

VAŽNOST ODRŽIVOG UPRAVLJANJA LJUDSKIM RESURSIMA NA PRIMERU TRGOVINSKIH PREDUZEĆA U KRUŠEVCU

Maja Staletović¹, Nenad Kojić², Srećko Milačić³, Milan Dajić⁴

doi: 10.5937/Oditor2102107S

Pregledni rad

UDK:

005.96

658.84(497.11)

Apstrakt

Može se reći da danas, s obzirom na aktuelnost koncepta održivosti, održivo upravljanje ljudskim resursima predstavlja odlučujući činilac uspešnog funkcionisanja svakog organizacionog sistema. Osnovni cilj istraživanja u ovom radu je da se, polazeći od značaja pojma održivog razvoja za savremeno poslovanje, kao i od novog mesta i nove uloge čoveka u svim društvenim procesima, ukaže na važnost upravljanja ljudskim resursima u skladu sa konceptom održivog razvoja. Radi realizacije postavljenog cilja sprovedeno je istraživanje u trgovinskim preduzećima na teritoriji grada Kruševca čija je suština da se dođe do podataka o tome da li su rukovodioci u ovim preduzećima upoznali svoje zaposlene sa značajem koncepta održivog razvoja, i u kojoj meri je razvijena svest pojedinaca da deluju na način koji ne podrazumeva ugrožavanje mogućnosti budućih generacija u zadovoljavanju njihovih potreba.

Ključne reči: *održivi razvoj, ljudski resursi, rukovodioci, trgovinska preduzeća, okruženje*

JEL: *M14, O15*

Uvod

Koncept društvene odgovornosti i održivosti postaju neodvojivi deo poslovananja svakog preduzeća koje teži ka stvaranju trajne pozitivne

¹ Asistent, mast. ekon. Maja Staletović, Visoka poslovna škola strukovnih studija "Prof. dr Radomir Bojković", Topličina 12, Kruševac, Republika Srbija, E-mail: dajicmaja5@gmail.com

² Docent, dr Nenad Kojić, Akademija strukovni studija kosovsko metohijska, E-mail: nenadkojic111@gmail.com

³ Redovni profesor, dr Srećko Milačić, Ekonomski fakultet Univerziteta u Prištini, Kosovska Mitorivca, Kolašinska 156

⁴ Nastavnik, mast. ekon. Milan Dajić, Ekonomsko-tehnička škola, Vrbovac, Email: d.milan@hotmail.rs

vrednosti. Dinamičnost okruženja u Novoj ekonomiji nameće potrebu da se ekonomski razvoj mora odvijati u skladu sa mogućnostima životne sredine, uz uvažavanje potreba sadašnjeg i budućeg društva, koje su zasnovane na poboljšanju kvaliteta življenja. Na tome se i zasniva važnost upravljanja ljudskim resursima u skladu sa konceptom održivog razvoja. U tom slučaju kreativnost i sposobnost rukovodioca dobija na značaju, jer je kod zaposlenih neophodno razviti svest o značaju novih društvenih vrednosti baziranih na konceptu održivog poslovanja. Jedino na taj način je moguće stvoriti društvo koje misli na budućnost.

Održivi razvoj se u savremenim uslovima privređivanja ne javlja samo kao suštinski preduslov, već i kao krajnji cilj efikasnog funkcionisanja svakog organizacionog sistema. S obzirom da u poslednje vreme poslovanje u skladu sa pravilima koja nalaže koncept održivog razvoja postaje veoma aktuelno i u trgovinskom sektoru, predmet ovog rada je utvrđivanje i analiza stepena u kome je razvijena svest zaposlenih u trgovinskim preduzećima na teritoriji grada Kruševca o važnosti poslovanja u skladu sa konceptom održivog razvoja.

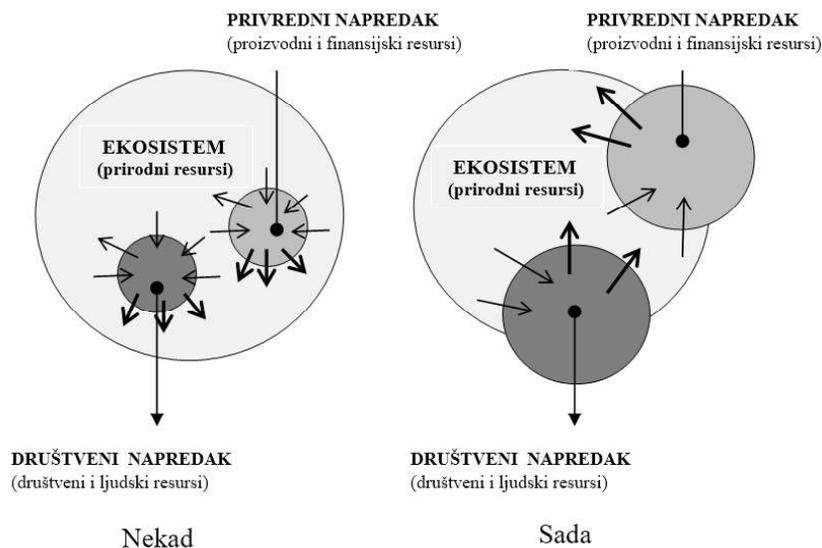
Potreba za održivim upravljanjem ljudskim resursima

U uslovima sve veće nepredvidivosti i kompleksnosti okruženja, upravljanje ljudskim resursima ne predstavlja jednostavan proces. Iz tog razloga je veoma važno da se ovaj proces stalno menja i unapređuje, prateći kretanja i promene u različitim sferama privređivanja (Krstić, 2020). Bitno je da, u samom procesu upravljanja ljudskim resursima, rukovodioci ne robuju pravilima koja su u prošlosti postojala. Ponašanje ljudi je nepredvidivo te stoga pravila moraju biti prilagođena svakoj konkretnoj situaciji i pojedincu. *Hecklau* sa saradnicima (2016) ističe da demografske promene kao i promene u društvenim vrednostima dovode do toga da zaposleni moraju biti osposobljeni za preduzimanje strateških, koordinacionih i kreativnijih aktivnosti. Da bi se to postiglo rukovodioci moraju da se upoznaju sa individualnim karakteristikama svojih zaposlenih, oličenih kroz njihove vrednosne stavove, potrebe, navike, interese i očekivanja ali je, isto tako, potrebno i dobro poznavanje faktora i zahteva koje nameće promenljivo okruženje. Ti zahtevi se prevashodno manifestuju kroz potrebu za efikasnom organizacijom brojnih ljudskih aktivnosti na Zemlji i uspostavljanju ravnoteže između ekonomske, ekološke i socijalne dimenzije razvoja. Na tome počiva i sam koncept održivosti.

Danas je nemoguće priuštiti mogućnost zanemarivanja zahteva koje nameće priroda i okruženje u kojem ljudi obavljaju svoju društvenu i ekonomsku delatnost. U poslednjem periodu retka su mišljenja da se problemi okoline otpisuju kao nebitni i nepostojeći, što je bio slučaj sve do druge polovine XX

veka (Milosavljević i dr, 2019). Sticanje ekonomske koristi neadekvatnim korišćenjem resursa i degradacijom ekološke sredine ne može biti dugoročno održivo. Govoreći o razvoju ljudskih resursa i privrede na račun ekosistema Gvozdenac (2017) naročito ističe da su promene u svim oblastima ljudske delatnosti neophodne i neizbežne jer prirodni ekosistem više nije u stanju da obezbedi sve neophodne sirovine ali i da, bez većih posledica, apsorbira otpad koji nesavršeni sistemi stvaraju (slika 1). Zato se javlja potreba za prevazilaženjem sukoba između ekonomske i ekološke sfere. To se može postići integracijom suprotstavljenih ekoloških i ekonomskih stavova koja se na nivou preduzeća najčešće realizuje kroz implementaciju koncepta zelene ekonomije, odnosno ekološki odgovornog poslovanja (Dajić, 2019.). Međutim, da bi takav način funkcionisanja mogao biti uspešan neophodno je istovremeno uvažavati i socijalna pitanja. Upravo se održivi razvoj usredsređuje na prethodno pomenute sfere društva, te otuda proističe važnost poslovanja u skladu sa ovim konceptom.

