elapsed from applying for the job to being hired by the respondents	Number of respondents
Two weeks	41
One month	5
Three weeks	6
More than one month	8
Total	60

The research results showed that the majority of respondents reported that two weeks had passed from applying to the job opening until being hired - 68% (41 respondents), more than one month 13% - 8 respondents, three weeks 10% - 6 respondents, and one month 9% - 5 respondents.

As part of the research, respondents were asked to indicate which tests were included in the candidate selection process. (Table 7)



Table 7. Types of tests included in the candidate selection process

Test type	Number of respondents
Tests of cognitive abilities	3
Tests to assess technical knowledge specific to the open position	7
Intelligence tests	7
Tests of motor and physical abilities	5
Personality and interest assessment	9
Achievement tests	3
No tests are used	42

Analysis of the responses from 60 respondents revealed that in the selection process, 55% (42 respondents) did not use tests, while personality and interest assessments were conducted in 12% (9 respondents). Additionally, intelligence tests were administered in 9% (7 respondents), and tests to assess technical knowledge specific to the open position were conducted in 9% (7 respondents). Tests of motor and physical abilities were administered in 7% (5 respondents), achievement tests in 4% (3 respondents), and cognitive ability tests in 4% (3 respondents).

The research investigated whether there is a statistically significant difference in the type of tests used depending on the industry sector to which the company belongs. Pearson's χ^2 (chi-square) test was applied to examine significant differences in respondents' answers. (Table 8)

Table 8. Types of tests included in the candidate selection process

		Tests of cognitive abilities	Tests to assess technical knowledge specific to the open position	Intelligence tests	Tests of motor and physical abilities	Personality and interest assessment	Achievement tests	No tests are used	Total
Manufacturing	f	2	4	6	5	4	0	21	42
	%	4.8	9.5	14.3	11.9	9.5	0	50	100
Service	f	1	3	1	0	5	3	21	34
	%	2.9	8.8	2.9	0	14.7	8.8	61.8	100
Total	f	3	7	7	5	9	3	42	76
	%	3.9	9.2	9.2	6.6	11.8	3.9	55.3	100

$\chi^2=11.443$	df=6	p=0.076
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For a result to be significant, p should be 0.05 or less. Based on our results, there is no statistically significant difference in the type of tests used during candidate selection concerning the industry sector, given that p=0.076. According to the frequency analysis, tests are mostly not used in both industries.

Since there is no statistically significant difference in the type of tests respondents took during the selection process concerning the industry sector, we can conclude that hypothesis 2 (There is a statistically significant difference in the kind of tests used during the selection process in the service and manufacturing sectors) is not confirmed.

In the research, respondents were asked whether they had an interview during the selection process. (Table 9)



Table 9. Interview during the selection process

Response	Number of respondents
Yes	47
No	13
Total	60

Results of the research show that out of the total number of respondents, 78% (47 respondents) had an interview, while 22% (13 respondents) did not have an interview during the selection process.

Respondents answered questions about the number of interview rounds they were invited to if they had an interview. Forty-seven respondents provided an answer to this question. (Table 10)

Table 10. Number of interview rounds respondents were invited to

Number of interview rounds	Number of respondents
Two	13
One	32
More than two	2
Total	47

During the research, 47 respondents answered this question, of which 68%—32 respondents responded that they had one interview, 28%—13 respondents responded that they were invited to two rounds of interviews, and only 4%—2 respondents were invited to more than two rounds.

The research investigated whether there is a statistically significant difference in the process of interviewing candidates for employment depending on the industry sector to which the company belongs. Pearson's χ^2 (chi-square) was used to examine significant differences in respondents' answers. (Table 11)

Table 11. Number of interview rounds

			One	Two	More than two	Total
Manufacturing	f	16	9	0	25	
	%	64	36	0	100	
Service	f	16	4	2	22	
	%	72.7	18.2	9.1	100	
Total	f	32	13	2	47	
	%	68.1	27.7	4.3	100	

$\chi^2=3.747$	df=2	p=0.154
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Based on our results, there is no statistically significant difference in the number of job interview rounds based on industry sector, as $p = 0.154$. According to the frequency analysis, candidates in both sectors mostly have one interview.

