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TECHNICAL SPECIALISATION OF HUMAN RESOURCES AS A CONDITION FOR DEVELOPMENT OF SME'S IN SERBIA

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ABSTRACT

Available human resources are one of the potential conditions for the development of SMEE sector in Serbia. Nevertheless, there is an unfavorable structure of human resources, in which technical specializations for a higher technological level do not dominate, which causes the expansion of the technological gap. It is characteristic that in recent years in Serbia there is a disparity of supply and demand on the managerial market, regardless of which category the companies belong to and what activities do they perform.

There is a mismatch between supply and demand for certain occupational profiles necessary for the MSPP sector functioning. However, the advantage of small companies is in their innovativeness and flexibility, and also, what is the advantage may become a disadvantage.

This paper explains the importance of Human Resources Management, which takes up one of the most important topics and positions in creating the development, functioning and success of the SMEE sector in the European Union and in our country.

Therefore, the first and most important issue of diversity in the structure of employees, as well as differences in management, basically defines and specifically categorizes the success of micro, small medium-sized companies and entrepreneurs. In such a defined concept, which implies competitiveness levels, the focus of management engagement is the strategy of continuous creating the level of highly professional managers and employees.

Keywords: Technical specialization of human resources, SMEE sector, manager, strategy, management, entrepreneurship.

INTRODUCTION

In recent years, the Human Resources Management in the SMEE sector in Serbia has been facing the atypical processes, if compared to the representatives of this sector in the EU, despite the correlation in the number and representation of SMEE companies in the economy, as well as the employment. Namely, the representation of the SMEE sector in Serbia is equal with the EU (99.9%), while according to the number of employees it is slightly smaller, and amounts to (60%) in the EU (81%).

The present non-standard processes include the lack of technical, financial, and qualified performances that would bring the level of competitiveness to the EU level, which is now below the average. This results in lack of adequate human resources in accordance with the needs of global competition and the market. (Burns, 2001)

The causes are contained in the following:

long-standing inadequate economic policies and activities at the institutional level to improve the business environment,

in the development of entrepreneurship, despite the adoption of four significant strategies for the development of micro, small, medium-sized enterprises and entrepreneurs and entrepreneurship since 2000 (Table 1).

Table 1. Participation in the economy (in %) (Ministry of Economy of the Republic of Serbia)

ПИТАЊЕ	Entrepreneurs	Micro	Small	Medium	Entrepreneur ial sector
No. of enterprises	71,5	24,7	3	0,7	99,9
No. of employed	19,4	12,1	16	18,2	65,7
Turnover	11	14,5	19,2	20,3	65,1
GVA	13,1	8,7	15,6	18,9	56,2
Export	1	8,4	11,2	20,2	40,8
Import	0,7	11,9	19,6	24,2	56,3
No. of employed	70,5	24,7	3	0,7	99,9

ENTERPRENEURSHIP AND MICRO, SMALL AND MEDIUM ENTERPRISES

The entrepreneurial potential of micro, small and medium-sized companies and entrepreneurship in Serbia exists and has been developing over the last four years, with the especially adopted comprehensive SMEE and Entrepreneurship Development Strategy 2015, for the period (2015-2020).

The main disadvantages for a higher level of international competitiveness are as follows:

- insufficient technical specialization of human resources,
- the structure of employees and among the managers of this sector, on the one hand, and insufficiently financial- institutional support for staff development and investment in human resources at the level of SMEE companies in EU, on the other hand (Comission of the European Communities (CEC), 2008).

Trends in the structure of the SMEE sector are mainly moving in the segment of service processing capacities, in all branches of industrial activities, and in correlation with the degree of technological equipping. In recent years, the (IT) sector has been particularly distinguished with an increased level of competitiveness and a pronounced need for highly technologically qualified personnel. The advantage of small companies is in their flexibility (Šević, Pendić, Ivanek, Marković & Kovačević, 2002).

At the same time, in practice, what is an advantage may become a disadvantage. The ability to faster adapt to the market, encouraged by a smaller number of employees who can have better interaction and a more direct relationship with the owner and business partners, contributes to easier identification with the company's vision, goals and mission. At the same time, hypersensibility also makes them vulnerable when it comes to costs and rationalization of operations (European Commission, 2013).

EMPLOYMENT IN SERBIAN COMPANIES

The resource strength of small companies is at a lower level, and this often leads them to important position in relation to large companies (Table 2) (Pollfor 500 SME-s, 2018).

Table 2. Technologiccal gap of SMEE sector (in %). (Ministry of Economy of the Republic of Serbia).