Slika 1. Odnos društvenog napretka i ekonomije prema ekosistemu (nekad i sada)



Izvor: Gvozdenac (2017).

S obzirom da je narušena prirodna ravnoteža počela ozbiljno da signalizira o posledicama ljudskih aktivnosti, uključivanje koncepta održivog razvoja u procesu upravljanja ljudskim resursima postaje suštinski preduslov u razmatranju dugoročne perspektive opstanka i razvoja svakog organizacionog sistema, bez obzira kojom se delatnošću bavi. Poslednjih godina, funkcionisanje u skladu sa konceptom održivog razvoja postaje veoma

aktuelno i u trgovinskom sektoru. Iz tog razloga je istraživanje u ovom radu usmereno na trgovinsku delatnost. Čnjenica je da i u ovim preduzećima odgovorni za upravljanje ljudskim resursima moraju posedovati individualne kvalitete i profesionalne sposobnosti kako bi motivisali zaposlene da deluju aktivno, sa pogledom uperenim ka potrebama budućih naraštaja.

Metodologija istraživanja

Menadžment ljudskih resursa koji bi resursima trebalo da upravlja na održivi način, uz uvažavanje svih ljudskih i privrednih zakonitosti, prvenstveno bi trebalo da podiže svest zaposlenih o značaju koncepta održivog razvoja (Ilić, Grujović, 2018). Motivisani tom čnjenicom autori su sprovedli istraživanje čija se suština zasniva na utvrđivanju stepena u kome su zaposleni u izabranim trgovinskim preduzećima na teritoriji grada Kruševca upoznati sa pojmom i značajem koncepta održivog razvoja. Za potrebe ovog istraživanja sastavljena je anketa koja sadrži 15 pitanja. Osim opštih podataka o polu, starosnoj strukturi, završenoj stručnoj spremi, godinama radnog staža, rasponu mesečne zarade, nazivu firme, u skladu sa postavljenim ciljem istraživanja, akcenat je stavljen i na prikupljanju podataka o značenju koncepta održivog razvoja, aktivnosti trgovinskih preduzeća na polju sponzorstva i humanitarnih projekata, o značaju zaštite životne sredine, o poslovanju u skladu sa pravilima koje nalaže koncept održivosti, i tome slično.

Istraživanje je sprovedeno tokom juna 2020. godine, na uzorku od 70 ispitanika, u pet trgovinska preduzeća u Kruševcu i to, u trgovinskoj radnji „Oaza“ (11 ispitanika), u trgovini „Trapić market“ (11 ispitanika), u „3-M market plus“ (23 ispitanika), koja se pretežno bave trgovinom na malo u nespecijalizovanim prodavnicama, u preduzeću „Ide voz doo“ (13 ispitanika) koje se bavi nespecijalizovanom trgovinom na veliko i malo, kao i u preduzeću „Viva 92“ (12 ispitanika) , koje u svom sastavu ima maloprodaju i veleprodaju robe široke potrošnje. Dobijeni rezultati su obrađeni u skladu sa određenim metodama deskriptivne statistike, i u nastavku rada biće brojčano i grafički prikazani i kvalitativno opisani.

Zarad preciznije prezentacije ove teme u radu su korišćene i metode posmatranja, analize, sinteze, deskriptivni metod i metod komparacije.

Rezultati istraživanja i diskusija

U ekonomiji zasnovanoj na znanju upravljanje ljudskim resursima u skladu sa pravilima koja nalaže koncept održivog razvoja predstavlja jedan od najpoželjnijih načina poslovanja svakog preduzeća, bez obzira kojom se delatnošću bavi. Ukoliko se upravljanje realizuje na taj način, svi zaposleni će

imati jasniju sliku o važnosti i potrebi za poštovanjem pravila koja nameće svaka od komponenti održivog razvoja. U tom slučaju bi svest o važnosti poslovanja u skladu sa ovim konceptom bila u dovoljnoj meri razvijena. Na tome se zasniva i suština ovog istraživanja.

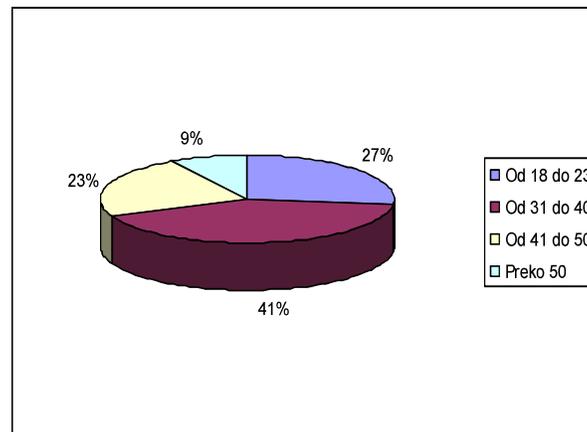
Ispitanici su podeljeni u kategorije prema nazivu firme u kojoj rade (tabela 1).

Tabela 1. Distribucija ispitanika prema nazivu firme u kojoj su zasnovali radni odnos

Naziv firme	Broj ispitanika	
	Muški pol	Ženski pol
<i>Oaza</i>	3	8
<i>Trapić market</i>	1	10
<i>3-M market plus</i>	1	22
<i>Ide voz doo</i>	8	5
<i>Viva 92</i>	3	9
Ukupno	16	54
<i>Procenat</i>	<i>23%</i>	<i>77%</i>

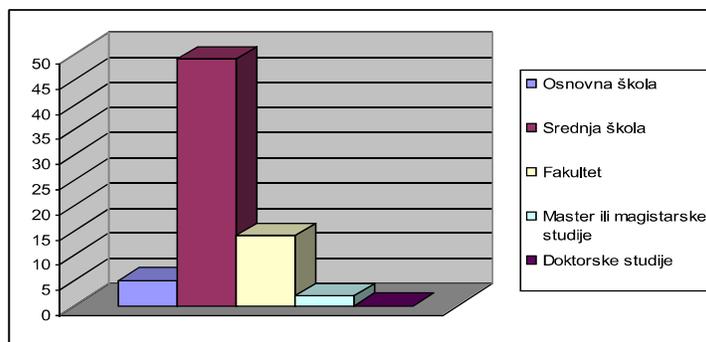
Istraživanje pokazuje da najviše ispitanika pripada starosnoj grupi od 31 do 40 godina (grafikon 1).

Grafikon 1. Starosna struktura ispitanika



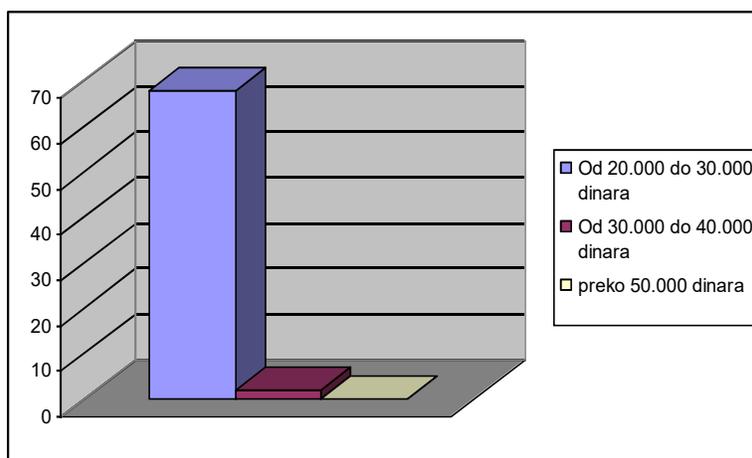
Kada je reč o stepenu stručne spreme, 70% ispitanika ima srednju stručnu spremu, dok 20% njih ima završen fakultet (grafikon 2).

Grafikon 2. Stručna sprema ispitanika



Što se tiče mesečne zarade, kod 68 ispitanika ona se kreće u rasponu od 20.000 do 30.000 dinara. U datom uzorku nije bilo ispitanika sa mesečnom zaradom preko 50.000 dinara (grafikon 3).

Grafikon 3. Mesečna zarada ispitanika



Kod najvećeg broja ispitanika radni staž je iskazan u godinama. U proseku, broj godina ostvarenog radnog staža anketiranih lica samo u firmama u kojima su trenutno u radnom odnosu iznosi 3 godine (tabela 3).