Participants who had multiple interviews during their application process were asked if one of them involved a technical knowledge assessment, and 16 respondents participated in this question. (Table 12)



Table 12. Interviews that involved technical knowledge assessment

Response	Number of respondents
Yes	10
No	6
Total	16

Research results indicate that out of 16 respondents who underwent multiple rounds of interviews, 62% (10 respondents) responded affirmatively, while 38% (6 respondents) stated that none involved a technical knowledge assessment.

To test for significant differences in respondents' answers, the Pearson's chi-square (χ^2) test was applied. (Table 13)

Table 13. If there were multiple interview rounds, did they involve testing technical knowledge?

		Yes	No	Total
Manufacturing	f	6	3	9
	%	66.7	33.3	100
Service	f	4	3	7
	%	57.1	42.9	100
Total	f	10	6	16
	%	62.5	37.5	100

$\chi^2=0.152$	df=1	p=0.696
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For the result to be significant, p should be 0.05 or less. Based on our results, it can be observed that there is no statistically significant difference in testing technical knowledge based on the industry sector, as p=0.696. According to the frequency analysis, technical knowledge was sought in both sectors when there were multiple interview rounds.

Participants were asked to indicate who was present during the interview and were able to select multiple items. (Table 14)

Table 14. Who was present during the Interview

Member of the Examination Committee (Interviewer)	Number of repondents
CEO	25
Someone from the Human Resources department	21
Psychologist	2
Department Manager where the potential candidate will work	29
Occupational Health and Safety Officer	1

The research results show that during interviews for open positions in the organization, the department director where the potential candidate would work was most commonly present at 37%, followed by the general director at 32%. Next in number of respondents was someone from the human resources department at 27%. Responses indicating the presence of a psychologist were the least common at 3%, while one respondent mentioned the presence of a occupational health and safety officer at 1%.



To test significant differences in respondents' answers, Pearson's χ^2 (chi-square) test was applied. (Table 15)

Table 15. Who was present during the Interview

		CEO	Someone from the Human Resources department	Psychologist	Department Manager where the potential candidate will work	Somebody else	Total
Manufacturing	f	14	9	0	14	1	38
	%	36.8	23.7	0	36.8	2.6	100
Service	f	11	12	2	15	0	40
	%	27.5	30	5	37.5	0	100
Total	f	25	21	2	29	1	78
	%	32.1	26.9	2.6	37.2	1.3	100

$\chi^2=3.774$	df=4	p=0.437
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For a result to be significant, p should be 0.05 or less. Based on our results, it can be observed that there is no statistically significant difference in the presence during job interviews between different industries, as $p=0.437$. Upon frequency analysis, it can be concluded that in the manufacturing sector, the general director and the department director where the potential candidate would work are most commonly present during interviews, while in the service sector, it is mainly the department director and someone from human resources.

Since there is no statistically significant difference regarding questions related to the candidate interviewing process across industries, we can conclude that hypothesis 3 (There is a statistically significant difference in the interviewing process between candidates employed in the service and manufacturing sectors) is not confirmed.

During the research, respondents were asked about the factors that contributed the most to their selection for the position they applied for. Based on the results presented in Table 16, it can be inferred that the ability to fit into the work environment ($M = 4.08$, $SD = 1.30$) and motivation for work ($M = 4.05$, $SD = 1.44$) contribute the most to the selection of candidates for the position they applied for, while test results ($M = 2.65$, $SD = 1.54$) and experience in the relevant field ($M = 2.88$, $SD = 1.64$) have the lowest contribution. (Table 16)

Table 16. The average rating of respondents' views on what influenced their selection for the position they applied for.

	M	SD
Motivation for work	4.05	1.44
Knowledge in the relevant field	3.18	1.71
Experience in the relevant field	2.88	1.64
Test results	2.65	1.54
Skills	3.66	1.54
Education	3.35	1.61
Ability to fit into the work environment	4.08	1.30

The respondents provided answers indicating the reasons for accepting the job in the current organization. (Table 17)



Table 17. The respondents provided answers indicating the reasons for accepting the job in the current organization.