	Companies		Employment		GVA	
	SMEE	Large	SMEE	Large	SMEE	Large
„Low-tech“	62,5	50,7	59,6	29,9	48,4	38,7
„Medium-low tech“	28,4	22,0	25,0	27,2	30,9	34,7
„Medium-high tech“	6,6	25,4	12,1	29,4	15,7	22,6
„High tech“	2,6	2,0	3,3	3,0	5,0	4,0

At the same time, it is characteristic that the development of SMEE companies in the IT sector was not accompanied by technical specializations in human resources and management. The disparity of supply and demand on the market of managers and executors was formed, as a consequence of all non-competitive performances in the SMEE sector, which reflected in the pronounced technological gap according to the technological categorization of the companies. Likewise, regardless of which categorization the companies belong to, and whatever activities they deal with, the need for human resources in different occupational profiles is expressed (Table 3), (Table 4).

Table 3. „Start – up“ in Serbia (trends). (Ministry of Economy of the Republic of Serbia).

Total (companies + entrepreneurs)			
	Newly founded	Shut down	Net effect
2010.	44.765	46.553	1,0
2011.	40.706	48.869	0,8
2012.	38.848	40.208	1,0
2013.	39.666	39.077	1,0
2014.	37.311	29.669	1,3
2015.	41.614	35.116	1,2
2016.	42.044	24.728	1,7
2017.	43.121	23.631	1,6

Table 4. Presentation of the state of establishment, extinguishing and survival rates from 2010 to 2017 (Ministry of Economy of the Republic of Serbia)

Total (companies + entrepreneurs)			
	Rate of establishment	Extiguishing rate	Survival rate
2010.	13,5	14,0	61,8
2011.	12,5	15,0	63,8
2012.	12,0	12,4	59,1
2013.	12,3	12,1	64,0
2014.	11,3	9,0	67,5
2015.	12,6	10,6	69,3
2016.	12,5	7,3	70,9
2017.	12,0	7,8	71,0

In accordance with the data of the Statistical Office, the analysis of the current environment/ambience of human resources, shows that the educational structure of the totally employed in the Serbian economy is as follows (Gracanac, 2012):

- secondary education is represented by 43%,
- the highest level of education is present in 14.2% of employees,
- the percentage of employees with lower vocational education is 15.6%.

In cooperation with the institutional representatives of the SMEE sector in the institutions (RCE, BRA, Ministry of Economy) in the period from January 1, 2018 to March 1, 2018, a simple survey through an e-mail was carried out for 500 SMEE companies from all activities. One question was asked for the purposes of this paper: Question: Please categorize the educational structure of employees in your company.

Out of the total number of respondents - (500), 127 respondents answered. Based on the responses received and their analysis, the following data were obtained:

- the representation of employees in the SMEE sector with a lower vocational education is 19.2%
- the representation of employees in the SMEE sector with a secondary vocational education is 59%
- the representation of employees in the SMEE sector with a university degree is 8.2%
- the level of education of current managers in the SMEE sector with higher education amounts to 33.7%.

CONCLUSION

In accordance with the data of the real state of employment in companies, the technical specialization of human resources in the SMEE sector in Serbia must necessarily be created at the level of strategic goals and decisions in micro, small and medium-sized companies and among entrepreneurs in the upcoming period.

European experiences in raising the level of competitiveness in the SMEE sector were conditioned by high technological level of human resources development, such as: innovations in technological solutions for the equipment, applying the latest technologies, with accompanying highly sophisticated qualified human resources, in order to reach the level of competitiveness dictated by globalized competition and the market.

In this sense, the condition for the development of entrepreneurship and SMEE sector in Serbia can only be monitored in relation to the degree of progress of employees and managers, as an effective solution to long-term economic growth, and not as a part of the problem.

At the same time, the management structures in SMEE companies will have to be improved by new management skills, based on new technologies, which will further increase the effectiveness and operational capacities. In this way, it may be expected to reduce the technological gap between companies in a medium-term period. By reducing the technological gap in entrepreneurship, it would mean a gradual increase in competitiveness, profitability, scope of investments and an increase in the number of employees.

According to results of the research, shown in the conducted survey, this is clearly confirmed by the obtained results where it is inevitably, to increase the percentage of secondary education and their representation in companies, as well as to increase the highest level of education of employees.

What makes the basic link of successful operation of micro, small and medium-sized enterprises in the country is the increase in the representation of qualified and quality managers in all areas of economic development in the world and in our country.

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