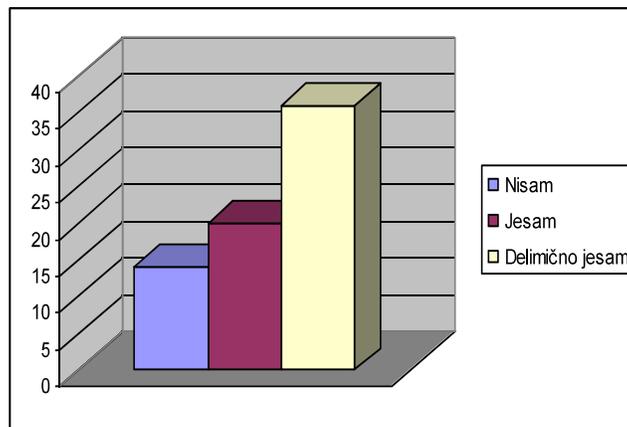
Tabela 3. Prosek ostvarenog radnog staža ispitanika (samo u trenutnoj firmi)

Radni staž (iskazan u godinama)			Radni staž (iskazan u mesecima)		
PROSEK	MIN	MAX	PROSEK	MIN	MAX
3,50	1	20	4,60	1	10

Kada je reč o radnom mestu, u datom uzorku, 90% anketiranih lica je na poziciji prodavac, a 10% na poziciji magacioner.

Svedoci smo činjenice da se u Novoj ekonomiji termin Održivi razvoj ili Održivost sve češće koristi u različitim segmentima, od ekonomskih i društvenih pa sve do segmenata koji se tiču zaštite životne sredine i načina posmatranja funkcionisanja raznih poslovnih subjekata u njoj. Može se reći da Nova ekonomiji zapravo predstavlja takozvano Doba održivog razvoja. Sve to nameće potrebu za poznavanjem koncepta i suštine održivog razvoja. Na pitanje *Da li ste upoznati sa značenjem koncepta održivog razvoja*, najveći broj ispitanika, odnosno 51% njih je odgovorilo da je samo delimično upoznato sa značenjem ovog koncepta, dok 20% anketiranih lica nije uopšte upoznato sa značenjem istog (grafikon 4).

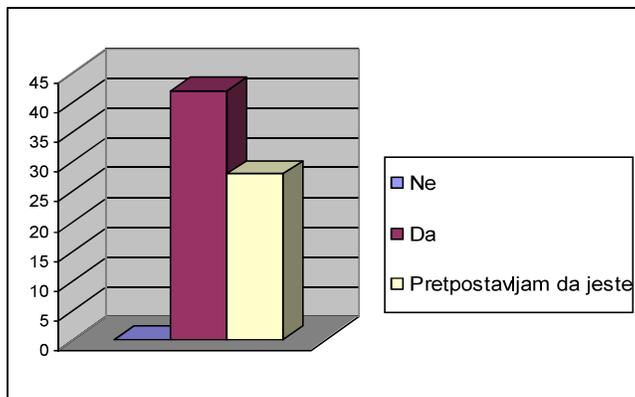
Grafikon 4. Stavovi ispitanika o tome šta se podrazumeva pod konceptom održivog razvoja



Ukoliko se, recimo, posmatra veza između stepena stručne spreme i stepena poznavanja značenja koncepta održivog razvoja, može se videti da je Pearsonov koeficijent korelacije $\rho=0,05$. Ovo nam govori da je korelacija između ove dve varijable slaba, što znači da stepen stečene stručne spreme nema uticaj na stepen poznavanja značenja koncepta održivog razvoja od strane zaposleni, u ovim preduzećima.

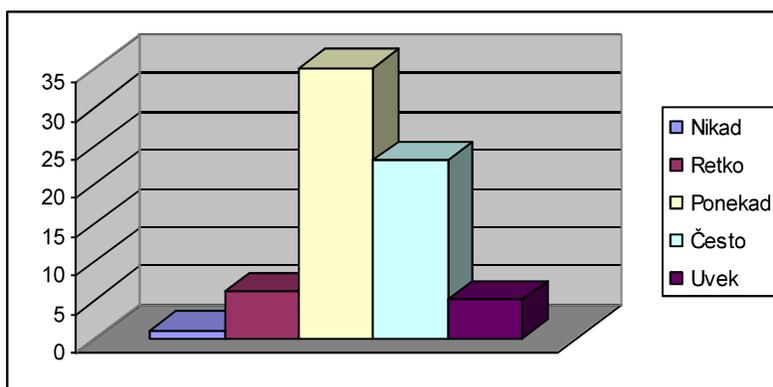
Na pitanje *Da li je po Vašem mišljenju tačna sledeća izjava: Održivi razvoj se ogleda u tome da prilikom rada i bitisanja na planeti Zemlji ne mislimo samo na nas već i na budućnost naše dece*, 60% ispitanika se slaže sa navedenom izjavom, dok 40% njih samo pretpostavlja da je data izjava tačna (grafikon 5).

Grafikon 5. Stavovi ispitanika o značenju koncepta održivog razvoja



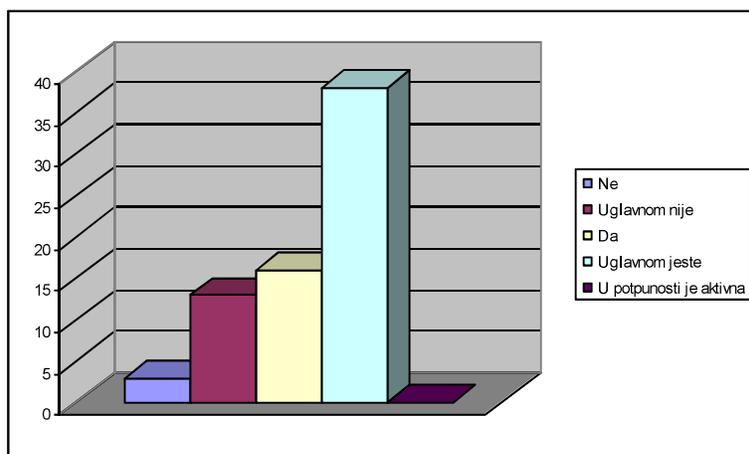
U datom istraživanju ispitanicima je bila ponuđena mogućnost da na skali od 1 do 5 ocene u kojoj meri firma u kojoj trenutno rade posluje u skladu sa konceptom održivog razvoja, odnosno u kojoj meri brine o svojim zaposlenima, društvenoj zajednici i životnoj sredini. Na osnovu dobijenih rezultata istraživanja može se videti da su izabrana trgovinska preduzeća, po mišljenju ispitanika, samo ponekad posvećena pitanjima koje se tiču održivog razvoja, samo 7% ispitanika smatra da firma u kojoj rade uvek posluje u skladu sa konceptom održivog razvoja (grafikon 6). Može se reći da je poslovanje suprotno konceptu održivosti pogrešno, jer kako *Nadoveza* sa saradnikom (2020) ističe, održivi razvoj predstavlja proizvodnu snagu savremenog društva.

Grafikon 6. Stavovi ispitanika o tome da li firma u kojoj rade posluje u skladu sa konceptom održivog razvoja



Mnoga uspešna preduzeća širom sveta izdvajaju značajne sume novca za različite donacije i sponzorstva, pri čemu podržavaju brojne projekte u oblasti zdravstva, sporta, obrazovanja, nauke i kulture (Krstić, 2020). Kada je reč o izabranim trgovinskim preduzećima na teritoriji grada Kruševca, 54% ispitanika smatra da su ista uglavnom aktivna na poljima sponzorstva i humanitarnih projekata (grafikon 7).