Reason for accepting the job	Number of respondents
Good balance between work and personal life	9
Good work atmosphere	7
Flexible working hours	7
Opportunity for advancement	13
Opportunity to work on interesting and innovative projects	3
Opportunity for professional development	6
Need for employment	5
All of the above	1
Salary level	9
Total	60

Research results show that among the reasons for accepting a job, respondents find the opportunity for advancement most important, at 22% (13 respondents). Slightly fewer respondents indicated that salary level and a good balance between work and personal life were equally important at 15% (9 respondents) each. Similarly, an equal number of responses were for flexible working hours at 12% (7 respondents) and a good work atmosphere at 11% (7 respondents). Fewer respondents mentioned the opportunity for professional development at 10% (6 respondents), followed by the need for employment at 5% (5 respondents). Additionally, 2% (1 respondent) stated that all the mentioned reasons were important for accepting the job in their current organization.

Discussion

In this study, we analyzed the recruitment and selection process within the territory of the Municipality of Stara Pazova. Interpreting the research results, we found that hypotheses H1, H2, and H3 were not confirmed.

By testing hypothesis 1, the analysis results showed that there is no statistically significant difference in recruitment sources across different industry sectors. The research results indicated that both sectors mostly fill open positions externally. We believe that each company has its own recruitment and selection practices, and there is no single source that could be universally applied depending on the industry sector. Companies should consider various factors such as available resources, specific business needs, candidate availability in the job market, recruitment costs, time constraints, and company reputation when choosing recruitment sources. A previous study conducted in the Rasina District on a sample of 127 respondents yielded similar results, indicating no significant statistical difference in recruitment sources based on industry sector.

Testing hypothesis 2, the analysis results revealed that there is no statistically significant difference in the types of tests used during the selection process across different industry sectors. Based on the results, we can conclude that tests are mostly not used in either sector. However, a mentioned previous study confirmed a significant statistical difference in the types of tests used during the selection process across different industry sectors, with knowledge and personality tests being more prevalent in the service sector compared to the production sector. We believe it is important to continue research to further explore specific factors that could influence the selection of test types in different industry sectors. Additionally, it is crucial to consider the diverse needs and requirements of each industry sector when selecting tests for the selection process. It should be noted that different jobs may require different types of tests to assess the necessary abilities and skills for the job role.

Testing hypothesis 3, the analysis results showed that there is no statistically significant difference in the candidate interview process across industry sectors. Based on the results, we conclude that in the production sector, the most common interviewees are the general director and the director of the department where the potential candidate will work, while in the service sector, the most common



interviewees are the director of the department where the potential candidate will work and someone from human resources. It is important to note that each industry sector has specific needs and requirements regarding candidate assessment through this technique. Some industry sectors may practice certain types of questions or focus on the need for specific skills and abilities that are specific to that industry sector. We believe further research is needed to delve deeper into the factors that could influence the interviewing process in different industry sectors. An interviewing process tailored to the company's industry sector should aid in easier candidate assessment relative to the company's business requirements.

Results show that employee referrals have a lesser impact on hiring in these companies. Companies should consider expanding their recruitment sources to attract candidates from various channels and limit reliance solely on employee referrals. Research results indicate that tests are largely not utilized in companies. Implementing different selection methods allows candidates to be assessed based on relevant factors that will be associated with business success. Companies should focus on equality in the recruitment and selection process, ensuring that all candidates have equal opportunities in the selection process.

Since the majority of candidates learned about job vacancies through online advertisements, we believe that companies should invest more effort in online advertising. In addition to general job platforms, companies should also consider other specialized platforms and forums tailored to specific industries or professional fields. Considering that platforms such as HelloWorld, Joberty, Loop, Reddit, etc., are not among the platforms commonly used by companies according to research results, there are several possible reasons for this: they are less popular, meaning they do not have wide recognition among companies and candidates compared to larger and more well-known job platforms; the target audience does not align with the interests of users of those platforms; companies may not see these platforms as an efficient channel for attracting candidates; lack of reliability because some companies may not recognize these platforms as trustworthy; less visibility in terms of the quality and authenticity of job postings compared to popular job sites.