Grafikon 7. Mišljenja ispitanika o tome da li je firma u kojoj trenutno rade aktivna na poljima sponzorstva i humanitarnih projekata



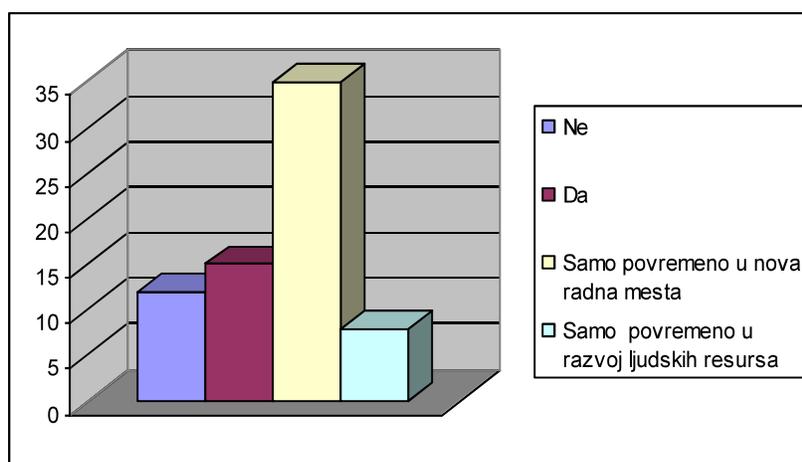
U sprovedenom istraživanju ispitanici su na skali od 1 do 5, zaokruživanjem jednog broja, ocenjivali važnost određenih tvrdnji, pri čemu je broj 1 označavao da se uopšte ne slažu sa iznetom tvrdnjom, a broj 5 da se u potpunosti slažu sa njom. Sa tvrdnjom *Rukovodioci firme u kojoj trenutno radim u značajnoj meri brinu o svojim zaposlenima*, u potpunosti se slaže 19% ispitanika, dok se 48% njih samo delimično slaže sa iznetom tvrdnjom. Kada je reč o tvrdnji *Rukovodioci firme u kojoj trenutno radim stalno razmatraju uticaj koji bi određene poslovne odluke imale na širu društvenu zajednicu*, od ukupnog broja, slaže se svega 36% anketiranih lica, dok se 11% samo delimično ne slaže sa navedenom tvrdnjom.

Kontinuitet funkcionisanja, kao i oslonjenost na sopstveno delovanje, što su značajni uslovi poslovanja u prošlosti, smenjeni su sadašnjim i u budućnosti očekivanim uslovima koji obeležavaju diskontinuitet, kompleksnost i zavisnost od odluka drugih (Vukša i dr., 2020.). Ovo nameće potrebu za promenama u načinu mišljenja, ponašanja i donošenja odluka od strane rukovodioca. Veoma je važno da zaposleni budu upoznati sa svim važnim pitanjima koja se tiču poslovanja firme u kojoj rade. Cilj sledeće tvrdnje je bio da se utvrdi da li je takav slučaj i sa trgovinskim preduzećima u Kruševcu. Rezultati pokazuju da

se većina ispitanika samo delimično slaže sa time da ih rukovodioci firme u kojoj rade uvek informišu o svim važnim pitanjima koja se tiču poslovanja iste, samo 31% ispitanika se u potpunosti slaže sa navedenom tvrdnjom.

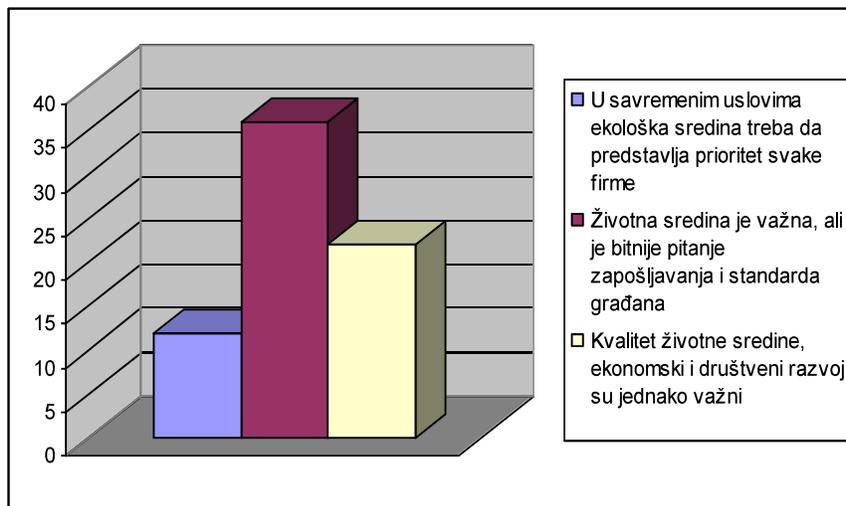
U ekonomiji zasnovanoj na znanju, razvoj svake države zavisi od kvaliteta njenih ljudskih resursa (Bojicic i Dajić, 2017.). Tokom proteklih nekoliko godina, Srbija je zauzimala 66. mesto u svetu u pogledu ljudskog razvoja, što je niže nego bilo koja zemlja članica Evropske unije, i što predstavlja znatno slabiju performansu u odnosu na period od pre trideset godina (CEVES, 2018.). Istraživanje pokazuje da i trgovinska preduzeća na teritoriji grada Kruševca ne ulažu dovoljno u razvoj ljudskih resursa. Najviše se, prema mišljenjima 51% ispitanika, investira u nova radna mesta (Grafikon 8).

Grafikon 8. Savovi ispitanika o tome da li firma u kojoj rade investira često u nova radna mesta i u razvoj ljudskih resursa



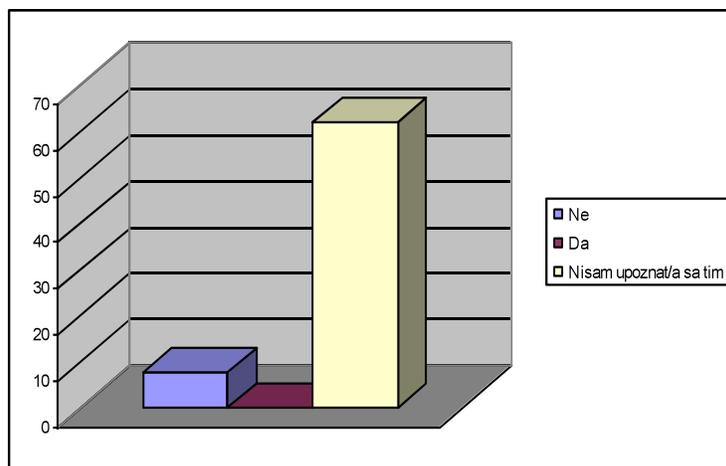
Nastanak ekološke krize podstaknut pitanjem da li životna sredina može da istrpi negativan uticaj neadekvatnih aktivnosti brojnih nepažljivih preduzeća pokrenuo je potrebu za razvojem svesti o značaju ekološkog segmenta održivog razvoja. Iz tog razloga jedno od pitanja u anketi odnosilo se i na utvrđivanje stepena u kome su za zaposlene u trgovinskim preduzećima u Kruševcu značajna pitanja zaštite životne sredine. Iznenaduje činjenica da svega 17% ispitanika smatra da bi ekološka sredina trebalo da predstavlja važan segment u poslovanju trgovinskih preduzeća (grafikon 9).

Grafikon 9. Stavovi ispitanika o značaju zaštite životne sredine



Mnoga uspešna, društveno odgovorna, trgovinska preduzeća u svetu koja svoje poslovanje zasnivaju na principima održivog razvoja objavljuju Izveštaje o održivom razvoju putem kojih javnost može da stekne uvid u poslovne rezultate ali i u napore koje preduzeće preuzima kako bi doprinelo zaštiti životne sredine i drugim pitanjima, koja se tiču dobre korporativne prakse. Naše istraživanje je pokazalo da većina, odnosno 89% anketiranih, nije upoznato sa time da li firma u kojoj rade objavljuje Izveštaj o održivom razvoju (grafikon 10).

Grafikon 10. Stavovi ispitanika o tome da li firma u kojoj rade objavljuje Izveštaj o održivoj razvoju



Prethodno navedeni rezultati, koji se tiču mišljenja ispitanika o značaju zaštite životne sredine pokazuju da je neophodno još dosta raditi na razvoju svesti zaposlenih u ovim preduzećima o važnosti zaštite ekološke sredine. Politika zaštite životne sredine direktno utiče na povećanje ekonomskog učinaka kroz poboljšanje uslova životne sredine (Ignjatijević i dr, 2020.), dok svesno nepriznavanje značaja održivog razvoja za dalji prosperitet i blagostanje životne sredine, može imati dalekosežne posledice (Filipović, 2019.). Takođe, može se reći da je danas značaj izveštavanja o održivom razvoju sve veći, usled pojave većeg broja preduzeća koja javnost izveštavaju o svom održivom poslovanju. Veoma je važno da i trgovinska preduzeća u kojima je sprovedeno istraživanje, uvažavaju činjenicu i svoje poslovanje, po uzoru na mnoga uspešna preduzeća u svetu, usklade sa konceptom održivog razvoja.

Zaključak

S obzirom na veliki značaj koji održivost ima u modernim uslovima poslovanja, rukovodioci preduzeća imaju zadatak da zaposlene, između ostalog, upoznaju i sa značajem koncepta održivog razvoja, njegovom suštinom i potrebom da se uspostavi balans između ekonomske, ekološke i društvene komponente razvoja. Prethodno nameće potrebu za održivim upravljanjem ljudskim resursima. Može se zaključiti da samo ako se upravljanje realizuje na taj način zaposleni će biti upoznati sa suštinom i važnošću primene koncepta održivog razvoja.

Može se, takođe, zaključiti da je održivo upravljanje ljudskim resursima od velikog značaja ne samo za proizvodna već i za trgovinska preduzeća, s obzirom na činjenicu da poslovanje u skladu sa fundamentalnim komponentama održivog razvoja poslednjih godina postaje veoma aktuelno i u sektoru trgovine. Sprovedeno istraživanje ukazuje na to da svest zaposlenih o značaju koncepta održivog razvoja u izabranim trgovinskim objektima na teritoriji grada Kruševca, nije u dovoljnoj meri razvijena i da zaposleni nisu upoznati sa posledicama koje bi ponašanje suprotno načelima održivog razvoja moglo da ima, ne samo na poslovne rezultate preduzeća već i na celokupno sadašnje i buduće društvo. Prethodno nam pokazuje da rukovodioci ovih firmi moraju još dosta da rade na jačanju svesti kod zaposlenih o važnosti koncepta održivog razvoja.

Istraživanje rađeno u ovom radu može da posluži kao osnova za istraživanje na većem broju uzoraka u oblasti trgovine, na teritoriji cele Srbije.

Literatura

1. Bojičić, R. i Dajić, M. 2017. Uloga obrazovanja u postizanju održivog razvoja Srbije. Zbornik radova sa međunarodnog naučnog skupa IOR-

- EDA 2017, Ekonomski fakultet Univerziteta u Prištini, Kosovska Mitrovica, 283-298
2. CEVES, 2018. Održivi razvoj Srbije, kako stojimo? Preuzeto sa: https://ceves.org.rs/wp-content/uploads/2018/08/Bro%C5%A1ura_Odr%C5%BEivi-razvoj-Srbije_Kako-stojimo.pdf
 3. Dajić, M. 2019. Uticaj ekološke dimenzije društveno odgovornog poslovanja na imidž preduzeća. *Ecologica* 26, (94): 265-270.
 4. Filipović, M., 2019. Konceptualizacija održivog razvoja i ekološko obrazovanje. *Vojno delo* 71, (2): 55-68.
 5. Gvozdenac, D. 2017. Prirodni resursi i održivi razvoj. Zbornik međunarodnog kongresa o KGH, 46, (1): 13-20.
 6. Hecklau, F., Galeitzke, M., Flachs, S., & Kohl, H. 2016. Holistic approach for human resource management in Industry 4.0. *Procedia Cirp*, 54, (1): 1-6.
 7. Ignjatijević S., A. Aničić, J. Vapa-Tankosić, i J. Belokapić-Čavkunović. 2020. Utvrđivanje ekonomskih relacija privrednog rasta i zaštite životne sredine. *Oditor* 6, (1): 38-48.
 8. Ilić, B. i Grujović, M. 2018. Održivo upravljanje ljudskim resursima-uspeh savremenog poslovanja. Naučno stručna konferencija *Trendovi u poslovanju 2018*: 113-123.
 9. Krstić, M. S. [2020]. Teorija racionalnog izbora - ograničenja i alternative. *Sociološki pregled*, 54(1), 40-63.
 10. Milosavljević, S., Pantelejić, Đ., i Međedović, D. 2019. Primena i mogućnost unapređenja ekonomskih činilaca u realizaciji održivog razvoja. *Održivi razvoj*, 1, (1): 7-16.
 11. Nadoveza, B. i Pešić, H. 2020. Održivi razvoj-proizvodna snaga savremenog društva, *Održivi razvoj*, 2, (1): 41-52.
 12. Vukša, S., Anđelić, D. i Milojević, I. 2020. Analiza kao osnova održivosti poslovanja. *Održivi razvoj* 2, (1): 53-72

IMPORTANCE OF SUSTAINABLE HUMAN RESOURCES MANAGEMENT ON THE EXAMPLE OF TRADE COMPANIES IN KRUŠEVAC

Maja Staletović⁵, Nenad Kojić⁶, Srećko Milačić⁷, Milan Dajić⁸

Review article

Abstract

It can be said that today, given the relevance of the concept of sustainability, sustainable human resource management is a decisive factor in successful functioning of any organizational system. The main goal of this paper is to point to the importance of human resource management in accordance with the concept of sustainable development, starting from the importance of the concept of sustainable development for modern business, as well as from the new place and new role of man in all social processes. In order to achieve the set goal, a survey was conducted in trade companies in the city of Kruševac, the essence of which is to obtain data on whether managers in these companies informed their employees about the importance of the concept of sustainable development, and to what extent a way that does not imply jeopardizing the ability of future generations to meet their needs.

Key words: *sustainable development, human resources, managers, trade companies, environment*

JEL: *M14, O15*

Introduction

The concept of social responsibility and sustainability are becoming an integral part of business of every company that strives to create lasting positive value. The dynamism of the environment in the New Economy imposes the for economic development to take place in accordance with the possibilities of the environment, while respecting the needs of current and future society, which are based on improving the quality of life. The importance of human resource management in accordance with the concept of

⁵ Asistent, master of economics Maja Staletović, Business School of Vocational Studies “Prof. dr Radomir Bojković”, Topličina no. 12, Kruševac, Email: dajicmaja5@gmail.com

⁶ Assistant Professor Nenad Kojić PhD, Kosovo and Metohija Academy of Applied Studies, E-mail: nenadkojic111@gmail.com

⁷ Full Professor Srećko Milačić PhD, Faculty of Economics, University of Pristina, Kolašinska no. 156, Kosovska Mitorivca, Republic of Serbia

⁸ Teacher, master of Economics, Milan Dajić, School of Economics and Technology, Vrbovac, Republic of Serbia, Email: d.milan@hotmail.rs

sustainable development is based on that. In that case, the creativity and ability of the manager gained in importance, because it is necessary to develop awareness among employees about the importance of new social values based on the concept of sustainable business. Only in this way is it possible to create a society that thinks about the future.

Sustainable development in modern business conditions appears both as an essential prerequisite, as well as the ultimate goal of efficient functioning of any organizational system. Considering that doing business in accordance with the rules dictated by the concept of sustainable development has recently become very relevant in the trade sector, the subject of this paper is to determine and analyze the degree to which employees are aware of the importance of doing business in accordance with the concept of sustainable development.

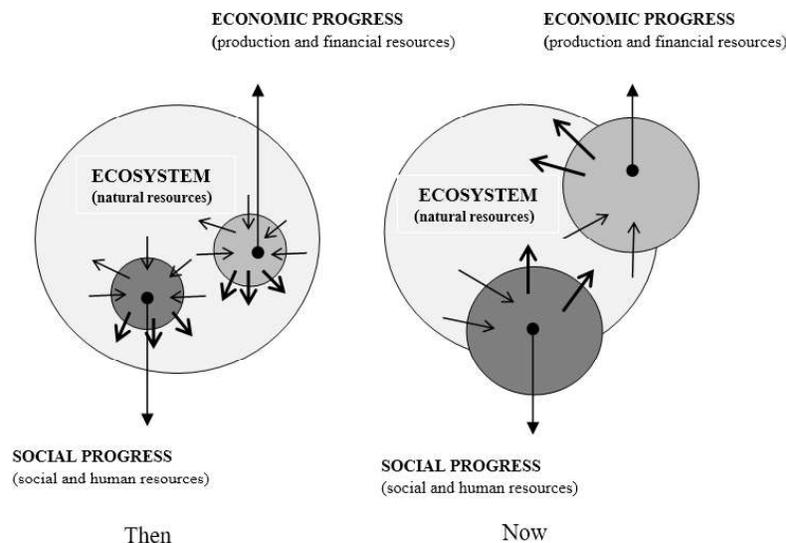
The need for sustainable human resource management

In conditions of increasing unpredictability and complexity of the environment, human resource management is not an easy process. For that reason, it is very important that this process is constantly changing and improving, following the movements and changes in various spheres of business (Krstić, 2020). It is important that, in the very process of human resource management, managers are not enslaved by rules that existed in the past. People's behavior is unpredictable and therefore the rules must be adapted to each specific situation and individual. Hecklau et al. (2016) point out that demographic changes as well as changes in social values lead to the fact that employees must be trained to undertake strategic, coordination and more creative activities. In order to achieve that, managers must get acquainted with individual characteristics of their employees, embodied through their value attitudes, needs, habits, interests and expectations, but it is also necessary to have good knowledge of the factors and requirements imposed by the changing environment. These demands are primarily manifested through the need for efficient organization of numerous human activities on Earth and the establishment of balance between economic, environmental and social dimensions of development. The very concept of sustainability is based on that.