The research results indicate that skills and abilities are considered a greater criterion for evaluating candidates compared to traditional factors such as knowledge and professional qualifications. This occurs for several reasons, including changes in job requirements due to technological advancements and digitalization, where employees are required to be flexible and adapt quickly to new situations. Such jobs demand skills such as communication, teamwork, and creativity, which are crucial for company success. Skills can be developed and improved, whereas knowledge and professional qualifications can quickly become outdated. Companies highly value candidates who are willing to adapt quickly to new situations. In the modern business world, skills such as leadership, teamwork, and communication are increasingly valued.

The research results also show that opportunities for advancement play a crucial role in accepting a job. This can be attributed to personal development, where employees become engaged and have the opportunity to upgrade their skills and abilities, becoming experts in their field. When given the chance to advance in their careers, employees feel fulfilled and satisfied with their work. In addition to personal development, other factors such as financial power, prestige and status, increased responsibilities, and challenges also contribute to the acceptance of a job. Motives for accepting a job can vary from person to person, with some emphasizing advancement opportunities as the main motivator, while others may focus on factors such as work atmosphere and work-life balance. Individual values and priorities play a crucial role in job choice.

Furthermore, the research results indicate that the time from applying for a position to being hired is mostly two weeks, indicating the time required for processing applications, conducting selection processes, and hiring. Such results can be useful for researchers and companies analyzing the effectiveness of their recruitment and selection processes, potentially identifying areas for improvement.

Most candidates reported having interviews during the selection process, highlighting the importance of this method as a key phase in candidate assessment. This suggests that companies have recognized this method in assessing candidates for job positions. Interviews provide companies with an opportunity to communicate directly with candidates, ask questions, and assess their responses. Companies gain insight into the candidate's personality, communication skills, and fit within the work environment. On the other hand, companies conducting interviews also use them to analyze the quality of interviews, interviewer training, proper candidate evaluation processes, candidate satisfaction, and possibilities for improving this process. These results can be significant for candidates preparing for interviews, motivating them to explore typical interview questions, and prepare answers to present themselves in the best possible light.

The results showed that the majority of respondents stated they had a single round of interviews during the selection process, indicating that companies opt for a simpler selection process consisting of



a single interview. This data suggests that the possible reason behind this choice could be the speed of the process and cost reduction. Additionally, it indicates that companies believe one interview is sufficient to assess candidates for a particular position. All this hints that companies emphasize key aspects for candidate assessment, deeming one interview sufficient. These responses suggest potential areas for improvement in these two processes. There's a possibility that companies, through this choice, miss the opportunity to delve deeper into all the skills and competencies of candidates through additional rounds and selection methods. Analyzing this response could encourage companies to reconsider their methods and reduce the risk of making wrong decisions in candidate selection.

Based on the research results, we can conclude that candidates who applied for positions believe they were chosen due to their ability to fit into the work environment and their motivation for work. These results highlight the importance of social skills and adaptability to the work environment. On the other hand, respondents consider test results and experience in the relevant field to be the least significant reasons for being selected for a position in the company. This does not mean that these factors are insignificant but rather that their importance is perceived to be slightly lower compared to the ability to fit into the work environment and motivation for work. The mean values for these characteristics vary, indicating diversity in responses among respondents. This means that there is variability in the evaluation of these characteristics among respondents, and not everyone focuses equally on similar aspects when choosing a job.

Since H1, H2, and H3 were not confirmed, we can conclude that even H0, which states: "There is a statistically significant difference in the implementation of the recruitment and selection process in the manufacturing and service sectors in the territory of Stara Pazova," was not confirmed. These results confirm that regardless of the industry in which these companies operate, the recruitment and selection processes have similar basic structures and procedures. Recruitment and selection processes for candidates in different sectors have their specificities, and these should be taken into account during these processes. Different industries emphasize different skills and abilities. Each job requires different qualifications and competencies depending on the industry. We believe that each company, depending on the industry in which it operates, should assess which skills and abilities on the one hand, and qualifications and competencies on the other hand, are necessary for the positions it needs to fill.