Today, it is impossible to afford the possibility of ignoring the demands imposed by nature and the environment in which people perform their social and economic activities. In the last period, there are rare opinions that environmental problems are written off as insignificant and non-existent, which was the case until the second half of the 20th century (Milosavljević et al., 2019). Gaining economic benefits through inadequate use of resources and environmental degradation cannot be sustainable in the long run. Regarding

the development of human resources and the economy at the expense of ecosystems, Gvozdenac (2017) especially emphasized that changes in all areas of human activity are necessary and inevitable because the natural ecosystem is no longer able to provide all necessary raw materials and absorb waste that imperfect systems create without major consequences (Figure 1). Therefore, there is a need to overcome the conflict between economic and environmental spheres. This can be achieved by integrating opposing environmental and economic attitudes, which is most often realized at the company level through implementation of the concept of green economy, i.e. environmentally responsible business (Dajić, 2019). However, in order for it to be successful, it is necessary to also take into account social issues. It is sustainable development that focuses on the previously mentioned spheres of society, and hence the importance of doing business in accordance with this concept.

Figure 1. Relationship between social progress and the economy towards the ecosystem (then and now)



Source: Gvozdenac (2017).

Considering that the disturbed natural balance has begun to seriously provide negative feedback on the consequences of human activities, inclusion of the concept of sustainable development in the process of human resource management is becoming an essential prerequisite for considering the long-term perspective of survival and development of any organizational system, regardless of its economic activity. In recent years, functioning in accordance with the concept of sustainable development has become very relevant in the trade sector. For that reason, research in this paper is focused on trade activity. The fact is that

even in these companies, those responsible for human resource management must possess individual qualities and professional abilities in order to motivate employees to act actively, with a view focused on the needs of future generations.

Research methodology

Human resource management, which should manage resources in a sustainable way while respecting all human and economic laws, should primarily raise awareness of employees about the importance of the concept of sustainable development (Ilić, Grujović, 2018). Motivated by that fact, the authors conducted a research whose essence is based on determining the degree to which employees in selected trade companies in the city of Kruševac are familiar with the concept and significance of sustainable development. For the purposes of this research, a survey was compiled containing 15 questions. In addition to general data on gender, age structure, completed education, years of work experience, range of monthly earnings, company name, in accordance with the research goal, emphasis was placed on collecting data on the meaning of the concept of sustainable development, activity of trade companies in the area of sponsorship and humanitarian projects, importance of environmental protection, doing business in accordance with rules imposed by the concept of sustainability, and the like.

Research was conducted during June 2020, on a sample of 70 respondents, in five trade companies in Kruševac, in „Oasis“ trade store (11 respondents), in the „Trapić market“ (11 respondents), in „3-M market plus“ (23 respondents), who are mainly engaged in retail trade in non-specialized stores, in company „Ide voz doo“ (13 respondents) engaged in non-specialized wholesale and retail trade, as well as in „Viva 92“ company (12 respondents), which includes retail and wholesale of consumer goods. Obtained results are processed in accordance with certain methods of descriptive statistics, and in the continuation of the work they will be presented numerically and graphically and qualitatively described.

For a more precise presentation of this topic, observation, analysis, synthesis, descriptive and comparison method were used in the paper.

Research results and discussion

In a knowledge-based economy, managing human resources in accordance with rules imposed by the concept of sustainable development is one of the most desirable ways of doing business for any company, regardless of what activity it is engaged in. If management is implemented in this way, all employees will have a clearer picture of the importance and need to comply with rules imposed by each of the components of sustainable development. In that case, awareness on the importance of doing business in accordance with

this concept would be sufficiently developed. The essence of this research is based on that.

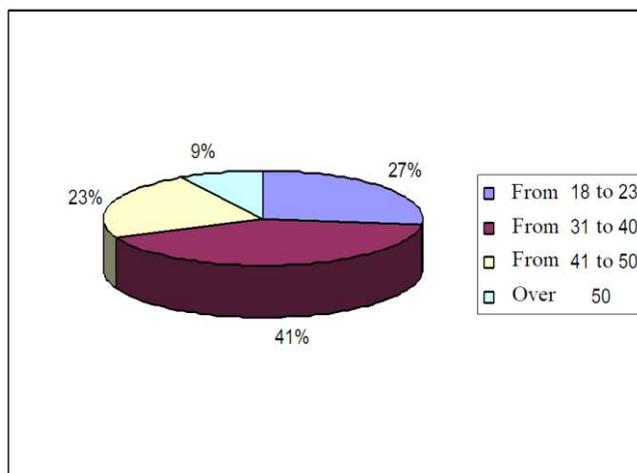
Respondents were divided into categories according to the name of the company in which they work (Table 1).

Table 1. Distribution of respondents according to the name of the company in which they were employed

Name of the company	Number of respondents	
	Male	Female
<i>Oaza</i>	3	8
<i>Trapić market</i>	1	10
<i>3-M market plus</i>	1	22
<i>Ide voz doo</i>	8	5
<i>Viva 92</i>	3	9
Ukupno	16	54
<i>Procenat</i>	<i>23%</i>	<i>77%</i>

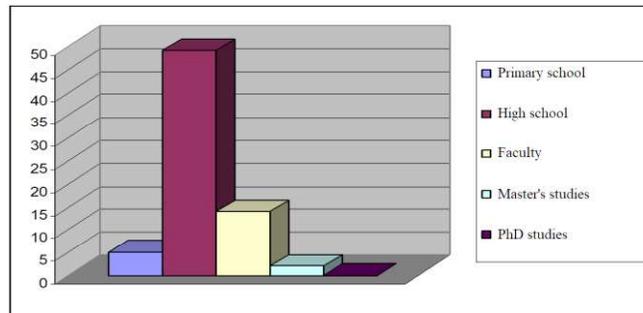
The research shows that most respondents belong to the age group of 31 to 40 years (Graph 1).

Graph 1. Age structure of respondents



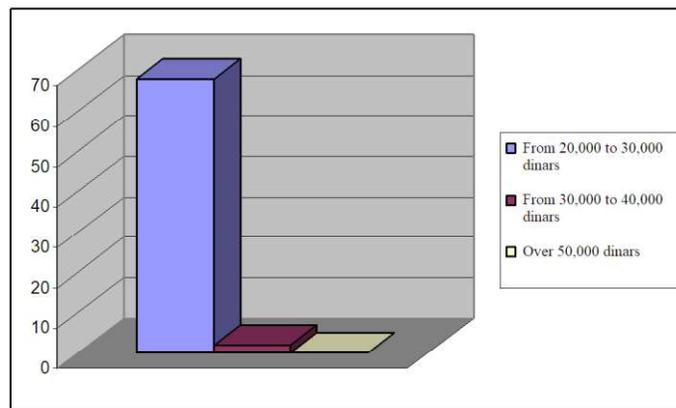
When it comes to level of education, 70% of respondents have a high school diploma, while 20% of them have a university degree (Graph 2).

Graph 2. Education of respondents



As for the monthly salary, for 68 respondents it ranges from 20,000 to 30,000 dinars. In the given sample, there were no respondents with a monthly salary of over 50,000 dinars (Graph 3).

Graph 3. Monthly salary of respondents



For the largest number of respondents, the length of service is expressed in years. On average, the number of years of work experience of respondents only in companies in which they are currently employed is 3 years (Table 3).

Table 3. Average work experience of respondents (only in the current company)

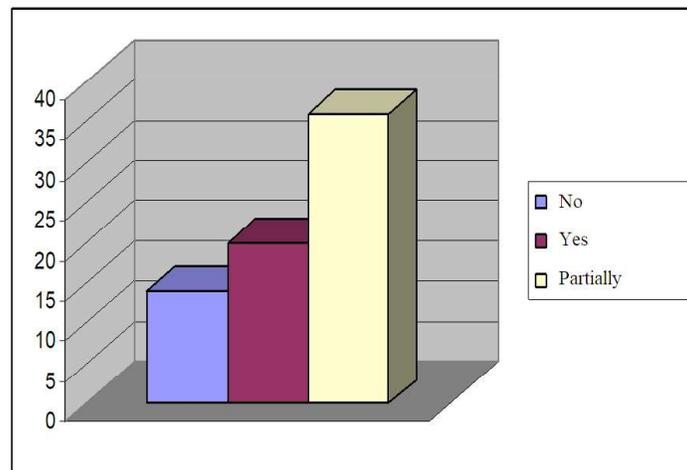
Work experience (expressed in years)			Work experience (expressed in months)		
Average	MIN	MAX	Average	MIN	MAX
3,50	1	20	4,60	1	10

When it comes to the workplace in the given sample, 90% of the respondents are holding the position of salesman, and 10% are holding the position of warehouseman.

We are witnessing the fact that in the New Economy, the term Sustainable Development or Sustainability are increasingly used in various segments, from

economic and social to segments related to environmental protection and ways of observing the functioning of various business entities in it. It can be said that the New Economy actually represents the so-called Age of Sustainable Development. All this imposes the need to know the concept and essence of sustainable development. When asked whether you are familiar with the meaning of the concept of sustainable development, the largest number of respondents, i.e. 51% of them answered that they are only partially familiar with the meaning of this concept, while 20% of respondents are not familiar with its meaning (Graph 4).

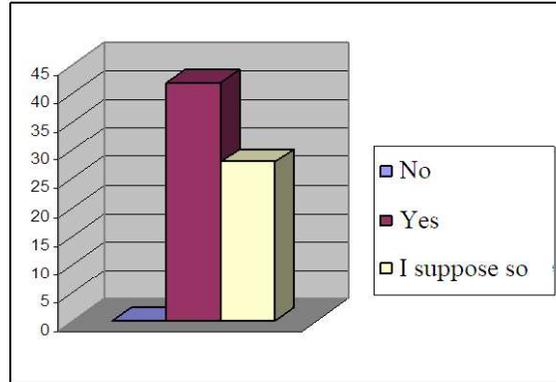
Graph 4. Attitudes of respondents about what is meant by the concept of sustainable development



If, for example, we observe the connection between the degree of education and the degree of knowledge of the meaning of the concept of sustainable development, it can be seen that the Pearson correlation coefficient $\rho = 0.05$. This tells us that the correlation between these two variables is weak, which means that the degree of education does not affect the level of knowledge on the concept of sustainable development by employees in these companies.

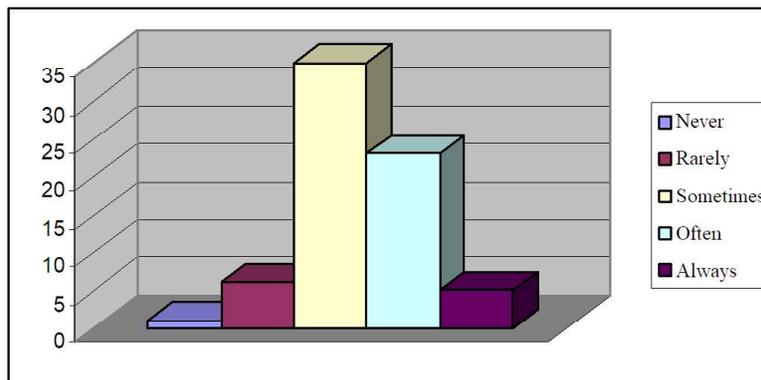
When asked *If in your opinion the following statement is correct: Sustainable development is reflected in the fact that when working and living on the planet Earth we think not only of us but also of the future of our children*, 60% of respondents agree with this statement, while 40% they only assume that the given statement is correct (Graph 5).

Graph 5. Attitudes of respondents about the meaning of the concept of sustainable development



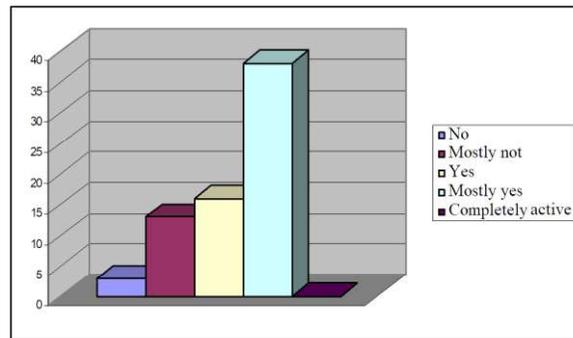
In the given research, respondents were offered the opportunity to rate on a scale from 1 to 5 the extent to which the company in which they currently operate, operates in accordance with the concept of sustainable development, i.e. the extent to which it cares about its employees, community and environment. Based on the obtained research results, it can be seen that selected trade companies, in the opinion of respondents, are only sometimes dedicated to issues related to sustainable development, only 7% of respondents believe that the company they work in always operates in accordance with the concept of sustainable development (Graph 6). It can be said that doing business is contrary to the concept of sustainability, because, as *Nadoveza et al. (2020)* points out, sustainable development is the productive force of modern society.

Graph 6. Respondents' attitudes about whether the company they work in operates in accordance with the concept of sustainable development



Many successful companies around the world set aside significant sums of money for various donations and sponsorships, while supporting numerous projects in the fields of health, sports, education, science and culture (Krstić, 2020). When it comes to selected trade companies in the city of Kruševac, 54% of respondents believe that they are mainly active in the fields of sponsorship and humanitarian projects (Graph 7).

Graph 7. Opinions of respondents on whether the company in which they currently work is active in the fields of sponsorship and humanitarian projects



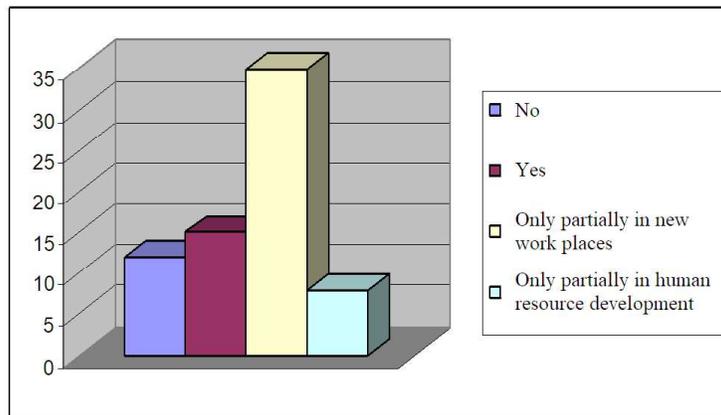
In the conducted research, respondents assessed the importance of certain statements on a scale from 1 to 5, by circling one number, where number 1 indicated they did not agree with the stated statement at all, and number 5 that they completely agreed with it. 19% of respondents fully agree with the statement *Managers of the company where I currently work take great care of their employees*, while 48% of them only partially agree with the statement. When it comes to the statement, *Managers of the company I currently work for are constantly considering the impact that certain business decisions would have on the wider community*, out of the total number, only 36% of respondents agree, while 11% only partially disagree with the statement.

Continuity of functioning, as well as reliance on one's own actions, which are important business conditions in the past, have been replaced by current and future expected conditions that mark discontinuity, complexity and dependence on the decisions of others (Vukša et al., 2020). This imposes the need for changes in the way managers think, behave and make decisions. It is very important that employees are informed about all important issues concerning the business of the company in which they work. The aim of the following claim was to determine whether this is the case with trade companies in Kruševac as well. Results show that the majority of respondents only partially agree that the managers of the company in which they work

always inform them about all important issues concerning its business, only 31% of respondents fully agree with this statement.