Looking at the results of our research, we can conclude that recruitment and selection processes do not show significant differences depending on the industry. Therefore, for future research to delve deeper into the specific factors and contexts of these two processes between different industries in companies in the territory of Stara Pazova, a more representative sample should be used, encompassing a larger number of respondents. Using a more representative sample will provide deeper insights into the population being studied and contribute to increasing the relevance of the research.

Conclusion

The research was conducted with the aim of determining the recruitment and selection process in the municipality of Stara Pazova. Based on the results of the conducted research and everything previously presented, we conclude that there is no difference in the recruitment and selection process depending on the industry sector in companies within the territory of Stara Pazova. These two processes are of great importance for a company's operations. In contemporary business conditions, companies that acquire human resources through the implementation of these two processes create conditions for increasing competitive advantage. When a company decides to use a specific recruitment source, it is necessary to determine whether some recruitment sources are better than others depending on the number of qualified candidates. Although our research did not show it, there is a consideration that the recruitment process may contain certain differences depending on the industry sector. For example, speaking of recruitment sources, different industry sectors may use different sources. Some companies engaged in information technology or digital marketing often use internet platforms as well as specialized recruitment agencies. In contrast, companies in the construction or manufacturing sectors will more often use job fairs, local advertisements, or internal sources. It is important to consider which combination of recruitment sources is most effective and thus abandon those sources that are not efficient for a particular company. Each company should analyze its recruitment sources for different types of positions. Errors in processes such as recruitment and selection could lead to significant losses for the company, so special attention should be paid to these processes. The combination of internal and external recruitment sources usually provides the best results, allowing companies to utilize internal potential while attracting new talents.

The candidate selection process involves various techniques such as interviewing, testing, and other assessment methods, including medical examinations and other examinations used to determine



the candidates' abilities. The research results in the surveyed companies largely do not use tests, leading us to the conclusion that although testing is not a dominant method in some companies, it does not mean that testing is completely excluded from this process. We believe that each company approaches the selection process in accordance with its specific needs and goals. Instead of tests, some companies may use alternative techniques for candidate assessment. This may include other selection methods such as interviews or simulations in specific situations. Companies often consider these to be better assessment methods and indicators of candidates' abilities and potential compared to traditional tests. Additionally, some jobs may have specific requirements regarding skills, knowledge, and experience that may be more difficult to assess through testing. When it comes to art, assessment through tests may be considered less important than assessing creative abilities and creativity. Some companies opt for other selection methods in the selection process because they believe that testing imposes certain limitations on candidate assessment. Therefore, each company should align the selection process with the needs of the job and the company's goals.

The recruitment and selection processes play a crucial role in selecting suitable candidates for positions. Companies should carefully plan and conduct these processes to discover the most qualified candidates who would contribute to the company's success. Research into the recruitment and selection processes of candidates in companies within the territory of Stara Pazova has provided important insights. Respondents mostly stated that they learned about job vacancies through online advertisements. Most of them experienced only one round of interviews, indicating a fast selection process in these companies. Additionally, the research showed that candidates' skills and abilities are often valued more than their knowledge and professional qualifications. It is emphasized that the greatest contribution to the selection of candidates for a position in the company is made by their ability to fit into the work environment and their motivation for work, while the results of testing and knowledge in the relevant field have less impact, indicating the importance of assessing candidates' personal qualities and potential in making hiring decisions.

As a suggestion for future research, summarizing the conclusions we have reached, for deeper exploration of this topic, the sample should ensure better representativeness by considering a larger number of respondents, as well as the diversity of the population in terms of various socio-demographic characteristics such as gender, education, years of work experience and age, work experience. Additionally, companies should consider improving the selection process and using various types of techniques.

These conclusions provide important insights into the importance of these two processes in companies within the territory of Stara Pazova, while further research on this topic could contribute to a deeper understanding of how these two processes function and how they can be improved.

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