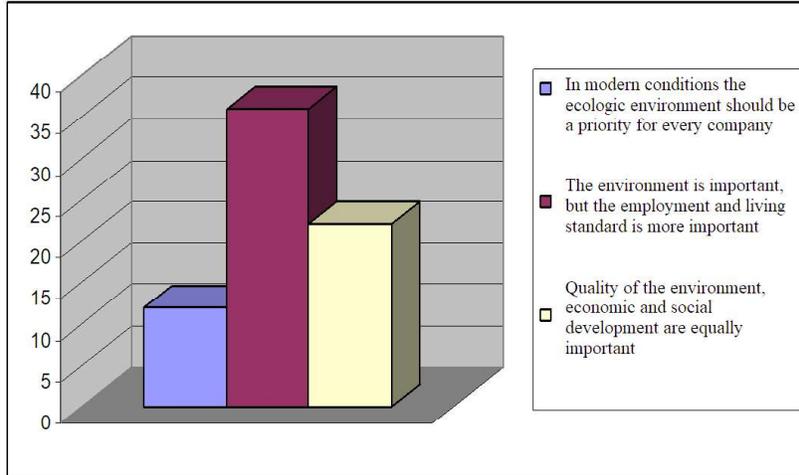
In a knowledge-based economy, development of each state depends on the quality of its human resources (Bojicic, Dajić, 2017). Over the past few years, Serbia has ranked 66th in the world in terms of human development, which is lower than any member state of the European Union, and which represents a significantly lower performance compared to the period thirty years ago (CEVES, 2018). The research shows that trade companies on the territory of Kruševac do not invest enough in the development of human resources. According to 51% of respondents, most of them invest in new jobs (Graph 8).

Graph 8. Survey of respondents on whether the company in which they work often invests in new jobs and human resources development



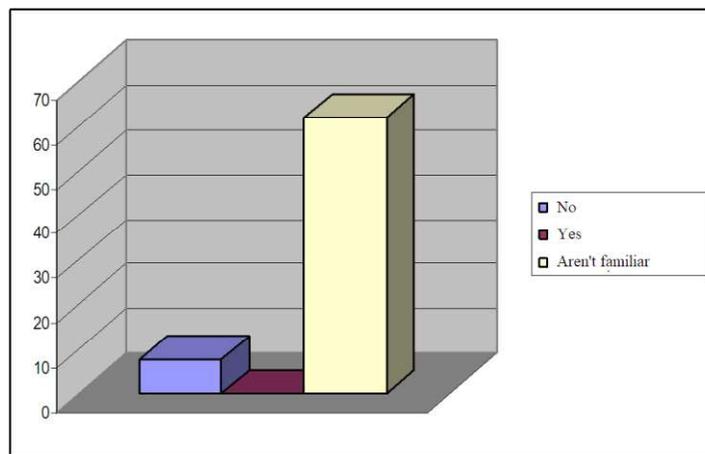
Emergence of the ecological crisis, prompted by the question of whether the environment can withstand the negative impact of inadequate activities of many careless companies, has raised the need to develop awareness of the importance of the ecological segment of sustainable development. For that reason, one of the questions in the survey also referred to the determination of the degree to which environmental protection issues are important for employees in trade companies in Kruševac. Surprisingly, only 17% of respondents believe that the environment should be an important segment in the business of commercial enterprises (Graph 9).

Graph 9. Attitudes of respondents about the importance of environmental protection



Many successful, socially responsible, trading companies in the world that base their business on the principles of sustainable development publish Sustainable Development Reports through which the public can gain insight into business results but also into the efforts that the company undertakes to contribute to environmental protection and other issues concerning good corporate practice. Our research showed that the majority, i.e. 89% of respondents, are not aware of whether the company they work for publishes a Sustainable Development Report (Graph 10).

Graph 10. Respondents' attitudes about whether the company they work for publishes a Sustainable Development Report



The above results, which relate to the opinion of respondents on the importance of environmental protection, show that it is necessary to work a lot on developing awareness of employees in these companies about the importance of environmental protection. Environmental protection policy directly affects the increase of economic performance through improvement of environmental conditions (Ignjatijević et al., 2020), while conscious non-recognition of the importance of sustainable development for further prosperity and well-being of the environment can have far-reaching consequences (Filipović, 2019). Also, it can be said that today the importance of reporting on sustainable development is growing, due to the emergence of a larger number of companies that report to the public on their sustainable business. It is very important that the trade companies in which the research was conducted, take into account the given fact and harmonize their business, following the example of many successful companies in the world, with the concept of sustainable development.

Conclusion

Given the great importance of sustainability in modern business conditions, company managers have the task to acquaint employees, among other things, with the importance of the concept of sustainable development, its essence and the need to establish a balance between economic, environmental and social components of development. It imposes the need for sustainable human resource management. It can be concluded that only if the management is realized in that way will the employees be acquainted with the essence and importance of the application of the concept of sustainable development.

It can also be concluded that sustainable human resource management is of great importance not only for manufacturing but also for trade companies, given the fact that business in accordance with the fundamental components of sustainable development in recent years has become very relevant in the trade sector. The conducted research indicates that awareness of employees about the importance of the concept of sustainable development in selected retail facilities in the city of Kruševac is not sufficiently developed and that employees are not aware of the consequences that behavior contrary to the principles of sustainable development could have, not only on business results of companies, but also to the entire present and future society. Previously, it shows us that the managers of these companies still have a lot of work to do to raise awareness among employees about the importance of the concept of sustainable development.

Research done in this paper can serve as a basis for research on a large number of samples in the field of trade, on the territory of the whole of Serbia.

Literature

1. Bojičić, R. and Dajić, M. 2017. Uloga obrazovanja u postizanu održivog razvoja Srbije. Zbornik radova sa međunarodnog naučnog skupa IOR-EDA 2017, Ekonomski fakultet Univerziteta u Prištini, Kosovska Mitrovica, 283-298
2. CEVES, 2018. Održivi razvoj Srbije, kako stojimo? Preuzeto sa: https://ceves.org.rs/wp-content/uploads/2018/08/Bro%C5%A1ura_Odr%C5%BEivi-razvoj-Srbije_Kako-stojimo.pdf
3. Dajić, M. 2019. Uticaj ekološke dimenzije društveno odgovornog poslovanja na imidž preduzeća. *Ecologica* 26, (94): 265-270.
4. Filipović, M., 2019. Konceptualizacija održivog razvoja i ekološko obrazovanje. *Vojno delo* 71, (2): 55-68.
5. Gvozdencac, D. 2017. Prirodni resursi i održivi razvoj. Zbornik međunarodnog kongresa o KGH, 46, (1): 13-20.
6. Hecklau, F., Galeitzke, M., Flachs, S., & Kohl, H. 2016. Holistic approach for human resource management in Industry 4.0. *Procedia Cirp*, 54, (1): 1-6.
7. Ignjatijević S., A. Aničić, J. Vapa-Tankosić, and J. Belokapić-Čavkunović. 2020. Utvrđivanje ekonomskih relacija privrednog rasta i zaštite životne sredine. *Oditor* 6, (1): 38-48.
8. Ilić, B. and Grujović, M. 2018. Održivo upravljanje ljudskim resursima-uspeh savremenog poslovanja. Naučno stručna konferencija *Trendovi u poslovanju 2018*: 113-123.
9. Krstić, M. S. [2020]. Teorija racionalnog izbora - ograničenja i alternative. *Sociološki pregled*, 54(1), 40-63.
10. Milosavljević, S., Pantelejić, Đ., and Međedović, D. 2019. Primena i mogućnost unapređenja ekonomskih činilaca u realizaciji održivog razvoja. *Održivi razvoj*, 1, (1): 7-16.
11. Nadoveza, B. and Pešić, H. 2020. Održivi razvoj-proizvodna snaga savremenog društva, *Održivi razvoj*, 2, (1): 41-52.
12. Vukša, S., Anđelić, D. and Milojević, I. 2020. Analiza kao osnova održivosti poslovanja. *Održivi razvoj* 2, (1): 53-72

Datum prijema (Date received): 28.04.2021.

Datum prihvatanja (Date accepted): 17.06.2021.